

THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED
CORPORATE QUARTERLY JOURNAL



GASCO news

VOLUME 27 | NO. 3 | SEPTEMBER 2017



Sustaining T&T's Natural Gas Industry - p 4

WHAT'S
INSIDE

NGC CNG's
Marketing Thrust

- p 6

CONTENTS

PRESIDENT'S MESSAGE

'Different Notes, One Sound'

| 03

BUSINESS DEVELOPMENT

Sustaining Trinidad and Tobago's Natural Gas Industry - NGC's Strategic Plan to 2020

| 04

NGC CNG's Marketing Thrust

| 06

ENVIRONMENT & SAFETY

Destination: World-Class Safety

| 09

NGC NEWS

In Memoriam: Malcolm A. Jones

| 13

NGC Launches its 'National Heroes Project'

| 14

Launch of the NGC/NAAA Youth Elite Programme

| 16

NGC Reaffirms its Commitment to Police Youth Clubs

| 17

NGC Bao Simba Entertainers: Winners at the 2017 World Championship of Performing Arts

| 18

PRODUCED BY

The National Gas Company of Trinidad and Tobago Limited (NGC)
Orinoco Drive
Point Lisas Industrial Estate, Couva
Republic of Trinidad and Tobago
West Indies

MANAGING EDITOR

Joselle G. Sirju
Head, Communications and Brand Management (Co-ordinating)

SUB-EDITOR

Nadine Ramharack
Public Relations Officer I
Communications and Brand Management, NGC

PHOTOGRAPHY

NGC Archives

DESIGN

Lonsdale Saatchi and Saatchi Advertising Limited

PRINTING

SCRIP-J

Please address all correspondence to
GASCO NEWS
c/o NGC Communication and Brand Management
P.O. Box 1127, Port of Spain
Tel: (868) 636-4662, 4680
Fax: (868) 679-2384
Email: info@ngc.co.tt
Website: www.ngc.co.tt

©2017 Material in this publication, with the exception of photography, may be reproduced once credit is given to GASCO NEWS.



Employee tackles theory-based test on road safety and regulations

LABIDCO NEWS

LABIDCO Capturing Growth Opportunities

| 19

PPGPL NEWS

Group Project Management Methodology Framework (GPMF)

| 20

INDUSTRY NEWS

BPTT Begins Production From Juniper

| 22



Contractors invited to share lessons learnt and best practices for job site safety



Blood pressure testing

PRESIDENT'S MESSAGE

'Different Notes, One Sound'

Over the past year, The National Gas Company of Trinidad and Tobago Limited (NGC), and indeed the entire global energy sector, have been navigating a tumultuous period for business due to disruptive developments in the international market. Domestically, NGC has also been confronted with natural gas supply curtailments and expiring contracts on both the purchasing and sales ends of the business.

In the midst of these operational challenges, it became necessary for the Company to introspect, take stock of its position and thoughtfully chart the way forward. To that end, members of NGC's Executive Management Team (EMT) participated in a working retreat from July 21st to 23rd to assess the Company's current position, identify areas that need strengthening and increased focus, explore creative new ways to embrace leadership challenges, and develop realistic plans for NGC's continued growth and expansion, profitability, sustainability and employee development. The theme of the retreat was 'Different Notes, One Sound'.

COMMITTED TO IMPROVEMENT

The key message that emerged was that NGC is operating in a challenging and competitive environment, where the viability and sustainability of the Company are under threat. It was agreed that in order to overcome this, we need to create a step-change in our safety culture, develop our people, diversify the business and improve key processes through an engaged and skilled workforce. This would help us achieve our vision of placing NGC on the world stage, as a participant in renewable energy business, a leader in process safety, advanced in asset integrity, with a capable workforce, and pursuing collaborative efforts in emerging energy jurisdictions regionally, and further afield in Africa, Asia and South America.

In order to steer our business through the currently volatile, uncertain, complex and ambiguous environment, the team resolved to demonstrate firm and decisive leadership while being empathetic, engaging and visionary. We also committed to utilising the tools, processes, and procedures available to us to leverage and build on the positive attributes and contributions of our employees.

From an operational standpoint, as we push forward to the end of the year, emphasis will be placed on maintaining our gains and reaching for further successes. NGC will continue its focus on



Mark Loquan, President, NGC

key deliverables in the areas of cost management, project management, safety management, closure of critical audits and competency, knowledge and skills development.

JAMMIN'

The theme of the retreat was a nod to the practical challenge issued to the EMT, which was to rehearse and perform on steelpan, as a cohesive orchestra, Bob Marley's iconic song 'Jammin'. Each member was assigned a different piece of music to practise. Despite having little to no prior experience playing the instrument, by the end of the retreat, the team managed to combine their 'different notes' to deliver a stellar performance with 'one sound'.

The instructive exercise allowed each member to learn and excel at their individual parts, and then experience how they all fit together in harmony. The parallel to be drawn was that in the work environment, every staff member and work unit has a role to play in the operation of the Company. With proper communication, synchronisation and alignment with the Company's vision and strategic thrust, we can together produce outstanding results, and continue delivering exceptional value for the people of Trinidad and Tobago.

Mark Loquan, President

Sustaining Trinidad and Tobago's Natural Gas Industry – NGC's Strategic Plan to 2020



Mark Loquan (L) responds to questions at Energy Chamber Luncheon, with Chamber CEO Dr. Thackwray Driver

Given its central role in Trinidad and Tobago's energy value chain, NGC's business outlook and strategies are of interest to all energy stakeholders. In an effort to keep the sector apprised of the Company's plans and projects, NGC's President Mr. Mark Loquan delivered a presentation to upstream and downstream operators, as well as energy service providers, at a luncheon hosted by the Energy Chamber on 20th September 2017.

The objective of the presentation was not only to give an overview of the Company's strategic plans, but to situate its trajectory and vision in the broader context of disruption in the industry. The transformations in the international energy landscape have necessitated reconfiguration of energy business models to secure the viability of existing businesses in the new environment. Mr. Loquan prefaced his presentation with a synopsis of recent trends in commodity prices, projections for disruptors shale gas and renewables, and LNG supply and pricing forecasts. He also gave a snapshot of the decline in domestic natural gas supply, slowed but not halted by recent discoveries. Taken together, these external and domestic factors

will continue to affect natural gas pricing and availability, and have consequently forced a thoughtful recalibration of NGC's approach to business.

It was against this backdrop that the Board refined the Company's Strategic Plan to 2020. Founded on four main pillars, the Plan streamlines NGC's focus to adapt to change and innovate its business model. Mr. Loquan shared some of the major objectives under this Plan that are being actively pursued by the Company.

1. Develop the Organisation

In order to hold fast on shifting energy terrain, NGC must reinforce and build on its internal structure. Significant work has already been done in this regard. Over the past year, the leadership of the Company has been strengthened with strategic new hires. To make operations more efficient, a new Information and Communication Technology (ICT) strategy has been developed, asset integrity receives renewed focus, and synergies are being captured across the NGC

Group to improve processes and reduce costs. To be competitive in the new environment, emphasis is being placed on raising the standard of safety in the organisation by encouraging 'safety leadership' among employees, and mandating Safe-to-Work certification for contractors. Through regular publications and reporting to government, the Company has also ensured its adherence to reporting requirements, as well as its transparency and accountability to the public.

Development of the organisation also involves building on its infrastructure, and Mr. Loquan was pleased to report that two, decade-long projects have been brought to a close, with the commissioning of the upgraded Phoenix Park Valve Station and the impending completion of the Liquid Fuels Pipeline project.

2. Secure Current Business

An important priority for the Company has been securing its business to protect against further revenue decline. This means working with upstream operators to stabilise current and future gas supply. BP, BHP, EOG, Shell and Perenco have all ramped up activity aimed at bringing more gas on stream. For its part, NGC as the domestic aggregator and investor will be seeking out strategic partnerships to bring untapped potential into production. This includes looking at the economics of monetising stranded, marginal and deep water fields, as well as accessing gas from cross- and across-border sources. The latter has been significantly advanced as an option, with a Heads of Agreement document already signed for Venezuela to supply gas to Trinidad from its Dragon Marine Field by 2020. NGC has also been working on contract renewals, renegotiating the terms of purchase and sale agreements to maximise value and minimise risk for all stakeholders.

Recognising that supply security hinges as much on responsible consumption as it does on gas availability, the Company has identified energy efficiency as an area of focus for the near future, with T&TEC as a key partner. To the extent that power generation consumes significant quantities of natural gas, the introduction of renewable technologies into the electricity grid will help improve supply by liberating more gas for downstream use.

3. Grow Locally and Internationally

The third pillar of NGC's new Strategic Plan seeks to grow the business at home and abroad. Local

opportunities for growth in a low-gas environment include expanding the Light Industrial Commercial (LIC) sector, making investments in downstream and non-gas projects, and building up the port and marine service capabilities of subsidiary National Energy to take advantage of growth in neighboring jurisdictions like Guyana.

Internationalisation of the NGC brand is also top of mind, with various opportunities for partnership with entities in other countries already being explored. Avenues exist for deepening ties with the Caribbean and CARICOM, South and Central America, and West and East Africa. In Africa, NGC is specifically looking to market its knowledge and technical expertise in the areas of pipeline construction, plant optimisation, and energy service and downstream development. Regionally, the Company can build its portfolio by offering port and marine services to the Caribbean, assistance with E&P logistics and increased LPG marketing and sales. There is also potential for technical co-operation in the area of renewables, specifically with Latin America.

4. Strengthen National Contribution

As a state enterprise and corporate citizen, NGC is committed to supporting and furthering national development by way of direct investment in civic initiatives. The fourth pillar of the Company's Strategic Plan proposes deeper engagement with the national community to increase the Company's visibility and impact. Investments such as the NGC Bocas Lit Fest, NGC Sanfest, and the newly launched National Heroes Project help the Company directly participate in the cultural education of youth, while partnerships with organisations like Habitat for Humanity, Police Youth Clubs and the National Association of Athletics Administrations (NAAA) help contribute to empowerment and personal development.

In 2017, the Company was also responsible for a successful Additional Public Offering of shares in its publicly traded subsidiary TTNGL. This opened ownership of a stake in the energy sector to a wider pool of investors, and helped forge a stronger connection between the Company and the national community.

Trinidad and Tobago's economic health is tied to the success and viability of NGC. For that reason, Mr. Loquan made it clear that NGC's business objectives and strategic direction are deliberately aimed at righting the course of the Company, restoring profitability and securing the future of the natural gas industry.

BUSINESS DEVELOPMENT

NGC CNG's Marketing Thrust



The newly opened NP Tumpuna North CNG Station

The CNG programme, piloted by the NGC CNG Company Limited (NGC CNG) – a subsidiary of NGC – is picking up momentum. Several notable developments have occurred so far in 2017 which, in addition to other milestones achieved in the last two years, have helped the company make significant progress toward building and sustaining a CNG industry.

In 2013, NGC CNG was incorporated and mandated to expand the number of CNG supply points across the country as well as increase demand for the fuel.

One of the earliest achievements was the decision by the Public Transport Service Corporation (PTSC) to purchase Original Equipment Manufacturer (OEM) CNG vehicles to include in its fleet. In January 2015, PTSC introduced 35 of these buses for deployment across Trinidad and Tobago. According to the feedback from officials of PTSC and the actual bus drivers, the performance of these vehicles after nearly three years has been optimal. The CNG buses helped to debunk the myth that CNG-powered vehicles have less power than their gasoline or diesel-powered counterparts. An order for a further 35 buses has

already been placed, with some earmarked for use in Tobago. Delivery is scheduled for March 2018. Based on tentative agreements, there is a possibility that another 50 CNG buses will be added to the fleet in the near future.

Another important early development was a partnership between NGC CNG and the National Energy Skills Centre (NESC) to offer specialised CNG Technician training courses. NGC CNG helped to prepare the NESC trainers, who have so far instructed almost 100 CNG Maintenance Technicians who work in various capacities in the automotive field in the public and private sectors.

Special Grants and Incentives

CNG is an ideal fuel for high-mileage drivers whose fuel expenses represent a significant percentage of their vehicle operating costs. In 2014/2015, NGC CNG targeted this subset of drivers, and signed a Memorandum of Understanding (MoU) with the Association of Maxi Taxis of Trinidad and Tobago. Under this MoU, grants of \$45,000 and \$75,000 were offered to Maxi Taxi owners, towards the purchase of



Scotiabank Fleet Card for CNG vehicles

an OEM CNG Maxi, once the owners agreed to dispose of their old diesel-powered maxi taxis. This was the first incentive offered by NGC CNG and several Maxi owners have since applied for and received this grant. Several other grants and incentives were subsequently rolled out to the public:

- \$5,000 in free CNG for Taxi drivers who convert to CNG;
- \$30,000 (large maxi) or \$20,000 (small maxi) in free CNG for maxi taxi drivers who convert to CNG if the vehicle is more than four (4) years old, or a grant of equivalent value if the vehicle is less than four (4) years old;
- \$7,500 in free CNG to registered members of the Private School Transport Association of Trinidad and Tobago (PSTATT) who convert to CNG;
- \$15,000 in free CNG to registered members of the Private School Transport Association of Trinidad and Tobago (PSTATT) who purchase an OEM CNG vehicle.

Free CNG is being specially administered via a Scotiabank fuel card. Drivers in receipt of the incentive simply have to fill up with CNG and then swipe their cards at CNG service stations.

The first batch of fuel cards was handed over in September 2017 to seven recipients. Among the recipients were two PSTATT drivers, four taxi drivers and the Trinidad and Tobago Association for the Hearing Impaired, which purchased an OEM CNG Omnibus.

Taxi driver, Ashmeed Mohammed, was elated to receive the card. He said, "When deciding to make the switch to CNG, this incentive tipped the scales heavily in favour of my decision. I'm looking forward to reducing my fuel bill, now that I'm using CNG."

NGC CNG expects to offer hundreds of these incentives to approved applicants before the end of 2018.

In 2017, Expressions of Interest (EOI) were invited for the second time, geared towards encouraging conversions of light duty, heavy duty and extra heavy duty vehicles in the commercial sector. Pre-approval has been given to applicants for diesel to CNG conversions of 101 light duty, 76 heavy duty and 27 extra heavy duty trucks.

OEM CNG Vehicles

While NGC CNG is focusing on getting existing vehicles converted to CNG, the growth in the OEM market has been rapid.

At the start of 2015, no OEM CNG models of any type were available for sale in the country. Two and a half years later, there are several options available from different distributors:

- Classic Motors – sedan
- Diamond Motors – maxi taxi and/or school bus, commercial extra heavy duty truck
- Routes Auto Ltd – maxi taxi and/or school bus
- D. Rampersad Co. Ltd – maxi taxi and/or school bus

- Southern Sales & Service – commercial 7.5T truck

Indeed, it is estimated that since the formation of the company, approximately \$225 million worth of natural gas vehicles (NGVs) has been sold in Trinidad and Tobago.

Currently, OEM CNG vehicles do not incur VAT or Motor Vehicle Tax (MVT), making their purchase price significantly lower than their liquid fuel equivalents. Though hybrids and electric vehicles have even greater incentives (No VAT, no MVT and no duties) than OEM CNG vehicles, there has been no discernible impact on NGV sales.

CVMS Coming

A major step towards improving and ensuring safety in CNG vehicles was taken in April 2017, with the signing of a contract between NGC CNG and Fujitsu Caribbean Limited for the provision of a Radio Frequency ID (RFID) tag. This tag will be affixed to all CNG vehicles and an RFID reader will be installed on the nozzles at the CNG stations to read the tag. To get the RFID tag installed and activated, a vehicle must be inspected according to the national standard and this must be done by the licensed converter or OEM supplier. If the tag on the vehicle is outdated, then filling at the pump will be denied. Following the signing of the contract, several NGC vehicles were put through a pilot testing phase. This testing was successfully completed in September 2017 and over the next few months, the CNG Vehicle Management System (CVMS) will be rolled out nationwide.

CNG Fuel Stations

NGC CNG continues to equip new and existing fuel stations with CNG equipment. Within the last year, five stations have been outfitted with brand new CNG compressors, storage tanks and dispensers. They are:

- NP Carrousel, San Fernando (refurbished)
- NP Ramco Orange Grove (new)
- NP Tumpuna North, Arima (new)
- NP Starlite, Diego Martin (new)
- NP Chaguanas (refurbished)

Meanwhile, five more stations are under active construction:

- Munroe Road, Chaguanas
- Cyrus Road, San Juan
- McBean, Couva
- O'Meara, Arima
- PTSC compound, Port of Spain.

We are also pleased to announce that our Mobile CNG Refuelling Units (MRUs) were successfully



OEM CNG Isuzu commercial heavy duty truck

commissioned earlier this year. Deployments will be done in tandem with Ministry of Energy and Energy Industries' formalities.

Converters

Two new converters were licensed in 2017, so there are now three licensed CNG converters:

- Burmac CNG
- Dumore Enterprises
- Massy ACL

and two **approved** converters:

- D. Rampersad Co. Ltd.
- VMCOTT

TTBS Standard

After nearly two years of work to revise the National Standard governing CNG, a new Standard was adopted in early 2017. The TTS/NFPA 52:2017, Specification for compressed natural gas vehicular fuel systems, was declared a National Standard by the Trinidad and Tobago Bureau of Standards (TTBS) Board of Directors on 17th March 2017, with the official Legal Notice being published in May 2017. The Standard is a modified adoption of the American Standard NFPA 52, with other inputs incorporated.

In executing its mandate, the philosophy of NGC CNG is centred on creating a sustainable industry with the involvement of the private sector. NGC CNG estimates a successful CNG industry can generate over TT\$1 billion in economic activity. The switch to CNG is happening across the country and NGC CNG expects continued growth and development over the next few years.

ENVIRONMENT & SAFETY

Destination – World-Class Safety



HSSE firefighting drill competition

Recognising the need to meet international benchmarks for safety performance in order to be competitive in global energy, the NGC Group has trained a spotlight on improving the organisation's safety culture.

From 10th to 14th July 2017, NGC's Health, Safety, Security and Environment (HSSE) Department led the NGC Group through a week of HSSE activities. Playing on the vision statement, 'Destination: World-Class Safety', the event was styled as a series of 'flights', each with a different thematic focus, leading participants to the endpoint of heightened HSSE awareness.

Day 1

The week was launched with a Knowledge Café featuring the Presidents of the NGC Group of Companies – Mr. Mark Loquan (NGC), Dr. Vernon Paltoo (National Energy), Mr. Dominic Rampersad, Phoenix Park Gas Processors Ltd (PPGPL) and Mr. Curtis Mohammed (NGC CNG). The Presidents led an important panel discussion on different strategies that could be implemented to help the Group approach its target of 'World-Class Safety'. The panel focused

heavily on Safety Leadership, and encouraged individuals to exemplify safe conduct and behaviour in their respective work spaces, while motivating others to follow suit. At the heart of the discussion was the message that the campaign for safety should not be steered exclusively by management, but that staff at all levels could and should play a leading role in building a culture and consciousness of safety in the organisation.

On the heels of the Knowledge Café came an instructive workshop on human trafficking. The session aimed to alert participants to the threat of human trafficking by enlightening them on the methods used to lure, capture and traffic victims. The impactful presentation situated trafficking in a global context and included statistics on the trade in humans, as well as victim case studies. The audience was also educated on how to identify victims and persons susceptible to kidnap. The session became more interactive at the close when the facilitator shared critical tips, particularly for women, on how to reduce one's vulnerability to criminals and how to respond in the event of an attempted kidnap. There was active and fruitful discussion on personal safety and measures to protect one's children from becoming targets.



Leadership Walkabout at Phoenix Park Valve Station

Day 2

The second day began with a Group Leadership Walk involving members of the executive management across the Group. Seven teams were deployed to different plant and operations locations in Trinidad and Tobago to informally assess and discuss safety practices at the respective sites. The locations visited on the walkabout were:

- Phoenix Park Valve Station and Slugcatcher Facility (PPVS), Point Lisas Industrial Estate
- New Abyssinia Accumulator Facility (Beachfield) and Port of Galeota, Guayaguayare
- Union Industrial Estate Gas Receiving Facility (UIE) and LABIDCO, La Brea
- Tobago Gas Receiving Facility, Tobago
- PPGPL Plant Facility, Point Lisas Industrial Estate
- Savonetta Pier 4, Point Lisas Industrial Estate
- Liquid Fuel Pipeline (LFP) Facility, Caroni

Road safety was on the agenda for the afternoon, and Group employees had the opportunity to participate in a team driving competition. The first part of the event

was theory based and tested entrants' knowledge of driving regulations and traffic signs. A practical component followed, with participants vying to clock the fastest time as they drove through an obstacle course set up in the car park of NGC's Head Office. Underpinning this entertaining event was a strong emphasis on vigilance and focus when driving, as well as cognisance of and respect for the rules of the road.

Day 3

Operational safety took the spotlight on the third day of activities. Process Safety Management (PSM) is an integral part of energy industry operations that involves the proactive application of management principles to a process for prevention of loss of containment events. More specifically, it is a system used to prevent uncontrollable releases of highly hazardous chemicals. An industry leader in safety, PPGPL shared an informative presentation at National Energy's offices to educate employees on the principles of PSM, with a focus on the Risk-Based Process Safety (RBPS) Management approach. In order to underscore the importance of the system,



Blood pressure testing



Diabetes testing

the presentation referenced case studies of major industry accidents that could have been avoided with proper PSM implementation. An element of PSM that was paid particular attention was the need for a strong process safety culture, and the presenter explored means of measuring, building and sustaining same in an organisation. The session was concluded with an overview of PSM at PPGPL.

The focus moved from risk mitigation to emergency response in the afternoon, as the Trinidad and Tobago Fire Services facilitated a fire extinguishing drill competition at the PLIPDECO Grounds opposite NGC's Head Office. Fire officers gave participants a brief tutorial on the technique involved in using a 9kg DCP fire extinguisher, and then challenged them to put out a contained oil/gas fire using the equipment. The winner was selected based on the time taken to extinguish the blaze. All observers left with an appreciation of the importance of training and practice in the use of extinguishers, as the exercise demonstrated how proper handling of the equipment shaved potentially life-saving seconds off firefighting time.



Health book display at HSSE Wellness Fair



Obstacle course for team driving competition

Day 4

The penultimate day of HSSE activities was devoted to health and well-being. NGC's administrative office was the venue for a Wellness Fair, where a number of consultative, testing and therapeutic services were on offer. Trained medical professionals performed routine tests for lifestyle diseases such as diabetes and hypertension, and employees were also able to access more specialised services from the Cancer Society Mobile Unit, which facilitated prostate-specific antigen (PSA) and Pap smear testing. Eye health was not neglected, with Optometrists Today being invited to give a special lecture, conduct vision testing and glaucoma screening. For those inclined towards relaxation and non-invasive procedures, the fair offered stress-relieving massages, nutritionist consultations and reading material on healthy eating and living.



Contractors invited to share lessons learnt and best practices for job site safety

Day 5

On the final day, representatives from 30 contracting companies engaged in projects across the NGC Group were invited to come together for discussions on safety performance. Safe work practices have become a prerequisite for contractor selection, following NGC's signing of the STOW charter in 2016 which requires that all contractors desirous of doing business with NGC possess a valid Safe to Work Trinidad and Tobago (STOW-TT) Certificate. Discussions centred on lessons learnt from on-the-job experiences, as well as best practices that should be assimilated into work processes to optimise the level of safety on the job site.

The week of informative and engaging HSSE activities was brought to a close with the screening of short films produced by NGC Group employees. The employee body was tasked with conceptualising and enacting short scripts capturing the essence of the week's theme – 'Destination: World-Class Safety'. Competition entrants focused on different aspects of safety in their films, including safety on the road and in the workplace. The activity encouraged staff to deliberate on what was required to bring the safety culture and performance of the NGC Group on par with the highest international standards. Importantly, it was an exercise in Safety Leadership, which fittingly brought the week-long HSSE event back to its point of departure, and served as a forum for reiterating lessons learnt along the way.

NGC NEWS

In Memoriam:

Malcolm A. Jones

NGC honours the memory of energy giant Malcolm A. Jones, who passed away on August 4th, 2017.

Described as a pioneer in energy, Mr. Jones spent his 40-year career advancing energy sector and national development.

Career highlights:

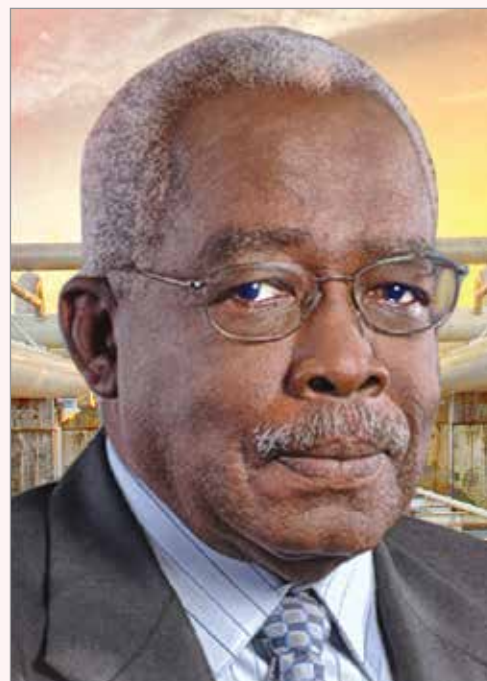
- Mr. Jones started his career in the energy sector with Texaco Trinidad in the 1970s.
- He served as President of the Trinidad Nitrogen Company Ltd, and oversaw the construction of Tringen I, the second downstream petrochemical plant in the country.
- Working with other pioneers, Mr. Jones oversaw the expansion of the Point Lisas Industrial Estate, and the establishment of the country's first methanol plant.
- He served as General Manager of NGC from 1984 to 1991 and President and Managing Director until 1996.
- He then moved on to Titan, where he oversaw its expansion with the construction of the Atlas methanol plant.
- He held office at Petrotrin as Chairman from 2002-2003 and Executive Chairman from 2003 to 2009.
- Mr. Jones returned to NGC in 2009 and served as Chairman until 2010.

As a former NGC leader, Mr. Jones was instrumental in implementing the Company's mandate to be the 'prime mover of gas-based development' – a government directive which led to an increase in the number of gas customers at the Point Lisas Industrial Estate and a concomitant upturn in gas sales and profitability.

During his tenure, NGC consolidated its position in the midstream sector of the local natural gas value chain, extending its reach upstream with investments in the Pelican Field, and downstream with investments in industrial and marine infrastructure at Point Lisas and La Brea.

Additionally, Mr. Jones led the formation of PPGPL – the Caribbean's state-of-the-art cryogenic natural gas liquids processing facility – and helped facilitate the development of the Atlantic LNG trains at Point Fortin, which expanded Trinidad and Tobago's gas model to the rest of the world.

A civic-minded leader, Mr. Jones also introduced a philanthropic programme at NGC, which presently evolved into the Company's CSR portfolio.



Malcolm A. Jones

Mr. Jones has been honoured with numerous awards including:

- Career of Excellence Award 2004 from the Association of Professional Engineers of Trinidad and Tobago (APETT)
- The Chaconia Medal Gold (CMG) for long and meritorious service in the sphere of National Economic Development
- An Honorary Doctorate in Engineering and Entrepreneurship from the University of Trinidad and Tobago (UTT)

This industry innovator and outstanding exemplar of national service will be remembered for generations to come.

NGC Launches its National Heroes Project

A people without the knowledge of their past history, origin and culture is like a tree without roots.
 – Marcus Garvey



L to R. Prof. Rhoda Reddock, UWI Professor; Prof. Brian Copeland, UWI Principal; Mark Loquan, President NGC; H.E. Hasely Crawford, TC and Wendell Mottley

In an enterprising new Corporate Social Responsibility (CSR) undertaking, NGC has initiated a 'National Heroes Project' to curate and share the stories of iconic individuals who have, through their work and achievements, helped forge our national identity and turn international spotlights on Trinidad and Tobago.

The inaugural instalment of this annual commemorative series centres on Hasely Crawford TC, winner of Trinidad and Tobago's first Olympic Gold Medal. A living legend, Hasely not only announced the talent of this small twin-island Republic to the world in 1976, but he inspired generations of young athletes to pursue the Olympic dream. Beyond his achievements on the track, Hasely's work in service of youth and development as Head, Community Relations at NGC reinforced his standing as a national hero.

In collaboration with The University of the West Indies (The UWI) St. Augustine, Hasely's story was assembled into an exhibit entitled 'Invicta: The Crawford Legacy', which was launched on July 21st at The University Inn and Conference Centre.



H.E. Hasely Crawford, TC signs autographs for exhibit visitors

Speaking at the event, NGC President Mark Loquan expanded on the rationale for the initiative. "Today, there is a lack of positive role models to inspire the youth of our nation. NGC, as a leader and innovator in the field of CSR, is honoured to spearhead a sustainable programme of social intervention that celebrates our



Hasely Crawford takes NGC Chairman Gerry C. Brooks through the exhibit

national heroes and highlights positive role models for our youth...The project involves a curation and exhibition of the lives and accomplishments of our indigenous heroes, chronicled and preserved, from which we can produce biographies of their lives and contributions to our society. The legacies of these national heroes will live on and be filtered into our schools and libraries as publications so that future generations will have access to our heroes' stories."

UWI Principal Prof. Brian Copeland, in his message on behalf of project partner UWI, spoke of the enduring memory of Hasely's historic win. He added: "In the 41 years since that memorable race in Montreal, Hasely Crawford has not rested on his laurels...rather, he has turned that achievement into a beacon of possibility for hundreds of local and regional athletes."

Also speaking at the event was Wendell Mottley, former Olympic silver medallist (Tokyo 1968). He shared personal anecdotes on Hasely's rise to success, and spoke of athletes going above and beyond in their quest for victory. He noted: "Hasely's attitude speaks to another of the many ways that sport brings out the best of human nature. Sport teaches you that success can be built on failure – and that actually, if you have never failed, you'll never have what it takes to succeed beyond measure." He also urged that as a society, "... we must ensure that sport is not the only avenue out of poverty. We must create more escalators for the differing talents of our youth, especially those that are most disadvantaged economically and socially."



Hasely Crawford exhibit at the Alma Jordan Library at The UWI, St. Augustine campus

The Hasely Crawford exhibit was housed at the Alma Jordan Library from July 25th to August 18th and was open to the public. The National Library and Information System Authority (NALIS) is now set to take the display through its library circuit as a roving exhibition across Trinidad and Tobago.

Launch of the NGC/NAAA Youth Elite Programme



Inductees in the Youth Elite Programme stand with NAAA CEO, Kabir Hosein (back row, third from left) and NGC VP Operations Ronald Adams (back row, third from right)

On July 12th, the National Association of Athletics Administrations (NAAA) in partnership with NGC launched a pilot Youth Elite Programme, aimed at orienting some of our nation's most promising athletic stars toward greatness.

The project targets 10 exceptional young athletes between the ages of 16 and 20 for specialised training. These athletes, selected on the basis of performance over the past two years at competitive meets locally and abroad, have been matched with specialist coaches who will help them further improve their performance in their respective disciplines. The programme also includes a personal development component which involves seminars and training sessions focused on academics, nutrition and life skills. The overall objective is to produce athletes

who are prepared physically, emotionally, socially and technically to compete and excel.

In order to measure the success of the programme, participating athletes will be assessed with the assistance of the Sport Development Unit of The Sports Company of Trinidad and Tobago (SPORTT). Regional and international competitive opportunities will also be sought for the athletes to apply learnings and evaluate their progress.

This programme is an important investment in Track and Field and will no doubt prime our athletes to medal for Trinidad and Tobago at the highest levels of competition. An official sponsor of the NAAA since 2013, NGC is proud to support this initiative and invest in our future Olympians.

NGC Reaffirms its Commitment to Police Youth Clubs



Acting Commissioner of Police Stephen Williams addresses audience at the renewal of NGC's sponsorship of PYCs

Police Youth Clubs (PYCs) were established by the Trinidad and Tobago Police Service (TTPS) in 1974. They provide young people aged 5 to 25, particularly those in disadvantaged, at-risk communities, with access to academic support through homework centres and tutoring; exposure to sporting and cultural activities, and general mentorship and guidance.

NGC has been actively partnering with the Couva, Penal, La Brea and Laventille Road PYCs for a number of years, financially supporting the Clubs' academic, extra-curricular and personal development programmes, as well as capacity building and management training for club leaders. On July 8th, NGC renewed its sponsorship of the Clubs for another two-year term, at an event held at the Police Academy in St. James. The Company also committed support to a fifth Club, which serves the Mayaro and Guayaguayare communities.



Couva PYC Drumology class performs at the sponsorship renewal event

NGC's Senior Manager, Engineering and Construction Services, Mr. Ernest Esdelle, spoke on behalf of the Company at the event. "NGC's involvement with the PYCs arose out of the conviction that it is easier to build strong children than to fix broken adults. It is easier to try to positively impact the future of these children and the future of the nation by equipping young people with the tools they will need to thrive. In so doing, we hope they in turn will also be contributing to building our nation."

Mr. Esdelle praised the volunteers and police officers who administer the Clubs' activities for their selfless service, as well as the parents for recognising the value of enrolling their children in these clubs. He also elaborated on new strategies being implemented to build the success of the PYCs. These include designating Community Liaison Officers to strengthen ties between club and community, and introducing measurement systems to quantitatively track the impact of the different programmes offered to club members.



From L to R: Ernest Esdelle, Senior Manager, Engineering and Construction Services, NGC; Ms. Deborah Neemar, Director Human Resources, TTPS; Ms. Lisa Burkett, Manager, Corporate Communications, NGC; Mr. Sacenarine Mahabir, ACP Community Relations, TTPS; Mr. Stephen Williams, Commissioner of Police (Ag.), TTPS; Mrs. Erla Christopher, DCP Administration (Ag.), TTPS; Mr. Surajdeen Persad ACP, Central Division, TTPS, and members of the Mayaro, Laventille Road, La Brea, Couva and Penal Police Youth Clubs.

NGC Bao Simba Entertainers: Winners at the 2017 World Championship of Performing Arts



Bao Simba tassa practice session

For NGC, there is no greater return on a CSR investment than the pride of seeing our supported groups achieve excellence.

In this issue, Gasco is pleased to highlight the NGC Bao Simba Entertainers of Tobago, who emerged victors in the Senior Instrumentalist category at the World Championship of Performing Arts (WCOPA) held in Los Angeles, California. This annual invitation-only, Olympic-styled competition for aspiring performing artistes was held between June 28th and July 09th and welcomed participants from over 50 countries.

The fusion of African and tassa drumming distinguishes the music of the NGC Bao Simba Entertainers from that of other percussive bands. With its unique sound, the group bested competitors in the Open, Contemporary and Original Works instrumentalist categories to cop four gold medals and three Industry Awards at the event finals. Though they competed in the past as an unsponsored group, this was their first big success at the WCOPA.

The group's manager, Ms. Marcia Potts, expressed

“We continue to be grateful to our main sponsors, NGC, other organisations, well-wishers, family and friends for their kind and generous support.”

MS. MARCIA POTTS

thanks to all the group's supporters: “We continue to be grateful to our main sponsors, NGC, other organisations, well-wishers, family and friends for their kind and generous support.”

The NGC Bao Simba Entertainers is one of two tassa bands that receive support from NGC through funding and capacity-building initiatives.

LABIDCO Capturing Growth Opportunities



CGCL modules are prepared for transport from Brighton Port to the project site at Union Industrial Estate

Despite a significant decrease in activity in the local upstream energy sector, the La Brea Industrial Development Company (LABIDCO), along with its tenants on the La Brea Industrial Estate, is capitalising on current opportunities available both locally and regionally.

Downstream activities that support the exploration of the De Novo Energy Block are engaging the attention of Trinidad Offshore Fabricators Unlimited (TOFCO) – a major tenant on the Estate. The pipelines for the project arrived in July of this year, and are being stored at TOFCO's fabrication yard. Logistics giant, ASCO has also been providing support to the De Novo project via its Berth 1 activities.

Well Services Petroleum Company Limited has used the sector's downtime to conduct repairs and maintenance on four of its rigs, all currently sited at the Port of Brighton, La Brea Industrial Estate. Priority was given to 'Rig 110' which is directly linked to the De Novo project. All repairs and maintenance work have been completed and the rig is currently being inspected.

The widening of the LABIDCO corridor (to accommodate the transportation of the Caribbean Gas Chemical Limited (CGCL) prefab-modules) is now 99% complete, with works commencing on the construction and installation of the underground methanol sleepers. CGCL's first module will be transported in September, from the Port of Brighton to the project construction site, on Union Industrial Estate, La Brea.

In the second quarter of 2017, the La Brea Industrial Estate welcomed a new tenant, Peterson Integrated Logistics TT Limited. Although it is Peterson's first time conducting business in the La Brea area, the company has had a local presence since April 2014. Peterson was awarded a five-year contract by BPTT earlier this year, which allowed the company to expand its footprint into the La Brea area. The company's La Brea activities will now represent more than 50% of its local operations.

The medium-term focus for LABIDCO and several of the Estate's tenants will be monetising opportunities arising out of developments in Guyana.

Group Project Management Methodology Framework (GPMMF)



Overhead view of the PPGPL Plant Facility

The NGC Group continues to work on streamlining its operations by seizing opportunities for greater efficiency in the management of its business. One of the areas recently targeted for improvement was project management.

Methods used for project selection and execution have varied from company to company within the Group. It has since been identified that the Group as a whole stands to profit from standardisation of project management principles. Identified benefits include:

- Standard methodology for project identification, execution and reporting;
- Project alignment to the Group's corporate strategy;
- Improved predictability of project costs and schedules;

- Increased shareholder value through efficient use of resources;
- Early identification of avoidable negative impacts; and
- Assurance that intended benefits are derived.

The GPMMF

PPGPL has been applying with great success the project management methodology called the Front-End Loading (FEL) Process. This stage-gate system is the forerunner of the new Group Project Management Methodology Framework (GPMMF), which provides a flexible framework for developing and executing projects using proven project management tools and best practices. The framework establishes guiding principles that can be used by each member

company regardless of the nature of the project being undertaken. The framework provides guidelines for:

1. Establishment of an Internal Decision Board (IDB) and a project team;
2. Key activities and deliverables – Each stage of the project will contain a recommended set of activities and deliverables which must be completed before progressing to the next stage of the work;
3. Key decision gates – Each stage ends with a decision gate where key approvals must be sought before moving to the next stage of the process. The completion of the activities and deliverables within a stage is necessary before seeking approval at the decision gate;
4. Estimate accuracies – These provide an indication of the level of effort required in order to estimate the project costs as the project advances across the stages; and
5. Level of project definition – This is aimed at supporting the preparation of more detailed cost estimates.

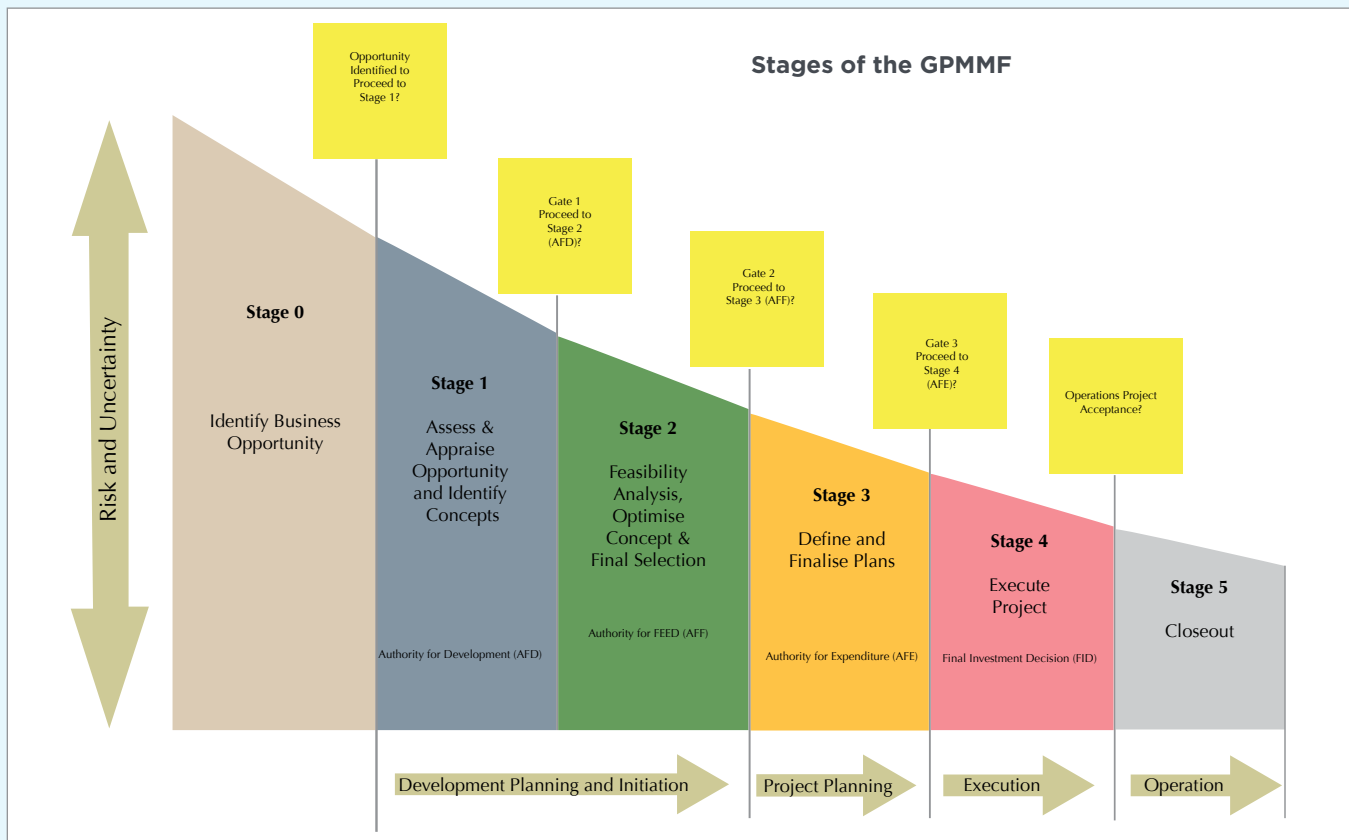
These guiding principles are meant to improve company discipline with regard to capital expenditure, condense overall timelines for projects and build credibility with all stakeholders through delivery of forecasted outcomes.

Stages of the GPMF

The GPMF comprises a series of work phases meant to segregate the project life cycle into six distinct stages, all of which will generally occur sequentially. While there is overlap in each work stage to ensure integration, alignment and proper planning for the next stage, each phase is uniquely defined by certain work activities which are to be performed during that stage. A decision gate at the end of each stage allows for the appropriate level of management or decision-making authority to review and make an informed decision for the next phase to begin. However, even though the stage-gate system is designed to flow sequentially, should a business opportunity arise, the process has a certain level of flexibility to allow for stages to be undertaken at different points.

The stages are defined in the illustration below.

This new approach to project management within the Group will add significant value to the way members conduct business individually and as a team. Leveraging existing expertise, promoting synergies among its members and consolidating efforts to manage projects strategically will ultimately ensure the Group's overall success and sustainability in the development and execution of projects.



INDUSTRY NEWS

BPTT Begins Production From Juniper



Juniper Platform

On August 14th, 2017, BP Trinidad and Tobago (BPTT) announced first gas from the Juniper development, BP's first subsea field development in Trinidad.

Located in the Corallita and Lantana fields 50 miles off the southeast coast of Trinidad, the Juniper platform is expected to increase BPTT's gas production capacity by an estimated 590 million standard cubic feet a day (MMscf/d).

Mr. Bernard Looney, Chief Executive of BP's Upstream business, said of the project: "Delivered on schedule and under budget, Juniper is a major milestone in BP's more than 50 years of investment in Trinidad and Tobago. It is the largest new project brought into production in Trinidad for several years and the second major project we have started here this year.

Together, they represent a significant portion of the new production capacity we expect to bring online in 2017."

This project is one of several initiatives that had been earmarked to help offset shortfalls in gas supply that have been heavily impacting downstream consumers.

BPTT's Trinidad Onshore Compression project began operations in April and has the potential to boost supply by approximately 200 MMscf/d. Another project, the Angelin field development, is forecast to start production in 2019. BPTT also announced two additional gas discoveries which may support future developments offshore Trinidad.



Different Notes, One Sound

NGC President and music composer Mark Loquan guides members of the NGC Executive Management Team through a steelpan performance at a working retreat in July 2017.

Photos: Benedict Chung



**THE NATIONAL GAS COMPANY
OF TRINIDAD AND TOBAGO LIMITED**

Orinoco Drive, Point Lisas Industrial Estate, Couva,
Republic of Trinidad and Tobago, West Indies.
P.O. Box 1127, Port of Spain
Tel: (868) 636-4662/4680
Fax: (868) 679-2384
Email: info@ngc.co.tt
Website: www.ngc.co.tt