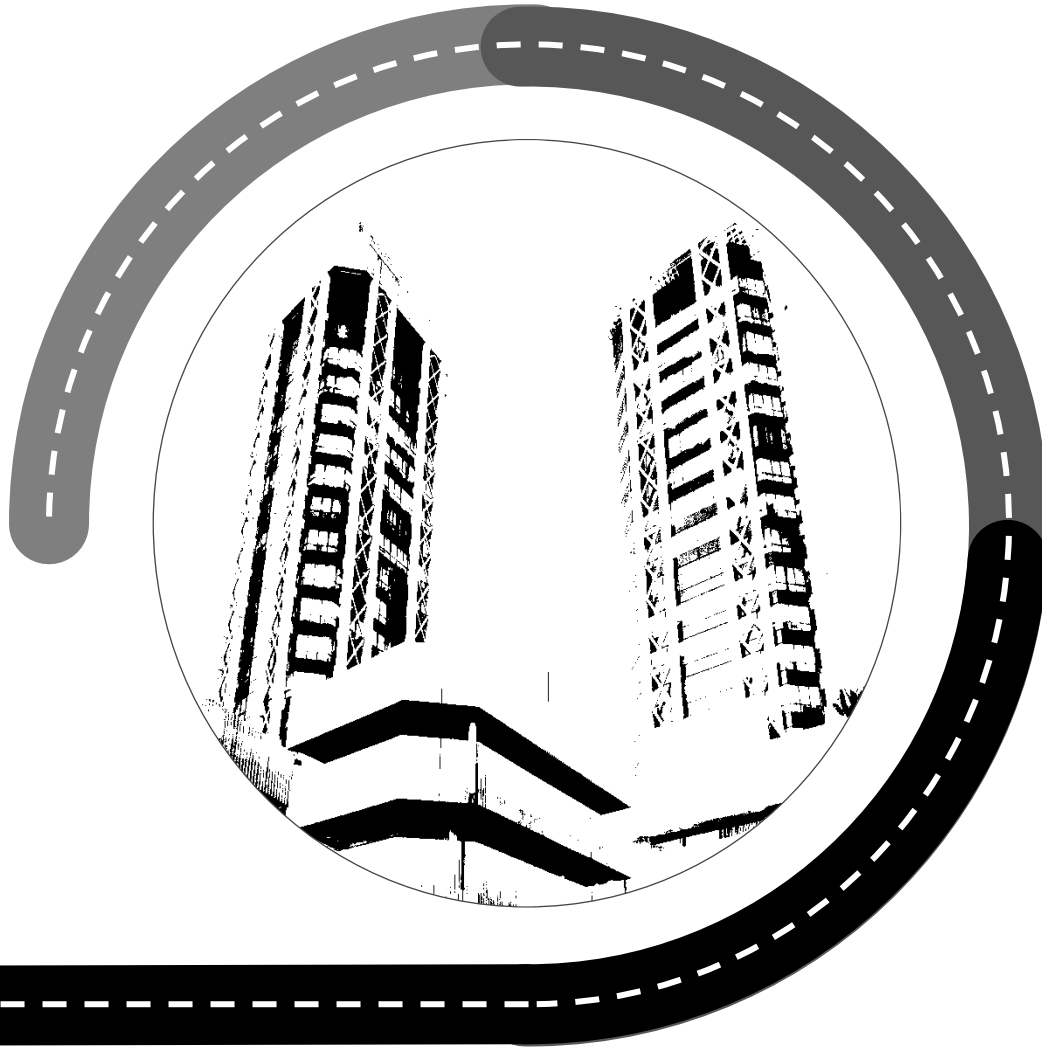




Government of the Republic of Trinidad and Tobago  
MINISTRY OF FINANCE

2021



# **Annual** **Administrative** **Report**

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## LIST OF ABBREVIATIONS

AEOI	Automatic Exchange of Information
AGM	Annual General Meeting
BEPS	Base Erosion and Profit Shifting
BIA	Bankruptcy and Insolvency Act
BIR	Board of Inland Revenue
C.O.L.A	Cost of Living Allowance
CAF	Corporacion Andina de Forment/ Andean Development Bank
CAL	Caribbean Airlines Limited
CariCRIS	Caribbean Information and Credit Rating Services Ltd.
CARTAC	Caribbean Regional Technical Assistance Centre
Cash Basis IPSAS	Cash Basis International Public Sector Accounting Standards
CbCR	Country-by-Country Reporting
CBCS	Customs Border Control System
CBTT	Central Bank of Trinidad and Tobago
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CCU	Corporate Communications Unit
CED	Customs and Exise Division
CFATF	Caribbean Financial Action Task Force
CIAT	Center of Tax Administrations
CISL	Community Improvement Services Limited
CIT	Corporate Income Tax
CM	Cash Monitoring
CoA	Chart of Accounts
CoV	Commissioner of Valuations
CPC	Chief Parliamentary Counsel
CPO	Chief Personnel Officer
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CSME	CARICOM Single Market Economy
CWC	Cable and Wireless Communications
DesalCOTT	Desalination Company of Trinidad and Tobago

DIC	Deposit Insurance Corporation of Trinidad and Tobago
DMD	Debt Management Division
DMU	Debt Management Unit
DPA	Director of Personnel Administration
DRO	District Revenue Office
EAP	Employee Assistance Programme
eC82s	Electronic Entries
ECRM	Enterprise & Compliance Risk Management
EDMS	Electronic Document Management System
EFT	Electronic Funds Transfer System
EGIS	Enterprise Geospatial Information Systems
EMBD	Estate Management and Business Development Company
EMD	Economic Management Division
EMI	E-Money Issuers
EODB	Ease of Doing Business
EOI	Expressions of Interest
EOIR	Exchange of Information on Request
EWFB	Eric Williams Finance Building
EXIMBANK	Export Import Bank of Trinidad and Tobago Limited
F&A	Finance and Accounts
F&GP	Finance and General Purposes Committee
F.I.U.T.T	Financial Intelligence Unit of Trinidad and Tobago
FA	Field Assessor
FATF	Financial Action Task Force
FSAP	Financial Sector Assessment Program
FSWC	Financial Sector Working Committee
GATE	Government Assistance for Tuition Expenses
GFS	Government Finance Statistic Report
GIS	Geospatial Information System
GISL	Government Information Services Limited
GLS	General Ledger Services

GoRTT	Government of the Republic of Trinidad and Tobago
GPS	Government Payment System
HCM	Human Capital Management
HELP	Higher Education Loan Programme
HRMD	Human Resource Management Division
IAIR	International Association of Insolvency Regulators
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IFMIS	Integrated Financial Management
iGovTT	National Information Communication and Technology Company of Trinidad and Tobago
IGP	Integrated Global Payroll
IhRIS	Integrated Human Resource Information System
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
IPSASB	International Public Sector Accounting Standards Board
IRD	Inland Revenue Division
ITU	Information Technology Unit
JSC	Joint Select Committee
LB	Listed Businesses
LEAs	Law Enforcement Authorities
MAP	Mutual Agreement Procedure
MEP	Mechanical, Electrical and Plumbing
MFU	Macro Fiscal Unit
MOC	Ministry of Communications
MOF	Ministry of Finance
MoU	Memorandum of Understanding
MOWT	Ministry of Works and Transport
MTFF	Medium Term Fiscal Framework
MTI	Ministry of Trade and Industry
NCC	National Carnival Commission

New BWIA	BWIA West Indies Limited
NFRI	Non-regulated Financial Institutions
NIAT	National Insurance Appeals Tribunal
NIBTT	National Insurance Board of Trinidad and Tobago
NIDCO	National Infrastructure Development Company
NIIE	Non-Intrusive Inspection Equipment
NIPDEC	National Insurance and Property Development Company
NMTS	National Maintenance Training and Security Limited
ODPM	Office of Disaster Preparedness and Management
OPT	Online Purchase Tax
OSI	Office of the Supervisor of Insolvency
OTRS	Open-Source Ticket Request System
PAAC	Public Accounts and Appropriation Committees
PEPP	Petrotrin Employees' Pension Plan
PETROTRIN	Petroleum Company of Trinidad and Tobago
PFMMU	Public Financial Management Modernization Unit
PIMS	Land Registry Online Service
PLTBU	Petroleum and Large Taxpayers Business Unit
PMB	Pensions Management Branch
PMC	Private Members Club
PMCD	Public Management Consulting Division
POWERGEN	Power Generation Company of Trinidad and Tobago Limited
PPE	Personal Protective Equipment
PPP	Public Private Partnership
RAQs	Risk Assessment Questionnaires
RAS	Reimbursable Advisory Services
RDC	Rural Development Company of Trinidad and Tobago
RFI	Request for Information
RGD	Registrar's General Department
ROCB	Regional Office for Capacity Building
ROI	Return on Investments

ROTE	Review of the Economy
RTGS	Real Time Gross Settlement
SADs	Single Administrative Documents
SAPMIS	State Agency Performance Management Information System
SCD	Service Commissions Department
SDN	Software Defined Networking
SEIP	State Enterprises Investment Programme
SEPMM	State Enterprises Performance Monitoring Manual
SEZ	Special Economic Zone
SIDC	Seafood Industry Development Company Limited
SMCL	Sugar Manufacturing Company Limited
SMEO	Strategic Management and Execution Office
SPP	Staff Pension Plan
SWMCOL	Trinidad and Tobago Solid Waste Management Company Limited
T&TEC	Trinidad and Tobago Electricity Commission
TAJ	Tax Administration Jamaica
TD1s	Tax Declarations
TIWB	Tax Inspectors Without Borders
TOR	Terms of References
TRINTOC	Trinidad and Tobago Oil Company Limited
TRINTOPEC	Trinidad and Tobago Petroleum Company Limited
TSD	Treasury Solicitor's Department
TSTT	Telecommunications Services of Trinidad and Tobago
TTCIC	Trinidad and Tobago Chamber of Industry and Commerce
TTCSIRT	Trinidad and Tobago Cyber Security Incidence Response Team
TTMA	Trinidad and Tobago Manufacturers' Association
TTRA	Trinidad and Tobago Revenue Authority
TTSEC	Trinidad & Tobago Securities and Exchange Commission
TTSEC	Trinidad and Tobago Securities and Exchange Commission
TTT	Trinidad and Tobago Television
TWG	Technical Working Group



UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UEEGCL	Union Estate Electricity Generation Company Limited
UNDP	United Nations Development Programme
UTC	Trinidad and Tobago Unit Trust Corporation
VIS	Valuation Information System
VRF	Valuation Return Forms
WASA	Water and Sewerage Authority
WB	World Bank
WBG	World Bank Group
WCO	World Customs Organization

# Preface

The Ministry of Finance: Annual Administrative Report – FY 2020/2021 represents an account of the undertakings of the Ministry of Finance (MOF) for the fiscal period October 1<sup>st</sup>, 2020 to September 30<sup>th</sup>, 2021. This Report contains a compilation of relevant data received from each Division/ Unit.

The report is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 that states that Government Ministries: “Shall submit to the President before 1<sup>st</sup> July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House.”

# The Ministry of Finance at a Glance

## MANDATE

To facilitate revenue collection and revenue management; budget planning, preparation and management; the formulation and promotion of national fiscal and economic policy; trade facilitation and border control; debt management; and the management of the State Enterprises Sector.

## VISION

The Ministry of Finance is a world class organization that implements balanced macro-economic fiscal policies and initiatives that facilitate the expansion and diversification of the economy, ensures fiscal sustainability; and that is responsive to the global environment.

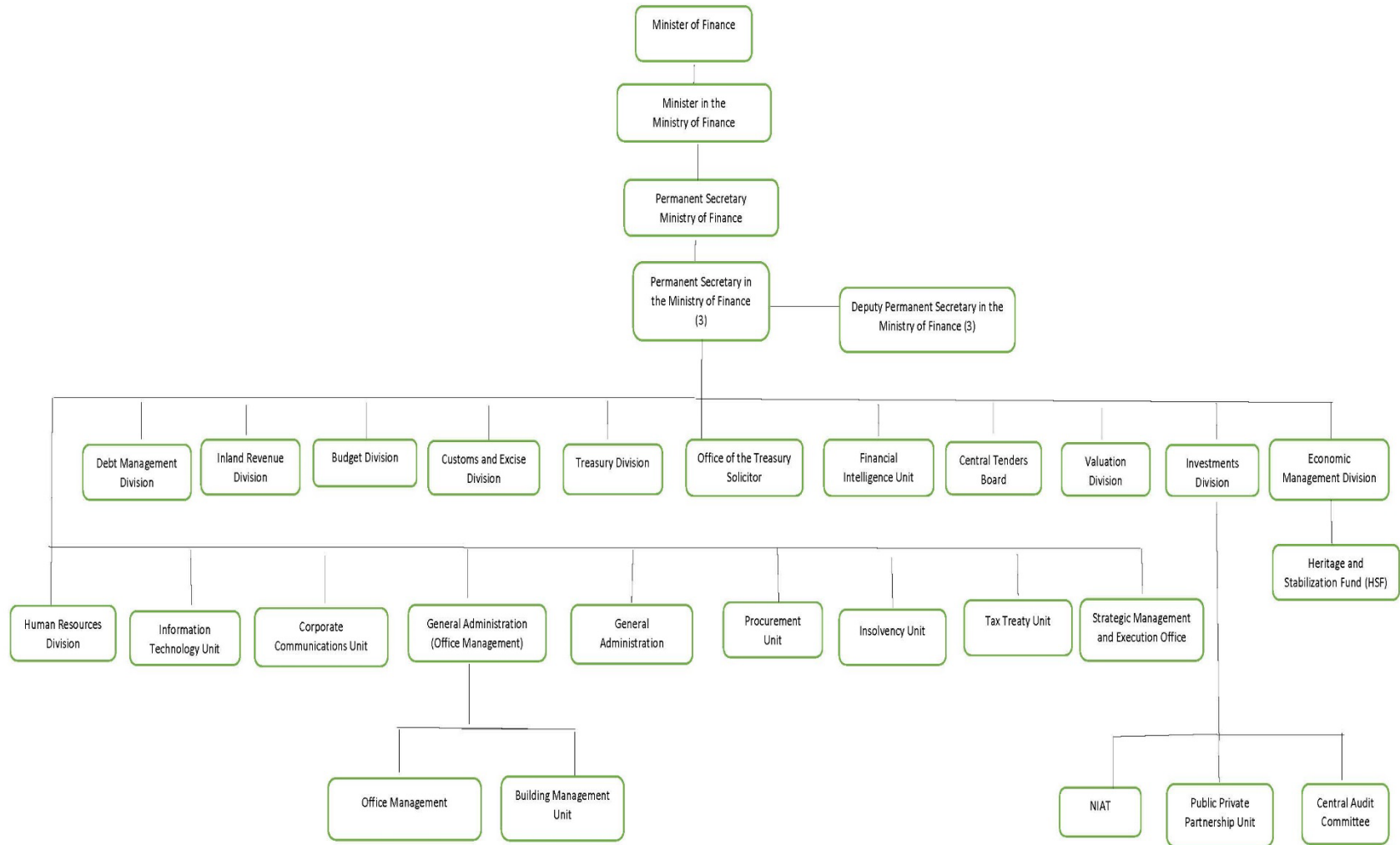
## MISSION

To efficiently and effectively manage the economy of Trinidad and Tobago through the development and implementation of innovative policies to the benefit of all citizens.

## CORE VALUES

- Integrity – The equitable and honest treatment of all internal and external stakeholders, building mutual trust and respect.
- Good Governance – The maintenance of objectivity in decision-making, fairness in the consideration of stakeholders’ interests, acceptance of accountability for actions and the demonstration of socially responsible behaviour.
- Transparency – Adherence to the highest level of transparency in all operations.
- Quality Service – The provision of professional and excellent service via the efficient and effective use of resources.
- Customer-oriented – Commitment to the achievement of customer satisfaction at all service points.
- Collaboration – Commitment to partnering with stakeholders to work towards the achievement of shared national goals.
- Open Communication – Foster an environment that would allow the sharing of information and transference of the knowledge resource.

## ORGANIZATIONAL STRUCTURE OF THE MINISTRY OF FINANCE



## **LEADERSHIP TEAM**

The Ministry of Finance Executive Team comprises:

- Mrs. Suzette Lee Chee – Permanent Secretary (Ag.)
- Mrs. Michelle Durham-Kissoon – Permanent Secretary in the Ministry of Finance
- Mrs. Jennifer Lutchman – Permanent Secretary in the Ministry of Finance
- Mrs. Savitree Seepersad – Deputy Permanent Secretary (Ag.)
- Mrs. Yvonne Neemacharan – Deputy Permanent Secretary (Ag.)
- Mrs. Joycelyn Thomas-Vialmosa – Deputy Permanent Secretary (Ag.)

The Executive Team is ably supported by the various Heads of Divisions:

- Ms. Cherry-Ann Le Gendre – Director of Budgets, Budget Division
- Mr. Ato Moore – Facilities Manager, Building Management Unit
- Mr. Dennis Knutt – Security Manager, Building Management Unit
- Mr. Lester Herbert – Director, Central Audit Committee
- Ms. Angela Dwarika-Lochan – Director of Contracts (Ag.), Central Tenders Board
- Ms. Nikita Boyce – Senior Corporate Communications Officer, Corporate Communications, Communications Unit
- Ms. Vidyah Marcial – Comptroller of Customs and Excise, Customs and Excise Division
- Mr. Narine Charran – Manager, Debt Management Division
- Mr. Anthony Joseph – Manager, Economic Management Division
- Mr. Nigel Stoddard – Director (Ag.), Financial Intelligence Unit
- Ms. Gillian Harvey – Administrative Officer IV, General Administration Division
- Mrs. Lesann Bago-Seeberan - Director, Human Resources, Human Resource Division
- Mr. Carlos Lewis – Director, Information Technology Unit
- Ms. Wendy Patterson – Chairman, Board of Inland Revenue
- Ms. Karen Seebaran-Blondet – Supervisor of Insolvency, Office of the Supervisor of Insolvency
- Ms. Carla Carter – Treasury Solicitor, Office of the Treasury Solicitor
- Ms. Enid Zephyrine – Director, Strategic Management and Execution Office
- Ms. Catherine Laban – Comptroller of Accounts, Treasury Division
- Ms. Emeris Garraway-Howell – Commissioner of Valuations (Ag.), Valuation Division

**Annual Administrative Report FY 2020-2021**  
**Budget Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Budget Division
<b>Title of Department Head</b>	Director of Budgets
<b>Address of Department</b>	Levels 9 and 10 Eric Williams Finance Building Port of Spain

### BACKGROUND

As a Division of the Ministry of Finance, the functions of the Budget Division are derived from the responsibilities assigned to the Minister with control of finance as detailed under Section 113 (1) of the Constitution of Trinidad and Tobago, and Chapter 69:01 of the Exchequer and Audit Act, as follows:

Section 113 (1) of the Constitution of Trinidad and Tobago;

“The Minister responsible for finance shall cause to be prepared and laid before the House of Representatives before or not later than thirty (30) days after the commencement of each financial year, estimates of the revenues and expenditure of Trinidad and Tobago for that year.”

Part 11 Section 3 of the Exchequer and Audit Act, Chapter 69:01;

“The Minister shall, subject to the Constitution and this Act, have the management of the Consolidated Fund and the supervision, control and direction of all matters relating to the financial affairs of the State, which are not by law assigned to any other Minister.”

## **MISSION STATEMENT**

Providing technical and administrative support to all Ministries and Government Departments in the management of funds on behalf of the Minister of Finance in the discharge of his responsibility for fiscal policy formulation and administration. The Division has responsibility for the provision of leadership and advice to client Ministries and Departments to facilitate achievement of stated outcomes.

## **VISION STATEMENT**

An integrated knowledge based, proactive organization responsible for Government's budgetary process.

## **ROLES AND FUNCTIONS**

The Budget Division is managed by Director and is comprised of a number of Sections/Units as indicated hereunder: -

- **Revenue Section** – In addition to the preparation, administration, monitoring and review of the annual Estimates of Revenue, this Section is engaged in the following activities: -
  - the appointment of Receivers of Revenue;
  - preparation of comments on Notes for Cabinet on matters affecting Government's revenue;
  - processing applications involving Government's revenue requiring the approval of the Minister of Finance or Cabinet, e.g. applications for waiver of duties and taxes;
  - the creation of Items of Revenue;
  - the processing of applications for the grant of Special (Liquor) Licenses;
  - the processing of applications for the grant of charitable status for charitable organizations and sporting bodies; and
  - approvals for Bingos and Raffles.



- **Computer Section** is responsible for data entry and the generation of relevant computerized reports produced by the National Budget Information System (N) in relation to the preparation, administration and post evaluation of the Estimates.
- **Expenditure Section** is divided into three strategically functional Units, these are:
  - **Unit A-D**, deals with Law and Order, Justice, Security and General Public Services and is responsible for preparation, administration, control and post evaluation of the Recurrent and Capital Expenditure Estimates of Ministries and Departments and Statutory Boards such as: President, Office of the Prime Minister, National Security, Judiciary, Attorney General and Legal Affairs, Auditor General, Service Commissions, Parliament, Finance, National Lotteries Control Board and the Tobago House of Assembly.
  - **Unit F&G**, deals with Social Sectors, Foreign Affairs, Energy and Trade related matters and is responsible for preparation, administration, control and post evaluation of the Recurrent and Capital Expenditure Estimates of Ministries and Departments and Statutory Boards such as: Health, Education, Social Development and Family Services, Community Development, Culture and the Arts, Trade and Industry, Foreign Affairs, Energy and Energy Industries, Cipriani Labour College and the Blind Welfare Association.
  - **Unit E**, deals with planning, urban development and infrastructure works and is responsible for preparation, administration, control and post evaluation of the Recurrent and Capital Expenditure Estimates of Ministries and Departments and Statutory Boards such as: Housing, Works and Transport, Planning and Development, Public Utilities, Rural Development and Local Government, Water and Sewerage Authority, Land Settlement Agency and Local Government Bodies.
  - **Finance Committee/FAC/ Funds**, this Unit is pivotal to the operational activities of the Division and is tasked with the preparation of Appropriation Bills and the issuance of Warrants from Special Funds such as the Infrastructure Development Fund, the Unemployment Fund, the Government Assistance for Tuition Expenses (GATE) and the Contingencies Fund. Further the Unit conducts research and

submits comments on Notes referred to the Ministry of Finance from the Finance and General Purpose Committee of the Cabinet.

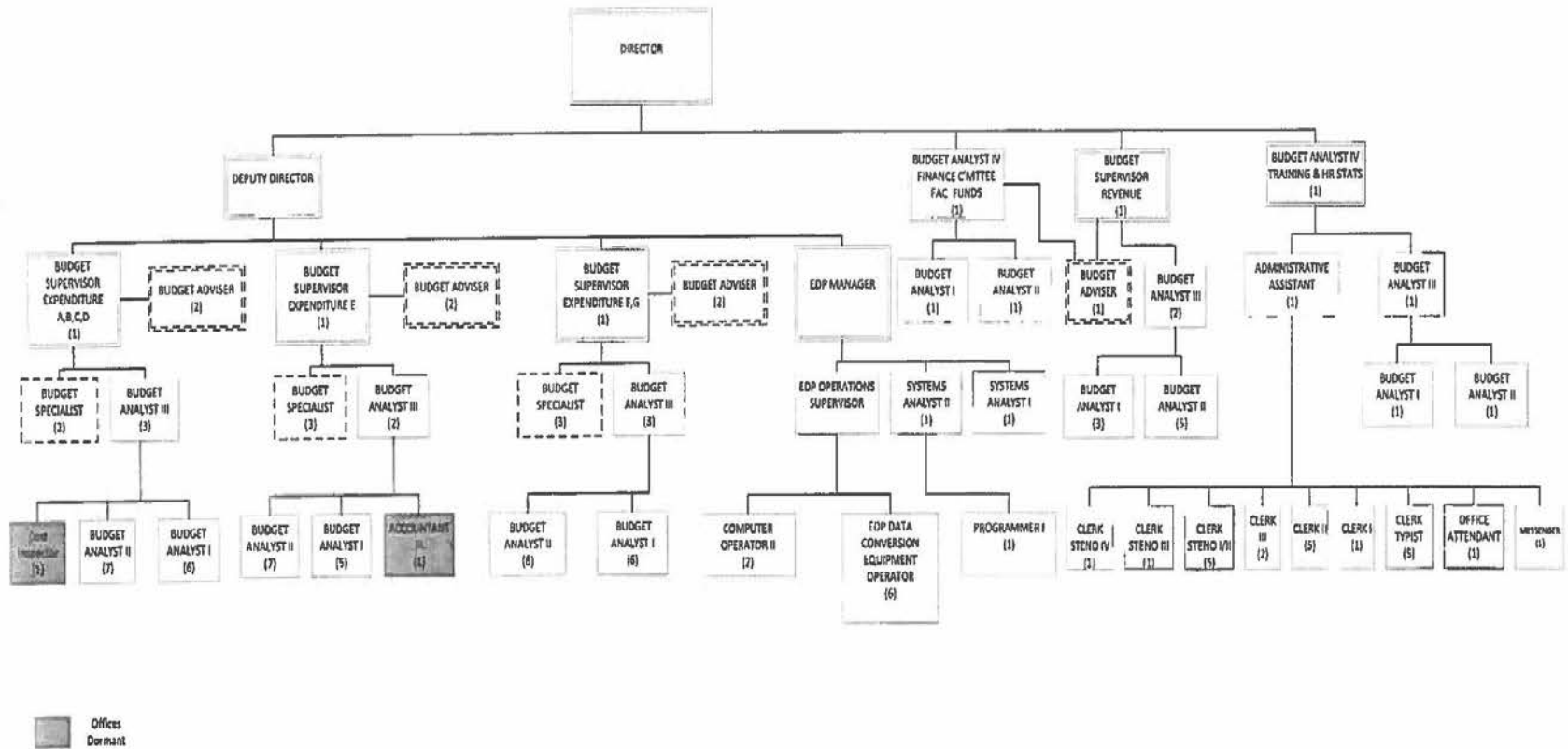
- ***Training and Human Resources and Statistical Unit*** – This Unit prepares and analyses statistical reports pertinent to the annual budget and Central Government’s fiscal operations. Reports are prepared for both internal and external stakeholders.

## **ORGANIZATIONAL STRUCTURE**

The Budget Division has adopted an organizational structure closely resembling a Line Organizational Structure in which a top to bottom flow of authority and instructions exists, where each Unit Head is responsible for the day to day control of his or her Unit. The Director of Budgets has a span of control over one (1) Deputy Director of Budgets, four (4) Assistant Directors of Budgets, two (2) Senior Budget Managers, eleven (11) Budget Managers, twenty nine (29) Budget Analysts II, twenty four (24) Budget Analysts I, as well as information technology, administrative, and clerical staff who support the Division.

# ORGANIZATIONAL STRUCTURE

## BUDGET DIVISION ORGANIZATION CHART



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

The Budget Division, in assisting the Minister of Finance in the discharge of his responsibility, is responsible for the preparation, administration, control and review of the annual Estimates of Revenue and Expenditure; the formulation and implementation of certain fiscal policies; and the provision of technical support to numerous stakeholders. During the period 1 October, 2020 to September 30, 2021, the Budget Division successfully undertook and completed the following activities:

### **A. Preparation and Finalization of the FY 2020/2021 Budget**

- i. Prepared and finalized the printing of the under-mentioned documents for the presentation of the FY 2020/2021 Budget on October 05, 2020:
  - Draft Estimates of Revenue for FY 2020/2021;
  - Draft Estimates of Expenditure (Establishment) for FY 2020/2021;
  - Draft Estimates Details of Recurrent Expenditure for FY 2020/2021;
  - Draft Estimates of Statutory Boards and Similar Bodies and the Tobago House of Assembly for FY 2020/2021; and
  - Draft Estimates of the Development Programme for FY 2020/2021.
- ii. Issued the General Warrant in respect of Expenditure charged upon the Consolidated Fund;
- iii. Issued the accompanying Ministry of Finance Circular No. 08 dated October 30, 2020 to Permanent Secretaries, Heads of Departments and the Chief Administrator, Tobago House of Assembly detailing operating guidelines with regard to the administration of the sums allocated for FY 2020/2021;
- iv. Issued the corresponding Administration of Revenue collection memorandum dated October 26, 2020 to each Receiver of Revenue detailing his/her duties and responsibilities for all aspects of the collection of, and accounting for, revenue and for rendering proper account of the sums received, in accordance with requirements

contained within the Exchequer and Audit Act, Chapter 69:01. The memorandum also outlined the procedures for the administration of revenue for FY 2020/2021;

- v. Prepared the Cabinet Note and Appropriation Bill for the Draft Estimates of Revenue and Expenditure, including the Income and Expenditure of Statutory Boards and Similar Bodies, and of the Tobago House of Assembly for FY 2020/2021;
- vi. Provided support services during the parliamentary process at the various Sittings as follows:
  - the meeting of the Standing Finance Committee of the House;
  - the debate in the House of Representatives; and
  - the debate in the Senate.
- vii. Issued Warrant dated September 30, 2021 in respect of expenditure charged upon the Consolidated Fund by the Constitution or Act of Parliament (Direct Charges) for FY 2021/2022; and
- viii. Issued Warrant dated September 30, 2021 providing authorization to Ministries and Departments to incur expenditure in October 2021 in respect of FY 2021/2022 through the “Vote on Account” mechanism in accordance with the provisions of Section 3 of the Expenditure in Advance of Appropriation Act, Chapter 69:02.

**B. Provided continuous monitoring and management in the administration of the 2020/2021 Estimates of Revenue and Expenditure**

- i. Prepared and finalized the monthly projections of Revenue and Expenditure for FY 2020/2021 at the beginning of the Financial Year;
- ii. Monitored the actual revenue and expenditure against the projected outcomes at prescribed intervals during the fiscal year taking corrective actions, and reported on fiscal operations to relevant stakeholders;

- iii. Prepared monthly cash flows of Revenue and Expenditure, effecting monthly releases as well as ad hoc releases of funds to Ministries and Departments for the period October 2020 to September, 2021;
- iv. Conducted a mid-year review of the revenue inflow and expenditure outflow, including that of Statutory Boards and Similar Bodies, and of the Tobago House of Assembly, prepared the Cabinet Note and a Supplementary Appropriation Bill and issued the First Supplementary General Warrant in respect of Expenditure charged upon the Consolidated Fund;
- v. Prepared the two (2) half yearly statements of Arrears of Revenue for the periods ended September 30, 2020 and March 31, 2021;
- vi. Issued two (2) Supplemental Warrants in respect of expenditure charged upon the Consolidated Fund by the Constitution or Act of Parliament (Direct Charges) for FY 2020/2021; and
- vii. Initiated the preparation of the under-mentioned documents for the presentation of the FY 2021/2022 Budget:
  - Draft Estimates of Revenue for FY 2021/2022;
  - Draft Estimates of Expenditure (Establishment) for FY 2021/2022;
  - Draft Estimates Details of Recurrent Expenditure for FY 2021/2022;
  - Draft Estimates of Statutory Boards and Similar Bodies and of the Tobago House of Assembly for FY 2021/2022; and
  - Draft Estimates of the Development Programme for FY 2021/2022.

### **C. Managed and administered control of other Items of Revenue with financial implications**

- i. Created five (5) new items of Revenue as requested by Ministries and Departments;
- ii. Processed thirty-one (31) applications received from Charitable, Sporting and Ecclesiastical Bodies and from members of the public for the grant of tax concessions of which 31 were completed;
- iii. Processed three (3) applications received from companies for the waiver of VAT on Droghers (foreign flagged vessels) resulting in Cabinet approval;
- iv. Processed eight (8) applications for the waiver of Customs Duty on goods imported for temporary use by Sporting Bodies and Companies resulting in Cabinet approval;
- v. Processed applications from the Commissioner of Police for the variation of the provisions of the Gambling and Betting Act, Chapter 11:19 for applicants to conduct Bingos and Raffles. Approvals were conveyed for all ten (10) applications received;
- vi. Processed applications submitted by Comptroller, Customs and Excise Division for the grant of Special Licenses. The Minister of Finance approved the sixteen (16) Special Licenses which were recommended by the Comptroller;
- vii. Processed applications for the appointment of Receivers of Revenue; and
- viii. Prepared quarterly reports on the performance of the Oil and Gas Sector for the attention of the Minister of Finance in accordance with the provisions of the Heritage and Stabilization Fund Act.

#### **D. Managed the Special Funds**

- i. The Budget Division is also charged with responsibility for the disbursement of funds from the Special Funds established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. During fiscal 2020/2021 requests for funds were considered and approvals granted through the issue of Warrants as follows:
  - Infrastructure Development Fund – one hundred and twenty nine (129) warrants issued;
  - Unemployment Relief Fund – seventeen (17) warrants issued;
  - Government Assistance for Tuition Expenses (GATE) Fund – eight (8) warrants issued; and
  - Green Fund – three (3) warrants issued.

In addition, three (3) warrants were issued as Advances from the Treasury Deposits.

#### **E. Other Key Activities including meeting statutory requirements and stakeholders requirements**

- i. Collated and prepared suitable comments and responses to Parliamentary Committees such as the Public Accounts and Appropriation Committee (PAAC);
- ii. Conducted research and prepared comments on Notes submitted to Cabinet with financial implications referred to by the Finance and General Purposes Committee (F&GP);
- iii. Issued Minister of Finance Circular No. 2 dated March 24, 2021 (the “Call Circular”) to Ministries and Departments which sets out the requirements to be followed in the preparation of the Draft Estimates of Revenue and Expenditure of Ministries and Departments, including the Income and Expenditure of Statutory Boards and Similar Bodies, and of the Tobago House of Assembly for FY 2021/2022;
- iv. Coordinated and distributed the 2020/2021 Draft Estimates of Revenue and Expenditure and the final 2020/2021 Estimates of Revenue and Expenditure to relevant Ministries, Departments and Agencies;



- v. Prepared the monthly standardized reports on the fiscal outturn;
- vi. Formulated the 2020/2021 Mid-Year Review fiscal report based on actual data for the period and revised assumptions approved for implementation;
- vii. Formulated responses for submission to multi-lateral institutions and rating agencies including Standards and Poors, Moody's, Fitch Rating and CariCris;
- viii. Prepared the Government Finance Statistics Report (GFS) for the year 2019 for the IMF. This report detailed data on revenue, expenditure, transactions in financial assets and liabilities and included data for the general government sector and its subsectors e.g. Central Government and Local Government; and
- ix. Completed fiscal operations scenarios from July to September 2021 to determine the impact of composite revenue, expenditure and financing assumptions for 2021/2022 Budget. This provided policymakers with data to determine whether the proposed fiscal measures were sustainable.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

The ongoing initiative applies to the proposed adoption of the Integrated Financial Management Information System (IFMIS) which is an automated central database system, geared towards enabling the Budget Division to efficiently and effectively prepare, analyse, plan, execute and monitor the national budget. The system will allow the Budget Division to track, record and report on revenue and expenditure outcomes, through the availability of “real time” data which is expected to enhance the efficacy of the Division in the preparation and administration of the annual estimates of revenue and expenditure.

In 2020-2021 user acceptance testing for the Budget modules of the system was initiated (Budget Planning and Analysis, Budgeting and Appropriation). Pre-pilot end user training was initiated for relevant Ministries.

**Annual Administrative Report FY 2020-2021**  
**Building Management Unit**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Building Management Unit – Facilities Department
<b>Title of Department Head</b>	Facilities Manager
<b>Address of Department</b>	Level 1 Eric Williams Finance Building Port of Spain

### BACKGROUND

The Building Management Unit consists of two (2) sections, Facilities Management and Security Management. The Facilities Management Section is required to maintain a healthy, safe and functional work environment for all employees and visitors at the Ministry of Finance.

The Ministry of Finance consists of Divisions/Departments which are located at facilities throughout Trinidad and Tobago, these include:

- Head Office, Finance Tower, Eric Williams Financial Complex;
- Treasury Division, Treasury Building;
- Integrated Human Resource Information System (IHRIS), Felicia House;
- Central Tenders Board, 116 Frederick Street;
- Financial Intelligence Unit, Level 25 Tower D, International Waterfront Complex;
- Inland Revenue Division Tower, Government Campus Plaza;
- Valuation Division – 11 Locations; and
- Customs and Excise Division – 50 Locations.

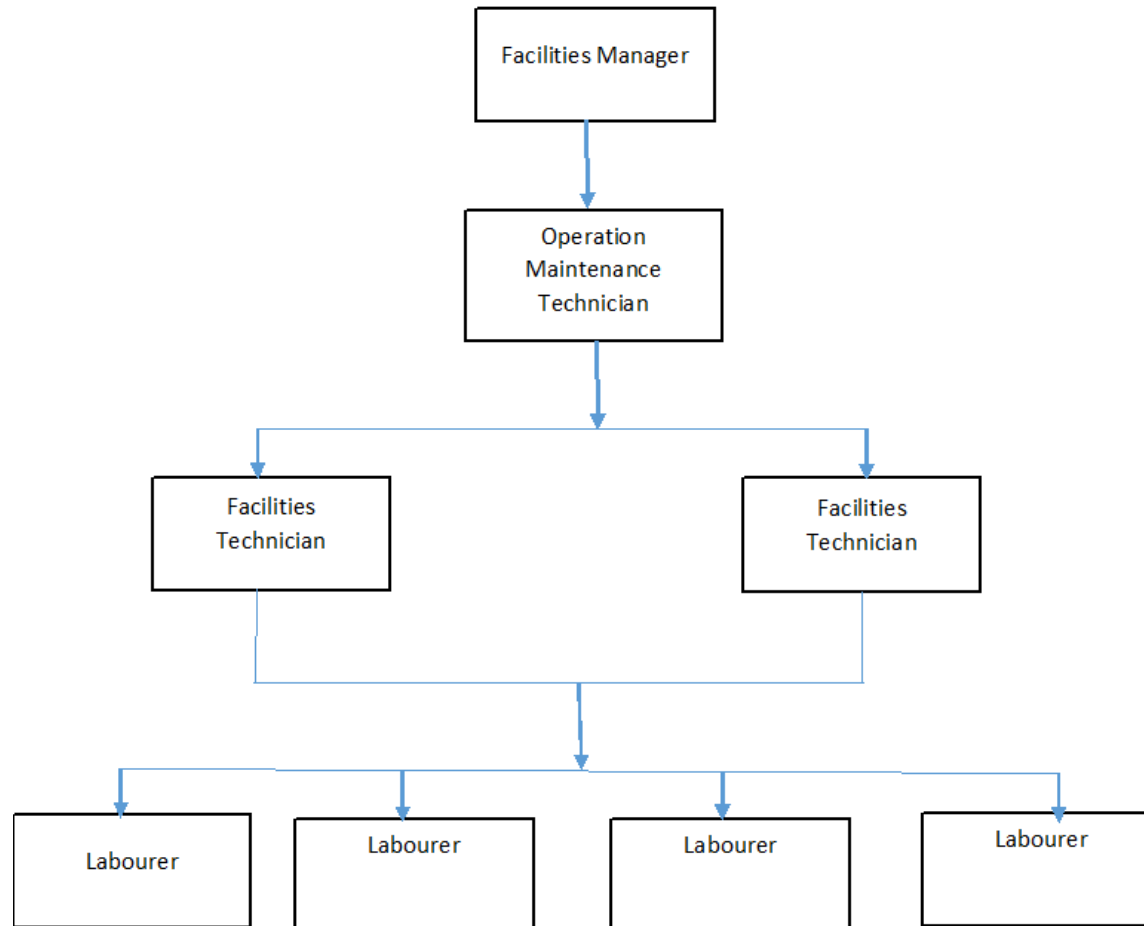
## **OPERATIONS AND MAINTENANCE MANAGEMENT**

The Facilities Management team ensures that all equipment and asset are properly maintained and operational.

Duties includes:

- Maintenance of facility equipment;
- Inspection and investigation of all building issues;
- Implementation of Planned Preventative Maintenance Schedule;
- Supervision of Equipment Installations and Alterations;
- Supervision of all contractors for outsourced works;
- Identification and implementation of cost reduction solutions to building operations;
- Maintenance of proper equipment/facility data;
- Preparation of scope of works for the invitation of quotations, proposals and tenders;
- Design of office layouts for renovation and relocation of staff and space planning; and
- Ensure OSHA compliance at all locations.

## ORGANIZATIONAL STRUCTURE



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

### **HEAD OFFICE**

- COVID-19 risk assessment and outfitting of offices with protective equipment and signage to adhere to all COVID-19 protocols;
- Commenced change out of lighting to LED on all elevator lobbies;
- Initiated a COVID-19 response team for both reactive and preventative sanitizing of all MoF facilities in the Port of Spain area; (Team was afforded the relevant training and equipment;
- Replaced ceiling tiles on all elevator lobbies and refurbish ceiling;
- Refurbished all main entrance doors and fire escape doors on all levels;
- Commenced repairs to the ceiling of Level 3 to address numerous structural leaks; and
- Renovated Level 3 Vault to accommodate Loans Registry.

### **VALUATION DIVISION**

- Installed air conditioning in the Valuation Siparia Office; and
- Inspected and reported on the suitability of a former CLICO building for the San Fernando Valuation Office and submitted preliminary designs.

### **CUSTOMS AND EXCISE DIVISION**

- Installed counter with screen protection at the IT Office, Customs Port of Spain;
- Developed the scope of work for roof repairs, compound paving and air condition replacement at the CES Point Lisas location;
- Designed a conference room and office layout for the Customs South Office;

- Submitted an inspection report for the Customs and Excise bond applicant at Freeport Warehouse at Cargo Conciliators Agency Limited; and
- Installed additional screen protection, at the Customs and Excise Division Passenger Arrival Piarco Airport.

## **TREASURY DIVISION**

- Developed the scope of works for the replacement of two (2) 50 ton central air condition units on the ground floor;
- Designed proposed layout for the refurbishment of Pensions Management Branch and Finance and Accounts (F&A);
- Developed the scope of work and commenced the tender process for the replacement of precision air condition unit for the IT server room;
- Replaced batteries servicing the UPS system; and
- Replaced floor finish to luxury vinyl and repainted the IT, COA and conference room areas.



## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **FINANCE TOWER ERIC WILLIAMS COMPLEX**

- Renovation works on the Level 2 for relocation of the Financial Management and Loans Department of Treasury Division;
- Replacement of carpets on Level 1;
- Change out of all lighting at Head Office to LED lighting;
- P.A. System replacement;
- Installation VFDs on all air handlers at Head Office;
- Renovation of ground floor lobby to meet OSHA standards and modern workflow;
- Renovation of basement washrooms and showers;
- Upgrade of HVAC system;
- Upgrade high voltage switch;
- Acquire Fire and Electrical Certification;
- Repairs to leaks on Level 3; and
- Initiate an in-house COVID-19 Response Team.

### **TREASURY DIVISION**

- Outfitting of Pensions Management Branch, Treasury Division;
- Outfitting and relocation of F&A, Treasury Division;
- Acquisition of Fire and Electrical Certification;
- Ensure building OSHA Compliant with the installation of hand rails and ramps at the building exterior;
- Change out of HVAC system;
- Repairs to exterior cracks on building; and
- Replacement of two (2) air handler units at the Treasury Division.

## **CUSTOMS AND EXCISE DIVISION**

- Conduct Survey and status report of all Customs and Excise facilities located throughout Trinidad and Tobago;
- Replacement of C.E.S. Point a Pierre Roof and repairs/ replacement of air condition system;
- Renovation works of C.E.S. Port of Spain to meet OSHA compliance; and
- Construction of Hart's Cut building Chaguaramas.

## **VALUATION DIVISION**

- Design and outfitting of Chaguanas Valuation Division Office;
- Design, outfitting and relocation of Arima Valuation Division Office; and
- Acquire old CLICO building to relocate San Fernando Valuation Office.

## **INLAND REVENUE DIVISION**

- Conduct a conditions report at IRD San Fernando Office for a Non-Objection to the renewal of lease rental agreement.

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Building Management Unit - Security Department
<b>Title of Department Head</b>	Security Manager
<b>Address of Department</b>	Level 1 Eric Williams Finance Building Port of Spain

### BACKGROUND

The Security Department of the Ministry of Finance is responsible for the safety and security of all offices under the Ministry which are located throughout Trinidad and Tobago. The Security Department also administers control of security companies which are contracted with the task of assisting in securing various facilities which includes:

- Head Office, Finance Tower, Eric Williams Financial Complex;
- Treasury Division, Treasury Building;
- Integrated Human Resource Information System (IHRIS), Felicia House;
- Central Tenders Board, 116 Frederick Street;
- Financial Intelligence Unit, Level 25 Tower D, International Waterfront Complex;
- Inland Revenue Division – 16 Locations;
- Valuation Division – 9 Locations; and
- Customs and Excise Division – 50 Locations.

The department structures its protocols around processes of identifying potential threats, implementing and monitoring systems and methods for the protection of people and building assets against loss, misuse, damage or deprivation of use caused by deliberate acts. This is achieved by conducting the following protective measures:

- Electronic surveillance;
- Physical Security Assessment;

- Vulnerability Assessment;
- Threat Assessment;
- Risk and Hazard Analysis;
- Terrorism mitigating protocols in the realm of disaster management;
- Security Briefings;
- Document Security;
- Close Body Protection; and
- Physical and Electronic Access Control.

Hereunder is the scope of work of the Security Department at the above referenced facilities:

#### **ERIC WILLIAMS FINANCE BUILDING**

- Design and implementation of policies for the Ministry of Finance regarding overall security and safety of employees, contractors and visitors. This also entails protection protocols and policies for VIP, dignitaries, government ministers; and stakeholders who are housed at the Eric Williams Finance Building (EWFB) during meetings.
- Manage MTS in-house security with regards to static sentry and patrols in EWFB.
- Supervise scanner activities conducted by security so that strict prevention measures in respect to unauthorized entrance of persons or packages are in place.
- Committee representatives for Occupational Health and Safety, contributing by way of evacuation plans and safety guidelines for the EWFB as well as first responders in the event of emergencies.

#### **CCTV Unit which is responsible for:**

- Conducting electronic surveillance as well as issuing RFID badges for the purpose of Access Control within the Eric Williams Finance Building. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.

- Generating access reports on request from managers and supervisors on staff attendance and abnormal events.
- Facilitating live twenty-four-hour monitoring of in-house and perimeter cameras by CCTV Technical Operators, for forensic analysis. This venture of investigative surveillance assists law enforcement agencies in cases of criminal activities occurring outside the building as well as for internal matters involving employees, contractors and visitors.
- Access clearance of equipment, meetings and visitors scheduled to go in or out the building.
- Monitoring Intrusion Detection Systems/alarms.

### **FINANCIAL INTELLIGENCE UNIT (F.I.U)**

Located at Tower D International Waterfront Complex 1A Wrightson Road, Port of Spain.

- Manages in-house physical security with the deployment of one (1) unarmed security officer NMTS Elite Department.
- Conducts electronic surveillance as well as issuing RFID badges for the purpose of Access Control. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.
- Generates access reports on request from managers and supervisors on staff attendance and irregular events.

### **TREASURY DIVISION**

- Manages in-house physical security of twelve (12) security officers from Amalgamated Security Services limited.
- Supervise scanner activities conducted by security personnel so that strict prevention measures of unauthorized entrance of persons or packages are in place.

- Conducts electronic surveillance as well as issuing RFID badges for the purpose of Access Control. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.
- Generates access reports on request from managers and supervisors on staff attendance and abnormal events.
- Over watch activities in the pay branch section, where there is an active flow of members of the public collecting cash and cheques.

## **CUSTOMS AND EXCISE DIVISION**

Located at Government Campus Plaza, Ajax Street Port of Spain. The Customs and Excise Division comprises six (6) inland transit sheds, two (2) airport offices, thirteen (13) sea ports, six (6) excise locations, two (2) bond shops, and twenty-two (22) free zones across Trinidad and Tobago along with two (2) warehouses.

- Conducts electronic surveillance as well as issuing RFID badges for the purpose of Access Control. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.
- Facilitates twenty-four-hour monitoring of internal and perimeter cameras by CCTV Technical Operators, for forensic analysis. This venture of investigative surveillance assists law enforcement agencies in cases of criminal activities occurring outside the building as well as for internal matters involving employees, contractors and visitors.
- Creates scope of work for security project and related events.
- Conducts risk and threat assessments.

## **VALUATION DIVISION DEPARTMENT**

Valuation Division Barataria being the main hub of the department with nine (9) satellite offices across Trinidad and Tobago.

- Manages physical in-house security of security officers from NMTS.

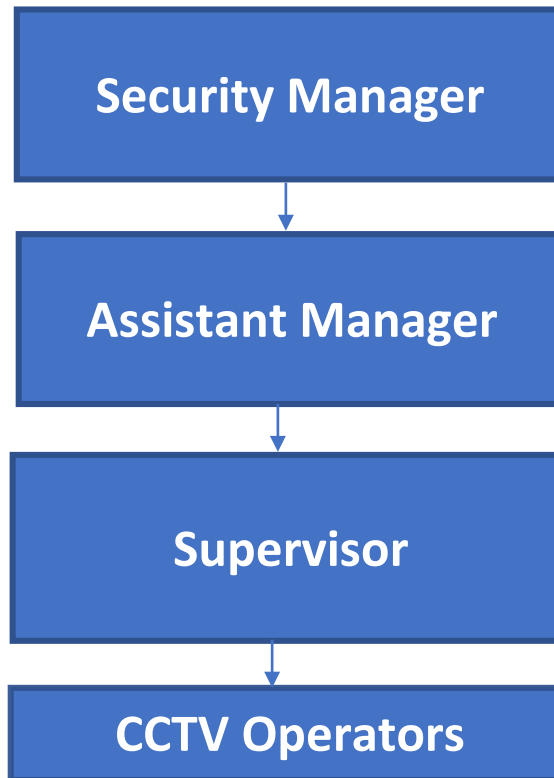
- Conducts electronic surveillance as well as issuing RFID badges for the purpose of Access Control. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.

## **INLAND REVENUE DIVISION**

The Inland Revenue Division Head Office is located at Government Campus Plaza, Port of Spain with sixteen (16) regional and district offices throughout Trinidad and Tobago.

- Twenty-four-hour monitoring of in-house and perimeter cameras by CCTV for forensic analysis. This venture of investigative surveillance assists law enforcement agencies in cases of criminal activities occurring outside the building as well as for internal matters involving employees, contractors and visitors.
- Manages MTS in-house security along with IMJIN and Allied Security.
- Supervise scanner activities conducted by security so that strict prevention measures of unauthorized entrance of persons or packages are into the facilities.
- Monitors and conducts searches of deliveries for any illegal items.
- Manages cash in transit.

**ORGANIZATIONAL STRUCTURE**





## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

The Security Department has completed the undermentioned tasks:

### **Ministry of Finance Building**

- Acquisition of utility belts for security personnel to assist in use of force.
- Acquisition of three (3) handheld metal detectors scanners.
- Acquisition of desktop computers and laptops for CCTV Control Room.
- Acquisition of governmental ID badge printer for the ID badge operations of the MOF.
- Acquisition of two (2) Dell Video Management Servers and four (4) Dell Client Workstations.
- Acquisition of CCTV maintenance tools and equipment for the CCTV Unit.
- Acquisition of eight (8) Samsung 55inch Ultra Narrow Bezel Video Wall Monitors.
- Acquisition of CCTV workstation consoles.
- Acquisition of Baggage X-ray Scanner.
- Acquisition of Milestone Xprotect Corporate 2021 VMS Package with 2-year care support for the upgrade of the existing Milestone Xprotect 2014 Video Management Software.
- Acquisition of Panasonic External Night Surveillance Cameras for the identification and storage of the registration numbers of vehicles.
- Acquisition of dual entry/exit turnstiles at both employee and visitor entrances to the MOF Building.
- Acquisition of twenty (20) UPS and replacement batteries for backup power to our CCTV and access control infrastructure.
- Implementation of an operational procedure as it relates to COVID-19.
- Implementation of an electronic monitor system for the Basement Security booth.
- Installation of an under vehicle detection system.
- Installation of automated thermal sensors / thermometer system.

- Installation of VOIP Intercom System at MOF.

### **Treasury Building**

- Repair of baggage and walkthrough scanners.
- Purchase of network video recorders and additional monitors for the repair of the existing analog camera system.
- Installation of automated thermal sensors / thermometer system.

### **Customs & Excise Division**

- Upgrade of camera and access control systems at Customs and Excise Division, Crews Inn Office.
- Repair of faulty access control components and access control server at the CCTV Control Room, Custom House, Port of Spain.
- Implementation of Automated Barrier Control System at Custom House and installation of hard-drives for video management servers.
- Purchase and installation of UPS replacement batteries and networking equipment.

### **Valuations Division Barataria**

- Installation of CCTV surveillance and access control system at Valuation Head Office.

## **SECTION 3 – Operational Activities / Ongoing Projects for Fiscal Year 2020-2021**

- Installation of additional IP cameras and decommissioning of outdated cameras throughout the MOF.
- Installation and configuration of video management software – MOF.
- Repair of faulty access control equipment throughout the building – MOF.
- Installation of security lighting around the building – MOF.
- Upgrade of CCTV Control Room – MOF.
- Installation of thermal sensor cameras – MOF and IRD.
- Installation of video wall and VMS Servers – MOF, Treasury.
- Installation of threat identification systems – MOF.
- Implementation of a CCTV Cyber Security Policy – MOF.
- Upgrade of surveillance cameras system – Financial Intelligence Unit - F.I.U.T.T.
- Upgrade of surveillance system (Phase One) – Treasury Building.
- Installation of CCTV camera system – Customs and Excise Division, Cedros and San Fernando.
- Acquisition of X-ray scanners – Customs and Excise Division, Piarco, CES Point Lisas and Port of Spain.
- Installation of an IP camera system at CES Point Lisas facility to mitigate the frequent loss of goods and other incidents occurring on the Port. This system will also include thermal cameras for the examination stations as well as an intrusion detection system to prevent unauthorized entry/exit of vehicles on the Port.
- Installation of an IP camera system at CES Port of Spain facility to mitigate the frequent loss of goods and other incidents occurring on the Port. This system will also include thermal cameras for the examination stations as well as an intrusion detection system to prevent unauthorized entry/exit of vehicles on the Port.

- Installation of IP cameras at all Customs and Excise Outstations. All cameras will be integrated into the system at Customs and Excise HQ. These facilities include: Wharf Patrol Unit, Marine Interdiction Unit (MIU), San Fernando and Cedros.
- Installation of additional IP cameras and upgrade of the remote alarm monitoring system at Trade Zone Warehouse Facility. This upgrade will also allow remote viewing of the cameras from Customs HQ as well as a feed to MIU Unit and Wharf Patrol Unit.
- Installation of forty-five (45) IP cameras and sixteen (16) access control points at Chaguaramas Training Facility, Building 22, Chaguaramas.
- Installation of a Metro-E Wide Area Network to facilitate the linking of all remote sites to the Control Room at Customs and Excise HQ.
- Installation of forty-five (45) additional access control points and an additional twenty-five (25) IP cameras at Customs House HQ along with a video wall comprising of eight (8) Samsung fifty-inch (50ins) LED screens.
- Installation of fifty (50) additional IP cameras to provide better coverage throughout the IRD building.
- Installation of additional access points, controllers and dedicated server for access control operations at the IRD Building.
- Establishment of ID Badge Processing at IRD – Purchase of ID Badge Printer, Nikon EOS camera bundle, tripod, backdrop and photo editing software.
- Upgrade of IP Network Infrastructure – MOF, Treasury.
- Retro-fitting/Upgrading of CCTV Control Room – MOF.

**Annual Administrative Report FY 2020-2021**  
**Central Audit Committee**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Central Audit Committee
<b>Title of Department Head</b>	Director
<b>Oversight</b>	Permanent Secretary in the Ministry of Finance
<b>Address of Department</b>	Level 3 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

The Central Audit Committee is required to assist the Ministry of Finance in its oversight and monitoring functions for State Agencies including State Enterprises, Ministries, Municipal Corporations and Regional Health Authorities by conducting reviews, investigations, enforcing compliance of internal controls, evaluation, risk assessment and value for money audits.

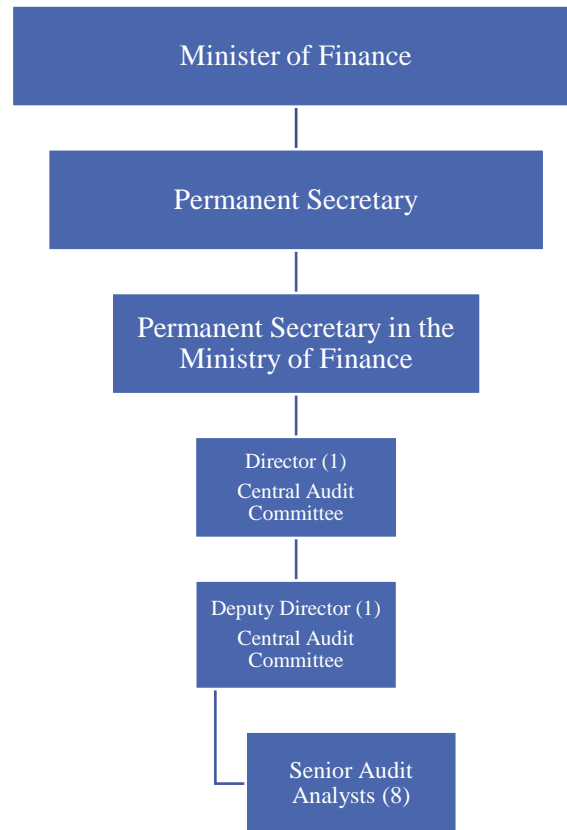
### VISION

To be valued for positively influencing public sector performance through impactful audit work and reports.

### MISSION

To promote accountability, transparency and good governance through high quality auditing and provide independent assurance to our stakeholders that public funds are being used efficiently and for the intended purposes.

## ORGANIZATIONAL STRUCTURE



## **SECTION 2 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **AUDITING ACTIVITIES**

Under the provisions of Section 4 of the Exchequer and Audit Act Chapter 69:01, the Minister of Finance is responsible for supervising, controlling and directing all matters relating to the financial affairs of the State. By Cabinet Minute No. 1266 the Central Audit Committee, headed by a Director, was established within the Ministry in order to improve the management of public funds by State-owned Companies, Statutory Bodies and other State Enterprises (collectively referred to as State Agencies). The powers and duties of the Central Audit Committee are set out in Cabinet Minute No. 1266 which includes the performance of ad hoc investigations as identified by the Minister of Finance.

During the 2020/2021 year, the auditing activities conducted by the Central Audit Committee included:

1. Evaluating tender procedures and reviewing the Award of Contracts in respect of State Enterprises;
2. Conducting systems and operational audits of selected State Agencies for compliance with relevant laws, regulations and internal control procedures; and
3. Carrying out investigations as requested by the Permanent Secretary and the Minister of Finance.

The total number of audits conducted during the year was eleven (11). Seven (7) were submitted to Cabinet, three (3) were finalized and one (1) is in draft form. Also, ten (10) review of award of contracts and internal auditors' reports and one (1) special review were conducted.

In addition, the Central Audit Committee attended Audit Committee meetings in seventeen (17) State Enterprises.

The expected benefits derived from the intervention of Central Audit Committee include:



1. Improved accountability, governance and risk management;
2. Increased likelihood of the State Agencies achieving their mandate and strategic objectives;
3. Minimization of risks to all stakeholders including the officers of the State Agencies;
4. Strengthening the control environment;
5. Improved public confidence in performance, integrity and compliance of State Agencies;  
and
6. State Agencies achieving value for money in their operations.

**Annual Administrative Report FY 2020-2021**  
**Central Tenders Board**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Central Tenders Board
<b>Title of Department Head</b>	Director of Contracts
<b>Address of Department</b>	116 Frederick Street, Port of Spain

### BACKGROUND

The Central Tenders Board Ordinance No. 22 of 1961, as amended, provides for the establishment of a Central Tenders Board which has the authority:-

- a) to act for, in the name and on behalf of the Government and Statutory Bodies to which this ordinance applies, in inviting, considering and accepting or rejecting offers for the supply of articles or the undertaking of works or any service in connection therewith, necessary for carrying out the functions of the Government or any of the Statutory Bodies'
- b) to dispose of surplus or unserviceable articles belonging to the Government or any of the Statutory Bodies;
- c) the sole and exclusive authority to act for, in the name of and on behalf of the Government and the Statutory Bodies to which the Ordinance applies in appointing consultants in connection with any project; and
- d) to perform other functions and duties as the President may by order prescribe from time to time.

### VISION

To be a leader in procurement, providing excellent services to the public and private sectors through the expertise of a well-trained staff, supported by efficient/workable systems that are in keeping with local and international standards.

## **MISSION**

To provide procurement and disposal services for the Government of Trinidad and Tobago efficiently, cost effectively and with a commitment to fair treatment for all.

## **CORE VALUES**

To promote the principles of integrity, transparency, accountability, equity, high performance standards, customer satisfaction and value for money in Government procurement.

## **ORGANIZATIONAL STRUCTURE**

### **The Board**

The legislation defines the composition of the Board, sub-committees and special committees with specific financial limits for the making of awards and disposal of surplus and unserviceable articles. All committees act for and on behalf of the Board and follow the same procedures. The Board comprises eight (8) Members including two (2) Members-at-Large.

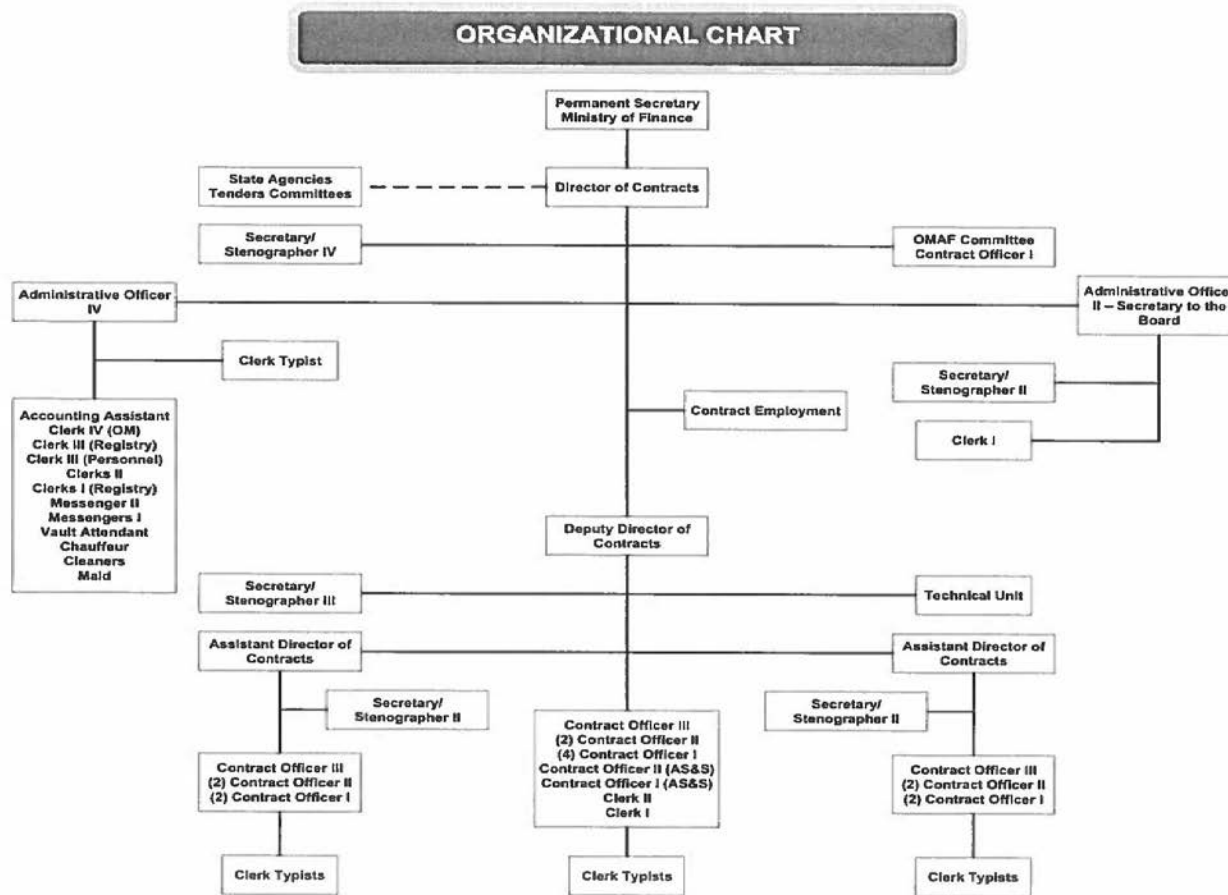
*(a) The composition of the Board for the year 2021 was as follows:*

- Chairman - Director of Contracts;
- Deputy Chairman - Deputy Director of Contracts;
- Member - Permanent Secretary in the Ministry of Finance Investments Division;
- Member - Comptroller of Accounts;
- Member - Chief State Solicitor;
- Member - Deputy Director of Budget; and
- There were no Members-at-Large on the Board for the year 2021.

*(b) Sub-committees of the Board*

- Ministries\Departments Tenders Committees comprise three (3) Members - a Chairman Representative of the Central Tenders Board Division and two (2) Members from the relevant Ministry/Department.
- Tenders Committees in Municipal Corporations and Statutory Boards comprise five (5) Members - a Chairman Representative of the Central Tenders Board Division and four (4) Members.

# ORGANIZATIONAL CHART



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### a) CONTRACTS AWARDED

The number of contracts awarded by the Central Tenders Board for the procurement of Goods and Services including Consulting Services for FY 2020/2021 are as follows:

SOLE TENDERS	SELECTIVE TENDERS	OPEN TENDERS	TOTAL AWARDS
7	4	63	74

The steps in the procurement process is at *Appendix I*.

### b) DISPOSAL OF UNSERVICEABLE/SURPLUS ARTICLES

The number of sales conducted with respect to unserviceable/surplus for FY 2020/2021 are as follows:

NO. OF SALES	GROSS PROCEEDS	AUCTIONEER'S COMMISSION	NET PROCEEDS
3	\$782,200.00	\$31,888.00	\$750,312.00

**Annual Administrative Report FY 2020-2021**  
**Corporate Communications Unit (CCU)**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Corporate Communications Unit (CCU)
<b>Title of Department Head</b>	Manager, Corporate Communications
<b>Address of Department</b>	Level 18 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

The Corporate Communications Unit (CCU) is a key support unit within the head office of the Ministry. Varying levels of support are provided to: the Treasury, Valuation, Inland Revenue and Customs and Excise Divisions, the Central Tenders Board and the Financial Intelligence Unit of Trinidad and Tobago.

The CCU reports directly to the Permanent Secretary, Ministry of Finance (Ag.) and interacts directly with all members of the Ministry's Executive Team.

This Unit engages with and updates the Ministry's internal and external publics by sharing information on policies, activities, fiscal reports and local and international news.

Internal publics are targeted specifically with information and updates on current activities and topics of interest relevant to the Ministry, the wider public service, national and international news as well as national observances. Activities for internal publics are also designed to build staff camaraderie.

External publics are updated on the various projects, policies, vacancies and activities of the Ministry and those of national impact through various media: mass media advertisements, newsletter, website, social media, media releases and conferences and stakeholder engagement sessions.



## **VISION**

We will be recognized as a leader in providing effective communications and excellent customer service to both internal and external clients through innovative methods and techniques.

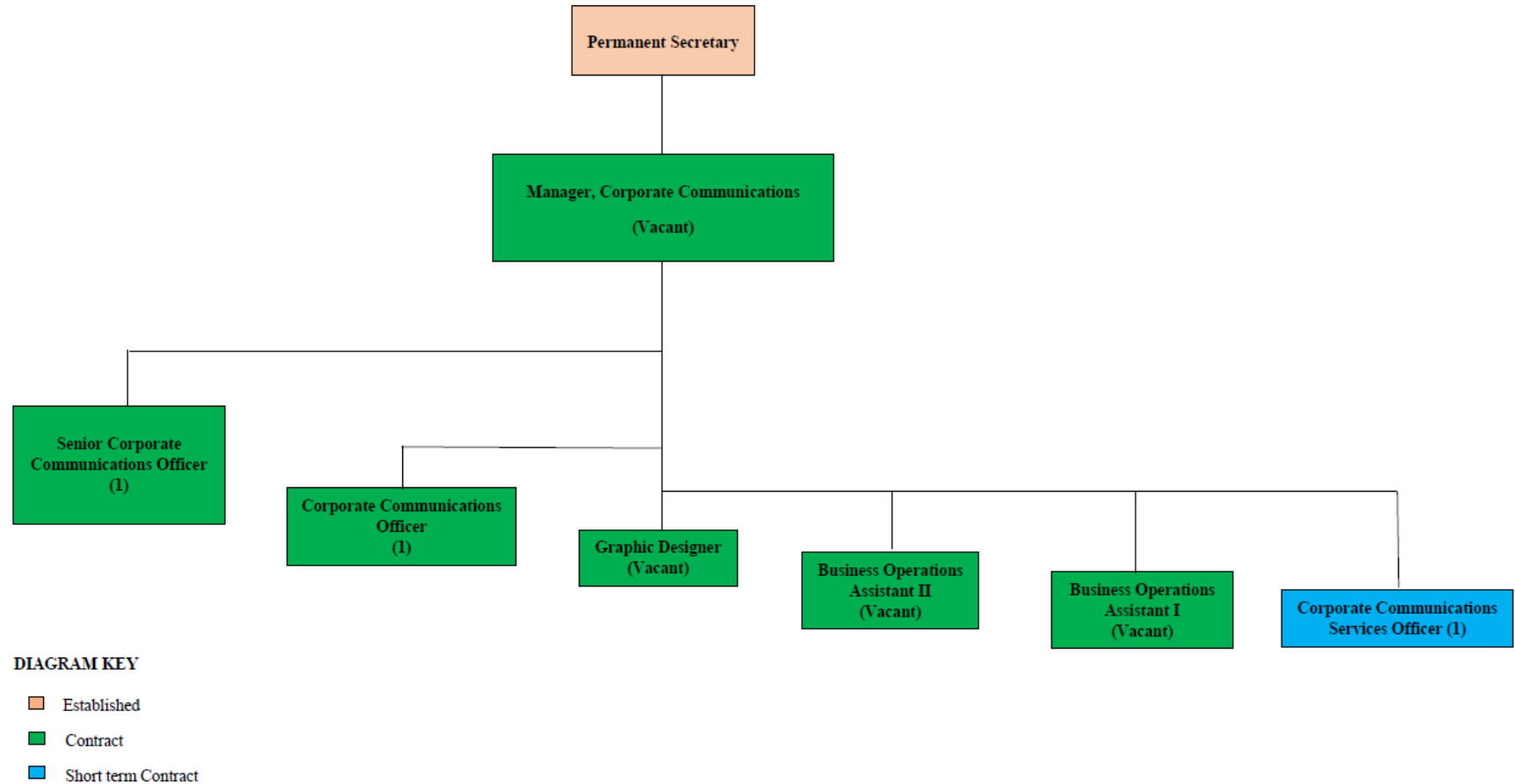
## **MISSION**

The Corporate Communications Unit of the Ministry of Finance develops and implements communication initiatives and plans based on an understanding of the micro and macro environments. The Unit aims to improve information flow, enhance the image and increase visibility of the Ministry of Finance among its internal and external publics.

## **DEPARTMENT'S ORGANISATIONAL STRUCTURE**

For FY 2020/2021, the Corporate Communications Unit (CCU) was under-staffed but continued to fulfil its roles and functions. Figure 1 provides the organisational structure of the Unit for the reporting period. The Unit is ordinarily headed by a Communications Manager, however, the Senior Corporate Communications Officer has supervised the Unit since the exit of the Manager in April 2020.

## ORGANIZATIONAL STRUCTURE



## **FINANCIAL OPERATIONS**

The Corporate Communications Unit (CCU) of the Ministry of Finance is not allocated its own expenditure vote and as such operates under the General Administration expenditure vote. CCU projects are funded only with the Permanent Secretary's approval. There are no delegated financial limits for the CCU. Purchase order books are also not assigned to the CCU. Based on the nature of the CCU operations it is difficult to identify recurrent expenditure. Projects are assigned to the CCU based on ongoing initiatives happening at the time by various departments or divisions. However, there has been one (1) consistent project over the years which is the publication and dissemination of Budget Documents.

## **PROCUREMENT PROCEDURES**

The CCU utilised a three-quote system where vendors were selected based on cost and their ability to provide quality goods/services work in the required timeframe.

In some instances where there was an existing relationship with set vendors, those vendors were retained to ensure consistency of quality and service. This was more prominent with graphic design, layout and printing of items such as budget documents and call cards.

## **HUMAN RESOURCE PLAN**

The Corporate Communications Unit (CCU) was staffed by two (2) contract officers and one (1) short-term contract officer during this fiscal period.

The CCU, with the approval of the Permanent Secretary, has engaged the Human Resource Division to ensure that additional staff is secured during this fiscal. This is necessary to ensure that the objectives of the Unit are fulfilled.

## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

### **FINAL PRODUCTION OF THE FOLLOWING NATIONAL BUDGET DOCUMENTS:-**

- Budget Statement;
- Review of the Economy;
- Social Sector Investment Programme;
- State Enterprises Investment Programme;
- Public Sector Investment Programme; and
- Public Sector Investment Programme Tobago.

The CCU liaised with the Budget preparation teams from the Ministry of Finance charged with the preparation of the various Budget documents as well as other Ministries, graphic artists and printers for the design, layout and printing of the various documents. This includes compiling, formatting and printing the documents for distribution and uploading same to the Ministry's website and other digital platforms.

Stakeholders were able to access the documents in print and electronic formats following the presentation of the budget documents in Parliament on Budget Day.

*Objective:* To ensure the timely delivery and availability of all Budget Documents to stakeholders on the day of the National Budget.

### **TAX AMNESTY 2021 PUBLIC AWARENESS CAMPAIGN**

The Corporate Communications Unit (CCU) executed a public awareness campaign to inform citizens of Trinidad and Tobago of Tax Amnesty 2021 and invite all relevant members of the public to take advantage of the Tax Amnesty 2021 and avoid corresponding penalties and interest for outstanding taxes.

The CCU reviewed and/or built content in preparation for print, radio and television advertisements. The CCU liaised with the relevant media and ensured the successful execution of all advertisements.

*Objective:* To inform the public of Tax Amnesty 2021.

## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021

### CONTENT MANAGEMENT FOR THE MINISTRY’S DIGITAL PLATFORMS

Details are as follows:

- The **intranet portal** is used as a communication medium to help the Ministry of Finance manage and streamline relevant staff information and applications. It is meant to allow effective distribution of information while supporting the Ministry’s operational work. The Intranet Portal is updated on a daily basis.

*Objective:* To inform and educate staff on Ministry and national activities, observances and daily news.

- The Ministry’s **website** – [www.finance.gov.tt](http://www.finance.gov.tt) - is used to provide real-time information on services offered and activities undertaken by the Ministry of Finance. The website is updated unremittingly with Ministers’ speeches, statements and images; media releases, tender notices, vacancies and other Ministry of Finance material.

*Objective:* To inform and educate stakeholders on policies adopted, services offered and programs and activities undertaken by the Ministry of Finance.

- The Ministry’s **facebook** (<https://www.facebook.com/moftt/>) and **twitter** accounts (<https://twitter.com/MoFTT>) are updated on a continuous basis with Ministry related news and activities. It’s also used as an avenue for providing feedback to questions and/or concerns received from members of the public and to provide support to other Ministries by sharing their content.

*Objective:* To update and engage our external public by providing information on Ministry related news and activities.

- The Ministry’s **general email** account– [comm.finance@gov.tt](mailto:comm.finance@gov.tt) – is used to provide feedback, address concerns and queries and provide real-time information to stakeholders and the general public.

*Objective:* To provide factual information, accurate feedback and address concerns of the public in a timely manner.

## **MEDIA ENGAGEMENTS**

The CCU facilitated the hosting of media conferences for the Minister of Finance as well as drafted, edited and disseminated media releases on behalf of the Minister or Ministry of Finance.

*Objective:* To provide factual real-time information to the public as it related to the Minister and Ministry of Finance.

## **BRANDING**

The CCU sought to maintain brand standards by providing divisions/departments with standardised items such as letterheads, call cards and complimentary slips.

*Objective:* To establish and maintain the Ministry's Brand identity in all communication materials.

## **ADVERTISEMENTS**

The CCU created and/or reviewed content to be used for publication of Ministry advertisements and coordinated the execution of arrangements related to same.

*Objective:* To provide information, gain attention, persuade, or remind stakeholders of initiatives and updates relating to the Ministry of Finance.

## **MEDIA MONITORING**

The CCU compiled daily news reports on or impacting the Minister and Ministry of Finance from both printed and electronic media in order to update executives of the Ministry on a daily basis.

*Objective:* To protect the Ministry's reputation by identifying and correcting false and inaccurate reporting as well as to monitor news impacting the Minister and Ministry of Finance.

**Annual Administrative Report FY 2020-2021**  
**Customs and Excise Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Customs and Excise Division
<b>Title of Department Head</b>	Comptroller of Customs and Excise
<b>Address of Department</b>	Government Campus Plaza Ajax Street, Wrightson Road, <b>Port of Spain</b>

### VISION

To be the leading-edge service, law enforcement, trade facilitation and revenue collection organization in the Region and beyond through the efforts of professional and dedicated staff.

### MISSION

To support economic growth and development by facilitating legitimate trade and travel, revenue generation and collection. To protect our borders and provide increased security to the global trade supply chain by enforcing compliance with all the Laws and Regulations under which we are empowered to act.

### CORE VALUES

- **Integrity**

To say what we mean, to deliver what we promise and to stand up for what is right. To meet this commitment, we will guard the confidentiality of our stakeholders' business and communicate in an honest, factual and accurate manner.



- **Accountability**

This means that persons with Authority and Responsibility are subject to reporting and justifying the task outcomes to their superiors. Everyone must be aware that they are accountable for the task assigned to them and will be held responsible for its performance.

- **Service**

We believe that success will come from our dedication to excellent service and continually exceeding the expectations of our stakeholders. This goal can be achieved through Teamwork, Initiative and Innovation.

## **STRATEGIC OBJECTIVES**

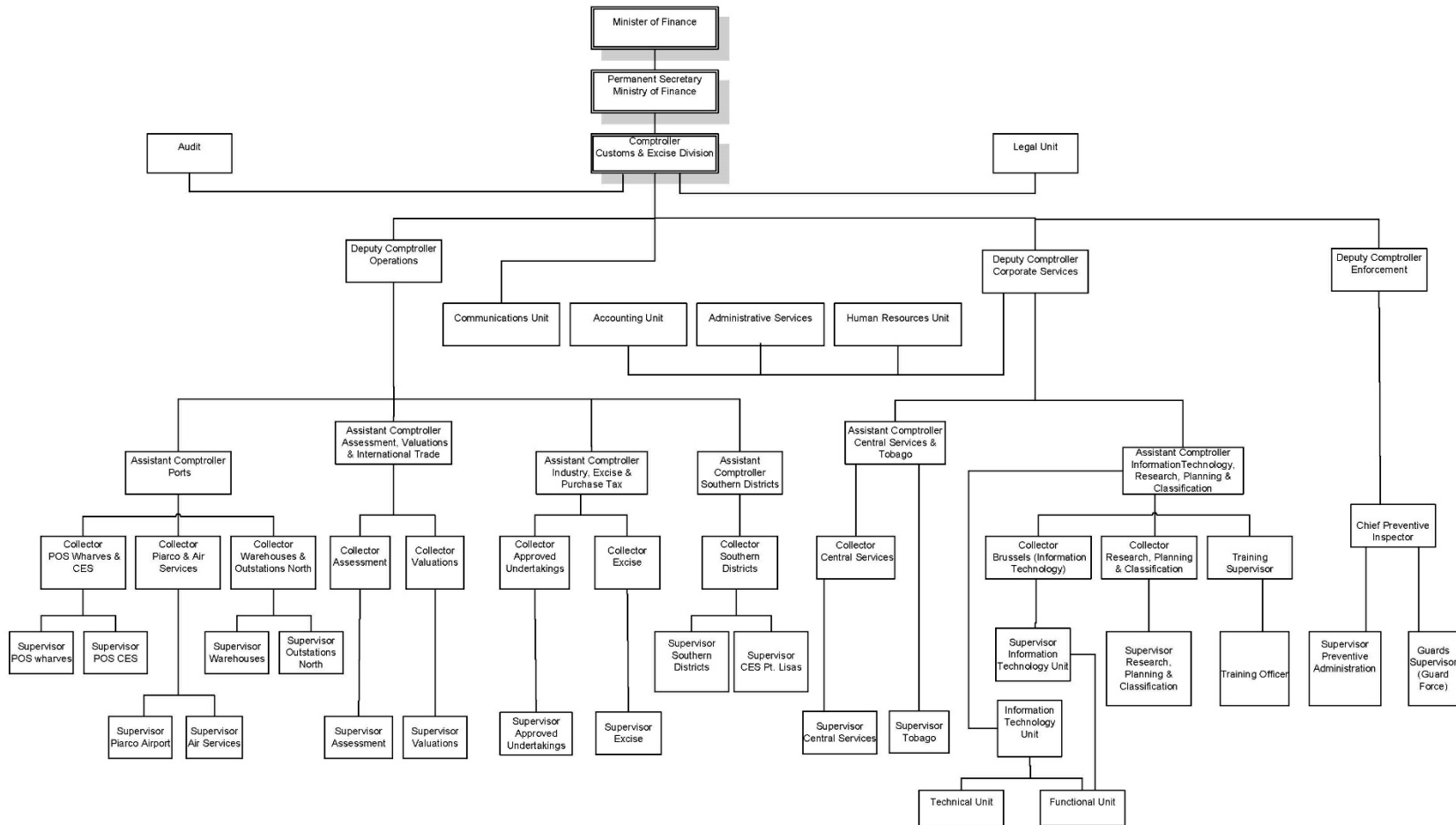
- *Trade Facilitation and Border Security* – effective application of risk management principles is key to achieving the balance between control and facilitation.
- *Encouraging Voluntary Compliance* – this is promoted not only by an awareness of rights and expectations of fair and efficient treatment but also clear, simple legislation and “user friendly” administrative systems and procedures.
- *Maximizing Revenue Collection* – by improving Compliance and managing risk as an organizational philosophy to support effective decision making at the Strategic, Operational and Tactical levels.
- *Capacity Building* – to ensure that there is adequate professional and technical staff through continuous training and development
- *Public Education* – in respect of our Stakeholder Charter that balances Rights/Expectation and Obligations. It will reflect the distinctive character of our regulatory responsibilities – we deliver State obligations rather than just services.

The following are some of the laws that the Customs and Excise Division is empowered to enforce in a professional, efficient manner and with integrity:

- Registration of Clubs Act – Chapter 21:01;
- Motor Vehicles and Road Traffic Act – Chapter 48:50;
- Value Added Tax Act – Chapter 75:06;
- Customs Act – Chapter 78:01;
- Anti-Dumping and Countervailing Duties Act – Chapter 78:05;
- Excise (General Provisions) Act – Chapter 78:50;
- Trinidad and Tobago Free Zones Act – Chapter 81:07;
- Liquor Licenses Act – Chapter 87:10;
- Brewery Act – Chapter 87:52; and
- Spirits and Spirit Compounds Act – Chapter 87:54.

# ORGANIZATIONAL STRUCTURE

## MINISTRY OF FINANCE, CUSTOMS & EXCISE DIVISION ORGANIZATIONAL CHART



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### REVENUE COLLECTION AND PROTECTION

For Fiscal 2020/2021 the CED was projected to collect **\$3,286,953,755** in duties and taxes. Despite challenges of staff shortage coupled with the Covid 19 Pandemic and its impact of International trade, a total of **\$3,228,345,619** was collected.

The Division is pursuing avenues to move towards electronic means of revenue collection (Linx) especially for the clearance and release of non-commercial consignments of a value less than \$20,000 as well as the electronic transfer of funds through internet banking. The CED is liaising with the Treasury Division, Ministry of Finance to be advised on the best way forward. Further the Customs Border Control System (CBCS) is configured to receive online payment.

### BORDER PROTECTION AND CONTROL

The CED provides border protection at all Ports, Sufferance Wharves and approved places of loading and unloading primarily through the control and regulation of our legitimate borders. The CED also collaborated with other Agencies such as the Immigration Division, the Coast Guard and the Police Service in its mandate of Border Protection and Control.

The Preventive Branch of the Division has the primary role of border protection; however, all Officers are Border Protection Officers. This Unit comprises **100** personnel and is unwavering in its dedication to its mandate. Their achievements are attached in the attached annual report.

### NARCOTIC SEIZURES:

TYPE	AMOUNT	NO. OF INTERDICTIONS
<b>Marijuana</b>	1,293.268 kgs	13
<b>Cocaine</b>	101.4496 kgs	51
<b>Methamphetamine</b>	NIL	NIL

**CITES (Endangered Animals and Plants) SEIZURES:**

TYPE	AMOUNT	NO. OF INTERDICTIONS
NIL	NIL	NIL

**CURRENCY \*(undeclared):**

TYPE	AMOUNT	DETAILS
USD	596,007.72	Forfeiture

**SCANNER UNITS**

Port Point Lisas (PLIPDECO) was assigned two mobile scanners in 2018 however due to technical and mechanical issues these scanners have been out of commission since June 2020, both import and export.

UNITS	IMPORTS	IMPORTS REFERRED TO CES FOR EXAMINATION	IMPORTS DELIVERY AUTHORIZED	EXPORTS
Mobile Scanner	NIL	NIL	NIL	NIL

- **Port of Spain Fixed/Mobile Scanners:**

The Port of Port of Spain is currently outfitted with two types of scanners, one (1) fixed and one (1) mobile. The mobile scanner however has not been operational since May 2021. Additionally, only import containers are being scanned. The following is a breakdown of containers scanned during the period October 2020 to September 2021:

UNITS	IMPORTS	IMPORTS REFERRED TO CES FOR EXAMINATION	IMPORTS DELIVERY AUTHORIZED	EXPORTS
<b>Fixed Scanner</b>	8,049	3	8046	N/A
<b>Mobile Scanner</b>	2,046	0	2,046	N/A

There was a 17% increase in import containers selected for non-intrusive examination at the Fixed Scanner. Less than 1% was selected for secondary inspection. Activities at the Mobile Scanner however decreased slightly when compared to that of the previous fiscal year.

### CONTAINER SELECTIVITY UNIT (CSU)

CSU is tasked with screening of Full Container Load (FCL) shipments which have been assigned selectivity lane “green” by the Customs Border Control System.

Through documentary checks, this Unit has been able to identify anomalies or discrepancies in the import declarations submitted for screening. The unit was able to recover some **3.16 million TT dollars** in additional duties and taxes which may have otherwise been lost. These adjustments by station are outlined below:

STATION	DUTY, VAT AND DEPOSITS TOTAL
<b>CSU - PT.LISAS</b>	\$248,747.65
<b>CSU - PORT OF SPAIN</b>	\$2,914,37934
	<b>\$3,163,126.99</b>

### BREACHES AND INVESTIGATIONS

A low level of compliance continues to plague revenue collection efforts of the Division, however diligent work by officers at the various Transit Sheds, Valuations, CES and Excise were responsible for the following successes.

**NUMBER OF INVESTIGATIONS INITIATED during the period October 2020 to September 2021**

SECTION	INVESTIGATIONS	BREACHES	BREACH NOT PURSUED	PENDING
<b>Piarco</b>	-	-	-	-
<b>Port of Spain</b>	317	136	98	83
<b>Tobago</b>	3	2	0	1

**COURT MATTERS INITIATED during the period October 2020 to September 2021**

SECTION	NO. OF INTERDICTIONS
<b>Piarco</b>	
<b>Port of Spain</b>	11
<b>Tobago</b>	1

**POST CLEARANCE AUDIT**

The Post Clearance Audit Unit through desk reviews and audits have been able to recover for the period October 2020 to September 2021: **\$3,654,038.86:**

- **\$479,750.00** in taxes for the period October 2020 to December 2020
- **\$3,174,288.86** in taxes for the period January 2021 to September 2021.

**Rummage fees collected during the period October 2020 to September 2021**

SECTION	AMOUNT
<b>Preventive Head Office</b>	\$ 83,745.71

## **OTHER KEY HIGHLIGHTS**

- **Covid-19**

The Division was forced to adapt to the Pandemic that struck the entire world, movement of staff between floors and Units was restricted and social gatherings were suspended. Staff were provided with PPE at all times and continually advised through Departmental Circular Memoranda of Covid-19 health regulations. As an essential service, the CED was open for business and provided continuous, regular and professional service to stakeholders and clients. Staff were congratulated for their professional and dedicated service to the Division.

Items procured by the Customs and Excise Division for the combat of the Covid-19

Pandemic:

- Face masks, face shields, hand sanitizers, liquid soap, clorox wipes, disinfectant sprays
- Dispensers, temperature guns, gloves, methylated spirit, rubbing alcohol.
- Offices were sanitized immediately when a positive or suspected case of Covid.

Items procured by the Customs and Excise Division for the combat of the Covid-19 Pandemic:

Items procured by the Customs and Excise Division for Operations:

Procurement of four additional vehicles.

Baggage Scanners were repaired at Piarco and Tobago.

- **ASYCUDA**

Advertisement and shortlisting of candidates for the following posts took place in 2020, after which interviews were held:

- Database Specialist
- IT Analyst Programmer

Based on interview results persons were hired to fill both these positions. The first person hired to fill the position of IT Analyst Programmer resigned after two months and a second person was hired based on the candidates shortlisted from the same interview process. Both positions are filled at this present time.



The ASYCUDA system was upgraded to the most recent version (Version 4.2.2) starting in January 2021 and continues to this present time. The upgrade is being done on a phased basis to minimize disruption to the trade community.

- **Facilitation of Compliant Trade**

The Comptroller of Customs is the Co-Chair of the National Trade Facilitation Committee. The other Co-Chair is the Permanent Secretary, Ministry of Trade. The Committee comprises representatives of the TTMA, Chamber of Commerce, Pt. Lisas and POS Ports, Airports Authority, Food and Drugs, Bureau of Standards, THA and Export TT. The mandate is to implement the WTO Trade Facilitation Agreement. CED is also represented on other Committees such as the Standing Committee on Trade and Related Matters. The Division continues to meet fairly regular with our stakeholders on issues of mutual interest.

Below is a table detailing transactions at all Ports of Entry. Non Commercial Imports refer to items of a value of less than \$20,000.00 imported by individuals, for personal use and not for trade (e.g a barrel of foodstuff sent by a daughter to her mother). Single Administrative Documents (SADs) refer to the Entry generated by the ASYCUDA system for the transaction. A package can be a container, box, barrel, bag or any other package used in conveyancing.

TRANSACTION TYPE	NO OF SADs (eC82s)	NO OF PACKAGES
<b>NON COMMERCIAL IMPORTS</b>	94,046	215,347
<b>IMPORTS</b>	567,169	259,583,478
<b>EXPORT</b>	71,420	180,916,437
<b>TRANSHIPMENT</b>	20,967	115,510,403

## OBJECTIVES

- **Filling of Vacant Posts within the establishment**
- **Review and Modification of the Organizational Structure of the Division**

The Customs and Excise Division is critically short staffed, at 60% capacity. The bureaucratic structure of the Division mandates that Customs Officers and Guards enter at the base only. However, top positions of the structure were all vacant while the base positions were filled. It is therefore of fundamental importance that Officers and Guards be promoted in order that new staff be recruited by Service Commission to have a full complement of staff to effectively collect and protect the revenue, protect the borders of Trinidad and Tobago while facilitating compliant Trade.

The following promotions were received and the Service Commission Department has started the recruitment process for entry level Customs Officers:

### *Positions Filled*

- 1 Comptroller;
- 3 Deputy Comptrollers;
- 6 Assistant Comptrollers;
- 22 C&E Officers III;
- 56 C&E Officers II;
- 62 C&E Officers I;
- 14 C&E Collectors;
- 1 C&E Training Supervisor;
- 21 C&E Supervisors;
- 4 C&E Training Officers;
- 1 C&E Guard Supervisor;
- 16 C&E Guard III;
- 38 C&E Guard II; and
- 113 C&E Guard I.

These promotions did not affect capacity but is a step in the direction of creating vacancies at the entry level for the recruitment of new officers.

- **Upgrade of the Scanning Capacity of the Division**

Based on the recommendation of the Permanent Secretary, Ministry of Finance, a Needs Assessment was conducted on Non-Intrusive Inspection Equipment (NIIE) by IDB consultant Frank Le Coindre on Trinidad and Tobago's main ports of entry and exit. Vulnerabilities were identified at ports of entry, including the Port of Point Lisas, the CARICOM Jetty and Tobago. In the Port of Port of Spain, there was little capability to scan motor vehicles.

The consultant concluded that though significant effort was being made by Customs Officers, the NIIE equipment was found to be inadequate or non-functional and that the CED and by extension Trinidad and Tobago would benefit significantly from investing in a well-formulated, modern NIIE programme.

A report from the Regional Office for Capacity Building (ROCB) of the World Customs Organization (WCO) highlights that NIIE is an effective and efficient tool to inspect a greater volume of items in a timely and cost-effective manner and its use can improve the revenue collection and detection of prohibited items and interdicting smuggling activities, while facilitating legitimate trade.

### **1. Proposed Scope of Activities**

- a. **Non-Intrusive Inspection Equipment (\$18 mm) [12-18 months]**. The investment in sophisticated scanning equipment reduces the need for manual inspections of all cargo and would also contribute to enhancing the risk management capabilities of Customs. This component would entail the following:
  - i. **Procurement of Equipment** (scanners) for use at the ports of entry to scan cargo and passengers' luggage entering and leaving the country;
  - ii. **Minimal civil works** to ensure the appropriate and secure installation of the scanners;
  - iii. **Process reengineering** to optimize the placement and use of the scanners in the risk management and clearance and release processes;
  - iv. **Maintenance** for the equipment in year 5 as required; and
  - v. **Infrastructure** such as the building and necessary amenities to house the canine resources.

- b. Centralized Monitoring and Control Centre (\$5 mm) [18-24 months].** This initiative will serve as a nerve center for Customs and the other border agencies to monitor and analyze activities at the nation's borders and share resources and intelligence. It would entail the following:
- i. *Design and implementation of the Monitoring and Control Centre* including infrastructure and interfaces with all the existing systems, the proposed IRMS and risk management equipment;
  - ii. *Outfitting* of the Monitoring and Control Centre, e.g. equipment, tools, furniture and other resources; and
  - iii. *Training* for Customs and the other border agencies in the operation of a Monitoring and Control Centre.
- c. Administration, Monitoring/Evaluation and Contingencies (\$1.5 mm) The CED held meetings with the Permanent Secretary and CED was advised to submit this as a PSIP project for 2021**
- **Upgrade of the Container Examination Stations operations**

The overarching goal was to ensure improved management of the Container Examination Stations through the direct control of the Customs and Excise Division.

Some of the operations reviewed included:

1. Requisite equipment and machinery to facilitate the efficient offloading and loading of containerized cargo for examination.
2. The timely removal and transportation of containers from the Port to the CES and depositing therein.
3. The removal of the involvement of the Importer in the removal and transportation of containers from the Port to the CES for examination.
4. Storage of the containers on the CES compound, positioning at examination bays and removal for temporary storage within the CES compound pending delivery.

5. Improved Security and Access Control.
6. Labour for following:
  - The opening, unstuffing and repacking of containers
  - The opening and reclosing of all packages in the container.

The review required the formulation of applicable policies including Human Resource and Health and Safety.

In view of the above the following decisions were taken:

- To formulate an RFP for the Provision of the services detailed at Item (ii) and (iii) above.
- Publish RFP.
- Closing Date.
- Permanent Secretary in the Ministry of Finance to inform Ministry of Works in writing of the decision for Customs and Excise Division to Manage CES.
- Permanent Secretary, Ministry of Finance to facilitate twenty (20) additional Customs and Excise Guards specifically for operations as outlined at item (5) above.

Additional consultation was conducted to ensure a seamless transition to an efficient and effective Container Examination Station.

**Annual Administrative Report FY 2020-2021**  
**Debt Management Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Debt Management Unit
<b>Title of Department Head</b>	Manager Debt Management Division
<b>Address of Department</b>	Level 11 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

Cabinet by Minute No. 1295 of June 27, 2019 agreed to the restructuring of the Debt Management Unit in the Economic Management Division (EMD) of the Ministry of Finance, through the establishment of the Debt Management Division, Ministry of Finance. The Debt Management Division (DMD) is responsible for efficient administration and management of the Public Debt portfolio which comprises the provision of advice to the Permanent Secretary and by extension the Minister of Finance in the identification of borrowing opportunities both in the domestic and international financial markets for funding the Budget Deficit, and principal repayment of Central Government debt. In addition, the DMD is responsible for the review of existing legislation and associated borrowing limits making recommendations in respect of same to the Permanent Secretary and Minister of Finance.

The DMD is also responsible for identifying funding needs of State Owned Enterprises and Statutory Authorities as it relates to Government Guaranteed debt; execution of financing transactions; liability management; generation of debt statistics; preparation of reports and publications on the national debt; monitoring of debt instruments for compliance with approved policies and debt legislation; recording of debt instruments and maintenance of the debt database (Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) to be replaced by the Commonwealth Meridian); monitoring of debt service payments; and reviewing debt service billing notices from financial institutions for accuracy and timely payment.

## **OBJECTIVES**

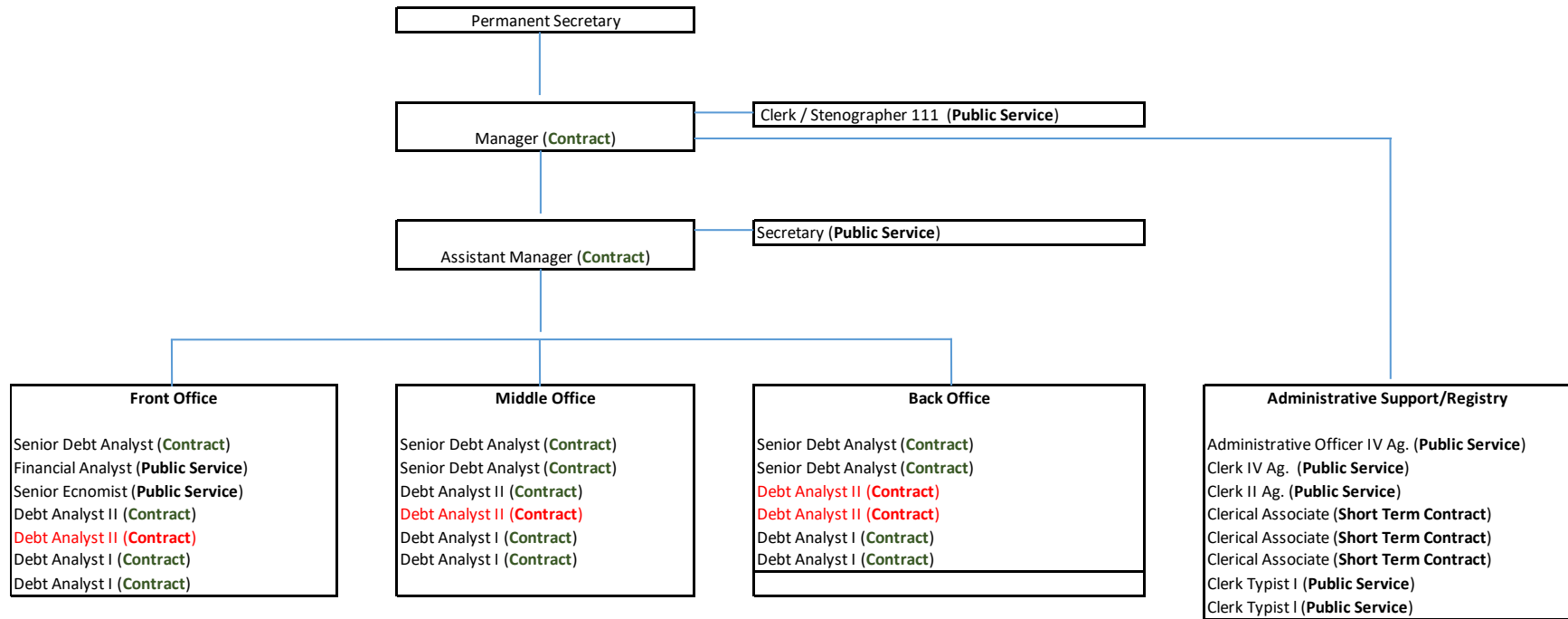
The main objectives of the DMD are:

- (i) minimize, over the medium to long term, the cost of meeting Government's financing needs, while containing its exposure to risk and vulnerability to major economic shocks;
- (ii) facilitate the development of a well-functioning capital market;
- (iii) ensure that debt management policy is consistent with the objectives of monetary policy, fiscal policy and other macro-economic policies; and
- (iv) improve transparency and coordination among government and government agencies and to efficiently administer and manage the public debt portfolio.



# ORGANIZATIONAL STRUCTURE

## Debt Management Division - Organizational Structure



Items in RED are Vacant Positions

In accordance with international best practice the Debt Management Division is divided into the following:

- (a) **The Front Office** is responsible primarily for the negotiation and execution of public debt contracts, in respect of Central Government, State Owned Enterprises and Statutory Authorities. The Front Office is also responsible for loan applications, ensuring that all conditions precedent for the disbursement of loan funds are met, thus facilitating timely receipt of loan funding. The Front Office also has a key role in reporting to Cabinet and seeking approval for all Central Government and Government Guaranteed Debt. The Office also plays a key advisory role to line Ministries, State Owned Enterprises and Statutory Authorities seeking to obtain debt funding for their various projects.
- (b) **The Middle Office** is responsible for the analytical work related to Public Debt management, including risk assessments, monthly Debt Service Report, monthly Debt Position Reports and reports on Public Debt for various Parliamentary Committees, Credit Rating Agencies, as well as, multilateral institutions. The Middle Office also produces debt statistics to underpin debt management policies; the preparation of Borrowing Plans and Medium Term Debt Strategies, as well as internal risk management and compliance.
- (c) **The Back Office** is responsible for debt registration and transaction confirmations, as well as, settlement and repayment. The Back Office utilizes the CS-DRMS debt database to maintain the records of the debt portfolio. The Back Office is also responsible for the maintenance of the debt database and the provision of training to users of the database.

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

In FY 2020/2021, Adjusted General Government Debt, which comprises Central Government Domestic Debt (net of borrowings for Open Market Operations), Central Government External Debt and Non-Self Serviced State Owned Enterprises Debt, increased from **\$118,592.9 million** in FY 2019/2020 to **\$126,807.2 million** in FY 2020/2021.

Central Government Domestic Debt increased by **\$7,978.0 million** and Central Government External Debt decreased by **\$453.1 million** in fiscal 2021. The DMD supported the issuance of 14 new bonds on the domestic market totalling approximately **\$13,263.3 million**, the proceeds of which were utilized for Budget Financing and debt repayment. The Bonds issued were as follows:

- 1) \$115 million, 3-month, 0.65 percent;
- 2) \$1,000 million, 16-year, 5.65 percent;
- 3) \$1,000 million, 20-year, 5.45 percent;
- 4) \$1,200 million, 25-year, 6.60 percent;
- 5) US\$100 million, 3-year, 3.75 percent;
- 6) \$1,000 million, 15-year, 4.80 percent;
- 7) \$2,000 million, triple tranche: \$400 million, 5-year, 3.75 percent, \$800 million, 8-year, 4.50 percent and \$800 million, 25-year, 6.75 percent;
- 8) \$543.3 million, 8-year, 4.70 percent;
- 9) \$800 million, 11-year, 4.94 percent;
- 10) \$1,300 million, dual tranche: \$500 million, 5-year, 2.96 percent and \$800 million, 19-year, 6.21 percent;
- 11) \$1,125 million, dual tranche: \$400 million, 6-year, 2.75 percent and \$725 million, 17-year, 6.12 percent;
- 12) \$500 million, 10-year, 4.31 percent;
- 13) \$1,000 million, dual tranche: \$400 million, 5-year, 2.40 percent and \$600 million, 20-year, 6.45 percent; and

- 14) \$2,000 million, triple tranche: \$800 million, 6-year, 2.94 percent, \$700 million, 12-year, 4.50 percent and \$500 million, 20-year, 6.49 percent.

In addition, there were no new issues of Debt Management Bills or Treasury Bills issued for the purpose of Budget Financing during the year. The quantum of Debt Management Bills on issue remained unchanged at **\$6,136 million** in FY 2020/2021.

During FY 2020/2021, the DMD negotiated and finalized **US\$20 million**, 7-year, floating rate loan from the International Bank for Reconstruction and Development (IBRD) of the World Bank Group.

Non-Self Serviced State Owned Enterprises Debt, comprising Government Guaranteed Debt of Statutory Authorities and State Owned Enterprises for which the Government provides funding for debt service, increased by **\$689.4 million** to **\$31,171.7 million** in FY 2020/2021.

The DMD supported the issuance of 7 Letters of Guarantee to the following Statutory Authorities in 2021:

- 1) The Eastern Regional Health Authority (ERHA), \$469.756 million 4.84% Fixed Rate Loan due 2028 – For the settlement of outstanding trade payables owed by the Regional Health Authorities (RHAs);
- 2) The Housing Development Corporation (HDC), \$400 million 4.92% Fixed Rate Loan due 2026 – Remobilization of works under Housing Construction Programme;
- 3) HDC TT\$60-Mn. Overdraft Facility - To meet working capital requirements;
- 4) The Water and Sewerage Association (WASA), \$115 million 5% Fixed Rate Loan due 2029 – To facilitate the refinancing of an existing facility due January 18, 2021;
- 5) WASA, \$200 million Fixed Rate Overdraft Facility due 2025 – For working capital purposes;
- 6) WASA, \$420 million Dual Tranche Fixed Rate Loan due 2028/2041 – For the repayment of an existing Overdraft Facility and;

- 7) WASA, US\$35 million 6% Fixed Rate Syndicated Loan due 2028 – To settle outstanding obligations to The Desalination Company of Trinidad and Tobago (Desalcott) up to March 21.

The DMD supported the issuance of 17 Letters of Guarantee to the following State Owned Enterprises in 2021:

- 1) Caribbean Airlines Limited (CAL), US\$50 million 5.5% Fixed Rate Bonds due 2029 – To meet critical outstanding liabilities as a result of border re-opening;
- 2) Evolving TecKnologies & Enterprise Development Co. Ltd. (eTeck), \$160 million Loan due 2026 – To refinance existing \$160 million for Vanguard Hotel;
- 3) National Insurance Property Development (NIPDEC), \$200 million 4.5% Syndicated Loan due 2028 – To finance shortfall of minor Equipment for the TTPS;
- 4) NIPDEC, \$272.353 million 3.30% Fixed Rate Bonds due 2027 – Procurement, Storage & Distribution of Pharmaceutical & Non-Pharmaceutical items FY21;
- 5) NIPDEC, \$284.19 million 3.95% Fixed Rate Term Loan for Procurement, Storage & Distribution of Pharmaceutical & Non-Pharmaceutical funding FY 2021;
- 6) The Petroleum Company of Trinidad and Tobago Limited (PETROTRIN), US\$50 million ANSA Merchant Bank Limited (AMBL) 5% Fixed Rate Loan due 2021 – To refinance existing trade finance facility with First Citizens Bank (FCB);
- 7) PETROTRIN, US\$50 million FCB 5% Demand Loan Facility due 2022 – To refinance Tranche 1 of US\$100 million Working Capital Facility;
- 8) PETROTRIN, US\$75 million AMBL 5.25 % Fixed Rate Loan due 2022 – To refinance existing Loan Facilities;
- 9) The Rural Development Company of Trinidad and Tobago Limited (RDCTT), \$200.43 million 3.57% Fixed Rate Loan due 2027 – To meet expenditure for critical projects & fulfill payment to contractors;

- 10) The Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT), \$202.5 million (\$142.6 million Guaranteed) Medium Term Demand Loan due 2029 – To restructure Non-Guaranteed \$225 million Loan;
- 11) UDeCOTT, \$213 million 3.31% Fixed Rate Loan due 2022 – To facilitate payment of Fixed Rate Bond due October 31, 2020;
- 12) UDeCOTT, \$230.1 million Fixed Rate Loan due 2026 – To refinance the existing TT\$230.1 million Loan;
- 13) UDeCOTT, \$39.991 million 3.65% Fixed Rate Loan due 2027 Phase II – Outfitting of Tower D for relocation of the Civil High Court;
- 14) UDeCOTT, \$46.917 million 4.02% Fixed Rate Loan due 2026 – Redevelopment of the Central Block of the POS General Hospital;
- 15) UDeCOTT, \$500 million 3.78% Fixed Rate Loan due 2028 – Payment of Outstanding Amounts owed by various Client Ministries;
- 16) UDeCOTT, US\$35.681 million 5% Fixed Rate Loan due 2025 – To facilitate repayment of existing UDeCOTT, US\$35.681 million Loan due Sept 3, 2021; and
- 17) UDeCOTT, US\$8,280 million 4.07% Fixed Rate Loan due 2026 – Redevelopment of the Central Block of the POS General Hospital.

**Annual Administrative Report FY 2020-2021**  
**Economic Management Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Economic Management Division
<b>Title of Department Head</b>	Manager/Director
<b>Address of Department</b>	Level 11 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

During the October 2020 to September 2021 review period, the EMD was engaged in an ongoing restructuring exercise, the background to which is provided below:

The Economic Management Division (EMD) was established in 2008 and involved the merger of three (3) former Divisions namely the Monetary, Fiscal and Trade Division (MFTD), the Public Sector Finance Management Unit (PSFMU) and the Coordinating and Monitoring Unit (CMU). The EMD retained responsibility for a portfolio that was not fully congruent with its new macro-fiscal policy mandate. The merger also resulted in the abolition of several senior public service posts which were on the establishment of the former Divisions. The Division at the time also comprised two independent units: the Macro Fiscal Unit (MFU) and the Debt Management Unit (DMU).

The core functions of the MFU entailed developing a Medium Term Fiscal Framework (MTFF) several times per year. This MTFF would set the macroeconomic parameters for the annual budget that would enable the Minister of Finance to determine within a multiyear context, Government's revenue envelope, set the target for the fiscal deficit or surplus, and Government's resultant overall expenditure level. This function includes:



- (i) the preparation of 3-year forecasts of the major macroeconomic indicators for the real sector, fiscal sector, monetary sector, and the balance of payments;
- (ii) the conduct of risk sensitivity and sustainability analyses, including fiscal scenarios;
- (iii) the preparation of related analytical narratives, including the major assumptions used; and
- (iv) engagement in technical discussions with local, regional and international organizations including the International Monetary Fund (IMF) and the credit rating agencies. Beyond its core mandate, the MFU's responsibilities also included many other important macroeconomic and macro-fiscal functions.

The MFU however faced significant human resource challenges, which included high turnover of trained staff and the assignment of untrained economists to senior posts in the Division. As a result, the MFU was unable to align its staffing with its scope of work and deliver a MTFE on a sustained basis. The Ministry of Finance had further determined that the structure, staffing, and remuneration of the MFU were inadequate to attract suitably qualified persons, and retain trained and experienced economists. The loss of many experienced staff members since 2008, coupled with the lack of appropriate strategic work structures, as a result significantly undermined the Ministry's macro-fiscal and policy development capabilities and precipitated an urgent need for strategic organizational reform.

In light of the foregoing, Cabinet agreed in June 2019, to the restructuring of the Economic Management Division in which the DMU was separated from the MFU, and both Units were re-established as independent Divisions within the Ministry of Finance (MoF). The MFU was accordingly restructured and re-established as the EMD and its reformation entailed four elements:

- (i) streamlining of the functions to enable its technical staff to provide the required focus to their key macro-fiscal programming mandate;
- (ii) adjustments to the organisational structure and staffing to more effectively align its internal arrangements and human resources with its required delivery outputs;
- (iii) continuation of a sustained training programme to provide technical staff with the specialized skills required for their macro-fiscal modelling, analysis and policy

- advisory functions and to further develop and enhance their knowledge so as to deliver increasingly advanced technical and policy outputs; and
- (iv) upgrade of the remuneration provided to economists in the MFU to better compete with other more attractive options elsewhere and thereby improve staff retention.

The restructured EMD will also contain a Research Unit with responsibility for some of its non-core functions. In addition, the restructured EMD was streamlined into three (3) functional Units: (i) Real Sector; (ii) Fiscal Sector; and (iii) Monetary, Trade and External Affairs. The core activities for each Unit include the following:

**Real Sector Unit –**

- (i) ***Policy Oriented Activities (Macroeconomic Policy Development)***: policy analysis and advice, regular annual in-depth analysis of economic trends including energy prices (Financial Programming and Policies); recurrent interagency cooperation; and occasional topical studies;
- (ii) ***Core Macroeconomic Analysis and Forecasting Activities***: Data Collection and Analysis: Real Sector (*national income, energy sector, non-energy sector, inflation, labour, productivity*); Econometric Model development; Macro-Fiscal Modelling and Statistical Analysis: Short-term quantitative framework and macro-economic forecasting including Medium-term scenario projections; and analysis of “economic behaviour”, market trends and risks; and
- (iii) ***Parliamentary Matters***: Information collection and conduct of research for preparation of Ministerial responses to Motions and Parliamentary Questions (House of Representatives, Senate and Joint Select Committee on Finance and Legal Affairs).

## **Fiscal Sector Unit –**

- (i) ***Policy Oriented Activities (Fiscal Policy Development)***: policy analysis and advice, short-term fiscal monitoring and analysis; regular annual in-depth analysis of fiscal trends (Financial Programming and Policies); recurrent interagency cooperation, occasional topical studies; and preparation of fiscal policy papers; and
- (ii) ***Core Macroeconomic Analysis and Forecasting Activities***: Macroeconomic Data Collection and Analysis: Fiscal Sector (*taxation, revenues, expenditure, deficit financing, net debt*); Econometric Model development; Macro-Fiscal Modelling and Statistical Analysis including Short-term quantitative framework and macro-economic forecasting; Medium-term scenario projections, Statistical analysis of “economic behaviour”, market trends and risks; Sustainability analysis and Cash Flow projections.

## **Monetary, Trade and External Affairs Unit –**

- (i) ***Policy Oriented Activities (Monetary, Financial, Trade, CARICOM and International Policy Development)***: Money Supply, Financial Markets and Institutions; Monetary and Financial Policies; Credit and Interest Rates; Trade Balances; Addressing Regional and International policy matters; International Trade; Capital Flows; International Reserves; interacting with Regional and International Financial Institutions and Ratings Agencies; Monitoring and Analysis of Regional and International Economic Developments; the External Current Account; and
- (ii) ***Core Macroeconomic Analysis and Forecasting Activities***: Macroeconomic Data Collection and Analysis: Financial and External Sectors (*interest rates, debt/asset analysis, balance of payments*); Econometric Model development; Macro-Fiscal Modelling and Statistical Analysis: including Short-term quantitative framework and macro-economic forecasting; Medium-term scenario projections; and Statistical analysis of “economic behaviour”, market trends and risks.

**MISSION**

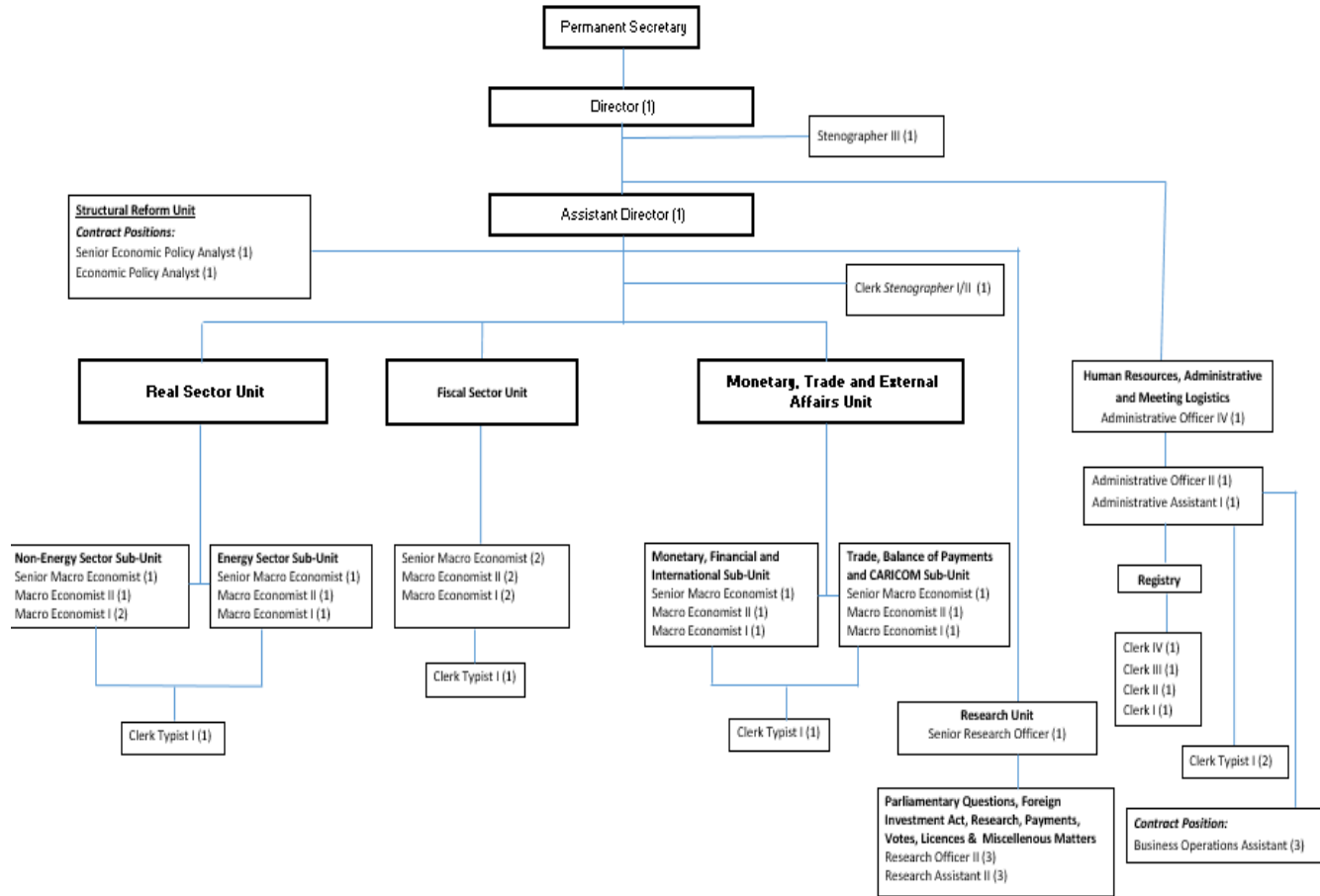
To source, produce and analyse accurate and reliable data locally, regionally and internationally to generate reports that inform the development of effective and efficient macro-economic policies.

**VISION**

Nationally, to be the most trusted source of macro-economic data, analyses and economic policy recommendations for Trinidad and Tobago.

# ORGANIZATIONAL STRUCTURE

## New Organizational Structure Economic Management Division (EMD), Ministry of Finance



The permanent positions of Director (1), Assistant Director (1), Senior Macro Economist (6), Macro Economist II (6) and Macro Economist I (7) are currently in the process of being classified by the Public Service Commission and the Salaries Review Commission. However, Cabinet agreed, that until the restructuring of the EMD and the classification of the newly created positions, the aforementioned positions function as contract positions in alignment with the EMD's new organizational structure referred to at the diagram above. The following contract posts were therefore created to facilitate the continued operations of the EMD under the new organizational structure:

- One (1) Manager;
- One (1) Assistant Manager;
- Six (6) Senior Macro Economic Analysts;
- Six (6) Macro Economic Analysts II; and
- Seven (7) Macro Economic Analysts I.

In accordance with Cabinet's June 2019 decision, the filling of the contract positions commenced in December 2019 following the conduct of interviews in November 2019 for the position of Manager. Interviews were held in January/February 2020 for the positions of both Senior Macro-Economic Analyst and Macro-Economic Analyst II. However, due to COVID-19 and the demands on the Unit the process was stalled. Therefore, as at September 30, 2021, only the following positions have been filled:

- One (1) Manager;
- One (1) Assistant Manager;
- Six (6) Senior Macro Economic Analysts; and
- Two (2) Macro-Economic Analysts II.

As at September 30, 2021, seven (7) Macro-Economic Analysts I and four (4) Macro-Economic Analysts II positions were still outstanding. It is important to note that not all existing EMD officers opted to take up contract positions during the period.

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### PROJECT/INITIATIVE

#### 1. Preparation of the Annual Review of the Economy (ROTE) Budget Document

- To provide a comprehensive annual report on the performance of the Trinidad and Tobago (T&T) economy, including accurate information on: the International Economy; the economic performance of CARICOM States; the Macroeconomic performance of T&T; the Real Economy; Fiscal Operations; Credit Ratings; the Monetary Sector; and Trade and Payments.
- To ensure that the ROTE is laid in Parliament on the date stipulated by the Minister of Finance (Budget day).

##### *Deliverables:*

- Local and foreign macroeconomic data compiled, verified, analyzed and used to facilitate macroeconomic analysis for the 2020/2021 period.
- ROTE 2021 document.

*Duration:* 2-3 months (ROTE Submitted to Parliament on October 4<sup>th</sup>, 2021)

#### 2. Preparation of the (Annual) National Budget Statement

- To provide macroeconomic/ analytical support to the Budget exercise.
- To provide technical support to the Permanent Secretary during the Budget process to develop the National Budget Statement.
- To review and comment on various inputs for the National Budget Statement.

##### *Deliverables:*

- Medium-term macroeconomic framework (MTMF).
- Economic information contained in the Budget Statement is up to date and accurate.

*Duration:* 4- 6 Months (Delivered in Parliament on October 4<sup>th</sup> 2021)

### **3. Administration of the Foreign Investment Act, Chap. 70:07**

- To analyse the applications and Notices for the acquisition of company shares and/or property in T&T by foreign investors, together with the supporting documentation.
- To despatch the relevant letters of approval and/or foreign investment licences (if applicable) to the foreign investor once the requirements are satisfied.

#### ***Deliverables:***

- Shares: Received twenty - seven (27) applications during the reporting period – of which nineteen (19) were completed and 8 require additional information from the foreign investor. Additionally, 6 applications which were received prior to Oct 2020, were completed during the current reporting period.
- Land: Received 4 applications within the reporting period – of which 1 was completed and 3 require additional documentation from the foreign investor. Additionally, 2 applications which were received prior to Oct 2020, were completed during the current reporting period.

***Duration:*** October 1, 2020 - September 30, 2021

### **4. Conduct of Annual Credit Rating by the Caribbean Information and Credit Rating Services Ltd. (CariCRIS)**

- To facilitate meetings with rating agencies and their review of economic data and information to objectively assess the country's creditworthiness relative to other debt-issuing entities.
- To enable the agency to carry out a comprehensive review of the performance of the T&T economy with particular emphasis on macroeconomic, political and social developments, Government finances and the country's domestic and external debt position.

***Deliverable:*** Credit Rating Report published by CariCRIS in August 2021.



***Duration:***

- CariCRIS Annual Surveillance – June 29-30, 2021.
- Preparatory work – 2 to 3 months.
- Vetting of the Credit Rating Report– 1 week.

**5. Conduct of Annual Ratings Surveillance by Standard and Poor’s Credit Rating Agency**

- To facilitate meetings with rating agencies and their review of economic data and information to objectively assess the country’s creditworthiness relative to other debt-issuing entities.
- To enable the agency to carry out a comprehensive review of the performance of the T&T economy with particular emphasis on macroeconomic, political and social developments, Government finances and the country’s domestic and external debt position.

***Deliverable:*** A Credit Rating Report was published on July 27, 2021.

***Duration:***

- Standard & Poor’s Ratings Review – June 21–22, 2021;
- Preparatory work – 2 to 3 months; and
- Vetting of the Credit Rating Report– 1 week.

**6. Conduct of Annual Ratings Surveillance by Moody’s Credit Ratings**

- To facilitate meetings with rating agencies and their review of economic data and information to objectively assess the country’s creditworthiness relative to other debt-issuing entities.
- To enable the agency to carry out a comprehensive review of the performance of the T&T economy with particular emphasis on macroeconomic, political and social developments, Government finances and the country’s domestic and external debt position.

***Deliverable:*** Issuer In-Depth Report published by Moody's on August 18, 2021.

***Duration:***

- Moody's Annual Surveillance – July 12-13, 2021;
- Preparatory work – 2 to 3 months; and
- Vetting of the Report– 1 week.

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### PROJECT/INITIATIVE

#### 1. The Restructuring of the Economic Management Division (EMD)

- To streamline the functions of the technical staff.
- To adjust the organisational structure and staffing.
- To enable the continuation of a sustained training programme to provide technical staff with the specialized skills and knowledge to deliver increasingly advanced technical and policy outputs.
- To upgrade the remuneration provided to economists in the MFU to better compete with more attractive options and to improve staff retention.

#### *Deliverables:*

- Greater focus on key macro-fiscal programming.
- More effective alignment of internal arrangements and human resources with required delivery outputs.
- Development of specialized skills and enhanced knowledge in macro-fiscal modelling, analysis and policy advisory functions.
- Staff retention through more attractive and competitive remuneration packages for Economists in the EMD.

#### *Status as at September 30, 2021:*

- Most contract positions have been filled.
- Interviews for the remaining positions were held.
- The classification of permanent positions are being undertaken by the CPO and SRC.
- A new floor plan was designed and approved. Awaiting space to be made available within Finance Building for relocation.

## **2. Projects financed by the Corporación Andina de Fomento (CAF).**

Following the CAF's programming mission of 2020, and a signed Aide Memoire, CAF agreed to the financing of projects– in the areas of transport, drainage, public administration and digital transformation, coastal protection, education and agriculture.

***Deliverable:*** Key actions and investment in these areas such as strengthening Spanish learning as a First Foreign Language and technical assistance in the area of data policy, data sharing and data protection.

***Status as at September 30, 2021:*** Meetings to initiate a Bilingual Programme ongoing.

## **3. Capacity Building**

To strengthen the EMD's methodologies and techniques in the development of the following technical instruments: Revenue and expenditure forecasting; Medium-term fiscal framework; Forecasting of economic variables in the energy sector.

***Deliverable:*** To provide technical assistance in financial programming.

***Status as at September 30, 2021:*** Discussions were held with the Inter-American Development Bank (IDB).

## **4. Votes at the World Bank and IMF**

To facilitate T&T's participation in votes of the Boards of Governors of the IMF and the World Bank (WB) on various matters.

***Deliverables:*** Briefs with recommendations and ballots are submitted to the Minister. Country votes are provided to the WB and IMF in a timely manner.

***Status as at September 30, 2021:*** Ballots received were completed and dispatched by the due date.

## 5. Parliamentary Questions

Sourcing of information and conduct of research to provide factual and timely responses to Motions and Questions directed to the Minister of Finance in the House of Representatives and Senate.

***Deliverables:*** Submission of draft responses to the Minister, and approved responses to Cabinet and Parliament within the required timeframes.

***Status as at September 30, 2021:*** Numerous approved responses were submitted to Cabinet and Parliament during the fiscal period.

## 6. Represent the Ministry on various Boards, Committees, Working Groups and Commissions

Participation and representation of the interest/policies of the Ministry on various Boards, Committees, Working Groups and Commissions.

***Deliverable:*** To ensure that the Ministry's policies and mandates are adequately represented and executed; act as a liaison with the Ministry when required and support each entity's ability to effectively fulfill its mandate.

***Status as at September 30, 2021:***

For FY 2020/2021, the staff of EMD represented the Ministry on various Commissions and Committees, including:

- The Sub-Committee on Trade in Services;
- The Inter-Sectoral Advisory Committee for the Implementation of the National Social Mitigation Plan 2017 – 2022;
- The Higher Education Loan Programme (HELP) Committee;
- Minerals Advisory Committee;
- Financial Sector Sub-Committee;
- Grant Fund Facility Committee;

- Trinidad and Tobago Manufacturers' Association (TTMA) Standing Committee on Trade and Related Matters;
- Feed-In Tariff Inter Agency Committee;
- Deposit Insurance Corporation (DIC); and
- The Trinidad and Tobago Securities and Exchange Commission (TTSEC).

## **7. Managing and monitoring the relationship of the Government of the Republic of Trinidad and Tobago with other Governments [inclusive of participation in CARICOM]**

To address regional issues of particular importance to T&T: Stabilization and transformation of CARICOM economies; Financial services sector policy harmonization; Investment policy harmonization and coordination; Financing the CARICOM Single Market Economy (CSME).

***Deliverable:*** To forge and maintain relationships regionally and internationally to advance the national interests and socio-economic development of Trinidad and Tobago, and foster good relations with its neighbours and the wider global community.

***Status as at September 30, 2021:***

- Contributions were made to Cabinet-approved programs.
- The Ministry participated in the activities of various organs of the CARICOM community.

## **8. Appointments of Chairman, Directors and other officials to Statutory Bodies**

Facilitate appointments to the Boards and selected senior positions of various Statutory Bodies:

- Preparation of Cabinet Notes for appointments to the Board of Management of various Statutory Bodies, to ensure the effective management of these bodies.
- Preparation and dissemination of letters and Instruments of appointment.

***Deliverable:*** Appointments are effected within the required timeframe to facilitate the continuity in the governance and management of the respective Bodies.

***Status as at September 30, 2021:***

For FY 2020/2021 appointments that were made, included those relating to the following bodies:

- Board of Directors of the Central Bank of Trinidad and Tobago (CBTT);
- Board of Management of the Deposit Insurance Corporation of Trinidad and Tobago (DIC);
- Board of Commissioners of the Trinidad and Tobago Securities and Exchange Commission (TTSEC); and
- Appointment of Inspector of Financial Institutions (CBTT).

## **9. Appointment to International Boards**

To facilitate appointments to the Boards and selected senior positions of various International Institutions in a timely manner as required.

***Deliverables:***

- Appointments are effected within the required timeframe to facilitate the continuity in the governance and management of the respective Institutions.
- Instrument of appointment.

***Status as at September 30, 2021:***

For FY 2020/2021 appointments that were made, included those relating to the following bodies:

- Appointment of Governor and Alternate Governor for Trinidad and Tobago to the World Bank.

## **10. Annual and quarterly reports of government agencies and statutory bodies**

To prepare and submit Notes to Cabinet, and submit Reports to Parliament.

***Deliverable:*** Cabinet Notes to be submitted in a timely manner to facilitate the submission of the requisite Reports to Parliament in accordance with the relevant statutory obligations.

### ***Status as at September 30, 2021:***

During FY 2020/2021 the following were among the reports which were reviewed and/or submitted to parliament:

#### **Quarterly Reports:**

- Reports of the Central Bank of Trinidad and Tobago to the High Court Pursuant to Section 44E (7) of the Central Bank Act, Chap. 79:02.

#### **Annual Reports:**

- The Financial Intelligence Unit of Trinidad and Tobago (FIUTT) for the year ended September 30, 2020.
- Audited Financial Statements of the Deposit Insurance Corporation (DIC) for the year ended September 30, 2020.
- Report of the Auditor General on the Financial Statements of the CBTT for the year ended September 30, 2020.
- Reports on the Operations of the National Insurance Board of Trinidad and Tobago (NIBTT) for the years ended June 30, 2020 and June 30, 2021.
- Report of the Auditor General of the Republic of Trinidad and Tobago on the Consolidated Financial Statements of the Trinidad and Tobago Unit Trust Corporation (UTC) for the year ended December 31, 2020.
- The Trinidad and Tobago Securities and Exchange Commission (TTSEC) Annual Report for the year ended September 30, 2020.



## **11. Ad Hoc Reports, Briefs and other documents**

- Preparation of various Briefs and Reports.
- Conduct of research.
- Provision of comments on miscellaneous Reports and Papers.

***Deliverable:*** To complete drafting, review and vetting in a timely, thorough and credible manner.

***Status as at September 30, 2021:*** Multiple Briefs and Reports on the Division's various areas of responsibility were prepared and/or vetted during the fiscal period.

## **12. Participation at Meetings (Local, Regional and International)**

Represent Trinidad and Tobago at Local, Regional and International Meetings.

***Deliverable:*** To examine and discuss issues of relevance to both developed and developing countries, including those related to: the current world economic situation; surveillance and crisis prevention; crisis resolution and private sector involvement; financial sector issues; conditionality and ownership; assistance to low income countries; and sustainable development.

***Status as at September 30, 2021:***

Attendance included the following Meetings:

- 2020 Fall and 2021 Spring Meeting of Commonwealth Finance Ministers;
- 2020 Fall and 2021 Spring Meetings of the Inter-Governmental group of Twenty-Four (G-24) on International Monetary Affairs;
- Participation at the CLXXIII Board Meeting of the Corporación Andina De Fomento/Andean Development Bank (CAF), Cartagena de Indias, Colombia (December 1, 2020);
- Participation at the CLXXI Board Meeting of the Corporación Andina De Fomento/Andean Development Bank (CAF), virtual (March 2, 2021); and
- Inter-American Development Bank (IDB) Board of Governors Meeting, March 17-21, 2021.

### **13. Financial Obligations and Regional and International Relationships**

- To fulfill Trinidad and Tobago's financial obligations, including to the: International Monetary Fund (IMF); Intergovernmental Group of Twenty-Four (G-24) Member States, CARICOM; Inter-American Development Bank (IDB); Caribbean Development Bank (CDB); Corporación Andina de Fomento (CAF); the Caribbean Regional Technical Assistance Centre (CARTAC); the Group DC LLC; the Caribbean Catastrophe Risk Insurance Facility (CCRIF); Standard and Poor's (S&P); Moody's Investor Services; and CariCRIS.
- Managing and monitoring the relationship and obligations of the Government of the Republic of T&T with regional and international financial institutions (including the IMF, the WB, and CARICOM).
- Managing and monitoring the relationship of the Government of the Republic of Trinidad and Tobago with other Governments [inclusive of participation in CARICOM].

#### ***Deliverables:***

- To ensure that subscriptions are paid and promissory notes where relevant are deposited at the Central Bank within the required timeframes.
- To ensure that Trinidad and Tobago's regional and international financial responsibilities are administered in accordance to best practice (including the administration of loans; the execution of agreements; the attendance of meetings; the execution of voting responsibilities, inter alia).
- To address regional issues of particular importance of Trinidad and Tobago: stabilization and transformation of CARICOM economies; financial services sector policy harmonization; investment policy harmonization and coordination; financing the CARICOM Single Market Economy; and catastrophe risk insurance.

***Status as at September 30, 2021:*** Payments were made based on the related Cabinet Minutes, Invoices and supporting documents.

#### **14. Macro-Economic Databases**

- Continuous update of the Economic Management Division's (EMD's) macroeconomic database with the latest available economic indicators.
- To use the latest macroeconomic data to monitor, analyze and report on the performance of Trinidad and Tobago's economy.

##### ***Deliverables:***

- Collection of economic data.
- Collate and input into database.
- Provide analysis of economic indicators.
- Update reports with most recent data available.

##### ***Status as at September 30, 2021:***

- Macroeconomic database was updated as data became available.
- Macroeconomic data used to inform macroeconomic analyses.
- 2020/2021 ROTE and the medium term macroeconomic policy framework.

#### **15. Financial Programming/ Macro Fiscal forecasting**

- To conduct Financial Programming/ Macro Fiscal forecasting towards informing the Ministry's macroeconomic policies.
- Source, review and analyse the latest economic information including: energy price and fiscal revenue forecasts.
- Update of the Ministry's Financial Programming forecasting files.
- Prepare draft reports and policy scenarios for consideration.

***Deliverable:*** Approved fiscal and macroeconomic forecasts are utilised in economic reporting and decision making and during surveillance exercises by stakeholders such as credit rating agencies and International Financial Institutions.

##### ***Status as at September 30, 2021:***

- FPP forecast files were updated and analysed.

- Active Scenario was prepared and Report drafted for the consideration of the Honourable Minister.
- Forecasts were shared with various stakeholders and informed the Ministry's economic reporting.

## **16. Cash Flow Projections**

The cash flow exercise is conducted to assist the Minister of Finance in the financial management of the country's financial resources by matching projected revenue inflows to spending outflows to ensure that appropriate financing is put in place to finance any cash shortfall monthly.

### ***Deliverables:***

- Updating of the Cash Flow Statement on a regular basis at least 3 times a month.
- Ensure that the results of the Cash Flow Statement are communicated to the Minister of Finance in an appropriate timeframe for him to make a decision on how any cash shortfall would be financed.

***Status as at September 30, 2021:*** Cash Flow Statement updated on an ongoing continuous basis.

## **17. Implementation of the IMF's Enhanced-General Data Dissemination System (e-GDDS)**

- The e-GDDS was established by the IMF's Executive Board in May 2015 to support improved data transparency, encourage statistical development, and help create synergies between data dissemination and surveillance.
- The key objective of the e-GDDS is to produce a fully operational National Summary Data Page (NSDP). An NSDP is a web page hosted by a single agency (normally the coordinating agency) for each e-GDDS country. It is a page consisting mainly of a table of hyperlinks to published data and metadata on a particular country.

***Deliverables:***

- Produce and launch an NSDP or table of hyperlinks to data sources contained on the three participating agencies websites, i.e. the Central Bank of Trinidad and Tobago, the Central Statistical Office and the Ministry of Finance.
- Regular periodic updating of the data sources on the three participating agencies websites in accordance with an agreed Advanced Release Calendar.

***Status as at September 30, 2021:*** Trinidad and Tobago's NSDP was launched on September 30, 2021 and is hosted on the Central Bank of Trinidad and Tobago's website.

**Annual Administrative Report FY 2020-2021**  
**Financial Intelligence Unit**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Financial Intelligence Unit
<b>Title of Department Head</b>	Director
<b>Address of Department</b>	Level 25, Tower D International Waterfront Complex 1A Wrightson Road Port of Spain

### VISION

The Vision of the Financial Intelligence Unit of Trinidad and Tobago (“the FIUTT”) of the Ministry of Finance is for Trinidad and Tobago to have strong and dynamic financial and business sectors free from money laundering, financing of terrorism and other financial crimes.

### MISSION

**Our Mission:** to effectively detect and deter money laundering and financing of terrorism, in collaboration with local law enforcement, regulators and international counterparts, thereby contributing towards a safe and stable financial, social and economic environment.

### CORE BUSINESS

The FIUTT was established by the Financial Intelligence Unit of Trinidad and Tobago Act, Chap. 72:01 (FIUTTA) for compliance with the Financial Action Task Force’s (FATF) Recommendation 29. The FIUTTA sets out the powers and functions of the FIUTT.

The FIUTT is the primary financial intelligence gathering agency in Trinidad and Tobago. It is responsible for the receipt of financial intelligence and information, analysis of information and the dissemination of intelligence reports to competent authorities; and operates and as independent

unit within the Ministry of Finance, with autonomous control over the office operations and resources.

Among several previous amendments to strengthen and improve the operations of the FIUTT, the FIUTTA was amended by the Miscellaneous Amendments Act (No. 10 of 2020) in May 2020. This amendment increased the penalty for failure to comply with a court order from TTD500,000 to TTD1,000,000 and made this offence triable either way.

The FIUTT's powers and function are further set out in the subsidiary legislation, the Financial Intelligence Unit of Trinidad and Tobago Regulations, 2011 (FIUTTR).

The FIUTT marked its eleventh year in operation by amending Section 2(1) of the Financial Intelligence Unit of Trinidad and Tobago Act, Chap 72:01, which officially changed the acronym from "FIU" to "FIUTT". This change also led to the official re-design of the FIUTT's logo, which distinguishes the FIUTT both nationally and internationally.

## **THE FIUTT NEW LOGO**



## **CORPORATE STRUCTURE**

The approved staff establishment comprises 60 officers. For efficiency, the FIUTT corporate structure encompasses three layers:

- Executive;
- Operational; and
- Support.



# ORGANIZATIONAL STRUCTURE

**LEGEND**

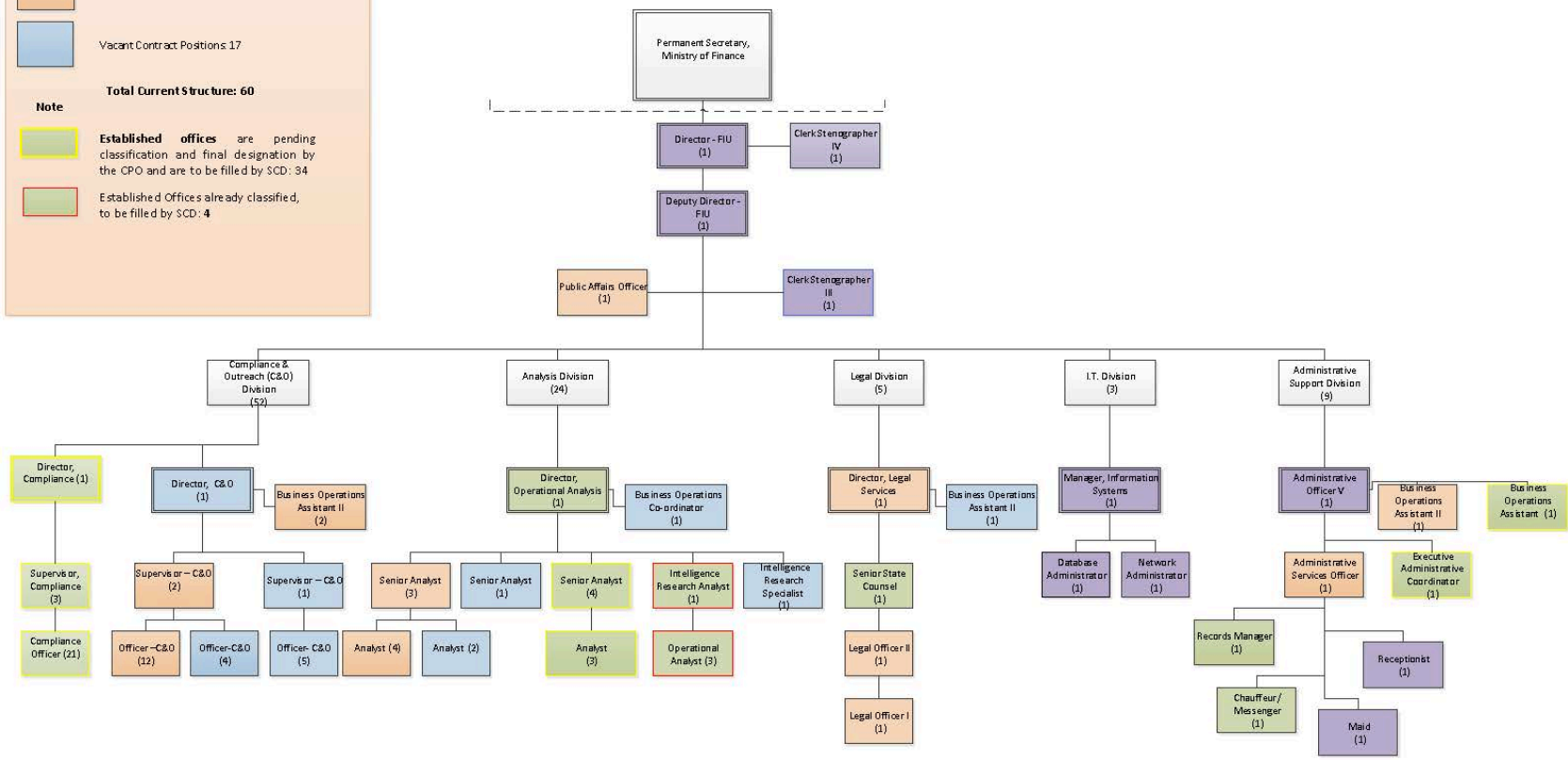
- Established Offices, with bodies: 10
- Established Offices without bodies: 4
- Filled Contract Positions: 29
- Vacant Contract Positions: 17

**Total Current Structure: 60**

**Note**

- Established offices are pending classification and final designation by the CPO and are to be filled by SCD: 34
- Established Offices already classified, to be filled by SCD: 4

**Ministry of Finance**  
**Financial Intelligence Unit of Trinidad and Tobago**  
**(FIUT)**  
**Organisational Structure**  
**Administrative Report**  
**Date: September 30, 2021**



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### PERFORMANCE ACCOMPLISHMENTS

The specialist functions of the three operational divisions and the support divisions are:

- **Analysis Division:** receive and analyse STRs/SARs, conduct operational and strategic analysis, prepare and disseminate financial intelligence reports, assist reporting entities with their obligations, exchange Financial Intelligence with Egmont Group of FIUs, identify trends and patterns, produce alerts, advisories, typologies and strategic reports.
- **Compliance & Outreach Division:** supervise and monitor “Supervised Entities”, NPOs with revenue in excess of \$500,000 and E-money issuers (temporary arrangement) to ensure implementation of AML/CFT obligations; and includes registration, examinations, enforcement, outreach and awareness, and risk-based assessments.
- **Legal Division:** provide legal advice, opinions and guidance, draft and review contracts, agreements and MOUs, implement 3<sup>rd</sup> level Enforcement Hearings of Supervised Entities and advise on AML/CFT Legal framework.
- **Support Divisions:** the two supporting functions are the *Administrative Support Division* that provide administrative, accounts, procurement and human resource management services to enable the efficient and effective functioning of the FIUTT; and the *Information Technology Division* that manage IT infrastructure; intelligence and other databases, facilitate ICT Procurement and Project Management and provide technical support.

For this reporting period, the main achievements of these Divisions are detailed below:

- **Analysis Division**

### ***STRs/SARs***

In this reporting period, the FIUTT received a total of 1,638 STRs/SARs. This represents an 11% decrease when compared to the previous reporting period. This decrease can be attributed to a return to normalcy, as the submissions for the period reporting period was an outlier as a result of the monetisation exercise.

The total monetary value of the 1,638 STRs/SARs received in the reporting period amounted to TT\$3,177,713,721. Of the 1,638 STRs/SARs, completed transactions amounted to 1,449 whilst 189 STRs/SARs were attempted transactions.

The FIUTT noted a 43% decrease in the STRs/SARs submissions from the LBs, a 38% decrease in submissions from MVTS, and a 33% decrease in submissions from Co-operative Societies, when compared to the previous year's reporting period.

The total STRs/SARs submitted by the FIs decreased by 3%, there was a 5% increase from the banking sector.

STRs/SARs submitted by Insurance, Investment, Mortgage companies along with Jewellers and PMCs sectors, all decreased. This decrease can be attributed to the restrictions in the operations of LBs, as a result of the COVID-19 pandemic.

The monetary value of the 1,449 STRs/SARs involving completed transactions was TT\$2,086,588,624 and represented a substantial increase of 136% when compared to the previous reporting period. The monetary value of the 189 STRs/SARs which were submitted as attempted transactions was TT\$1, 6091,125,097 and represented a significant 96% decrease from the previous reporting period.

The identification of attempted transactions by Reporting Entities as suspicious and rejection before completion, auger well for the Reporting Entities implementation of due diligence and enhanced due diligence measures in accordance with the obligations.

### ***Tax Evasion***

The FIUTT received 534 STRs/SARs on suspected Tax Evasion in this reporting period, compared with 539 in the previous reporting period. Whilst the number of suspected Tax Evasion STRs/SARs remained consistent, the total monetary value of these STRs/SARs amounted to **TT\$1,017,996,716**; an increase of 93% from the previous reporting period. In this reporting period, Tax Evasion accounted for 32% of the total monetary value of STRs/SARs.

### ***Money Laundering***

The FIUTT received 477 STRs/SARs on suspected ML in this reporting period, compared to 530 in the previous reporting period. This represents a 10% decrease of ML related STRs/SARs. The total monetary value of these STRs/SARs amounted to TT\$810,308,878.

### ***Suspicious Activity***

In this reporting period, the FIUTT received 290 STRs/SARs with a total monetary value of TT\$106,296,300.

### ***Fraud and Forgery***

In this reporting period, the FIUTT analysis showed the continued intent of criminal networks to defraud unsuspecting persons through the various social media platforms. The methods include online romance scams, online market place scams and others.

The FIUTT received 231 STRs/SARs on suspected Fraud compared with 205 in the previous reporting period.

The total monetary value of these STRs/SARs amounted to TT\$1,128,942,422 – the highest monetary value of STRs/SARs per suspected criminal conduct.

### ***Breach of the Exchange Control Act***

An alarming increase in the number of reports wherein persons and business entities have been identified as being involved in the suspected buying and selling of foreign currency through

unauthorised dealers at a rate of at least TT\$2 more than the stipulated Central Bank exchange rates.

In this reporting period, 40 STRs/SARs were received by the FIUTT on suspected breaches of the Exchange Control Act.

The total monetary value of these transactions amounted to TT\$44,980,800.

### ***Analysis of Intelligence Reports***

The FIUTT completed analysis on 616 STRs/SARs: A 6% decrease in this reporting period when compared with 2020. The STRs/SARs analysed generated a total of 92 intelligence reports; of which 85 were suspected ML cases and seven suspected FT cases. The total intelligence reports represents a 68% decrease in Intelligence Reports disseminated for this reporting period when compared with 2020. The pandemic, together with recent staff shortages within the Analysis Division, contributed to the decrease in the Number of Intelligence Reports.

### ***Written Information Requests***

The FIUTT's authority to request information from Reporting Entities and to receive the response within a specified time is pursuant to Section 11(a) of the FIUTTA. Further, the FIUTT can request information from public authorities under the provision of Section 16(1) of the FIUTTA. In this reporting period 1,479 requests were made to Reporting Entities. This represents a decrease of 32% when compared with 2020. The pandemic, together with a decrease from local LEAs and foreign FIUTTs and LEAs contributed to the decrease.

### ***Electronic Access to Information***

The FIUTT's use of electronic access to information held on a range of external public and private databases was in excess of 17,500. This represents a 30% decrease when compared with 2020. The pandemic, together with a decrease from local LEAs and foreign FIUTTs and LEAs contributed to the decrease.

### ***Feedback to Reporting Entities***

In accordance with the Legislation and FATF's recommendations for effectiveness and efficiency, the FIUTT is mandated to provide feedback to Reporting Entities concerning STRs/SARs submitted and analysed. The feedback assists Reporting Entities in the ongoing implementation of the risk assessment of customers, products, services, jurisdictions, etc. in meeting their AML/CFT/CPF obligations.

The FIUTT provided 179 Special Feedback and 3 Deficiency Feedback Letters during this reporting period.

### ***Achievements for FY 2020/2021***

Notwithstanding the challenges of this reporting period the Analysis Division was able to adapt to the “new normal” and manoeuvre its way around the unprecedented tide.

In this reporting period the Analysis Division accomplished the following:

- Completed and disseminated an advanced strategic analysis product on the Demonetisation of the TT\$100 and another entitled “Strategic Analysis Cases Compilation 2015-2020.
- Produced nine Advisories/Typologies/Alerts, having examined the emerging and existing ML/Ft risks, including those brought about by the COVID-19 pandemic.
- Functions as Co-Chair to the CFATF-Risk trends and Methods Group (CRTMG) and the Country Co-ordinator to the Expert Group on the control of Money Laundering (GELAVEX).
- Participated as a member of the World Customs Organisation and the Egmont Group Financial Intelligence Compendium. This work is toward the Curriculum/Module Development Manual and the delivery of training for Customs Officers, Analysts and other relevant participants in the work of AML/CFT/CPF. This work is ongoing.
- Contributed significantly to the CRTMG ongoing cases updates and projects.
- Continued collaboration with private sector partners toward the development of operational and strategic analysis products.

### *Sharing experiences with Foreign FIUs*

International co-operation plays a particularly important part in the AML/CFT/CPF environment. The FIUTT is authorised under the FIUTTA to exchange information with foreign counterparts. Co-operation at the global level is governed by the Egmont Group of FIUs Principles of Information Exchange.

During the reporting period, the FIUTT received 11 requests from foreign authorities. This represents a 50% decrease when compared to the previous reporting period.

The FIUTT, in conducting analysis, made a total of 28 requests comprising of 66 Subjects to foreign authorities for financial intelligence and information. There was a decrease of 32% in requests made to foreign FIUs when compared to the previous reporting period. The global pandemic was one of main contributing factors for this.

Notwithstanding the FIUTT is authorised to exchange information with foreign FIUs, the FIUTTA also authorised the FIUTT to enter into MOUs with a foreign FIU, is the Director considers it necessary.

During the reporting period, the FIUTT ratified one MOU with a foreign FIU.

- **Compliance & Outreach Division**

#### *Compliance for Intelligence*

The Compliance and Outreach Division understands the importance of embracing and utilising the analysis reports produced by the Analysis Division of the FIUTT. Supervision and analysis is used in the implementation of AML/CFT/CPF strategy for compliance. These two core functions are summarised as “Compliance for Intelligence”.

#### *Compliance Obligations to FIUTT*

- Registrations

Supervised Entities, with the exception of NPOs are required to register with the FIUTT within three months of commencing business activity or incorporation as a company, in accordance with

regulation 28(1) of the FIUTTR. In this reporting period 506 entities registered with the FIUTT. This represents a 54% increase from the previous reporting period. The total number of entities registered with the FIUTT as at September 30, 2021 is 3,766.

The FIUTTA was amended in this reporting period with the inclusion of Section 18BA (1), which treats with the de-registration of a Supervised Entity. In keeping with its mandate, the FIUTT updated its de-registration process to preclude entities from circumventing their AML/CFT/CPF obligations. The updated process also provides Supervised Entity with an opportunity to make representation in support of or in objection to the proposed de-registration. In this reporting period 37 entities were de-registered.

- Approval of Compliance Officers

All Supervised Entities have the responsibility to appoint suitably qualified candidates to perform the roles of Compliance Officer (CO) and Alternate Compliance Office (ACO). The CO should occupy a senior position with sufficient independence and AML/CFT/CPF competence. The CO and ACO should be adequately and continuously trained in AML/CFT/CPF to effectively identify, assess and understand their entity's risk to implement the required mitigating measures.

In this reporting period, the FIUTT observed an increase in the submission of Compliance Officer Fit and Proper Questionnaires from Supervised Entities. 314 applications were received and 263 applications were approved.

- Quarterly Terrorist Property Reports

The FIUTT remains committed to combatting terrorism and FT. Section 33(3) of the ATA mandates that FIs including NRFIs consult the United Nations Security Council Resolution 1267, 1989 and 2253 List and the Trinidad and Tobago Consolidated List of Court Orders as the minimum regulatory requirement. FIs are required to report to the FIUTT every three months whether the institution is or is not in possession of terrorist funds. The FIUTT monitors the aforementioned List daily, updates its website accordingly and informs the Office of the Attorney General and Legal Affairs and Reporting Entities of any amendments to the UNSC designated lists.



During the last reporting period, procedures to facilitate the secure electronic submission of ATRs were implemented to allow for more timely submissions from FIs and faster review of the QTRs.

### ***Compliance Examinations***

The effects of COVID-19 restrictions on businesses continued well into this reporting period. Notwithstanding continued closures of non-essential business activities during the reporting period, the FIUTT maintained its robust risk based compliance assessments.

Higher risk sectors remained the primary focus of intensive supervisory engagements. In this reporting period, 81 compliance examinations were conducted of which 81% were on entities in the higher risk sectors of AAL, Real Estate and MVS sectors. A total of 1,041 AML/CFT/CPF compliance examinations on 972 supervised entities have been conducted as at September 30, 2021. 88% of NRFIs (CU, Building Societies and MVTs) registered with the FIUTT were tested for compliance.

### ***Monitoring for Compliance and Enforcement***

The FIUTT applies a risk-based approach to all aspects of AML/CFT/CPF regulation and supervision, including monitoring for compliance with legal obligations. The effects of the ongoing COVID-19 pandemic, the challenges of the “new normal” and the evolving AML/CFT/CPF risks informed the application of a risk-based approach to the above activities. The FIUTT’s monitoring and enforcement processes were stymied as a result of mandatory business closures of some Listed Businesses. There was an increase in 3-commerce activity as many businesses migrated their activities online. Consequently, the FIUTT increased its online surveillance activities and focused its monitoring and enforcement efforts on the registration obligation for these entities.

### ***Outreach and Awareness***

During the reporting period, the FIUTT relied on the use of technology in fulfilling its legislative mandate to provide guidance and inform Reporting Entities of emerging ML/FT/PF trends and typologies. The FIUTT conducted 30 virtual outreach sessions with 1,633 participants. A virtual workshop component was also incorporated in these session to encourage discourse. The FIUTT

utilises feedback from these outreach sessions as one of the mechanisms to inform the Risk Based Approach to supervision adopted by the Compliance and Outreach Division.

### ***Guidance to Stakeholders***

The FIUTT continues to fulfil its obligation in the provision of guidance to all stakeholders. During the reporting period, the FIUTT provided guidance independently, as well as in collaboration with the Central Bank of Trinidad and Tobago (CBTT); and the Trinidad and Tobago Securities and Exchange Commission (TTSEC).

### ***Feedback to AML/CFT/CPF Enquiries***

During the reporting period, the FIUTT continued to receive enquiries from Supervised Entities, NPOs, government departments, stakeholders and the general public on AML/CFT/CPF matters. Feedback was provided via email and telephone to enquiries relating to the following areas of concern:

- Nature of business that requires registration with the FIUTT;
- Supervision of NPOs;
- Individuals and businesses not appearing on the FIUTT's List of Registrants;
- Training COs and ACO;
- Conduct of external audits;
- Establishing new business in Trinidad and Tobago; and
- Fraudulent matters and suspected tax evasion.

- **Legal Division**

### ***Legislative Regime***

In addition to the FIUTTA and the FIUTTR, the current AML/CFT/CPF legislative framework comprises:

- Proceeds of Crime Act, Chap.11:27 (POCA): enables and establishes procedures for the confiscation of proceeds of crime and establishes the offence of ML.

- Anti-Terrorism Act, Chap.12:07 (ATA): criminalises terrorism and provides for the detection, prevention, prosecution, conviction and punishment of terrorist acts, FT and for the confiscation, forfeiture and seizure of terrorists' assets.
  - As it related to FT, Section 22B of the ATA aims to prohibit terrorist entities from misusing Reporting Entities and the financial system through the issuance of Orders by the High Court of Trinidad and Tobago. The FIUTT plays a key role in the issuance of such Orders as it is mandated through section 22AA.
  - During this reporting period, the FIUTT assisted with the issuance of three High Court Orders declaring designated entities to be Listed Entities and the consequent freezing of their associated properties; and three High Court Orders declaring that entities were no longer to be considered Listed Entities and for the unfreezing of their associated properties. The Consolidated List of High Court Orders contained 103 Orders for the freezing of funds as at the end of this reporting period.
- Associated Regulations.
- Economic Sanction Orders (ESOs): these were made under section 4(10) of the Economic Sanctions Act, Chap.81:05 for the purpose of suppressing the Financing of Proliferation of weapons of mass destruction (PF) by providing for the implementation of targeted financial sanctions.

### ***Recent Developments in the Legislative Framework***

In December 2020, the Miscellaneous Provisions (FATF Compliance) Act, No. 25 of 2020 was enacted to, *inter alia*, fortify the AML/CFT/CPF Regime in Trinidad and Tobago by amending the FIUTTA, POCA and the ATA.

Additionally, during this reporting period, other legislative actions were taken to bolster the AML/CFT/CPF regime including the following:

- The assent of the Miscellaneous Provisions (FATF Compliance) Act, 2020 on December 18, 2020.
- The assent of the Evidence (Amendment) Act, 2021 on February 25, 2021.

- The assent of the Gambling (Gaming and Betting) Control Act, No. 8 of 2021 on July 12, 2021.

- **Administrative Support Division**

The responsibilities which fall under the purview of the Administrative Support Division (ASD) include Administrative, Procurement, Accounts and Human Resource matters. This involves maintaining a comfortable, physical-working environment, budgetary matters, such as, preparation of Draft Estimates of Expenditure, managing the maintenance of budgetary allocations and facilitation of requests for goods and services so as to ensure the smooth operations of the FIUTT.

During this reporting period, despite the escalation of the human resource management workload of the ASD the Division still met most of its objectives.

Details of the Activities/Deliverables/Achievements of the ASD are indicated below:

- *Preparation of Draft Notes for Cabinet/Minister/Permanent Secretary*

To facilitate contract and short term employment, attendance at training programmes (overseas/local) and attendance at Seminars/Conferences/Plenaries.

Arranged training of administrative services support staff on public service records management system. Reviewed existing systems and made amendments to ensure compliance to the best practices of the public service records management system. Managed the filing system, kept records of all incoming and outgoing documents, and maintained a filing system of both hard and soft copies.

- *Office Management*

Ensured appropriate accommodation re: air-conditioning, water and janitorial services, organized parking facilities and other related activities, ensured upkeep of the Unit's vehicle at an acceptable standard.

○ *Inventory Management*

Monitored the level of stocks, such as, stationery, supplies and equipment to ensure availability, as necessary.

○ *Procurement of Goods and Services (Inclusive of stationery and consumables)*

Facilitated the delivery of the goods and services to satisfy the needs of the FIUTT:

- submitted recommendations to General Administration for Permanent Secretary for approval;
- requested preparation of Purchase Orders;
- made arrangements with Providers/Suppliers for delivery of goods and services; and
- returned Purchase Order with Invoice from Provider to General Administration (Sub-Accounting) Ministry of Finance to process and forward to Treasury for preparation of cheques and arranged the collection of cheques with the service Providers.

○ *Preparation of Annual Draft Estimates of Expenditure*

Collated requests/needs from the Heads of Divisions, prepared the Draft Estimates, as required by the Call Circular, sought approval of Director, FIUTT and submitted to the General Administration Division, Ministry of Finance.

○ *Accounts/Management of Budgetary Allocations*

Planned, administered and controlled allocations for the operations of the FIUTT including purchases/repairs/maintenance/rentals, kept records of budgetary allocations, releases and expenditure, requested releases, virements, transfer of releases and Grant of Credit.

It is noteworthy to mention that despite limited staff constraints the ASD was expected to provide efficient and effective administrative support services in order to enable the FIUTT to perform at optimal level and continues to do so.

- **Information Technology Division**

Information, Communication and Technology (ICT) continues to play an important role in support of the daily, operational and strategic objectives of the FIUTT. During this reporting period, the FIUTT saw its secure online Reporting Solution, FIUConnect, being utilised to a greater extent by reporting Entities for submission of STRs/SARs. This solution is targeted for enhancements in the next reporting period.

Additionally, in this reporting period, the IT Division focused on:

- *Upgrade of PBX Solution:*

When implemented, the solution will provide greater flexibility to allow for employee and stakeholder communication from both the office and work from home. Implementation is targeted for early in the next reporting period.

- *Refresh of Local Area Network (LAN) switches:*

All switches have been upgraded and an additional LAN switch added to cater for future growth.

- *Enhancements to Security Posture*

The FIUTT is continually ware of the need to proactively assess and enhance its security posture, given the evolving changes regarding work from home, arising from the global pandemic. Tweaking of its current posture is in progress and additional enhancements will be implemented in the next reporting period to support advances in underlying technological security protocols and features.

- *Upgrade of Data Cooling Centre*

Procurement activities were pursued for a more reliable and modern cooling system for the FIUTT Data Centre.

- *Upgrade of FIU Connect secure online Reporting Solution*

Activities were continued to facilitate upgrade of its secure online Reporting Solution with implementation targeted for the next reporting period.

## **FINANCIAL OPERATIONS**

### **Annual Estimates**

The FIUTT has Annual Estimates approved by the Ministry of Finance that details each Division expenditure plans for the fiscal year.

Each Division prepares and submits to the Head of the Administrative Division the plan of draft estimates for the upcoming fiscal by March of every year. The Administrative Division prepares the FIUTT Draft Estimates Report for review and discussion and subsequent agreement by the Deputy Director, FIUTT and the Divisional Heads. Upon revision, a final copy of the Draft Estimates is prepared and submitted to the Deputy Director, FIUTT for forwarding to the General Accounting Unit, Ministry of Finance.

A Comparative Summary of Expenses of the financial performance of the FIUTT for the fiscal years 2020 and 2021 is shown below:

**Summary of Expenses for FY 2020/2021**

<b>HEAD: 18 – MOF SUB HEAD: 14 - FIUTT</b>	<b>REVISED ESTIMATES FY 2020</b>	<b>ACTUAL FY 2020 TTD</b>	<b>REVISED ESTIMATES FY 2021 TTD</b>	<b>ACTUAL FY 2021 TTD</b>
<b>02 Goods and Services</b>				
01 Travelling and Subsistence	5,0000	0	0	0
05 Telephones	100,000	58,644	350,400	148,919
08 Rent/Lease – Office Accommodation and Storage	227,400	203,260	250,140	218,870
09 Rent/Lease – Vehicles & Equipment	10,000	0	0	0
10 Office Stationery & Supplies	5,0000	22,907	100,000	26,807
11 Books & Periodicals	2,0000	0	29,400	12,734
12 Materials & Supplies	100,000	31,545	170,000	1,233
13 Maintenance of Vehicles	38,000	14,910	38,240	15,039
15 Repairs and Maintenance – Equipment	200,000	155,610	151,960	81,232
16 Contract Employment	600,0000	4,698,977	6,000,000	5,794,707
17 Training	100,000	5,153	100,000	51,240
22 Short-Term Employment	1,000,000	106,8925	2,000,000	1,802,571
23 Fees	500,000	428,911	859,400	544,609
28 Other Contracted Services	89,000	28,925	89,400	47,850
37 Janitorial Services	174,400	74,844	174,420	80,899
57 Postage	40,000	9,000	10,000	2,000
62 Promotion, Publicity and Printing	100,000	77,217	100,000	148,208
66 Hosting of Conferences, Seminars and Other Functions	50,000	5,850	0	0
96 Fuel and Lubricants	1,000	5,929	1,000	2,243



99 Employee Assistance Programme	25,000	900	50,000	3,000
<b>Sub-Total</b>	<b>8,874,800</b>	<b>6,891,503</b>	<b>10,474,360</b>	<b>8,982,162</b>
<b>03 Minor Equipment</b>				
01 Vehicles	0	0	0	0
02 Office Equipment	231,000	438,649	500,000	31,0478
03 Furniture and Furnishings	50,000	33,311	50,000	0
04 Other Minor Equipment	76,000	11,595	100,000	0
<b>Sub Total</b>	<b>357,000</b>	<b>483555</b>	<b>650,000</b>	<b>310478</b>
<b>GRAND TOTAL</b>	<b>9,231,800</b>	<b>7,375,058</b>	<b>11,124,360</b>	<b>9,292,640</b>

Based on the 2020/2021 fiscal comparator schedule, during the reporting period FIUTT remains conservative regarding its allocated spend. Although planned activities had to be adjusted due to the COVID-19 restraints, the FIUTT operations conducted its affairs at 83.5% of the approved revised estimate, but was still able to improve on its achievements.

## HUMAN RESOURCES

### Organisational Structure of the Financial Intelligence Unit of Trinidad and Tobago

The FIUTT has full autonomy and independence with respect to Money-Laundering, Terrorist Financing and Proliferation of weapons of mass destruction (AML/CFT/CPF). However, the Ministry of Finance deals with all administrative matters submitted by the FIUTT.

There are five (5) divisions within the FIUTT, as follows:

- Analysis Division;
- Compliance and Outreach Division;
- Legal Division;
- Administrative Support Division; and
- Information Technology Division.

In November 2010, Cabinet agreed to the establishment of the Financial Intelligence Unit of Trinidad and Tobago (FIUTT) and the organisation to be headed by a Director, supported by a Deputy Director. As its legal mandate expanded over the years, the FIUTT's organisational structure increased from seventeen (17) positions, initially, to its present human resource capacity in 2019. The staff complement of the FIUTT consists of sixty (60) positions, including fourteen (14) established offices and forty-six (46) contract positions. The cadre of staff in the FIUTT includes professional, technical, administrative, secretarial and manipulative staff.

At this time, there are four (4) established offices in the Analysis Division, to be filled by the Public Service Commission and thirty-four (34) established offices, in the Administrative Support, Analysis and Compliance and Outreach Divisions awaiting classification by the Chief Personnel Officer, subsequently to be filled. In the interim, equivalent contract positions are being utilised.

From the start of FY 2020/2021, approximately fifteen (15) persons were employed on Short-Term Contracts, the majority of whom were employed in the core divisions of the FIUTT. Staff morale and motivation were low due to the challenges of the Short-Term Employment policy. However, the staff consistently met the demands of the job and expectations of high-level job performances to ensure that the FIUTT fulfilled its role and functions within the AML/CFT/CPF regime. Following receipt of Cabinet's approval nine (9) persons were re-employed, on contract, for a further period of three (3) years, with effect from the date(s) of assumption of duty, on terms and conditions to be negotiated with the Chief Personnel Officer and approved by the Minister of Finance in April/May 2021. However, two (2) well-trained, experienced employees exited the organisation.

On a sad note, in July 2021, one of the FIUTT's Senior Analysts passed away. He was an AML/CFT/CPF subject-matter expert and lead resource in Strategic and Operational Analyses.

During 2021, in order to satisfy the human resource needs of the Administrative Support Division, FIUTT, in areas such as, Human Resource Management, Administration, Accounts and Procurement, approval was granted by the Permanent Secretary, Ministry of Finance for the employment, on a short-term basis, of three (3) persons, for periods of three (3) months. Three (3) On-the-Job Trainees also provided support in the Compliance and Outreach, Legal and Administrative Support Divisions.

- **Administrative Support Division**

The Administrative Support Division serves as the liaison between the FIUTT and the Human Resource Management Division with respect to the provision to the FIUTT of Human Resource Services, such as, approval of Vacation/Sick/Casual/Personal Leave, approval of acting/temporary appointments, approval of contract and short-term employment, finalisation of terms and conditions of employment with the Chief Personnel Officer, issuance of formal contract agreements, processing of Contract Gratuity payments, completion of Performance Appraisal Reports, approval of Award of Increments, and preparation of Pension and Leave Records. Similarly, administrative matters are submitted for approval by the Administrative Support Division, FIUTT, to the General Administration Unit of the Ministry of Finance, of related to the procurement of goods and services for the FIUTT.

#### **Enhancement of the Human Resource Capacity of the FIUTT**

STAFF STRUCTURE	CABINET APPROVAL	REMARKS
<p>Number of approved positions per Division: Sixty (60): -</p> <ul style="list-style-type: none"> <li>• Executive Management-2</li> <li>• Analysis Division-13</li> <li>• Compliance &amp; Outreach Division-27</li> <li>• Legal Division-5</li> <li>• IT Division-3</li> <li>• Administrative Support Division-9</li> <li>• Public Affairs Officer- 1</li> </ul>	<p>Cabinet Minutes Nos.</p> <p>(1) 1527(2<sup>nd</sup> Session) of November 25, 2010.</p> <p>(2) 2054 of August 11, 2011.</p> <p>(3) 1160 of April 29, 2014.</p> <p>(4) 1231 of August 18, 2016.</p> <p>(5) 2340 of November 21, 2019.</p>	<p><b>Total number of staff:</b> - sixty (60), including fourteen (14) Public Officers and forty - six (46) Contract Officers.</p>

Although the staff complement of the FIUTT consists of 60 persons only 39 or 65% of the positions are filled at this time. A major challenge to the effective operations and productivity of the FIUTT is the lack of additional accommodation. This has had a significant impact on the recruitment of necessary staff, in the FIUTT to undertake critical functions related to financial information and intelligence.

### ***Performance Measurement***

Performance Appraisal Reports are essential tools used to assess the performance of each employee at the end of their assessment period or contract year. The Immediate and Countersigning Supervisors indicate in the Performance Appraisal Report whether the performance standards were achieved. The acting Director, FIUTT reviews the Reports, prior to submission to the Permanent Secretary, Ministry of Finance.

### ***Staff Training & Development Plan***

Arising from the employee's annual Performance Appraisal Reports and in addition to recommendations made by Divisional Heads, an Annual Training Plan is prepared, which schedules the required training for each staff position.

Given the nature of the work at the FIUTT, the core divisions also receive specialised training in Anti-Money Laundering and Counter Terrorist Financing and Proliferation of weapons of mass destruction (AML/CFT/CPF) from international agencies, such as, EGMONT Group, Financial Action Task Force (FATF) and Caribbean Financial Action Task Force (CFATF). The staff also participate in other relevant training programmes offered by the Public Service Academy, Ministry of Public Administration and training institutions in the Private Sector.

### ***Staffing Levels***

In November 2010, Cabinet agreed to the establishment of the Financial Intelligence Unit of Trinidad and Tobago (FIUTT) and the organisation to be headed by a Director, supported by a

Deputy Director. In order to meet its mandate, the FIUTT's staff increased to its present human resource capacity. The staff complement of the FIUTT consists of sixty (60) positions, including fourteen (14) Established Offices and forty-six (46) Contract positions.

## **REPORTING FUNCTIONS**

### **Compliance Reports to the Ministry of Finance**

The required reports are submitted to the Permanent Secretary, Ministry of Finance as and when they become due, and are indicated hereunder:

- Annual Estimates for fiscal 2022 was submitted on 28<sup>th</sup> April 2021.
- Annual Report for fiscal ending 30<sup>th</sup> September 2021 was submitted in November 2021.
- Annual Administrative Report for fiscal 2021 will be completed and submitted before the due date of June 30, 2022.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **STRATEGIC OBJECTIVES FOR FISCAL 2022**

In general, for the fiscal 2022, emphasis will be placed on:

- To provide timely reports on existing and emerging patterns and red flags alerts of financial crimes affecting stakeholders in Trinidad and Tobago.
- To produce operational and strategic products to LEAs and Competent Authorities.
- Promote AML/CFT/CPF compliance, awareness, supervision and enforcement to Supervised Entities, NPOs and EMIs.
- Implement IT solutions that would improve the AML/CFT/CPF supervision process between the FIUTT and the Supervised Entities.
- Strengthen the co-operation and collaboration with domestic and international stakeholders to further improve our analysis products in the fight against ML/FT/PF.
- Obtain and have access to the widest possible range of financial, administrative, law enforcement and commercially held ta to effectively and efficiently perform our functions.

Specifically:

- **Analysis Division**

#### ***Compliance & Outreach Division***

- To maintain and improve the quantity and quality of the supervision function, a continuing and concerted effort to accelerate the following is needed for fiscal 2022.
- Technological resources to support AML/CFT/CPF risk surveillance and supervision.
- More office accommodation to accommodate allocated resources.
- Development and implementation of an advanced digital infrastructure.
- Continue capacity building and relevant staff training.
- Timely resolution of matters related to employee engagement.

- **Legal Division**

For fiscal 2022, it is anticipated that further legislative amendments will be introduced in the following areas:

- Extend the range of sanctions to include administrative finds in the AML/CFT/CPF regime;
- Provide a clearer understanding of CFT/CPF obligations for NPOs operating within Trinidad and Tobago to ensure these entities can continue to conduct their good works while mitigating against the risk of being misused;
- FIUTTA to promote effective supervision and to further ensure criminals and their associates are prevented from having ownership or control over listed businesses and non-regulated financial institutions; and
- To include the regulation, supervision and monitoring of Fintechs, including virtual assets and VASPs for AML/CFT/CPF.

- **Administrative Support Division**

*Human Resources*

For FY 2021/2022, the FIUTT will continue to ensure a stimulating and responsible work environment that promotes employee engagement, productivity, teamwork/collaboration and shared morals and values. The focus of the human resource initiatives will be:

- The recruitment of staff in the Compliance and Outreach, Legal and Analysis Divisions;
- Participation of staff in relevant training and development programmes; and
- Promotion of continuous learning environment to create professionals in their fields with more focus on emerging technologies (e.g. VASPs).

The Total Staff complement of the FIUTT is 60 persons as outlined in the Organisation Structure. Efforts will be made to fill the identified vacant positions during FY 2021/2022.

Generally, the Administrative Support Division continues to adapt its resources to support each functional Division in the changing work environment. For FY 2021/2022, the Division will:

- Monitor expenditure and service providers to ensure value for money is received.

- Provides the required services and supplies to ensure that a comfortable work environment for all staff members is maintained.
- Provision of adequate, comfortable accommodation to ensure the safety and well-being of staff, in keeping with the OSHA and COVID-19 protocols.

### ***Information Systems and Technology***

For fiscal 2022, the FIUTT continue its digitalization initiatives in keeping with the GoRTT thrust for digital transformation and a digital Public Service. Some Projects already underway are targeted for completion. The digital initiatives targeted for the next reporting period are:

- *FIUT Connect Upgrade*
  - Enhance the online Reporting Portal; and
  - Introduce new functionalities and digital capabilities such as: automatic STR/SAR risk ranking, e-QTR, and e-CARF.
- *Infrastructure Refresh*
  - Upgrade Data Centre Cooling System;
  - Refresh Serve Infrastructure;
  - Modernise PBX System; and
  - Enhance Security Posture.
- *Continuous Improvement*
  - Explore Digital solutions to automate supervisory processes; and
  - Training and development in the requisite digital knowledge, skills and abilities (KSAs).



**Annual Administrative Report FY 2020-2021**  
**General Administration Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	General Administration Division
<b>Title of Department Head</b>	Director, Corporate Services
<b>Address of Department</b>	Level 7 Eric Williams Finance Building Independence Square Port of Spain

### MISSION STATEMENT

The Office Management Section of the General Administration Division is committed to provide and maintain a comfortable, safe and secure working environment as well as ensuring that officers have the required resources to facilitate the effective and efficient discharge of their responsibilities and duties.

### GENERAL ADMINISTRATIVE MATTERS:

- Upkeep, maintenance and security of the Finance Building in conjunction with the Building Management Unit.
- Provision, allocation and supervision of common services – telephone operator, receptionist, messenger, chauffeur services – for Offices located in the Finance Building.
- Secretariat for (a) Committee on the Disposal of Goods Seized by the Customs and Excise Division (b) Ministerial Tenders Committee (c) Heads of Divisions Meetings (d) Joint Consultative committee.
- Processing of applications for survivor's benefits viz: one month's salary as well as residue of pension in respect of deceased public officers.
- Processing of requests for compassionate travel allowance for officers of the Foreign Affairs Ministry posted abroad.

- Processing of nominations of officers to represent the Ministry on Cabinet-appointed and other Committees.
- Processing complaints from members of the public and matters from the Office of the Ombudsman.
- Management and implementation of matters under the Freedom of Information Act.
- Processing of requests for expenditure under the Official Entertainment Vote of the Ministry.
- Preparation of Estimates of Expenditure for all items under the General Administration Vote except for Personnel Expenditure.
- Provision of advice to heads of Divisions on the Ministry as well as to other Ministries and Departments on the above related matters.

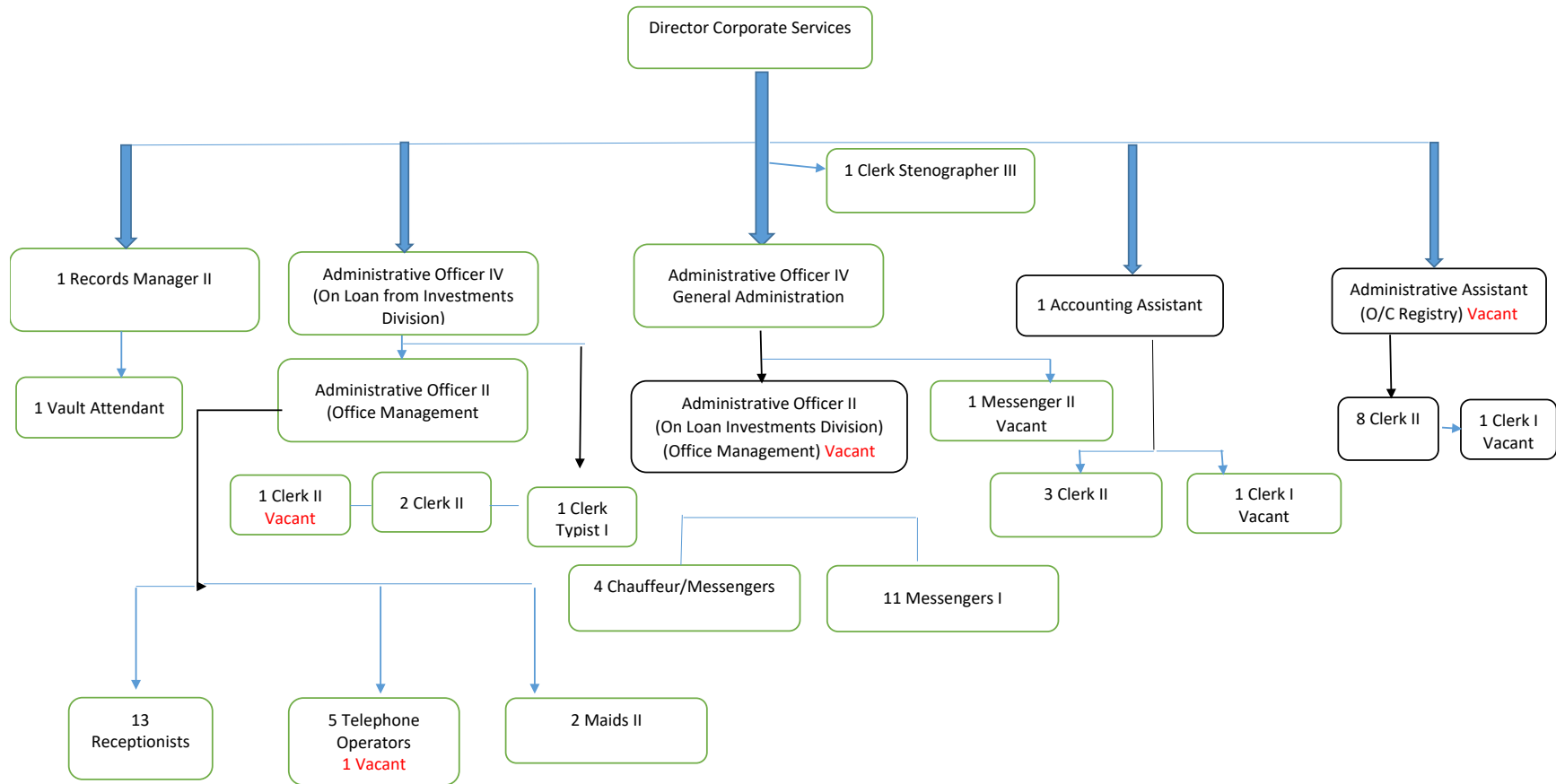
#### **OFFICE MANAGEMENT**

- Processing of all matters relating to the procurement, distribution and disposal of office supplies, furniture and furnishings and minor equipment for Divisions of the Ministry located in the Finance Building; maintaining of the inventory of furniture and equipment.
- Maintenance of and repairs to office equipment and furnishings for Divisions of the Ministry located in the Finance Building.
- Processing of travel arrangements for officers of Divisions located in the Finance Building.

#### **ACCOUNTS (SUB-ACCOUNTING UNIT)**

- Processing of all bills, vouchers and invoices in respect of expenses incurred by Divisions of the Ministry located in the Finance Building;
- Requests for release of funds and transfer of funds; and
- Preparation of Estimates of Expenditure for all items under the General Administration Vote except for Personnel Expenditure.

# ORGANIZATIONAL STRUCTURE



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### PROJECT/INITIATIVE NAME

#### 1. Upgrade of A.N.R Robinson International Airport

To upgrade existing terminal.

*Deliverable:* Expansion of Airport.

#### 2. Supply, Delivery and Installation of Work Stations

Acquisition of Dell Client Workstations for the Ministry of Finance.

*Deliverable:* Improved working conditions.

#### 3. Supply, Delivery and Installation of Security Monitors

- Acquisition of Dell Client Workstations for the Ministry of Finance.
- Acquisition of eight fifty-five (55) Inch Low Bezel Samsung LH 55VHRRBG Monitors along with Converter/Software.

*Deliverable:* Improved working conditions.

#### 4. Supply and Delivery of Servers

Acquisition of two (2) Dell Poweredge R740XD2 Servers.

*Deliverable:* Improved working conditions.

### AWARD OF CONTRACTS

PURPOSE OF TENDER	TYPE OF TENDER (OPEN TENDER, SELECTED TENDER, SOLE TENDER)	CONTRACT SUM \$
Supply, Delivery and Installation of Work Stations	Selected tender	93,138.75
Supply, Delivery and Installation of Security Monitors	Selected tender	225,000.00
Supply and Delivery of Servers	Selected tender	209,350.00

## **SECTION 3 – Ongoing Initiatives which include those that have preceded 2020-2021**

### **PROJECT/ INITIATIVE**

#### **1. Upgrade of A.N.R Robinson International Airport**

Upgrade of existing Terminal.

*Deliverable:* Comfortable and safe environment for travellers.

*Status as at September 30, 2021:* Ongoing.

**Annual Administrative Report FY 2020-2021**  
**Human Resource Management Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Human Resource Management Division
<b>Title of Department Head</b>	Director, Human Resources
<b>Address of Department</b>	Level 7 Eric Williams Finance Building Independence Square Port of Spain

### **Mission**

To provide strategic Human Resource support to all Divisions/ Units of the Ministry of Finance through the engagement and consultation of stakeholders to ensure effective alignment to the Ministry's goals and objectives.

### **Vision Statement**

A pro-active Division that focuses on the delivery of services to stakeholders supported by efficient and effective organizational capabilities in an environment that promotes growth and development.

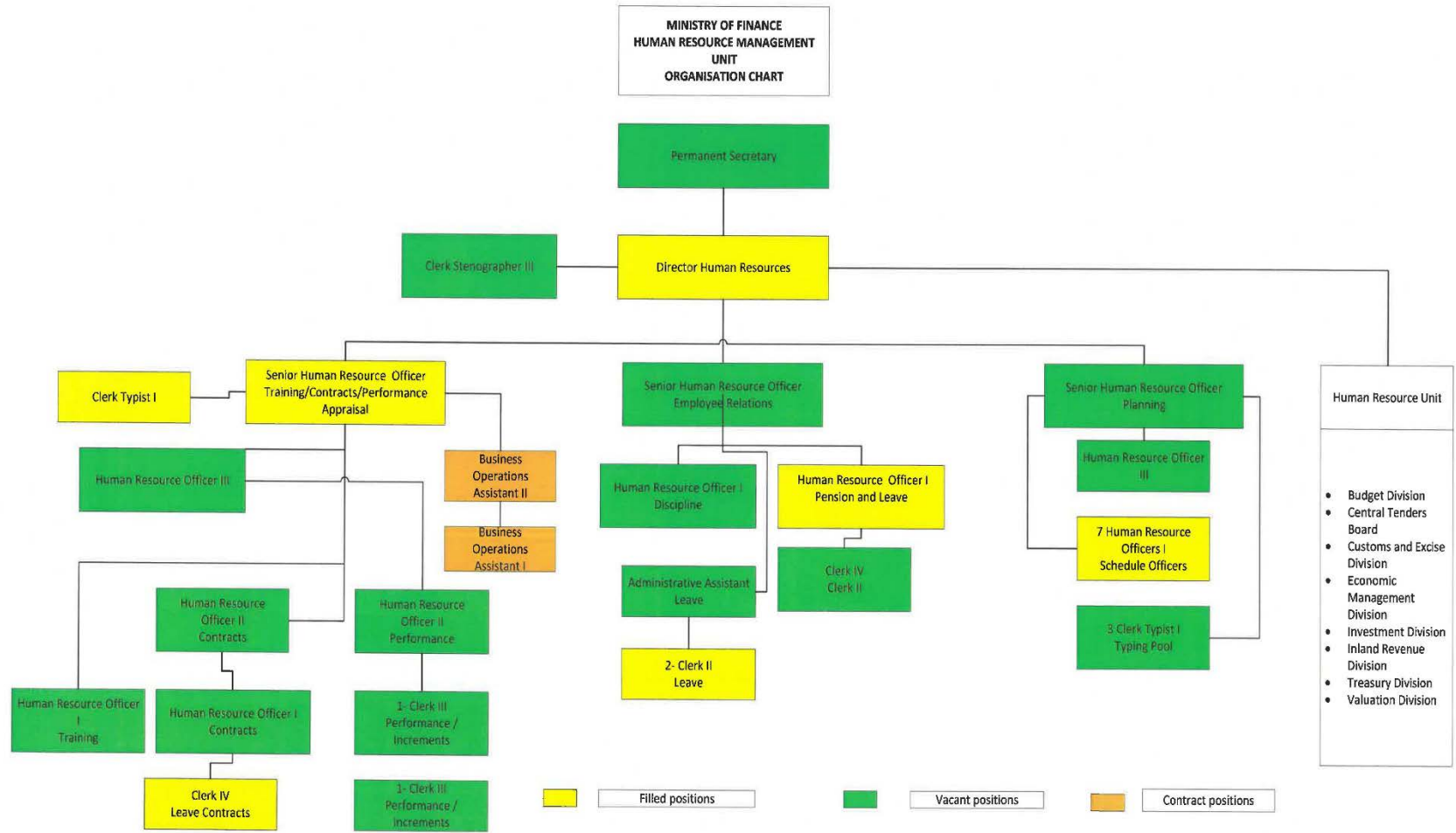
### **Roles and Functions**

- Determine and manage the flows of human resources in the Ministry viz: employment planning, allocation, appointments, transfers, promotions, succession.
- Manage and monitor the performance appraisal, probation and confirmation, and terminal benefits processes.
- Maintain the Personnel establishment for the Ministry of Finance for Head Office.
- Maintain an efficient and effective human resource information system.



- Handle Employee Relations issues i.e. industrial agreement administration, employee benefits/rewards, grievances, disciplinary matters etc. within the confines of the regulatory framework.
- Manage the training function (needs, plan, execution, evaluation) for the Division and for the Ministry as a whole.
- Prepare Personnel Estimates of Expenditure.
- Process and collate returns as required by:
  - the Personnel Department with regard to the Devolved functions; and
  - the Service Commissions Department with regard to matters delegated to the Permanent Secretary by the Public Service Commissions.
- Advise the Minister, Permanent Secretary and other Divisions of the Ministry on all human resource related matters.

# ORGANIZATIONAL STRUCTURE



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### A. PLANNING

1. All Delegated Forms under the Return of Exercise of Delegated Powers are verified and processed in the approved Service Commissions Department (SCD) legal format for the year as follows:
  - (a) **Acting Approvals** – The temporary appointment of an officer to a higher office whether the office is vacant or not and in accordance with Regulations 18, 24, 25, 26 and 28 of the Public Service Commission’s Regulation. It should be noted that two thousand, six hundred and four (2604) acting approvals were processed for the year 2020/2021.
  - (b) **Further Temporary Appointments** – The appointment of a person on a temporary basis following his/her initial temporary appointment by the Service Commissions Department (SCD) under the Public Service Commissions (Delegation of Powers (Amendment) Order, 2006. Further, one thousand eight hundred and thirty-seven (1837) further temporary appointment were processed for the year.
  - (c) **Transfers** - This is the movement of an officer from an office in one Division of a Ministry /Division/Department to a similar office in another Ministry /Division/Department. Further, transfers are done in accordance with Regulations 29 and 30 of the Public Service Commission Regulations. It should be noted that five (5) transfers were processed for the year 2020/2021.
2. **Short Term Employment** – The employment of person for short periods no longer than three (3) to six (6) months. Eighty-two (82) persons were estimated to be on short term employment on for the year 2020/2021.
3. **Processing of recommendations to fill vacant offices for Officers holding peculiar positions in the following Divisions/Units of the Ministry of Finance:** Budget Division; Customs and Excise Division; Inland Revenue Division; Valuations Division; Treasury

Division; Central Tenders Board Division and the Investment Division – All recommendations are verified and signed by the Permanent Secretary following which they are submitted to the Service Commissions Department (SCD) for the processing of said promotion. It should be noted that two hundred and forty-seven (247) promotions were received from the Service Commissions Department (SCD) for staff peculiar to the Ministry of Finance.

4. **Promotions received from the Service Commissions Department (SCD) for generic posts in the Ministry of Finance** –Twenty-two (22) promotions were received for the year 2020/2021.
5. **Promotions received from the Service Commissions Department (SCD) for peculiar posts in the wider Public Service** – Two (2) promotions were received for staff of the Ministry of Finance for peculiar posts in the wider Public Service for the year 2020/2021.
6. **Processing of requests:**
  - (a) ***On the Job Trainees***– Requests are processed and forwarded to the On the Job Training Unit of the Ministry of Labour and Small Enterprise Development for on the Job Trainees. It should be noted that ten (6) persons were assigned to the Ministry of Finance as On the Job Trainees for the year.
  - (b) ***Administrative Professionals*** - Requests are processed and forwarded the Ministry of Education for Administrative Professionals. It should be noted that two (2) persons as Administrative Professionals were assigned for the year.
7. **Updating of vacancies in the Ministry of Finance through the Service Commissions Department (SCD) Quarterly Reports** – All reports are prepared and submitted to the Service Commissions Department (SCD) in the approved format. It should be noted that four (4) quarterly Reports were submitted for the year as required.
8. **Submission of monthly Return of Personnel for payment of salary, COLA and other Allowances** – All Returns are prepared in the approved format and processed accordingly. Twelve (12) monthly Returns were submitted for the year.
9. **Total Number of Established Posts in the Ministry of Finance** – There are two thousand, nine hundred and ninety-one (2,991) established posts in the Ministry of Finance.

10. **Total Number of Staff in Established Posts in the Ministry of Finance** – There are two thousand, three hundred and ninety-five (2,395) staff members in established posts in the Ministry of Finance.

**B. PERFORMANCE MANAGEMENT SYSTEM:**

1. **Performance Management** – All Performance Appraisal Reports are prepared annually and submitted sixty (60) days prior to the incremental date. Further, the original Report is submitted to the Service Commissions Department (SCD) and a copy kept on the officer's confidential file. It is estimated that seven hundred and fifty-nine (759) Performance Appraisal Reports (PAR) were dispatched for assessment by the Reporting Officer, Further; seven hundred and ninety-four (794) PARs were completed and dispatched to the SCD.
2. **Increments** – An Increment is earned by an officer only if their work and conduct for the preceding year, has been satisfactory. Further, only when the Report is signed by the Permanent Secretary, an increment certificate is awarded to the officer. All increments are processed in accordance with the Chief Personnel Circular No. 5 of 1976 dated 3rd August, 1976, no. 5 of 2004 dated 31st December, 2004, No. 1 of 2017 dated 24th February, 2017 and Circular Memorandum dated 05th December, 2019. It should be noted that the estimated number of three hundred and eighty-six (386) incremental certificates were awarded by the Permanent Secretary for the year 2020/2021.
3. **Confirmation Of Appointment/Promotion** – When an officer has been appointed/promoted to a post he/she must serve a period of probation, following which the officer is confirmed to the post and is in accordance with Regulations 37 to 47 of the Public Service Commission Regulations and Regulations 20 to 21, 22 (1), (4) and 23-29 of the Civil Service Regulations. It should be noted that the estimated fifty-four (54) confirmations were processed/completed for the period.

## C. HUMAN RESOURCE DEVELOPMENT:

### 1. Training (Local) –

- (a) *Customer Service Online Training* – Training was conducted by the Public Service Academy and twenty (20) manipulative and secretarial officers participated during the period January 2021 to February 2021.
- (b) *The Anti-Money Laundering, Countering the financing of Terrorism and Crimes Prevention Professional Certification Programme* – Four (4) contract employees from the Compliance and Outreach Division, Financial Intelligence Agency (FIU) participated in this programme during the period March 2021 to March 2022.
- (c) *Creative Problem Solving and Analytical Thinking Workshop* – Three (3) contract employees from the Compliance and Outreach Division, Financial Intelligence Agency (FIU) participated in this workshop during the period February to March 2021.

### 2. Training (Overseas Online) -

- (a) *The Online Indian Technical and Economic Cooperation (e-ITEC)* – Data Analytics for Beginners was conducted for the period March 22 to 26, 2021. Two (2) officers from the Customs and Excise Division, Ministry of Finance participated.
- (b) *Singapore Cooperation Programme Training Award* – Strategic Leadership and Public Governance was conducted for the period June 28 to July 02, 2021. One (1) officer from the Customs and Excise Division, Ministry of Finance participated.
- (c) *Malaysian Technical Cooperation Programme (MTCP)* – Executive Certificate Course for Strategic Management of Anti-Corruption Programme. One (1) officer from the Financial Intelligence Agency (FIU), Ministry of Finance participated.
- (d) *Institute of Leadership (London)* – Professional Certificate in Anti-Money Laundering and Countering the Financing of Terrorism was conducted for the period September 21 to 24, 2021.

Two (2) officers from the Customs and Excise Division, Ministry of Finance participated.

It should be noted that due to the Corona Virus, no physical overseas training was conducted for the year 2020/2021.

#### **D. CONTRACT EMPLOYMENT**

1. **Total Number of Employees in Contract Positions in the Ministry of Finance** – There are approximately four hundred and two (402) persons employed, on contract, in the Ministry of Finance.
2. **Recruitment of Contract Staff** – The recruitment and selection process is varied due to the candidate pool, selection process and other recruitment factors. One hundred and seventeen (117) persons were engaged, on contract for the period.
3. **Request for Terms and Conditions of Employment for Persons on Contract** – Terms and Conditions of Employment for non-standard contract positions are requested from the Chief Personnel Officer (CPO) for persons employed on contract. Further, it should be noted that one hundred and eighty (180) requests for Terms and Conditions of employment were forwarded to the Chief Personnel Officer (CPO) for approval and forty-one (41) requests were determined by the CPO for the year.
4. **Payment of Contract Gratuity** – A 20% gratuity payment is paid to a contract officer upon the satisfactory completion of his/her contract. One hundred and seventy-five (175) contract gratuities were processed for the period.

#### **E. EMPLOYEE AND INDUSTRIAL RELATIONS**

1. **Vacation Leave** – Applications are completed and submitted to the respective Head of Department and forwarded to the HRMD for approval by the Permanent Secretary. Applications are usually processed within 1-4 working days. It should be noted that ninety-seven (97) applications were received and processed for the year.
2. **Accumulation of Leave** – Application for a request to accumulate vacation leave beyond the maximum leave eligibility are processed within 1-5 days and in accordance with

Regulation 78 of the Civil Service Regulations. Approval is granted by the Permanent Secretary and the employee is notified accordingly. Further, thirty-six (36) applications were submitted and processed for the period.

3. **Pre-Retirement Leave** – Prior to retiring from the Public Service, an officer's vacation leave eligibility is calculated and the officer is required to apply and proceed on all the vacation leave he/she is entitled to. Further, five (5) applications were processed in the Human Resource Management Division for the year.
4. **Maternity Leave** – In accordance the Maternity Protection Act, 1998 and the Civil Service Regulations No. 88, pregnant employees are entitled to fourteen (14) weeks Maternity Leave. Applications are usually processed and approved within 1-5 days. It should be noted that fifty-six (56) applications were processed for the year.
5. **Paternity Leave** – In accordance the Paternity Leave and Benefit Act 2016 and the Personnel Department Circular No. 4 of 2001, male employees are entitled to four (4) days Leave. Applications are usually processed and approved within 1-5 days. One (1) staff member accessed this facility.
6. **Sick Leave** – Officers whether permanent or temporary are eligible for fourteen (14) days sick leave per annum in accordance with Regulations 85 of the Civil Service Regulations, Chapter 23:01. Sick Leave is recorded in the employee's personal file and a balance is maintained. Applications are processed within 1-5 days. It should be noted that two hundred and ninety (290) applications were received and processed for the year.
7. **Casual Leave** – Casual Leave is granted to officers who have completed twelve (12) months of continuous service and processed in accordance with Regulation 80 of the Civil Service Regulations, Chapter 23:01. Further, the leave is recorded in the employee's personal file and all applications are processed within 1-5 days. It should be noted that one hundred and thirty-one (131) applications were received and processed for the year.
8. **Extension of Sick Leave** – In accordance with Regulation 86 of the Civil Service Regulations, Chapter 23:01 and the Chief Personnel Officer (CPO) Guideline of the Administration of Devolved Functions, Extension/s of Sick Leave are granted in cases where officers have exhausted their annual sick leave eligibility. Applications are



processed upon the submission of Medical Certificates/s from the officer. It should be noted that six (6) applications were received and processed for the year.

9. **Bereavement Leave** – In accordance with the Personnel Department Circular No. 3 of 1977 and the Guideline of the Administration of Devolved Functions, officers are eligible for three (3) days Bereavement Leave due to the death of an immediate family member. Applications are processed upon the submission of Death Certificates. It should be noted that four (4) applications were received and processed for the year.
10. **Approval for Flexible Working Hours** – In accordance with Regulation 62 of the Civil Service Regulations, Chapter 23:01, officers can apply for a variation in their hours of work. It should be noted that applications are processed and forwarded to the Permanent Secretary for approval. Further, two (2) applications were received and processed for the year.
11. **Classification of Sick Leave as Injury Leave** – Applications from officers for sick leave to be classified as Injury Leave are processed in accordance with Personnel Circular No. 2 of 1996 and the Chief Personnel Officer (CPO) Guidelines for the Administration of Devolved Functions. Officers are required to submit the relevant documents relating to the injury and applications are processed and forwarded to the Permanent Secretary for approval. Three (3) applications were received and processed for the year.
12. **Leave of Absence without Pay** – Officers who are absent from work without reasonable excuse and who have not submitted a Medical Certificate are granted Leave of Absence without Pay in accordance with the Chief Personnel Officer (CPO) Guidelines for the Administration of Devolved Functions. It should be noted that no (0) cases were processed for the year.
13. **Request for Leave Particulars** – Leave Particulars are prepared and submitted to the relevant Human Resource Management Unit on behalf of officers who have been promoted/appointed/transferred to another Division within the Ministry of Finance or another Ministry. No request was received and processed for the year.

14. **Noting of Compulsory Retirement, Voluntary Retirement, Retirement with Special Permission, Resignation and Death** – Applications are processed in accordance with Regulation 48 to 54 of the Civil Service Regulations, Chapter 23:01. The relevant documents are submitted to the HRMD from Divisions within the Ministry and processed and forwarded to the Permanent Secretary for approval. It should be noted that forty-seven (47) employees retired Compulsory from the Public Service; nine (9) employees retired voluntarily; Four (4) employees retired with Permission; Eleven (11) employees Resigned from the Public Service and Twelve (12) Officers Died.
15. **Submission of Retiring documents to Comptroller of Accounts** – All applications for retirement are collated and submitted along with a Note to the Permanent Secretary for approval. Once approval is granted, all documents are then forwarded to the Pensions Division, Treasury Division for the processing of the officer's pensions benefits. It should be noted that sixty (60) applications were received and processed for the year.
16. **Answering of all enquires on all Pension and Leave Matters from Comptroller of Accounts, Divisions within the Ministry and from other Ministries** – Once a request for information is received, the officer's file is perused and if necessary, a memorandum is forwarded to the relevant Division for additional information. Upon the receipt of the information, a response is forwarded to the relevant Ministry or Division. It should be noted that one hundred and five (105) queries were received and processed for the year.
17. **Updating of Pension and Leave Record** – One hundred and seventy-seven (177) Pension and Leave Records were updated in respect of officers from the General Administration, Budgets, Investments, Economic Management and Debt Management Divisions and the Financial Intelligence Unit.
18. **Requesting of Record of Service** – Employees Personal File/s are perused and periods of Service are extracted, prepared and dispatched to the relevant Department/Division or Ministry. It should be noted that one hundred and five (105) requests were processed for the year.

19. **Processing of M&M Insurance Plans** – Monthly paid officers who have been employed for two (2) or more years are qualified to be covered under the Government’s Medical Plan through M&M Insurance Brokering Services Limited. Applications are prepared, verified and dispatched to the Insurance Company. Further, a memorandum is prepared and forwarded to the Pay Sheet Clerk, Treasury Division for a monthly deduction to be made from the employee’s salary. It should be noted that twenty-two (22) officers qualified to be incorporated into the Plan.
20. **Duty Leave/Special Leave and Special Leave** – All applications are processed in accordance with the Chief Personnel Officer (CPO)’s Guidelines for the Administration of Devolved Function. One (1) application was received and processed for Duty Leave.
21. **Administering of Medical Board Examination** – A Medical Board Examination is required to determine an officer’s fitness for further employment in the Public Service and processed in accordance with Chief Personnel Officer (CPO)’s Guidelines for the Administration of Devolved Function. Further, employees who have been absent from duty for a continuous period of up to three (3) months or is habitually absent from duty on the grounds of illness, notwithstanding that such absences may not be continuous. A request is made to the Permanent Secretary, Ministry of Health for arrangements to be made for the officer to be examined by the Medical Board. It should be noted that seven (7) applications were received and processed for the year.
22. **Representations** – Letter of representations from individuals or groups are submitted through the Permanent Secretary to the Service Commissions Department (SCD) for consideration. It should be noted that nine (9) representation matters were received and forwarded to the Service Commissions Department (SCD). Further, it should be noted that the Service Commissions Department (SCD) ruled on two (2) matters.
23. **Abandonment of Office** – Officers who fail to report for duty or account for their absences from duty for a period of one (1) month are deemed to have resigned office. Further, these matters are reported to the Service Commissions Department (SCD) for noting and to have the office declared vacant. It should be noted that one (1) abandonment of office was report to and deemed by the Service Commissions Department (SCD) for the year.

24. **Reports on Devolved Functions** – Reports are received from the Divisions within the Ministry, outlining details of devolved functions and forwarded to the Chief Personnel Officer (CPO). It should be noted that four (4) quarterly Reports were submitted for the year.
25. **Administer Investigations into Alleged Misconduct** – The Division initiating disciplinary action against an officer notifies Head Office of the nature of the alleged misconduct and outline specific details relating to same. It should be noted that in accordance with Regulation 148 of the Civil Service (Amendment) Regulation, 1996, officers who have been charged with a criminal offence which carries a penalty of imprisonment shall report the matter without delay to the Permanent Secretary or Head of Department Under Delegated disciplinary matters are reported to the Permanent Secretary for processing under the One Man Tribunal. Non-delegated matters are investigated and reported to the Service Commissions Department (SCD) for processing. It should be noted that the Ministry did not process any disciplinary matters under the One Man Tribunal. Thirteen (13) disciplinary matters have been reported to the Service Commissions Department (SCD).
26. **Leave of Absence from Duty without pay** – Leave of Absence from duty without pay is granted, on application, in writing and subjected to the exigencies of the service in specific circumstances on Grounds of Public Policy, Private Reasons, for Cultural Purpose, for Study Purpose and to accept employment outside of the Public Service. In total, four (4) applications were received and processed accordingly; Two (2) for Public Policy; Zero (0) for Study Leave and Two (2) for Private Reasons.
27. **Request for Access to Official Document(s) Pursuant to Section 13 of the Freedom of Information Act (1999)** – Request for information for access to official document(s) are received from members of staff or the public. All request are directed to the officer who has been designated under the FOIA (1999) to deal with these matters. It should be noted that under the FOIA (1999), a public authority shall take reasonable steps to enable an applicant to be notified of the approval or refusal of this request as soon as practicable, but in any case not later than thirty (30) days after the day on which the request is duly made. Further, three (3) applications were received and processed for the year.

**Annual Administrative Report FY 2020-2021**  
**Information and Communications Technology**  
**Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Information and Communications Technology Division
<b>Title of Department Head</b>	Director
<b>Address of Department</b>	Level 18 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

The Ministry of Finance's Strategic Plan 2015-2020 (approved by Cabinet via Minute No. 713 of March 26, 2015), identified several key business initiatives to achieve its result areas. Among the identified initiatives (which are currently underway), the following require significant contributions from the ICT Division:

- Procurement Reform;
- Public Private Partnerships;
- Pension Reform;
- Regulation of the Gaming Industry;
- Public Financial Management Reform Strategy & IFMIS;
- Medium Term Macroeconomic Forecasting;
- Performance Informed Budgeting;
- Treasury Processes;
- Debt /Risk Management; and
- Land & Building Taxes Reform.

The following projects reported on in sections 2 contribute to these Ministry level strategic initiatives and are primarily the responsibility of the ICT Division.

The Information and Communications Technology (ICT) Division, was established by Cabinet Minute No. 1684 of September 14, 2017. The Division has evolved from its former structure which was established by Cabinet Minute No. 17 of January 5, 2000, and referred to as the Information Technology Unit (ITU). This progression into a fully-fledged division, underscores the growing importance and role of technology, enabling the Ministry's delivery of service and fulfilment of its mandate, as well as promoting the ICT Sector as the catalyst to propel diversification of our economy.

In fiscal 2021, the ICT Division comprise a total of twenty-nine (29) cabinet approved contract positions, of which sixteen (16) were filled and thirteen (13) were vacant. The Division is responsible for ICT strategic planning, governance, standards, compliance audits and all the overarching issues affecting the integration and cohesiveness of the various ICT operations across the Ministry of Finance. The ICT Division also ensures the development of a suitable ICT governance model, together with its associated policies such that ICT operations across the Ministry are aligned with the overall ICT goals and strategies of the wider Ministry and by extension the public service. Additionally, the ICT Division provides day to day operational support to eighteen (18) out of twenty-two (22) divisional units under its operational scope of responsibility. This accounts for approximately one thousand (1,000) members of staff spread across ten (10) locations throughout the country of Trinidad and Tobago, out of a total of approximately three thousand one hundred (3,100) across the entire Ministry.

## **VISION STATEMENT**

A trusted and innovative partner to the business, creating value through successfully recommending and implementing portfolios of IT enabled business solutions for the short, medium and long-term, evidenced by ROI.

## **MISSION STATEMENT**

- Provide quality ICT and Information Systems services to our customers, by ensuring the implementation of resilient, cost effective ICT infrastructure and Information Systems, within a mature risk governance control environment.

- Provide reliable and timely technical support for the ICT environment.
- Provide sound expert advice in accordance with best Business/IT alignment practices that enable the Ministry to deliver target outputs and achieve its desired stakeholder outcomes.

## **STATEMENT OF PRINCIPAL RESPONSIBILITIES/OBJECTIVES**

- To provide a stable, reliable and secure Information and Communication Technology (ICT) Infrastructure and portfolio of Information Systems to support the business objectives of the Ministry of Finance.
- To empower our customers with respect to the appropriate use of ICT to achieve their business objectives.
- To effectively and efficiently provide quality ICT services to our customers
- To provide expert advice to Senior Management with respect to Information and Communication Technologies and how these may be brought to bear to deliver the Ministry's outputs.
- To represent the Ministry at ICT forums.

## **CUSTOMERS**

The following divisional units fall under the operational scope of the ICT Division.

### **The Executive**

- The Office of the Ministers of Finance; and
- The Office of the Permanent Secretary, Ministry of Finance.

### **The Business Units**

- Financial Management Branch, Treasury Division;
- Budget Division;
- Valuations Division;
- Investments Division;



- National Insurance Appeals Tribunal;
- Economic Management Division;
- Debt Management Division;
- Central Tenders Board;
- Tax Treaty Unit;
- Office of the Supervisor of Insolvency; and
- Strategic Management and Execution Office.

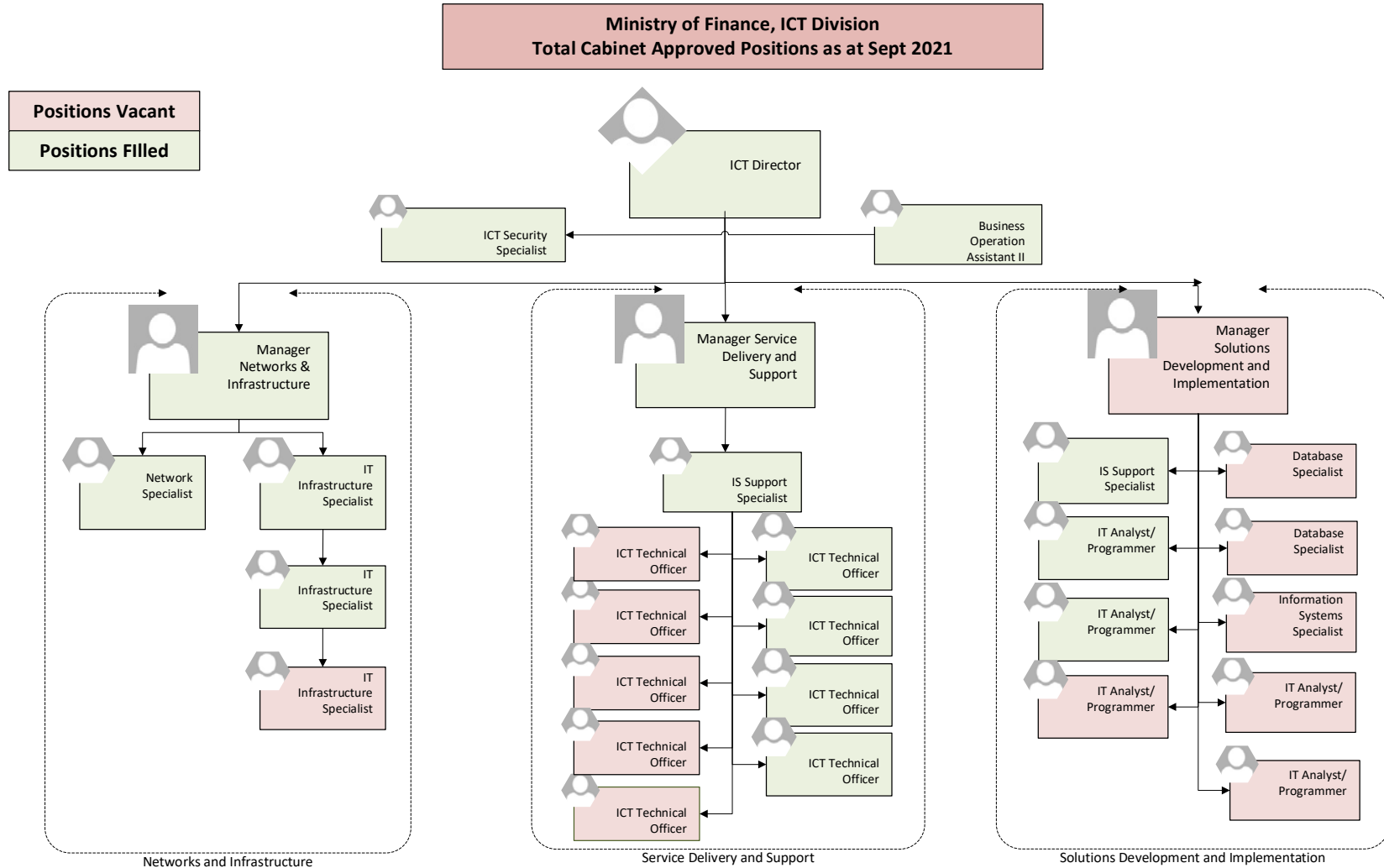
### **Corporate Services**

- Office of the Treasury Solicitor;
- General Administration;
- Human Resources Management Division;
- Building Management Unit; and
- Corporate Communications Unit.

### **Current Staffing Positions**

- ICT Director (1);
- Manager, Service Delivery and Support (1);
- Manager, Networks and Infrastructure (1);
- Manager, Solutions Development and Implementation (1);
- ICT Security Specialist (1);
- Database Specialist (2);
- Information Technology Analyst/Programmer (5);
- Information Systems Specialist (1);
- Network Specialist (1);
- Information Technology Infrastructure Specialist (3);
- Information Systems Support Specialist (2);
- ICT Technical Officer (9); and
- Business Operations Assistant II (1).

# ORGANIZATIONAL CHART



## STRATEGIC PRIORITIES

STRATEGIC PRIORITY DESCRIPTION	MEASURABLE OUTCOME	ALIGNMENT WITH NATIONAL PRIORITIES
<p>1 To increase the Ministry's return on investments (ROI) with respect to Information Technology by minimizing the cost of IT service delivery and the total cost of ownership of Information and Communications Technology (ICT) Infrastructure and Information Systems.</p>	<p>A system in place to accurately measure the cost of IT service delivery including ICT infrastructure and Information Systems, within the Ministry.</p> <p>An Information Technology Service catalog.</p>	<p>Good governance.</p>
<p>2 To provide robust, relevant, secure Information Technology Infrastructure and Information System Solutions promoting current best practices in the field of Information and Communications Technology (ICT) and principles of good governance, which meets/exceeds customer expectations.</p>	<p>An upgraded data center offering IT Infrastructure as a service, applications as a service.</p> <p>A Governance Framework implemented.</p> <p>A set of Information Technology policy documents approved by the Ministry.</p>	<p>Good governance.</p>

## SERVICES AND OUTPUTS

The ICT Division provides four (4) services to the Ministry as identified below together with the outputs from each service.

SERVICES		OUTPUT
1	Network, & Internet Related Services.	A reliable, secure ICT Infrastructure. Reliable, secure Internet, Intranet and e-mail service.
2	Technical Support and Training Service.	Efficient and effective ICT infrastructure technical support service. Efficient and effective Information System and application software end-user support.
3	Information Systems Implementation Services.	Robust Information Systems/Applications. ICT procurement and tender evaluation services.
4	ICT Consultancy Services.	Accurate and reliable policy and operational advice. ICT Plans, Policies and procedures.

## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

Given the on-going restrictions and disruptions brought about by the COVID-19 pandemic, lockdowns, staff rotation schedules, limited availability of funding due to the downturn of the economy, the ICT Division focused on efforts to ensure systems were continuously available, reliable and secure. As such, limited emphasis was centered on starting any new projects or major initiatives. However, the following activities were targeted and achieved during the fiscal 2021 period:

### **1. Upgrade of the ICT Infrastructure – Switching Technology**

This project seeks to upgrade the Ministry's existing network switches that are responsible for the digital transfer of all data, voice and video communication among all divisional units that fall under the operational scope of the ICT Division. This upgrade will allow the centralized management of network switches, enhance the speed, robustness, reliability and security of internal and external network communications. It will also future proof the MOF network communications by ensuring compliance with the latest communication technologies and standards.

Additionally, this project would include the introduction of Software Defined Networking (SDN) communication technology. This enables the centralization, automated management, configuration, control and monitoring of network communication devices. SDN automation decreases operational costs by reducing the resources assigned to administrate network devices. This technology also introduces the ability for the network to self-diagnose and self-repair, thereby improving the reliability of digital services delivery.

During Fiscal 2021, the storage capacity and performance of the data backup service was improved by acquiring and installing additional High-Performance Hard Drives and Memory Modules. Additionally, proactive work was conducted on the corporate network by the acquisition of two (2) Enterprise Core Network Switches to replace the existing switches. The existing switches were over eight (8) years old, surpassed the end of the manufacturer's life cycle and were showing signs of component failure. These switches are at the center of the Ministry's Corporate Network.

## **2. Upgrade of the ICT Infrastructure - Networking of Eric Williams Finance Building**

This project is intended to upgrade the MOF wired and wireless LANs to improve client's productivity by securely enhancing the delivery of bandwidth intensive resources and applications (video, voice and data communications). It will also permit the MOF the ability to immediately respond to requests for the expansion of the network.

During this period, the installation and upgrade of networks within the Eric Williams Finance Building specifically, Level 2 was completed to accommodate the relocation of other Divisions of Finance including the Economic Management Unit.

## **3. Electronic Document Management System - Head Office**

This project seeks to implement an Electronic Document Management System (EDMS) within the Ministry of Finance (Head Office) that will provide an effective means for the tracking and management of files, correspondence and unstructured information (e.g. Word and Excel documents, emails) throughout the Ministry. It will also facilitate timely feedback to Management on the variety of tasks discharged by their offices. Additionally, the project entails the conversion of physical files and documents into electronic form via scanning and indexing processes. In Fiscal 2021, no funding was allocated toward this initiative. Amidst the downturn of the economy and disruptions due to the COVID-19 pandemic, the Ministry proceeded to complete the following activities to ensure that the solution remained accessible to its existing user base:

- Renewal of the Annual Maintenance Software License Subscription used by the Ministry's Electronic Document Management System (EDMS) for a period of twelve (12) months;
- The engagement of the vendor for Technical Support Services for forty (40) hours;
- Implementation of the EDMS System to the Tax Treaty Unit;
- Enabling the General Administration Division to utilize the EDMS system for electronic Cabinet Notes and Minutes; and
- Review and refinement of the existing processes of the Central Registry.

#### **4. Implementation of a Robust ICT Security and Defense Strategy**

This project is aimed at strengthening the ICT Security and Defense strategy for divisions under the operational scope of the ICT Division, using a layered approach. This includes the acquisition, installation and configuration of a fully fortified Cyber Defense solution, which will provide autonomous mitigation for both internal and external threats such as hacking attempts, ransomware, malware, Trojans, viruses and sophisticated zero-day attacks to the Ministry's network infrastructure. Additionally, a robust and scalable Endpoint Protection Solution would be implemented. Together with the relevant policies, these solutions would safeguard the Ministry's digital files, mission critical software applications and other information assets.

During this period, procurement and installation was completed for an Endpoint Security Solution designed to protect the Ministry's internal workforce and assets. This endpoint protection prevents the most imminent threats such as Ransomware, phishing and malware attacks from negatively impacting the MOF's servers and desktops. Furthermore, a mobile version of this endpoint solution was also procured and implemented on the mobile tablets used to gather data for the development of the Valuation Roll.

Digital Signatures and Email Encryption was procured installed and tested. The Digital Signature and Email Encryption software are mainly used in establishing trusted identities, ensuring authenticity and non-repudiation for digital documents such as PDF, MS Office documents and emails.

#### **5. Service Request Management**

For this period the division's ticketing system, OTRS, which tracks and monitors the provision of day-to-day technical support to users both physically and remotely recorded and successfully closed a total of one thousand, seven hundred and sixty-nine (1,769) requests.

#### **6. Improvement and Standardization of the Desktop Environment**

This initiative sought to ensure that all staff members continue to have access to reliable computing resources and basic services such as printing, photocopying, scanning, internet, email, file sharing

and access to the Ministry's information systems. This would also allow reliable access to a portfolio of software applications available on the network. For this period, twenty-eight (28) laptops, three (3) multifunction devices and three (3) Video Conference Smartboards were purchased. These smartboards played a critical role by providing the Ministry's staff with a virtual meeting space for small teams that is easy to use and provides a consistent, superior experience during PAEC meetings, tribunal hearings, recruitment interviews and budget consultations.

## **7. Financial Business Continuity**

The ICT Division continues to contribute to the wider initiative of the Financial Sector Business Continuity Committee through the Financial Sector Working Committee (FSWC). The core purpose of the FSWC is to coordinate activities across the Financial Sector and to ensure that the sector is able to respond effectively to disruptive events. The Committee consists of senior officers responsible for Business Continuity from each of the following member institutions:

- Commercial Banks licensed to operate in Trinidad and Tobago;
- the Central Bank;
- the Ministry of Finance;
- the Office of Disaster Preparedness and Management (ODPM); and
- the Trinidad & Tobago Securities and Exchange Commission (TTSEC).



**Annual Administrative Report FY 2020-2021**  
**Inland Revenue Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Department</b>	Inland Revenue Division
<b>Title of Department Head</b>	Commissioner of Inland Revenue and Chairman of the Board
<b>Address of Department</b>	IRD Tower Government Campus Plaza 2 – 4 Ajax Street Port of Spain

### MANDATE & GOVERNMENT STRUCTURE

The Inland Revenue Division is the principal tax collecting agency in Trinidad and Tobago. A Division of the Ministry of Finance, the organisation is managed by a Board of five (5) Commissioners, from whom, a Chairman is appointed. This Board, commonly known as the ‘BIR’ – Board of Inland Revenue – is charged with the key responsibility of administering taxes within the country, as mandated by Section (3) of the Income Tax Act Chapter 75:01. The Commissioners provide strategic guidance and direction to the staff of the Division, through broad policies and programmes that facilitate the administration of tax laws.

### MEMBERS OF THE BOARD OF INLAND REVENUE FY 2020-2021

- Ms. Wendy Patterson - Commissioner of Commissions & Chairman of the Board;
- Mr. Ramnarine Bedassie - Commissioner Debt Management, District Revenue Services & Training;
- Ms. Sharon Boodoosingh - Commissioner Legal, Objection, Library, Planning & Research;
- Mrs. Sabeta Lall - Commissioner Taxpayer Services & Processing; and
- Ms. Rohonie Ramkissoon - Commissioner Audit & Compliance.

## **TAXES ADMINISTERED BY THE INLAND REVENUE DIVISION**

- Auctioneers Licence
- Business Levy
- Corporation Tax
- Club Gaming Tax
- Financial Services Tax
- Green Fund Levy
- Health Surcharge
- Hotel Accommodation Tax
- Income Tax
- Insurance Premium Tax
- Money Lenders Licence
- Motor Vehicle & Transfer Tax
- Pawn Brokers Licence
- Petroleum Tax
- Land & Building/ Property Tax
- Stamp Duty
- Unemployment Levy
- Value Added Tax
- Withholding Tax
- Winnings Tax (Misc. Taxes)

## **SERVICES OFFERED**

The BIR seeks to meet the needs of its taxpayer base by providing a number of services. Taxpayers can access a range of services which include:

- Processing of applications for BIR, VAT and PAYE file numbers;
- Processing of Income, Corporation, VAT and PAYE Tax Returns;
- De- registration as VAT Registrants;
- Granting of motor vehicle exemptions;
- Granting of VAT and Tax clearances;
- Processing of severance and contract gratuities;
- Approval of deeds of covenant, tax declarations (TD1s), pension plans (including annuities), and refunds of pension contributions from insurance companies;
- Preparation of various statements on behalf of taxpayers, inclusive of statements of indebtedness and statements of accounts;
- Cashiering (collection of payments for all tax types);

- District Revenue (Land & Building/ Property Tax) Services; and
- E-tax services which includes:
  - Online filing of Income Tax, Corporation Tax and VAT Returns;
  - Registering for a BIR Number;
  - Filing an Objection;
  - Access your tax account information;
  - Register for a tax account;
  - Grant or remove access to your account;
  - Retrieve tax balances;
  - View Correspondence;
  - View transactions for previously filed returns;
  - View status of refund; and
  - Submission of queries.

## **SERVICE LOCATIONS**

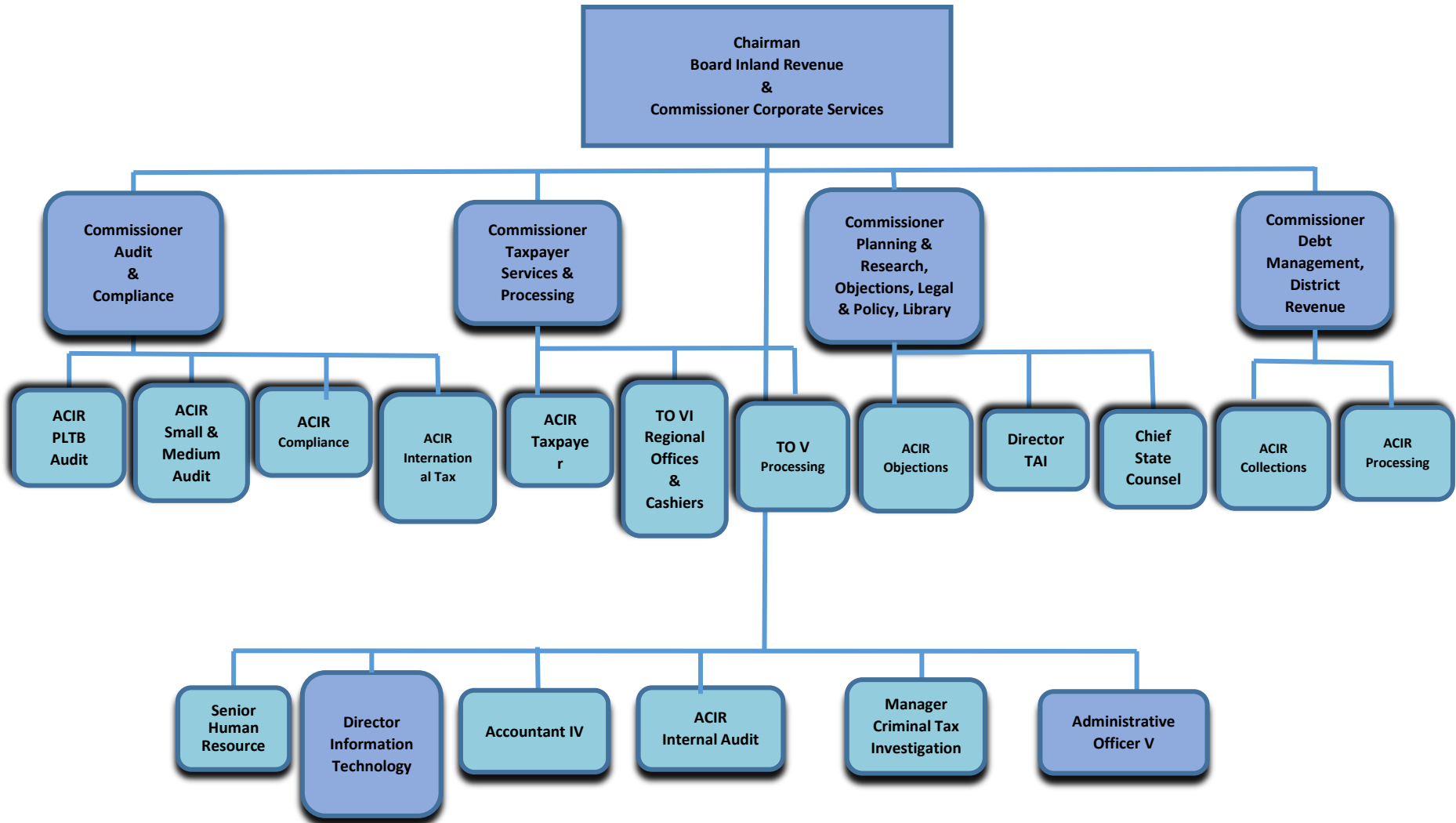
The various services are offered at Eighteen (18) locations across Trinidad and Tobago.

- Four (4) Regional Offices located at:
  - **Port-of-Spain** - IRD Tower;
  - **San Fernando** - Ciperó Street;
  - **Tunapuna** - Eastern Main Road; and
  - **Scarborough** - Victor E. Bruce, Financial Complex, Tobago.
- Fourteen (14) District Revenue Offices (DROs)
  - **Chaguanas** - Ramsaran Street;
  - **Couva** - Railway Road;
  - **La Brea** - Main Road;

- **Mayaro** - Cor. Manzanilla Mayaro Rd. & Guayaguayare Rd;
- **Point Fortin** - Techier Main Road;
- **Port-of-Spain** - IRD Tower, Level 2;
- **Princes Town**- High St;
- **Rio Claro** - 2515 Ranns Building, Naparima Mayaro Road;
- **Roxborough** – Tobago;
- **San Fernando** - Independence Avenue;
- **Sangre Grande** – Damaria Hill, Guaico;
- **Scarborough** - Victor E. Bruce, Financial Complex, Tobago;
- **Siparia** - High Street; and
- **Tunapuna** – Eastern Main Road.

# ORGANIZATIONAL STRUCTURE

Inland Revenue Division Organisational Structure as @ December 2020



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

The following initiatives were completed during the period:

- 1) Taxpayers can check account balances online;
- 2) Online preparation of Payment Description Slip;
- 3) Online filing of Annual PAYE Returns and TD 4 Supplementary Forms; and
- 4) Introduction of a queue system for call centre. Taxpayers are now aware of their number on the waiting list before being attended to by a CSR.

### **SECTION 3 – Ongoing Initiatives which include those that have preceded 2020-2021**

In an effort to improve payment compliance and facilitate easier payment methods, the introduction of online payments was initiated prior to the 2020/2021 period. The Automated Clearing House (ACH) electronic payments and money transfer payment system now facilitates payment of taxes \$500,000.00 and over.

Discussions for approval for other payment systems have been taking place with the Treasury Division for over three (3) years. Discussion has also taken place with the banking sector which are ready and waiting to facilitate the online banking facility for the division. A Cabinet Note has been prepared and submitted to the Treasury Division for review and approval before submission to the Cabinet. Treasury approval is however still outstanding.



**Annual Administrative Report FY 2020-2021**  
**Investments Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Investments Division
<b>Title of Department Head</b>	Executive Director Investment/Divestment
<b>Oversight</b>	Permanent Secretary in the Ministry of Finance
<b>Address of Department</b>	Level 15 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

This Administrative Report provides information on the strategic objectives and key initiatives undertaken by the Investments Division, Ministry of Finance for the period **October 01, 2020 to September 30, 2021**.

By Act No. 5 of 1973 (Chapter 69:03), the Minister of Finance was incorporated as a Corporation Sole. The functions of the Corporation Sole include:

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

In executing its corporate functions as mandated by the Act, the Corporation Sole is supported by the Investments Division of the Ministry of Finance. The Investments Division is responsible for executing the investment policy as prescribed by Cabinet. Accordingly, the mandate of the Division includes oversight, monitoring and where necessary, the rationalization of GORTT equity holdings in commercial enterprises. In this context, the portfolio of the Investments include the following:

- Establishment of performance criteria for all State Enterprises;
- Monitoring the adherence to the performance criteria;

- Ensuring consistency between Enterprise performance and GORTT macro-economic policy objectives;
- Management of a comprehensive Database on the State Enterprise Sector;
- Commissioning of operational and management audits of State Enterprises;
- Appraising and evaluating investment plans of State Enterprises to ensure the profitability of investment projects; and
- Providing overall strategic planning and co-ordination of the Sector.

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

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

The Division's mandate is achieved by the work of its Units namely: the Administrative Unit, the Business Analyst Unit, the Central Audit Committee Unit and the Research Unit. The Investments Division also has oversight for the National Insurance Appeals Tribunal (NIAT) with the Research Unit of the Investments Division accorded the responsibility for the restructuring and policy direction of NIAT.

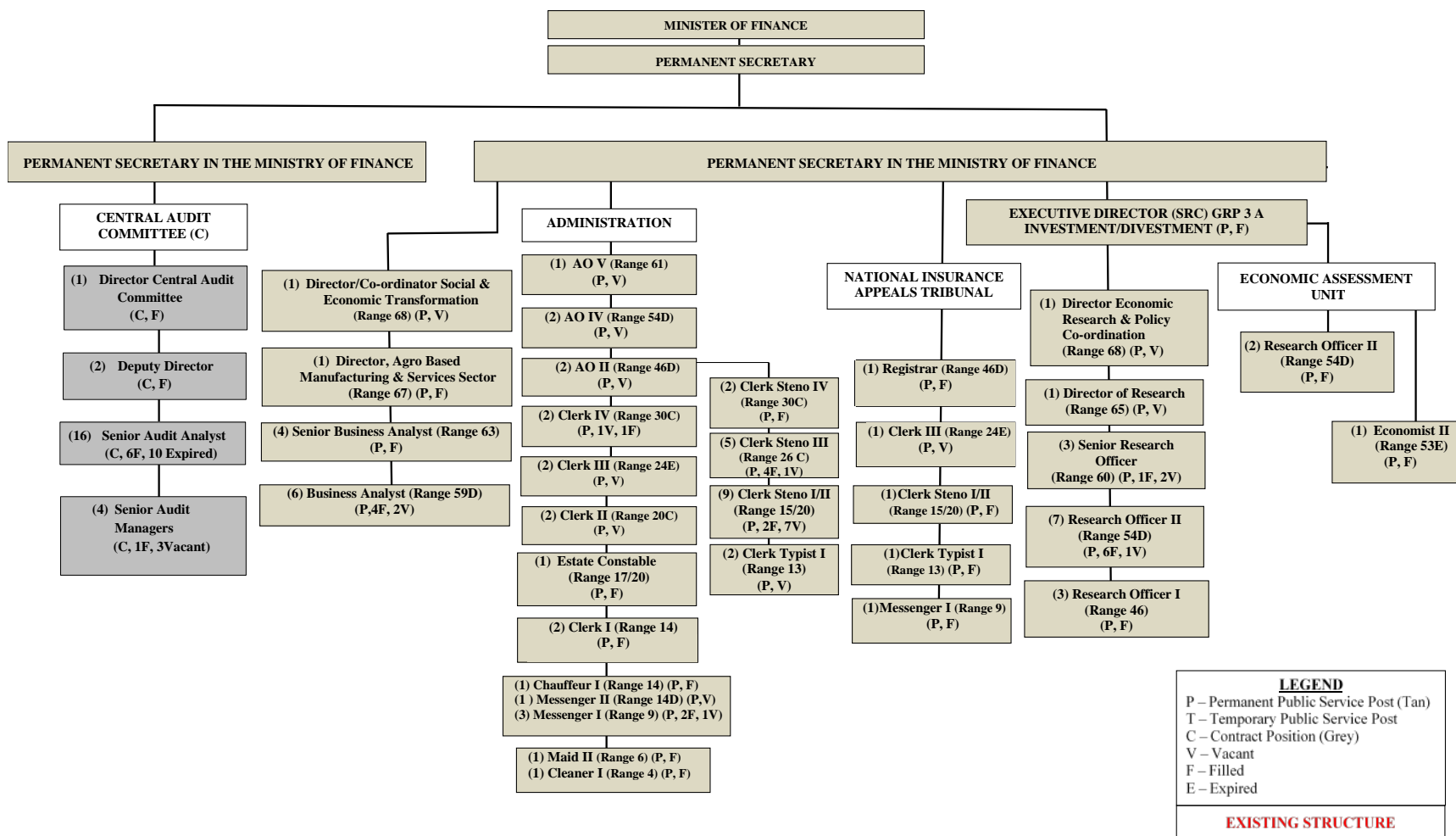
## **VISION**

To be the formidable advocate for cutting edge corporate governance standards in corporate entities with Government equity holdings.

## **MISSION**

To entrench robust corporate governance principles and procedures in corporate entities with Government equity holdings and oversee their rationalization, where necessary.

# ORGANIZATIONAL STRUCTURE



**LEGEND**  
 P – Permanent Public Service Post (Tan)  
 T – Temporary Public Service Post  
 C – Contract Position (Grey)  
 V – Vacant  
 F – Filled  
 E – Expired

**EXISTING STRUCTURE**

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### ADMINISTRATION UNIT

Title of Department Head: Administrative Officer V  
Address of Department: Level 15, Eric Williams Financial Building

- **Filling of Vacant Positions**

There were seventeen (17) Acting Appointments in the Technical Field and ten (10) in the Clerical Field. There were no Temporary Appointment, promotions, retirements, resignation or transfer of staff.

- **Training**

The Technical staff benefitted from Online Training paid for by the Division and facilitated by the Caribbean Corporate Governance Institute (CCGI) as listed below:

1. “The Role and Functions of the Corporate Secretary” on October 08, 2020;
2. Company Secretaries Masterclass - Evolving Role of Company Secretaries in Governance of successful Organisations on February 25, 2021;
3. The Board’s Role in Financial Stewardship and Financial Oversight on February 26, 2021; and
4. Certificate in Corporate Governance Module 2 - The Board on May 11-12, 2021.

The Clerical staff accessed Free Online Training provided by the Public Service Academy as listed below:

1. Customer Service Online Workshop, held during the period January 11, 2021 – February 05, 2021;
2. Digital Transformation: *What It Means for GORTT?* on May 26, 2021; and
3. Discipline in the Public Service on Jul 5, 2021.

Additionally, The Service Commissions Department provided a sensitization session for Ministry of Finance with respect to the implementation of the Department's online application system on February 24<sup>th</sup> 2021.

- **Procurement**

There were no purchases of Minor Equipment.

### **BUSINESS ANALYST UNIT**

Title of Department Head:	Director, Social and Economic Transformation
Address of Department:	Level 15, Eric Williams Financial Building

### **Project/Initiative Name – Review of the State Enterprises Performance Monitoring Manual (SEPMM).**

The manual outlines the framework within which State Enterprises and the Minister of Finance (Corporation Sole) interact:

1. the roles of the major interacting agencies involved in monitoring the State Enterprise Sector;
2. the monitoring Mechanisms;
3. the Performance Monitoring Indicators applicable to the Sector; and
4. compliance as well as the inputs for generating synergies within the Sector.

**Duration:** To be determined.

**Deliverables:** Updated State Enterprises Performance Monitoring Manual.

**Status as at September 30, 2021:** This project is ongoing.

## RESEARCH UNIT

Title of Department Head: Director, Research  
Address of Department: Level 15, Eric Williams Financial Building

In March 2021 the Research Unit was restructured to allow for greater efficiency in achieving its portfolio responsibilities. The schedules of work were streamlined into three (3) sub-units each staffed by a Senior Research Officer and Research Officers II. The Corporate Governance Sub-Unit is headed by the Director, Research and the Fiscal and Economic Sub-Units are headed by the Director, Economic Research and Policy Coordination. The work of each Sub-Unit is detailed in the discussion below.

- **Corporate Governance Sub-Unit**

Title of Department Head: Director, Research  
Address of Department: Level 15, Eric Williams Financial Building

### *1. Project/Initiative Name - Board of Directors Database*

The Board of Directors Database comprises information on appointed members to State Enterprises, Statutory Bodies as well as the entities' Contact Information and Senior Management Personnel. The database contains information on current and previous Board Members.

#### *Deliverables/Expected Results:*

- Accurate and timely update of information on Board Membership and Senior Management.
- Generate Reports on Boards vacancies for Minister and to inform the Agenda for the Committee on Appointments to Boards.
- Generate Report on the expiration dates for Board Members for Minister and the Agenda for the Committee on Appointments to Boards.
- Generate Monthly Reports on the Membership of State Enterprises for publication on the Ministry of Finance Website.
- Other Reports on Board Membership as requested by internal and external stakeholders.

Status as at September 30, 2021: Ongoing updates

## **2. Project/Initiative Name: Share Register Database**

A database on the Shareholding of State Enterprises.

### Deliverables/Expected Results:

- Accurate and timely updating/maintenance of the Share Register.
- Provide information for the preparation of Shareholders Proxy for Annual Meeting of State Enterprises.

Status as at September 30, 2021: The process to transfer all Government Nominee Shareholding in State Enterprises to the Corporation Sole was continued. State Enterprises that require amendments to its Bye-laws to allow for one Shareholder were identified and notified. The process of transferring nominee shareholding is ongoing.

## **3. Project/Initiative Name: State Agencies Performance Monitoring Information System (SAPMIS)**

A modular system, built in-house, to consolidate the various previously-used Access and other Databases into a single Information System.

Deliverables/Expected Results: Enhanced monitoring of the State Enterprise Sector, allowing for reporting in a more user-friendly manner.

### Status as at September 30, 2021:

- The first and second phases were completed in 2019/2020: -
  - The first phase involved the development and implementation of three modules: - the Company and Statutory Boards Core module; the Resource Personnel module and the Board of Directors module.
  - The second phase involved the development and implementation of a Share Register Module.



- The third phase involves the development of a Performance Financial Indicators Module and a Cash Statement of Operations Module. Discussions with the Ministry of Finance's IT Department are ongoing.

***4. Project/Initiative Name: Classification of Boards of State Agencies and Cabinet Appointed Committees***

This is the process by which State Enterprises, Statutory Bodies and Cabinet Appointed Committee are categorized based on standard criteria. This will then determine the remuneration of Board Members.

*Deliverables/Expected Results:*

- A fair categorization of an entity for the purpose of remuneration of the Chairman and Members;
- Obtain Ministerial approval of the classification;
- Inform Line Ministries of the decision taken;
- Maintenance of the Cabinet Appointed Committee Database

*Status as at September 30, 2021:* Ongoing

***5. Project/Initiative Name: Declarations of beneficial and non-beneficial ownership in State Enterprises to facilitate the new requirements under the Companies Act, Chapter 81:01.***

To ensure compliance with the new requirements of the Companies Act a complex and intensive process was embarked upon which included the under-mentioned actions:

- Prepare Declaration Documents for the signatures of the Minister of Finance, Nominee Shareholders and Commissioner of Affidavits and submit documents to State Owned Enterprises for their Annual Returns submission to the Registrar General's Department.
  - Form 41: Declaration of Non- Beneficial Ownership;

- Form 42: Declaration of Non-Beneficial Ownership;
  - Form 43: Declaration by Shareholder/Former Shareholder of Change in Beneficial Interest in the Shares of a Company; and
  - Form 44: Declaration by Beneficial Owner/Former Owner of Change in Beneficial Interest in the Shares of the Company.
- Prepare Declaration Documents for State Enterprises to submit to Registrar’s Office with Annual Returns.
  - Prepare maps of the shareholdings of State Enterprises in subsidiary companies of State Owned Enterprises.
  - Prepare documents for the Request for Proposals for the services of a Commissioner of Affidavits including Estimates of Expenditure.
  - Conduct extensive research into and compilation of data form files of general documents, Financial Statements, Share Transfer Forms, Annual Returns and documents from the initial formation of companies including Certificate of Incorporation, Articles of Incorporation, Articles of Association, By-laws and Share Certificates.
  - Liaise with and send related correspondence to various internal and external officials from Cabinet Secretariat, Ministries, State Agencies, Office of the Registrar General and Central Bank as well as the Treasury Solicitor and other relevant officials in the Ministry of Finance.
  - Prepare circular to Ministries, State Enterprises etc.
  - Prepare letters and memoranda to Companies, Registrar General, Central Bank of Trinidad and Tobago (CBTT), Treasury Solicitor and other relevant officials.
  - Resolve Share Certificate and Share Register issues, organize and carry out the lodgement of and removal of share certificates (original) from CBTT.

Key Deliverables/Expected Results: Facilitation of the completion of Annual Returns by State Enterprises in compliance with the new requirements of the Companies Act.

Status as at September 30, 2021: Ongoing

## **6. Project/Initiative Name: CLICO Stock Transfer**

CLICO Bonds are being converted to CLICO Investment Fund units. Each unit is valued at \$25.00, and a monetary value per unit is issued. The Minister of Finance holds all shares the 11 to 20 year bonds are redeemed. The process entails the following:

- Original documentation being submitted by First Citizens Brokerage Advisory Services Limited (FCBASL), on behalf of the stockholders for endorsement by the Permanent Secretary, Ministry of Finance and the official stamp of the Permanent Secretary is affixed to the form; and
- The completed forms are returned under cover of formal correspondence to FCBASL.

Deliverables/Expected Results: Payments to CLICO Stockholders/Investors

- **Fiscal and Economic Sub-Units**

Title of Department Head: Director, Economic Research and Policy Coordination

Address of Department: Level 15, Eric Williams Financial Building

### **1. Project/Initiative Name: Servicing of State Enterprises Government Guaranteed Debt in the Commonwealth Secretariat Debt Reporting Management System Database (CS-DRMS) and MERIDIAN**

A Database that captures State Enterprises Government Guaranteed Loans, Creditors and Borrowers information.

Deliverables/Expected Results:

- Collect data from State Enterprises and Financial Institution to update CS-DRMS and MERIDIAN on the servicing of State Enterprises Government Guarantee Loans;
- Prepare Quarterly and Annual Reports for the Minister;
- Provide information on Loan Balances to the International Monetary Fund (IMF) and Credit Rating Agencies;

- Forward information on External Debt to the CBTT for use in its Balance of Payment Report;
- Reconcile Government Guarantee Debt balances with the Treasury Division Public Debt Management Unit.

*Status as at September 30, 2021:* Ongoing updates.

## **2. Project/Initiative Name: Non-Government Guaranteed Debt Database**

Access Database for State Enterprises Non-Government Guaranteed Loans, Creditors and Borrowers information.

### *Deliverables/Expected Results:*

- Collect data from State Enterprises to update Access Database on loan balances;
- Prepare Quarterly and Annual Reports for the Minister;
- Provide information on Loan Balances to the International Monetary Fund (IMF) and Credit Rating Agencies; and
- Forward information on External Debt to the CBTT for use in its Balance of Payment Report.

*Status as at September 30, 2021:* The Access Database is continuously updated. In 2020, the Investments Division initiated the transfer of these loans to the Economic Management Division for inclusion into CS-DRMS and MERIDIAN. This is ongoing.

## **3. Project/Initiative Name: Performance Financial Indicator Database**

An Access Database which captures Data from Audited Financial Statements of State Enterprises and selected Statutory Bodies.

### *Deliverables/Expected Results:*

- Accurate and timely update of data from Audited Financial Statements;
- Reports generated for specific periods and forums as requested;
- Provide information on Financial Indicators to IMF and Credit Rating Agencies; and

- Provide information for preparation of the Budget Document - State Enterprise Investment Programme.

Status as at September 30, 2021: Ongoing updates. The incorporation of this Database within the SAPMIS Database is on hold due to the departure of the IT Database Specialist.

#### ***4. Project/Initiative Name: Quarterly Returns Database***

An Access Database which captures information, on a quarterly basis, from State Enterprises Balance Sheets and Income Statements.

##### Deliverables/Expected Results:

- Reports generated for specific periods and forums as requested; and
- Information on Socio-Economic Statistics is provided to IMF and Credit Rating Agencies upon request.

Status as at September 30, 2021: Ongoing updates

#### ***5. Project/Initiative Name: Annual Budget Exercise***

Prepare Estimates of Revenue and Recurrent Expenditure (Debt Servicing & Current Transfers) for State Enterprises.

##### Deliverables/Expected Results:

- Projected debt servicing and current transfer requirements of State Enterprises for insertion into the Investments Division Budget submission to the Budget Division; and
- Projected revenues, Dividend and Capital Revenue (sale of assets) from State Enterprises for inclusion into the Investments Division Budget submission to the Budget Division.

Status as at September 30, 2021: Completed

#### ***6. Project/Initiative Name: Debt Servicing and Facilitation of Recurrent Expenditure***

Processing of requests for debt service payments and recurrent support to State Enterprises under the Ministry of Finance.

##### *Deliverables/Expected Results:*

- Timely debt servicing and provision of current transfer funding to State Enterprises;
- Prepare Monthly Expenditure Reports; and
- Identify funds from within existing allocation to meet unanticipated expenditure under debt servicing and current transfers.

*Status as at September 30, 2021:* Ongoing

#### ***7. Project/Initiative Name: Receipt of Revenue***

Receipt of Dividends from State Enterprises, and receipt of proceeds from the Divestment of State Enterprises.

##### *Deliverables/Expected Results:*

- Accurate and timely deposit of revenue;
- Monthly reports on the receipt of revenue to the Budget Division; and
- Revenue reports for specific periods and forums as requested.

*Status as at September 30, 2021:* Ongoing

#### ***8. Project/Initiative Name: Cash Statement of Operations***

Monthly capture of State Enterprises and selected Statutory Bodies, cash inflows and outflows.

##### *Deliverables/Expected Results:*

- Collection of data and timely and accurate update of Excel Database;

- Request annual projections and complete Excel Master sheet;
- Prepare quarterly and annual Reports;
- Provide information to the IMF and other Rating Agencies as required; and
- Provide information to the Economic Management Division for preparation of the Budget Document - Review of the Economy.

Status as at September 30, 2021: Ongoing. The incorporation of this Database within the SAPMIS Database is on hold due to the departure of the IT Database Specialist.

#### **9. Project/Initiative Name: Litigation Database**

Quarterly Reporting by State Enterprises on litigation matters initiated by and against the enterprises.

##### Deliverables/Expected Results:

- Reports generated for specific periods and forums as requested; and
- Closely monitored legal proceeding and judgments for any potential contingent liabilities to the individual companies and Government.

Status as at September 30, 2021: Ongoing. A database to capture this information is to be developed.

#### **10. Project/Initiative Name: Investments in Securities**

Quarterly Reporting by State Enterprises on its investments in securities.

##### Deliverables/Expected Results:

- Monitor the company's investments in securities portfolio;
- Improve the overall investment strategies of the State Sector; and
- Enhance risk management practices associated with these investments.

Status as at September 30, 2021: Ongoing. A database to capture this information is to be developed.

**11. Project/Initiative Name: Genesis Steel Instrument (G-Pan)**

This is a family of steel pans owned by the Government of the Republic of Trinidad and Tobago. The Trademark rights are vested in the Minister of Finance as Corporation Sole while the Patent rights are vested in the Ministry of Attorney General and Legal Affairs.

Deliverables/Expected Results:

- Protection of GORTT's Trademark and Patent rights of the G-Pan as well as its commercialization;
- Timely payment of Patent and Trademark invoices from international Patent Attorneys; and
- Prepare various documents, as requested, on the G-Pan.

Status as at September 30, 2021: Ongoing payments of Patent and Trademark invoices. In 2020 discussions were initiated with the University of the West Indies (UWI) regarding the development of a partnership, which would assist in providing the services of a Trademark and Patent Agent. These discussions with UWI are ongoing.

**12. Project/Initiative Name: Cash and Cash Equivalents**

This is the capture of data on a quarterly basis of the Cash and Cash Equivalents held by State Enterprises and Statutory Bodies.

Deliverables/Expected Results:

- Monitors the entities' Cash and Cash Equivalents held at Financial Institutions;
- Report on the liquidity of entities;
- Enhance risk management practices associated with working capital level.

Status as at September 30, 2021: Ongoing



## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **BUSINESS ANALYST UNIT**

#### **1. Project/Initiative Name – Preparation of the State Enterprises Investment Programme (SEIP) Booklet.**

The booklet highlights capital projects by State agencies, either through internally generated funds or loan financing raised and to be repaid by the State Entity or GORTT.

*Deliverables/Expected Results:* SEIP Document.

*Status as at September 30, 2021:* Completed

#### **2. Project/Initiative Name: Implementation of Cabinet’s decisions with respect to the appointment and removal of members of Boards of State Enterprises**

Implement the decisions of Cabinet with respect to the appointment of the Board of Directors of State Enterprises by preparing the paperwork (Shareholders Resolutions for signature and letters and memoranda) and informing the stakeholders on Board appointments.

*Deliverables/Expected Results:* Executed Shareholder Resolutions for appointment of Board of Directors of State Enterprises, Letters to Corporate Secretary and Members of the Board of Directors, Memoranda to Secretary to Cabinet and Line Ministries. Also submitted documents to the Executive Director for the database to be updated.

*Status as at September 30, 2021:* This project is ongoing.

#### **3. Project/Initiative Name: Representation of Corporation Sole’s interests at Shareholders Meetings (Annual General Meetings and Special Meetings) of State Enterprises.**

Vote at the Meetings in accordance with Corporation Sole’s directive.

*Deliverables/Expected Results:* Resolution passed at the Shareholders meeting.

***Status as at September 30, 2021:*** Annual General Meeting were held for the following Companies:

1. Youth Training and Employment Partnership Programme (YTEPP) Limited (August 24, 2021);
2. The University of Trinidad and Tobago (July 28, 2021);
3. MIC Institute of Technology Limited (September 2, 2021);
4. National Enterprises Limited (November 5, 2020);
5. Trinidad and Tobago Solid Waste Management Company Limited (July 20, 2021);
6. First Citizens Holdings Limited (May 6, 2021);
7. Evolving TecKnologies and Enterprise Development Company Limited (September 3, 2021);
8. National Investment Fund Holding Company Limited (June 22, 2021);
9. Tourism Trinidad Limited (September 30, 2021);
10. The National Gas Company of Trinidad and Tobago Limited (November 3, 2020);
11. National Quarries Company Limited (July 9, 2021);
12. Portfolio Credit Management Limited (March 19, 2021);
13. The Sports Company of Trinidad and Tobago Limited (April 20, 2021);
14. Estate Management and Business Development Company Limited (May 7, 2021);
15. Trinidad and Tobago International Financial Centre Management Company Limited (January 8, 2021);
16. Trinidad and Tobago National Petroleum Marketing Company Limited (July 30, 2021);
17. Rural Development Company of Trinidad and Tobago Limited (November 6, 2020);
18. Caribbean Airlines Limited (March 28, 2021); and
19. The Vehicle Management Corporation of Trinidad and Tobago Limited (March 29, 2021).

**4. Project/Initiative Name: Establishment of new State Enterprises in accordance with Cabinet directives.**

Incorporate the new State Enterprise with the Registrar of Companies.

*Deliverables/Expected Results:* A company registered under the Companies Act, Chapter 81:01 to carry out the mandate/policies of the Government.

*Status as at September 30, 2021:* No new company was established.

**5. Project/Initiative Name: Submission of Audited Financial Statements to the Public Accounts (Enterprises) Committee (PA(E)C).**

Review Audited Financial Statements and submit to the Public Accounts (Enterprises) Committee (PA(E)C).

*Deliverables/Expected Results:* Analysis of State Enterprises' financial statements and other documents for preparation for (PA(E)C), Meeting. Attend Meetings of the Committee.

*Status as at September 30, 2021:* This project is ongoing.

**6. Project/Initiative Name: Review of Minutes of the Meetings of Board of Directors.**

Review Board Minutes for adherence to Government policy and procedures, mandate of companies and to determine fiscal risk exposure and the development of policies and procedures appropriate for the management of risk of state enterprises.

*Deliverables/Expected Results:* A report on major decisions relating to strategic objectives, policies, financial performance and human resource, capital expenditure and litigation matters.

*Status as at September 30, 2021:* This initiative is ongoing.

## **7. Project/Initiative Name: Review of Strategic Plans and Budgets of State Enterprises.**

Review strategic plans for strategies for the implementation of the mandate and the related government policy.

***Deliverables/Expected Results:*** A report on the feasibility of the strategies and targets in the plan, conformity to mandate and government policy and recommendations.

***Status as at September 30, 2021:*** The following Strategic Plans were reviewed:

1. The Sports Company of Trinidad and Tobago Limited;
2. The University of Trinidad and Tobago;
3. Trinidad and Tobago Mortgage Finance Company Limited;
4. National Information and Communication Technology Company Limited; and
5. Trinidad and Tobago International Financial Centre Management Company Limited.

## **8. Project/Initiative Name: Restructuring Initiatives of State Enterprises**

The following initiatives were undertaken in fiscal 2021:

- First Citizens Group – corporate restructuring of the legal structure; and
- EXIMBANK – equity conversion measures to meet the Capital Adequacy Requirements of the Central Bank of Trinidad and Tobago for compliance with the Insurance Act 2018.

## **9. Project/Initiative Name: Realignment of Mandate of State Enterprises**

The mandate of the following State Enterprise was realigned: Trinidad and Tobago International Financial Centre Management Company Limited.

## **10. Project/Initiative Name: Conduct of Divestment Activities for Companies Identified for Closure**

Pre-liquidating activities in preparation for the appointment of a Liquidator for winding up:

1. Caroni (1975) Limited;
2. BWIA West Indies Limited (New BWIA);

3. Tourism and Industrial Development Company Limited (TIDCO);
4. Trinidad and Tobago Oil Company Limited (TRINTOC);
5. Trinidad and Tobago Petroleum Company Limited (TRINTOPEC);
6. Sugar Manufacturing Company Limited (SMCL);
7. Community Improvement Services Limited (CISL);
8. Government Information Services Limited (GISL); and
9. Union Estate Electricity Generation Company Limited (UEEGCL).

Liquidators appointed for the following:

1. Government Human Resource Services Company Limited (GHRS);
2. Tourism Development Company Limited (TDC);
3. Human Capital Development Facilitation Company Limited (HCDFCL);
4. Caroni GREEN Limited (CGL);
5. Trinidad and Tobago Forest Products Limited (TANTEAK);
6. Seafood Industry Development Company Limited (SIDC); and
7. National Health Services Company Limited (NHSCL).

***Deliverables/Expected Results:*** Dissolution certificate from the Registrar of Companies.

***Status as at September 30, 2021:*** No dissolution certificates were received for the period under consideration and the Division is awaiting the repeal of Section 8(2) of the BWIA International Airways Limited (Vesting) Act, Chapter 49:04. However, final liquidator meetings were concluded for the following from the list above:

1. Human Capital Development Facilitation Company Limited (HCDFCL); and
2. Trinidad and Tobago Forest Products Limited (TANTEAK).

Final documents were filed with the Registrar of Companies for National Health Services Company Limited (NHSCL).

**Annual Administrative Report FY 2020-2021**  
**National Insurance Appeals Tribunal**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	National Insurance Appeals Tribunal
<b>Title of Department Head</b>	Registrar
<b>Oversight</b>	Permanent Secretary in the Ministry of Finance
<b>Address of Department</b>	Level 2 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

National Insurance Appeals Tribunal (NIAT) is the first line of adjudication between appellants and the National Insurance Board of Trinidad and Tobago (NIB) ensuring timely disposal of appeals based on openness, fairness and impartiality, to protect the vulnerable and disadvantaged and promote a better quality of life for all citizens. The Tribunal strives to ensure Justice and Fairness to all recipients and beneficiaries under the National Insurance System.

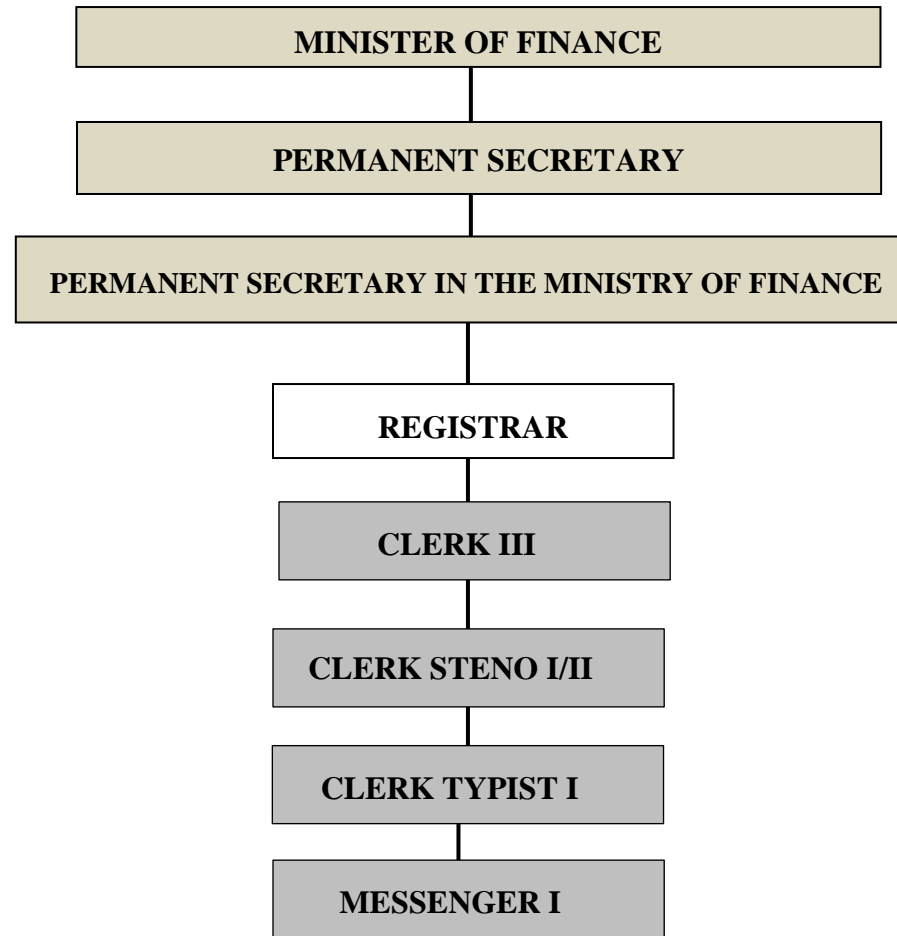
### VISION

To protect the vulnerable and disadvantaged while promoting a better quality of life for all citizens, the Tribunal strives to ensure “Justice and Fairness to all Recipients and Beneficiaries under the National Insurance Scheme.

### MISSION

To act as the first line of adjudication between the Appellant and the National Insurance Board ensuring timely determination of Appeals based on Openness, Fairness and Impartiality and to pursue ways and means for the continued development of Appeals Tribunal to keep astride with the international standards of Social security appeals machinery.

**ORGANIZATIONAL STRUCTURE**





## **SECTION 2 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

Nine (9) Members were appointed to the NIAT with effect from October 8, 2020. The Members comprised five (5) new and four (4) returning.

The Chairman's term ended March 1, 2021 and a new Chairman was appointed to the Tribunal with effect from March 2, 2021.

Training for the new Chairman and Members was held in March 2021. Hearings resumed on April 26, 2021 and continued at a rate of two (2) per month until August 26, 2021.

The total number of matters heard for the period April 2021 to September 2021 was 114 with 61 adjournments.

The Registrar proceeded on pre-retirement leave with effect from September 1, 2021 and retired out of the Public Service on April 27, 2022.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

NIAT's current staff structure of five (5) positions on the establishment are currently being reviewed by the Ministry of Finance in accordance with the recommendations of the 2015 Ernst and Young Report together with NIAT's 2017 proposed Legislative Amendments. To date NIAT's staff structure remains as follows:

- One (1) Registrar
- One (1) Clerk III
- One (1) Clerk/Stenographer II
- One (1) Clerk/Typist I
- One (1) Messenger 1.

NIAT is currently headed by an acting Registrar. One (1) Clerk I and an Estate Constable are still assigned to NIAT. All officers of NIAT are subject to rotation within the Ministry of Finance and or within the wider Public Service.

### **Deliverables/Expected Results:**

- Decisions which reflect openness fairness and impartiality to the citizenry; and
- Improved operations of the National Insurance Appeals Tribunal (NIAT).

**Status as at September 30, 2021:** The position of the Registrar was advertised by the Director Personnel Administration and the MOF and NIAT await the outcome of that process.

Steps towards achieving the proposed staff restructure and the proposed legislative amendments continue as the Ministry of Finance is committed to making the necessary changes to improve the delivery of services provided by NIAT to its wide clientele.

Some of the immediate improvements initiated in Fiscal 2021 include:

- Discussions regarding the establishment of an electronic filing system to facilitate increased capacity in storing documentation required for client's Benefit Unit files sent by NIB to NIAT are still ongoing with the MOF IT Unit;
- A Case Management approach while still an available option for NIAT would require dedicated staff over a period to achieve the desired outcome; and
- The Legislative amendments drafted in 2017 are currently receiving the attention of the Ministry of Finance.

**Annual Administrative Report FY 2020-2021**  
**Office of the Supervisor of Insolvency**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Office of the Supervisor of Insolvency
<b>Title of Department Head</b>	Supervisor of Insolvency
<b>Address of Department</b>	Level 19 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

The Office of the Supervisor of Insolvency (OSI) was established to operationalize the Bankruptcy and Insolvency Act Chapter 9:70 (BIA). This Act, with the exception of Section XI (International Insolvencies), came into effect on May 26, 2014. Based on the Canadian Bankruptcy Act, the BIA served to revolutionize insolvency and the debtor-creditor regime by providing inter alia a regulated pathway for engagement, allowance for financial rehabilitation of the insolvent debtor where possible, modernization of the previous bankruptcy laws and oversight of receiverships.

An insolvency structure is a key element to a sound financial system by providing a predictable, transparent and well-organized framework to resolve debts. An effective insolvency regime would inhibit the premature liquidation of sustainable businesses. Companies can face a number of risks including business risks as well as systematic risks (such as some of the risks posed by the COVID-19 pandemic); an insolvency system could allow abeyance of creditors, giving debtors time to restructure, to rehabilitate, or to better respond and manage the risk(s). All stakeholders can potentially benefit, as creditors may be able to recover a larger part of their investment, the company is allowed to remain as part of the socioeconomic fabric of the industry and as a result, the overall economy gains.

## **ROLE OF THE OFFICE OF THE SUPERVISOR OF INSOLVENCY**

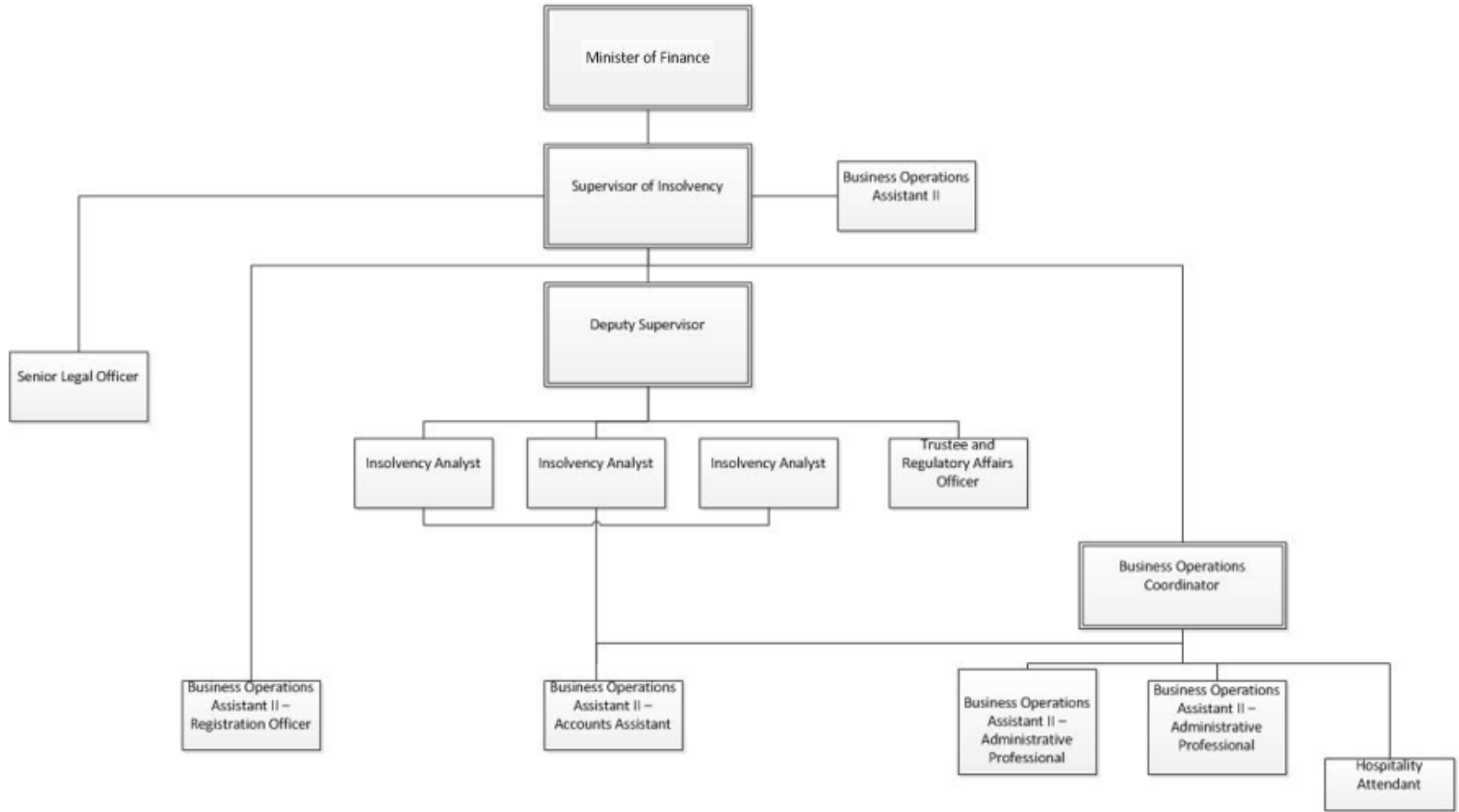
The OSI was established to operationalize the BIA, the focus being on improving the credit, and by extension, the financial and economic environment of Trinidad and Tobago. The Supervisor of Insolvency (the Supervisor) heads the Office and is charged with the role of Regulator. Monitoring and protecting the insolvency system, while engaging in pro-active strengthening of forecasted challenges and opportunities are fundamental to his/her role. The Supervisor has a fiduciary duty to both the debtors and creditors in the system.

While the framework has been established and institutional strengthening is being continued at the OSI, outreach efforts are ongoing. These pursuits are vital as espousal of a new paradigm takes time, especially one that has deep consequences – confidence in the BIA must continue to be built. While the Corona Virus pandemic made the outreach efforts challenging, creative means were used in the FY 2020/2021.

## **ORGANIZATIONAL STRUCTURE**

As at September 30, 2021, the number of employees on staff at the OSI stood at four (4) comprising: the Supervisor of Insolvency, one (1) Insolvency Analyst, one (1) Business Operations Assistant and one (1) Temporary Clerk Typist I. The approved organization structure of the OSI is depicted on the next page.

# ORGANIZATIONAL STRUCTURE



## **SECTION 2 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **COMPLETION OF OUR STRATEGIC PLAN**

The Strategic Plan for the period 2021 to 2023 was completed in FY2020/2021. The Plan was designed around three (3) strategic themes, namely: engagement; compliance and operation efficiency, detailed as follows:

**Engagement:** Increasing engagement with our local, regional and international stakeholders in an effort to collaborate with each other to achieve common goals, while improving the visibility of the OSI.

**Compliance:** Increased level of monitoring and supervision of key players under the BIA to ensure compliance with the Act.

**Operational Efficiency:** Improving the capacity building needs of the OSI and becoming service-oriented.

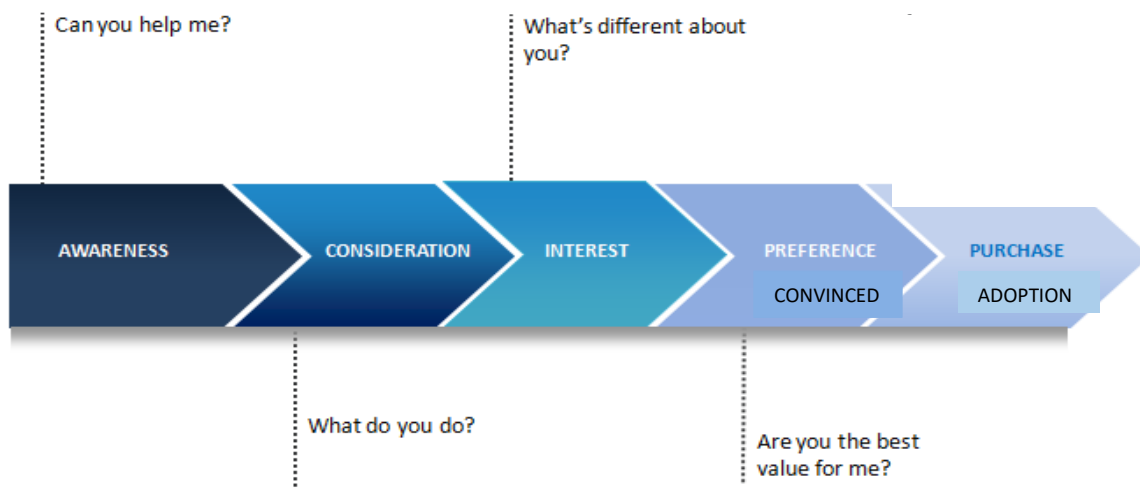
The strategy to focus on the above themes, with their objectives, initiatives and performance measurements, is expected to advance a more effective and efficient regulatory framework. The plan would be reviewed bi-annually to ensure that the model being used is aligning results to our Mission. The OSI's values of: Independence, Integrity, Efficiency and Reliability are embedded in the Mandate and the Mission; they are integral to the achievement of our strategic objectives.

### **ENGAGEMENT WITH KEY STAKEHOLDERS**

Given that there are significant risks involved to all stakeholders to adopt a new way of operating, especially to the debtors and creditors, as one would usually engage in this process during a downturn in the business, there would have to be significant efforts by the OSI to convince, to remove the historical perspective of the stigma associated with bankruptcy and insolvency and get the 'buy-in' from individuals and the business community.

The figure below describes the continuum that adoption of a new process would normally take.





### Engagement - Outreach Efforts

Outreach is essential in communicating the services of the OSI to the targeted audience. This is one of the initiatives that the OSI has deepened under the strategic theme of “Engagement”. In FY 2020/2021, due to the Coronavirus (COVID-19) pandemic, physical meetings were hindered and therefore consultations were held virtually with the following stakeholders:

1. the Board of Inland Revenue (BIR);
2. the National Insurance Board of Trinidad and Tobago (NIBTT);
3. International Chartered Association of Trinidad and Tobago;
4. The Co-operative Credit Union League of Trinidad and Tobago;
5. Bankers Association of Trinidad and Tobago (BATT); and
6. Trinidad and Tobago Manufacturers Association (TTMA).

These engagements sought to inform how an effective Insolvency framework is a key element of financial system stability, promoting access to finance by providing a predictable, transparent, and efficient framework to resolve debts in the context of business distress or failure. Moreover, the Supervisor sought to convey that an insolvency system allows for a direct impact on the allocation of credit risk and risk management in the financial sector, and consequently influences access to credit and private sector growth.

The availability of credit is a key driver of economic activity, innovation, and growth. By providing for the restructuring and preservation of distressed yet viable businesses, as well as the orderly resolution of distressed, non-viable businesses, insolvency laws offer predictability, and enhance investor confidence. As a result, this increases the willingness of financial institutions to lend and/or to refinance existing debt to businesses.

Moreover, laws that are debtor-friendly offer protection to those who commit their personal assets and personally guarantee loans to start a new business. This encourages the necessary risk-taking for entrepreneurship and innovation and contributes to private sector growth. BIA also encompasses various ways to protect Creditors.

## **TRAINING AND INSTITUTIONAL STRENGTHENING**

The OSI became a member of the International Association of Insolvency Regulators (IAIR) in 2018 and INSOL International in 2020. These two organizations, together with the World Bank Group (WBG) have provided opportunities to share and gain experiences through the expertise of government insolvency regulators from jurisdictions around the world. Their approaches provide guidance on insolvency policy, legislation, operations and management. Some of the webinars that the OSI took part in FY 2020/2021 were as follows:

- World Bank Group - Alternatives for Re-organizing Small Businesses – November 05, 2020;
- Colloquium UNCTRAL – United Nations Commission on International Trade Law: SMEs INSOL – Dec, 2020; and
- IAIR training - Predictive Volume – June 24, 2021.

## **REIMBURSABLE ADVISORY SERVICES AGREEMENT (RAS)**

Cabinet, by Minute No. 283 of February 14, 2019, agreed to a Reimbursable Advisory Services Agreement (RAS) with the WBG, subject to positive vetting by the Attorney General, at a fixed fee of US\$497,090.00. The purpose of the RAS is to assist the OSI in the strengthening of the insolvency regime, the administration of estates, the regulation of corporate and individual insolvency and other related matters. However, due to the effects of the Corona Virus Pandemic

on economies, the agreement was shelved. This agreement would be re-visited as soon as is possible.

## **STAFF RECRUITMENT**

Staffing constraints continue to be a challenge; as at the end of the financial year, the OSI would have lost 2 staff members, reducing the staff complement to 4 from the 15 positions on the organizational chart. The process of recruitment began in 2021 to fill the positions of Senior Legal Officer, Trustee and Regulatory Affairs Officer and Insolvency Analysts.

## **MANAGEMENT OF OUR TRUSTEES**

One of our continuing objectives is to increase our cadre of trustees while prudently managing our existing ones.

- **Role of Trustees**

One of the main cogs in the insolvency wheel is the appointment and management of trustees. These individuals or companies drive the process and they have a fiduciary duty to the debtor and creditor. In the insolvency cases, the trustee assists in the preparation of the proposal. The proposal is the mechanism by which the ‘blue print’ of the plan and implementation of the restructuring program is formulated.

One of the main aims of the trustee is to resolve the issues by obtaining approval from the secured and unsecured creditors on the rescheduled payments. They are seen to be quasi-officers of the court and also provide counselling and/or advice where needed, such as debtor’s counselling. In a receivership case, the fiduciary duty, while still aiming to give due care to both sides, is slanted more towards the creditors, in particular, the creditor that appointed him/her/it.

- **Managing the Trustees**

To ensure best practice, the OSI exercises due diligence in enlisting and managing our trustees, including the use of the Fit and Proper Tests and the adherence to the Code of Ethics. The Trustees are also subject to specific repercussions as mandated by the BIA, if violations are proven to have occurred.

Given that it is expected that all receivers/trustees will have to be registered under the BIA post-harmonization of the BIA and Companies Act, the OSI continues to expedite its role of registering trustees. As at September 30, 2021, there were 14 licensed trustees, including 1 registered in FY 2020/2021.

- **Trustee Meetings**

There are usually two bi-annual calendar meetings, however due to the COVID-19 pandemic, 1 virtual meeting was held in this financial period, on July 23, 2021. Discussions with the trustees on managing the insolvency system during the pandemic was the main topic. The Supervisor apprised the group of government's COVID-19 measures. It was stated that assistance should be forthcoming to debtors prior to them becoming insolvent or bankrupt. According to one trustee, banks have the capabilities to monitor and provide solutions to persons/entities. In this vein, the OSI met with the Bankers Association of Trinidad and Tobago (BATT) in September 2021 and will seek continued engagement to find solutions in this area.

The trustees reported that there was an increasing number of sole traders with no remaining assets to service creditors and also an increased interest from companies in requesting information on the proposal process. There was a suggestion that the OSI should set up an office, similar to legal aide, with the aim of increasing access of trustee services to the debtor, at an absorbed cost.

## **STATUS OF INSOLVENCY CASES**

One of the main aims of having Bankruptcy and Insolvency legislation is to resolve insolvencies by providing a pathway for viable businesses to rebound, while holding the creditors in temporary abeyance. It affords a court-supervised debtor-driven process, directed at maintaining the status quo of the company while a restructuring plan is prepared, negotiated and voted upon by creditors. Once approved, the Supervisor provides oversight on the trustee-supervised execution of the proposal.

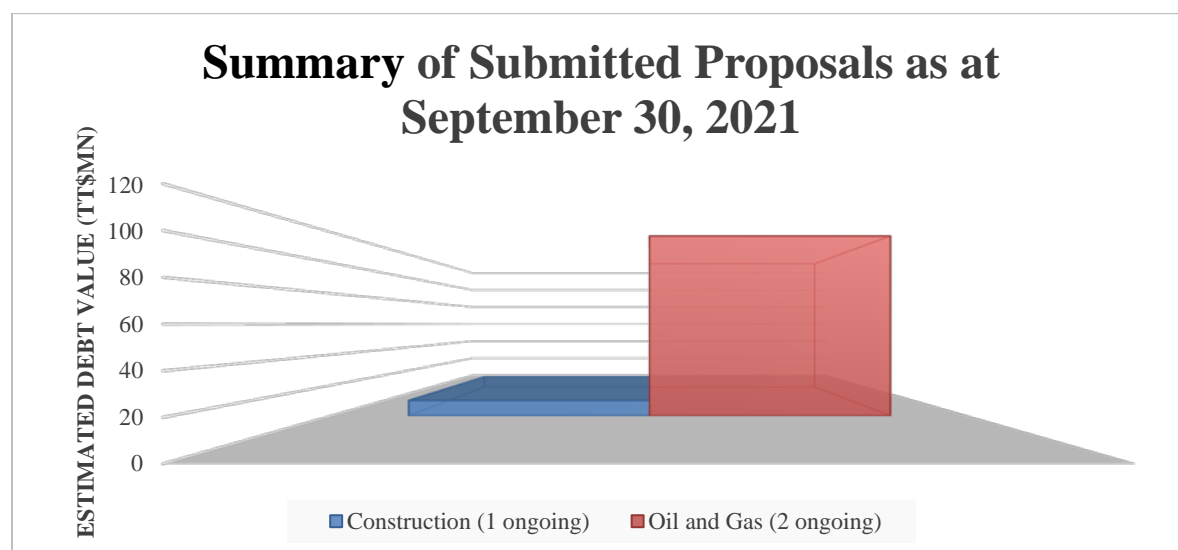
### **Exposure and experience**

As at September 30, 2021, there were 3 proposals registered:

1. Proposal 1 of the insolvent company was approved by the court in 2016 and is involved in the construction sector. Full execution of the proposal is in June 2024.

2. Proposal 2 of the insolvent company was approved by the court 2016 and is involved in the oil and gas sector. Partial execution of the proposal was completed.
3. Proposal 3 was approved by the court in 2020 and is involved in the oil and gas industry. Execution of the proposal commences in June 2022.

The figure below depicts the industries involved and accumulated debt per industry of the cases for which applications to initiate the proposal process were received.



## STATUS OF RECEIVERSHIPS

Fully executing the receivership function, as stipulated by the BIA, is being hampered by the fact that two analogous legislations govern receivership operations: the BIA Chapter 9:70 and the Companies Act Chapter 81:01 (Companies Act).

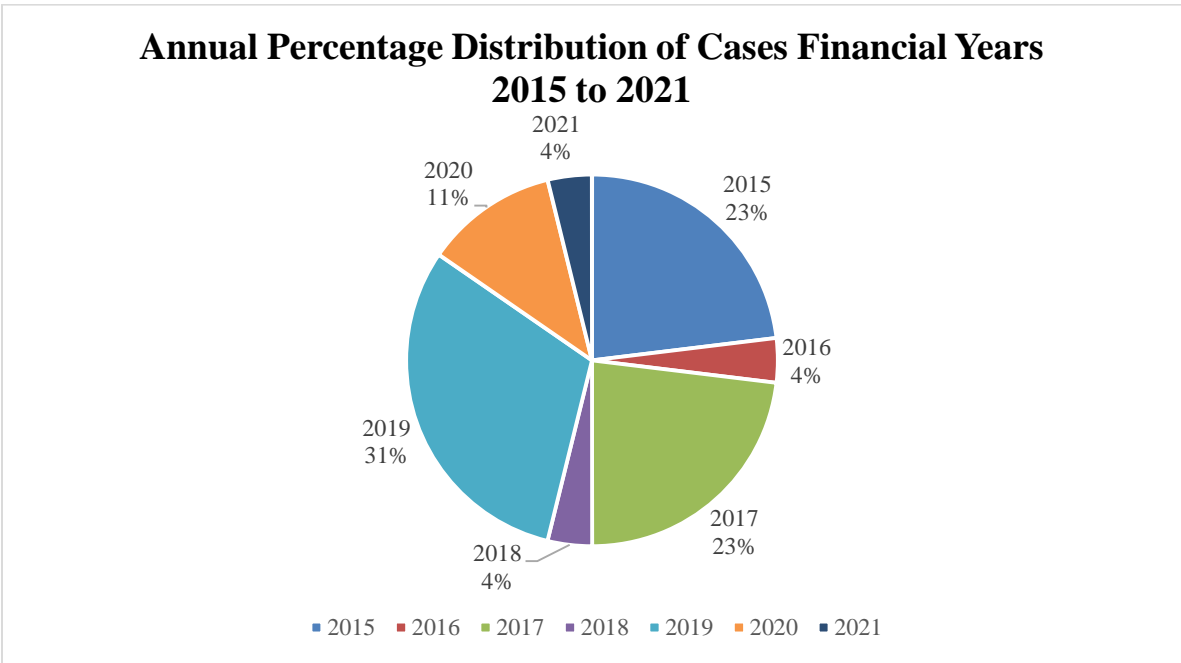
According to Section 12 of the BIA, ‘*Only a person who is a licensed as a trustee under this Act may be appointed a receiver under a security agreement.*’ Abidance to this edict is undermined by the legal governing of receivers by the aforementioned two Acts of Parliament. Given that the Companies Act is the older, and only legislation that previously oversaw receiverships, the developed paradigm has made appointment of receivers under the Companies Act almost automatic, versus under the BIA. This is also deepened by the fact that not all potential receivers in Trinidad and Tobago, are in fact licensed trustees under the BIA.

While preparatory works to harmonize the legislations are initiated, the OSI mandates its licensed trustees, who have been appointed as receivers, to furnish the required documents as stipulated in the BIA. This is to provide oversight of the trustees in line with the stipulations of receivers’ requirements and duties, along with ensuring that they are functioning within ethical and prudent guidelines. All documents, including cashflow statements and agreements are scrutinized in detail to ensure that there are no discrepancies. Additionally, the Supervisor must ensure that the required documents are submitted, in keeping with the BIA’s Section 179 mandate of Maintenance of Public Records.

- **Annual Distribution of Receivership Cases**

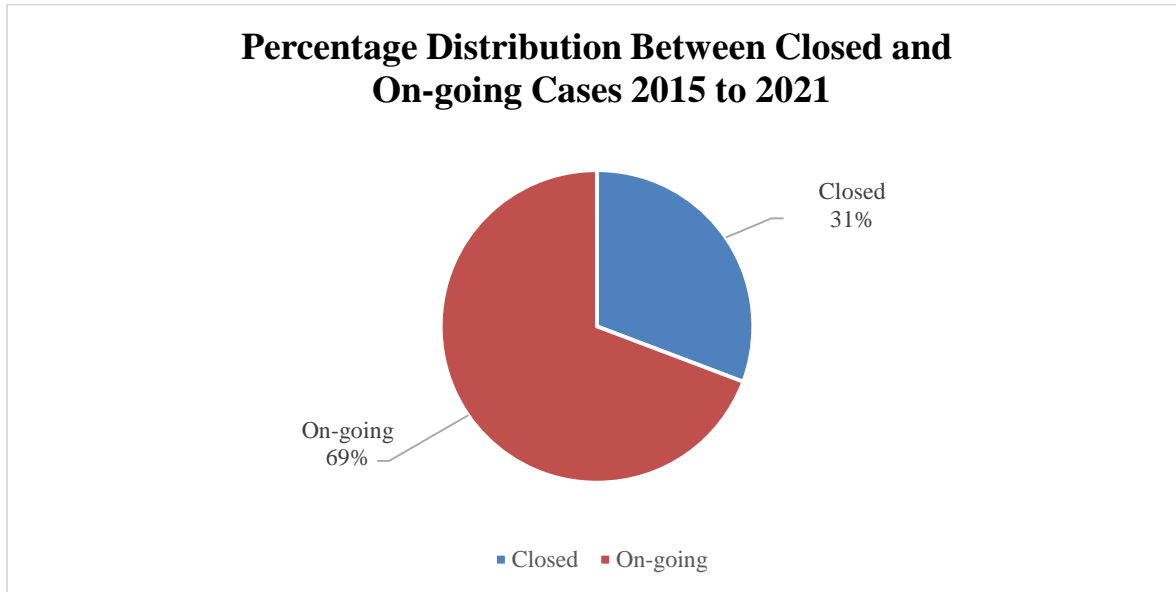
Since inception of the Office, 26 receiverships have been registered, including one recorded in the FY 2020/2021. Eight cases have been closed, the last one in 2017/2018.

The distribution of annual registration can be seen in the pie chart below. The year 2019 appears to have the highest number of receiverships at 8 cases or 31% of the total. It must be noted that 4 out of the 8 cases are owned by the same persons, all the companies are involved in waste-management and all went into receivership as 1 group. In light of this, 2019 may in effect contribute 19% to the total.



- **Closed Cases**

Eight of the 26 cases are closed. Graph 4 shows the percentage distribution.



The average recovery time has been 10.3 months, ranging from 3 months to 28 months. 75% of the closed cases had receivership periods of under 1 year.

The debt recoverability percentage for secured creditors ranged from 16% to 100%, with an average of 66%. The case that carried a low debt recoverability percentage is an outlier, having very peculiar issues. Excluding this case, the debt recoverability was 76%.

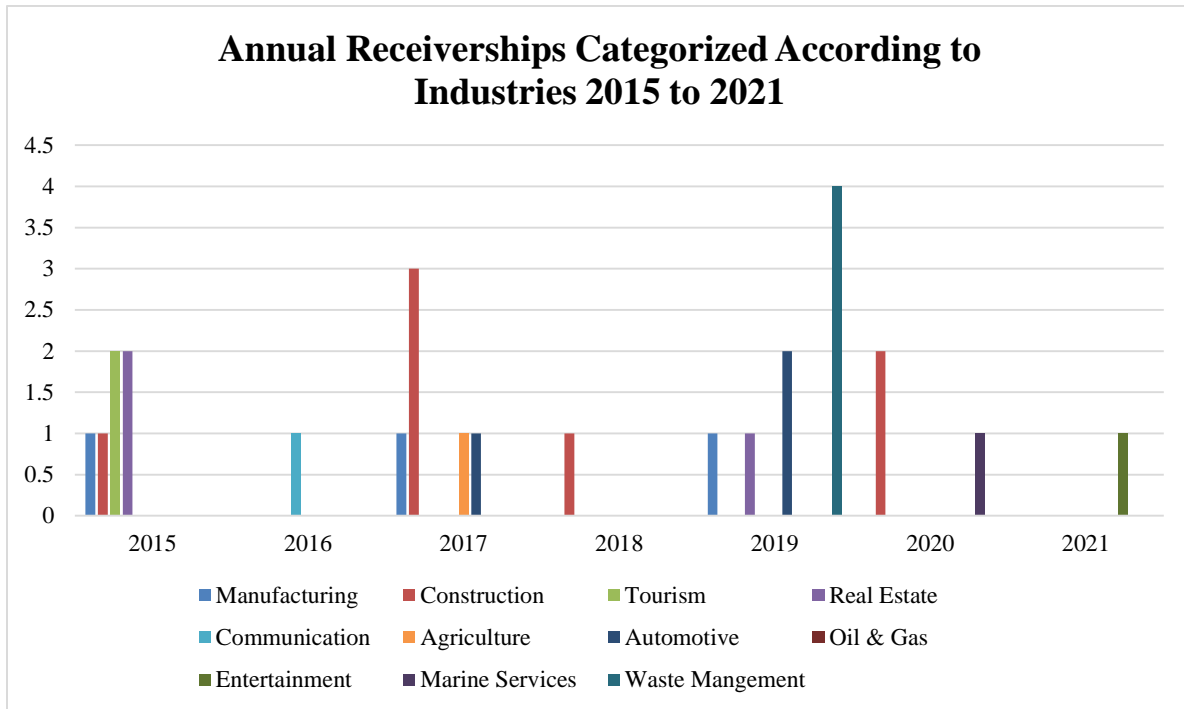
- **On-going Cases**

The ongoing receivership cases range in age from 11 months to 6.7 years. It should be noted that while the overall average is 3.2 years, 67% of the cases are 3 years and under. In the majority of these cases the Receiver-Manager is focusing more on the management of the business, rather than on disposition of assets, as this would allow the creditor to recoup a larger portion of the debt. A substantial portion of these cases have also been delayed due to litigation procedures.

- **Annual Receiverships Categorized According to Industries**

This analysis is for the benefit of the OSI. Inferences cannot be made about the economy, given that the OSI records an unknown fraction of receiverships that occur in the country.

As seen below, there have been 7 construction cases. These occurred every year, with the exception of 2016. Construction accounted for 27% of the 11 industries represented in receiverships. There were 3 each of Manufacturing, Real Estate and Automotive cases as well. It should be noted that the 2 tourism cases in 2015 are linked, similar to the 4 Waste Management cases in 2019; having the same owners, therefore facing the same or similar business risks.



## STATUS OF BANKRUPTCIES

There have been no bankruptcy cases at the OSI. The goal is to keep this number to a minimum, by encouraging engagement between debtor and creditor before it gets to the stage of bankruptcy.



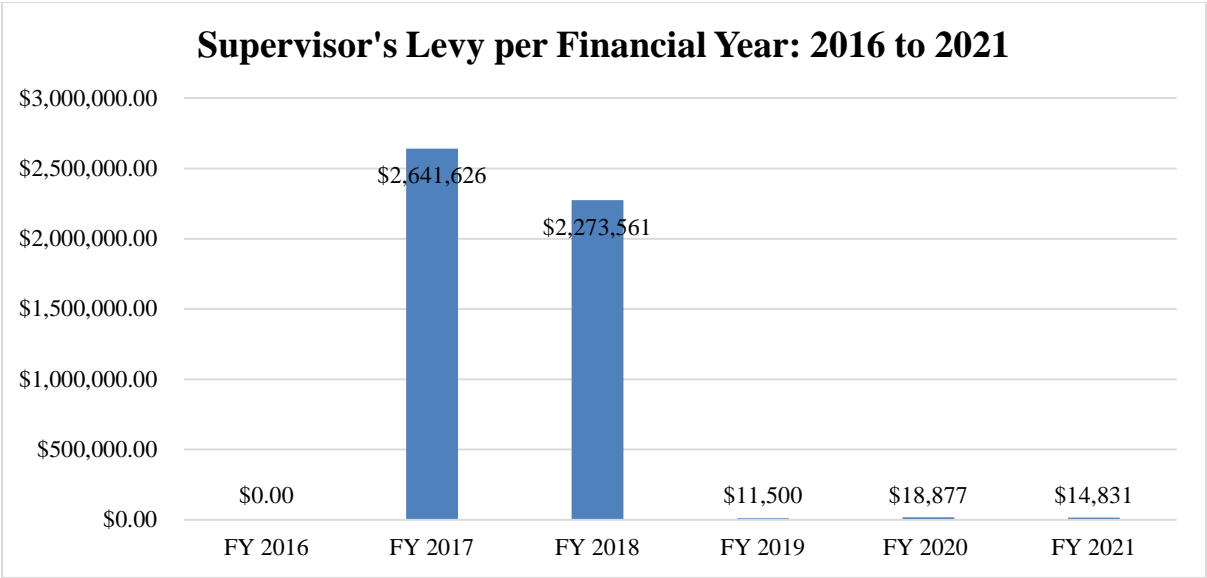
**REVENUE COLLECTION**

The 2 main sources of revenue for the OSI are the Supervisor’s Levy and fees paid by Trustees.

- **Supervisor’s Levy**

The Supervisor’s levy represents a five per cent (5%) charge on against all payments, and deducted from the said payments by the trustee before it is made on account of the claims of creditors.

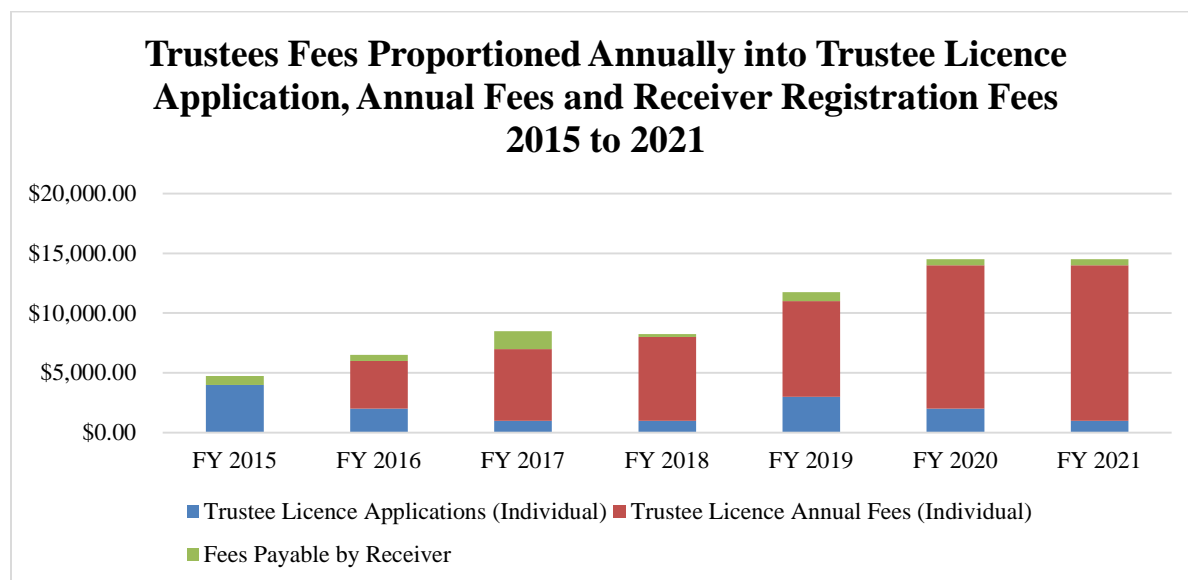
The average over the last 3 years was \$15,069, with collections for the financial year ending September 2021 at \$14,831. There was a noted spike in 2017 and 2018 due to one of the insolvent companies that is involved in oil and gas, exceeding forecasted revenues, and paying creditors before time. This therefore increased the supervisor’s levy in tandem with the accelerated payments.



- **Trustees Fees**

Figure 8 depicts an annual summary of the Collection of Fees as at September 30, 2021. In FY 2020/2021, as with most review periods, it consists almost solely of the following 3 categories of trustee fees: the application fee of \$1,000, an annual licence fee of \$1,000 and a receivership application fee of \$250. This based on Schedule 2 in the Bankruptcy and Insolvency Regulations which specify fees payable in terms of the BIA.

As expected, as the number of trustees increase, the total annual fee would increase more than the other categories.



## EASE OF DOING BUSINESS

The World Bank has halted its Doing Business Report in 2020, after irregularities were reported. The decision was taken so as not to undermine confidence in the institution and its reports, given the wide-ranging and far-reaching usage of this information.

It has started formulating a new approach to assessing the business and investment climate in economies worldwide. The organization has promised online updates as the development unfolds.

## CREDIT UNION FACILITIES FOR EMERGENCY INCOME LOANS

The OSI provided successful supervision and administration of one of GoRTT’s COVID-19 relief initiative, namely the Credit Union Facility for Emergency Income Loans for Credit Union Members and Business Liquidity Support (BLS) Facility for the Cooperative Credit Union Movement. This was aimed at ensuring the survival and rebounding of the Micro, Small and Medium Sized Enterprises (MSME) sector in light of the Coronavirus (COVID-19) Pandemic.

**Annual Administrative Report FY 2020-2021**  
**Public Financial Management Modernization Unit**  
**(PFMMU)**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020 -2021</b>
<b>Name of Division</b>	Public Financial Management Modernization Unit (PFMMU)
<b>Title of Department Head</b>	Chief Technical Officer
<b>Address of Department</b>	Level 18 Eric Williams Finance Building Independence Square Port of Spain

### BACKGROUND

The Public Financial Management Modernization Unit (PFMMU) was established in the Ministry of Finance to implement Public Financial Management Reform in the Public Sector. The Unit became operational in October 2016 and comprises a Chief Technical Coordinator, who serves as the Project Manager, one Procurement Officer and one Finance Officer.

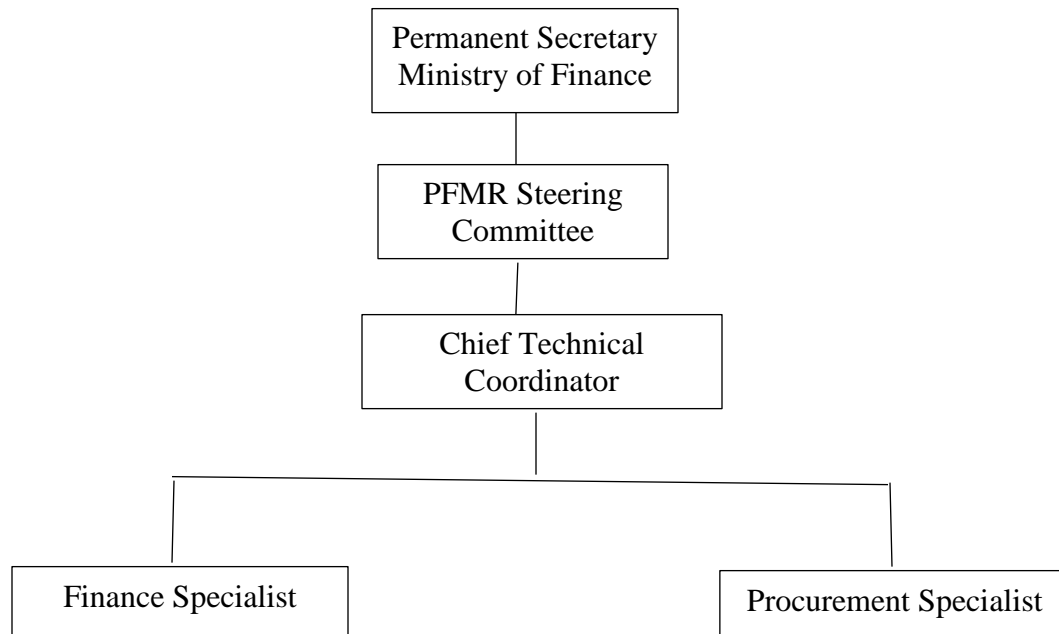
In keeping with Cabinet Minute No.706 of May 19, 2016 a PFMR (Public Financial Management Reform) Steering Committee was established comprising officials of the Ministry of Finance and the Ministry of Planning and Development to provide oversight, direction and support during project execution. The first meeting of the Steering Committee was held on September 15<sup>th</sup> 2020.

The PFM Reform Project objective is to strengthen the public financial management arrangements of the country to achieve improved efficiencies and effectiveness in: (i) the strategic allocation of public resources; (ii) control and stewardship of public resources; and (iii) information management for decision making. The reform efforts are aimed at putting in place modern institutional and technological systems and procedures for effective, efficient and transparent public financial management and reporting.

The proposed reforms with respect to public finances are to be implemented under 5 broad headings as follows:

- Budget Management - covering budget preparation and execution and the introduction of a new Chart of Accounts;
- Public Investment Policy and Implementation- inclusive of pre-investment reviews, project preparation and analysis, the ranking, selection, execution of projects and their subsequent monitoring and evaluation;
- Treasury Operations;
- The Information Technology (IT) Environment for public financial management, including the implementation of an Integrated Financial Management Information System (IFMIS) solution; and
- The Internal Audit Function.

## ORGANIZATIONAL STRUCTURE



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

### **Internal Audit Reform**

During the period October 1<sup>st</sup> 2020 to September 30<sup>th</sup> 2021 the PFMMU achieved the following objectives to modernize the Internal Audit function of Central Government (in keeping with Cabinet Minutes No. 285 of February 11, 2021 and No. 320 of March 3, 2016) namely:

- Obtained Cabinet approval for the establishment of a Central Internal Audit Secretariat as a specialized unit within the Treasury Division with responsibility and oversight of all Internal Audit Units (IAUs) as a strategy towards transforming the internal audit function of Central Government;
- Developed a Training Strategy/Plan to strengthen the professionalism of GORTT internal audit staff sufficient to deliver modern public sector internal auditing function;
- Commenced work towards engaging training through an external agency for staff of Internal Audit Units;
- Drafted a Training and Development Handbook;
- Created a methodology for developing risk-based internal audit strategies; and
- Commenced discussions with the Chief Personnel Officer to recommend terms and conditions of employment for a number of contract positions within the Central Internal Audit Secretariat.

### **Implementation of an Integrated Financial Management Information System (IFMIS)**

Completed the following in fiscal 2020-2021:

- Delivery of the IFMIS Software Licences
- Business Process Review
- Data migration
- Pre –User Acceptance Testing training conducted
- Conducted pre-pilot training based on security matrices
- Completed operationalization of E-Learning Platform
- Completed reconfiguration of IFMIS/Chart of Accounts for Pilot and Rollout

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2021-2022**

### **Internal Audit Reform**

- Conduct training programme for staff of the various Internal Audit Units through an external agency. This training will seek to expose large numbers of staff to attaining formal Internal Audit professional qualifications, and expanding on qualifications already achieved. Such training will allow for building a cadre of officers trained in areas such as risk-based internal auditing, as required in Central Government ministries/agencies.
- The Ministry of Finance commenced the process of “rolling out” the development of Risk-Based Internal Audit Strategies to Government Ministries. The intention is to conduct workshops for participation of Internal Audit staff and to build a selection of risk-based audit assignments into the Annual Plan.

### **Public Financial Management Reform**

- Finalization of staff training for the pilots, configuration of IFMIS to accommodate the actual financial processes of all Pilot entities, and the implementation of all pilots.
- Roll out the IFMIS to Ministries and Departments.
- Completion of the ICT governance consultancy including the ICT Architecture Implementation to be reviewed and approved by the Ministry of Finance.
- Engagement of Consultancy to conduct change management services for staff to prepare them for the transition into the new system of financial management.

**Annual Administrative Report FY 2020-2021**  
**Strategic Management and Execution Office**



## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Strategic Management and Execution Office
<b>Title of Department Head</b>	Director
<b>Oversight</b>	Deputy Permanent Secretary
<b>Address of Department</b>	Level 16 Eric Williams Finance Building Port of Spain

### BACKGROUND

In November 2011, The Strategic Management and Execution Office was established in the Ministry of Finance, as per Cabinet Minute No. 3138.

### MISSION STATEMENT

To provide high-level technical support in the coordination and preparation of strategic plans, the planning process, organizational performance improvement initiatives and the development of optimal business processes to execute the strategic mandates of the Ministry of Finance.

### VISION STATEMENT

To be the core process organization that ensures alignment and coordination to the various strategic plans of the department and agencies of the ministry and identify the critical success factors and risks assessments relating to the successful integration of these programmes and projects within the various business and support units.

### ROLES AND RESPONSIBILITIES

The primary responsibility of the Strategic Management and Execution Office is the oversight of the management, execution and progress reporting of Budget Policy Measures, and the Program and Projects initiatives that are needed to be implemented to drive the desired outcomes.

- i. Providing high level assistance to the leadership and management teams of the Ministry of Finance in planning and executing significant new public sector financial management programmes;
- ii. Reviewing and providing advice on the project scope, measures and indicators in the execution of the Ministry's initiative;
- iii. Co-ordinating and providing oversight of the implementation of action initiatives articulated in the Annual Budget Statements;
- iv. Advising on the design and implementation of organization strategic performance management and reporting systems to monitor budgetary performance;
- v. Monitoring the progress of projects to be implemented from the National Budget using the appropriate management information systems tools and software, namely the Electronic Records Management System (ERMS) Web-Based Repository;
- vi. Enhancing the budgetary process for the Ministry of Finance (MoF) for the oversight of the management, execution, risk analysis and progress reporting of budget measure by developing processes with the aid of guidebooks/manuals that define and outlines the processes relating to the definition, design, implementation and communication of proposed budget measures;
- vii. Working in conjunction with multi-lateral funding agencies such as the World Bank, Inter-American Development Bank (IDB), and the International Monetary Fund (IMF) with respect to information sharing across ministries; and
- viii. Advising on the evaluation, selection and implementation of core standardized methodologies covering programme management, process management, information, communication and technology and people management as it relates to the Ministry of Finance.

## **FUNCTIONS**

- To identify, evaluate and capitalize on strategic business opportunities.
- To coordinate and manage the Ministry's strategic planning process.
- To align existing and new management processes to strategy.

- To ensure that the Annual Budget is aligned to national priorities and the strategic objectives of the Ministry.
- To ensure that divisional strategies, inclusive of support units' strategies, are linked to the Ministry's mandate.
- To ensure that budget proposal articulated by the Minister of Finance and the Economy are implementable.
- To co-ordinate the development of policy documents and technical guidance notes on major policy issues for Cabinet and the Chief Parliamentary Counsel (CPC).
- To lead organizational transition management and corporate culture development.
- To oversee performance management, data collection and reporting processes
- To coordinate, manage and execute special projects.
- To engage and link external stakeholders to the Ministry's strategy.

#### **ACTIVITIES UNDERTAKEN FROM INCEPTION**

- The SMEO has developed potential fiscal measures for approval by the Budget Committee in preparation for the National Budget. This includes costing and liaising with relevant stakeholders including the Treasury Solicitor, Board of Inland Revenue, Customs and Excise Division and the Ministry of Energy and Energy Industries and relevant interest groups and stakeholders. The initiatives may be policy-related and may include for example amending the Minimum Wage Rate, adjusting Grants for the Senior Citizens and Differently Disabled. The initiatives may also be tax related and may include for example adjusting Personal Allowances, Tax Rates, Stamp Duty or Business and Green Fund Levy.
- The wider process involves costing these Measures by collaborating with the Board of Inland Revenue and the Customs and Excise Division and internal calculations of the Unit. Once accepted the SMEO collaborates with the Treasury Solicitor's Department to guide and translate policy into legislation for the Finance Act.
- The SMEO works closely with the Ministry of Planning and Development to facilitate the monitoring and reporting of projects outlined in the annual Budget presentations.

- The SMEO provides ongoing support to the office of the Permanent Secretary and the Minister of Finance in the preparation of policy papers and reports on key initiatives. This function is performed both independently and in collaboration with similarly functioning Units such as the Economic Management Division and the Treasury Solicitor’s Office.
- The SMEO collaborates on an ongoing basis with all Government Ministries to evaluate and monitor the status of key policies and projects that have a national impact and which provide the basis for the inclusion of achievements in the National Budget e.g. Infrastructural Projects –Major Highways, Seaports, Preventative Crime Measures. To this end the SMEO is collaborating with the IT Unit of the MoF to put in place a tailor-made Electronic Records Management System Database for real time capture of project information.
- The SMEO also collaborates with the Office of the Treasury Solicitor, the Inland Revenue Division, the Customs and Excise Division and the Ministry of Energy and Energy Industries in providing the policy prescriptions for the preparation of the Annual Provisional Collection of Taxes Order and the Finance Bill.

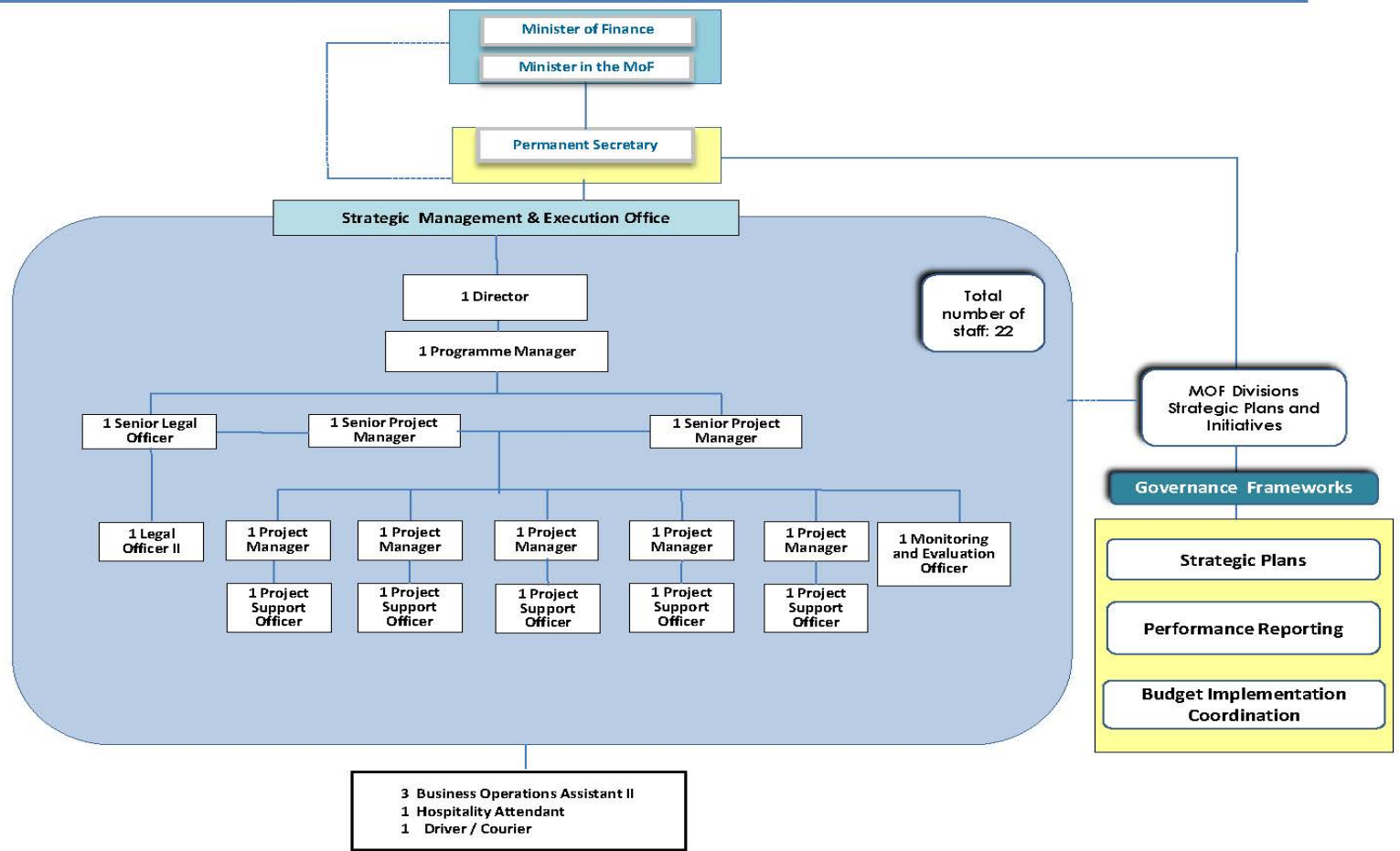
### **SOME NOTABLE PAST ACHIEVEMENTS**

- Development of the Ministry of Finance Strategic Plan 2015-2020;
- Development of the Ministry of Finance – Divisions’ Profile Summary Document;
- The Initial Public Offer of First Citizens Bank Limited;
- Renegotiation and execution of the Power Purchase Agreement between the Power Generation Company of Trinidad and Tobago Limited (POWERGEN) and the Trinidad and Tobago Electricity Commission (T&TEC);
- Review of the merger of Cable and Wireless Communications (CWC) and Columbus and the options available to the Government of Trinidad and Tobago for addressing the implications for the Telecommunications Services of Trinidad and Tobago (TSTT);
- Amendments to Schedule II of the Value Added Tax (VAT) Act;
- Budget Reform (Budget Process Manual);

- Extension of tax incentives to encourage the use of CNG vehicles in Trinidad and Tobago;
- IMF Mission on the Establishment of a Tax Policy Unit and a Preliminary Review of the Energy Fiscal Regime (April 20th – 29th, 2016);
- IMF 2<sup>nd</sup> Mission on Oil and Gas Taxation (May 25<sup>th</sup> – June 2nd, 2017);
- Assisted in the Preparation of Budget Speech 2015, 2016, 2017, 2018, 2019, 2020, 2021;
- Review of various Strategic Plans across the Public Sector and the provision of relevant comments on same for the Ministry of Housing and Urban Development, the Ministry of Energy and Energy Industries and SWMCOL and so on;
- Spotlight on the Economy - Data collation and preparation of Presentation for the Honourable Minister of Finance;
- Spotlight on Energy - Data collation and preparation of Presentation for the Honourable Minister of Finance; and
- Import Duties on Tyres in Trinidad and Tobago.

# ORGANIZATIONAL STRUCTURE

Current Organizational Structure of the Strategic Management and Execution Office



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

### **1. Establishment of the Gambling and Gaming Commission**

Coordinating the Legislative changes to the draft Bill and drafting of the Regulations, identification of suitable accommodation to house the Regulatory Agency and other transition arrangements.

Gambling, which encompasses gaming and betting, has emerged as a substantial industry in Trinidad and Tobago. Over the years, the Government has been working to put in place a regulatory framework to address the social concerns arising out of the gambling industry in Trinidad and Tobago.

The Commission would be responsible for instituting a licensing regime which would make it difficult for criminals and their associates to own, manage or control gaming establishments.

The collection of taxes would also be within the remit of the Commission. It is also hoped that through a well-staffed Commission that is strengthened to enforce the regulations of the gaming industry, safe and sustainable employment would be provided for those who work in the industry.

The Gambling (Gaming and Betting) Control Bill was passed in Parliament on 23 June 2021.

### **2. Establishment of the Trinidad and Tobago Revenue Authority (TTRA)**

The project to establish the Trinidad and Tobago Revenue Authority aims to merge the two (2) primary revenue collection agencies of the Government of the Republic of Trinidad and Tobago (GORTT): The Inland Revenue Division (IRD) and the Customs and Excise Division (CED) both of the Ministry of Finance (MOF) under one umbrella organization.

The SMEO's role includes, inter alia, project management oversight, contract management, the preparation of Notes for Cabinet to obtain requisite approvals and monitoring and reporting.

In FY 2020-2021 the Consultants engaged on the TTRA Project would have submitted the following deliverables: Job Descriptions, Job Evaluation Exercise, Compensation and Benefits Structure, Industrial Relations Policies and Draft Business Continuity Plan.

Over the period 2010 to 2020, three (3) Bills requiring the support of a special three-fifths majority were introduced in Parliament but lapsed, as a result of lack of support from the Opposition. Subsequently, the Trinidad and Tobago Revenue Authority (TTRA) Bill, 2021 was introduced in the Senate on September 10, 2021. The Bill was debated and passed on September 17, 2021 with twenty-one votes "for", seven votes "against" and one "abstention" and will be introduced in the House of Representatives.

### **3. Daily Rated Employees' Pension and Indexing of Monthly Paid Public Servants Salaries**

This project sets out to establish a Pension Scheme for Daily-Rated Workers within the Public Service and indexing the salaries of Monthly Paid Public Servants. In the 2020 Budget speech, the Minister of Finance proposed: that daily-paid workers in the public service with an appropriate minimum length of service be eligible for the minimum public service pension of \$3,500.00.

The NUGFW met with the Hon Minister and shared a proposal entitled Draft Rules for Discussion, for the pension plan for, Daily Paid Workers for Trinidad and Tobago. An initial analysis of the data by the MOF in January 2020 revealed that there were over **12,400 active daily-paid workers** with an expected **2,800 retirees**.

In order to formulate a comprehensive Project Plan, the MOF published a Request for Information Notice (RFI) inviting expert firms in the field to provide much needed information regarding the undertaking of the project. All submissions were reviewed towards the development of a draft Request for Proposal and the implementation of the Budget measure. The draft RFP was reviewed and approved by the Minister of Finance.



#### **4. Indexing of Monthly Paid Public Servants Salaries**

The Budget 2020 also proposed the review of public service pensions with a view to indexing these pensions at an appropriate level and that this review will be completed in fiscal 2020. Preliminary research indicates that available data within the IHRIS System would assist in this exercise.

To enable the MOF to understand better the main issues required to draft a suitable Scope of Works for the Request for Proposal, the MOF issued a RFI. All submissions were reviewed towards the development of a draft Request for Proposal and the implementation of the Budget measure.

#### **5. Conducting Research and Drafting of the 2021 National Budget Presentation in both Houses of Parliament**

This annual project is undertaken to assist the Honourable Minister of Finance in the budget presentation.

#### **6. Development of a Website for the Valuation Division**

The valuation Division officially launched its website for online access to the Valuation Return Forms as well as for the online completion and submission of Returns.

#### **7. Publication and Distribution of a Public Notice**

The Valuation Division published a Public Notice in the local newspapers informing property owners of the need to submit Valuation Returns Forms and all other accompanying documents. The Public Notice and new Valuation Return Forms were distributed via TTPost's direct mail delivery to a total of 450,000 households.

## **8. Establishment of a Valuation Tribunal**

The Ministry of Finance has approved the Valuation Tribunal membership, therefore, it is anticipated that the selected persons will be appointed upon the completion of the roll.

## **9. COL-Coursera Workforce Recovery Programme**

A collaboration between the Youth Training and Employment Partnership Programme (YTEPP) and the Commonwealth of Learning (COL) to provide online training to address the employment crisis brought about by the COVID-19 pandemic.

## **10. Entrepreneurial Relief Grant Administered by the National Entrepreneurship Development Company**

In June 2020, the GORTT announced the \$30.0 million Grant Facility to assist micro and small enterprises earning less than \$1.0 million per annum to recover from the effects of COVID-19. The National Entrepreneurship Development Company (NEDCO) was mandated to operationalize the facility.

The Ministry of Finance collaborated with NEDCO to establish operating procedures, parameters, application processes, monitoring and evaluation arrangements and post disbursement impact assessment. The Ministry of Finance released the first tranche in the sum of \$10.0 million on July 22, 2020 and the facility was officially launched with an online application process on July 29, 2020. NEDCO received the second tranche of \$10.0 million on January 22, 2021. The third and final tranche of \$10.0 was issued to NEDCO in May 2021.

As at September 23, 2021, NEDCO reported that 3,259 applications were approved and disbursed at a value of \$28.5 million.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **MAJOR PROJECTS**

#### **1. Formulation of the 2022 National Budget Presentation**

This annual project is undertaken to assist the Honourable Minister of Finance in the budget presentation.

The Honourable Minister of Finance presented the 2022 National Budget on Monday 4<sup>th</sup> October, 2021.

#### **2. Establishment of the Trinidad and Tobago Revenue Authority (TTRA)**

The project to establish the Trinidad and Tobago Revenue Authority aims to merge the two (2) primary revenue collection agencies of the Government of the Republic of Trinidad and Tobago (GORTT): the Inland Revenue Division (IRD) and the Customs and Excise Division (CED) both of the Ministry of Finance (MOF) under one umbrella organization.

The objective of the policy decision to establish the TTRA is to reform the country's revenue administration into an effective and efficient system that will optimize revenue collection and minimize tax leakages.

Cabinet, in February 2017, agreed to the establishment of a Revenue Authority in Trinidad and Tobago as the preferred modality for modernizing tax and customs administration. Consequent to this decision, Cabinet in April 2017 agreed to the appointment of a Project Implementation Committee with associated consultancy services to implement the TTRA.

Over the period September 2017 to March 2020, a work programme to establish the TTRA was designed and a cadre of Consultants were engaged to perform the groundwork required to implement the different work streams and components, to varying levels of completion.

The TTRA work programme was designed to produce the under-mentioned six (6) outcomes:

- i. Legislative Framework;
- ii. Institutional Design;
- iii. Staffing;
- iv. Increased Accountability;
- v. National Ownership of the TTRA; and
- vi. “Day-One” Seamless Transition.

Previous attempts to pass the core TTRA legislation (via TTRA Bills 2010, 2018 and 2019) were stymied by the requirement for a three-fifths special majority vote of Parliament and as such, steps were taken to establish the TTRA by adjusting the legislation with appropriate amendments, namely the establishment of the Enforcement Division of the TTRA, to allow for passage by a simple majority vote.

Accordingly, the latest TTRA Bill, 2021 enables the legal constitution of the Revenue Authority as a semi-autonomous body responsible for the collection and administration of Government revenue, through the merger of functions of the IRD and the CED. Furthermore, this Bill seeks to confer those powers, authorities and privileges of members of the Police Service (which are currently exercised by customs officers and other public officers) on public officers appointed by the Public Service Commission to officers in the Enforcement Division of the Authority, thereby avoiding the need for a special majority.

The TTRA Bill, 2021 was debated and passed in the Senate on September 17, 2021 and will subsequently be introduced in the House of Representatives.

### **3. Indexing of Monthly Paid Public Servants Salaries**

The 2020 Budget proposed the review of public service pensions with a view to indexing these pensions at an appropriate level and that this review will be completed in fiscal 2020. Preliminary research indicated that available data within the IHRIS System would assist in this exercise.

The work to complete the RFP for the Pension Indexation for Monthly-Paid Retirees is ongoing and will be submitted subsequently as the SMEO has sought approval to consult with the Office of the Chief Personnel Officer, a key stakeholder, to review the Terms of Reference.

#### **4. Establishment of a Property Tax Regime**

The Government of Trinidad and Tobago signalled its intention in the 2017 Budget Statement to amend certain legislative provisions including the determination of rates and to implement the existing Property Tax Act of 2009 with a view to having a fair and equitable property tax regime. The Property Tax is governed by the Property Tax Act, 2009 (Amendment 2018) and the Valuation of Land Act No. 17 of 2009 (Amendment 2018). Phase I of this project entails the creation of a valuation roll which will be utilized by the Board of Inland Revenue for the tax evaluation process. This will replace the former system of lands and building taxes which produced inconsistent and inequitable consequences and was not being administered efficiently or effectively in accordance with the statutory provisions.

During FY 2020/2021 the Commissioner of Valuations did achieve some level of success notwithstanding the legal constraints, and the voluntary process that was in place prior to the Commissioner of Valuations' Public Notice. As at September 2021, a total of 127,969 Valuation Return Forms (VRFs) were submitted for the Valuation Roll by property owners/occupiers. Site visits to conduct site inspections commenced in 2018 and the processing of data collected commenced in 2019 with the development of the Valuation Information System (VIS). The immediate focus is residential properties. A total of 77,751 property records with VRFs were entered on the VIS for the Valuation Roll, including 64,317 residential properties with site inspections completed. The professional staff at the Valuation Division has since commenced the verification and approval of property records completed to date for placement onto the Valuation Roll.

The Valuation Division of the Ministry of Finance worked assiduously to conduct the assessments required on a voluntary basis for the Valuation Roll with constraints and numerous challenges. Consequently, the Commissioner of Valuations published a notice for mandatory submission of returns by property owners/occupiers/agents. This request for submission of returns issued by the Commissioner of Valuations commenced on September 6, 2021 and the deadline for submission of returns by property owners/occupiers/agents is November 30<sup>th</sup> 2021. It is anticipated that this will expedite the process of obtaining the property data required for the Valuation Roll, pursuant to Section 29 of the Valuation of Land Act, Chap. 58:03. The main objectives are for Valuation Division to complete the Valuation Roll with annual rental values

(ARVs) for all properties, and for the Board of Inland Revenue to commence the collection of property tax, starting with residential properties. The assessment and associated taxation of commercial, industrial, and agricultural properties will follow thereafter.

On September 6<sup>th</sup> 2021, the following activities were implemented to facilitate the mandatory submission of returns by property owners, occupiers and agents:

- Official launch of a Website for online access to the Return as well as online completion and submission of Returns.
- Publication of a Public Notice in the local newspapers informing property owners of the need to submit Valuation Returns Forms and all other accompanying documents.
- Distribution of new Returns via TTPost's direct mail delivery to 450,000 households.

As required by the Valuation of Land Act, a Valuation Tribunal was selected to facilitate appeals by property owners/occupiers/agents for review of valuations. The Ministry of Finance has approved the Valuation Tribunal membership, therefore, it is anticipated that the selected persons will be appointed upon the completion of the roll.

## **5. Daily Rated Employees' Pension and Indexing of Monthly Paid Public Servants Salaries**

This project sets out to establish a Pension Scheme for Daily-Rated Workers within the Public Service and indexing the salaries of Monthly Paid Public Servants. In the 2020 Budget speech, the Minister of Finance proposed: that daily-paid workers in the public service with an appropriate minimum length of service be eligible for the minimum public service pension of \$3,500.00.

The RFP would be issued and based on the responses, a Cabinet Note for the consideration of the Hon. Minister would be prepared.

The SMEO is awaiting the approval of its recommendation for the establishment of an Implementation/Facilitation Team to be established in the Ministry of Finance to support the

processes of this projects. The Team’s mandate will include managing the data requests and flow, meeting and providing clarification as required, and managing the reporting needs/expectations of the Ministry of Finance for both projects while taking advantage of the opportunity for knowledge transfer.

## **6. Establishment of a Civil Assets & Recovery Management Agency**

The Government of Trinidad and Tobago is seeking the implementation of the Civil Asset Recovery Management and Unexplained Wealth Act, 2019 (hereafter referred to as the Act), which was partially proclaimed by Proclamation No. 8 of 2019, dated June 13, 2019 and Proclamation No. 10 of 2019 dated August 23, 2019.

SMEO has been tasked with the responsibility of implementing this initiative. As a consequence, SMEO wrote to various stakeholders namely, the Treasury Division, Customs & Excise Division, Board of Inland Revenue and the Ministry of Public Administration seeking advice on the next steps to be taken for implementation of various Sections of the Act that are relevant to the respective Divisions and Agencies.

At the meeting with the Treasury Solicitor’s Department on November 4, 2020, it was advised that the Ministry of Finance should re-engage the CPC as the drafted legislation contained ambiguous clauses. It was mentioned that a clear idea needs to be given on what needs to be implemented as the legislation does not help in delivering a solution.

## **7. Strategic Plan of the Ministry of Finance for the Period 2021 – 2026**

In FY2021, the SMEO led the process of procuring a consultant to spearhead a strategic planning process towards the production of a Strategic Plan for the Ministry of Finance for the period 2021 - 2026, including the Implementation Plan and Performance Management Framework. The Strategic Plan and associated documents would be aligned to the country's Vision 2030- National Development Strategy (NDS) 2016-2030 and the Roadmap of Trinidad and Tobago Reports (Post COVID-19 Pandemic and Transformation to a New Economy and New Society)

In August 2021, five (5) firms were invited to tender via corporate bidding. Subsequently, in September 2021 Proposals were received from three (3) firms and an Evaluation Committee appointed with the evaluation of Proposals carded for October 2021.

## **8. Establishment of the Motor Vehicle Accident Fund**

In the 2014 Budget Statement, the Minister of Finance and the Economy proposed to establish a Fund to compensate victims of accidents caused by uninsured drivers. This fund would be administered by a statutory body established through legislation and would be known as the Motor Vehicle Accident Fund. GoRTT on March 19, 2015 approved the establishment of a Motor Vehicle Accident Fund, and the Policy document which was written and submitted to the MOF by the Central Bank of Trinidad and Tobago (CBTT), the Office of the Financial Services Ombudsman and the Association of Trinidad and Tobago Insurance Companies (ATTIC).

The policy document was forwarded to the office of the Chief Parliamentary Counsel (CPC) for legislative drafting in 2015. In 2016 and 2017, the CPC requested from the Ministry of Finance, clarification on specific points of policy for the establishment of the Motor Vehicle Accident Fund. The requested response was eventually provided to the CPC in 2017 and in 2019 the MOF was in receipt of a preliminary draft Motor Vehicle Fund Bill. This draft Bill was subsequently submitted for internal stakeholder comments.

As at September 30, 2021, the SMEO has commenced its review of these comments with a view to recommend a way forward for the project.

## **9. Salary Relief Grant (SRG) administered by the National Insurance Board of Trinidad and Tobago (NIBTT)**

### **(PHASE I)**

On March 23, 2020, the Honourable Minister of Finance announced the provision of Salary Relief Grants (SRG) to assist persons whose employment was suspended or terminated as a result



of the public health restrictions implemented in response to the Novel Coronavirus (COVID-19) Pandemic for the three (3) month period – April to June, 2020.

GoRTT, in April 2020, approved the SRG to provide relief for citizens or permanent residents within the National Insurance System (NIS), who were involuntarily terminated, suspended without pay or who have suffered loss of income as a result of the impact of the 2019 Novel Coronavirus (COVID-19) Pandemic, in the form of a grant of \$1,500.00 per month for a period of up to three (3) months.

The SRG which is funded by the Ministry of Finance (MOF) is administered by the National Insurance Board of Trinidad and Tobago (NIBTT). An office was established for the screening and processing of SRG applications.

The NIBTT reported that as at September 30, 2021, **86,924** SRG payments were made to a value of **\$143,563,570**.

## **(PHASE II)**

On May 10, 2021, the Honourable Minister of Finance announced the provision of Salary Relief Grants (SRG) to assist persons whose employment was suspended or terminated as a result of the public health restrictions implemented in May 2021. The SRG was offered to persons registered in the NIS system in the amount of 1,500.00 from May 1, 2021 or \$1,000.00 from May 8, 2021 and \$1,500.00 from June 1, 2021 or \$1,000.00 from June 8, 2021.

Persons employed in the construction sector were invited to apply for the June offering of the Salary Relief Grant. Once eligible, persons in the construction sector whose income was suspended/terminated from May 8, 2021 received \$1,500.00 with effect from June 1, 2021 and those whose income was suspended/terminated from June 8, 2021 received \$1,000.00 for the month of June.

Online applications for the SRG for May/June 2021 were invited with the launch of the online application e-portal on May 19, 2021. The deadline for the submission of applications was midnight July 9, 2021. However, persons with applications in progress at the deadline, had until midnight July 31, 2021 to complete and submit their applications. As at July 31, 2021, **24,296** applications were received for processing by the SRG Command Centre. Subsequently, **248**

applications were identified as duplicates. Therefore **24,048** persons applied for Phase II of the Salary Relief Grant.

The NIBTT reported that as at September 30, 2021, **8,274** SRG payments were made to a value of **\$23,775,500**.

Payments for both Phases I and II of the SRG are ongoing.

## **10. Small and Medium Enterprises Loan Guarantee Programme**

### **(PHASE I)**

Phase I of the SME Loan Guarantee Programme was approved by GoRTT in May 2020 at a value of TT\$300 million and was made available to those SMEs whose Annual Gross Reserves were between TT\$6 million to TT\$20 million and a minimum of five (5) employees.

The Programme included an availability period between **June 2020 to September 30 2020**, a Government guarantee of 75% of the loan amount plus the associated interest due by the SMEs as collateral for the SME borrowers' obligation in the event of default and a repayment period of five (5) years (inclusive of a 24 month moratorium on principal payments from date of disbursement).

### **(PHASE II)**

Phase 2 of the SME Loan Guarantee Programme was approved by GoRTT in September 2021 at a value of \$196.0 million and will be made available to those SMEs whose Annual Gross Revenues are between TT\$500,000 and TT\$25 million, with a minimum of five (5) employees.

Phase 2 of the Programme included an availability period between **September 2021 to December 31, 2021**, a Government guarantee of 100% of the loan amount and a repayment period of seven (7) years (inclusive of a 24 month moratorium on principal payments from date of disbursement).

## ONGOING ASSIGNMENTS

1. Monitoring of GORTT's COVID-19 Financial Support Programme;
2. Elimination of paper-based Customs and Immigration Forms;
3. Conducting Research and Drafting of the 2022 National Budget Presentation in both Houses of Parliament;
4. Comments on behalf of the Ministry of Finance on the Draft Supplemental Letter of Agreement between the United Nations Development Programme (UNDP) and the Government of Trinidad and Tobago (GORTT);
5. Monitoring and Reporting of the Public Sector Investment Programme under the Ministry of Finance;
6. Comments on the NIBTT Tenth Actuarial Review of the National Insurance System as of June 30, 2016 - Reform Initiatives to Ensure Sustainability and Relevance of the NIS System for the Minister of Finance;
7. Request for Comments - Draft Headquarters Agreement between GORTT and CARPHA;
8. Suspension of the CET and Reduction/ Variation of the Rate of Duty on Various Items;
9. Suspension of the CET and Reduction/ Variation of the Rate of Duty on Petroleum Products;
10. National Flour Mills – Request for an Increase in Flour Prices;
11. Preparation of the 2020 Annual Administrative Report for the Ministry of Finance;
12. Inter-Agency Steering Committee for the Utility Scale Renewable Energy Projects;
13. Debt from Government Ministries and or Government Departments as at September 30, 2020;
14. Addressing concerns expressed by Domus Windows and Doors Ltd.; and
15. Request for Stakeholder Submissions – Customs Divisions re: JSC Shipping Bill, 2020.

## **SOME NOTABLE SMEO ASSIGNMENTS RECENTLY COMPLETED**

- Preparation of Brief on Pension Reform to Mitigate Effect of National Emergencies such as Pandemics to the Honourable Minister of Finance;
- Development Policy Loan with a Catastrophe Risk Deferred Draw-down Option;
- Conducting Research to Facilitate consideration of a Request for the Review of Mortgage Agreements under the Varinstall Mortgage Plan;
- Compilation of Report by the MOF on the Recommendations of the 28<sup>th</sup> Report of the Public Accounts Committee on the Examination of the Report of the Auditor General on the Public Accounts for FY 2017/2018;
- MOF input on the Draft Revised National Tourism Policy, 2020-2030;
- Request for Proceedings – Trinidad and Tobago National Petroleum Marketing Company Limited;
- Establishment of a Contributory Group Health Plan for the Monthly-paid Employees of the Regional Health Authorities - Request for support through the Risk Management Services Limited;
- Request for Information – BWIA General Pension Plan;
- Monitoring and Facilitating a Request for St. Dominic’s Children’s Home to be Removed from Under the Control of the Statutory Authorities’ Services Commission (SASC);
- Formulating for consideration the Ministry of Finance’s Position in response to Private Day Care Providers being afforded Priority Status in accessing COVID-19 Relief Measures; and
- Procurement of Consultancy Services to Conduct Independent Actuarial Valuations of Petrotrin Employees’ Pension Plan (PEPP) and Trintopec Staff Pension Plan (SPP).

**Annual Administrative Report FY 2020-2021**  
**Tax Treaty Unit**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Tax Treaty Unit
<b>Title of Department Head</b>	Senior International Taxation Treaty Analyst/Head
<b>Oversight</b>	Deputy Permanent Secretary
<b>Address of Department</b>	Level 20 Eric Williams Finance Building Port of Spain

### BACKGROUND

The Tax Treaty Unit was established by Cabinet Minute on December 3, 1987, to service both the Permanent Double Taxation Team and the Double Taxation Negotiating Team. The Unit also serves as a resource base for the Ministry on International Taxation matters, with a specific focus on the negotiation of international taxation treaties. It also provides technical support and advice to the Trinidad and Tobago Competent Authority on Trinidad and Tobago's taxation obligations to international bodies. The work of the Unit is to:

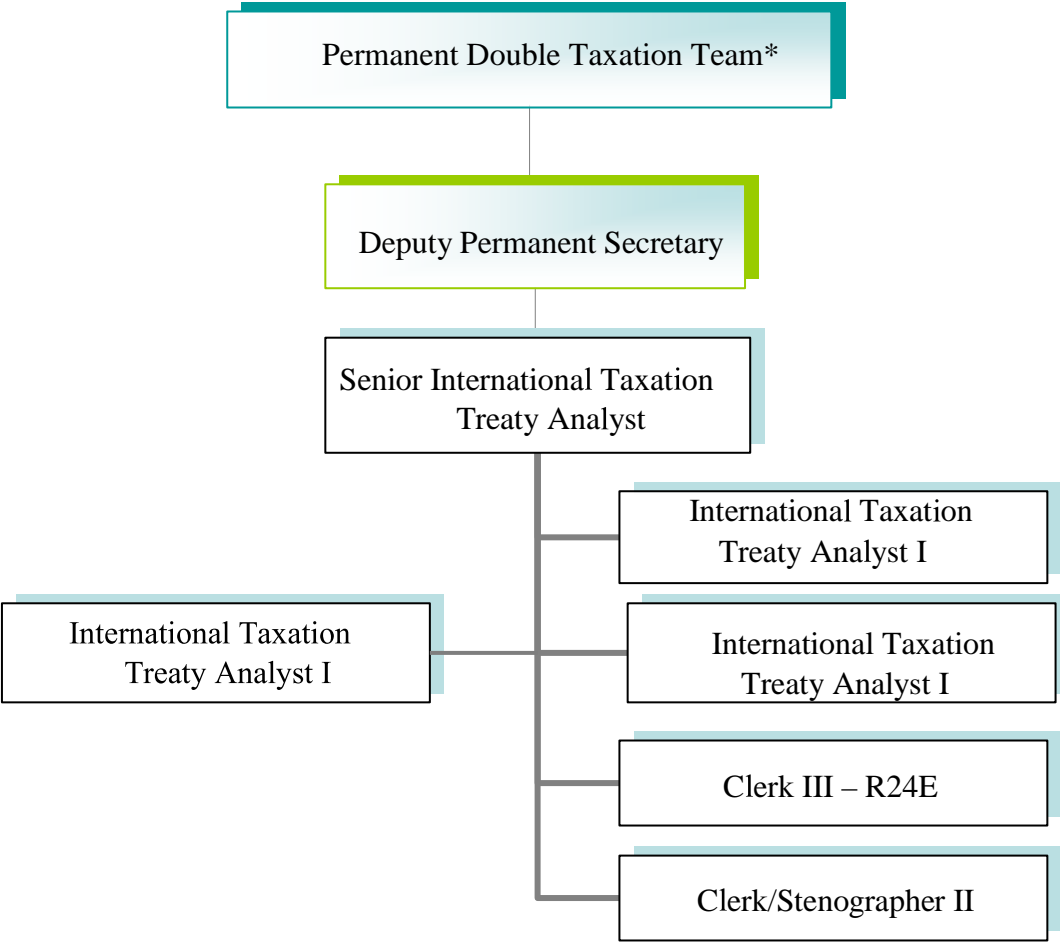
1. provide high-level analysis of the expected costs, benefits and risk emanating from prospective negotiations including assessing the impact on the macroeconomic objectives of Trinidad and Tobago;
2. provide analytical and administrative support to Trinidad and Tobago's team during negotiations;
3. ensure the ratification and publication of Tax Treaties in a timely manner;
4. maintain an up-to-date version of the Trinidad and Tobago Model Tax Treaty Convention;
5. advise stakeholders on the international aspects of taxation with emphasis on double taxation treaties;
6. provide technical and analytical services to ensure obligations are met in relation to Global Forum matters;
7. provide high-level critical analysis and support of Trinidad and Tobago's implementation of the OECD BEPS minimum standards;

8. monitor the on-going work of the EU Code of Conduct Group to ensure that Trinidad and Tobago is compliant with its cooperative tax jurisdiction criteria;
9. analyse the impact of new and proposed domestic and international taxation rules on existing double taxation treaties and future negotiations;
10. coordinate local and overseas double taxation negotiations between Trinidad and Tobago and prospective treaty partners; and
11. prepare periodic reports on the status and outcome of double taxation negotiations, the work of the Permanent Double Taxation Team, and activities of external stakeholders including international organizations.

### **MISSION**

To provide timely high level analytical and administrative support to the Cabinet appointed Permanent Double Taxation Team, the Trinidad and Tobago Double Taxation Negotiating Team, the Ministry of Finance and other stakeholders.

**ORGANIZATIONAL CHART**





## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

Trinidad and Tobago joined the OECD’s Base Erosion and Profit Shifting (BEPS) Inclusive Framework in November 2017 and committed to the implementation of its four (4) minimum standards, as well as to participate in the ongoing work to close the loopholes for tax base erosion and profit shifting through the development and advancement of the comprehensive BEPS package and to develop standards on the remaining BEPS issues.

For BEPS Action 1, Trinidad and Tobago provided high-level political support for the Two Pillar Solution to address the tax challenges arising from the digitalization and is monitoring the progress on this Action Item. In 2021, Trinidad and Tobago was engaged in the Peer Review Process for BEPS Action 13: Country-by-Country Reporting (CbCR) and started its Stage 2 Peer Review on BEPS Action 14: Mutual Agreement Procedure (MAP).

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **Global Forum on Transparency and Exchange of Information in Tax Matters (Global Forum):**

Trinidad and Tobago is rated as ‘Non-Compliant’ by the Global Forum with respect to the Exchange of Information on Request (EOIR) Standard and has not yet implemented the new Standard on the Automatic Exchange of Information (AEOI). Four pieces of legislation were enacted in 2019 and 2020 to address TT’s deficiencies, however, the Mutual Administrative Assistance in Tax Matter (MAATM) Act 2020 requires proclamation.

Trinidad and Tobago approached the Global Forum Secretariat for Technical Assistance to ensure that the legislative amendments made would allow the country to be in a better position to undergo the Global Forum Phase 2 Peer Review of the EOIR Standard (which was further deferred to the first quarter 2023). The legislation was reviewed by the Global Forum Secretariat and a Technical Assistance Report (TAR) was prepared and submitted to Trinidad and Tobago. In December 2021, Trinidad and Tobago presented comments on the Report and is working with the Global Forum to address all issues identified therein.

### **OECD BEPS Inclusive Framework:**

The Tax Treaty Unit is tasked with providing technical support to all stakeholders in implementing the OECD BEPS minimum standards.

- **Action 5: Harmful Tax Practices-** Trinidad and Tobago having a harmful preferential tax regime, administratively closed off new entrants in January 2019 and has drafted Special Economic Zone (SEZ) legislation which is currently being reviewed by stakeholders;
- **Action 6- Prevention of Tax Treaty Abuse -** Trinidad and Tobago is reviewing its existing Double Taxation Agreements to ensure compliance with international standards

as it relates to OECD requirements. The Stage 2 Peer Review Process was initiated and is in progress;

- **Action 13 - CbC Reporting** - The 2021 Peer Review was initiated and is in progress; and
- **Action 14 Make dispute resolutions mechanisms more effective** - TT's draft Mutual Administrative Procedure (MAP) Guidelines for the Action 14 minimum standard is in the review process. The Stage 2 Peer Review Process was initiated and is ongoing.

### **Professional development of the technical staff of the Tax Treaty Unit:**

To increase the productivity and analytical capability of the technical staff of the Tax Treaty Unit, the Analysts were able to access online training/ workshops/plenary meetings in the following areas:

- OECD BEPS Tax and Development Day- January 2021;
- Joint Meeting of the FTA MAP Forum and Working Party 1 on the review of the Action 14 minimum standard;
- COTA/CATA Consultation Meeting on BEPS- June 2021;
- 12<sup>th</sup> Meeting of the BEPS Inclusive Framework- July 2021;
- Special Economic Zone Stakeholder Session- August 2021; and
- 13<sup>th</sup> Meeting of the BEPS Inclusive Framework- October 2021.

**Annual Administrative Report FY 2020-2021**  
**Treasury Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Treasury Division
<b>Title of Department Head</b>	Comptroller of Accounts
<b>Address of Department</b>	No. 1 St. Vincent Street Port of Spain

### VISION

To be the premier Public Sector institution in the region for innovative public financial management and accountability systems.

### MISSION

To contribute to enhancing the quality of life of citizens, by promoting good governance of the State's resources through the provision of dynamic Financial Management Systems and Services in a timely and professional manner.

### RESPONSIBILITIES

The core responsibilities of the Treasury Division are to provide financial management and accounting services to Ministries and Departments; to produce the Consolidated Accounts and ensure that the Public Accounts of the Republic of Trinidad and Tobago are laid in Parliament on a timely basis, and to administer superannuation and/or terminal benefits to retired public officers/beneficiaries.

In the execution of its responsibilities for the management of the financial affairs of the State, the Treasury Division develops, implements and monitors financial management and accounting systems throughout the Public Service.

In monitoring the systems, it has the authority to inspect all offices and to have such access to all official books, documents and other records as may be necessary for the exercise of its powers. In addition, the Division ensures that the internal audit functions efficiently and effectively.

This internal control exists to provide each Accounting Officer with the assurance that accounting systems are adequate and operating in accordance with Government's legislation/accounting policies/guidelines so as to provide accurate, relevant and reliable financial information.

## **ORGANIZATIONAL STRUCTURE**

The Treasury Division is divided into three broad functional areas as follows: -

- a) Financial Management;
- b) Treasury Management; and
- c) Pensions Management.

### **a) Financial Management Branch**

One of the core functions of the Financial Management Branch is that of reviewing and updating Financial Accounting and Management Systems in the Public Service. The services this Branch provides to its clientele are as follows: –

- i. Developing, implementing and monitoring financial management and accounting systems and procedures in the Public Service;
- ii. Investigating irregularities in the Financial Management and Accounting Systems;
- iii. Training and developing personnel in financial management and accounting systems and procedures in the Public Service;
- iv. Providing advice to Ministries and Departments and to the Public Accounts Committee (PAC) in financial and accounting matters;
- v. Developing and monitoring Internal Audit Units in the Public Service;

- vi. Issuing instructions for the recovery of overpayments where appropriate and making recommendations for the write off of losses of cash and stores and overpayments where these are no longer recoverable;
- vii. Ensuring that Accounting and Administering Officers are appointed by the Minister of Finance; and
- viii. Making recommendations to the Minister of Finance for opening Bank accounts and setting guidelines for the operation of public or official Bank accounts.

#### **b) Treasury Management Branch**

The Treasury Management function is the hub of the operations between the Treasury Division and Ministries/Departments in respect of the disbursement of Parliamentary funds and the final reporting to Parliament via the statutory Treasury Statements and Appropriation Statements.

Treasury Management encompasses the following sub-branches:

- i. General Ledger Services;
- ii. Public Debt Management;
- iii. Loans Management;
- iv. Finance and Accounts; and
- v. Cash Monitoring.

#### **Synopsis of Treasury Management sub-branches:**

##### *i. General Ledger Services*

The General Ledger Services (GLS) Section is responsible for the accounting operations required to produce the annual financial statements of government relative to its revenue and expenditure. GLS interfaces with every Ministry and Department in producing, recording, maintaining and reconciling accounting records to permit them to produce their Appropriation Statements.

GLS also has the responsibility for the consolidation of the revenue collected by Ministries/Departments, District Revenue Offices and the Tobago House of Assembly for

incorporation into the General Ledgers of the Republic. It is charged with the responsibility for reporting in detail, the revenue collected during any financial year.

The monthly processing of receipts and expenditure transactions emanating from each and every Overseas Embassies, High Commissions or Consulates. The conversion of transactions from each foreign currency to TT\$ is also undertaken within GLS.

*ii. Public Debt Management (PDM)*

The major function of the Public Debt Management (PDM) Section is the management of Government loans, both local and international.

*iii. Loans Management*

The Loans Management Section provides loans to public officials who are in a travelling position and who are required to keep/use a vehicle in the performance of his/her duties.

*iv. Finance and Accounts (F&A)*

The Finance and Accounts (F&A) Section provides the accounting services for the Treasury Division, other divisions of the Ministry of Finance and in certain areas (non-budgetary funds) for the entire Public Service. It is also responsible for the production of the Consolidated Appropriation Account of the Ministry of Finance and the detailed Appropriation Statements of the Comptroller of Accounts. F&A also provides a disbursement function on behalf of other Governments and Administrations. The delivery of quality service to its clientele is the main objective in this area.



**v. *Cash Monitoring (CM) Section***

This section is responsible for monitoring and reporting on the various bank accounts held by the Treasury Division, Ministry of Finance. CM is also responsible for payments and receipts made by Ministries and Departments.

**c) *The Pensions Management Branch (PMB)***

The Pensions Management Branch (PMB) is committed to processing and paying retirement benefits promptly. PMB is responsible for the administration of Public Service Pension Schemes in accordance with various Pension Laws, Regulations and Memoranda of Agreement which relates to the Judicial, Legislative and Administrative Services for the Republic of Trinidad and Tobago.

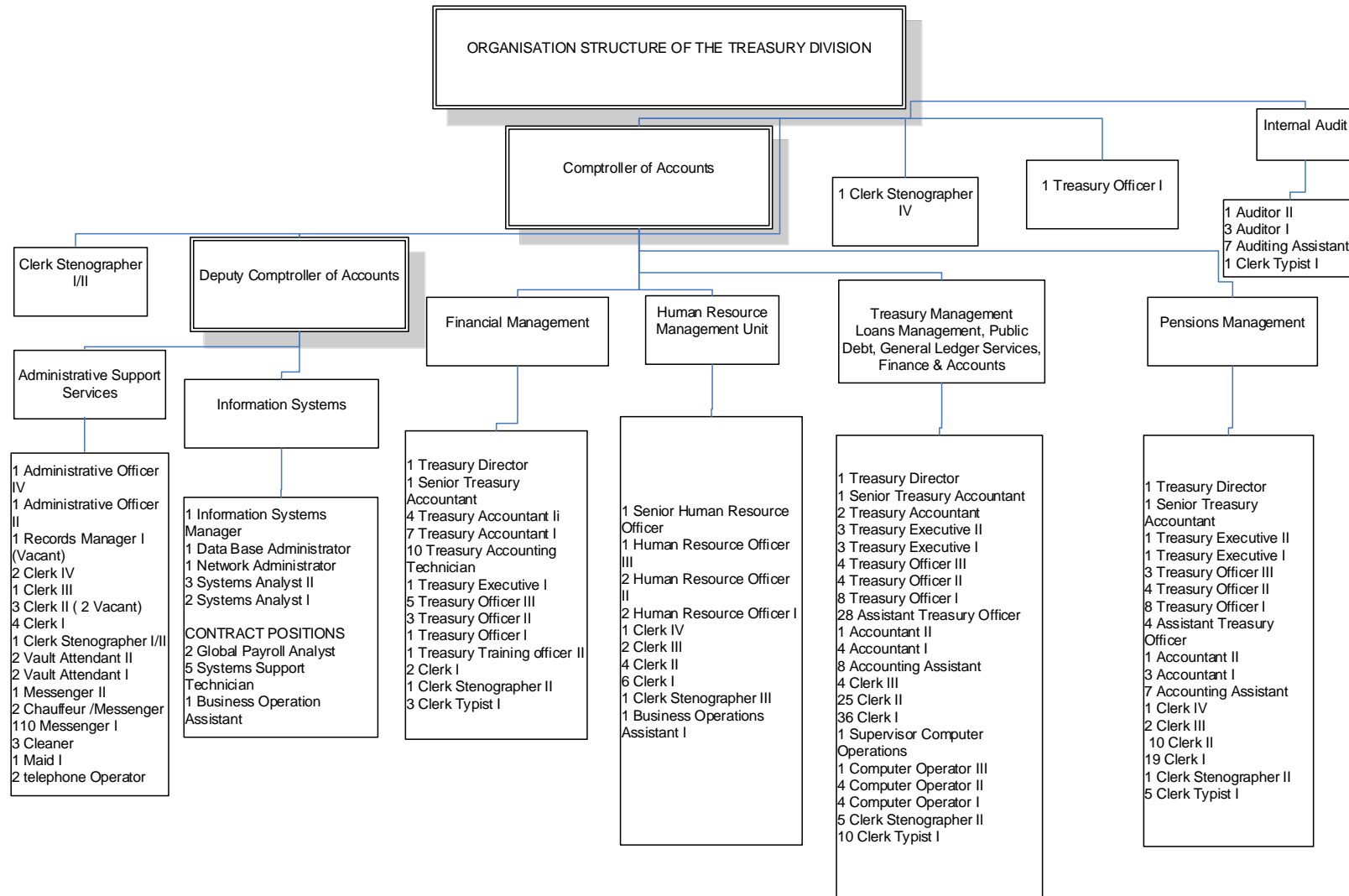
This administration commences with the annual collection and collating of service records in respect of all serving monthly paid Public Officers and ends with the payment of a monthly pension for the life of the pensioner.

In addition to the Public Officers, the PMB also pays a Gratuity to Daily Paid employees and computes the Retirement Benefits which are paid by the Ministry/Department.

The PMB also administers the Widows and Orphans Pension Scheme. The Branch maintains the records of eligible male officers who are deemed contributors to the Widows and Orphans Pension Scheme.

With respect to contract officers within the Public Service, the Pensions Management Branch also pays Contract Gratuity due to these officers. The Branch also facilitates payment through Overseas Missions/Embassies and other Governments on behalf of Pensioners residing in those jurisdictions.

# ORGANIZATION STRUCTURE



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

### **a) FINANCIAL MANAGEMENT BRANCH**

#### **i. Electronic Funds Transfer System (EFT)**

The implementation of Online Credit Card Payments at the Judiciary of Trinidad and Tobago was undertaken and completed. This required collaboration with key stakeholders such as the financial institution, Trinidad and Tobago Cyber Security Incident Response Team (TT-CSIRT) and the Judiciary of Trinidad and Tobago.

#### **ii. Government Payment System (GPS)**

The Treasury Division is desirous of having a Centralized Cheque Generation and Electronic Funds Transfer System (EFT) to improve the processing and reconciliation of cheques and EFT Transfers.

The Government Payment System (GPS) was implemented in 2005 and was upgraded in February 2021 to support the re-engineered process to facilitate the payments of salaries/wages via EFT.

EFT payments will be made via two electronic systems, the Automated Clearing House (ACH) and the Real Time Gross Settlement (RTGS), facilitated through the Central Bank of Trinidad and Tobago (CBTT).

The ACH will be used for large volume, low-value transactions (under \$500,000) payments. RTGS will be used for large value transactions (over \$500,000) or time-critical payments of any amount.

**iii. Cash Basis International Public Sector Accounting Standards (Cash Basis IPSAS) and Treasury Accounting Reform**

The International Public Sector Accounting Standards Board (IPSASB) develops accounting standards for public sector entities referred to as International Public Sector Accounting Standards (IPSAS). The Treasury Division is seeking to adopt the IPSAS cash basis of accounting in respect of financial reporting and eventually progress to modified accrual basis of accounting. Cash basis means a basis of accounting that recognises transactions and other events only when cash is received or paid.

In this regard, in producing the Public Accounts of the Republic of Trinidad and Tobago for FY 2018/2019, the Treasury Division prepared and presented “**Cash Basis Consolidated Statement of Assets and Liabilities**” using the concepts and accounting standards of the IPSAS cash basis of accounting. This statement has been presented for Financial Year 2021 Public Accounts.

**iv. Integrated Global Payroll/Integrated Human Resource Information System (IGP/IhRIS)**

A Request for proposal was issued publicly by the Central Tenders to initiate Phase II of the project which involves utilizing the Human capital Management (HCM Modules on the upgraded IGP/IhRIS System. Some of the HCM Modules that would be operationalized consist of the following:-

- E-Recruit – facilitates completing and tracking Job Applications online;
- Performance Management – employee appraisal;
- Leave Absence Management; and
- Employee Self Service – the System would facilitate employees making request for HR services online and view employment records.

The bids received were all rejected as not meeting the requirements requested by the GoRTT. The Request for proposal will be reissued by the CTB during 2022 to solicit new bids.

## **b) THE PENSIONS MANAGEMENT BRANCH (PMB)**

### **Pensions Management Reform**

The Pensions Management Branch maintains its strategic direction to implement short, medium and long-term initiatives to improve efficiency in achieving its mandate to make timely payments of superannuation and other terminal benefits for monthly and daily-paid employees in the Public Service and some Statutory Authorities. The Objectives of the Division are to improve the efficiency and completeness of the pension and leave records systems across the public service to ensure prompt payment of pensions to public servants upon retirement and improve efficiency in the processing of benefits to eligible public officers.

#### *i. Life Certificates*

The requirement for pensioners to submit Life Certificates bi-annually as proof of life in collaboration with the Registrar General has greatly improved the service to customers. Further, the creation of a dedicated email address for the submission of Life Certificates from pensioners who are still required to submit Life Certificates was implemented and improved collaboration with the Overseas Missions was established to assist our foreign pensioners.

#### *ii. Payment of an Interim Pension*

The key objective is to provide significant and early financial relief to alleviate the undue financial hardship experienced by retired public officers whilst awaiting the payment of their full benefits. Despite the success of this initiative, the Pensions Management Branch continues to work with Ministries and Departments to ensure that full benefits are paid on the retirement date.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **ONLINE CREDIT CARD PAYMENTS**

- i.** The Ministry of Trade and Industry (MTI) approached the Treasury Division in June 2020 to implement online credit card payments. MTI is seeking to implement online payments for the Single Electronic Window for Trade and Business Facilitation, Automated Construction Permitting System and Port Community System.
  
- ii.** The Ministry of Works and Transport (MOWT) has also engaged the Treasury to implement LINX and online credit card payments. LINX was introduced at pilot locations of licensing offices in 2019 and approval was given in 2020 to roll out to remaining locations. With respect to online payments, discussions were held and the requirements were provided to MOWT.

Both MTI and MOWT are still in discussions with the Treasury Division but have advanced their individual projects for the implementation of online credit card payments.

- The Judiciary implemented online payments in 2021. The Treasury is currently in the process of granting approval for the engagement of a payment service provider to facilitate pre-paid voucher payments.
  
- The Inland Revenue Division (IRD) has approached the Treasury to enable taxpayers to register and utilise online banking facilities offered by the commercial banks, including but not limited to online bill payment, to pay taxes online. The Treasury is currently in discussions with the IRD and other stakeholders.

### iii) **Public Financial Management (PFM) Reform**

The Government of the Republic of Trinidad and Tobago (GoRTT) has initiated reforms since 2016 to strengthen the public financial management arrangements of the country.

The reform efforts are aimed at putting in place modern institutional and technological systems and procedures, for effective, efficient and transparent public financial management and reporting.

The proposed reforms with respect to public finances are to be implemented under 5 broad headings, with many distinct complementary components as follows:

- i. ***Budget Management***- covering budget preparation and execution and the introduction of a new Chart of Accounts.
- ii. ***Public Investment Policy and Implementation***- inclusive of pre-investment reviews, project preparation and analysis, the ranking, selection, execution of projects and their subsequent monitoring and evaluation.
- iii. ***Treasury Operations*** - inclusive of the adoption of new Accounting Standards (modified cash), new reporting standards, that is, Cash Basis International Public Sector Accounting Standards (IPSAS), cash management and cash forecasting, bank reconciliation processes, and General Ledger operations linked directly to a new Chart of Accounts.
- iv. ***The Information Technology (IT) Environment for public financial management*** - introduction of a fully functional Integrated Financial Management Information System (IFMIS) with one central data base and operation on one single entry point for all classifications of fiscal data.
- v. ***The Internal Audit Function*** - to align current practices with the standards of the International Professional Practices Framework of Internal Auditing, thereby overhauling the Internal Audit Function of the Public Service of Trinidad and Tobago.

The following are updates on ongoing PFM initiatives:

**(a) Cash Basis International Public Sector Accounting Standards (Cash Basis IPSAS) and Treasury Accounting Reform**

Full compliance with the Standards for cash basis of accounting requires the presentation of the following mandatory financial statements:

- Statement of Cash Receipts and Payments;
- Comparative Statement of Budget and Actual Amounts, and
- Notes and Accounting Policies.

Since March 2017 Ministries and Departments were required to prepare and submit monthly Cash Basis IPSAS compliant Statement of Receipts and Payments for consolidation by the Treasury Division. However, the key challenge being faced is the timely submission and in some instances non-submission of Cash Basis financial reports from the Ministries and Departments. This is mainly due to the manual environment in which we operate as well as the parallel system of reporting in both the existing format and the IPSAS format which resulted in lengthy delays in submission of monthly and annual IPSAS Statements. The frequent turnover of Ministries staff also contributed to the delays. It should be noted the IFMIS when implemented will be configured to produce IPSAS Statements and bring resolution to the challenges currently faced.

**(b) Finalization of the New Chart of Accounts (CoA)**

A Chart of Accounts (CoA) is a financial organizational tool that provides a complete and systematic listing of every account in an accounting system. It defines each class of items for which money or the equivalent was received or spent. The current CoA is not consistent with international standards of recording and reporting on government financial statistics.

A draft of a new Chart of Accounts was completed in 2015, in accordance with the economic and accounting principles of the Government Financial Statistics (GFS) manual of the International Monetary Fund (IMF). A Long-Term Budget Consultant was hired and has successfully completed and validated the new CoA in early 2020.



### **(c) Integrated Financial Management Information System (IFMIS)**

The IFMIS entered its 3 month Pilot Phase in mid-October, 2021 with four (4) Ministries/Agencies – namely The Ministry of Finance (MoF), the Ministry of Planning (MoP), the Ministry of Education (MoE) and the Tobago House of Assembly. The Pilot is a parallel Pilot, in which four (4) Agencies conduct their normal budgeting and financial processes in addition to carrying them out in the IFMIS.

The IFMIS Supplier/Vendor Free Balance is currently testing additional functionality – such as Cashiering stations, Treasury Reconciliation capabilities, and data interfaces e.g. with the Central Bank of Trinidad and Tobago (CBTT) and Inland Revenue Division (IRD).

Some of the challenges that have been faced by the Pilot include:

- The wait for approval of the national budget in the Parliament before that information could be entered into the IFMIS;
- Providing IFMIS retraining for the Ministry of Education and the THA, because they did not fully participate in pre-Pilot training previously delivered by the Project;
- Inadequate levels of use of IFMIS, due to the Pilot Agencies more focused on executing their manual budget and financial processes before taking up IFMIS; and
- Ministries/Agencies had not fully identified their personnel that would be assigned to be Users of the IFMIS.

Further, workplace protocols relative to COVID-19 affected the schedule for providing direct contact workplace support (hand-holding) for IFMIS users at Pilot Ministries/Agencies.

### **(d) Reform of the Internal Audit Function**

In 2021, the long term Consultant continued to work on the reform of the Internal Audit Function of the Central Government of the Republic of Trinidad and Tobago. It was determined that to modernise the Internal Audit Function, the following must be implemented:

- i. A new conceptual definition of the Internal Audit Function is required, based on the standards set by the internationally recognised Institute of Internal Auditors (IIA);

- ii. The restructuring of the operational structure of the Internal Audit Units (IAU) within Ministries/Departments of the Central Government must be undertaken and the skill set of personnel upgraded to ensure and enhance the professionalism of the staff; and
- iii. A central authority, or Central Internal Audit Secretariat, with the responsibility and oversight of all the IAU's, is critical, if there is to be successful transformation of the Internal Audit Function of the Central Government.

These major elements were approved by Cabinet Minute No. 285 dated February 11, 2021. By Ministry of Finance Circular No. 05 dated June 10, 2021 all Permanent Secretaries, Heads of Departments, Chief Administrator and Heads of Statutory Authorities, were informed of the new developments. Full cooperation and support in the initiative were sought to modernise the Internal Audit Function.

Currently, the Public Financial Management Modernization Unit (PFMMU) is liaising with the Chief Personnel Officer on defining the appropriate job descriptions for selecting and staffing IAUs, to ensure they acquire the skill set to carry out the required functions associated with a modern Internal Audit Function. Additionally, job descriptions and qualification of contract positions for the proposed Central Internal Audit Secretariat are being considered.

- **System Upgrades**

The Treasury Division in fulfilling its obligations continues to improve the Financial Management System in order to ensure greater accountability, transparency and integrity with respect to the management of public funds. The Division continues to upgrade the technologies used so as to increase efficiencies and improve service delivery to its customers. Some of the accomplishments and system upgrades are as follows:-

- **Electronic Funds Transfer (EFT)**

The Exchequer and Audit Act, Chapter 69:01 was amended in June 2014 to facilitate EFT. The related Exchequer and Audit (EFT) Regulations, 2015 were then made by the Minister of Finance.

Subsequently, the Treasury prepared Instructions for both LINX Debit Card and Online Credit Card to give effect to these Regulations, which were approved by the Minister of Finance in 2020.

In April 2021, the Government of Trinidad and Tobago (GoRTT) realigned the mandate of the Trinidad and Tobago International Financial Centre (TTIFC) to facilitate Trinidad and Tobago becoming a “cashless society” by 2023 and to be the lead agency under the Ministry of Finance for Government’s digitalization initiatives under the Financial Services Sector. The Treasury Division has been working closely with the TTIFC to realise the implementation of EFT at the Ministry of Works and Transport, the Ministry of Trade and Industry and the Judiciary of Trinidad and Tobago.

As EFT evolves, Departments of Government would seek to implement other methods of EFT that are most effective and to cater for the non-banked and under-banked population. The Judiciary has approached the TD for approval to implement a Voucher Payment System, which would require the engagement of a Payment Services Provider to offer vouchers for sale. The TD in collaboration with the TTIFC and other key stakeholders have developed Draft Financial Instructions for Public Moneys Collected via the Payments Service Provider Retail Payment Network. This operational instruction document sets out requirements for the use of Payments Service Provider Retail Payment Network by Ministries, Departments and Agencies (MDAs) associated with or belonging to the Government of Trinidad and Tobago (GoRTT) to utilise direct credit or prepaid voucher EFT methods.

The Ministry of Finance has engaged CAF Development Bank of Latin America for technical consultancy support to the MoF “Towards an Online Payment ecosystem for the Collection of Taxes in Trinidad and Tobago (T&T) through digital innovation of the State.” The Inland Revenue Division and Customs and Excise Division are the major stakeholders.

- **Government Payment System (GPS)**

The Treasury Division, Ministry of Finance has engaged in a project to update Government Payment System (GPS) for cheque printing to improve the system's performance. The testing of the updated application of the GPS was conducted and rolled out to all Government Ministries/Departments in February 2021.

The GPS also involved migration of the service to a more robust and stable environment at the Government Data Centre to ensure reliability of the system.

- **Loans Management System**

Procurement of a new Information System to support the management of Government Loans for the purchase, repair and insurance for vehicles for Travelling Officers in the Public Sector was initiated with the award of the tender in December 2020. The contract is now being finalized and it is expected that the new Loans Management System will be implemented during the second quarter of fiscal 2021/2022.

- **Integrated Global Payroll/Integrated Human Resource Information System (IGP/IhRIS)**

In 2017 the GoRTT contracted a vendor for the Upgrade of the Software of the Oracle database, the Integrated Global Payroll and Integrated Human Resource Information System (IGP/IhRIS) and the replacement of hardware and networking components in the IGP/IhRIS Production, Disaster Recovery, Development/ Test/ Train environments.

The project is now completed and the upgraded system is currently being used to process Payroll for Public Officers which includes Monthly, Daily Paid, Contract, TTPS and Defense Force Officers.

The IGP/IHRIS production team has developed a payroll to cover On-the-Job Trainees. A data capture bay is to be setup by the Ministry of Labour and Data entry by the Ministry of Labour to capture new trainees will begin in 2022.

The IGP/IHRIS production Team is building an interface to the IFMIS system in order to export payroll information to that system.

New functionality is being developed by the IGP/IHRIS system which includes:

- Employee access to payslips via the employee Self Service module; and
- Access to Job Letters via the employee Self Service module.

○ **Commonwealth Meridian System**

Trinidad and Tobago was selected by the Commonwealth Secretariat as one of the first countries to pilot the new ‘Commonwealth Meridian’ system in June 2018.

The Meridian System, which will replace the Commonwealth Secretariat Debt Recording Management System (CS-DRMS), incorporates advanced and improved functionalities to better address emerging debt management requirements. Enhanced functions in Meridian include the ability to incorporate accounting codes, wider integration with other financial systems, increased emphasis on facilitating the development of medium term debt management strategies, growing importance of managing contingent liabilities and the need for improved transparency. It is now anticipated that the new system will be officially launched by the Commonwealth Secretariat in 2022.

Cabinet by Minute No. 1911 of September 20, 2019 has agreed:

- i. That the Ministry of Finance as the Licensee execute the End User Licence Agreement (EULA) with the Commonwealth Secretariat; and
- ii. To the payment of fees upon execution of the EULA and annually thereafter.

The EULA was subsequently executed on November 11, 2021 by the Permanent Secretary Ministry of Finance. Subsequently, the Meridian Database was upgraded to Version 1.5 by the Commonwealth Secretariat.

In light of the above, the Debt Management Division is currently in the process of transitioning from the Commonwealth Secretariat's Debt Recording and Management System (CS-DRMS) to a new database Commonwealth Meridian.

## **PENSIONS MANAGEMENT REFORM**

- **Pensions Portal**

The Pensions Management Branch is seeking to leverage technology with a digitization initiative, to securely transform business processes, to maximize operational efficiency, among the various sections and for its clients. The focus will be to improve governance and customer service for its clients during the current pandemic.

Arising out of this, is the development of a Pensions Portal to facilitate for public service pensioners to query the existing File Registry System to determine the status of their benefits. Pensioners will be able to ascertain the processing status of their benefits in a secure environment thus increasing the accuracy, completeness and timeliness of responses to requests for information and enquiry resolution.

Another aspect of the initiative aims at improving Business Continuity Management, disaster preparedness, compliance with OSHA requirements, compliance with the Data Protection Act, increase Organisational Strength and improve performance. The intention is to reduce the volume of pensioners' files physically located on site and off site as well as enabling the portability of such files. The PMB is working with the Information Systems Unit of the Treasury Division on this initiative.

**Annual Administrative Report FY 2020-2021**  
**Treasury Solicitor's Department**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Treasury Solicitor's Department
<b>Title of Department Head</b>	Treasury Solicitor
<b>Address of Department</b>	Level 16 Eric Williams Finance Building Port of Spain

### BACKGROUND

The Treasury Solicitor's Department ("TSD") is headed by the Treasury Solicitor, who is a public officer appointed under the Judicial and Legal Service Commission. The TSD is responsible for providing advice on matters that fall under the portfolio of the Minister of Finance. In addition, the TSD is also responsible for providing legal advice and services to the Permanent Secretary and the various Divisions of the Ministry of Finance.

The TSD, in providing legal services with respect to matters that are under the portfolio of the Minister of Finance, the Permanent Secretary and various Divisions of the Ministry of Finance, is required to liaise with other key Legal Departments under the State such as the Solicitor General's Department and the Chief Parliamentary Counsel's Department.

### FUNCTIONS

The functions of the TSD include, but are not limited to:

- Advising and guiding the Ministry of Finance on proper financial management standards to be used in the receipt, custody, payment or issue of public monies;
- Advising on the legal effectiveness of policies formulated by the Ministry of Finance in the management of the financial affairs of the State;



- Preparing and vetting legal documents including bond documentation (both local and international), loan agreements, guarantees, contracts, licences, tax treaties, shareholders' and other agreements;
- Negotiating legal documentation relating to the Ministry of Finance;
- Instructing in all court work matters relating to the Ministry;
- Advise on the appointment of Investigating Officers to inquire in to allegations of misconduct surrounding public officers in the Ministry of Finance, drafting allegations of misconduct and represents the Ministry of Finance before the Public Service Commission Disciplinary Tribunals;
- Acting as the legal representative on a number of committees, internal and external to the Ministry;
- Advising on fiscal measures proposed for inclusion in the annual budget;
- Assisting with the preparation of finance related legislation to be presented to Parliament by the Minister of Finance; and
- Drafting Cabinet Notes, Memoranda and other documents.

## **MISSION STATEMENT**

The Mission of the Treasury Solicitor's Department is to support the Ministry of Finance in realizing its objectives by providing high quality legal services

## **ORGANIZATIONAL STRUCTURE**

The TSD is currently in a mode of transition with the expectation that the Department will be fully staffed to the following level:

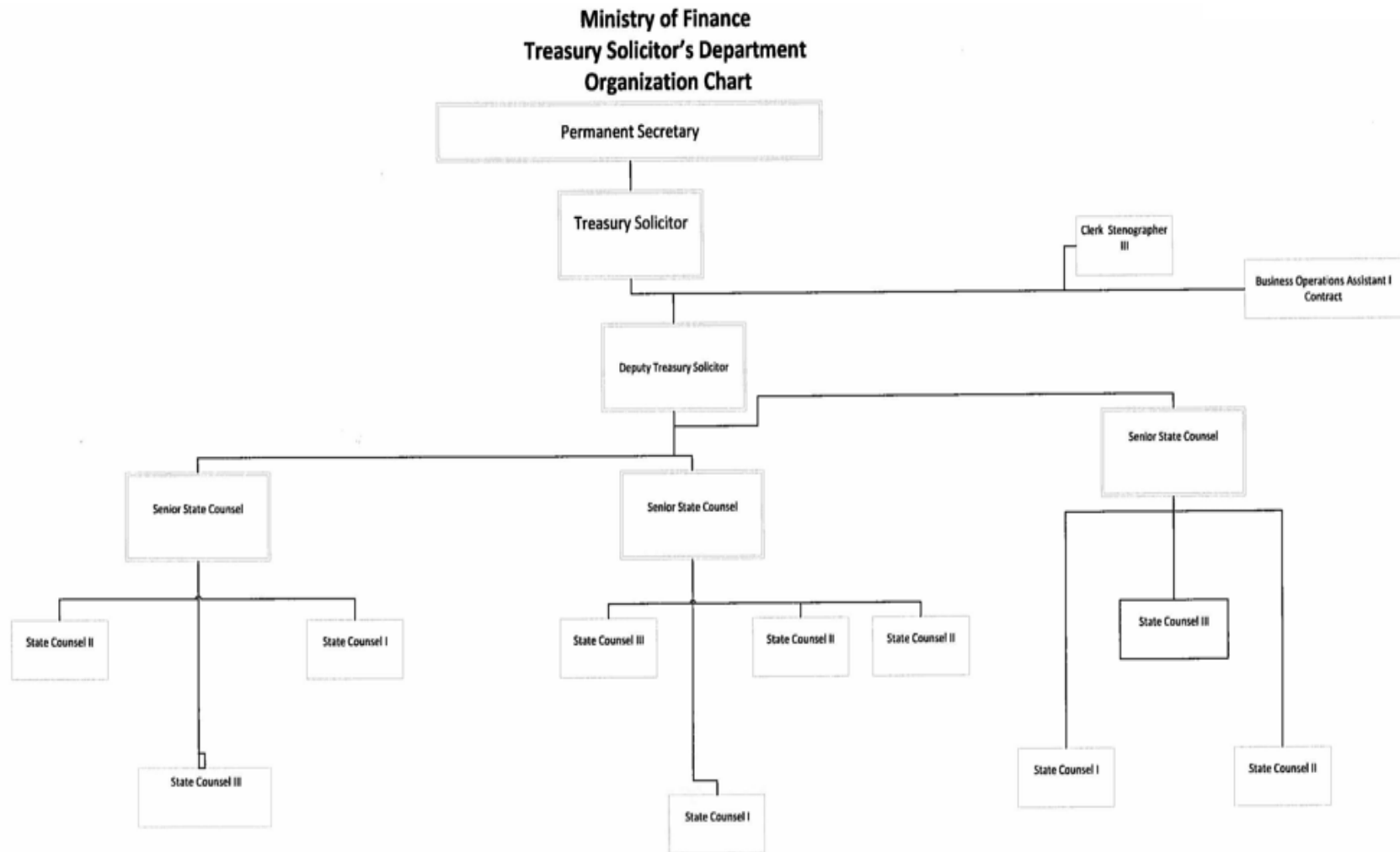
- Treasury Solicitor (1);
- Deputy Treasury Solicitor (1);
- Senior State Counsel (3);

- State Counsel III (3);
- State Counsel II (4);
- State Counsel I (3); and
- Clerk Stenographer III (1); and
- Business Operations Assistant I (1).

Notwithstanding the preceding, the following are the positions that are currently filled in the TSD:

- Treasury Solicitor (1);
- Senior State Counsel (2);
- State Counsel II (1);
- State Counsel I (2);
- Legal Officer I on Contract (1); and
- Clerk Stenographer III (1).

## ORGANIZATIONAL CHART



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021**

The TSD is a support unit and provides work when requested by the Permanent Secretary and the core Divisions in the Ministry. Notwithstanding the preceding, the following work was done in 2021:

1. Vetted employment contracts submitted by the Human Resource Management Division.
2. Vetted other contracts from various Divisions in the Ministry including bank account agreements and non-disclosure agreements.
3. Vetted loan documentation including both local and international bond documents, Government Guarantees, salary liquidity guarantee, loan agreement with an international financial organization and loan agreements with an international bank all being submitted by the Debt Management Division.
4. Prepared foreign investment licences submitted by the Economic Management Division upon application by foreign investors.
5. Responded to freedom of information requests made by applicants and having been submitted to the TSD by various Divisions.
6. Prepared legal opinions requested from various Divisions.
7. Reviewed legislation namely Finance Act, 2021, and subsidiary legislation, for example, brewery orders and CET Orders.
8. Prepared Cabinet Notes, in particular, the Note relating to the fiscal measures for the Budget Statement 2021.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2020-2021**

### **ONGOING INITIATIVES**

The TSD continues to address matters relative to its core functions in supporting the areas of responsibility of the Ministry of Finance. In this regard, ongoing initiatives relate but are not limited to legal opinions, loan/guarantee agreements, other agreements, legislation, pre-action/Court Matters, freedom of information requests and foreign investment licences.

### **CHALLENGES FACED BY THE TREASURY SOLICITOR’S DEPARTMENT**

The TSD continues to face several challenges that impair its ability to continue providing world-class legal services to its stakeholders. These challenges include maintaining adequate and sufficient staff levels in the TSD.

As mentioned under the heading “Organizational Structure for the Treasury Solicitor’s Department”, staffing levels for the year 2021 were at a strength of six (6) Attorneys and one (1) administrative support. In relation to Attorneys, there was one less than for the year 2020. This is approximately half the recommended strength of fifteen (15) Attorneys and two (2) administrative support. In this regard, it is to be noted that there is the urgent need to fill vacancies through the Judicial and Legal Service Commission to ensure that the elements of efficiency, business continuity and staff morale in the Department are adequately addressed.

**Annual Administrative Report FY 2020-2021**  
**Valuation Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2020-2021</b>
<b>Name of Division</b>	Valuation Division
<b>Title of Department Head</b>	Commissioner of Valuations
<b>Address of Department</b>	Churchill Court, 19, 29 & 29A Estate Trace, Barataria

### INTRODUCTION

The Valuation Division was created by an Act of Parliament, “The Valuation of Land Act” Chapter 58:03 of 1969, to inter alia create the functionary of the Commissioner of Valuations who was to be responsible for making valuations of every parcel of land in Trinidad and Tobago (including buildings, plant and machinery) for all purposes required by Government.

The Valuation of Land Act was amended by Act No. 17 of 2009 to empower the Commissioner of Valuations to value properties based on an annual rental value system and validated the actions of the Commissioner in the use of the annual rental value system from 1970 to 2009. Prior to the 2009 amendment, the Commissioner was only empowered to conduct valuations based on a site valuation system. Further amendments to the Act was made in 2018 and provision was made for a Land Tribunal among other things.

Valuation Surveying is a unique profession that falls under the umbrella of the Built Environment. Locally, the Institute of Surveyors of Trinidad and Tobago represents the three major categories of Surveyors within the Built Environment – Land Surveyors, Quantity Surveyors and Valuation Surveyors. Currently, all members of the Professional Staff employed at the Valuation Division are members of the Institute of Surveyors of Trinidad and Tobago. The Valuation Division adheres to the international guidelines and procedures as set by the Royal Institution of Chartered Surveyors, as well as the local guidelines prescribed by the Institute of Surveyors of Trinidad and Tobago.

## **VISION**

The Division strives to be a conscientious professional unit, equipped with a wide range of skills and knowledge on all aspects of real property, ready and able to render support to the State in formulating and executing land and land tax policy geared to the efficient and effective management of the country's land resources and the State's real estate holdings.

## **MISSION**

To provide Government and its Agencies with Valuation and Land Economy advice and technical expertise of the highest professional standard to enable fair, consistent and competent decision making in respect of property transactions, property taxation and land management.

## **STRATEGIC OBJECTIVES**

*“Trinidad and Tobago now faces, more than ever, an economic situation of limited financial resources to be allocated among various competing, legitimate needs” - Vision 2030 National Development Strategy 2016 – 2030, Page 83.*

While not directly involved in the collection of revenue on behalf of the state, the Valuation Division provides prudent estate management advice to several State and Quasi State entities so that they may effectively leverage the State's real estate assets in order to ensure the most appropriate allocation of these scarce resources. Thus, by providing our services to the entities listed in Appendix II, the Valuation Division fulfils the wider mandate of the Ministry of Finance as outlined in the Fiscal Management recommendations of the Vision 2030 National Development Strategy 2016 – 2030.

Another primary objective is the creation of the Valuation Roll, which is a register of information on all properties together with plant and machinery within Trinidad and Tobago including details of their location, description and Annual Rental Value. The Valuation Roll will then be shared with the Board of Inland Revenue to create the Assessment Roll which would then be used to levy property taxes and boost the State's income generation.



## **COMMISSIONER OF VALUATIONS**

The head of the Valuation Division is the Commissioner of Valuations. Currently, Mrs. Emeris Garraway-Howell is the acting Commissioner of Valuations and she is responsible for planning, organizing and directing the work of the Division. Her work is performed under the general direction of the Minister of Finance, through the Permanent Secretary, in accordance with established laws, standards and policies. The Commissioner is expected to exercise considerable judgement and initiative in the planning and guidance of the work of the Division.

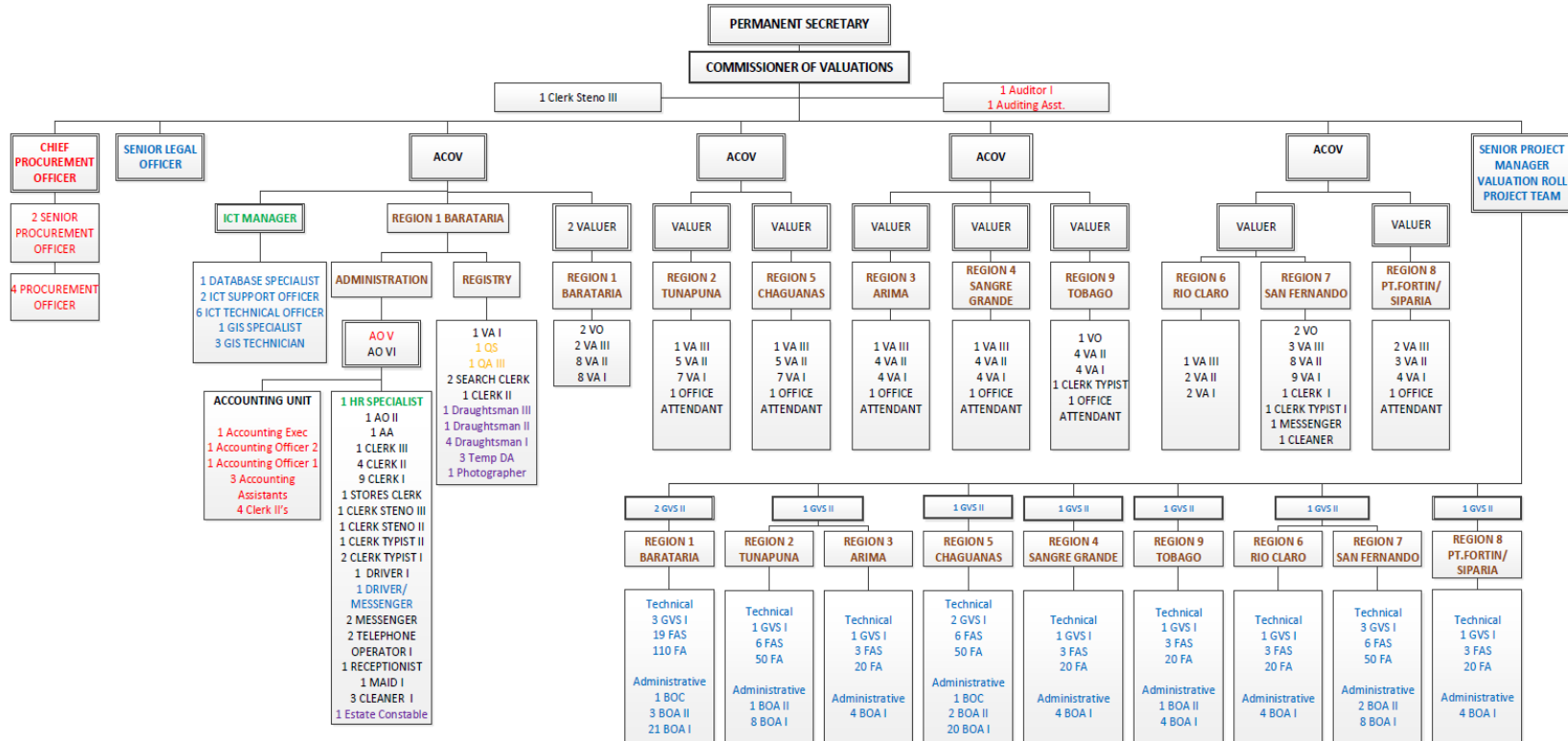
## **ORGANISATIONAL STRUCTURE**

The Division comprises a combination of establishment positions and contract positions and each section is directly responsible for the two different streams of advice we provide. The establishment staff provide advice to external government entities while the contract staff mainly contributes to the rental value assessment of properties and the creation of the Valuation Roll.

While the current staff complement is working diligently to achieve their goals, there are some positions that the Division requires to increase its internal capacity and efficiency while there are other positions which should be removed as they are no longer relevant to the work of the Division. The organizational chart of the Division is shown includes different colours which show the intention of the Division over the short term.

# ORGANIZATIONAL CHART

## MINISTRY OF FINANCE VALUATION DIVISION - ORGANISATION CHART JANUARY 2021



**LEGEND:**

- Green – Contract positions to be approved
- Red – New Established Positions Needed
- Blue – Contract Positions
- Black – Establishment Staff
- Orange – Establishment Positions to be filled
- Purple – Establishment Positions to be Abolished

**Abbreviations:**

- GVS – Graduate Valuation Surveyor
- FAS – Field Assessor Supervisor
- FA – Field Assessor
- ICT – Information Communication Technology
- GIS – Geographic Information Systems
- BOC – Business Operations Coordinator
- BOA – Business Operations Assistant

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2020-2021

### ESTABLISHMENT WORK - TECHNICAL

1. Valuation of various and high-valued properties owned by Home Construction Limited in various parts of the country for compulsory purchase.
2. Negotiation of compensation for properties compulsorily acquired for the construction of the extension of the Sir Solomon Hochoy Highway to Point Fortin.
3. Negotiation of compensation for properties compulsorily acquired for the construction of the extension of the Churchill Roosevelt Highway to Manzanilla and Mayaro.
4. The quantity of files completed by the Division during the reporting period is shown in Table 1 below.

TABLE 1: QUANTITY OF FILES COMPLETED	
File Type	Quantity Completed
State Leases (COSL)	181
Land Settlement Agency	32
Deeds of Conveyance	363
Deeds of Gift	225
Compulsory Acquisition	6
Office Rentals	105
Other Matters	106
Change of Use of State Land	4
Estate Duty Valuations	7
<b>Total</b>	<b>1,029</b>

### ESTABLISHMENT WORK - ADMINISTRATIVE

1. Completed Pension and Leave Cases – 40;
2. Delegate Returns – 47; and
3. Appointment and Promotions – 54.

## **DEVELOPMENT OF THE VALUATION ROLL**

The Government of Trinidad and Tobago signalled its intention in the 2017 budget statement to amend certain legislative provisions including the determination of rates and to implement the existing Property Tax Act of 2009 with a view to having a fair and equitable property tax regime.

Phase I of this project entails the creation of a Valuation Roll. This is a major initiative currently being undertaken by the Valuation Division, which will result, at its completion, the first ever Valuation Roll for Trinidad and Tobago.

The number of properties identified in Trinidad and Tobago for the development of the National Valuation Roll is estimated at six hundred thousand (600,000). Valuation Division has been working assiduously to conduct the assessments required for the development of the roll. On September 6, 2021 the Commissioner of Valuations published a notice for mandatory submission of returns by property owners/occupier/agents. This initiative rendered significant results. The main objectives are for Valuation Division to complete the Valuation Roll with annual rental values (ARVs) for all properties, and for the Board of Inland Revenue to commence the collection of property tax, starting with residential properties. The assessment and associated taxation of commercial, industrial and agricultural properties will follow thereafter.

On September 6 2021, the following activities were implemented to facilitate the mandatory submission of returns by property owners, occupiers and agents:

- Official launch of a Website for online access to the Return as well as online completion and submission of Returns;
- Publication of a Public Notice in the local newspapers informing property owners of the need to submit Valuation Return Forms and all other accompanying documents; and
- Distribution of new Returns via TTPost's direct mail delivery to 450,000 households.

The request for submission of returns issued by the Commissioner concluded in February 28, 2022. Since the publication of the mandatory notice there has been a significant increase in the submission of returns. Prior to this notice a total of 134,937 valuation return forms (VRFs) were submitted, and subsequently, as of today's date 189,759 returns were submitted (139,223 via drop

box and 50,536 online web portal). The property data was placed on the Valuation Information System (VIS) and the professional staff has commenced the verification and approval of property records on the Valuation Roll.

The effort described above required additional resources. Consequently, in December 2021 Cabinet approved the employment on contract of persons in the 211 non-standardized positions in the Division, for a further period of three (3) years. Cabinet also approved the renewal of contract staff whose terms of engagement were near or at expiration date. This recruitment exercise is partially complete and ongoing.

As required by the Valuation of Land Act, Cabinet has approved the membership of the Valuation Tribunal to facilitate appeals by property owners/occupiers/agents for review of their valuations. It is hoped that the Tribunal will be in place when the Valuation Roll is completed.

To support the development of the Valuation Roll, key areas of work were employed, they include a Database Specialist (**Information and Communications Technologies Unit**) and a Specialist in Geographic and technicians (**Geospatial Information System (GIS) Unit**). Both specialists were mandated to develop systems to enhance and complement the work of the Division. Below are their achievements.

## **GEOSPATIAL INFORMATION SYSTEM (GIS) UNIT ACHIEVEMENTS**

The GIS unit of the Valuation Division comprises of one (1) Geographic Information Technology Systems Specialist and three (3) Geographic Information Technology Systems Technicians. Their achievements over the reporting period are itemized below.

1. Designed, built and rolled out the Valuation Validation GIS Web Application used to verify the GPS data collected in the field.
2. Co-ordinated the field data collection exercises in accordance with pre-determined areas as outlined by GIS polygons.

**Project coordination and implementation for the ‘Enterprise Geographic Information System (EGIS) for Valuation Division Project’, inclusive of:**

1. Consulting with ICT Head Office Network and Security Teams for the completion of project prerequisites.
2. EGIS Build and testing: installation & configuration of the ArcGIS Enterprise Portal and migration of datasets to the newly configured Virtual Machine at the MoF Data Centre at Fujitsu (inclusive of troubleshooting, load testing and application performance testing).
3. Hardware assessment for GIS Technician: completion of a comparative survey of current specs vs. recommended specs and determining ideal specs for workstations.
4. GIS applications built and tested during the period.
5. Site Visits Web Application: modification of visualisation and searching completed site visits.
6. GPS Validation Web Application: for verifying GPS coordinates and extracting building dimensions, Regional Corporation and Ward information.

**Information and Communications Technologies Unit Accomplishments**

The ICT department comprises One (1) Database Specialist and Six (6) ICT Technical Officers. Listed below are the main accomplishments for FY 2020/2021 by the ICT Department.

- Expansion of the Barataria office core switch;
- Requesting of addition network drops for Barataria office;
- Evaluation of offices to determine capacity for upgrading of network hardware;
- Facilitating the upgrade of Valuation Division Offices;
- Assistance with the setup and day to day troubleshooting of tablets for field assessors;
- Assist with development of Wi-Fi network for tablet connectivity;
- Installation and performance monitoring of antivirus on tablets;
- Installation / Management of conference room AV Solution;
- Procurement of a new AV Solution for 5th floor;

- Transfer of 1st floor AV solution to new location;
- Integration of all valuation division applications (File Tracking, Valuation Roll Development, Market Analysis);
- Associating file tracking record with a Pin;
- Creation of a single reporting system to generate statistics and analysis of data between the three applications;
- Clean up of file tracking data;
- Clean up to include assigning of ward and region to records;
- Valuation Roll Development Data clean up;
- Synchronizing of VRF Address and details with Property Address and Details;
- Sanitization of phone numbers and setting of standardized phone number format;
- Data sanitation exercise for International Numbers, duplicate Site Visits, as at date and Completion Date, Records with no Building Owner and mismatched Community Districts;
- Implement sales card management system for easy retrieval of sales card data;
- Report By officer across all stamp duty matters;
- Enhanced Security of applications to control user access to various aspects of file tracking;
- Workflow Module Optimization;
- Ability to flag a record as Island;
- Add ability for users to print receipts for return form submission;
- Updating of valuation application to new schedule two form;
- Site Visit Activity Upgrade to allow recording of multiple site visits;
- Ability to Split and Merge Properties;
- Methodology to be developed to determine division policy for handling the separation of properties between owners or joining of two properties;
- Implementation of solution based on developed division policy;
- Enhancing of system validation checks based on desk manuals;
- Updating Valuation Information System to cater for other Property Types;

- Establishing of division policy for method of calculation and verification for each property type;
- Development of capture forms for site inspections of property types;
- Implementation of method for calculation and verification based on division policy;
- Management of Change of Ownership and other data sources within the valuation Division information system;
- Enabling end users to be able to import new rate sheets;
- Automatic Classification of properties;
- Ability for system to re-calculate rates;
- Upgrading of Administrator Module to give management level users access for staff administration;
- Integration of Valuation Division information system with GIS System;
- Creation of database scripts to allow translation of GIS data to Valuation information system tables;
- Creation of web applications that allow easy communications of data between the two systems;
- Cascading Deletion of system data; and
- Additional performance tweaks to Floor Section/Unit.

## **THE WAY FORWARD**

In Fiscal 2022, the Valuation Division will seek to execute initiatives designed to support the achievement of its mandates with respect to the efficient provision of expert advice to our clients and the creation of the Valuation Roll. The following are some of the key initiatives expected to be initiated.

1. Filling of establishment vacancies at the professional levels.
2. Securing alternative accommodation for the Regional Offices which have outgrown their current locations. These include Arouca, Chaguanas and San Fernando Offices.



3. The recruitment of key contract staff to increase the efficiency and efficacy of the creation of the Valuation Roll.
4. Broker closer inter-agency co-operation between the Division and the Board of Inland Revenue, TTPOST, WASA and T&TEC.
5. Specialised externally sourced training in the assessment of Plant and Machinery.

## CONCLUSION

FY 2020/2021 brought new challenges that were overcome by a combination of innovative strategies and dedication to our mission. This dedication allowed the Division to complete large valuation projects like the Highway Acquisitions along with our usual daily valuations.

The innovative strategies implemented throughout the Division allowed for the continuation of the population of the Valuation Roll and even the creation of new methodologies of assessment relying heavily on our IT and GIS capabilities to keep both staff and members of the public safe during the pandemic.

Going into FY 2021/2022, we intend to expand on these strategies to push the Division forward and to fully digitize and streamline our processes and to seamlessly integrate both sides of the Division's operations to create a unique and all-encompassing Valuation Roll which can be leveraged by all State Agencies to ensure the efficient and effective management of the country's land resources and the State's real estate holdings.

# Appendices

**APPENDIX I**  
**STEPS IN THE PROCUREMENT PROCESS –**  
**CENTRAL TENDERS BOARD**

**1. Request For Procuring Goods & Services**

Client Ministry submits:

- (i) Request from Permanent Secretary/Head of Department to Procure Goods & Services which includes:
  - a) Specifications, Terms and Conditions;
  - b) Name, designation and contact information for officer to answer technical queries;
  - c) Justification for selective tender;
  - d) Proposed members of the Evaluation Team with designation and contact information.
- (ii) Confirmation of Funds from the Permanent Secretary, Ministry of Finance.

**2. Tender Documents**

The Central Tenders Board Division then reviews the Documents to ensure conformity with Regulations and Procedures of CTB and other funding Agencies (IDB, World Bank).

**3. Central Tenders Board – Open Tender, Approval Of Evaluation Team And Selective Tendering**

- (i) Seeks Board's approval for selective tendering;
- (ii) Request approval from the Minister of Finance if method is approved by the Board;
- (iii) Seeks Board's approval for Evaluation Team; and
- (iv) If open tendering, prepares Tender Notice.

#### **4. Tender Notice/Letter of Invitation**

The Central Tenders Board then issues the Tender Notice /Letter of Invitation (T.N./L.O.I) and Bid package, which includes the following as specified in the T.N./L.O.I.

- Specifications;
- Instructions to tenderers;
- Draft Contract from Chief State Solicitor (if necessary); and
- Terms and Conditions of Contract.

#### **5. Bid Evaluation**

Tenders are closed:

Bids are signed;

- (i) Summary of offers is prepared; and
- (ii) Memo is forwarded to Chairman of Evaluation Team with copies of tenders for distribution to Members of Team.

#### **6. Recommendations**

When recommendations (Evaluation Report) are received, the following steps are taken:

- (i) The recommendations are reviewed to ensure compliance with the Central Tenders Board's Regulations & Procedures; and
- (ii) Recommendations are then submitted to the Board for consideration.

#### **7. Award of Contract**

Central Tenders Board Division Issues:

- (i) Letter of Award with Specimen Performance Bond;
- (ii) Memo to client Ministry/Department with the following:
  - (a) copy of accepted tender & brochures; and
  - (b) Contract Completion Report Form.

- (iii) Letters to unsuccessful tenderers – after Performance Bond has been executed by successful tenderer; and
- (iv) Authorise the refund/release of Tender Deposit/Bid Bond of unsuccessful tenderers.

## **8. Order to Commence Contract**

Cash Performance Deposit paid/Bond established.

Central Tenders Board informs Ministries/Departments to issue invoice order/instructions to commence.

## **9. Completion of Contract**

- (i) Client Ministries/Departments submits a CCR on completion of the contract;
- (ii) CTB Division authorises refund/release of deposit/bond on receipt of satisfactory CCR;
- (iii) If report is unsatisfactory, the firm is requested by the Central Tenders Board Division to submit explanations;
- (iv) The Client Ministries/Departments is informed of the firm's response and the Central Tenders Board decides whether:
  - a. refund/release CPD/Bond should be authorised; or
  - b. CPD/Bond should be forfeited.

**APPENDIX II**  
**ENTITIES TO WHICH VALUATION DIVISION**  
**PROVIDES ESTATE MANAGEMENT ADVICE**

Chairman Board of Inland Revenue

To provide valuation advice re: stamp duty matters eg. Deeds of gifts, Deeds of Conveyance & Estate Duty matters

Commissioner of State Lands

To provide valuation and estate management advice for the lease of State Lands  
Negotiate and settle compensation for land acquisition matters.

Director, Property and Real Estate Division

To provide valuation advice for the rental of property tenanted by the State and for the acquisition of private lands by Private Treaty

Chaguaramas Development Authority (CDA)

To provide valuation and estate management advice for the lease of state property.

Regional Health Authority (RHA)

To provide and settle lease Rents for the lease of State property

Tobago House of ASSEMBLY (THA)

To provide valuation and estate management advice for the lease of state lands.

Negotiate and settle lease Rent for the lease of State property.

Negotiate and settle compensation for land acquisition matters.

Water and Sewerage Authority (W.A.S.A)

To acquire land negotiation and settle compensation on behalf of WASA – as required.

National Gas Company of Trinidad and Tobago

To acquire land negotiation and settle compensation on behalf of NGC – as required.