

Annual Report

2011-2012

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EXECUTIVE SUMMARY 2011/2021

In 2011/12 TTPost's organizational profile remained constant, inclusive of its 30% shareholding in Streamline Solutions. The management team was fully local and continued to take charge following the departure of the New Zealand team. The transition from the General Post Office structure has been completed and a new system and structure is now fully in place.

The strategic plan developed in 2010 continued to guide the Corporation throughout this fiscal year. TTPost recorded a better than projected profit figure for the fiscal year, even without attaining targeted revenues. Cost cutting measures implemented in conjunction with a subsidy increase had a positive effect on the Corporation's finances.

The organization won the Mori Poll during the period under review, placing above other public service providers as it continues to invest in projects and improve the service it offers to the public. Two such projects include continuing work on the completion of the National Addressing System, as well as the renovation of several offices across the country, both of which received the Corporation's attention in the period 2011-12. The Universal Service Obligation (USO), in essence total postal coverage, stands at 93.53%. All of the Corporation's results were driven by a staff of 963 dedicated employees stationed at our countrywide network of 13 Corporate Shops and 48 Delivery Offices inclusive of the head office in Piarco.

SECTION I

VISION

To be a world leader in the provision of postal and consumer services while achieving economic viability and sustainability.

MISSION

To provide innovative, competitive, quality postal services and solutions for businesses and consumers. We do this through knowledgeable, customer-focused employees and effective systems.

STRATEGIC GOALS

- To meet and exceed customer expectations
- To provide high quality, affordable and accessible universal postal services
- To maintain a highly skilled, motivated and valued workforce
- To achieve viable sustainability
- To continuously seek new business opportunities that can add value to its customers and shareholder
- To meet its corporate social responsibility

PHILOSOPHY

TTPost's philosophy can be understood by analyzing its vision, mission, strategic goals, and core values. In total we seek to serve the people of Trinidad and Tobago, the government, the wider global community, and our employees by providing quality mail products and services. We also aim to meet our mandate of profitability in the face of a fixed tariff by selling commercial products and services that complement postal products and leverage on our existing distribution networks.

CORE VALUES

- Service Excellence
- Continuous Improvement
- Respect
- Accountability
- Integrity

SECTION 2

ORGANIZATIONAL PROFILE

- a) The Trinidad and Tobago Postal Corporation (TTPost) (the Corporation) is a State Corporation, formed by an Act of Parliament, the Trinidad and Tobago Postal Corporation Act No. 1 of 1999. TTPost had its genesis in the General Post Office (GPO) from which it evolved, as part of the Postal Sector Reform Program.

During the 1990s, despite an expanding economy, the World Bank described the state of the Postal Administration as a “Prime example of a poorly run state enterprise. Poor management, low productivity, labour relations issues and badly maintained post offices with a lack of coordinated services which led to an inefficient organization dependent on state subsidies.”

As part of its National Development Plan, the Government of the Republic of Trinidad and Tobago (GoRTT) decided to embark upon a Postal Sector Reform Program. GoRTT's Reform strategy was aimed to significantly improve the efficiency, coverage, and security of the postal system, by transforming the GPO from an entity that was caught in a ‘vicious cycle’ of poor financial performance, poor customer service and declining mail volumes, into a profitable organization.

On 1st July 1999, The Government of the Republic of Trinidad and Tobago entered into a Delegated Management Arrangement (DMA) with New Zealand Post International (NZPII), now trading as Transcend Worldwide Ltd (Transcend), for the management and operation of the Trinidad and Tobago Postal Corporation. From 1st July 1999 to 30th June 2004, the Corporation was managed by executives from Transcend.

Under the DMA, the following Project Development Objectives were established and mandated by the World Bank as a basis of its approval of a Loan in the amount of US\$ 11.45 million to the GoRTT for a Postal Services Reform Project:

- On-time delivery of Mail
- Customer Satisfaction Index
- Universal Service
- New Services
- Improved net income

The DMA was eventually replaced by local management, and today TTPost is under the guidance of Mr. Sheldon Cyrus. The Corporation has even posted its first profitable year in fiscal 2011-2012, a monumental achievement and testament to sound management practices.

As TTPost continues to move forward adhering to its Vision, Mission, and Government Mandate it will continue to improve and serve the people of Trinidad and Tobago with speed and efficiency, truly ...delivering more than just mail.

b) Corporate Structure Diagram - Contained in Appendix 1

c) Product Portfolio:

- Bulk Mail
- Stamps
- Franking Machines
- Philatelic
- Aerogrammes
- Registration Tickets
- Prepaid Envelopes
- Local Courier
- International Courier
- E Zone
- Express Mail
- Parcel Post
- Demurrage Fees
- Insurance
- Direct Mail
- Unaddressed Mail
- Merchandise
- Mail Consolidation
- PO Boxes & Bags
- Redirection Fees

Special Projects

- Postal code
- S42 addressing system

d) Delegated Levels of Authority - Contained in Appendix 1

- e) The Trinidad and Tobago Postal Corporation (“the Corporation”) is established and governed by the Trinidad and Tobago Postal Corporation Act Chapter 47:02, Act 1 of 1999 amended by 13 of 2004 (“the Act”). The Act gives the Corporation the power to do all things necessary and convenient to be done for, or in connection with, the provision of postal services within Trinidad and Tobago and between Trinidad and Tobago and places outside Trinidad and Tobago. The Act also gives the Board of Directors the power to appoint a Managing Director and governs the relationship of the Managing Director to the Board. Under the Act, the Board of Directors also has the power to employ such staff as is required by the Corporation. The Corporation is currently in discussions with the Ministry of Public Utilities and other relevant stakeholders with regard to amending the Act. In essence, the proposed amendments seek to preserve TTPOST’s market share and sustainability; give TTPOST comparable benefits as other utility providers; and introduce regulations on the terms and conditions applicable to deliveries within Trinidad and Tobago.
- f) TTPost reports to the Ministry of Public Utilities and the line minister the Minister of Public Utilities. The Board of Directors of the Trinidad and Tobago Postal Corporation report directly to the Minister.

REPORTING

Departmental Reports:

- Operations Board Report
- Sales and Marketing Board Report
- Finance Board Report
- Human Resources Board Report

Reports to Ministry:

- Operational Plan - Annually
- Strategic Plan - Upon creation
- Recurrent Budget - Annually
- PSIP Plan - Annually
- Annual Administrative Report - Annually
- Annual Report (Financial) - Annually

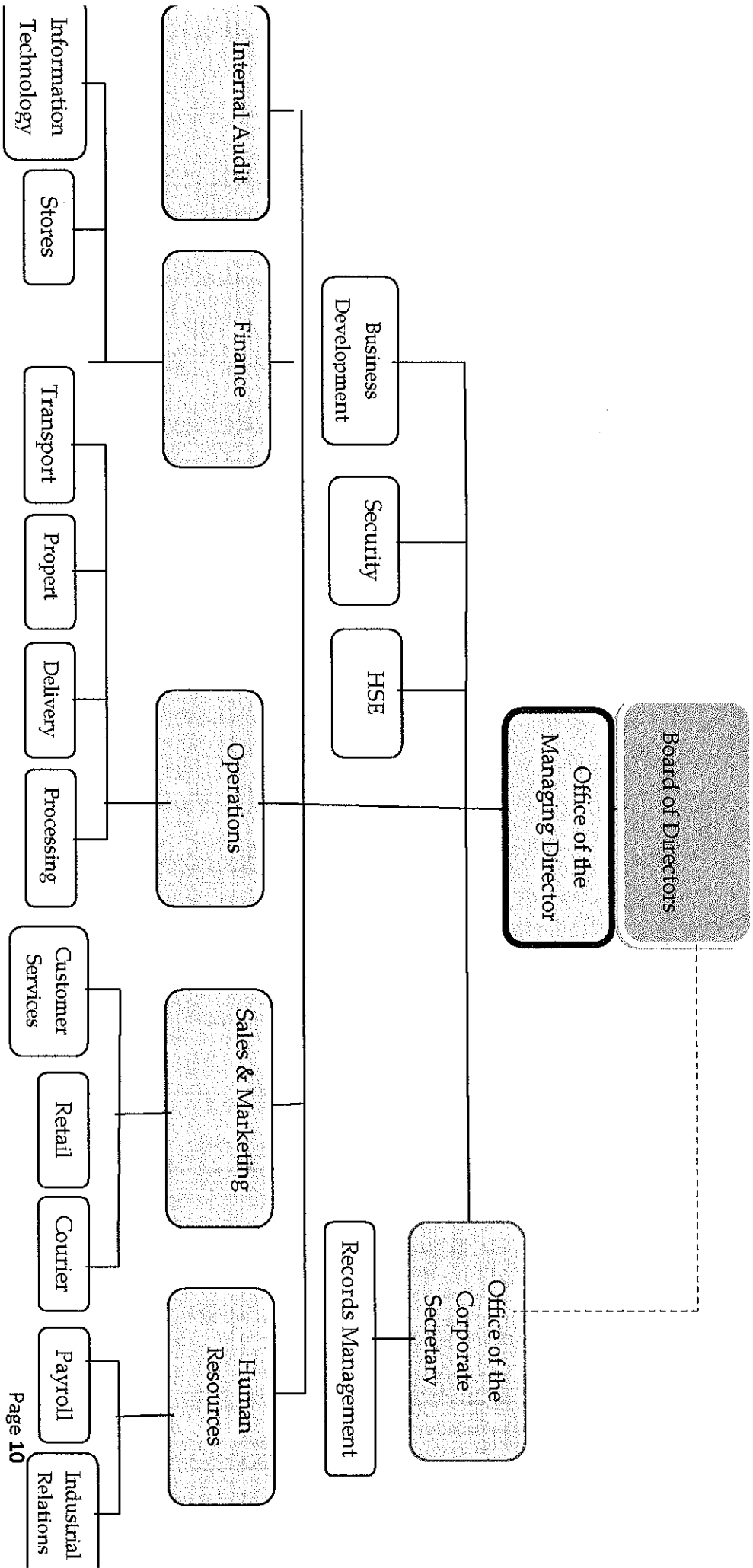
Reports to President/Parliament:

- Annual Administrative Report - Annually
- Annual Report (Financial) - Annually

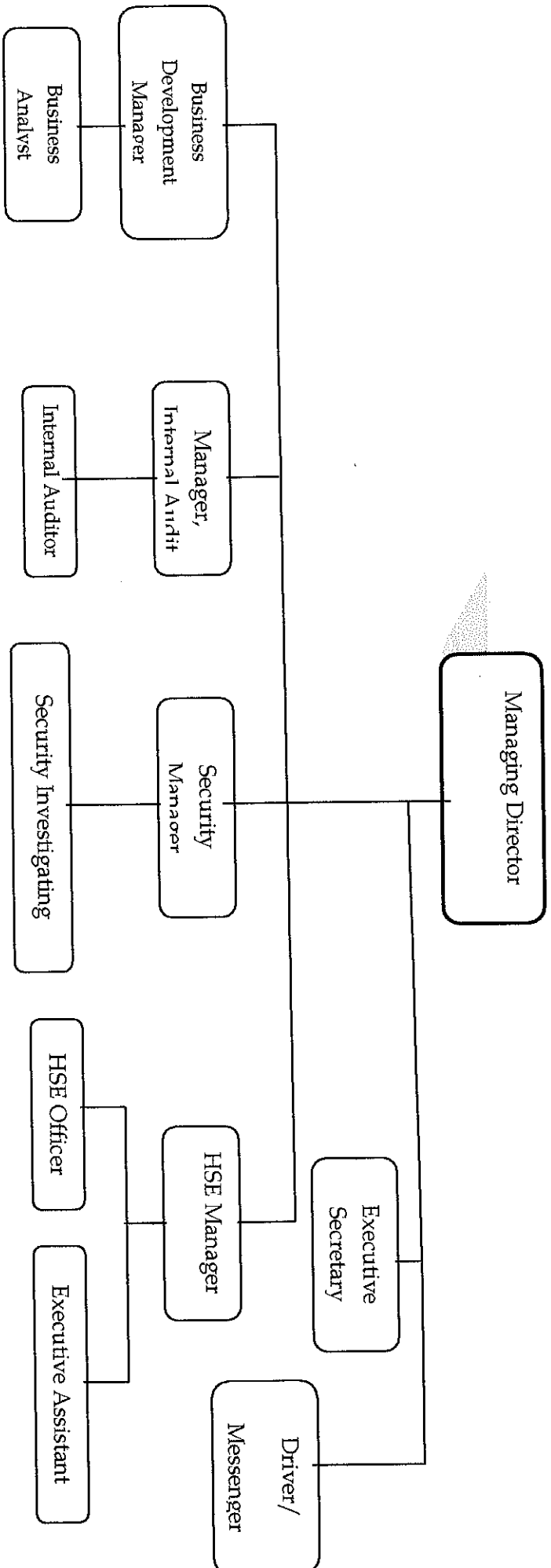
ORGANISATIONAL STRUCTURE

Corporate Structure - Departments, Divisions, Units etc.

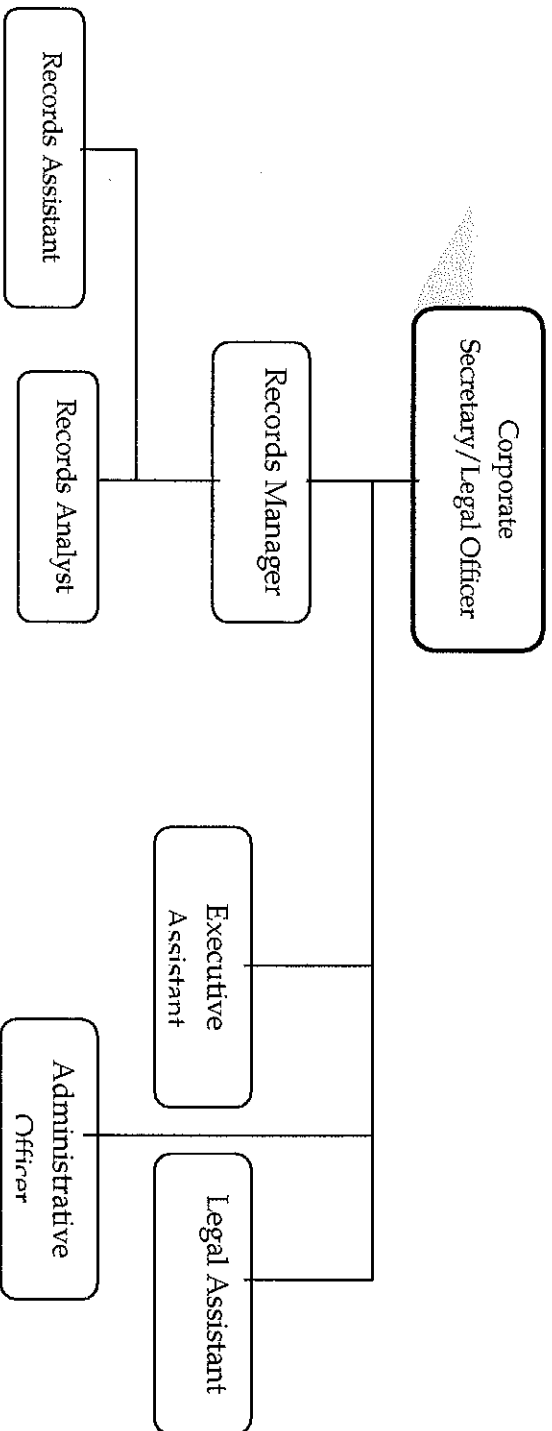
2011 -2012



DELEGATED LEVELS OF AUTHORITY -
OFFICE OF THE MANAGING DIRECTOR

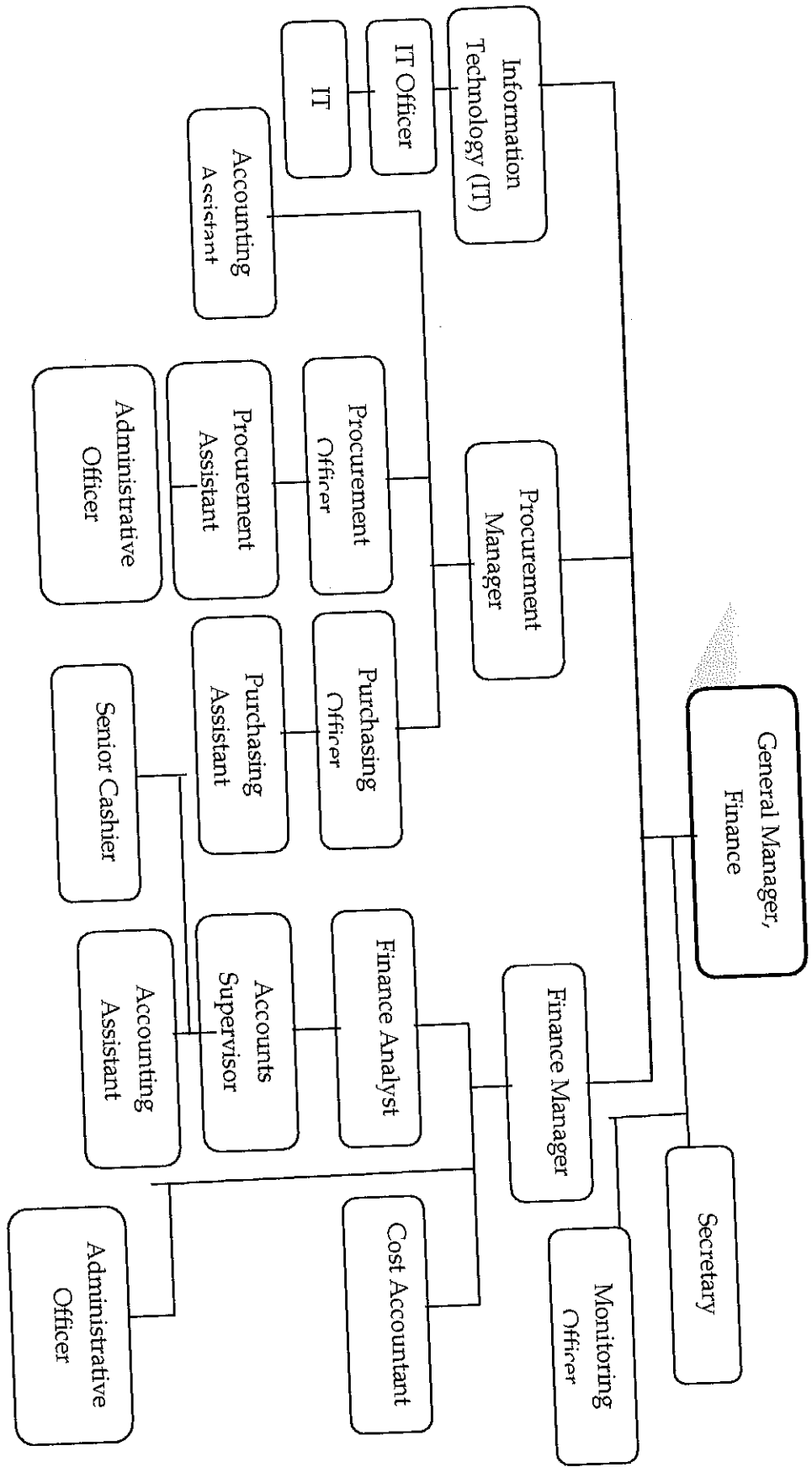


DELEGATED LEVELS OF AUTHORITY -
OFFICE OF THE CORPORATE SECRETARY/LEGAL OFFICER



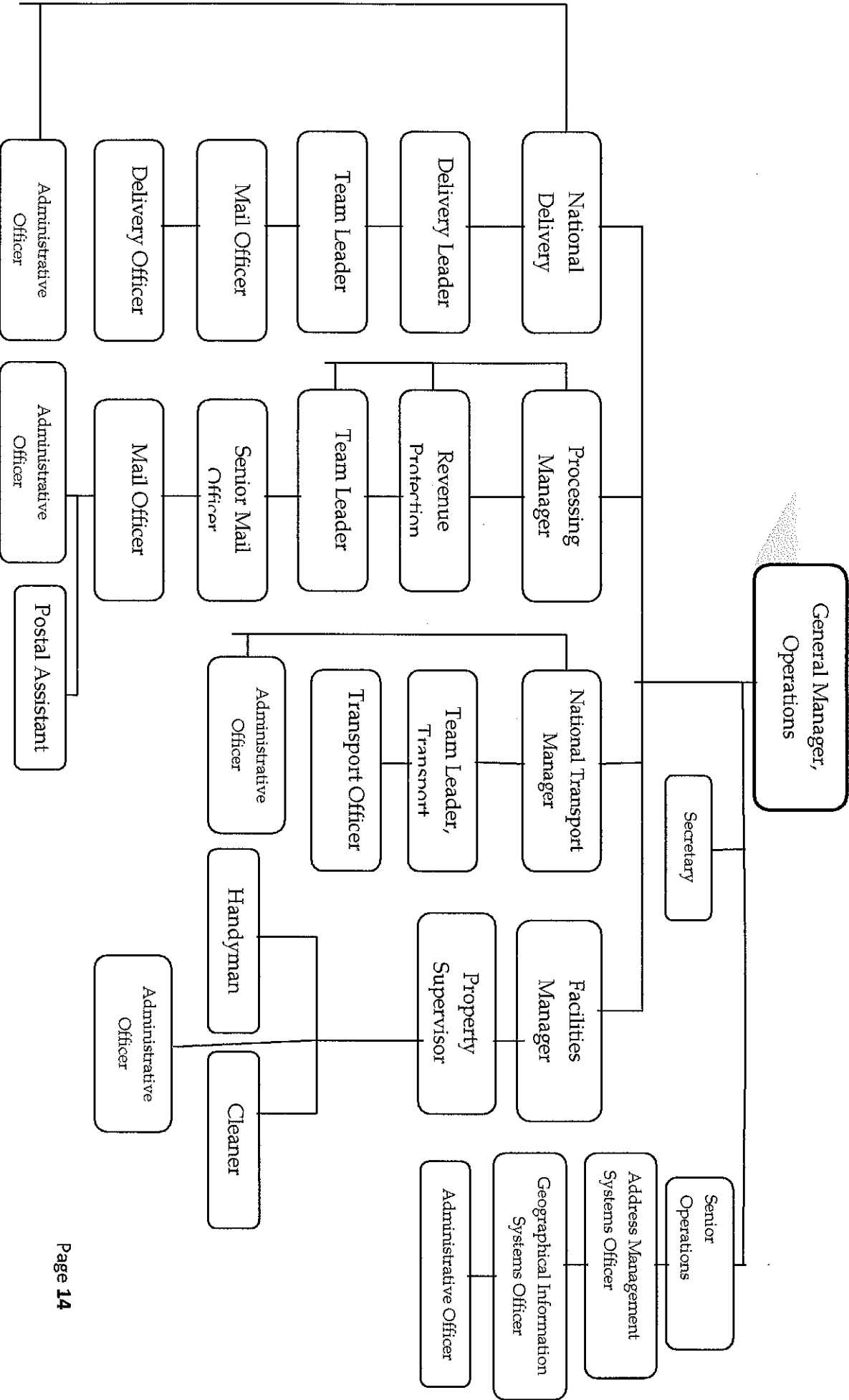
DELEGATED LEVELS OF AUTHORITY -

FINANCE DIVISION

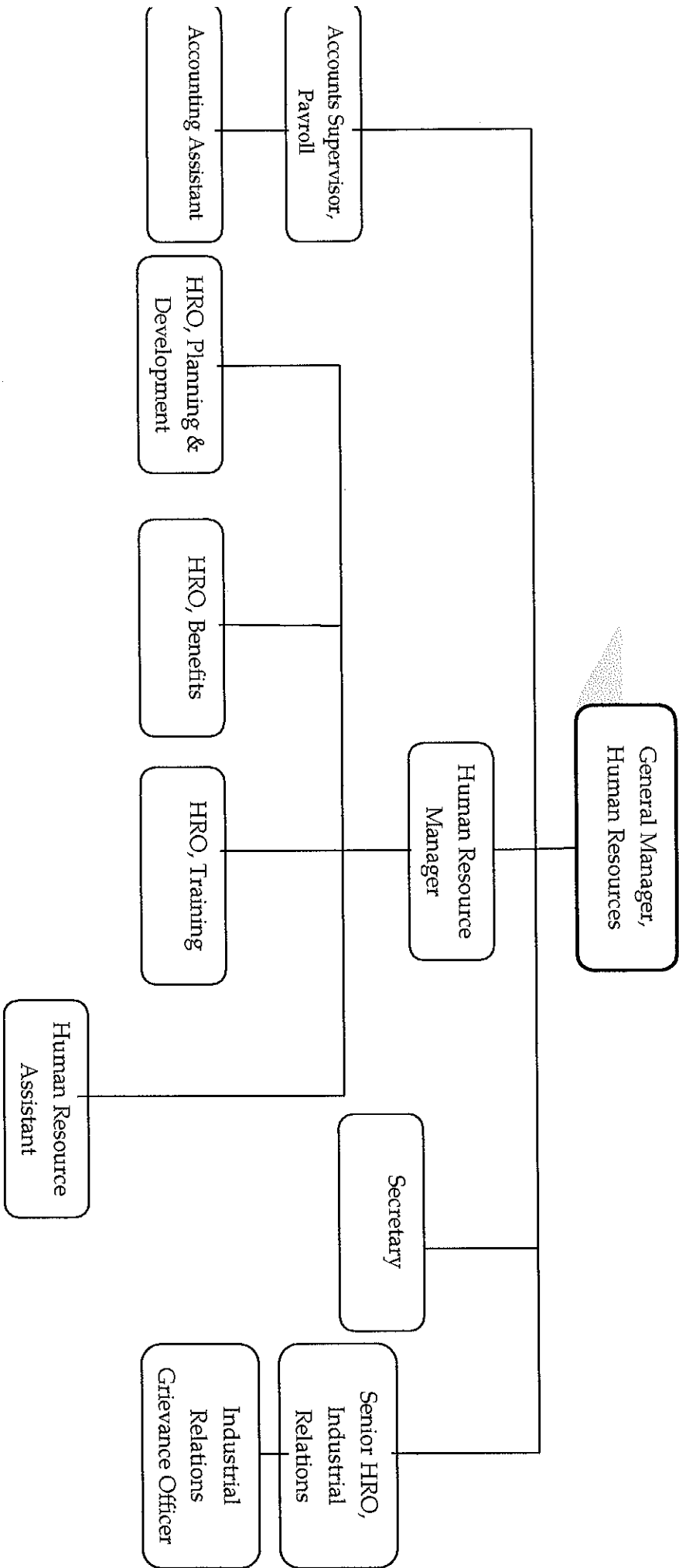


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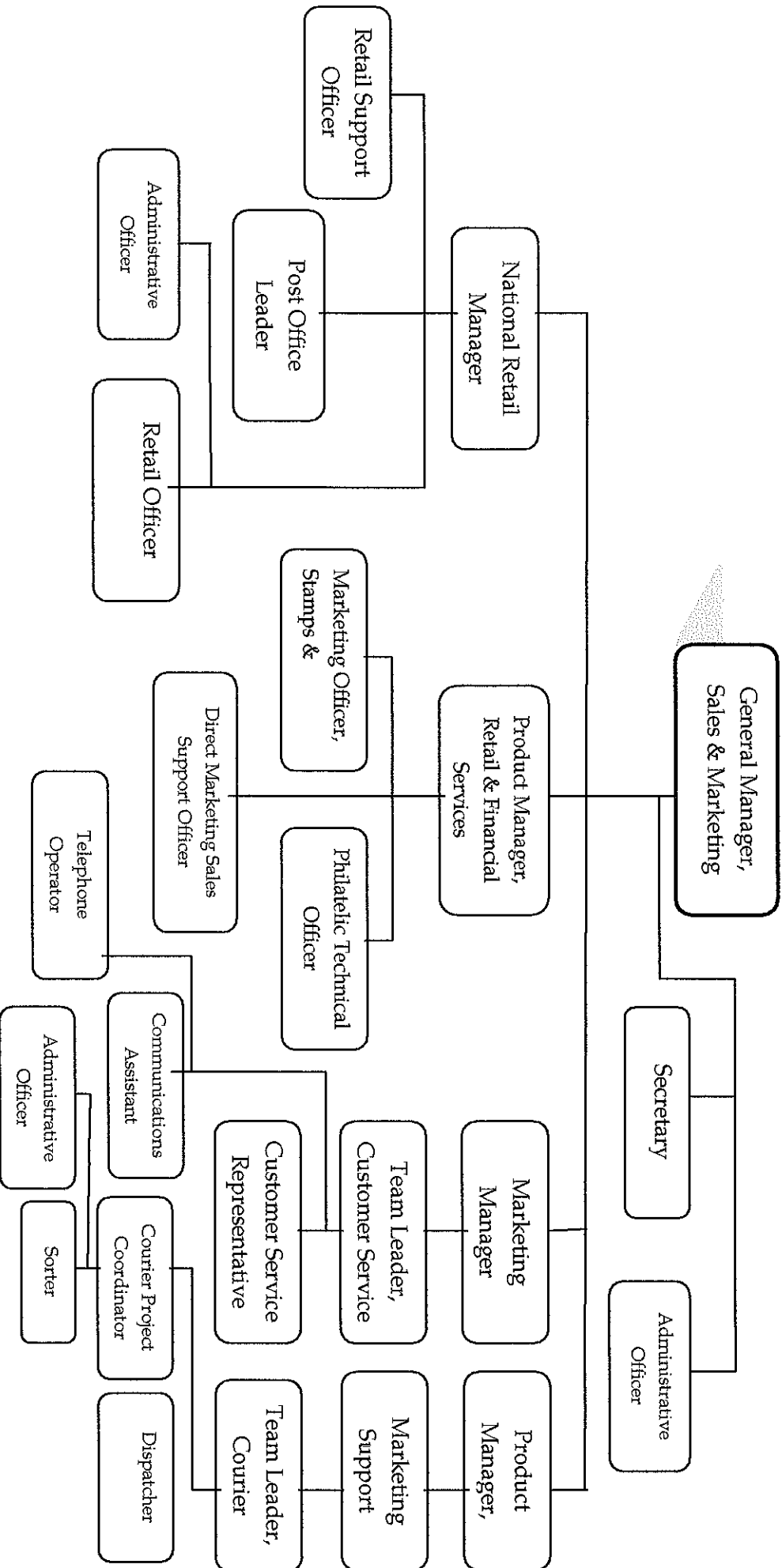
OPERATIONS DIVISION



DELEGATED LEVELS OF AUTHORITY HUMAN RESOURCES DIVISION



DELEGATED LEVELS OF AUTHORITY SALES & MARKETING DIVISION



2e - Refer to the TTPost Act of 1999

2f - TTPost reports to the Ministry of Public Utilities.

SECTION 3

POLICIES AND DEVELOPMENT INITIATIVES

(a) Please refer to attached Operational Plan for 2013-2014 for short and medium-term plans.

Please refer to attached Strategic Plan for long term plans. Please refer to Strategic Action Plan 2011-2015

(b) With the help of consultants PwC, TTPost identified and addressed a number of gaps which were addressed within the fiscal year.

| | Performance Objective Target | Performance Objective Actual |
|--------------|------------------------------|------------------------------|
| Revenue | 90,100,000 | 83,341,545 |
| Profit/Loss | (14,217,181) | 2,038,894 |
| USO Coverage | 96% | 93.53% |
| Mori Poll | 1 st place | 1 st place |

| Accomplishments | Impact |
|--|--|
| 1. Refurbishment of 4 Retail and Delivery Offices | Improved conditions for employees to work in |
| 2. Progress on the creation and completion of the National Addressing System and National Postal Code System | Trinidad and Tobago take a step towards First World Status with the development of a National Postal Code System. Mail delivery will also benefit. |
| 3. The National Mail Centre PO Box initiative | Increasing the availability of PO Boxes stands to increase revenue for the Corporation and increase customer satisfaction. |

SECTION 4

FINANCIAL OPERATIONS

Financial Operations

Budget formulation

The Corporation embarked on its most ambitious strategy since its creation in 1999, geared towards strengthening the business to enable the transformation of TTPost into a financially viable organization. This strategic intention was in line with the GORTT mandate and the five-year strategic plan for the period 2011-2015.

To improve the Corporation's financial performance, in the period beginning October 1, 2011, management planned to generate \$90.1M in revenue, without a tariff increase, as well as implement a number of sweeping cost cutting initiatives. An organization wide diagnostic assessment of TTPOST was performed in Q2 fiscal 2011 by the firm, PricewaterhouseCoopers. With the aid of this report, management was able to identify key areas where 'quick wins' in terms of cost cutting could be established. The cost cutting initiatives were supported by a strengthening of the control environment and formal performance management systems. Subsidy was originally projected at the same level as the previous year but was later substituted from the actual sum allocated. As such, a loss of \$14.217M was projected for the year.

**TRINIDAD AND TOBAGO POSTAL CORPORATION
RECURRENT BUDGET
OCTOBER 2011- SEPTEMBER 2012**

| | (\$000's) |
|---|-----------------|
| Revenue | 90,100 |
| Direct Personnel Costs | (85,754) |
| Direct Material Costs | (13,340) |
| Cost of Sales | (99,094) |
| Contribution | (8,994) |
| Indirect Personnel Costs | (17,536) |
| Administrative Expenditure | (17,322) |
| Total Operating Expenditure | (34,858) |
| Income/(Loss) from Operations | (43,852) |
| Non-Operating Income | 241 |
| Net Profit/(Loss) before subsidy | (43,611) |
| Subsidy | 34,968 |
| Net Profit/(Loss) after subsidy | (8,643) |
| Depreciation | (5,303) |
| Taxes | (271) |
| Net Profit/(Loss) after depreciation & taxes | (14,217) |

Expenditure versus Income

Expenditure totaled \$121.322M and Operating Revenue was \$83.342M. (An additional \$10M in subsidy was disbursed to the Corporation in the last two months of the fiscal year, as a substitute of sorts in the face of an official denial by Cabinet of the long-awaited tariff increase).

**TRINIDAD AND TOBAGO POSTAL CORPORATION
EXPENDITURE VS INCOME
OCTOBER 2011 - SEPTEMBER 2012**

| | Actual (\$000's) |
|---|---------------------|
| Revenue | 83,342 |
| Direct Personnel Costs | (71,102) |
| Direct Material Costs | (14,771) |
| Cost of Sales | (85,873) |
| Contribution | (2,531) |
| Indirect Personnel Costs | (14,563) |
| Administrative Expenditure | (20,886) |
| Total Operating Expenditure | (35,449) |
| Income/(Loss) from Operations | (37,980) |
| Non-Operating Income | 576 |
| Net Profit/(Loss) before subsidy | (37,404) |
| Subsidy | 44,968 |
| Net Profit/(Loss) after subsidy | 7,564 |
| Depreciation | (5,269) |
| Taxes | (256) |
| Net Profit/(Loss) after depreciation & taxes | 2,039 |

Debt policy

TTPost will enter into agreements for loans only with Board of Directors approval. This may be to fund capital investments or for hire purchase transactions. Any capital commitments resulting from the borrowings will be stated in the notes to the financial statements.

In the event that TTPost requires the facility of a lending agency to meet its present or future obligations, management will document the following:

| | |
|--|---|
| <ul style="list-style-type: none"> • The reason(s) for the borrowings • Cash requirements • The duration of the loan • Evaluate at least three possible sources of finance, including such analysis as: <ul style="list-style-type: none"> ○ Cost of borrowing (Present Value) ○ Repayment Schedule | <ul style="list-style-type: none"> • Select the appropriate lending agency • Outline the terms of the lending agreement • Adequate future income sources to meet the borrowing obligations |
|--|---|

The Finance Manager will document the assessment and submit its findings and recommendations to the General Manager – Finance for onward submission to the Managing Director and then onto the Board of Directors for approval, prior to entering agreements for borrowings.

Investment policy

TTPost will periodically assess their surplus cash position and with Board of Directors approval, the General Manager – Finance will invest in short-term, medium or long term, interest bearing financial instruments as deemed appropriate. Closure of any investment account or special fund will be approved by the Board of Directors.

On a monthly basis TTPost will receive Government Subventions to cover operational and recurrent expenditure. The subvention is expected to cover the following month's expenditure. Any excess funding due to the timing of the payment of expenditure, should earn interest income for TTPost. The General Manager – Finance will maximize such gains by evaluating and then selecting the most suitable short term financial instrument in which to invest.

Interest gained from investment will be recorded as Interest income in the period of receipt.

Internal Audit functions

From May 2011, in principle the Internal Audit function operated according to the Internal Audit Department Charter. Subsequent to the appointment of a new Board of Directors for a two-year term and the formation of an Audit Committee, the Charter was adopted on July 11, 2012 at the 11th Meeting of said Committee.

SECTION 5

HUMAN RESOURCE DEVELOPMENT PLAN

Organizational Establishment 2011 -2012

| OFFICE OF THE MANAGING DIRECTOR | |
|---------------------------------|---------------|
| Job Title | As-Is' Number |
| Managing Director | 1 |
| Executive Secretary | 1 |
| Health and Safety Manager | 1 |
| Health and Safety Officer | 2 |
| Executive Assistant - HSE | 1 |
| Driver/Messenger | 1 |
| Security Manager | 1 |
| Security Investigating Officer | 3 |
| Manager Internal Audit | 1 |
| Internal Auditor | 3 |
| Business Development Manager | 1 |
| Business Analyst | 1 |
| TOTAL | 17 |

| OFFICE OF THE CORPORATE SECRETARY/LEGAL OFFICER | |
|---|---------------|
| Job Title | As-Is' Number |
| Corporate Secretary | 0 |
| Records Manager | 1 |
| Records Analyst | 2 |
| Records Assistant | 2 |
| Legal Assistant | 1 |
| Administrative Officer | 1 |
| TOTAL | 7 |

| HUMAN RESOURCES DIVISION | |
|--|---------------|
| Job Title | As-Is' Number |
| General Manager, Human Resources | 1 |
| Secretary | 1 |
| Human Resource Manager | 1 |
| Senior Human Resource Officer (Industrial Relations) | 1 |
| Human Resource Officer (Planning and Development) | 1 |
| Human Resource Officer (Benefits) | 1 |
| Human Resource Officer (Training) | 1 |
| Human Resource Assistant | 5 |
| Industrial Relations Grievance Officer | 1 |
| Payroll Department: | |
| Accounts Supervisor-Payroll | 1 |
| Accounting Assistant | 3 |
| TOTAL | 17 |

| FINANCE DIVISION | |
|---------------------------------|---------------|
| Job Title | As-Is' Number |
| General Manager, Finance | 0 |
| Office Staff: | |
| Secretary | 1 |
| Accounts: | |
| Finance Manager | 1 |
| Cost Accountant | 0 |
| Financial Analyst | 2 |
| Accounts Supervisors | 7 |
| Senior Cashier | 1 |
| Accounting Assistants | 18 |
| Administrative Officer- Finance | 2 |
| Monitoring Officer | 5 |

| | |
|---|-----------|
| Procurement/Purchasing and Stores: | |
| Procurement: | |
| Procurement Manager | 1 |
| Procurement Officer | 1 |
| Procurement Assistant | 1 |
| Administrative Officer | 2 |
| Purchasing: | |
| Purchasing Officer | 1 |
| Purchasing Assistant | 1 |
| Stores: | |
| Accounts Supervisor | 0 |
| Accounting Assistant | 1 |
| Administrative Officers | 4 |
| Information Technology: | |
| Information Technology Manager | 1 |
| Information Technology Officer | 3 |
| Information Technology Technician | 1 |
| TOTAL | 54 |

| OPERATIONS DIVISION | |
|--|----------------------|
| Job Title | As-Is' Number |
| General Manager, Operations | 1 |
| Office Staff: | |
| Secretary | 1 |
| Administrative Officer | 2 |
| Senior Operations Officer | 1 |
| Address Management Systems Officer | 1 |
| Geographical Information Systems Officer | 1 |
| Processing: | |
| Processing Manager | 1 |
| Shift Manager | 0 |
| Revenue Protection Officer | 1 |
| Team Leader-Processing | 11 |
| Senior Mail Officer-Processing | 14 |
| Mail Officer-Processing | 82 |

| | |
|--------------------------------------|------------|
| Administrative Officer-Processing | 6 |
| Postal Assistant | 8 |
| | |
| Delivery: | |
| Delivery Services Department: | |
| National Delivery Manager | 1 |
| Administrative Officers | 2 |
| | |
| Delivery Network: | |
| Delivery Leader | 18 |
| Team Leader- Delivery | 13 |
| Mail Officer-Delivery | 71 |
| Delivery Officer-Delivery | 473 |
| | |
| Property: | |
| Facilities Manager | 1 |
| Property Supervisor | 1 |
| Clerk of Works | 0 |
| Handyman | 1 |
| Cleaners | 6 |
| Administrative Officers | 2 |
| | |
| Transport/Courier | |
| Transport: | |
| National Transport Manager | 1 |
| Transport Team Leader | 1 |
| Transport Officer | 40 |
| Administrative Officers | 2 |
| TOTAL | 763 |

| SALES & MARKETING DIVISION | |
|--------------------------------------|---------------|
| Job Title | As-Is' Number |
| General Manager, Sales and Marketing | 1 |
| | |
| Office Staff: | |
| Secretary | 1 |
| Administrative Officer | 1 |

| | |
|---|------------|
| Marketing: | |
| Direct Marketing Manager | 0 |
| Direct Marketing Sales Support Officer | 1 |
| Mail Officer | 1 |
| | |
| Retail | |
| National Retail Manager | 1 |
| Retail Support Officer | 7 |
| Post Office Leader | 9 |
| Retail Officer | 32 |
| Administrative Officer | 3 |
| Temporary Retail Officer | 0 |
| | |
| Product and Services | |
| Product Manager Retail and Financial Services | 1 |
| Philatelic Technical Officer | 1 |
| Marketing Officer Stamps and Philatelic | 1 |
| | |
| Products and Services: Courier | |
| Product Manager Courier | 1 |
| Marketing Support Officer | 1 |
| Team Leader Courier | 2 |
| Courier Project Coordinator | 1 |
| Dispatcher | 1 |
| Sorter | 1 |
| Courier | 1 |
| Administrative Officer-Courier | 17 |
| Postal Assistant | 1 |
| Depot Clerk | 0 |
| | |
| Communications: | |
| Marketing Manager | 1 |
| Communications Assistant | 1 |
| Team Leader Customer Service | 0 |
| Customer Service Representative | 12 |
| Telephone Operator | 2 |
| Account Executive | 2 |
| Administrative Officers | 1 |
| Total Sales and Marketing | 105 |
| TOTAL STAFF COUNT | 963 |

Category of Staff

The Corporation has the following categories of staff: Permanent, Temporary, Contract and Temporary Relief Officers (who are used on an as required basis).

Career Path Systems

- The personnel in the Delivery and Processing Departments within the Operations Division subscribe to promotions which are done based on Seniority. The positions that are promoted based on seniority are as follows: Within Delivery-Delivery Officer, Mail Officer. Within Processing- Delivery Officer, Mail Officer Senior Mail Officer and Team Leader.
- All other promotional appointments are carried out based on merit and interviews are conducted for this exercise.

Performance Assessment/Management Strategies

Under the Performance Management System, Performance and Behavioral Indicators are set and Performance Appraisals conducted on all employees in the Corporation. These are used for developmental purposes and coaching, and counseling is done when required.

Promotion

DELIVERY DEPARTMENT, OPERATIONS DIVISION
Mail Officer



Delivery Officer

Processing Department, Operations Division

Team Leader



Senior Mail Officer



Mail Officer

Mail Officer

- The personnel in the Delivery and Processing Departments within the Operations Division subscribe to promotions which are done based on Seniority. The positions that are promoted based on seniority are as follows: Within Delivery-Delivery Officer, Mail Officer. Within Processing- Delivery Officer, Mail Officer Senior Mail Officer and Team Leader.
- All other promotional appointments are carried out based on merit and interviews are conducted for this exercise.

Employee Support Services

- The Employee Assistance Programme is administered through a contract with Petrotrin Employee Assistance Programme Services Limited. Employees can make appointments or Supervisors may make referrals for employees who have personal or work-related issues that negatively impact on the performance of their duties.
- The Group Life and Health Plan is operational as an Administrative Service Only Plan, wherein the Health Plan was administered by M and M Broking Services Limited.
- The Group Life, Accidental Death and Dismemberment Plan continued to be held by Sagicor and employees are covered up to a maximum of \$100,000.00.

SECTION 6

PROCUREMENT PROCEDURES

Methods of Tendering

1.1 Invitations to Tender shall be by one of the following methods:

(i) Public or Open Tendering

- a. Tenders are invited through advertisement or other forms of public notice from an eligible party.
- b. Shall be used when the list of Registered Contractors (See Rule 9.1 above) does not cater for a particular Article, or for the undertaking of Works or Services, or is inadequate for competitive bidding or under any other circumstances as approved by the Tenders

(ii) Selective Tendering

- a. Invitations are issued only and directly to Registered Contractors.
- b. Where the list of Registered Contractors includes vendors for the Articles, Services or works to be purchased. In this case all of the said Contractors or Suppliers who suit the requisite category shall be invited to tender.
- c. Where there is a limitation in the sources of supply of the requisite Articles, Services or works where there is a definite quality, size or qualification that can be used as a basic point for limiting the selection of suppliers.
- d. Where there is external funding that those sources limit the choice of Suppliers

(iii) Sole Source Tendering

- a. Some Articles, Services or Works shall be acquired exclusively from one Supplier, following an initial Public or Selective Tendering process. This agreement shall be long term for the supply of a specific range of Articles, Services or Works and shall be subject to annual review via Performance Appraisal.

SECTION 7

PUBLIC AND COMMUNITY RELATIONS

Public and Community Relations

| Client/public access point | Amount |
|----------------------------|--------|
| Corporate Shops | 13 |
| Franchises | 70 |
| Stamp Resellers | 133 |
| Delivery Offices | 48 |
| Clearance Boxes | 260 |

Community & Stakeholder Relations/Outreach

- 2011-2012: Introduction of the S-42 Addressing Standard and Postal Code Implementation, within the Borough of Point Fortin, Chaguanas and Tobago.

Strategic Partnerships (Local, Regional and International)

Local Partnerships: -

- Internet Shopping Partner – Laparkan
- Franchises – 70
- Stamp Resellers – 133

Regional Partnerships: -

- None

International Partnerships: -

- International Courier Partner – TNT