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Government of the Republic of Trinidad and Tobago  
**MINISTRY OF FINANCE**



**ANNUAL  
ADMINISTRATIVE  
REPORT**

# TABLE OF CONTENTS

Preface.....	1
The Ministry of Finance at a Glance.....	2
Mandate .....	2
Vision.....	2
Mission .....	2
Core Values .....	2
Organizational Structure Of The Ministry Of Finance.....	3
Leadership Team .....	4
Budget Division .....	5
Building Management Unit.....	18
Central Tenders Board .....	35
Corporate Communications Unit (CCU) .....	41
Customs and Excise Division .....	49
Debt Management Division .....	64
Economic Management Division.....	72
Financial Intelligence Unit.....	92
Human Resource Management Division .....	127
Information and Communications Technology Division .....	144
Inland Revenue Division.....	156
Investments Division .....	171
Office of the Supervisor of Insolvency.....	190
Strategic Management and Execution Office .....	209
Tax Treaty.....	245
Treasury Division.....	252
Treasury Solicitor’s Department.....	270
Valuation Division .....	277
Appendices.....	288
Appendix I- CTB - Steps in the Procurement Process .....	289
Appendix II – FIU – Schedule of Training Activities FY 2020 .....	292
Appendix III – Valuation Division – Estate Management Advice – Entities.....	294

## 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 2019/ 2020 represents an account of the undertakings of the Ministry of Finance (MOF) for the fiscal period October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2020. 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.

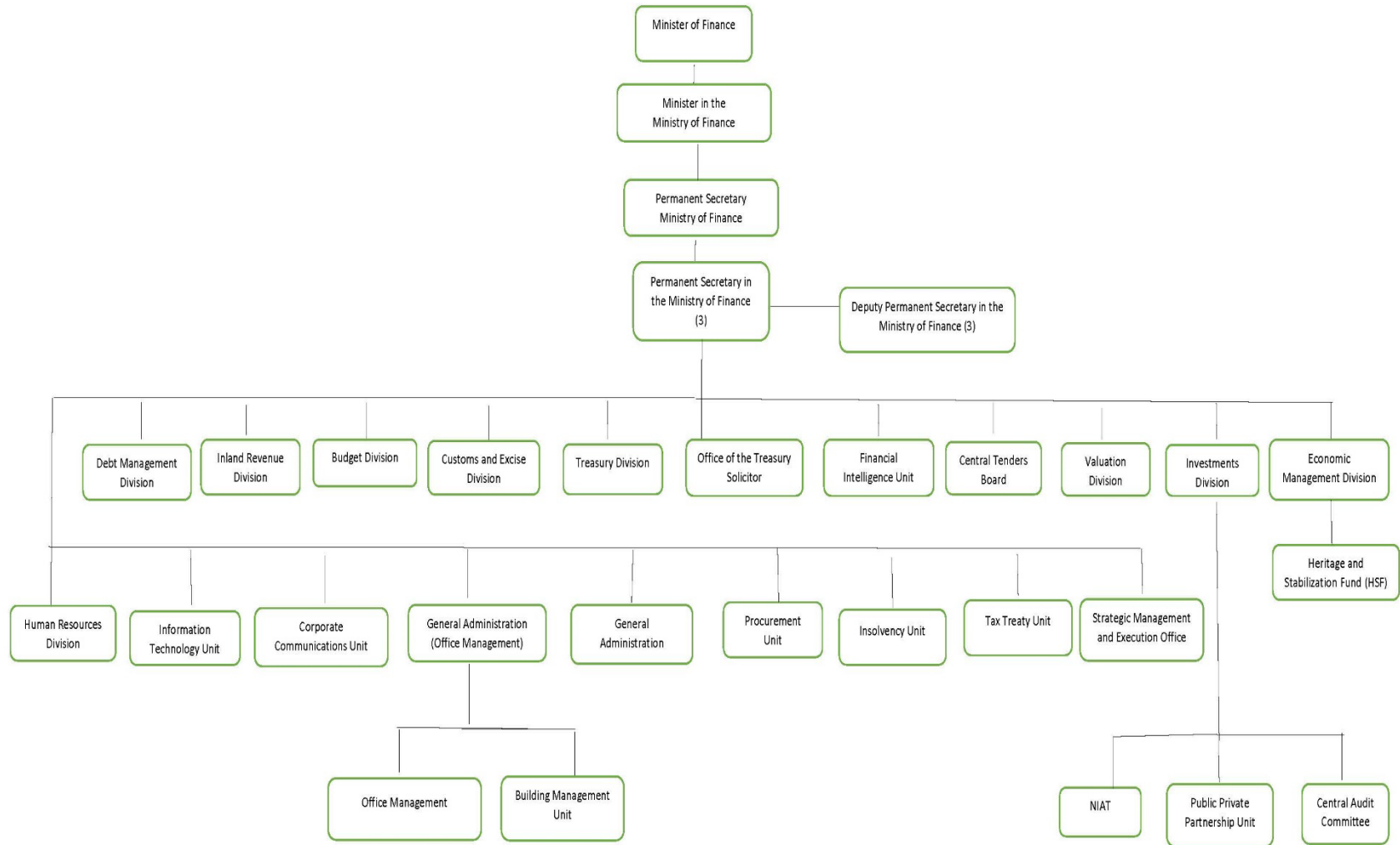
## MISSION

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**

At the helm of the Ministry of Finance is an Executive Team that comprises:

- Mr. Vishnu Dhanpaul – Permanent Secretary
- Mrs. Suzette Lee Chee – Permanent Secretary (Ag.)
- Mrs. Michelle Durham-Kissoon – Permanent Secretary (Ag.)
- Mrs. Jennifer Lutchman – Deputy Permanent Secretary
- Mrs. Savitree Seepersad – Deputy Permanent Secretary (Ag.)
- Mrs. Yvonne Neemacharan – Deputy Permanent Secretary (Ag.)

The Executive Team is ably backed by the very competent:

- Ms. Cherry-Ann Le Gendre – Director of Budgets, Budget Division
- Mr. Philbert Alexander – Director of Contracts (Ag.), Central Tenders Board
- Ms. Nikita Boyce – Senior Corporate Communications Officer, Corporate Communications, Communications Unit
- Ms. Kathy-Ann Matthews – Comptroller of Customs and Excise, Customs and Excise Division
- Mr. Ato Moore – Facilities Manager, Building Management Unit
- Mr. Dennis Knutt – Security Manager, Building Management Unit
- 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. Allison Raphael – Chairman, Board of Inland Revenue
- Ms. Karen Seebaran-Blondet – Supervisor of Insolvency, Office of the Supervisor of Insolvency
- Mr. Narine Charran – Manager, Debt Management Division
- Mr. Anthony Joseph – Manager, Economic Management Division
- Ms. Carla Carter – Treasury Solicitor (Ag.), Office of the Treasury Solicitor
- Ms. Enid Zephyrine – Director, Strategic Management and Execution Office
- Ms. Catherine Laban – Comptroller of Accounts, Treasury Division
- Mrs. Emeris Garraway-Howell – Commissioner of Valuations (Ag.), Valuation Division

**Annual Administrative Report FY 2019-2020**  
**Budget Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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 a 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** – This 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**

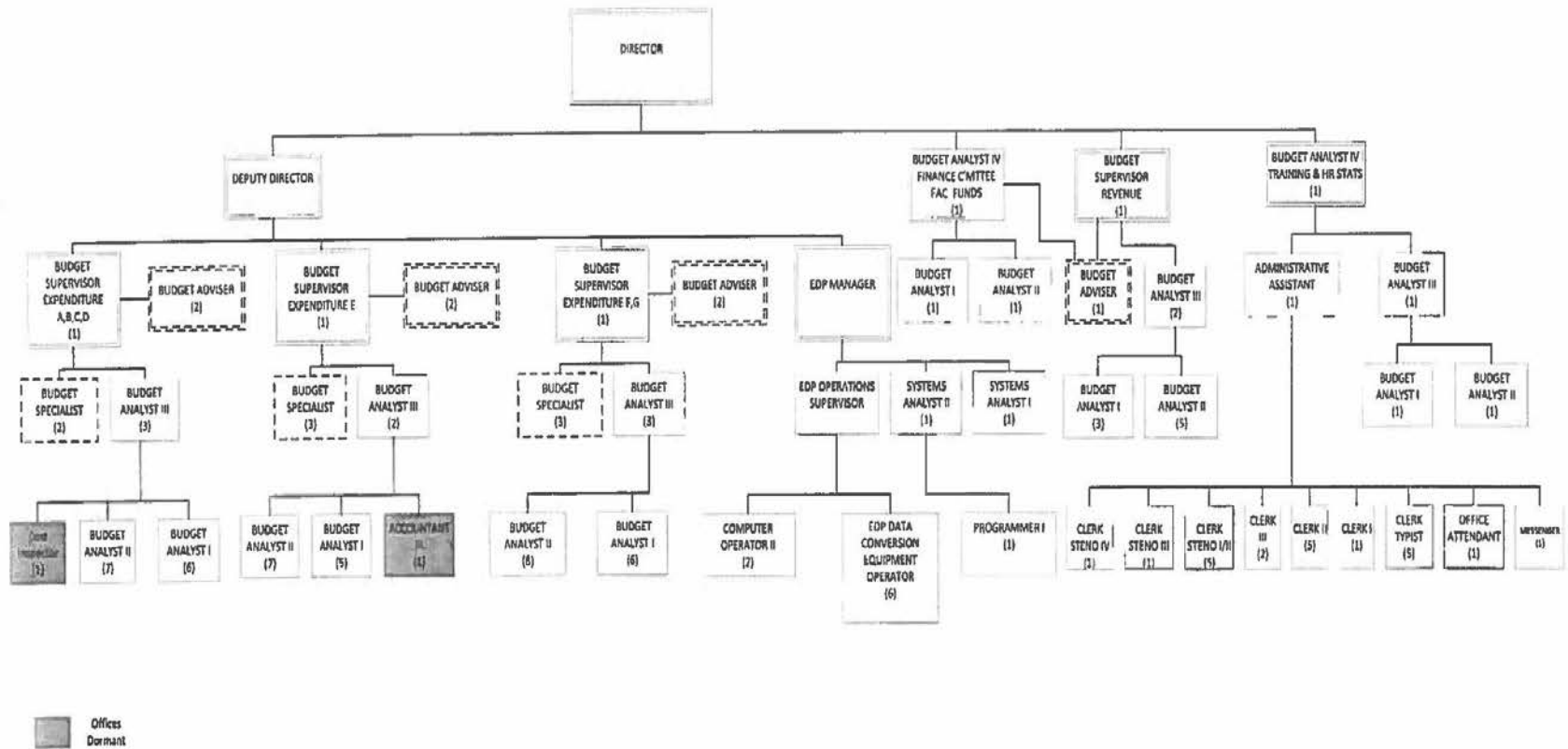
The Budget Division has adopted an organizational structure closely resembling a Line Organizational Structure in which a top to bottom flow of authority and instructions exists, where each Unit Head is responsible for the day to day control of his or her Unit. The Director of Budgets has a span of control over one (1) Deputy Director of Budgets, four (4) Assistant Director 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.

It should be noted that Cabinet by Minute No. 2342 dated November 21, 2019 agreed, *inter alia*, to the reclassification and the re-designation of salary ranges for the under-mentioned positions:-

<u>Former Position</u>	<u>Re-designated Position</u>
Budget Supervisor	Assistant Director of Budgets
Budget Analyst IV	Senior Budget Managers
Budget Analysts III	Budget Managers
Budget Analysts II	-
Budget Analysts I	-

# ORGANIZATIONAL STRUCTURE

## BUDGET DIVISION ORGANIZATION CHART



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020**

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<sup>st</sup> October, 2019 to September 30, 2020, the Budget Division successfully undertook and completed the following activities:

### **A. Preparation and Finalization of the 2019/2020 Budget**

- i. Prepared and finalized the printing of the under-mentioned documents for the presentation of the FY 2019/2020 Budget on October 07, 2019:
  - Draft Estimates of Revenue for FY 2019/2020;
  - Draft Estimates of Expenditure (Establishment) for FY 2019/2020;
  - Draft Estimates Details of Recurrent Expenditure for FY 2019/2020;
  - Draft Estimates of Statutory Boards and Similar Bodies and the Tobago House of Assembly for FY 2019/2020; and
  - Draft Estimates of the Development Programme for FY 2019/2020.
- ii. Issued the General Warrant in respect of Expenditure charged upon the Consolidated Fund;
- iii. Issued the accompanying Ministry of Finance Circular No. 12 dated October 31, 2019 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 2019/2020;
- iv. Issued the corresponding Administration of Revenue collection memorandum dated October 30, 2019 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 2019/2020;

- 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 2019/2020;
- 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, 2020 in respect of expenditure charged upon the Consolidated Fund by the Constitution or Act of Parliament (Direct Charges) for FY 2020/2021; and
- viii. Issued Warrant dated September 30, 2020 providing authorization to Ministries and Departments to incur expenditure in October 2020 in respect of FY 2020/2021 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 2019/2020 Estimates of Revenue and Expenditure**

- i. Prepared and finalized the monthly projections of Revenue and Expenditure for FY 2019/2020 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 2019 to September, 2020;

- 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, 2019 and March 31, 2020;
- vi. Finalized the Closing of Accounts for FY 2018/2019, obtaining Parliamentary approval for the Variation of the 2019 Appropriation as well as obtaining Parliamentary approval for the write-off of losses for the FY 2018/2019;
- vii. Issued three (3) Supplemental Warrants in respect of expenditure charged upon the Consolidated Fund by the Constitution or Act of Parliament (Direct Charges) for FY 2019/2020; and
- viii. Initiated the preparation of the under-mentioned documents for the presentation of the 2020/2021 Budget:
  - 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 of the Tobago House of Assembly for FY 2020/2021; and
  - Draft Estimates of the Development Programme for FY 2020/2021.

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

- i. Created six (6) new items of Revenue as requested by Ministries and Departments;
- ii. Processed forty (40) applications received from Charitable, Sporting and Ecclesiastical Bodies and from members of the public for the grant of tax concessions of which thirty-four (34) 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 seven (7) applications for the waiver of Customs Duty on goods imported for temporary use by Sporting Bodies and Companies resulting in Cabinet approval;
- v. Processed twenty (20) applications for the Grant of Charitable Status received in fiscal 2019/2020 of which sixteen (16) were finalized. Fifteen (15) applications from previous years were approved in 2019/2020;
- vi. 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 seventeen (17) applications received;
- vii. Processed applications submitted by Comptroller, Customs and Excise Division for the grant of Special Licenses. The Minister of Finance approved the seventeen (17) Special Licenses which were recommended by the Comptroller;
- viii. Processed applications for the appointment of Receivers of Revenue; and
- ix. 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 2019/2020 requests for funds were considered and approvals granted through the issue of Warrants as follows:
  - Infrastructure Development Fund – one hundred and seventy one (171) warrants issued;
  - Unemployment Relief Fund – eighteen (18) warrants issued;
  - Government Assistance for Tuition Expenses (GATE) Fund – eleven (11) warrants issued; and
  - Green Fund – one (1) warrant issued.

In addition, two (2) 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. 1 dated March 18, 2020 (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 2020/2021;
- iv. Coordinated and distributed the 2019/2020 Draft Estimates of Revenue and Expenditure and the final 2019/2020 Estimates of Revenue and Expenditure to relevant Ministries, Departments and Agencies;

- v. Prepared the monthly standardized reports on the fiscal outturn;
- vi. Formulated the 2019/2020 Mid-Year Review fiscal report based on actual data for the period and revised assumptions approved for implementation;
- vii. Formulated standardized 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 2018 for the International Monetary Fund (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 2020 to determine the impact of composite revenue, expenditure and financing assumptions for FY 2020/2021 Budget. This provided policymakers with data to determine whether the proposed fiscal measures were sustainable.



## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

The ongoing initiative applies to the proposed adoption of the Integrated Financial Management Information System (IFMIS) which is an automated central data base system. The system is 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.

The initiative is currently at the user acceptance sensitization and change management phases of the project.

**Annual Administrative Report FY 2019-2020**  
**Building Management Unit**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

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 – 16 Locations
- Valuation Division – 9 Locations; and
- Customs and Excise Division – 50 Locations.

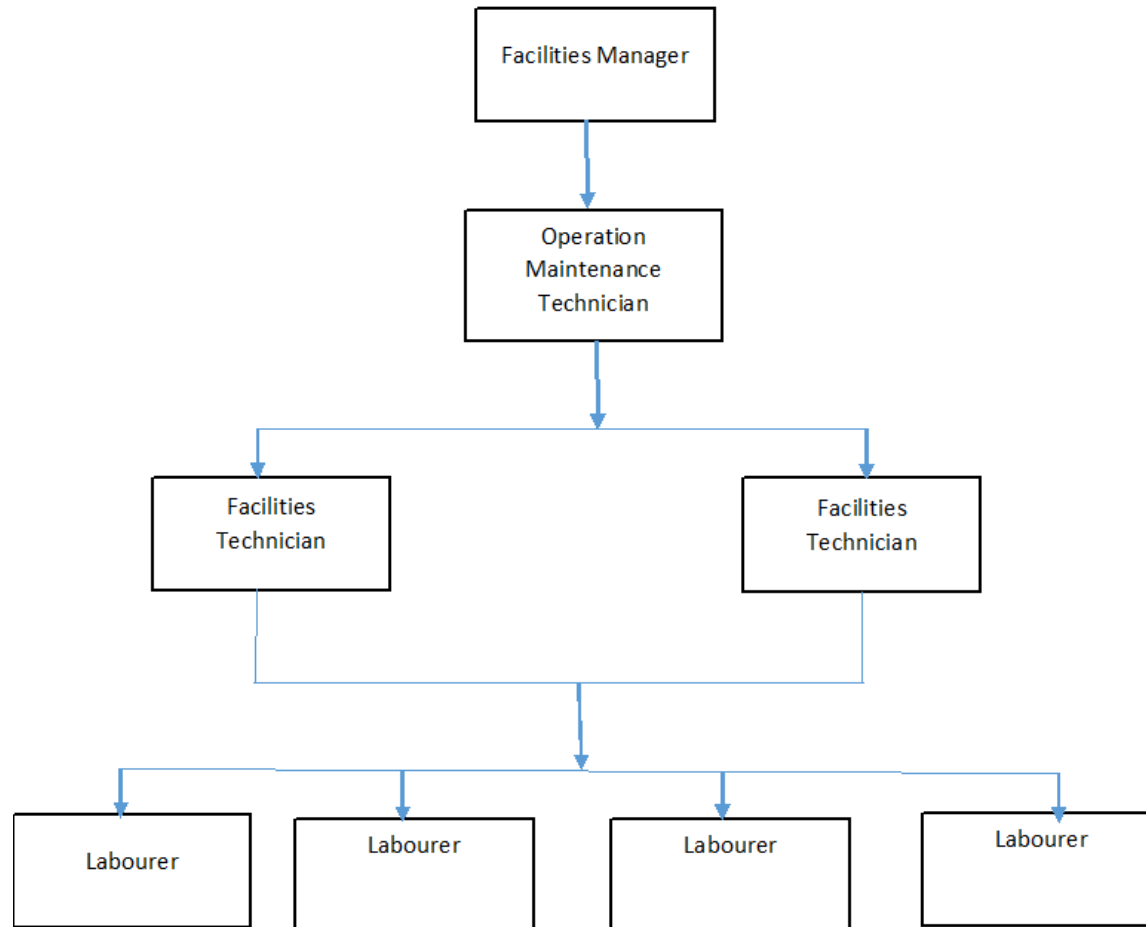
## **OPERATIONS AND MAINTENANCE MANAGEMENT**

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

Duties include:

- 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 2019-2020**

### **HEAD OFFICE**

- Outfitting works on Level 2, Finance Building for the relocation of the Financial Management Unit and Loans Department;
- General overhaul of standby generators in the basement, Finance Building;
- Installation of new portable water pump and jockey pump;
- Repainting of all emergency staircases and lobbies throughout the Finance Building; and
- Modernization of four (4) Passenger Lifts at Finance Building.

### **VALUATION DIVISION**

- Design, outfitting and furnishing of Tobago Valuation Division Office; and
- Design and outfitting of Point Fortin Valuation Division Office.

### **CUSTOMS AND EXCISE DIVISION**

- Replace carport at San Fernando Customs Office (Kings Wharf);
- Installation of screen protection at Piarco Baggage check out area due to COVID-19; and
- Installation of screen protection at Customs Head Office on levels 1,2,3 and 4 due COVID-19.

### **TREASURY DIVISION**

- Replacement of 10 ton air condition unit at Pay Branch, Treasury Division; and
- Installation of screen protection on ground floor, Pay Branch and Loans, Treasury Division.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

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

- Renovation works on Level 2 for the relocation of the Financial Management and Loans Department of Treasury Division;
- Replacement of carpets on Level 1;
- Replacement of the all the passenger elevators;
- Change out of all lighting at Head office to LED lighting;
- P.A. System replacement;
- Installation of 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;
- Renovation of Level 3 Vault to accommodate Loans Registry; and
- Initiate an in-house COVID-19 Response Team.

### **TREASURY DIVISION**

- Design and renovation of Pensions Unit, Treasury Division
- Design, renovation and relocation of F&A, Treasury Division;
- Acquisition of Fire and Electrical Certification;
- Ensure building OSHA Compliance 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 reports of all Customs and Excise facilities located throughout Trinidad and Tobago;
- Installation of additional screen protection, at the Customs and Excise Division Passenger Arrival at Piarco Airport;
- Replacement of roof and repairs/replacement of air condition system at C.E.S., Point-a-Pierre;
- 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**

- Rectify issues highlighted by OSHA for Point Fortin IRD Office; and
- Rectify issues highlighted by OSHA for Siparia IRD Office.



## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

The Security Department of the Ministry of Finance is responsible for the safety and security of all offices under the Ministry 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 in regard to 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 regard to static sentry and patrols in the 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 of 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.

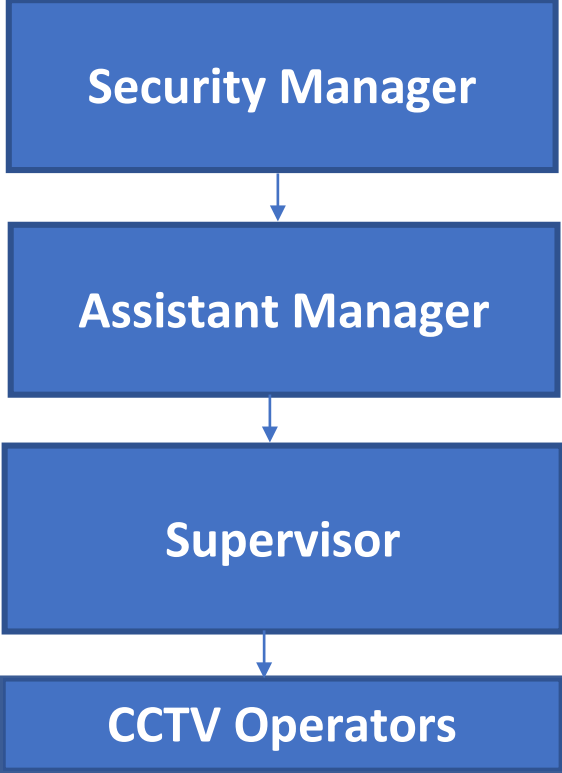
- Manages physical in-house security of security officers from NMTS.
- Conducts electronic surveillance as well as issuing RFID badges for the purpose of Access Control. This ensures the denial of unauthorized entry of staff, contractors and visitors to sensitive areas within the building.

## **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 2019-2020**

The Security Department has completed the undermentioned tasks:

- Personal Protective Equipment (PPE) Face shield initiative for the security of EWFB and IRD along with the CCTV Unit;
- PPE Gloves initiative for the security of EWFB, IRD, Valuation Division, Treasury, Victoria Courts and the CCTV Unit;
- Acquisition of an X-ray mail reader for identifying components of explosives and chemicals residues;
- Acquisition of Baggage X-ray Scanners;
- Acquisition of Walk through X ray Security Scanners;
- Acquisition of Utility Belts for security personnel to assist in use of force;
- Acquisition of three (3) handheld metal detectors scanners;
- Acquisition of walkie –talkie batteries;
- Acquisition of P1000 Nikon cameras;
- Acquisition of computer and laptop for CCTV room;
- Acquisition of masks for levels 7 & 8 EWFB MTS security;
- Acquisition of CCTV Servers;
- Implementation of an Active Shooter Police;
- Implementation of a Firearm Policy;
- Implementation of a Policy for acting Prime Minister;
- Implementation of a Covid-19 Screening Policy;
- Implementation of an Interim Operational Procedure Covid-19 policy;
- Implementation of an Electronic Monitor System for the Basement Security booth at MOF;

- Installation of CCTV Surveillance and Access Control System at Valuation Head Office Baratara;
- Installation of monitors and consoles at the CCTV Room MOF;
- Installation of an Under Vehicle Detection System;
- Installation of automated thermal sensors fever /thermometer system;
- Acquisition of Panasonic External Night Surveillance Camera System for the identification and storage of the registration numbers of vehicles;
- Upgrade of camera and access control systems at Customs and Excise Division Crews Inn Office;
- Upgrade of hardware and software at the CCTV control room Custom House, Port of Spain; and
- Implementation of automated barrier Control System Custom House input additional Hard Drives, Memory for servers. Purchase of UPS and replacement batteries and purchase of networking equipment.



## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

- Upgrade of CCTV Camera System MOF;
- Upgrade of Video Management System MOF;
- Upgrade of CCTV Access Control System Valuation Division and Customs and Excise;
- Installation of Glass Break Detector at MOF;
- Installation of Video Surveillance System and Security Lighting;
- Upgrade of CCTV Control Room MOF;
- Installation of Thermal Sensors cameras at MOF and IRD;
- Installation of Video Wall/Server system Treasury and Customs and Excise;
- Installation of Threat Identification Systems;
- Implementation of a CCTV Cyber Security Policy;
- Upgrade of Surveillance Cameras System Financial Intelligence Unit F.I.U;
- Upgrade of Treasury Building Surveillance Phase One (1);
- Installation at CCTV Camera System Customs and Excise Divisions Cedros facility;
- Installation at CCTV Camera System Customs and Excise Divisions San Fernando;
- Acquisitions of X-ray Scanners for 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 the Customs and Excise Outstations. All cameras will be integrated into the system at HQ. These facilities include: Wharf Patrol Unit, San Fernando and Cedros;
- Installation of thirty two (32) new IP camera and remote alarm 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;
- Installation of forty five (45) IP cameras and sixteen (16) access control points at Chaguaramas Training Facility, Chaguaramas;
- Purchase of equipment to facilitate the linking of all remote sites to the system at HQ;
- Upgrade of Access Control & IP Installation of forty five (45) additional access control points and cameras at Customs House HQ along with a video wall comprising of eight (8) Samsung fifty inch (50ins) LED screens;
- Installation of eighty (80) additional IP cameras to provide better coverage throughout the IRD building;
- Installation of additional access points controllers with dedicated server for access control;
- Installation of photo ID camera system - Nikon EOS camera bundle, Tripod, Backdrop and Photo editing software;
- Replacement of obsolete hard drives and the upgrade of cisco switches; and
- Acquisition of tools for retro-fitting/upgrading of CCTV/Access Control System.

**Annual Administrative Report FY 2019-2020**  
**Central Tenders Board**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

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 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.

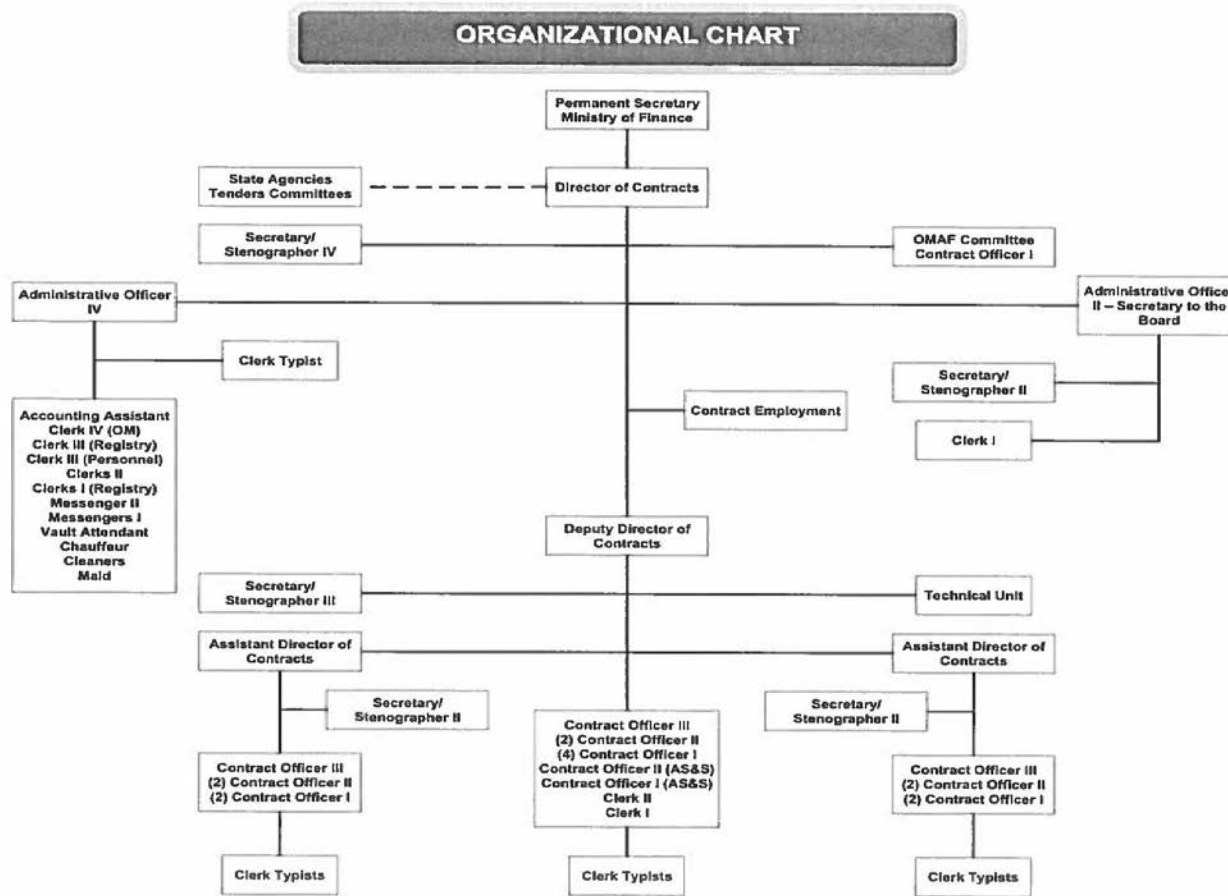
*(a) The composition of the Board for the year 2020 was as follows:*

- 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
- There were no Members-at-Large on the Board for the year 2020

*(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



Releases and expenditure for FY 2019/2020 for the Central Tenders Board Division are as follows:

<b>BREAKDOWN</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
<b>Personnel Expenditure</b>	\$4,846,825.00	\$4,550,948.05
<b>Goods &amp; Services</b>	\$2,207,100.00	\$2,077,285.73
<b>Minor Equipment Purchases</b>	\$2,800.00	\$1,956.74
<b>Development Programme</b>	NIL	NIL
<b>Total</b>	\$7,056,725.00	\$6,630,190.52

There were no Workshops/Seminars attended that required funding. Officers attended training/workshops that were facilitated by the Inter-American Development Bank in partnership with the Ministry of Trade and Industry.

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020

### a) CONTACTS AWARDED

The number of contracts awarded by the Central Tenders Board for the procurement of Goods and Services including Consulting Services for FY 2019/2020 are as follows:

SOLE TENDERS	SELECTIVE TENDERS	OPEN TENDERS	TOTAL AWARDS
4	4	21	29

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 FY2019/2020 are as follows:

NO. OF SALES	GROSS PROCEEDS	AUCTIONEER'S COMMISSION	NET PROCEEDS
1	\$150.00	\$6.00	\$144.00



**Annual Administrative Report FY 2019-2020**  
**Corporate Communications Unit (CCU)**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

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 'Head' Permanent Secretary 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.

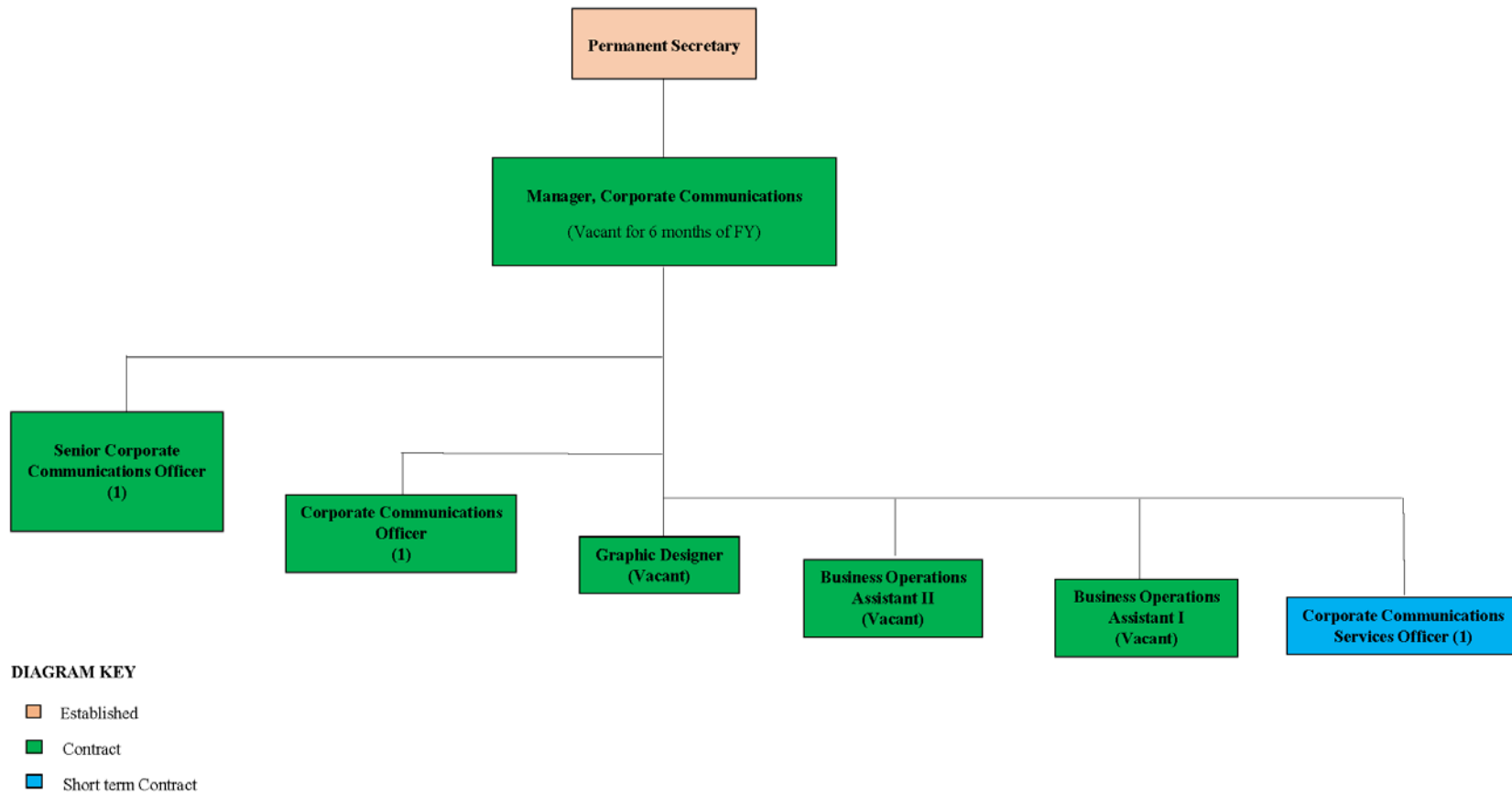
## **MISSION**

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 2019-2020, 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 supervised the Unit for approximately six (6) months (upon the exit of the Manager in April of 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's 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 Corporate Communications Unit (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 one (1) Manager, two (2) Contract Officers and one (1) short term contract officer during the period September 2019 to April 2020. The Manager's position was vacated in April 2020 and the remaining staff members serviced the Unit for the period April – September, 2020.

The CCU, with the approval of the Permanent Secretary, will soon begin discussions with the Human Resource Division to ensure that the full complement of staff is secured by Fiscal 2021/2022. This is necessary to ensure that the objectives of the Unit are fulfilled.

## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020**

### **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.

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.

## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

### 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 2019-2020**  
**Customs and Excise Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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.

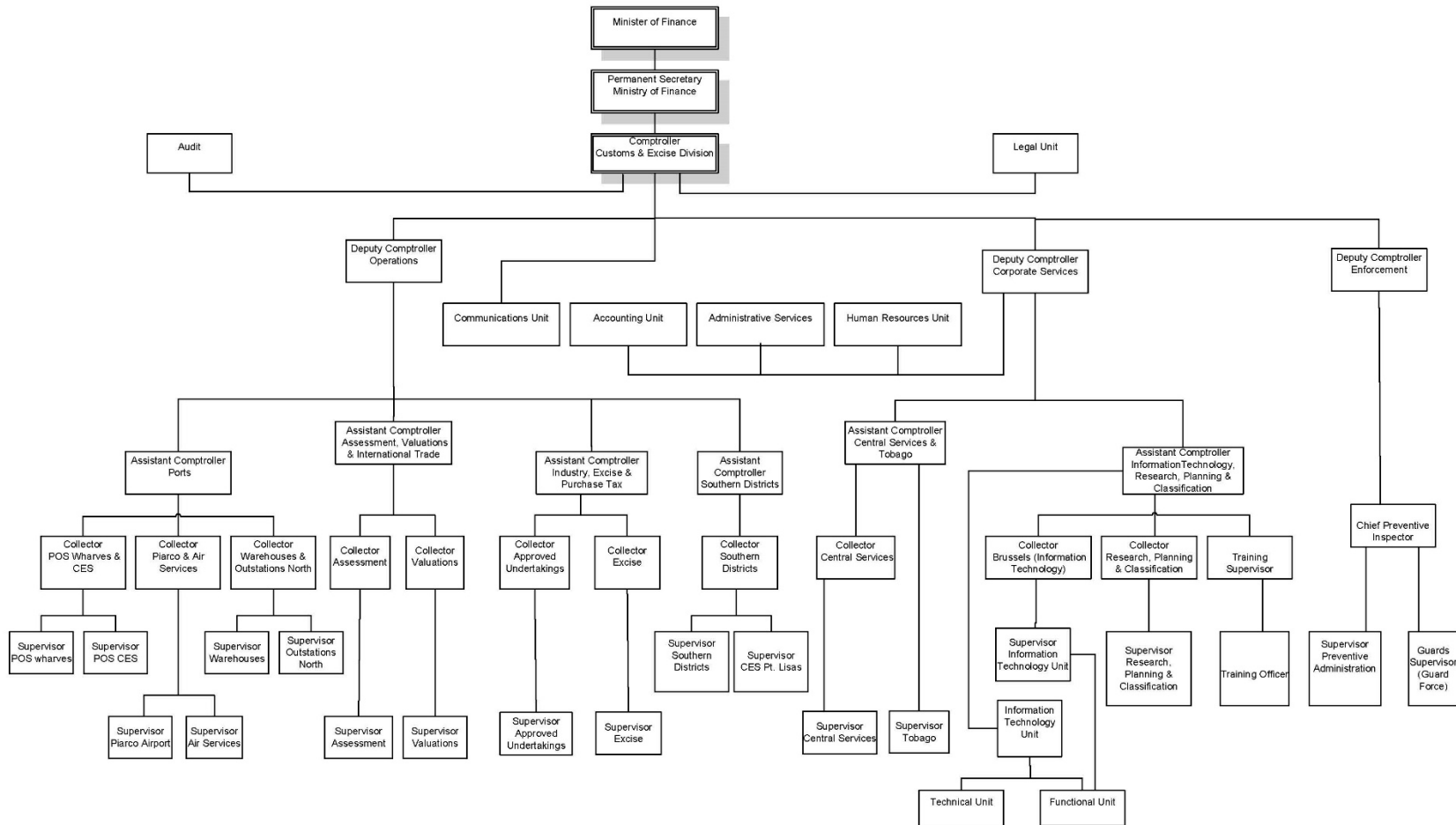
The following are some of the laws that the Customs and Excise Division is empowered to enforce in a professional, efficient manner and with integrity:

- 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 2019-2020**

### **REVENUE COLLECTION AND PROTECTION**

For Fiscal 2019/2020 the CED was projected to collect \$3,718,524,425 in duties and taxes. Despite challenges of staff shortage coupled with the Covid 19 Pandemic and its impact of International trade, a total of **\$3,256,389,987** 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.

In March 2020, the Division hired thirteen (13) retired Customs Officers to work at the area designated for the processing of express consignments. This initiative immediately yielded benefits as the monthly collection of Online Purchase Tax (OPT) increased twofold. Couriers were also mandated to submit Single Administrative Documents (SADs) or electronic Entries (eC82s) for commercial consignments.

### **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.

During the period October 2019 to September 2020 interceptions/seizures of narcotics, namely

cocaine and marijuana continued as in previous years.

- The interception of (MDMA) methamphetamine commonly known as Ecstasy or Molly at both Postal and Transit Sheds were noted for this reporting period which supported previous mention of this drug being available in the country.
- The use of canines, scanners, the collaboration with other agencies and our officers due diligence were key to these interceptions.

#### **NARCOTIC SEIZURES:**

<b>TYPE</b>	<b>AMOUNT</b>	<b>NO. OF INTERDICTIONS</b>
<b>Marijuana</b>	1,346.277 kgs	37
<b>Cocaine</b>	21.601 kgs	30
<b>Methamphetamine</b>	7,262 tablets	3

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

<b>TYPE</b>	<b>AMOUNT</b>	<b>NO. OF INTERDICTIONS</b>
<b>Live Goats*</b>	42	1

\* On a pirogue from Venezuela

#### **CURRENCY \*(undeclared):**

<b>TYPE</b>	<b>AMOUNT</b>	<b>DETAILS</b>
<b>USD</b>	\$59,475.00	Pending in court

\*Currency was seized at the airport from arriving passengers making a false declaration on their Customs Arrival Card as it relates to currency.

## SCANNER UNITS

- **Point Lisas Mobile Scanners:**

The following is a breakdown of containers scanned during the period October 2019 to September 2020:

UNITS	IMPORTS	IMPORTS REFERRED TO CES FOR EXAMINATION	IMPORTS DELIVERY AUTHORIZED	EXPORTS
<b>Mobile Scanner</b>	2,162	4	2,158	220

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

The following is a breakdown of containers scanned during the period October 2019 to September 2020:

UNITS	IMPORTS	IMPORTS REFERRED TO CES FOR EXAMINATION	IMPORTS DELIVERY AUTHORIZED	EXPORTS
<b>Fixed Scanner</b>	6,873	2	6,871	N/A
<b>Mobile Scanner</b>	2,230	1	2,229	N/A

## 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 2019 to September 2020

SECTION	INVESTIGATIONS	BREACHES	NO BREACH PURSUED	PENDING
<b>Piarco</b>	128	127	1	0
<b>Port of Spain</b>	293	152	81	60



## COURT MATTERS INITIATED during the period October 2019 to September 2020

SECTION	NO. OF INTERDICTIONS
<b>Piarco</b>	12
<b>Port of Spain</b>	9
<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 2019 to September 2020: **\$1,618,837.82**:

- **\$706,612.00** in taxes for the period October 2019 to December 2019.
- **\$912,225.82** in taxes for the period January 2020 to September 2020.

## Additional duties, taxes and rummage fees collected during the period October 2019 to September 2020

SECTION	AMOUNT
<b>Preventive Head Office</b>	<b>\$ 419,903.00</b>

## OTHER KEY HIGHLIGHTS

In 2020, an investigation of fraudulent practices as it relates to Importation of Foreign Used Motor Vehicles for the period 2018/2019 was conducted and the findings were forwarded to the Permanent Secretary. The report revealed a high incidence of Tax Evasion.

- **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 our stakeholders and clients. Staff were congratulated for their professional and dedicated service to the Division. Covid-19

items/expenses are listed from the respective votes as follows:

18/02/003/12 – Materials and Supplies	\$343,013.75
18/02/003/37 – Janitorial Services	\$ 7,968.52
18/02/003/04 – Other Minor Equipment	\$28,324.69
Total Expenditure:	\$379,306.96

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.
- A Handwash Station, comprising of a sink, a paper towel holder and soap dispenser was installed at the front entrance of the building. Sinks were also installed at the San Fernando Customs Station, Building 22, and at the basement of the Customs House building.
- The service of Tiger Tanks was engaged for the sanitizing of the Port of Spain Container Examination Station.

- **ASYCUDA**

The upgrade of the system revolved around the trading community i.e ensuring that the interface with TTBizLink was operative and building interfaced with the Ports. One of the key persons in the IT Unit resigned and in July 2020 the process to hire a Database Specialist and the IT Analyst Programmer under contract was initiated. The Posts were advertised and persons were shortlisted 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 continue to be 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 and we continued meet fairly regularly 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.

<b>TRANSACTION TYPE</b>	<b>NO OF SADs (EC82S)</b>	<b>NO OF PACKAGES</b>
<b>Non-Commercial Imports</b>	55,199	111,848
<b>Imports</b>	147,753	58,422,115
<b>Export</b>	71,420	98,750,529
<b>Transshipment</b>	13,504	6,672,652

## **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 our 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 has started the recruitment process for entry level Customs Officers:

***Positions Filled***

- 1 C&E Guard Supervisor (Range 48D);
- 15 C&E Guard III (Range 37C);
- 1 Comptroller (Group 2B);
- 1 Deputy Comptrollers (Group 3B);
- 3 Assistant Comptrollers (Range 62);
- 11 C&E Collectors (Range 57E);
- 1 C&E Preventive Inspector (Range 57E);
- 1 C&E Training Supervisor (Range 57E);
- 17 C&E Supervisors (Range 53F); and
- 2 C7E Training Officers (Range 53F).

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 in Trinidad and Tobago's main ports of entry and exit. Vulnerabilities existed 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; and
6. Labour for following:
  - The opening, unstuffing and repacking of containers; and
  - 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; and
- 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 2019-2020**  
**Debt Management Division**



## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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 Central Government direct borrowings. In addition, the DMD is responsible for the review of existing legislation and associated borrowing limits and recommending to the Permanent Secretary and Minister of Finance of the need for amendments.

The DMD is also responsible for identifying funding needs of State Owned Enterprises and Statutory Authorities; 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.

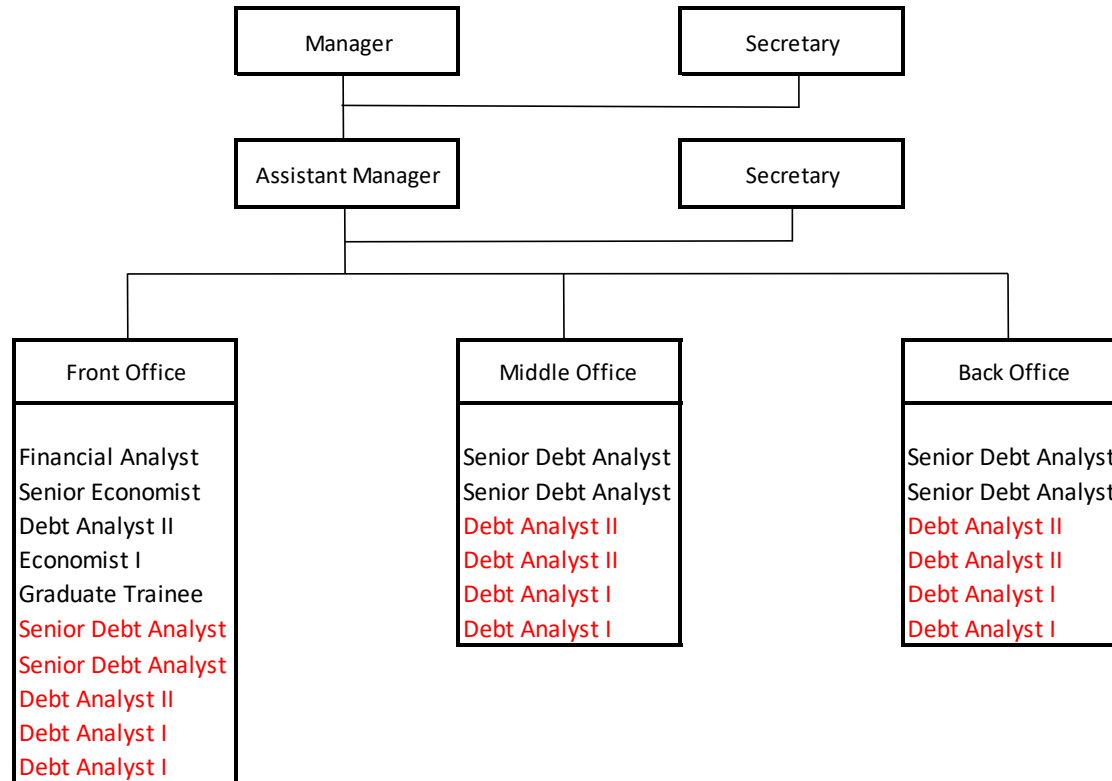
## **OBJECTIVES**

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 Organization Chart



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 2019-2020

In fiscal 2020, Net Public Sector Debt, which comprises Central Government Domestic Debt (net of borrowings for Open Market Operations), Central Government External Debt and Contingent Debt, increased by \$18.23 billion to \$121.45 billion.

Central Government Domestic and External Debt increased by \$14.79 billion to \$88.11 billion. The DMD issued 11 new bonds on the domestic market totaling approximately \$11.82 billion, the proceeds of which were utilized for Budget Financing and debt repayment. The Bonds issued were as follows:

- 1) \$300 million, 5-year, 3.85%;
- 2) \$1,600 million, 15-year, 5.50%;
- 3) \$1,200 million, 1-year, 2.56%;
- 4) \$1,500 million, 20-year, 5.74%
- 5) \$750 million, 3-year, 3.30%;
- 6) US\$102.4 million, 3-year, 6.30%;
- 7) \$1,700 million: \$1,300 million, 1-year, 2.50% and \$400 million, 15-year, 5.65%;
- 8) \$1,000 million, 3-year, 3.30%;
- 9) \$268.9 million, 5-year, 3.35%;
- 10) \$600 million, 12-year, 5.50%; and
- 11) \$2,000 million, 3-year, 3.30%.

In addition, there were eight (8) new issues of Debt Management Bills or Treasury Bills issued for the purpose of Budget Financing, on the domestic market with par values totalling **\$2.90 billion**.

Central Government External Debt increased by **\$5.28 billion** to **\$31.63 billion** in fiscal 2020. The DMD contracted the following **9** instruments on the international market, as follows:

- 1) US\$58.4 million, 12-year, floating rate loan from the Export Finance and Insurance corporation of Australia;
- 2) US\$57.2 million, 12-year, floating rate loan from the Export Finance and Insurance corporation of Australia;
- 3) US\$491.5 million, 12-year, floating rate loan from the Export Finance and Insurance corporation of Australia;
- 4) CNY 688.4 million, 20-year, floating rate loan from the Export-Import Bank of China;
- 5) EUR 106.1 million, 12-year, floating rate loan from UniCredit Bank of Austria AG;
- 6) US\$200 million, 20-year, floating rate loan from the Corporacion Andina de Forment (CAF);
- 7) US\$100 million, 20-year, floating rate loan from CAF;
- 8) US\$50 million, 12-year, floating rate loan from CAF; and
- 9) US\$100 million, 20-year, floating rate Policy Rate Loan from the Inter-American Development Bank (IDB).

Contingent Debt, comprising Government Guaranteed Debt of Statutory Authorities and State Owned Enterprises, increased by \$3.43 billion to \$33.33 billion.

The DMD issued 3 Letters of Guarantee to the following Statutory Authorities in 2020:

- 1) The Water and Sewerage Authority (WASA), US\$5 million loan facility to assist with payments to the Desalination Company of Trinidad and Tobago (DesalCOTT);
- 2) WASA, US\$100 million loan facility to meet outstanding obligations to DesalCOTT; and
- 3) The Housing Development Corporation, \$650 million loan facility for working capital obligations.

The DMD issued 15 Letters of Guarantee to the following State Owned Enterprises in 2020:

- 1) The Urban Development Corporation of Trinidad and Tobago (UDeCOTT), \$500 million loan facility to meet financial obligation across projects;
- 2) UDeCOTT, US\$12.4 million and TT\$70.4 million loan facility as partial financing for the Redevelopment of the Central Block at the Port of Spain General Hospital;
- 3) UDeCOTT, \$37.7 million loan facility for the Outfitting of Tower D at the International Waterfront Centre for the Relocation of the Civil high Court and Civil Division of the Court of Appeal;
- 4) National Maintenance Training and Security Limited (NMTS), \$400 million loan facility for the construction and outfitting of priority school infrastructure;
- 5) NMTS, \$300 million loan facility for operating expenses;
- 6) NMTS, \$200 million loan facility for the settlement of contractor obligations and additional school repairs;
- 7) Caribbean Airlines Limited (CAL), US\$65.6 million loan facility for working capital and maintenance and overhaul costs;
- 8) National Carnival Commission (NCC), \$100 million loan facility to support the creative industry and meet outstanding obligations;
- 9) Rural Development Company of Trinidad and Tobago (RDC), \$100 million loan facility for general corporate expenses;
- 10) National Insurance and Property Development Company (NIPDEC), \$671.3 million loan facility for the procurement, storage and distribution of pharmaceuticals and non-pharmaceuticals;
- 11) Estate Management and Business Development Company (EMBD), \$90 million loan facility for the settlement of judgment debts;
- 12) EMDB, \$124.7 million loan facility for the settlement of judgment debts;
- 13) National Infrastructure Development Company (NIDCO), \$110 million loan facility for the construction of a new terminal and works at the ANR Robinson International Airport;
- 14) NIDCO, \$75 million loan facility for the construction of the San Fernando Magistrates Court; and
- 15) NIDCO, \$300 million loan facility for the acquisition of land for the Tobago Airport project.

**Annual Administrative Report FY 2019-2020**  
**Economic Management Division**



## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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 2019 to September 2020 review period, the EMD was engaged in an ongoing restructuring exercise, the background to which is provided below:

Subsequent to the establishment of the Economic Management Division (EMD) in 2008 which involved the merger of three (3) former Divisions (the Monetary, Fiscal and Trade Division, the Public Sector Finance Management Unit, and the Coordinating and Monitoring Unit), 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 was however experiencing ongoing 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 MTFP on a sustained basis. The Ministry of Finance had further determined that the structure, staffing, and remunerative incentive system 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; and
- (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.

**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; and Sustainability analysis.

## **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**

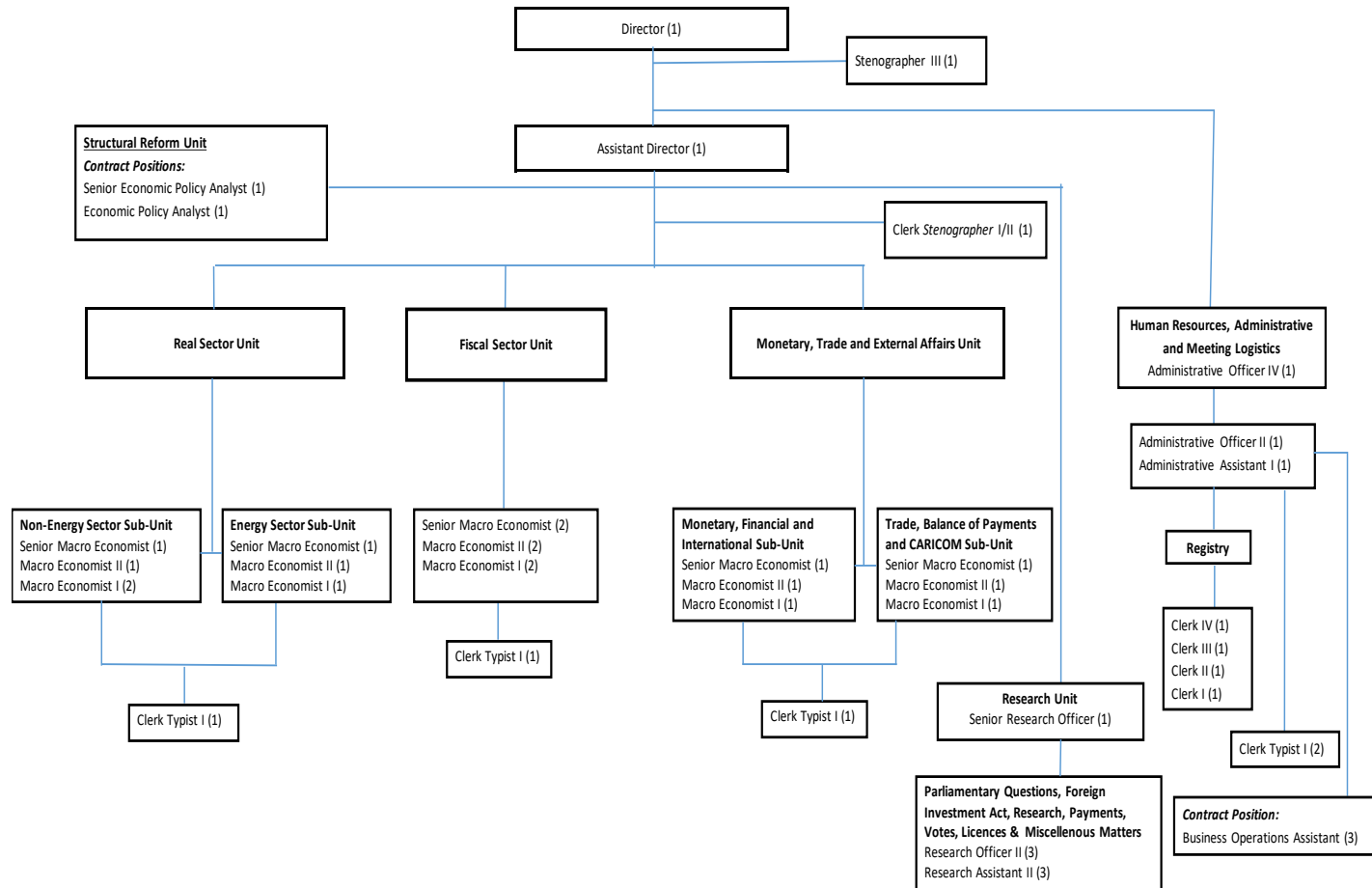
To source, produce and analyse accurate and reliable data locally, regionally and internationally to generate reports that inform the development of effective and efficient macro-economic policies.

### **VISION**

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

# ORGANIZATIONAL CHART

## 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. As at September 30, 2020, the following positions were filled:

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

Not all EMD officers opted to take up contract positions during the period.

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020

### PROJECT/INITIATIVE

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

*Project Description:*

- 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 2019/2020 period.
- ROTE 2020 document.

*Duration:* 2-3 months (ROTE Submitted to Parliament on October 5<sup>th</sup>, 2020)

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

*Project Description:*

- To provide macroeconomic/analytical support to the Budget exercise.
- To provide support in reviewing the implementation of Government policies over the previous year, and articulating new policy measures for the upcoming fiscal year.
- To provide technical support to the Permanent Secretary during the Budget process to develop the National Budget Statements for both Houses of Parliament and to ensure that the Budget Statement is delivered in Parliament on the date stipulated by the Minister of Finance.
- To review and comment on various inputs for the National Budget Speech.

***Deliverables:***

- Medium-term macroeconomic framework (MTMF).
- 2021 Budget Speech delivered at the end of the FY 2019/2020.

***Duration:*** 4- 6 Months

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

***Project Description:***

- 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.

***Duration:*** October 1, 2019 - September 30, 2020

***Deliverables:***

- Shares: There were twenty –four (24) share applications completed during the reporting period.
- Land: Received 8 applications – of which 5 were completed and 3 require additional documentation from the foreign investor. Additionally, 2 applications which were received prior to 2020, were completed in 2020.

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

***Project Description:***

- Acquisition and preparation of economic information and data and arranging with stakeholders 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.

- Responding to follow-up questions and queries and vetting the draft credit rating report prior to publication.

***Deliverables:***

- Hosting of CariCRIS Annual Surveillance visit – May 26-27, 2020.
- Publication of Credit Rating Report by CariCRIS in June 2020.

***Duration:*** Eight (8) weeks

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

***Project Description:***

- Acquisition and preparation of economic information and data and arranging with stakeholders 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.
- Responding to follow-up questions and queries and vetting the draft credit rating report prior to publication.

***Deliverables:***

- Hosting of Standard and Poor's Annual Surveillance visit – June 5 -10, 2020.
- Publication of Credit Rating Report by Standard and Poor's in June 2020.

***Duration:*** Eight (8) weeks

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

### ***Project Description:***

- Acquisition and preparation of economic information and data and arranging with stakeholders 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.
- Responding to follow-up questions and queries and vetting the draft credit rating report prior to publication.

### ***Deliverables:***

- Hosting of Moody’s Credit Ratings Annual Surveillance visit – May 7 - 8, 2020.
- Publication of Credit Rating Report by Moody’s Credit Ratings in May 2020.

***Duration:*** Eight (8) weeks

## 7. **Conduct of Annual Ratings Surveillance by Fitch Ratings Inc.**

### ***Project Description:***

- Acquisition and preparation of economic information and data and arranging with stakeholders 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.
- Responding to follow-up questions and queries and vetting the draft credit rating report.

### ***Deliverables:***

- Hosting of Fitch Ratings Inc. Annual Surveillance visit – May 13 - 18, 2020.
- Private Credit Report provided by Fitch Ratings Inc. in July, 2020.

***Duration:*** Fitch Ratings Annual Credit Surveillance: May 13-18, 2020

## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

### PROJECTS/INITIATIVES

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

##### *Project Description:*

- 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 specialised 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 2020:*

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

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

*Project Description:* To engage in discussions on a pipeline of projects to support the country's sustainable development strategy in the medium and long-term.

*Deliverables:* 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 2020:*

- Policy-based loans were negotiated with respect to a Funding for Coastal Protection Programme in Tobago.
- Meetings to initiate a Bilingual Programme are ongoing.

3. **Capacity Building**

*Project Description:* 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.

*Deliverables:* Provision of technical assistance in financial programming.

*Status as at September 30 2020:* Coordinated discussions with the Inter-American Development Bank (IDB).

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

*Project Description:* 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 and country votes are provided to the WB and IMF in a timely manner and receipt acknowledged.

*Status as at September 30 2020:* Ballots received were completed and dispatched by the due date.

## 5. **Parliamentary Questions**

**Project Description:** 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 HOR 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 2020:** 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**

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

**Deliverables:** 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 2020:** For the FY 2019/2020, the staff of EMD represented the Ministry on various Committees, including:

- Pilotage Authority of Trinidad and Tobago;
- The Sub-Committee on Trade in Services;
- Technical Working Group (TWG) on the Replenishment of the CDF;
- The CARICOM Commission on the Economy;
- 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; and
- Feed-In Tariff Inter Agency Committee.

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

**Project Description:** 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).

**Deliverables:** To forge and maintain relationships regionally and internationally by which the national interests and national development of Trinidad and Tobago may be achieved.

**Status as at September 30 2020:**

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

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

**Project Description:**

- To facilitate appointments to the Boards and selected senior positions of various Statutory Bodies in a timely manner as required.
- 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.

**Deliverables:** 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 2020:**

For the FY 2019/2020 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); and

- Board of Commissioners of the Trinidad and Tobago Securities and Exchange Commission (TTSEC).

9. **Annual and quarterly reports of government agencies and statutory bodies.**

***Project Description:*** To ensure that Cabinet Notes are prepared and annual reports are submitted to Parliament in a timely manner, as applicable, in accordance with the statutory obligations.

***Deliverables:*** Preparation of reports to be submitted to Parliament, where applicable, in accordance with the Statutory stipulation.

***Status as at September 30 2020:***

During the FY 2019/2020 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 Trinidad and Tobago Securities and Exchange Commission (TTSEC) Annual Report for the year ended September 30, 2019.
- The Financial Intelligence Unit of Trinidad and Tobago (FIUTT) for the year ended September 30, 2019.
- Audited Financial Statements of the Deposit Insurance Corporation (DIC) for the year ended September 30, 2019.
- Report on the Operations of the National Insurance Board of Trinidad and Tobago (NIBTT) for the year ended June 30, 2019.
- 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, 2019.

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

### ***Project Description:***

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

***Deliverables:*** To complete drafting, reviewing and vetting in a timely, thorough and credible manner.

***Status as at September 30 2020:*** Multiple Briefs and Reports within the Division's various areas of responsibility were prepared and/or vetted during the fiscal period.

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

***Project Description:*** Represent Trinidad and Tobago at Local, Regional and International Meetings.

***Deliverables:*** 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 2020:***

Attendance included the following Meetings:

- 2019 Meeting of Commonwealth Finance Ministers;
- Fall Meeting of the Inter-Governmental group of Twenty-Four (G-24) on International Monetary Affairs;
- Participation at the 167th Board Meeting of the Corporación Andina De Fomento/Andean Development Bank (CAF), Panama City, Panama, (December 3rd, 2019); and
- Participation at the 168th Board Meeting of the Corporación Andina De Fomento/Andean Development Bank (CAF), Buenos Aires, Argentina (March 3rd, 2020).



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

### ***Project Description:***

- To fulfil Trinidad and Tobago's financial obligations, including to the: International Monetary Fund; CARICOM; 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; Moody's Investor Services; Fitch Ratings Inc.; 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 the IDB).
- 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 and invoices 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 to 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 2020:*** Payments were made in accordance with Cabinet Minutes, Invoices and supporting documents.

### 13. **Macro-Economic Databases**

#### ***Project Description:***

- 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 2020:***

- Macroeconomic database was updated as data became available.
- Macroeconomic data used to inform macroeconomic analyses.
- Macroeconomic data used to prepare the 2019/2020 ROTE and inform the medium term macroeconomic framework.

### 14. **Financial Programming/Macro Fiscal Forecasting**

#### ***Project Description:***

- 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.

***Deliverables:*** 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 2020:*

- 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.

**Annual Administrative Report FY 2019-2020**  
**Financial Intelligence Unit**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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 leading 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 most recently 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.

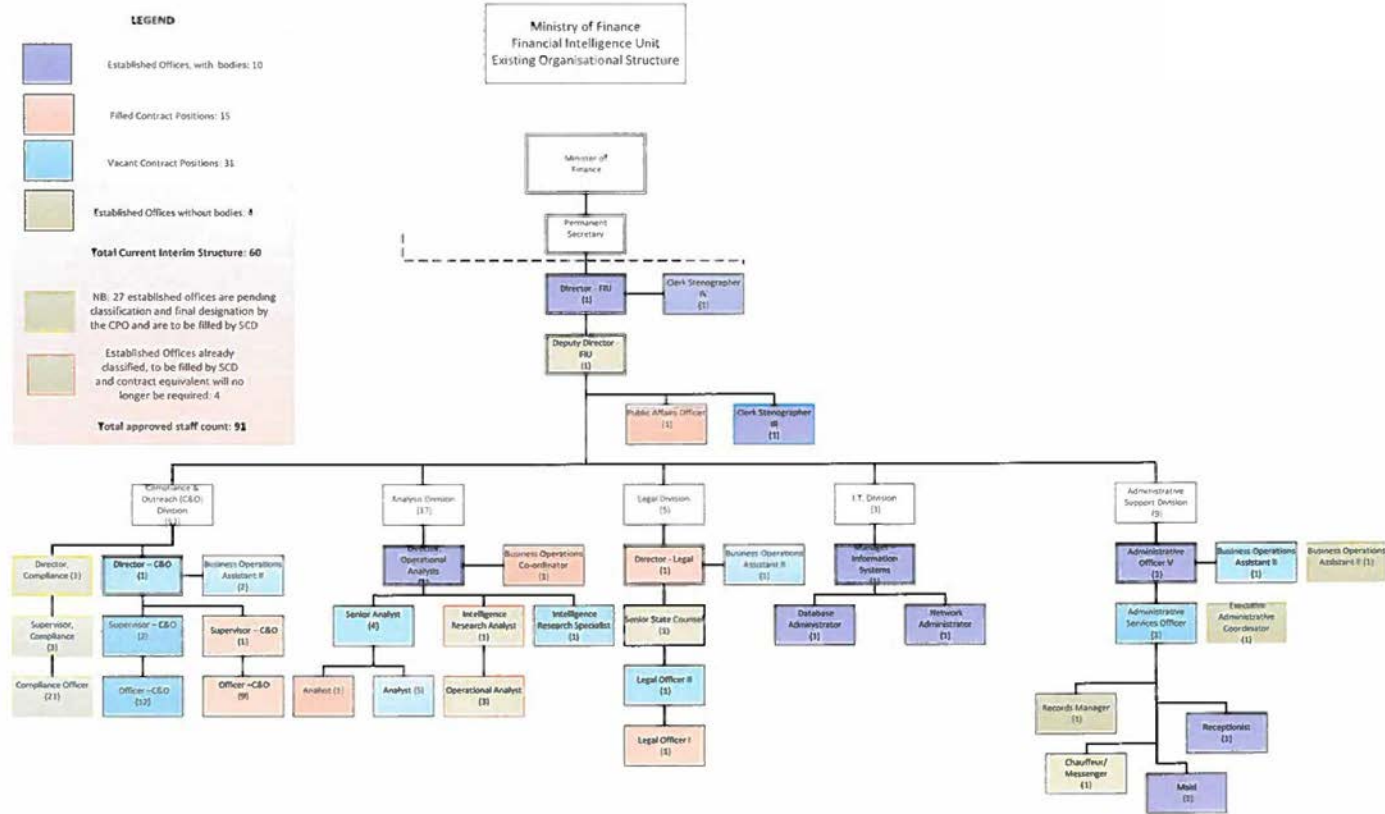
The FIUTT's powers and function are further set out in the subsidiary legislation, the Financial Intelligence Unit

### **CORPORATE STRUCTURE**

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

- Executive;
- Operational; and
- Support.

# ORGANIZATIONAL STRUCTURE



Prepared by PMCD  
August 2020

## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020

### PERFORMANCE ACCOMPLISHMENTS

The period under review was an active one for the FIUTT. The Unit over the fiscal ending 30<sup>th</sup> September 2020, continues to build on the foundation laid. As at the end of this reporting period, the FIUTT operated with a staff complement of 37 persons.

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

- **Analysis Division:** responsible for the analysis of STRs/SARs, dissemination of intelligence reports, AML/CFT strategic analysis reports, Typologies, Alerts and domestic/international co-operation.
- **Compliance & Outreach Division:** supervises “Supervised Entities” with an aim for their compliance with the AML/CFT/CPF Legislation, and includes conducting outreach and awareness sessions.
- **Legal Division:** advised on legal matters and manages the enforcement aspects of AML/CFT/CPF Legislation.
- **Support Divisions:** the two supporting functions are the Administrative Division that is responsible for all the Unit’s administrative functions; and the Information and Technology Division that is responsible for all the Unit’s software, electronic equipment, computer and security systems.

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

- **Analysis Division**

#### *STRs/SARs*

For the first time, the FIUTT received a total of 1,831 STRs/SARs. This represents an increase of 80% over the report period, FY 2019/2020.



During this period, the FIUTT noted a 141% increase in STRs/SARs submissions from FIs and an 80% increase in submission from LBs, in comparison to the previous year. Submissions from the Banking sector increased from 536 to 1,289 or by 140%. STRs/SARs received from the MVTS providers decreased by 35% or from 302 to 196 in comparison to the previous year.

The total monetary value of the 1,831 STRs/SARs received in this reporting period amounted to TTD27,013,069,082. Of the 1,891 STRs/SARs completed transactions amounted to 1,517, whilst 314 STRs/SARs were attempted transactions.

The monetary value of the attempted transactions was greater than the monetary value of the completed transaction by over TTD25 Billion. The number of suspicious transactions which were stopped by Reporting Entities in 2020, amounted to 314, whilst in 2019, 86 suspicious transactions were stopped. A review of the number of STRs/SARs relating to attempted transactions from 2016 to 2020 shows a steady increase in the number of suspicious transactions stopped by Reporting Entities.

When compared to the previous reporting period FYE 2019, the significant increase in both the number of and value of these attempted suspicious transactions can be attributed to:

- Increase in fraudulent activity;
- Outreach and awareness sessions conducted by the FIUTT;
- Typology Reports and Alerts disseminated by the FIUTT;
- Public Private Partnership (PPP) with Reporting Entities conducted by the FIUTT; and
- Demonetisation exercise of the TTD100.00 cotton bills.

### ***Money Laundering***

In this reporting period, the FIUTT received 530 STRs/SARs on suspected ML, compared to 286 in the previous reporting period. This represents a 185% increase of suspected ML related STRs/SARs.

### ***Suspicious Activity***

After Analysis by FIUTT if the STR/SAR fails to meet the statutory threshold for reporting and no link to a specific criminal activity was established, or no elements of “reasonable grounds for suspicion” of ML/FT were detected, it is then categorised as Suspicious Activity. The Reporting Entity is required to submit a Suspicious Activity Report within the lawful timeframe based on these reasons:

Valid Reasons for Suspicious Activity Report Submission:

- A transaction or activity which lacked an apparent lawful economic basis to support it;
- A transaction inconsistent with established client profile;
- Adverse public information about a person and the subject reported was linked to that person;
- The Reporting Entity believed that the responses to their continuing due diligence inquiries were deliberately evasive or incomplete;
- Structuring transactions, i.e. Where there appeared to be attempts to break transactions into smaller amounts to avoid reporting thresholds; and
- General concerns about the source of funds or law enforcement enquiries.

These Reports will form a vital tool as part of the intelligence gathering and help with future law enforcement authorities (LEAs) or foreign FIUs requests for intelligence to deter/detect against criminal elements and also contribute to building a clearer picture of the ML/FT threat to the country.

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

In this reporting period, the FIUTT successfully completed analysis on 642 STRS/SARs; a 32% decrease when compared with 2019. This was due to the COVID-19 pandemic restrictions in place for all stakeholders in the country.

There was an 18% increase in Intelligence Reports disseminated for this reporting period when compared with 2019. This can be attributed to greater efficiency of the internal processes, as a direct result of the full implementation of the secure online STR/SAR submission platform. Additionally, staff worked beyond normal working hours and in some instances on weekends to

analyse the increased number of STRs/SARs which were filed with the FIUTT, based on the demonetisation exercise.

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

Section 11(a) of the FIUTTA gives the Director of the FIUTT the authority to request information from Reporting Entities and to receive the response within a specified time. The FIUTT can also request information from public authorities under Section 16(1) of the FIUTTA. These provisions are to facilitate a comprehensive analysis of an STR/SAR where the Director is of the view that further information may disclose that the proceeds of crime are located within Trinidad and Tobago or elsewhere.

In this reporting period, 2,172 requests were made to Reporting Entities. This represents a minor decrease of 27% as compared to the previous period (due to COVID-19 pandemic).

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

In this reporting period, the FIUTT's use of electronic access to information held on a range of external public and private databases was in excess of 25,000, which represent a 25% increase over the previous reporting period.

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

In accordance with 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 provided by FIUTT assists Reporting Entities in the ongoing implementation of their risk assessment of customers, products, services, jurisdictions, etc. The FIUTT's providing the requisite feedback can be categorised into the following areas:

- Special feedback; and
- Deficiency feedback.

The FIUTT provided 544 Special Feedback and 20 Deficiency Feedback letters during this reporting period. There was a 7% increase in Special Feedback letters and a 15% decrease in Deficiency Feedback letters. This can be attributed to the full implementation of the secure online STR/SAR submission platform.

### ***Achievements for FY 2019/2020***

The Analysis Division had a successful year, although having lost one of its experienced and well-trained offices, to the Caribbean Financial Action Task Force (CFATF). In addition, COVID-19 restrictions posed many challenges for the FIUTT as it did for the core functioning of other FIUs globally. Nevertheless, in this reporting period the Analysis Division achieved the following:

- Completed and disseminated two advanced strategic analysis projects;
- Commenced two new strategic analysis projects;
- Increased Public-Private Partnership (PPP) collaborations; and
- Contributed to FATF RTMG ISIL Project.

The Analysis Division was also successful with having swift information sharing to the Reporting Entities through Advisories/Trends/Typology Reports. Eight Advisories/Trends/Typology reports were disseminated, which carried the themes:

- Third-party use of debit cards in a foreign jurisdiction;
- Fraudsters capitalised on COVID-19;
- Virtual assets red flag indicators;
- Unauthorised account access by third-parties;
- Beware of romance scams (fraud);
- Alert to the business community on COVID-19 scams;
- Know your employee best practices; and
- Abuse of tax duty concessions.

### ***Sharing experiences with Foreign FIUs***

In furtherance of the FIUTT's aim to be a regional leader and centre of excellence, the FIUTT provides technical assistance to other FIUs. In this reporting period, the FIUTT through the ECOFEL's FIUs Leadership/Mentorship Programme was assigned to mentor the Barbados FIU

leadership. In addition, the FIUTT delivered virtual strategic analysis training to the Grenada FIU personnel. Strategic analysis is a critical requirement of all FIUs as mandated by FATF Recommendation 29.

- **Compliance & Outreach Division**

### *Compliance for Intelligence*

During the reporting period, the FIUTT had to adjust its supervisory activities due to the challenges of COVID-19. The national efforts to reduce the potential impact of the pandemic led to the temporary closure of businesses in high risk sectors such as Private Members Club (PMCs), Motor Vehicles (MVS) and Real Estate agents. Supervisory and monitoring activities continued with the necessary adjustments notwithstanding the challenges faced as a result of the global pandemic.

### *Compliance Obligations to FIUTT*

Listed Businesses (LB) and Non-regulated Financial Institutions (NFRI), collectively referred to as “Supervised Entities” have AML/CFT/CPF obligations to the FIUTT once they are performing business activities defined in the First Schedule of POCA.

- Registrations

The FIUTT observed general compliance by individuals, businesses and organisations required to register and bring them under FIUTT’s AML/CFT/CPF supervision. For this reporting period, 329 entities registered with the FIUTT increasing the total number to registrations to 3,337 as at 30<sup>th</sup> September 2020. This represents a 10% increase from the previous reporting period.

Despite the challenges with the COVID-19 pandemic, the FIUTT was able to adapt its internal procedures by restructuring its daily operations to minimise delays in the registration process.

On August 4, 2020, an E-Money Issuer Order 2020 was made under Section 17(4) of the Financial Institutions Act Chapter 79:09. The Order provides for the registration and operation of entities not previously licensed by the Central Bank of Trinidad and Tobago. The E-Money Issuers (EMIs) will now be supervised for AML/CFT/CPF by the FIUTT.

The FIUTT continues to work with the Registrar's General Department (RGD) in the Office of the Attorney General and Ministry of Legal Affairs, which has responsibility for the registration of the Non-Profit Organisations, in accordance with the NPO Act No. 7 of 2019. AML/CFT/CPF Risk Assessment Questionnaires (RAQs) submitted during registration are forwarded by the RGD to the FIUTT for risk assessment analysis. Prior to the legislation, information received from various governmental agencies indicated that over 8,000 NPOs were operating in Trinidad and Tobago. Subsequent to the passage of the NPOA the FIUTT has since received and analysed data contained in the RAQs from a total of 1,105 NPOs. The FIUTT's assessment of NPO sector is ongoing as NPOs continue to register with the RGD to meet the registration deadline, December 31, 2020.

The FIUTT's processes allow for entities that are no longer performing the functions of an NFRI or LB to make such a declaration to the Director of the FIUTT causing them to be de-registered. For this reporting period, 17 entities were removed from the List of Registrants and the List of De-Registrants updated accordingly. The FIUTT regularly maintains the lists of registrants and de-registrants, which are published on the FIUTT's website quarterly in accordance with legal obligation.

- *Approval of Compliance Officers*

Since the onset of COVID-19, the FIUTT observed a decline in the submission of Compliance Officer Fit and Proper Questionnaires from Supervised Entities. For the reporting period, 217 applications were received and 214 applications were approved. In instances where the applicant did not meet the requirements of Regulation 3 of the FORs, the applications were returned and the FIUTT advised the Supervised Entity accordingly.

- *Quarterly Terrorist Property Reports*

The FIUTT has observed continued improvement in compliance by Reporting Entities with their adoption of sanctions screening of their client database. This can be attributed to increased awareness and supervision efforts by the Supervisory Authorities. However, the FIUTT continues its efforts towards targeting non-compliance entities with enforcement, email notifications reminding of the obligation, outreach and awareness seminars and stakeholder engagement. Further, the FIUTT noted a delay in the submissions for the last two quarters of the reporting

period as FIs sought to streamline their operations to adapt to COVID-19 measures. Being cognisant of the impact of COVID-19 on business operations, the FIUTT adapted and enhanced its reporting procedures by enabling the electronic submission of quarterly terrorist reports using secured mechanisms.

During the period October 2019 to September 2020, 796 Quarterly Terrorist Reports were submitted by Financial Institutions.

### ***Compliance Examinations***

Compliance examinations remain a key supervision tool in assessing the effectiveness of AML/CFT/CPF systems implemented by the Supervised Entities. In the face of the COVID-19 pandemic, the FIUTT continued to take a risk-based approach to this aspect of its supervisory mandate. During this reporting period, the FIUTT conducted 85 compliance examinations, as compared to 156 compliance examinations in the last reporting period with a focus on the higher risk sectors such as Attorneys-at-Law (AAL), Accountants (ACT), PMC, MVS, Real Estate and Credit Unions. 87% of compliance examinations conducted during the reporting period were on entities in the higher risk sectors. Of the sectors examined, 17 were subjected to second round compliance examinations to verify the FIUTT's previous risk assessment, confirm the implementation of remedial measures and determine overall compliance.

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

The FIUTT conducts surveillance to identify entities in breach of their registration obligations and continuously monitor Supervised Entities for compliance with all other obligations. The results of surveillance and monitoring activities are used to inform outreach and awareness focus but can also lead to enforcement action by the FIUTT. Due to the impact of COVID-19 on some businesses, the FIUTT decided to further utilise risk assessment in taking some enforcement measures. For this reporting period, the FIUTT identified individuals and businesses in breach of the obligation to register with the FIUTT. Written notification was issued, giving specific timeframes to comply with the obligation. The compliance by Supervised Entities was nonetheless, monitored and have been noted.

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

During the reporting period, the FIUTT was challenged in conducting outreach sessions via the usual methods, as a result of the spread of COVID-19 and the consequential closure of non-essential businesses and social gathering restrictions.

The FIUTT relied on the use of technology to continue outreach to the Reporting Entities. Though this change in the delivery of outreach was new to FIUTT operations, it was welcomed by the Reporting Entities as business costs associated with attending in-person sessions were eliminated.

Outreach and awareness to NPOs intensified during the reporting period as more NPOs complied with the NPO Act. During this reporting period, eight (8) outreach and awareness sessions were held to guide NPOs on utilising regulated payment methods, identifying ML/FT suspicious transactions and conducting due diligence measures. Seven (7) AML/CFT/CPF outreach sessions were conducted with the other Supervised Entities virtually. Therefore, in total 15 outreach sessions were conducted with 565 participants attending online.

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

During the reporting period, the FIUTT continued to fulfil its obligation to provide guidance to Supervised Entities through the use of the website, email blasts to compliance officers as well as one-on-one engagement. The FIUTT also partnered with the Central Bank and the Trinidad and Tobago Securities Exchange Commission in providing guidance on the on-boarding of customers and the verification of documents submitted electronically during the COVID-19 pandemic.

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

There was a noted increase in enquiries received by the FIUTT via email, telephone and post mail as more individuals and businesses became aware of their vulnerability to Money laundering/Financing of Terrorism/Proliferation Financing (ML/FT/PF) and as financial institutions enhanced their due diligence measures. During this reporting period, the FIUTT addressed enquiries relating to the following areas of concern: (i) nature of the business that requires registration with the FIUTT; (ii) individuals and businesses not appearing on the FIUTT list of registrants; (iii) interest in establishing new business in Trinidad and Tobago and (iv) how to treat with fraudulent matters related to social assistance and suspected tax evasion.



- **Legal Division**

In December 2019, the POCA was amended by the Miscellaneous Provisions (Proceeds of Crime and Central Bank) Act, 2019. The Proceeds of Crime (Large Transactions) order, 2019 also came into effect. Together, these laws reduced the value of ‘large transactions’ from TTD90,000 to TTD50,000, thus requiring all financial institutions and listed businesses to pay special attention to such transactions.

The FOR was amended by Legal Notice No. 386, the Financial Obligations (Amendment) Regulations, 2019, to replace the word “eighteen” wherever it occurs with the word “ten”, thereby reducing the threshold value of customer transactions for which Private Members Clubs must conduct due diligence from TTD18,000 to TTD10,000.

In June 2020, the Real Estate Act, 2020 (Act No. 12 of 2020) was also enacted. This Act provides for the registration and regulation of real estate agents, which would, among other things, assist in the detection and prevention of ML and FT.

In July 2020, a major development in the financial sector was the introduction of the E Money Issue Order, 2020. This Order was prescribed by the Minister of Finance, on the advice of the Central Bank of Trinidad and Tobago. For the purpose of authorising and regulating the issuance of e-money in Trinidad and Tobago.

In this reporting period, other legislative actions were taken to bolster the AML/CFT/CPF Regime including the assent of the Miscellaneous Provisions (Registrar General, Registration of Deeds, Conveyance and Law of Property, Real Property, Stamp Duty and Registration of Title to Land) Act (Act No. 17 of 2020). This Act is intended to assist in the detection and overall decreasing of real property fraud, amongst other things.

- **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, facilitation of requests for goods and services so as to ensure the smooth operations of the FIUTT.

During the period 2019 to 2020, despite the escalation of the human resource management workload of the ASD as a consequence of high turnover of contract staff, the short term employment of a large number of staff, pending the renewal of contract positions and some challenges, the ASD 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 attendance at training programmes (overseas/local) and attendance at Seminars/Conferences/Plenaries.

○ ***Records Management***

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 Order;
- 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 cheque and arranged the collection of cheque with the Provider.
- ***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.

## **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 2019 is shown below:

**Figure 1**  
**Summary of Expenses for FY 2019/2020**

<b>HEAD: 18 - FIUTT</b>	<b>APPROVED ALLOCATION FY 2019</b>	<b>ACTUAL FY 2019 TTD</b>	<b>APPROVED ALLOCATION FY 2020 TTD</b>	<b>ACTUAL FY 2020 TTD</b>
<b>02 Goods and Services</b>				
<b>01 Travelling and Subsistence</b>	100,000.00	88,851.61	400,000	35,000.00
<b>05 Telephones</b>	200,000.00	111,565.69	350,000	58,643.84
<b>08 Rent/Lease – Office Accommodation and Storage</b>	227,800.00	227,770.00	227,400	203,260.00
<b>09 Rent/Lease – Vehicles &amp; Equipment</b>	0	0	10,000	0
<b>10 Office Stationery &amp; Supplies</b>	50,000.00	23,577.93	200,000	22,907.41
<b>11 Books &amp; Periodicals</b>	2,000.00	0	50,000	0
<b>12 Materials &amp; Supplies</b>	35,300.00	22,099.50	300,000	31,545.01
<b>13 Maintenance of Vehicles</b>	34,600.00	25,684.26	38,000	14,910.00
<b>15 Repairs and Maintenance – Equipment</b>	140,000.00	116,156.25	200,000	155,609.20
<b>16 Contract Employment</b>	6,983,500.00	4,923,674.53	7,000,000	4,698,976.81
<b>17 Training</b>	50,000.00	7,245.00	100,000	5,152.80
<b>22 Short-Term Employment</b>	1,515,000.00	1,019,776.15	1,600,000	1,068,924.73
<b>23 Fees</b>	560,000.00	212,571.99	1,000,000	428,911.41
<b>28 Other Contracted Services</b>	100,000.00	32,739.34	189,000	28,925.73
<b>37 Janitorial Services</b>	194,000.00	68,094.07	274,400	74,844.07
<b>57 Postage</b>	4,000.00	5,500.00	40,000	9,000.00
<b>62 Promotion, Publicity and Printing</b>	61,100.00	6,516.00	100,000	77,217.56
<b>66 Hosting of Conferences, Seminars and Other Functions</b>	137,500.00	135,094.42	200,000	5,850.00
<b>96 Fuel and Lubricants</b>	500.00	50.00	6,000	5,929.14
<b>99 Employee Assistance Programme</b>	5,000.00	0	50,000	900.00
<b>Sub-Total</b>	<b>10,400,300</b>	<b>7,026,966.74</b>	<b>12,335,800</b>	<b>7,720,193</b>
<b>03 Minor Equipment</b>				
<b>01 Vehicles</b>			0	0
<b>02 Office Equipment</b>	500,000.00	97,346.25	531,000	438,648.62
<b>03 Furniture and Furnishings</b>	50,000.00	0	50,000	33,311.25
<b>04 Other Minor Equipment</b>	200,000.00	0	276,000	11,595.00
<b>Sub Total</b>	<b>750,000</b>	<b>97,346.25</b>	<b>857,000</b>	<b>484,025</b>
<b>GRAND TOTAL</b>	<b>11,150,300</b>	<b>7,24,313</b>	<b>12,420,980</b>	<b>8,204,218</b>

Based on the 2019/2020 fiscal comparator schedule, [Figure 1 above](#), 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 62.1% or TTD8,204,218 of the approved allocation of TTD12,420,980, but was still able to improve on its achievements.

## **HUMAN RESOURCES**

- **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. However, there are thirty-one (31) offices which were approved on the Staff Establishment of the FIUTT and were submitted for classification by the Chief Personnel Officer. Five (5) offices in the Analysis Division were classified in October 2017. The established office of Director, Operational Analysis (Range 68) was filled by the Public Service Commission in January 2020. Another twenty-seven (27) offices in the Administrative Support and the Compliance and Outreach Divisions are awaiting classification by the Chief Personnel Officer.

A number of contract vacancies arose in 2020 and therefore required an immediate solution to address the staff shortage. While the Draft Note for Cabinet was being considered, persons were employed on short-term basis contracts for periods of six (6) months by the Permanent Secretary, Ministry of Finance. In addition, short-term employment met the human resource needs of the Administrative Support Division.

The FIUTT has full autonomy and independence with respect to Money-Laundering, Terrorist Financing and Proliferation of weapons of mass destruction. However, the Ministry of Finance deals with all administrative matters. This includes approval of the provision 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, completion of Performance Appraisal Reports, approval of Award of Increments, preparation of Pension and Leave Records and arrangements for Contract gratuity payments.

The Administrative Support Division serves as the liaison between the FIUTT and the Human Resource Management Division with respect to the submission of Human Resource matters. The cadre of staff in the FIUTT comprises professional, technical, administrative, secretarial and manipulative staff. Given the nature of the work at the FIUTT, the core divisions receive specialised training in Anti-Money Laundering and Counter Terrorist Financing (AML/CFT) from international agencies, such as, EGMONT Group, Financial Action Task Force (FATF) and Caribbean Financial Action Task Force (CFATF). For the fiscal year ended 2020, the full staff complement is 60 persons with 37 filled positions, as detailed in the Organisation Structure. The status of filled positions are as follows:

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. 1527(2nd Session) of November 25, 2010; 2054 of August 11, 2011; 1231 of August 18, 2016; 2340 of November 21, 2019</p>	<p>Total number of staff: - sixty (60), including fourteen (14) Public Officers and forty - six (46) Contract Officers.</p>

Division	STAFF ESTABLISHMENT				CONTRACT EMPLOYMENT			Remarks
	Established Offices (with bodies)	Established Offices (without bodies)	Established offices (Classified by CPO but not yet filled by the SCD)	Established offices (to be Classified/designated by the CPO then to be filled by the SCD)	Contract positions filled	Contract positions vacant	TOTAL number of positions in the FIUTT	
Executive Management	1	1	-	-	-	-	2	Office of Director, FIUTT, is to be filled; Deputy Director, FIUTT is acting as Director, FIUTT, with effect from January 30, 2019, as a consequence of the pre-retirement leave of the Director, FIUTT and the ensuing retirement from the Public Service on August 02, 2019.
Analysis Division	1		*4	-	1	11	*17	<b>Eleven (11) Contract vacancies</b> exist in the Analysis Division of the FIUTT; A Note for Cabinet re Employment, on contract, of staff in the Analysis Division, of the FIUTT, for a further period of three (3) years is awaiting Cabinet's

								<p>approval for the retention of the eleven (11) Contract positions; <b>10 persons were employed, on Short-Term basis</b>, for a period of 6 months in equivalent positions to the vacancies of Senior Analyst, Analyst and Business Operations Assistant II, with effect from June to September, 2020;</p> <p><b>* 4 Established Offices, already classified by the Chief Personnel Officer</b>, are to be filled by the Service Commissions Department and equivalent contract position will no longer be required (Cabinet Minute No. 1527 (2<sup>nd</sup> Session) dated 25.11.2010).</p> <p>* A Note for Cabinet re The creation of permanent &amp; pensionable offices in the Analysis Division, on the Staff</p>
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								Establishment of the FIUTT, against equivalent contract positions of four (4) - Senior Analysts and three (3) - Analysts was submitted for consideration by the Cabinet
Compliance and Outreach Division	-	-	-	*25	11	16	*52	<b>Contract Vacancies exist for seven (7) Compliance and Outreach Officers and two (2) Business Operations Assistants II</b> in the Compliance and Outreach Division of the FIUTT; A Note for Cabinet re Employment, on contract, of staff in the Compliance and Outreach Division of the FIUTT, for a further period of three (3) years is awaiting Cabinet's approval for the retention of seven (7) Contract positions; One (1) person was employed, on Short-Term basis, for a period

								of 6 months in an equivalent position to the vacancy of Director, Compliance and Outreach wef July, 2020; *25 Established offices are pending classification and final designation by the CPO, subsequently to be filled by SCD (In the interim, equivalent contract positions are being utilised).
Legal Division	-	***1	-	-	2	2	5	*** <b>One (1) Established Office of Senior State Counsel</b> is being evaluated/classified by the Chief Personnel Officer, before the office could be filled by the Public Service Commission (No equivalent contract position is being utilised); A Note for Cabinet re Employment, on contract, of a Business Operations Assistant II

								in the Legal Division of the FIUTT, for a further period of three (3) years is awaiting Cabinet's approval for the retention of the position.
IT Division	3	-	-	-	-	-	3	Offices of Information Systems Manager and Database Administrator are to be filled; The Database Administrator (Range 61) is acting continuously as Information Systems Manager (Range 63) wef June 2018; An Acting Database Administrator assumed duty in March 2019;
Administrative Support Division	3	2	-	*2	-	2	9	<b>The office of Administrative Officer V (Range 61)</b> in the Administrative Support Division of the FIUTT is to be filled; An Officer was appointed to act as Administrative Officer V but was assigned to

							<p>perform the procurement functions in the Head Office, Ministry of Finance;  In the interim, one (1) person was employed, on a Short-Term basis, for periods of three (3) months wef October 2018, to undertake the functions of the Administrative Officer V;  <b>**2 Established offices: - one (1) Executive Administrative Co-ordinator and one (1) Business Operations Assistant II</b> in the Administrative Support Division of the FIUTT, are to be designated and classified by the Chief Personnel Officer (In the interim, equivalent contract positions are being utilised); (Cabinet Minute 1527 (2<sup>nd</sup> Session dated November 25, 2010)  <b>2 Established vacant offices of Records</b></p>
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								<p><b>Manage I (Range 35F) Chauffeur/Messenger (Range 17)</b> in the Administrative Support Division of the FIUTT are to be filled by the Public Service Commission;</p> <p>In the interim, one (1) person was employed, on Short-Term basis, for periods of three (3) months, wef September 2018, to perform the duties of Messenger/Driver;</p> <p><b>One (1) Receptionist (Range 13) and one (1) Maid (Range 4) hold Temporary appointments</b> in the Administrative Support Division of the FIUTT; The offices are to be filled;</p> <p><b>One (1) Human Resource Analyst/Coordinator was employed, on Short-Term basis</b>, for periods of three (3) months, wef August 2017 to undertake</p>
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								complex, urgent Human Resource matters; (There is <b>no</b> equivalent position in the FIUTT); <b>1 Clerical Assistant (OJT)</b> assumed duty in August 2020 and provides clerical support in the Administrative Support Division of the FIUTT.
Secretarial Support	2	-	-	-	-	-	2	<b>The Offices of Clerk Stenographer IV (range 30E) and Clerk Stenographer III (26C)</b> in the Administrative Support Division of the FIUTT, are to be filled; The Officers who are currently acting as Clerk Stenographer IV and III, are Secretaries to Director and Deputy Director of the FIUTT, respectively.
Public Affairs Officer	-	-	-	-	1	-	1	<b>A vacancy exists for the contract position of Public Affairs Officer in the FIUTT;</b>

								A Note for Cabinet re Employment, on contract, of one (1) Public Affairs Officer, for a further period of three (3) years is awaiting Cabinet's approval for the retention of Contract position; One (1) person is employed, on Short-Term basis, for a period of 6 months in an equivalent position to the vacancy of Public Affairs Officer, with effect from August, 2020
APPROVED POSITIONS in the Financial Intelligence Unit of Trinidad and Tobago	10	4	*4	**27	15	31	**91	**91 Includes established offices classified and not yet classified
LESS: - 1) Establi shed offices (to be	-	-		**27	-	-		

Classified/designated by the CPO then to be filled by the SCD); and 2) Established offices (Classified by CPO but not yet filled by the SCD).			<b>*4</b>				<b>*31</b>	
<b>CURRENT TOTAL POSITIONS in the Financial Intelligence Unit of Trinidad and Tobago (FIUTT)</b>	-	-	-	-	-	-	<b>60</b>	



- **Performance Measurement**

Performance Appraisals are undertaken for each employee at the end of each contract year by their immediate Supervisor and reviewed by the Deputy Director.

- **The Staff Training & Development Plan**

Arising from the employee's annual performance appraisals and in addition to recommendations made by Divisional Heads, an Annual Training Plan is prepared, which schedules the required training for each staff position. A schedule of training activities carried out during fiscal 2020 is attached as **Appendix II**.

## **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 2020 was submitted on 30<sup>th</sup> June 2020.
- Annual Report for fiscal ending 30<sup>th</sup> September 2020 was submitted on 27<sup>th</sup> November 2020.
- Annual Administrative Report for fiscal 2020 will be completed and submitted before the due date of 1 July 2021.

## **PROCUREMENT PROCEDURES**

During fiscal 2020, the FIUTT procurement practises continue to be guided by the *draft* Public Procurement and Disposal of Public Property Regulation, 2019 issued by the Office of Procurement Regulator that governs all government ministries and agencies. The minimum three (3) quotations system for soliciting quotations from service providers was utilised:

- **Open Tender**

The FIUTT adheres to the open tender process that is outlined in the manual identified above. During the period under review one tender was prepared and a Service Level Agreement contract was awarded, as follows:

ORIGINATING DIVISION	SERVICE	TOTAL CONTRACT VALUE TTD
<b>Support – IT</b>	Service Level Agreement for one 2 Konica Minolta Bizhub C750i Photocopier	112,500

**For the reporting period, the Total Value of the Contracts awarded via the Open Tender process was TTD112,500.00.**

- **Selected Tender**

The FIUTT adheres to the selected tender process that is outlined in the manual identified above. During the period under review two selected tenders were prepared and two contracts were awarded, as follows:

ORIGINATING DIVISION	SERVICE	TOTAL CONTRACT VALUE TTD
<b>Support – IT</b>	Supply, delivery, installation and configuration of two Konica Minolta Bizhub C750i Photocopiers	310,477.50
	3 LAN Switches and implementation services	422,494.50

**For the reporting period, the Total Value of the Contracts awarded via the Selected Tender process was TTD732,972.00.**

- **Sole Select Tender**

The FIUTT adheres to the sole select tender process that is outlined in the manual identified above. During the period under review, five (5) sole select tenders were prepared and contracts were prepared, as follows.

ORIGINATING DIVISION	SERVICE	TOTAL CONTRACT VALUE-
<b>Support – IT</b>	Extension of Service Level Agreement for FIUConnect/caseKonnnect	<b>1,200.00 (USD) @ 6.775</b> 8,100.00
	Ibase; Annual Software Subscription and Support renewal	155,627.89.
	Preventative Maintenance for APC Infrastructure Data Centre Solution	58,218.75
	Extended Warranty for APC Infrastructure Data Centre Solution	62,775.00
	Renewal of Annual Website Technical Support for fiu.gov.tt	30,600.00

**For the reporting period, the Total Value of the Contracts awarded via the Sole Select Tender process was TTD315,321.60**

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

### **STRATEGIC OBJECTIVES FOR FISCAL 2021**

In general, for the fiscal 2021, emphasis will be placed on:

- Working with all stakeholders for the successful completion and effective implementation of Trinidad and Tobago’s next National Risk Assessment;
- A review of the type of FIU Structure and operation that best serves the current need of Trinidad and Tobago based on the risk assessment of the ML/FT landscape;
- Provide alerts and advisories on emerging trends and patters of financial crimes impacting Trinidad and Tobago and internationally; and
- Support the finding of new opportunities to work more closely with all our stakeholders to further strengthen the AML/CFT/CPF regime in Trinidad and Tobago.

*Specifically:*

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

The ever changing AML/CFT/FPT landscape requires that the Compliance and Outreach Division be adequately resourced. The following investments can only increase and further enhance the output of the Division:

- Hardware and supervision software to aid in risk assessment and thematic studies;
- Improved office accommodation to accommodate allocated resources; and
- Relevant staff training.

#### **Legal Division**

As we move forward, it is anticipated that legislative amendments will be introduced in the following key areas:

- The Gambling (Gaming and Betting) Control Bill, 2020, which seeks to provide for the establishments of the Gambling (Gaming and Betting) Control Commission to regulate the

gaming and betting sectors which are vulnerable to ML/FT. This Bill has been amended from its 2016 version and is expected to be reintroduced in the upcoming reporting period;

- Extending the range of sanctions to include administrative finds in the AML/CFT/CPF regime;
- Amendments to the Financial Intelligence Unit of Trinidad and Tobago Regulations to remove ambiguity and promote effective supervision and dissemination of financial intelligence and information; and
- Legislative amendments to include the regulation, supervision and monitoring of Fintechs, including virtual assets and Virtual Asset Service providers for AML/CFT/CPF.

## **Support Division**

### ***Human Resources***

The FIUTT successfully recruited Compliance, Legal and Administrative Officers in 2020. The recruitment process will continue in the next year, which is expected to result in greater levels of output from the Legal and Compliance Divisions in terms, of the number of compliance examinations conducted, enforcement actions to be taken, outreach programmes, guidance to entities and applications for registration processed.

**The Total Staff complement of the FIUTT is 60 persons as outlined in the Organisation Structure in Appendix II. Efforts will be made to fill the identified vacant positions during fiscal 2021.**

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

The FIUTT aims to harness technology that would streamline businesses processes to facilitate a more efficient environment for employees and improved service delivery to Entities and other stakeholders.

Based on the FIUTT estimates for fiscal 2021, the planned expenses are, as follows:

- Implementation of a modern Data Centre at a cost of TTD1,758,354.60  
This will encompass acquisition of new infrastructure, decommissioning of obsolete equipment and redeployment of existing infrastructure. Benefits to derived are: reduction of hardware costs; faster server provisioning and deployment; greatly improved disaster recovery, energy costs savings.
- To plan, design and implement Phase 1 Off-site Disaster recovery at a cost of TTD162,000.00.
- Data Centre Expansion Levels 25 and 26 at a cost of TTD935,255.00.
  - Expansion of Data Centre Infrastructure on Level 25 to accommodate an additional server, networking and communications equipment. Installation of an auxiliary gas-based In-Row cooling to augment building chill water supply failure; and
  - Installation of a Communications Server Room for Level 26 once Cabinet approves the acquisition of Level 26.

### ***Administration***

The Administration department continues to adapt its resources to support each functional Division in the changing work environment. For fiscal 2021, the Administration department will continue to monitor expenditure and service providers to ensure value for money is received and provides the required services and supplies to ensure that a comfortable work environment for all staff members is maintained.

**Annual Administrative Report FY 2019-2020**  
**Human Resource Management Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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.

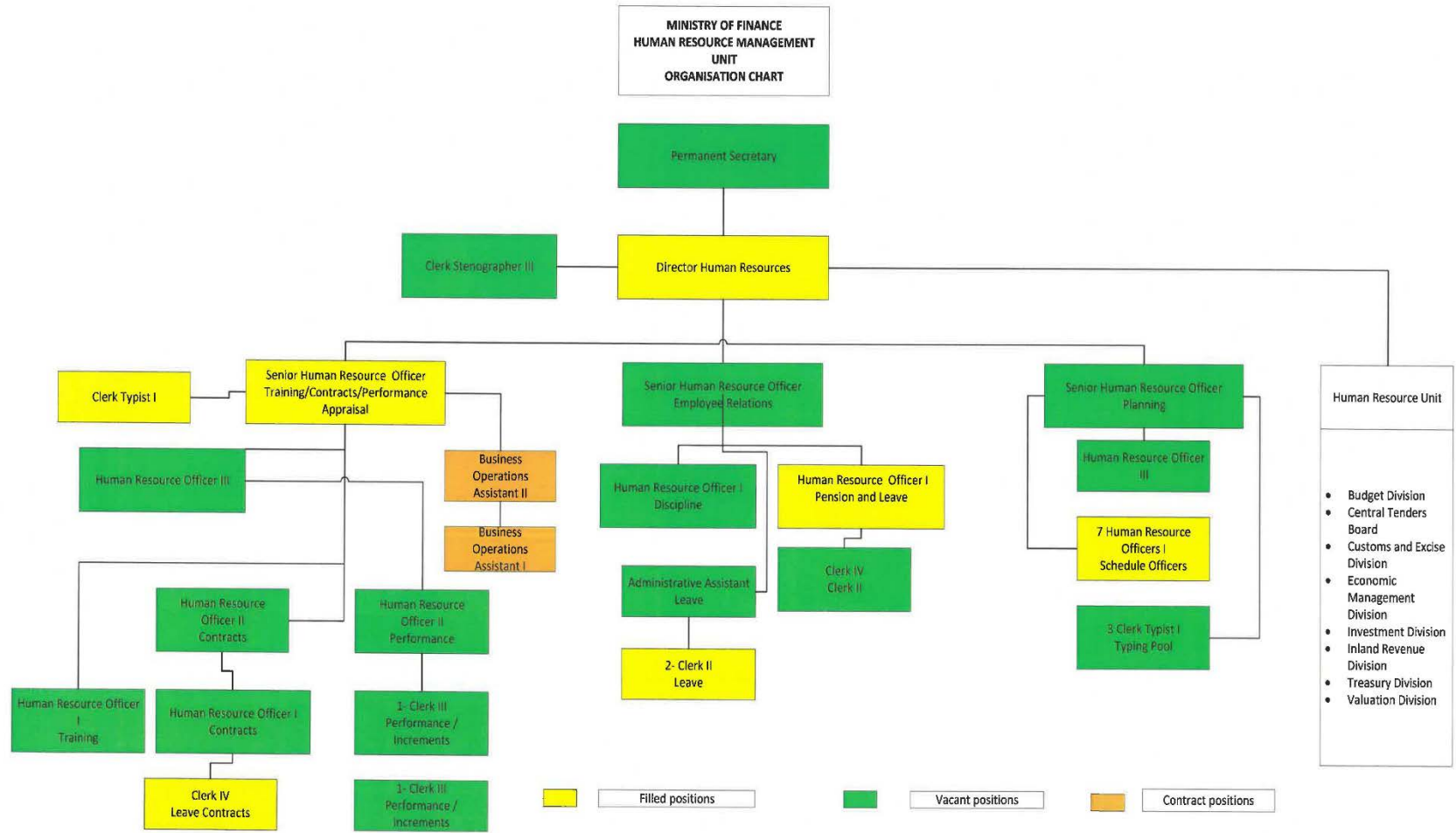
### **Roles and Functions**

- 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;
  - 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 2019-2020

### 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, one hundred and thirty-eight (2138) acting approvals were processed for FY 2019/2020.
  - 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 and eighty-nine (1089) 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 two (2) transfers were processed for FY 2019/2020.
2. **Short Term Employment** – The employment of person for short period no longer than three (3) to six (6) months. One hundred and thirty-seven (137) persons were on short-term employment for FY 2019/2020.

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; Valuation 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 eighty (80) 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 positions in the Ministry of Finance** – Sixty (60) promotions were received for the year.
5. **Processing of requests:**
  - (i) ***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 twelve (12) persons were employed as On the Job Trainees for the year.
  - (ii) ***Administrate Professionals*** – Requests are processed and forwarded the Ministry of Education for Administrative Professionals. It should be noted that two (2) persons as Administrative Professionals for the year.
6. **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.
7. **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.

8. **Total Number of Established Posts in the Ministry of Finance** – There are two thousand, nine hundred and ninety-one (2991) established posts in the Ministry of Finance.
9. **Total Number of Staff in Established Posts in the Ministry of Finance** – There are two thousand, three hundred and seventy-two (2372) staff members in established posts in the Ministry of Finance.
10. **Prepared and submitted the Succession Plan** for the Office of Permanent Secretary Group 1B, Ministry of Finance.

## **B. PERFORMANCE MANAGEMENT SYSTEM:**

1. **Performance Management** – All Performance Appraisal Reports are prepared annually and submitted sixty (60) days prior to incremental date. Further, the original Report is submitted to the Service Commissions Department (SCD) and a copy kept on the officer's confidential file. Two hundred and twenty-seven (227) Performance Appraisal Reports were dispatched for assessment by the Reporting Officer, Further; the same number of Reports were completed and dispatched to the Director of Personnel Administration (DPA).
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 3<sup>rd</sup> August, 1976, no. 5 of 2004 dated 31<sup>st</sup> December, 2004, No. 1 of 2017 dated 24<sup>th</sup> February, 2017 and Circular Memorandum dated 05<sup>th</sup> December, 2019. It should be noted that one hundred and fifty-six (156) incremental certificates were awarded by the Permanent Secretary for the year 2019/2020.
3. **Confirmation Of Appointment** – 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 forty-one (41) confirmations were processed/completed for the period.

## C. HUMAN RESOURCE DEVELOPMENT:

### 1. Training (Local) –

- (i) ***Executive Development Programme (EDP) for Senior Officers*** - Training was held on October 01, 2019 – October, 30, 2019 at the Public Service Academy, Port of Spain. Eleven (11) officers from the Ministry of Finance participated during this period.
- (ii) ***One Man Tribunal Training*** – Training was held on November 07, 2019 and was conducted in-house at the Ministry of Finance (Head Office), Port-of-Spain by the Service Commissions Department. Forty (40) officers from the various Divisions within the Ministry of Finance participated.
- (iii) ***E-Learning on Supervisory Skills*** – held on October 21, 2019 – December, 13, 2019 at the Public Service Academy. Twenty-six (26) officers from the Ministry of Finance participated.
- (iv) ***Effective Business Communications Course*** – held on April 21, 2020 – May 26, 2020 at the School of Business and Computer Sciences (SBCS), Mt. Hope. One (1) officer from the Treasury Solicitor’s Division, Ministry of Finance participated.
- (v) ***2<sup>nd</sup> Energy Capacity Building Workshop*** – held on January 27, 2020 and January, 29, 2020 the Ministry of Attorney General and Legal Affairs Port-of-Spain. Fourteen (14) officers from the various Divisions from the Ministry of Finance participated.
- (vi) ***EMS First Aid Training*** – held on 03<sup>rd</sup> March, 2020 in the La Lune Conference Room, Eric Williams Finance Building, and Port-of-Spain. Thirty (30) officers from the Ministry of Finance (Head Office) participated.

## 2. Training (Overseas) -

- (i) ***Caribbean Technical Assistance Centre (CARTAC), IMF Institute for Capacity Development (ICD) Course on Fiscal Sustainability*** – held on October 07, 2019 – October 11, 2019 in Kingston, Jamaica.  
Representative: one (1) officer from the Economic Management Division (EMD), Ministry of Finance participated.
  
- (ii) ***WCO Strategic Trade Control Enforcement (WCOSTCE), Train the Trainer Workshop*** – held on November 05, 2019 – November 11, 2019 in Washington, D.C., United States of America.  
Representatives: two (2) officers from the Customs and Excise Division, Ministry of Finance attended.
  
- (iii) ***Caribbean Customs Law Enforcement (CCLEC) Intelligence Training*** – held on January 14, 2020 – January 16, 2020 in Miami, United States of America.  
Representatives: two (2) officers from the Customs and Excise Division, Ministry of Finance participated.
  
- (iv) ***The Indian Technical and Economic Cooperation (ITEC) Special Training Programme for Customs Officers*** – held on February, 24, 2020 at the National Academy of Customs, Indirect Taxes and Narcotics (NACIN) Faridabad, India.  
Representatives: four (4) officers from the Customs and Excise Division, Ministry of Finance participated.
  
- (v) ***The Caribbean Regional Technical Assistant Centre (CARTAC) Medium Term Strategic and Gender Budgeting Workshop*** – held on February 24, 2020 – February 28, 2020 in Basseterre, St. Kitts and Nevis.  
Representatives: two (2) officers from the Budget Division, Ministry of Finance participated.

It should be noted that due to the Closure of Trinidad and Tobago Borders and the Government imposed restriction with respect to the gathering of person due to the Corona Virus, no further overseas training was conducted for the year 2019/2020.

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

1. **Total Number of Employees in Contract Positions in the Ministry of Finance –**  
There are approximately six hundred and one (601) persons employed, on contract, in the Ministry of Finance.
2. **The estimated total number of persons on Short Term Employment was Eighty-four (84) with an estimated expenditure of Five hundred and eighty-three thousand nine hundred and fifty (\$583,950.00) dollars.**
3. **Recruitment of Contract Staff –** The recruitment process is varied due to the candidate pool, selection process and other recruitment factors. It should be noted that three (3) persons were recruitment for the Strategic Management and Execution Office (SMEO); five (5) persons for the Information Technology Unit (ITU); seven (7) persons for the Financial Intelligence Unit (FIU); five (5) persons for the Minister’s Secretariat; one (1) person for the Budget Division; three (3) persons for the Corporate Communication Unit; ten (10) persons for the Economic Management Division (EMD); five (5) person for the Debt Management Division (DMD), three (3) persons for the Strategic Management & Execution Office, five (5) persons for the Investment Division and one hundred and thirty-two (132) persons for the Valuation Division.
4. **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 contact. Further, it should be noted that eight-one (81) Terms and Conditions of employment were forwarded to the Chief Personnel Officer (CPO) for approval and twelve (12) were approved for the year.



5. **Payment of Contract Gratuity** – A 20% gratuity payment is paid to a contract officer upon the satisfactory completion of his/her contract. It should be noted that prior to the payment, the gratuity payment must be verified by the Internal Audit Unit of the Treasury Division, following which it is then submitted to the Pensions Division, Treasury Division for payment. Eleven (11) contract gratuities were processed for the period.

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

1. **Employee Assistance Programme (EAP)** – It is the policy of the Government of Trinidad and Tobago to provide employees and their dependents with the opportunity to receive confidential help to resolve personal problems that may affect their job performance. Further, employees are encouraged to utilize this service and to seek help by way of referrals, diagnostic counselling and treatment services from approved professional Government and Non-Governmental organizations. The individual can receive a maximum of five (5) individual sessions per financial year. It should be noted that a total of approximately eight (8) employees utilized these services for the year.
2. **Approvals of Motor Vehicles Loan/Repairs and Insurances to officers who are the holders of schedules travelling and subsistence positions in the Ministry** – Scheduled post are verified in accordance with the relevant Cabinet Minute and Minister of Finance Circular along with Division's Travel Register. Applications are completed and submitted to the Human Resource Management Division (HRMD) and for approval. Applications were processed for the year as follows:-
  - Twenty-six (26) applications for Motor Vehicle Tax Exemption;
  - Five (5) applications for the Motor Vehicle Loan;
  - Five (5) applications for the Motor Vehicle Insurance; and
  - Four (4) applications for the Motor Vehicle Repair Loan.
3. **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 one hundred and nine (109) applications were received and processed for the year.

4. **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 according. Further, forty-six (46) applications were submitted and processed for the period.
5. **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, fourteen (14) applications were processed for the year.
6. **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 thirty (30) applications were processed for the year.
7. **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.
8. **Pandemic Leave** – In accordance with the Personnel Department's Circular No. 2 of 2020, officers can submit an application for authorized Absence from Duty with Full Pay. Nineteen (19) applications were received and five (5) applications were processed within the time frame given by the Chief Personnel Officer. It should be noted that the Ministry is awaiting the finalization of the Chief Personnel Officer (CPO) Circular in order to process the balance of the leave, continuing from the previous Circular end date.
9. **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

thousand, three hundred and fifty-nine (2359) applications were received and processed for the year.

10. **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 thousand, four hundred and forty-three (1443) applications were received and processed for the year.
11. **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 one hundred and seventy-two (172) applications were received and processed for the year.
12. **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 twenty-seven (27) applications were received and processed for the year.
13. **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, four (4) applications were received and processed for the year.
14. **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. One (1) application was received and processed for the year.

15. **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 sixteen (16) cases were processed for the year.
16. **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. Sixty-six (66) requests were received and processed for the year.
17. **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 thirty-seven (37) employees retired Compulsory from the Public Service; eight (8) employees retired Voluntarily; Five (5) employees retired with Permission; Six (6) employees Resigned from the Public Service and Three (3) employees Died.
18. **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 fifty-nine (59) applications were received and processed for the year.

19. **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 sixty-seven queries were received and processed for the year.
20. **Updating of Pension and Leave Record** – Two hundred and sixty (260) Pension and Leave Records were updated in respect of officers from the General Administration, Budgets, Investments, Economic Management and Debt Division and the Financial Intelligence Unit.
21. **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 fifty (50) requests were processed for the year.
22. **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-six (26) employees qualified to be incorporated into the Plan.
23. **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. Further, twenty-two (22) applications were received, processed and forwarded to the Permanent Secretary for approval for Duty Leave for officers to take up various positions in the 2019 Local Government Election and the 2020 Parliamentary Election. Also, one (1) application was received and processed for Duty Leave for an officer who is also a member of the Volunteer Defence Force.

24. **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 three (3) applications were received and processed for the year.
25. **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 eighteen (18) representation matter were received and forwarded to the Service Commissions Department (SCD) for Further, it should be noted that the Service Commissions Department (SCD) ruled on thirteen (13) matters.
26. **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 two (2) abandonment of office were report to the Service Commissions Department (SCD) for the year.
27. **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.
28. **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. Twelve (12) disciplinary matters have been reported to the Service Commissions Department (SCD).

29. **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, nineteen (19) applications were received and processed accordingly; Twelve (12) for Public Policy; One (1) for Study Leave and Six (6) for Private Reasons.
  
30. **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, five (5) applications were received and processed for the year.

**Annual Administrative Report FY 2019-2020**  
**Information and Communications Technology**  
**Division**



## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

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.

## **BACKGROUND**

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.

The ICT Division has twenty-nine (29) Cabinet-approved contract positions and 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 (1000) 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 (3100) 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.

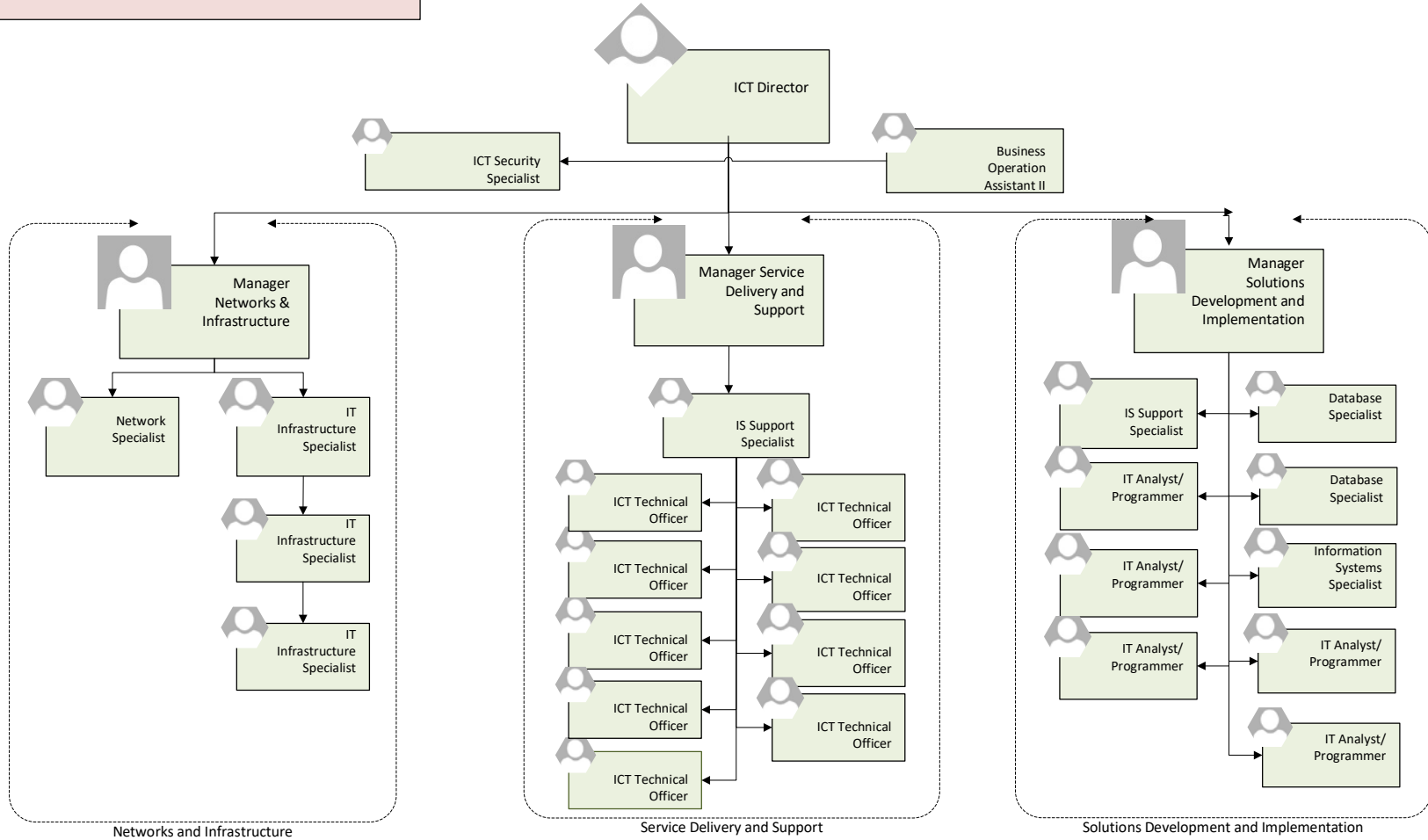
## **CURRENT STAFFING POSITIONS**

- 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

**Ministry of Finance, ICT Division**

**Total Cabinet Approved Positions as at Sept 2020**



## STRATEGIC PRIORITIES

STRATEGIC PRIORITY DESCRIPTION	MEASURABLE OUTCOME	ALIGNMENT WITH NATIONAL
<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. Effective end-user training.
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 2019-2020**

### **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.

For this period, six (6) Software Defined Networking (SDN) compatible edge switches were purchased, as part of the ICT Division's strategy to ensure that Ministry's ICT Services (Internet, Intranet, Wi-Fi access, VoIP PBX, video, application access, file sharing, printing, EDMS etc.) are always readily available to the Ministry of Finance's users. These network switches were configured and installed on levels 2 and 8 of the Eric Williams Finance Building. The Local Area Network on level 2 is a new installation. The offices of the Minister of Finance and the Permanent Secretary, Ministry of Finance are located on Level 8. Work continues in this area.

### **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 the period, the installation and upgrade of networks within the Eric Williams Finance Building specifically, Level 2 was started and would be completed in fiscal 2021. Work continues in this area.

### **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.

For the reporting period, this project saw the roll-out of the EDMS system to the General Administration, Human Resource Management and ICT divisions. Approximately 10,000 physical files were scanned and uploaded into the EDMS. Work continues in this area.

### **4. DEVELOPMENT OF AN ELECTRONIC MINUTE SHEET APPLICATION**

This initiative entails the development of a software application to computerize the minute sheets that are commonly used with physical files. The application allow users to digitally make Folio and Minute entries and other uses of the Minute Sheet. It also supports the use of digital signatures. This application is an add-on tool that supports the full use of the Electronic Document Management System. This application would be used by all users in the Ministry of Finance that adopts the EDMS system. During the period, the application was completed and deployed to a group of test users. Full deployment is subject to further review of Government's policy on the use of digital signatures.

### **5. 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, an integrated firewall solution was purchased, installed and configured to enhance the security of the MOF's Local Area Network, Wireless Local Area Network, Voice Network and Media Centre. This solution also provided the Ministry's staff with VPN capabilities, which allowed them to successfully work from home during the pandemic. Work continues in this area.

## **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 them reliable access to a portfolio of software applications available on the network. For this period, seventy (70) laptops, one hundred (100) desktops, five (5) multifunction devices and three (3) scanners were purchased. The 70 laptops played a critical role by giving staff the capability to work from home during the pandemic. This initiative was successfully completed in February 2021.

## **7. MIGRATION OF THE GOVERNMENT PAYMENT SYSTEM (GPS)**

This Project was a joint effort between the ICT Division and the Treasury Division. It involved the assessment of the existing GPS operational infrastructure, the design of a new, stable, secure environment and the migration of the GPS to the new environment. This initiative allowed the GPS application to now operate in a more reliable, scalable, fault-tolerant and resilient environment with improved security and disaster recovery capabilities that is in alignment with the Treasury Division's business continuity strategy. Additionally, this project avoided the significant cost associated with purchasing new server hardware and associated system software

to replace the existing GPS equipment, by collocating the GPS on the existing Corporate server Infrastructure. This project was successfully completed.

#### **8. ESTABLISHMENT OF A MEDIA CENTER AT THE ERIC WILLIAMS FINANCE BUILDING**

This project involved the implementation of a Media Centre at the Ministry's Head Office, whereby the Minister of Finance can address the citizens in an effective and timely manner on Economic/Financial matters via live stream press conferences on both traditional and social media platforms. All equipment was installed and tested and staff trained. The project is expected to be completed in fiscal 2020/2021.

#### **9. DEVELOPMENT OF A CABINET NOTE NUMBERING APPLICATION**

This initiative entailed the provision of an application system to automate the assignment and distribution of Cabinet Note Numbers for the Ministry of Finance. This application was built primarily for the General Administration Division to execute their daily duties with respect to the issuing, revoking and searching for Cabinet Notes created within the Ministry. During the period, the application was completed and deployed to users.

#### **10. DEVELOPMENT OF STATE AGENCIES PERFORMANCE MONITORING INFORMATION SYSTEM**

Project SAPMIS aims to strengthen the government's capabilities to monitor the performance of State Enterprises in keeping with the State Enterprises Performance Monitoring Manual. This would be achieved through the introduction and application of a suitable information system.

For this period the Share Register Module was developed, tested and fully incorporated into the SAPMIS Version 1.6 and was launched on November 01, 2019. Additionally, SAPMIS Version 1.7 was released on Monday 16th December, 2019 where "Warning Flags" were implemented to allow users to quickly identify Companies with any critical or general issues which requires the user's attention or action. Work continues in this area.

## **11. SERVICE REQUEST MANAGEMENT**

For this period the ICT Division recorded a total two thousand, one hundred and three (2,103) requests for service in the division's ticketing system, OTRS. Two thousand and seventy-five (2,075) of these tickets were successfully closed with twenty-eight (28) remaining open.

Using the data captured in the OTRS application, another application was developed to interrogate the OTRS and generate various reports for data analysis as part of the division's continuous improvement strategy. Work continues in this area.

## **12. 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)

Work continues in this area.

**Annual Administrative Report FY 2019-2020**  
**Inland Revenue Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019/2020</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 2019/2020

- Chairman (on pre-retirement leave) - Mrs. Allison Raphael;
- Ag. Chairman – Mr. Ravi Taklalsingh;
- Commissioner Debt Management – Mr. Ramnarine Bedassie;
- Commissioner Legal, Objection, Planning & Research – Mrs. Shahista Khan;
- Commissioner Taxpayer Services – Ms. Sabeta Lall; and
- Commissioner Audit – Ms. Rohonie Ramkissoon.

## **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
- 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); and
- E-tax services which includes:

- Online filing of Income Tax, Corporation Tax and VAT Returns;
  - Registering for a BIR Number;
  - Filing an Objection;
  - Accessing your tax account information;
  - Registering for a tax account;
  - Granting or removing access to your account;
  - Retrieving tax balances;
  - Viewing correspondence;
  - Viewing transactions for previously filed returns;
  - Viewing status of refund; and
  - Submitting queries.
- District Revenue (Land & Building/ Property Tax) Services

## SERVICE LOCATIONS

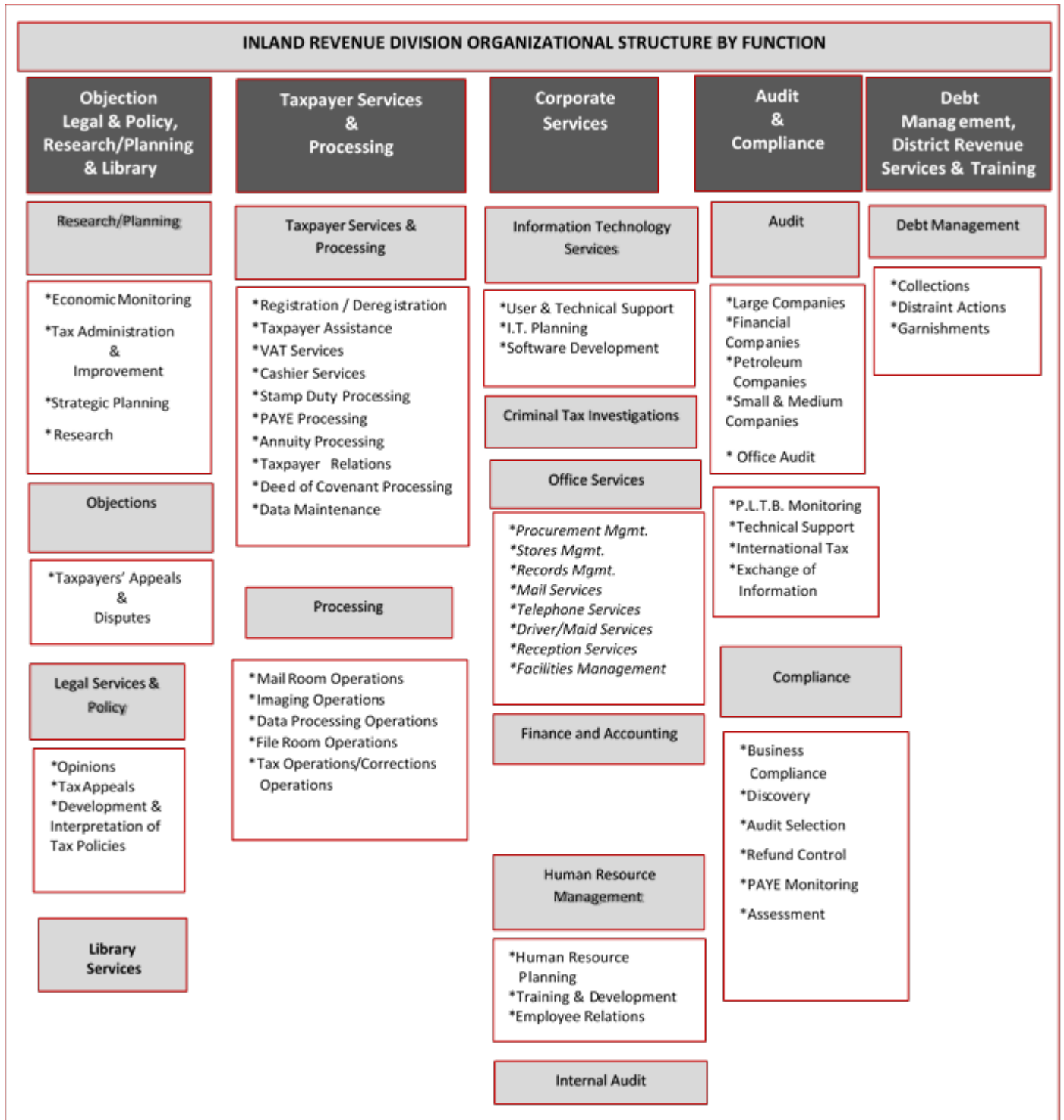
The various services are offered at eighteen (18) locations across Trinidad and Tobago.

- Four (4) Regional Offices located at:
  - **Port-of-Spain** - IRD Tower;
  - **San Fernando** - Ciperro 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 Road;
  - **Roxborough** – Tobago;

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



# ORGANIZATIONAL STRUCTURE



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020

### INFORMATION COMMUNICATIONS TECHNOLOGY (ICT)

#### **Initiative # 1** - Online Filing of Tax Returns

**Objective** – To improve the overall procedure, reduce the time taken to process tax returns and improved customer service.

**Status** - During the FY 2019/2020 the Inland Revenue Division implemented its facility for the online filing of all tax returns. With effect from 1st February, 2020, taxpayers are now required to file tax returns online, relating to Value Added Tax, PAYE, Corporation Tax, Insurance Premium Tax, Partnership, Hotel Accommodation, Individual Income Tax, Petroleum Profit Tax and Supplemental Petroleum Tax for 2017 to present.

This service is available to the public either through the IRD’s Non-Logged in Service via its website or the E-Tax Services which is accessible through the TT Connect facility.

### TAX ADMINISTRATION IMPROVEMENT

**Initiative # 2** - Establishment of a Risk Management Committee and Development of an Enterprise & Compliance Risk Management (ECRM) Policy & Framework Document.

**Objective** – The Enterprise & Compliance Risk Management Policy and Framework is to ensure a coordinated approach towards management of all types of risks which impact on the IRD’s ability to achieve its strategic objectives and overall vision.

The objectives of this ECRM framework are to ensure that:

- government revenue collections are maximised, in accordance with the law;
- the principles and practices of risk management are fully integrated into all IRD’s operational strategies, procedures, business practices and training courses;
- IRD develops an operational environment in which all staff assume responsibility for managing risk;

- the likelihood and consequences of adverse risks are reduced across all operations within IRD;
- resources are effectively and efficiently deployed; and
- the integrity and fairness of all tax systems and procedures are maintained.

**Status** – During the fiscal period 2018/2019 a five (5) member Risk Management Committee with the responsibility for the identification, assessment and management of the Institutional and Compliance Risk of the organization was established. Within this period the Committee’s operational and terms of reference guidelines were documented and approved.

During the fiscal period, the committee was able to complete the IRD’s Enterprise & Compliance Risk Management Policy and Framework document along with the IRD Risk Baseline Document. These documents were approved by the Board of Inland Revenue and further to this, through technical assistance from CARTAC, the IRD’s Enterprise & Compliance Risk Management Policy and Framework Document has been further reviewed for its merit and validity of content.

## **LIBRARY UNIT**

### **Initiative # 3 – Continuous Learning**

**Objective** – The utilization of webinars as a form of staff training and online open access courses completed.

**Status** - During the FY 2019/2020 the Inland Revenue Division implemented the use of webinars and online open access courses were completed such as: designing libraries for safety in the age of COVID-19, effective writing skills, graphic design (visual and graphic), introduction to cataloguing, and Microsoft Excel essentials. The Library also acquired the several additional legal databases and textbooks.

## COMPLIANCE UNIT

**Initiative # 4** – The improvement of the ongoing process of Best of Judgement by the Assessment Section.

**Objective** – To acquire internet access for the staff in the Assessment Section.

**Status** - During the FY 2019/2020 in the Inland Revenue Division, the Assessment Section continued the Best of Judgement in VAT, Individual and Corporation Tax Accounts for income years 2014 and 2015. Internet access was granted to staff members. Consequently background checks on delinquent taxpayers has been greatly facilitated.

**Initiative #5** – Online filing of TD4 Summary and Annual Returns for 2021.

**Objective** – To improve/automate the PAYE Reconciliation process.

**Status** - In 2019, manual PAYE Reconciliation spread sheets were in progress. Numerous consultations with the ICT department took place. A computerized version of the TD 4 was developed and was successfully tested internally.

**Initiative #6** – To obtain soft copy third party information from Petroleum and Large Taxpayers and State Agencies.

**Objective** – To make available valuable third party information, both to the Audit Selections Officer and to the auditors.

**Status** – Through better allocation of staff and increased usage of ICT, the Discovery Unit has issued additional requests for third party information to Petroleum and Large Taxpayers and State Agencies. (However the event of COVID-19 has slowed down the process of receiving thirty party information). The information received can be automatically cross checked by our IT department and reports are generated which highlights discrepancies between what a taxpayer has filed and a third party may indicate has been paid to them.

**Initiative #7** – To introduce an automated form of Risk Based Audit Selection.

**Objective** –Automated Risk Based Audit Selection seeks to increase audit adjustments, by highlighting the cases with higher potential for audit adjustments. This permits improved allocation of scarce resources by:

1. Allowing auditors to focus on cases with a higher potential for audit adjustments; and
2. Reducing the need for manual intervention in the Audit Selection Procedure.

**Status** – The parameters for Risk Based Audit Selection have been developed. This was done through an examination of International Best Practices and were tweaked to meet current needs. They are currently being tested.

**Initiative #8** –To introduce an automated form of Risk Based Refund Approval.

**Objective** – Risk Based Refund Approval maximizes the possibility of authorizing the correct refunds and rejecting those that appear questionable, for further examination. This measure also reduces the manpower necessary to check and authorize refunds.

**Status** – The parameters for Risk Based Refund Approval though similar to Audit Selection need to be examined in detail. These are currently being developed in conjunction with an examination of international Best Practices.

**Initiative #9** – Provide additional resources to the Core Compliance Unit.

**Objective** – To improve the taxpayer registration database and the amount of returns being filed on time.

**Status** – The Core Compliance Unit has the responsibility to ensure that taxpayers are duly registered and file their returns on time.

1. Additional staff has been allocated to the Core Compliance Unit.
2. Additional internet access has been provided to Core Compliance. The event of COVID-19 has impacted severely on impact and field visits done by the Core Compliance Unit, hence the reason for the slow response from taxpayers in the submission of outstanding returns. However in this FY 2019/2020, with the use of the internet, the Core Compliance staff were able to source information on taxpayers and continued to improve registration and filing compliance.

## **PETROLEUM AND LARGE TAXPAYERS BUSINESS UNIT (PLTBU)**

### **Initiative #10:**

1. Improve payment compliance substantially through initiatives that focus on ensuring that specific groups of non-filers and stop-filers meet their tax obligations.
2. Use of segmentation to identify larger collection opportunities.
3. Utilization of soft methods inclusive of telephone calls, notifications, letters, payment arrangements to encourage taxpayers to pay outstanding tax debts.
4. Increase the number of auditors assigned to high value cases, to ensure that cases are closed in a more efficient manner. This will result in a rise in the number of audited cases.
5. Employment of a weekly monitoring, evaluation and reporting system to oversee performance and treat with arising issues, in a timely manner.

**Objective** – The overall objective of PLTBU 2019/2020 Plan was to ensure that it is in alignment with the overall IRD’s ‘*Revenue Collection Improvement Plan*’ which is to increase budgeted revenues, by at least ten percent (10%) at the end of fiscal 2019/2020.

**Status** – The initiatives were proposed to be carried out in three phases:

Phase 1 - Planning & Preparation – Quarter 1;

Phase 2 – Execution – Quarter 2 – 4; and

Phase 3 – Monitoring & Evaluation - Quarter 1 – 4.

Preparatory work was done in some areas which included identifying taxpayers for specific actions, researching of taxpayers’ information on databases and verifying balances on taxpayers’ accounts to determine accuracy. Work has been on an ongoing basis.

Further strategies were proposed for the execution phase, payment compliance, reporting compliance and voluntary compliance. Some of these strategies were limited in implementation due to the impact of COVID-19. Nevertheless, some strategies that were initiated were:

### ***Payment Compliance:***

- Identifying the largest outstanding debtors and categorize by value of debt outstanding.
- Contacting taxpayers and negotiating early payments of quarterly taxes.

- Liaison with Central Bank to facilitate payments of taxes via wire-transfers.

***Reporting compliance:***

- Increasing the number of audits performed to generate additional revenues and positively influence taxpayers' compliance behavior.
- Improving quality and efficiency of audits, through the use of updated procedures that minimize the time taken to complete audits.

***Voluntary compliance:***

- Educating PLTB taxpayers to support and increase voluntary compliance including re:
  - o Payment deadlines;
  - o Responsibility to file returns and pay taxes on time;
  - o Option to use IRD's online e-platform to file returns and access other e-services;
  - and
  - o Penalties for non-compliance.

## The COVID -19 INITIATIVES POST LOCKDOWN

### PLTB UNIT

#### Initiative #11 -

The PLTB Unit initiatives were significantly affected by COVID-19. However, the Business Continuity Plan was introduced by the Board and this guided the operations of the PLTB Unit.

1. Increased use of third party databases to perform analyses and preliminary audit work.
2. Conduct of audits on a remote basis.
3. Increase in examination of *'automatic adjustments'*.
4. Cases close to being statute barred to be analyzed and deemed not materially significant to be discontinued / deferred.
5. Business that were allowed to continue operations during COVID -19 lockdown to be prioritized for audit examinations and payment compliance.

**Objective** – To ensure the PLTB Unit continued operations and realization of the unit's objectives.

**Status** – Audits were carried out and audit results were significant despite the COVID-19 challenges. Cases were all closed within statutory time limits.

### ACCOUNTING UNIT

**Initiative #12** – To enhance processing systems and continued training for all staff.

**Objective** – To provide an essential service to staff members of IRD and Valuation Division by ensuring that the processing and payment of salaries, wages and allowances to all employees of IRD and Valuation Division and the payment of goods and services to external customers were completed in a timely manner.

**Status:**

- IHRIS Training and Customer Service Training for all staff. This process is ongoing.
- Implementation of a Petty Cash System new line items were introduced.
- The payment of Daily Paid Employees were moved from the Manual System to a computerized system.
- Ongoing training for most staff was undertaken. This contributed to their continuous development.



## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

### ICT

**Initiative #1** - The establishment of the online payments.

**Objective** – To improve payment compliance by facilitating easier payment methods.

**Status** – Discussions for approval have been taking place with the Treasury Division for over three (3) years. Discussion has also taken place with the Banking sectors and they 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. This Treasury approval is still outstanding.

**Initiative # 2** - Upgrade of the Division’s Information Technology (PSIP Project).

**Objective** - To ensure that the Information Technology Infrastructure is capable of providing the required support to the division’s operations.

**Status** – Limited progress due to financial constraints.

### DEBT MANAGEMENT

**Initiative #3** - Establishment of a Debt Write Off Unit.

**Objective** - To strategically analyse the Arrears Portfolio, manage the process and recommend the write - off of aged outstanding and uncollectable tax debts. This will facilitate focus on collectible debts.

**Status** – Due to limited resources, although a formal unit has not yet been established, currently a function has been established under the Debt Management Unit. Within this portfolio analysis has begun through examination of outstanding debts, the potential to write off debts that are:

1. Older than 35-40 years;
2. Taxpayers have died/cannot be located; and
3. Taxpayers are bankrupt.

Recommendations for write off are currently being made. The department is to be formalized whereby the debt can be officially recommended to the Treasury Director for write off.

## **DISTRICT REVENUE SERVICES**

**Initiative # 4** - Refurbishment Works to all fourteen (14) District Revenue Offices (PSIP Project).

**Objective** – To create a safe and comfortable environment for both staff and public.

**Status** – Limited progress due to financial constraints and the Covid 19 related issues.

## **PLTB UNIT**

**Initiative #5** – Establish an audit quality control function.

**Objective** - Strengthen Quality Assurance and Institutional Risk Management by fiscal year end 2021. This facilitates sound audit results which garner taxpayer and tax court support.

**Status** - TADAT 2019 recommendations included the establishment of an independent Quality Control Unit or Committee. Due to limited staff resources the audit quality function was done within the existing resources of the Unit. The reviews and the quality standards for audits and checklist for standards were completed. The design of a feedback process with the Objections and Legal Units was initiated.

**Annual Administrative Report FY 2019-2020**  
**Investments Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</b>
<b>Name of Division</b>	Investments Division
<b>Title of Department Head</b>	Deputy Permanent Secretary Executive Director Investment/Divestment
<b>Address of Department</b>	Level 15 Eric Williams Finance Building Independence Square Port of Spain

### OVERVIEW

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

- Design and formulation of a Comprehensive Divestment Policy;
- Development of a Divestment Action Plan;
- Continuous review and analysis of State Enterprises in the context of a structured and orderly Divestment Programme; and
- 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: Administrative Unit, the Business Analyst Unit, the Central Audit Committee Unit and the Research Unit. The Investments Division also has responsibility for the National Insurance Appeals Tribunal (NIAT). NIAT's performance Fiscal 2020 is contained in the Administrative Report of the Research Unit that has direct responsibility for the restructuring and policy direction of NIAT.

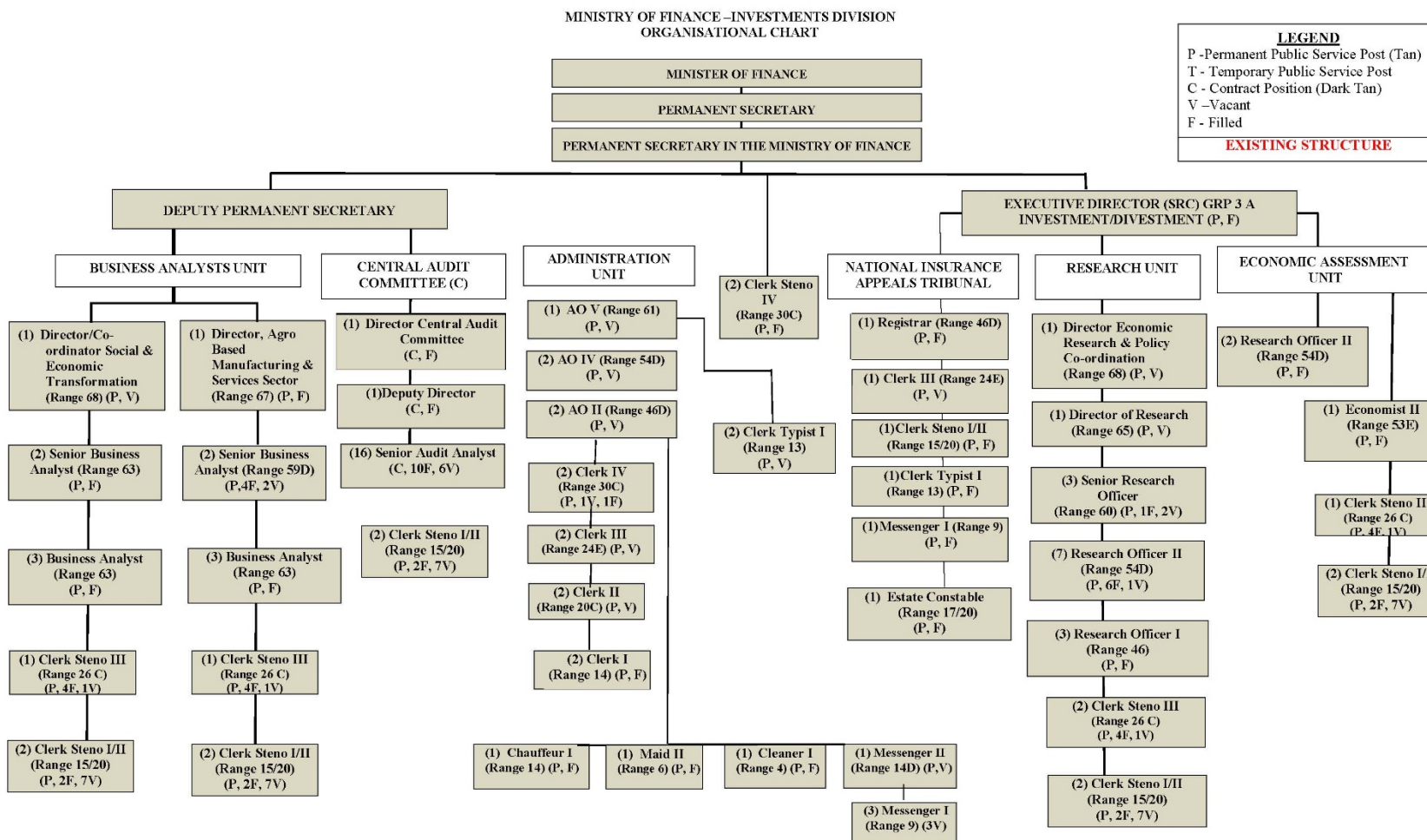
## **VISION**

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



## SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020

### ADMINISTRATION UNIT

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

- **Filling of Vacant Positions**

For FY 2019/2020, there were two (2) temporary appointments, fourteen (14) acting appointments in the technical field and nine (9) in the clerical field; but no promotions. There were two (2) retirements, one (1) resignation and no transfer of staff.

- **Training**

The technical staff benefitted from online training paid for by the Division. These include Financial Statement Analysis facilitated by Caribbean Information and Credit Rating Services Limited (CARICRIS) from July 28-30, 2020 and August 18 - 21 2020 respectively.

The Technical staff were also able to access free online courses provided by the International Monetary Fund (IMF) namely: -

- Financial Development and Financial Inclusion course;
- Compilation Basics for Macroeconomic Statistics;
- 2 Financial Market Analysis (OL 20.117, FMAX); and
- Public Financial Management.

Additionally, the following Local Training was provided to staff: -

- Fundamentals of Finance for Non-Financial Professionals facilitated by ROYTEC UWI School of Business and Applied Studies from October 30 to November 2, 2019;
- Training on the One -Man Tribunal facilitated by the Service Commission Department on November 7, 2019;
- Energy Capacity Building Workshop facilitated by the Ministry of Energy and Energy Industries (MEEI) from January 27 to 29, 2020; and

- Training Webinar for the Meridian system from July 27 to 29, 2020 facilitated by The Commonwealth Secretariat (COMMSEC).

## **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)

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

- i) the roles of the major interacting agencies involved in monitoring the State Enterprise Sector;
- ii) the monitoring mechanisms;
- iii) the Performance Monitoring Indicators applicable to the Sector; and
- iv) compliance as well as the inputs for generating synergies within the Sector.

**Duration** – Ongoing

**Deliverables** - Updated State Enterprises Performance Monitoring Manual (2020 -2021)

## **CENTRAL AUDIT COMMITTEE UNIT**

Title of Department Head: Director, Central Audit Committee

Address of Department: Level 3, Eric Williams Financial Building

- **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 (collective referred to as



State Agencies). The powers and duties of the Central Audit Committee is set out in Cabinet Minute No. 1266 which includes the performance of ad hoc investigations as identified by the Minister of Finance.

During the 2019/2020 year, the auditing activities conducted by the Central Audit Committee included:

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

The total audits conducted during the year was fourteen (14) which resulted in four (4) being submitted to Cabinet, two (2) in draft Cabinet note form, five (5) finalized and three (3) in draft form. Also, fourteen (14) review of award of contracts and internal auditors' reports from State Agencies were conducted.

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

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

- Improved accountability, governance and risk management;
- Increased likelihood of the State Agencies will achieve their mandate and strategic objectives;
- Minimization of risks to all stakeholders including the officers of the State Agencies;
- Strengthening the control environment;
- Improved public confidence in performance, integrity and compliance of State Agencies; and
- State Agencies will achieve value for money in their operations.

## **NATIONAL INSURANCE APPEALS TRIBUNAL (NIAT)**

Title of Department Head: Registrar

Address of Department: Level 2, Eric Williams Finance Building

NIAT is the first line of adjudication between appellants and the National Insurance Board (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.

The National Insurance Appeals Tribunal (NIAT) held eleven (11) Hearings during the period October 2019 to March 2020 and July 2020.

- Northern Division – 6.
- Southern Division – 3.
- Tobago Division – 2.
- The term for all nine (9) members ended August 5, 2020.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

### **BUSINESS ANALYST UNIT**

#### **1. Preparation of the State Enterprises Investment Programme (SEIP) Budget Document**

*Description* – The book 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, laid in Parliament along with other Budget documents.

*Status as at September 30, 2020 – Completed*

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

*Description* – 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 (submit documents to the Executive Director for the database to be updated).

*Status as at September 30, 2020 – Ongoing*

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

*Description* – 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, 2020:*

Annual General Meeting were held for the following Companies:

- i) National Entrepreneur Development Company Limited (February 28, 2020);
- ii) Trinidad and Tobago Mortgage Finance Co. Ltd (March 20 & July 22, 2020);

- iii) YTEPP (June 18, 2020);
- iv) University of Trinidad and Tobago (February 19, 2020);
- v) MIC Institute of Technology Limited (February 14, 2020);
- vi) Couva Medical and Multi- Training Facility (CMMF) Limited (December 16, 2019);
- vii) Lake Asphalt of Trinidad and Tobago Limited (February 13, 2020);
- viii) Trinidad and Tobago Creative Industries Co. Limited (Jan 13, 2020);
- ix) National Information and Communication Technology Limited (Jan 25, 2020);
- x) InvesTT Limited (February 20, 2020);
- xi) Trinidad and Tobago Solid Waste Management Company Limited (December 19, 2019);
- xii) First Citizens Holdings (February 6, 2020);
- xiii) Evolving TecKnologies and Enterprise Development Company Limited (June 17, 2020);
- xiv) National Investment Fund Holding Company limited (June 16, 2020);
- xv) Point Lisas Industrial Port Development Corporation Limited (July 16, 2020);
- xvi) Rural Development Company of Trinidad and Tobago Limited (January 09, 2020); and
- xvii) Tourism Trinidad Limited (March 06, 2020).

#### **4. Establishment of new State Enterprises in accordance with Cabinet directives**

*Description* – 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, 2020 -*

The following company(s) were established:

- National Marine & Maintenance Company Limited - June 17, 2020; and
- Port of Spain Shopping Complex – February 26, 2020.

#### **5. Submission of Audited Financial Statements to the Public Accounts (Enterprises) Committee**

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

*Deliverables/Expected Results* – Analysis of State Enterprises’ financial statements, Financial statements for preparation for (PA(E)C), Meeting. Attend Meetings of the Committee.

*Status as at September 30, 2020 – Ongoing*

## **6. Review of Minutes of the Meetings of Board of Directors**

*Description* – 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, 2020* – *Ongoing*

## **7. Review of Strategic Plans and Budgets of State Enterprises**

*Description* – 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, 2020* –

The following Strategic Plan was reviewed:

- I. Caribbean Airlines Limited

## **8. Conduct of Divestment Activities For Companies Identified For Closure**

*Description* –

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

Caroni (1975) Limited, BWIA West Indies Limited (New BWIA), Tourism and Industrial development Company Limited (TIDCO), Trinidad and Tobago Oil Company Limited (TRINTOC), Trinidad and Tobago Petroleum Company Limited (TRINTOPEC), Sugar Manufacturing Company Limited (SMCL), Seafood Industry Development Company Limited (SIDC), Community Improvement Services Limited (CISL), Government Information Services Limited (GISL), Union Estate Electricity Generation Company Limited (UEEGCL).

2. Liquidators appointed for the following:

Government Human Resource Services Company Limited (GHRS), Tourism Development Company Limited (TDC), Human Capital Development Company Limited (HCDCL) and Caroni Greens Limited (CGL). Trinidad and Tobago Forest Products Limited (TANTEAK).

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

*Status as at September 30, 2020 -*

No dissolution certificates were received in for the period under consideration and awaiting the repeal of the (BWIA International) Airways Corporation. However, final liquidator meetings were concluded for the following from the list above - Human Capital Development Company Limited (HCDCL), Trinidad and Tobago Forest Products Limited (TANTEAK).

## **RESEARCH UNIT**

### **1. Board of Directors Database**

*Description* -The Board of Directors Database comprise of information on appointed members to State Enterprises, Statutory Bodies and on the entities 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; and
- Other Reports on Board Membership as requested by internal and external stakeholders.

*Status as at September 30, 2020* – Ongoing updates

## **2. Share Register Database**

*Description* – A database on the Shareholding of State Enterprises.

*Deliverables/Expected Results* –

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

*Status as at September 30, 2020* – The process to transfer all Government Nominee Shareholding in State Enterprises to the Corporation Sole was initiated. 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. Servicing of State Enterprises Government Guaranteed Debt in the Commonwealth Secretariat Debt Reporting Management System Database (CS-DRMS) and MERIDIAN**

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

*Deliverables/Expected Results* –

- Collect data from State Enterprises and Financial Institutions 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 Central Bank of TT for use in its Balance of Payment Report; and
- Reconcile Government Guarantee Debt balances with the Treasury Division Public Debt Management Unit.

*Status as at September 30, 2020* – *Ongoing*

#### **4. Non-Government Guaranteed Debt Database**

**Description** – 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 Central Bank of TT for use in its Balance of Payment Report.

**Status as at September 30, 2020** – The Access Database is continuously updated. In addition, the Investments Division initiated the transfer to the Economic Management Division, these Non-Government Guaranteed Loan information for inclusion into CS-DRMS and MERIDIAN. This is ongoing.

#### **5. Performance Financial Indicator Database**

**Description** – An Access Database where information from Audited Financial Statements of State Enterprises and selected Statutory Bodies are captured.

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

**Status as at September 30, 2020** – Ongoing updates. To be incorporated into the State Agency Performance Management Information System (SAPMIS).



## **6. Quarterly Returns Database**

**Description** – 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, 2020** – *Ongoing*

## **7. Annual Budget Exercise**

**Description** – Prepare Estimates of Revenue and Recurrent Expenditure 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 that is dividend payments, from State Enterprises for inclusion into the Investments Division Budget submission to the Budget Division.

**Status as at September 30, 2020** – *Completed*

## **8. Debt Servicing and Facilitation of Recurrent Expenditure**

**Description** – Processing of requests for debt service payments and recurrent support to State Enterprise under the Ministry of Finance.

**Deliverables/Expected Results** –

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

**Status as at September 30, 2020** – *Ongoing*

## **9. Receipt of Revenue**

**Description** – 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, 2020 – Ongoing*

## **10. Project/Initiative Name – Cash Statement of Operations**

**Description** – 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, 2020 – Ongoing.* To be incorporated into the SAPMIS Database.

## **11. Litigation Database**

**Description** – 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, 2020 – Ongoing.* A database to capture this information is to be developed.

## **12. Investments in Securities**

**Description** – 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, 2020** – **Ongoing**. A database to capture this information is to be developed.

## **13. Genesis Steel Instrument (G-Pan)**

**Description** – This is a family of steel pans owned by the Government 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, 2020** – Ongoing payments of Patent and Trademark invoices. 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. Discussions with UWI are ongoing.

## **14. Classification of Boards of State Agencies and Cabinet Appointed Committees**

**Description** – 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; and
- Maintenance of the Cabinet Appointed Committee Database.

*Status as at September 30, 2020 – Ongoing*

### **15. State Agencies Performance Monitoring Information System (SAPMIS)**

*Description* – A modular system, built in-house, to consolidate the various 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, 2020 –*

- 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. Preliminary discussions were held.

### **16. Review of the Operations of the National Insurance Appeals Tribunal (NIAT)**

*Description* – Restructure of NIAT’s staff. NIAT has five (5) positions on the establishment of the Ministry of Finance, these are as follows:

- 1 Registrar;
- 1 Clerk III;
- 1 Clerk/Steno II;
- 1 Clerk/Typist I; and
- 1 Messenger I.

Officers currently assigned to NIAT are 1 Administrative Officer II, 1 Clerk I and 1 Estate Constable. The current structure does not allow for the transfer of knowledge, or continuity of the

functions of the Appeals Tribunal. All officers of NIAT except for the Registrar have been subjected to rotation within the Ministry of Finance.

In 2014, Ernest and Young Services Limited conducted a review of NIAT's structure and processes. The recommendations included the following:

- i) restructure of the staff structure for NIAT, and to include the position of Assistant Registrar;
- ii) create an electronic filing system for all appeals;
- iii) conduct a Case Management Exercise; and
- iv) legislative amendments to the NIS Act to include a Deputy Chairman and Chief Medical Officer or his alternate.

***Deliverables/Expected Results –***

- Decisions which reflect openness fairness and impartiality to the citizenry.
- Improved operations of the National Insurance Appeals Tribunal (NIAT).

***Status as at September 30, 2020*** – Steps towards achieving the proposed staff restructure commenced as well as discussions regarding 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 2020 include:

- Steps towards the establishment of an electronic filing system to facilitate increased capacity in storing documentation required for client's Benefit Unit files sent from the National Insurance Board of Trinidad and Tobago (NIBTT) to NIAT (requires ongoing assistance from MOF IT Unit);
- A Case Management approach was discussed with the Chairman, Members and the NIBTT, however, the current staff structure of NIAT has not allowed for this exercise to progress beyond the discussion stages; and
- Legislative amendments were drafted in 2017 and is currently receiving the attention of the Ministry of Finance.

**Annual Administrative Report FY 2019-2020**  
**Office of the Supervisor of Insolvency**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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 Bankruptcy and Insolvency Act, Chapter 9:70 (BIA), save Part XI (International Insolvencies), came into operation on May 26, 2014. The Act was created to modernize the previous law relating to bankruptcy, to make provisions for corporate and individual insolvency, and to provide for the financial rehabilitation of the insolvent debtor. These key features contribute to a more efficient and effective insolvency system.

**Cabinet by Minute No. 1393 of May 15, 2014**, agreed, inter alia, to the establishment of the Office of the Supervisor of Insolvency (OSI) in the Ministry of Finance. The OSI, Ministry of Finance, was created in June 2014 to operationalize the BIA in an effort to improve the credit and economic environment of Trinidad and Tobago. The OSI is a regulatory government agency headed by the Supervisor of Insolvency (Supervisor) and is charged with the responsibility of monitoring, protecting and strengthening the insolvency system of Trinidad and Tobago. In 2017, a Supervisor was appointed in the OSI, Ministry of Finance.

### FUNCTIONS OF THE OSI

The OSI must carry out the legislated mandate, as prescribed by the BIA in order to:

- Supervise the administration of all estates and matters to which the BIA applies;
- Receive applications of licenses for Trustees and issue licenses;

- Require the deposit of one or more continuing guaranty bonds as security for the due accounting of all property received by the estate;
- Inspect/investigate estates or other matters, including the conduct of a Trustee or a Trustee acting as a receiver or interim receiver;
- Receive and keep a record of all complaints and make such specific investigations with regard to such complaints as the Supervisor may determine;
- Examine Trustee's accounts of receipts and disbursements and final statements;
- Intervene in any matter or proceeding in court, where the Supervisor considers it expedient to do so, as if the Supervisor were a party to the matter of proceedings;
- Maintain a public record of proposals; bankruptcies; licenses issued to Trustees and notices sent to the Supervisor by receivers pursuant to Section 14 of the Act; and
- Maintain such other records relating to the administration of the BIA as the Supervisor deems necessary.

## **BUDGETARY ALLOCATION**

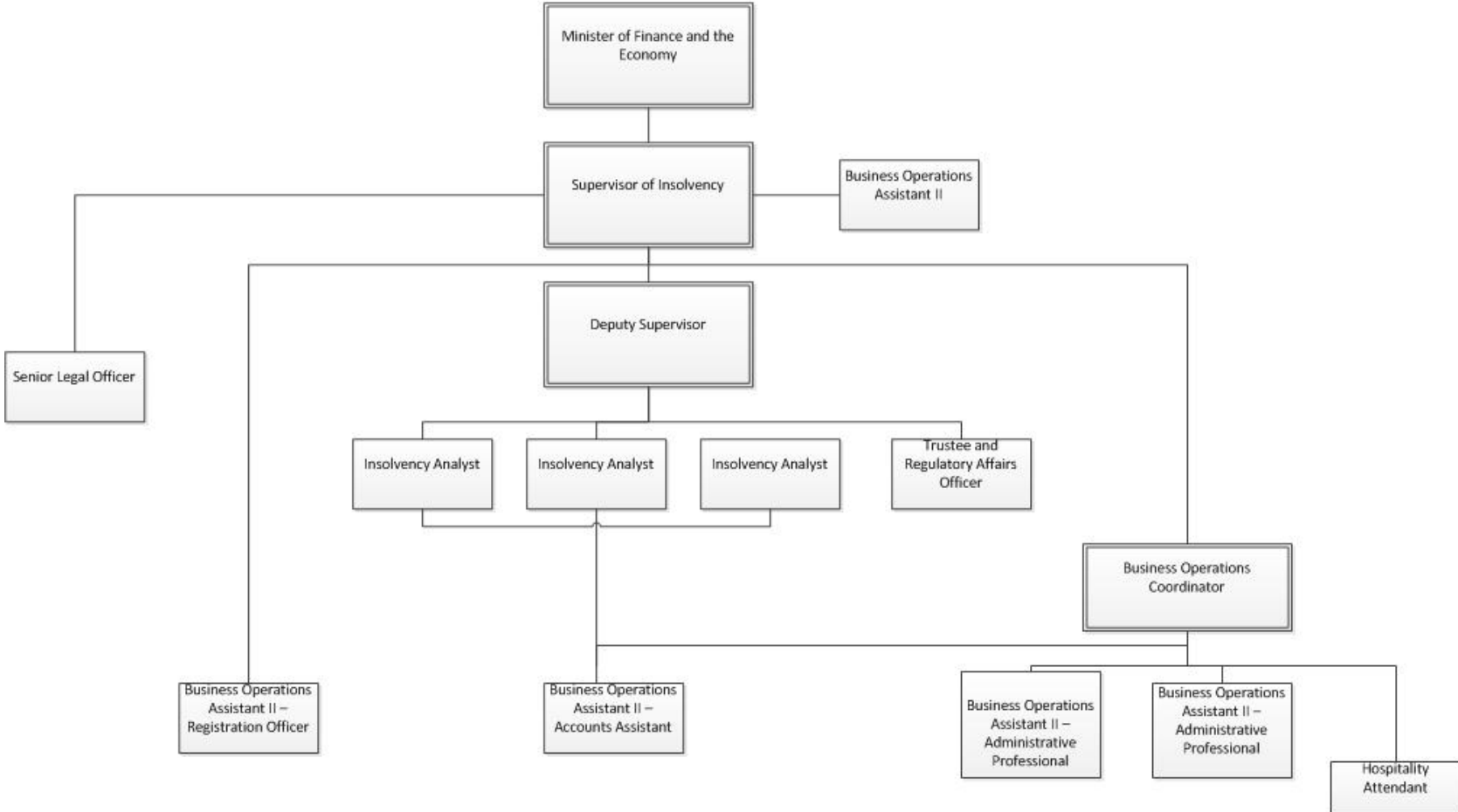
For fiscal 2019/2020, the budgetary allocation for the OSI was \$3.6 million.

## **ORGANIZATIONAL STRUCTURE**

As at September 30, 2020, the staff complement in the OSI stood at six (6) employees comprising: the Supervisor of Insolvency, a Senior Legal Officer, two (2) Insolvency Analysts, one (1) Business Operations Assistant and one (1) Temporary Clerk Typist I.



# ORGANIZATIONAL STRUCTURE



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020**

### **IMPROVING THE VISIBILITY OF THE OFFICE**

The OSI remained committed in rolling out its outreach programmes. This initiative commenced in 2018/2019 where a selected group of local stakeholders and regional offices of similar nature to the OSI, were identified for the purpose of collaboration. In 2019/2020, the Office took a more vigorous approach to these outreach programmes where a presentation was tailored and presented to stakeholders. However, due to the COVID-19 pandemic, this hindered the OSI's ability to interact with same. During the financial year, the OSI met with Export Import Bank of Trinidad and Tobago Limited (EXIMBANK); and the Trinidad and Tobago Securities and Exchange Commission (TTSEC). The Office have already secured virtual meetings with the Board of Inland Revenue (BIR) and the National Insurance Board of Trinidad and Tobago (NIBTT) for the upcoming financial year.

During the reporting period, the Office participated in a webinar series held by the Trinidad and Tobago Chamber of Industry and Commerce (TTCIC) entitled “*Rebooting After Covid-19, Restructuring Options*”. The BIA and the Office by extension, was the focal point of the panel discussion and further, a presentation was shared with members of the viewing public outlining the features of the BIA and the Office as its Regulator. Further, the OSI participated in workshop sessions held by the Steering Committee on Secured Transactions on “*Developing a New Secured Transactions Regime for Trinidad and Tobago*”.

### **E-brochure on Bankruptcy and Insolvency**

In FY 2019/2020, the OSI took another initiative to enhance its visibility by collaborating with the Ministry of Trade and Industry (MTI) to design an e-brochure. In addition to the information currently displayed on the Ministry of Finance's website, the e-brochure contained pertinent information in relation to bankruptcy and insolvency. This brochure was approved by the then Permanent Secretary and subsequently, the Minister of Finance. This initiative came out of necessity to disseminate specific information to the public in light of the COVID-19 pandemic and the effects of same. The e-brochure was published on the Ministry of Finance's website and

additionally, stakeholders were identified for dissemination. This initiative allowed the OSI to have a more active role and presence in the public via digital interaction.

## **INTERNATIONAL ASSOCIATION OF INSOLVENCY REGULATORS (IAIR)**

The OSI is a member of the International Association of Insolvency Regulators (IAIR) which is an international body that offers the opportunity to explore and benefit from other Regulators' approaches to insolvency policy, legislation, operations and management. During the reporting period, the Office sought advice from the association in an effort to create a policy to establish Continuing Guaranty Bonds in relation to insolvency and bankruptcy matters.

Additionally, in light of the COVID-19 pandemic, the association took a decision to cancel the 2020 Conference and Annual General Meeting (AGM), due to be held in Kowloon, Hong Kong. Alternatively, the 2020 Conference and AGM sessions will be hosted virtually in the upcoming financial year. The theme of the conference will be “*Global Trends and Developments in the Insolvency Landscape*”. The work of IAIR can be found at its website: <http://www.insolvencyreg.org/>

## **TECHNICAL ASSISTANCE**

The World Bank Group having regard to the global pandemic situation, reached out to the Government of the Republic of Trinidad and Tobago (GoRTT) and offered training in insolvency to the Judiciary. The training was offered in two (2) components namely, INSOL Judicial Insolvency Program (eLearning) and via Webinar. The aforesaid training offered, will significantly assist judges in expanding their knowledge in matters of insolvency. The following outlines the training held:

1. The WBG – INSOL Judicial Insolvency Program, an eLearning on the core principles and best practices of insolvency law; and
2. Participation in a two (2) one and half hours (1½) Webinar focusing on the Proposal process and the role of the judge in restructurings.

## **Reimbursable Advisory Services Agreement**

**Cabinet, by Minute No. 283 of February 14, 2019**, agreed to a Reimbursable Advisory Services (RAS) Agreement, 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. This agreement focuses on the following: review and reform of the BIA and the Bankruptcy and Insolvency Regulations (BIR); OSI capacity building; and Judicial training. These deliverables are directly linked with the strategic objectives of the OSI. Due to unforeseen circumstances, the agreement was not finalized in this financial year. However, the agreement will be revisited in the next financial year.

## **Improved Access to Justice in the Caribbean (IMPACT Justice) Project**

In January 2020, the Improved Access to Justice in the Caribbean (IMPACT Justice) Project held its first Insolvency Committee meeting in Barbados, which the Supervisor of Insolvency attended. This meeting addressed several issues as it pertains to the modernization of the Bankruptcy and Insolvency Legislation. In addition, a representative from each Insolvency Office namely, Barbados; Trinidad and Tobago and St. Vincent and the Grenadines, presented on the issues encountered with the BIA in their respective countries. Given the commonality of issues experienced by each country, solutions were identified to alleviate the gaps and issues in the legislation.

Subsequently, each representative reviewed the draft Model Insolvency Legislation to ensure the best provisions were being considered. In February 2020, another meeting was held in Barbados for the continuation of review of the Draft Model Insolvency Legislation. This exposure allowed the OSI to obtain a regional perspective on bankruptcy and insolvency, establish a stronger network to support the OSI's ongoing initiatives, and gain knowledge on the challenges faced by countries undergoing insolvency legislative reforms. The Model Bankruptcy and Insolvency Legislation was completed and provides a template that can be used to modernize the BIA of Trinidad and Tobago.

## **STRATEGIC PLAN 2021-2023**

The format of the Strategic Plan and its components have been designed around three (3) strategic themes, namely: engagement; compliance; and operation efficiency. The OSI's strategy will be executed by addressing key objectives that are driven by the abovementioned themes. Through the following themes, our aim is to build a more visible Office, improve compliance with the Act and enhance operational efficiencies. The strategy to achieve a more effective and efficient regulatory framework is outlined in the strategic themes, objectives and initiatives. Additionally, the required performance measures are being developed in an effort to ensure our goals are met. The Strategic Plan covers the financial periods 2021-2023 and will be finalized in the upcoming financial year.

### **GAINING ACCESS TO EXTERNAL REGISTRIES**

In its oversight capacity, the OSI is charged with the responsibility to supervise the administration of all estates and matters in relation to the BIA. As a result, to identify, assess and investigate the abovementioned, access to both the Land Registry Online Service (PIMS) and Companies Registry Online is essential in the execution of same. The OSI have met with the Registrar General's Department during the financial year in an effort to gain access to the abovementioned registries which should be fulfilled in the upcoming financial year. Further, the OSI have requested the inclusion of the Office to the existing electronic Memorandum of Understanding (MoU) between the Registrar General's Department and the Ministry of Finance.

### **OTHER INITIATIVES**

The OSI was also involved in the Financial Sector Assessment Program (FSAP) conducted jointly by the International Monetary Fund (IMF) and the World Bank Group (WBG), to assist in the assessment of Trinidad and Tobago's financial system as it pertains to insolvency.

The Annual Trustee's Meeting which was held at the Ministry of Finance focused on the following: valid practicing certificates and identification; renewal of Insurance Coverage; change in procedures for the payment of fees and Supervisor's Levy; guidelines for Interim and Final Reports; Trustee Training; and a brief provided by the Licensed Trustee attending the Improved

Access to Justice in the Caribbean (IMPACT Justice) meeting held in Barbados, on the model bankruptcy and insolvency legislation.

Since the Supervisor's appointment in 2017, the OSI administered its first creditors meeting in relation to the proposal presented to creditors by a Trustee on behalf of an insolvent person (company). However, this meeting was adjourned on two (2) occasions due to the COVID-19 pandemic. On September 22, 2020, via virtual meeting, the creditors approved the proposal presented by the insolvent person (company). Thereafter, the proposal was accepted by the creditors and subsequently, approved by the court.

## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

- **Improving the Visibility of the Office:** The OSI has identified various local stakeholders in an effort to continue to raise public awareness of the Office and the BIA. As such, virtual meetings will be held to present on same.
- **The IAIR:** The OSI attended the 2020 IAIR Conference and AGM sessions which were hosted virtually in November 2020. The theme of the conference was “Global Trends and Developments in the Insolvency Landscape”. In February 2021, the OSI was invited to participate in a webinar presented by the WBG entitled “The calm before the storm: early evidence on business insolvency filings after the onset of COVID-19”.

Additionally, the WBG, in partnership with INSOL International and the IAIR, is undertaking a data collection initiative (via a series of targeted questionnaires) on the workings of corporate debt restructuring around the world. To this extent, the OSI has been requested to present data in relation to same.

- **The WBG’s Doing Business 2022 Report:** Each year, the WBG requires the input of the OSI to populate its resolving insolvency indicator of Trinidad and Tobago in its Doing Business Report. The OSI provides vital information on statistics, legal framework, reform and court procedures.
- **Strategic Plan 2021-2023:** The Strategic Plan was finalized and approved by the Permanent Secretary and subsequently, the Minister of Finance. Currently, our main focus is to adhere the timelines outlined by the Strategic Plan to achieve specific goals in fiscal 2021.
- **Annual Report 2019 & 2020:** The 2019 Annual Report of the OSI was approved by the Minister of Finance and subsequently, submitted to Cabinet for noting. Also, the 2020 Annual Report was approved by same and would be submitted to Cabinet in due course.

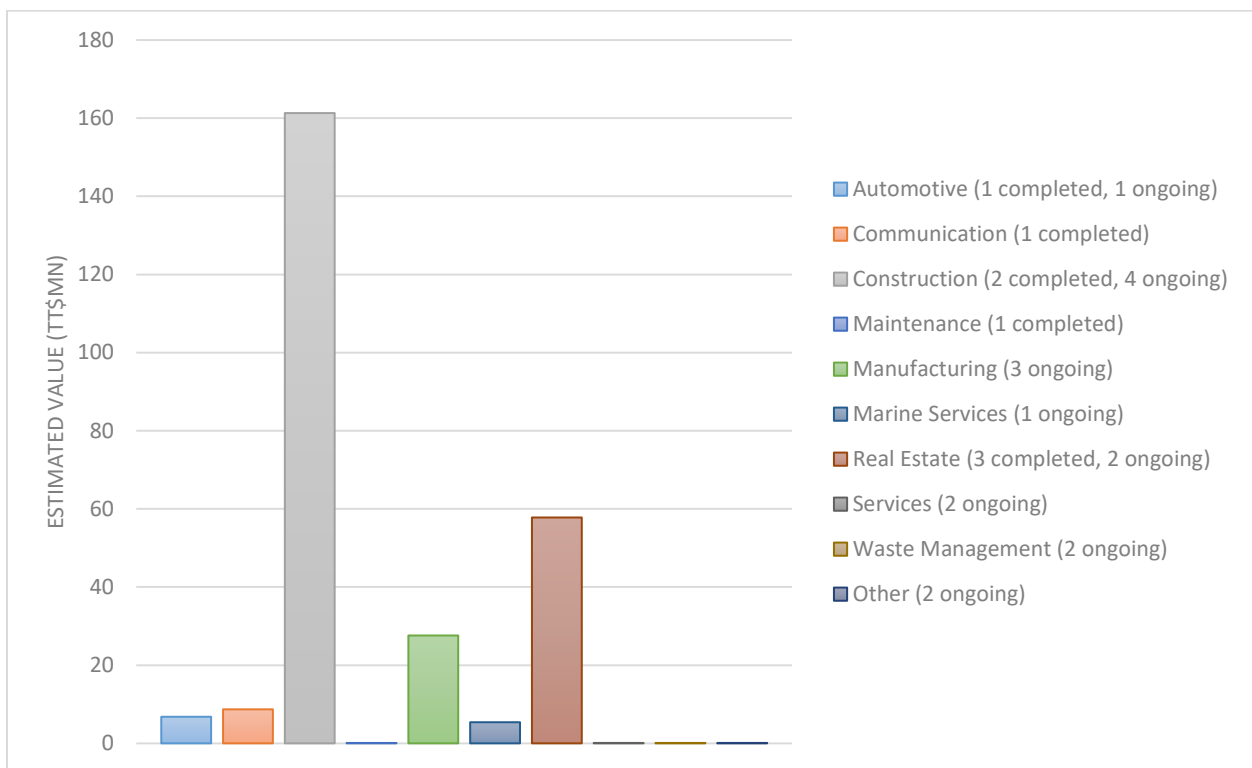
- **The RAS Agreement:** The RAS Agreement is being revisited in FY 2020/2021. The OSI have contacted the WBG on same and is currently awaiting a response in order to determine a way forward.
- **Gaining Access to External Registries:** This initiative is still ongoing, communication was sent to the Registrar General's Department to follow up on access to both the Land Registry Online Service (PIMS) and the Companies Registry Online. This also comprised the request of the OSI to be included in the existing electronic Memorandum of Understanding (MoU) between the Registrar General's Department and the Ministry of Finance.
- **Compliance with the BIA:** The OSI has taken an active role in ensuring that there is proper compliance with the BIA. As a result, guidelines have been prepared on the reporting requirements of receivers and submitted to same, in an effort to alleviate non-compliance with the Act.
- **Public Records:** In accordance with the BIA, the OSI continues to maintain and update its public record of proposals, bankruptcies, Trustee Licenses, and notices sent to the Supervisor by receivers.
- **Talent Management:** The OSI is currently looking to fill vacant contractual positions and simultaneously, taking the necessary steps to transition the contracted positions on to the permanent structure.



## STATUS OF REPORTED RECEIVERSHIPS

In accordance with Section 14 (c) (i) of the BIA, Trustees are mandated to provide notice no later than ten (10) days after becoming a receiver, in the prescribed form and manner to the Supervisor accompanied by the prescribed fee. In addition to the BIA, receiverships can be undertaken via various legislations, namely, the Companies Act, Chapter 81:01 and the Conveyancing and Law of Property, Chapter 56:01. **Figure 1** below depicts the status of reported receiverships to the OSI as at September 30, 2020:

**Figure 1: Status of Reported Receiverships as at September 30, 2020**

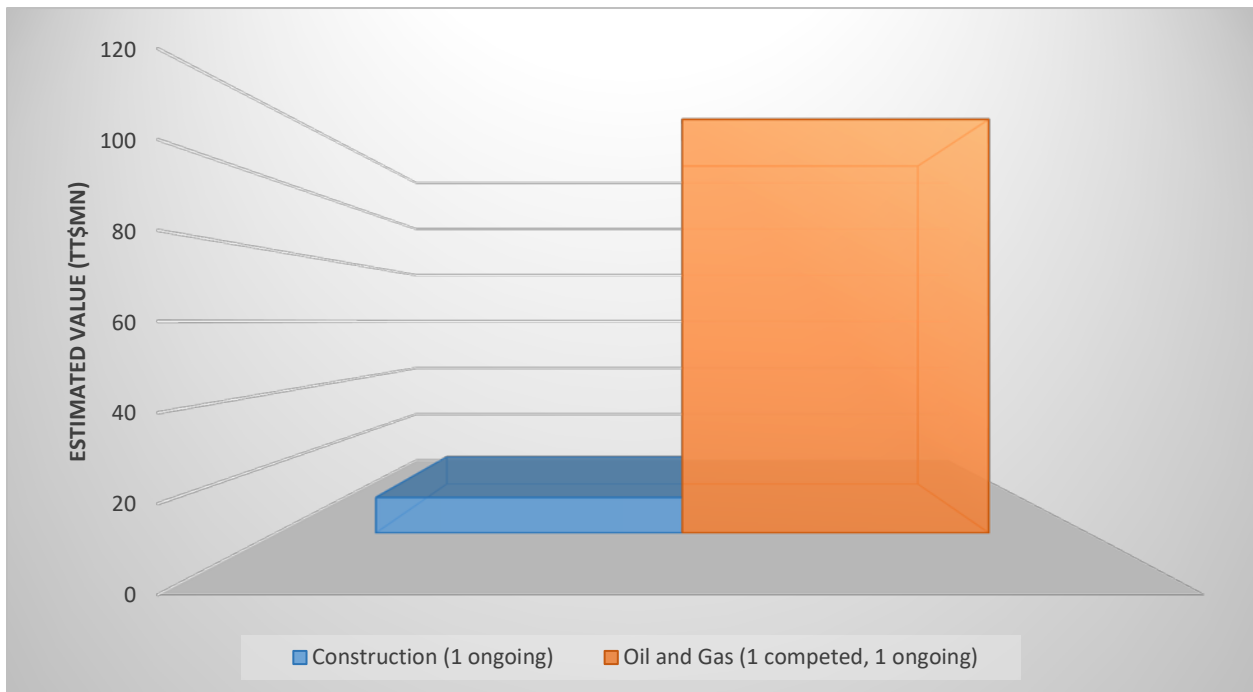


As at September 30, 2020, the number of companies under receivership stood at seventeen (17). During the reporting period, only three (3) companies reportedly went into receivership.

## STATUS OF PROPOSALS

As at September 30, 2020, three (3) companies have filed a Notice of Intention to make a Proposal, in which one (1) have completed its obligation under same (**Figure 2**). The latter are in varied stages of progress. The latest Notice of Intention to make a Proposal was filed on September 25, 2019, in which a creditors meeting was held on September 22, 2020, to accept same.

**Figure 2: Status of Proposals as at September 30, 2020**



## STATUS OF TRUSTEES

### Licensed Trustees (Individual)

Pursuant to Regulation 68 of the *Bankruptcy and Insolvency Regulations (the Regulations)*, the Supervisor of Insolvency may issue an individual trustee licence to an applicant who meets prescribed criteria. **Table 1** below represents the status of Licensed Trustees (Individual) as at September 30, 2020:

**Table 1: Status of Licensed Trustees (Individual) as at September 30, 2020**

TRUSTEES' ACTIVITIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Trustee Applications	1	5	1	1	4	1	2
Withdrawal	-	-	1	-	-	-	-
Active	-	4	6	7	8	11	13

### Licensed Trustees (Corporation)

Pursuant to Regulation 69 of the Regulations and subject to sections 195 to 198 of the BIA, the Supervisor of Insolvency may issue a corporate trustee licence to an applicant that meets prescribed criteria. **Table 2** below reflects the status of Licensed Trustees (Corporation) for as at September 30, 2020:

**Table 2: Status of Licensed Trustees (Corporation) as at September 30, 2020**

TRUSTEES' ACTIVITIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Applications	-	-	-	-	-	-	-

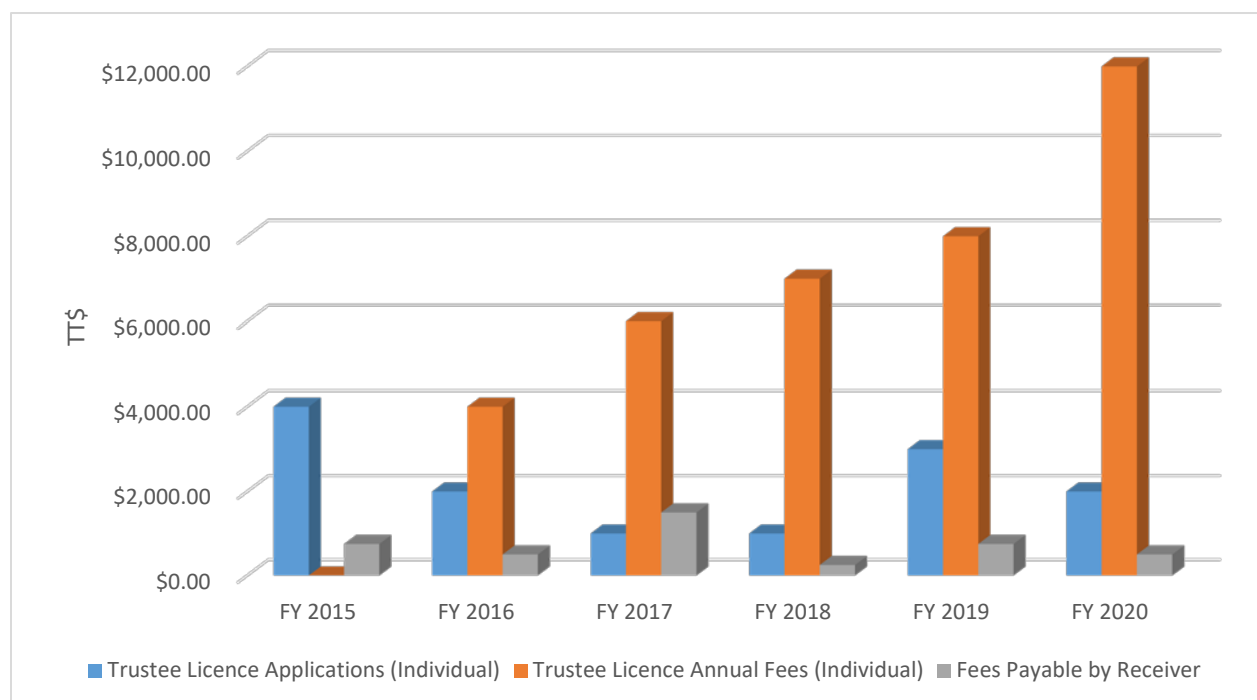
## COLLECTION OF PUBLIC MONIES

Schedule 2 in the Bankruptcy and Insolvency Regulations specify fees payable in terms of the BIA. **Table 3** and **Figure 3** below reflect an annual summary of the collection of fees as at September 30, 2020:

**Table 3: Collection of Fees as at September 30, 2020**

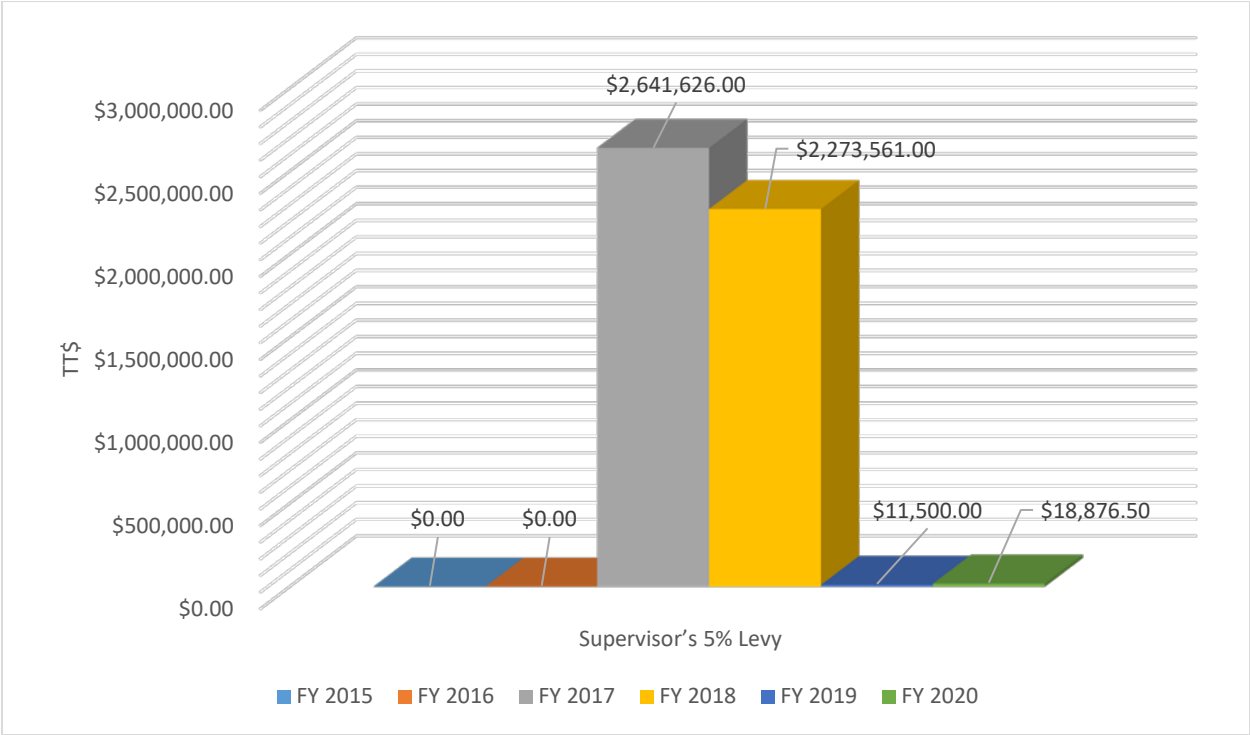
FEES	FY 2015 TT\$	FY 2016 TT\$	FY 2017 TTS	FY 2018 TT\$	FY 2019 TT\$	FY 2020 TT\$
<b>Applications: Trustee Licence (Individual)</b>	\$4,000.00	\$2,000.00	\$1,000.00	\$1,000.00	\$3,000.00	\$2,000.00
<b>Annual Fees: Trustee Licence (Individual)</b>	\$0.00	\$4,000.00	\$6,000.00	\$7,000.00	\$8,000.00	\$12,000.00
<b>Fees Payable by Receiver</b>	\$750.00	\$500.00	\$1,500.00	\$250.00	\$750.00	\$500.00

**Figure 3: Collection of Fees as at September 30, 2020**



The **Supervisor’s levy** represents five per cent (5%) of all payments which are charged proportionately against all payments and deducted from the payments by the trustee before payment is made on account of the claims of creditors, including the State. **Figure 4** below illustrates an annual summary of collection of Supervisor’s levy as at September 30, 2020.

**Figure 4: Collection of Supervisor’s Levy as at September 30, 2020**



## EASE OF DOING BUSINESS

Ease of Doing Business (EODB) measures the regulations affecting eleven (11) areas of the life of a business, which includes resolving insolvency, as illustrated in **Figure 5** below:

**Figure 5: What is measured in Doing Business?** <sup>1</sup>



According to the WBG's EODB rankings, Trinidad and Tobago is ranked 105 amongst 190 economies in relation to EODB. Additionally, Trinidad and Tobago is ranked 83 amongst 190 economies in relation to resolving insolvency. **Table 5** below summarizes EODB ranking for Trinidad and Tobago in respect to resolving insolvency.

<sup>1</sup> World Bank Group. 2019. "Doing Business 2019: Training for Reform," 16<sup>th</sup> Edition, October 31, 2018. [https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report\\_web-version.pdf](https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf)

**Table 4: EODB Profile of Trinidad and Tobago – Resolving Insolvency**

EODB PROFILE <sup>2</sup>	2013	2014	2015	2016	2017	2018	2019	2020
EODB (rank)	<b>69</b>	<b>66</b>	<b>79</b>	<b>88</b>	<b>96</b>	<b>102</b>	<b>105</b>	<b>105</b>
Resolving insolvency (rank)	<b>135</b>	<b>114</b>	<b>66</b>	<b>67</b>	<b>70</b>	<b>72</b>	<b>77</b>	<b>83</b>
Score for resolving insolvency (0–100)	N/A	N/A	48.97	48.97	48.74	48.48	48.48	48.48
Time (years)	4	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Cost (% of estate)	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Recovery rate (cents on the dollar)	18.4	26.9	27.1	27.1	26.7	26.2	26.2	26.1
Strength of insolvency framework index (0–16)	N/A	N/A	11.0	11.0	11.0	11.0	11.0	11.0

**Time**

The time taken to resolve insolvency has been constant at two point five (2.5) years since the proclamation of the BIA in 2014, which represents an improvement from that of four (4) years prior to proclamation. It should be noted that the period of time measured is from the company’s or debtor’s default until the payment of some or all of the money owed to the bank or creditor<sup>3</sup>.

**Cost**

The cost of the proceedings is recorded as a percentage of the value of the debtor’s estate. The cost includes court fees and government levies; fees of insolvency administrators, auctioneers, assessors and lawyers; and all other fees and costs<sup>4</sup>. The cost required to recover debt for Trinidad and Tobago has been constant at twenty-five per cent (25%) of the debtor’s estate.

<sup>2</sup> World Bank Group. “Ease of Doing Business rankings”. Accessed January 22, 2021. <https://www.doingbusiness.org/en/rankings>

<sup>3</sup> World Bank Group. “Resolving Insolvency methodology”. Accessed January 22, 2021. <https://www.doingbusiness.org/en/methodology/resolving-insolvency>

<sup>4</sup> Ibid.

## Recovery

The recovery rate is calculated based on the time, cost and outcome of insolvency proceedings, such as, judicial reorganization, liquidation or debt enforcement (foreclosure or receivership) proceedings. The calculation takes into account the outcome; whether the business emerges from the proceedings as a going concern or the assets are sold gradually. Therefore, the recovery rate measures the cents on the dollar recovered by creditors and the present value of debt (due to the time factor)<sup>5</sup>. In Trinidad and Tobago, the cents recovered on the dollar averaged twenty-six (26) cents on the dollar over the last seven (7) years, thereby contributing to a lower ranking in respect of resolving insolvency.

As a regulator, the OSI have initiated some undertakings which will improve the current legal framework and ultimately; improve the ease of doing business and resolving insolvency rankings going forward. The OSI continues to be a contributor to the WBG's Doing Business Report.

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<sup>5</sup> Ibid.



**Annual Administrative Report FY 2019-2020**  
**Strategic Management and Execution Office**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</b>
<b>Name of Division</b>	Strategic Management and Execution Office
<b>Title of Department Head</b>	Director
<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.

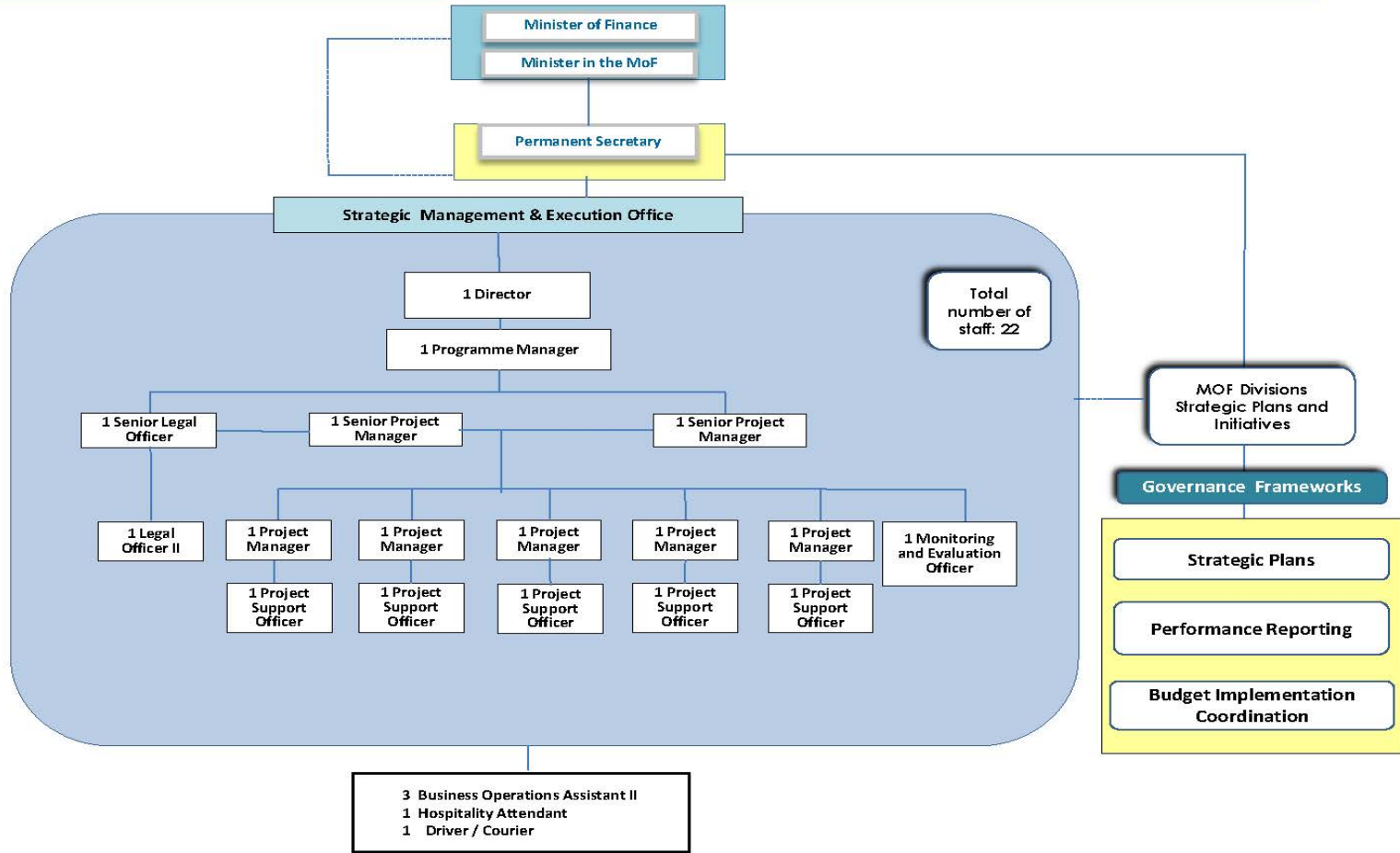
## **SOME NOTABLE PAST ACHIEVEMENTS**

- 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 2019-2020**

### **1. Investigation into the Award of a Contract to Manage and Operate the National Emergency Medical Service of Trinidad and Tobago**

Cabinet by Minute No. 1249 dated July 13, 2017 commissioned an investigation into the Award of a Contract to manage and operate the National Emergency Medical Service of Trinidad and Tobago and appointed an Investigative Team comprising two (2) members.

The SMEO provided administrative support to the Investigative Team during the data gathering and interview process of the investigation and prepared the relevant Notes for Cabinet culminating in the review and submission of the Final Report to Cabinet in August 2020.

### **2. Review of Inland Revenue Division’s Annual Performance Report – Fiscal Years 2018 and 2019**

An assessment of the validity of the Inland Revenue Division (IRD) Annual Performance Report for fiscal years 2018 and 2019. The SMEO was mandated to review the report and used the IMF/CARTAC’s Post-TADAT Strategic Review to assist with this assessment.

### **3. 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 that would be outside the ambit of the public service.



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. The milestones and work components completed in FY 2019/2020 are as follows:

- i. Cabinet Minute No. 401 dated February 27, 2020 - Grant of Covering Approval for the Engagement of Nine (9) Consultants for the Establishment of the TTRA Business Process Review and Analysis;
- ii. Business Process Redesign;
- iii. Level of Effort Calculation;
- iv. Final Draft of Organization Structure for the TTRA;
- v. Development and Implementation of a Communication Strategy;
- vi. Design of an Industrial Relations Strategy; and
- vii. Design of an Anonymous Reporting (Whistle-Blowing) System.

#### **4. Introduction of a Transfer Pricing Regime**

It is the intention of the GORTT to introduce a transfer pricing regime in Trinidad and Tobago, based upon the principles embodied in the OECD's Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations. The programme objectives are to establish a new policy and legal and administrative frameworks to regulate transfer pricing and to strengthen the Inland Revenue Division's (IRD's) ability to monitor transfer pricing transactions between associated foreign companies that could result in lower tax liabilities for companies and tax leakages for the country.

The work undertaken towards the realization of these objectives includes:

- i. Discussions with the World Bank Group with respect to the procurement of technical assistance;
- ii. A World Bank Group Scoping Mission was hosted by the MOF for the conduct a transfer pricing needs assessment; and

- iii. Discussions with Tax Administration Jamaica on their experience introducing a transfer pricing regime and the success/effectiveness of Jamaica's transfer pricing regime in reducing tax leakages/ increasing tax revenues.

## **5. Implementation of the Business Development Fund**

In the 2018 Budget Statement, the Government announced its intention to establish a new business development fund, aimed at providing working capital and/ or seed capital through grant funding, both to start-ups and existing small businesses. In the first instance, grants to successful small and medium sized business applicants will be up to a maximum of **\$100,000.00**. The Business Development Fund was established with the objectives to develop and grow small and medium-sized businesses and to diversify the economy.

The work undertaken includes:

- i. collaboration between the Ministry of Finance (MOF), Ministry of Trade and Industry (MTI) and the Ministry of Communications (MOC) towards the implementation of the Business Development Fund;
- ii. establishment of the Steering Committee - the SMEO and the Business Development Directorate, MTI provided technical support to the Steering Committee; and
- iii. preparations for the establishment of the Evaluation Committee.

## **6. Taxation Methodology for Long Term Insurance**

The establishment of a fair and equitable taxation method and rate for Life Insurance Companies in Trinidad and Tobago. This will create an equal playing field for all financial institutions and continue the collection of taxes from the Insurance Industry after the passing of the Insurance Bill.

**Note:** For FY 2019/2020, work on the project has been completed. However, proclamation was achieved in Fiscal 2021.

## **7. Amendments to Section 10D of the Corporation Tax Act (Chap, 75:02) - Catastrophe Reserve Fund**

The Provisions of Section 10D of the Corporation Tax Act (CTA) grant a tax deduction for contributions to the Catastrophe Reserve Fund; income on the assets are exempt. Some of the provisions in Section 10D of the CTA related to the tax deduction are based on the regulatory provisions in the Insurance Act 1980. The new Insurance Act (2018) will make changes to the regulatory provisions for the Catastrophe Reserve Fund. One such change is the removal of the trustee requirement.

*Note:* For FY 2019/2020, work on the project has been completed. However, proclamation was achieved in Fiscal 2021.

## **8. Inter-Agency Committee for the Evaluation of Proposals for the Utility Scale Renewable Energy Projects**

Cabinet, by Minute No. 2043 dated 16 November 2017, agreed to the issuance of an Invitation for Expressions of Interest (EOI) to design, build, operate, maintain and finance RE Projects for grid integration, and additionally appoint an Inter-Agency Evaluation Committee to evaluate the submissions in response to the EOI.

## **9. Inter-Ministerial Committee for the development of a Labour Migration Policy for Trinidad and Tobago**

Cabinet agreed to the establishment of an Inter-Ministerial Committee for the development of a Labour Migration Policy for Trinidad and Tobago.

**10. Preparation of Brief for the Minister of Finance re: Request for Proceedings – Trinidad and Tobago National Petroleum Marketing Company Limited and Mr. Naim Mohammed**

Issues regarding the renewal of Supply and Lease Agreements with Mr. Naim Mohammed (the Dealer) for the Supply of NP products to a Branded Motor Fuels Forecourt.

**11. Conducting Research and Drafting of the 2020 National Budget Presentation in both Houses of Parliament**

This annual project is undertaken to assist the Honourable Minister of Finance in the budget presentation.

**12. Installation of ArcGIS Enterprise Software at the Valuation Division**

To support the efficient and effective creation and maintenance of the first ever Valuation Roll for Trinidad and Tobago, the Valuation Division agreed to the implementation of an Enterprise Geospatial Information System, hereafter referred to as EGIS (housed at Ministry of Finance Data Centre, EWFC). The EGIS is expected to provide geospatial information access to field, technical, professional and administrative staff working at all offices of the Valuation Division.

**13. Creation of Valuation Division's Strategic Plan - Completion of the Valuation Roll**

Following a new directive given by the Minister of Finance which stipulated that the tax be collected by 30<sup>th</sup> September 2021, the Valuation Division created a Plan with the strategic focus of realizing 300,000 properties on the Valuation roll by 30<sup>th</sup> August, 2021.

**14. Consulting Services to conduct Independent Actuarial Valuations of the Petroleum Company of Trinidad and Tobago (PETROTRIN) Employees' Pension Plan (PEPP) and the Trinidad and Tobago Petroleum Company Limited (TRINTOPEC) Staff Pension Plan (SPP), for the Ministry of Finance, Government of the Republic of Trinidad and Tobago**

To develop the Request for Proposal and collaborate with the Office of the Chief State Solicitor to complete the contract to engage the Consulting firm. In addition, collaborate with Heritage Petroleum Company Limited in providing critical data for review and modeling to the Consultants and to evaluate the Data and benefits report with a view to recommend a way forward.

*Note:* Major mile stones completed includes the Request for Proposal and the completion of the Contract.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

### **MAJOR PROJECTS**

#### **1. Formulation of the 2021 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 2021 National Budget on Monday 5<sup>th</sup> October, 2020.

#### **2. Establishment of a Gambling Commission**

The main objective of this project is to establish a Gambling Commission for Trinidad and Tobago to regulate the gaming industry.

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.

Particular concerns have arisen with regard to the proliferation of Private Members Clubs (PMCs), which operate in effect as commercial casinos. While the activities of casino-type PMCs have been highly visible, the Government has also recognised the more recent development of a thriving amusement gaming sub-sector which must also be regulated. The third constituent of the gambling sector – betting - has expanded from horseracing activities to include a rapidly growing sports-betting segment.

The Gambling sector in Trinidad and Tobago is a thriving industry which yields approximately \$16 billion annually and employs an estimated 7,000 persons. It is reported that there are over 200 private members' clubs operating in Trinidad and Tobago and that over 20,000 amusement gaming machines may be found at Members Clubs, restaurants and bars throughout the country. While these statistics illustrate the significance of this sector to the economy of Trinidad and Tobago, it is alarming that the gambling sector has grown exponentially, albeit unregulated.

At present, the gambling industry is governed by the Gambling and Betting Act, Chap 11:19, Act No. 22 of 1963, which is inadequate to address the expansive modern gambling industry which has experienced significant technological advancement since 1963. The existing legislation is incapable of sufficiently regulating the gambling sector, which poses several risks and challenges to the economy and Trinidad and Tobago's reputation. Primary among these challenges has been Trinidad and Tobago's failure to meet its international obligations with respect to money laundering and terrorist financing. The deregulated environment creates apertures for the use of legitimately registered businesses (such as gaming establishments and members clubs) to engage in money laundering and terrorist financing. Moreover, very few gaming establishments pay the required taxes.

The Gambling (Gaming and Betting) Control Bill, 2016 aims to remedy some of the aforementioned challenges and is the amalgamation of efforts by successive Governments to regulate the gaming sector. The Bill seeks to create a Gambling (Gaming and Betting) Control Commission which would regulate the industry and provide oversight to the gaming sector. 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.

A Joint Select Committee on the Gambling (Gaming and Betting) Control Bill 2016, reviewed each clause of the Bill meticulously, in light of international best practice, to ensure that the Bill did not merely copy other legislation but was adapting these practices to the local context.

The proposed legislation, namely Gambling (Gaming and Betting) Control Bill, 2016 did not receive the necessary support of a special majority vote and was therefore not passed in the Parliament in 2020.

However, during the period 2018 - 2019 while the legislation was at the Joint Select Committee stage, the Ministry of Finance through the Strategic Management and Execution Office took a proactive approach in advancing some of the critical processes required to operationalise the Gambling Control Commission, and as such the following have been completed:

- (i) The Development of a draft Organisational Structure for the staff of the Trinidad Gambling Control Commission;
- (ii) The Development of a draft Organisational Structure for the staff of the Tobago operations of the Gambling Control Commission;
- (iii) A list of Job Descriptions for the Staff of both Organisational Structures;
- (iv) The Development of a draft Business Process Framework for the critical licensing function of the Commission;
- (v) The Development of a Responsibility Assignment Matrix for the Gambling Control Commission – indicating the roles and functions of all stakeholders;
- (vi) Collaboration with the Ministry of Public Administration to identify suitable accommodation to house the operations of the Commission on both islands. Kindly note that the Property and Real Estate Division of the Ministry of Public Administration has initiated negotiations for a Building to house the Gambling Commission. Because the Bill was not successful in the Lower House, the PRESB has been advised to hold on the negotiations until further advised; and
- (vii) Collaboration with the Investment Division of the Ministry of Finance re. The appointment of the Board of Directors of the Commission.



### **3. 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 that would be outside the ambit of the public service.

The objective of the policy decision to establish the TTRA is to reform the country's revenue administration into an effective and efficiency system that will optimize revenue collection and minimize tax leakages.

Cabinet, by **Minute No. 191 of February 9, 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 by **Minute No. 606 of April 6, 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.

The TTRA work programme, as outlined in the Table 1 below, 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.

**Table 1: Work Programme**

WORK COMPONENT	DELIVERABLE
<b>1.0 Legislative Framework</b>	
1.1. Finalization of Core Legislation	Core legislation passed
1.2. Inventory of Legislative and Regulatory Changes	Prioritized list of legislative and regulatory changes consequent on passage of core legislation (including identification of changes in legislation and regulations necessary for Day-One function.
1.3. Day-One Legislation and Regulations	All Day One-Necessary legislation and regulations in place
<b>2.0 Institutional Design</b>	<b>A tax administration and border control institution fit for the current needs and flexible to adjust to future needs of Trinidad and Tobago.</b>
2.1. Business Process Review and Analysis	Map of current processes in CED and IRD with identification of redundant, inefficient, unnecessary, outdated and other deficits that could cause: <ul style="list-style-type: none"> <li>• Opportunities for loss of revenue</li> <li>• Opportunities for conflicts of interest and unnecessary discretion</li> <li>• Vulnerability in national security</li> <li>• Increased transaction and hassle costs for taxpayers,</li> <li>• Reduction in international competitiveness, especially in trade in goods.</li> </ul>
2.2. Operational Audit	Systems audit of CED and IRD Operations/ITC/Finance and Accounting and HRM.
2.3. Business Process Redesign	Inventory and description of business processes for the effective, efficient and transparent administration of revenue collection in Trinidad and Tobago.
2.4. Level of Effort Calculations	Human capital requirements for the start-up of the TTRA.
2.5. Preparation of Job Descriptions	The preparation of detailed job descriptions with accountability statements for each position in TTRA
2.6. Job Classification and Evaluation and Compensation	<ul style="list-style-type: none"> <li>• A classification system to define the hierarchy of jobs within the TTRA based on a methodologically derived assessment of their size and scope.</li> </ul>

Framework Recommendations	<ul style="list-style-type: none"> <li>• A comprehensive Reward Program to define the strategy, framework, and administration of compensation and benefits for the TTRA.</li> </ul>
2.7. HR Policy, New Work Rules and Staff Handbook	New work rules and HR Policy designed for the TTRA.
2.8. Organization Design	TTRA organizational structure designed in alignment with the requirements, mission, objectives and strategies of the TTRA.
<b>3.0 Staffing the TTRA</b>	<b>The TTRA adequately resourced with appropriate human capital to ensure protection of national revenue from Day One of operation</b>
3.1. Executive Staffing	A leadership core capable of institutional building and setting the TTRA on a course of instituting and sustaining culture change - Minimum requirements chief executive, head of domestic tax, head of customs and excise, head of legal, and head of corporate services.
3.1.1. Build Profile of Executive Leadership	Detailed description of the professional and personal competencies required in the senior leadership team of the TTRA.
3.1.2. Develop Job Descriptions for Executives	Detailed job descriptions and accountability statements for the senior leadership.
3.1.3. Engage Executive Recruitment Agency	A competent executive recruitment agency engaged to recruit the senior leadership team.
3.1.4. Select Executive	Members of the senior leadership team identified and offered positions.
3.2. Recruit Corporate Services Staff	Priority members of the shared services team, identified and offered positions (HR, Finance, IT, Logistics, Corporate Secretary, Legal, Internal Audit).
3.3. Recruit Staff	Staff to fill deficits in positions in domestic tax and customs identified and offered positions.
3.4. Transitioning Existing Staff	Positions identified for all members of staff of CED and IRD, who wish to transition to the TTRA.
3.5. Redeployment of staff	The PSC will be provided with the details of staff who wish to remain in the Public Service.

<b>4.0 Increased Accountability</b>	<b>A system with processes to ensure accountability of the TTRA and its staff</b>
4.1. Multi-Year Strategic Plan	A five-year results-based strategic plan aligned to Government Policy.
4.2. First Annual Business Plan	A business plan to guide the activities of the TTRA during its first year of operation.
4.3. Corporate Performance Management System	An IT-enabled performance management system to allow for comprehensive monitoring and evaluation of the performance of the TTRA.
4.4. Individual Performance Management System	A transparent and equitable performance management system which promotes the continuous improvement of the TTRA and holds staff accountable.
4.5. Anonymous Reporting (Whistle-Blowing) System	An IT-enabled system to allow internal and external stakeholders to suggest improvements in the performance of the TTRA and to report misbehaviour anonymously.
<b>5.0 National Ownership and Stakeholder Engagement</b>	<b>Design and implementation of a detailed stakeholder engagement strategy segmented by audiences, with targeted messages to increase support for the changes in the tax administration system and for the TTRA, in particular</b>
5.1. Internal Stakeholder Engagement Process	A robust and interactive engagement process with staff of the IRD and CED designed to make clear the national and individual benefits of establishing the TTRA and to secure the commitment of the most appropriate staff of the existing institutions to transition to the TTRA. The internal stakeholder engagement will also support the process of culture change management.
5.2. External Stakeholder Engagement Process (Business Community)	An interactive engagement process with the business community designed to solicit its views on making the tax administration system more transparent but also more facilitative in support of the international competitiveness of the country.
5.3. External Stakeholder Engagement Process (Wider National Community)	An overall public campaign for engagement of the wider public.
5.4. Social Media Campaign	A detailed social media campaign including, content development and editing; Content management and feedback/comment management.

5.5. Corporate Communications (Branding)	A corporate identity for the TTRA.
<b>6.0 Transition</b>	<b>Seamless transition of critical processes from IRD and CED to TTRA</b>
6.1. Business Continuity Assurance and Risk Management	Design and implementation of a strategy to protect national revenue and the assets and records of the IRD and CED during the transition to the TTRA and to ensure that the business of tax administration continues seamlessly on the establishment of the TTRA.
6.2. Culture Change Management Process	Design and implementation of a Culture change management strategy that would guide the establishment of the TTRA and the transition of staff to the new organization.
6.3. IT Transition	An IT Organization structure that supports the new business processes and enforces good IT Governance. Seamless integration of new cross cutting software applications.
6.4. HR Transition	An HR Transition Plan
6.5. Records Management Transition	All records of CED and IRD collated, organized and preserved
6.6. Electronic Payments	Capacity for E-payment services

Work has been undertaken on a number of the components outlined above, to varying levels of completion. Most activities have not been finalized, pending the passage of the core legislation. The work components completed are as follows:

- i. Business Process Review and Analysis;
- ii. Business Process Redesign;
- iii. Level of Effort Calculation;
- iv. Final Draft of Organization Structure for the TTRA;
- v. Development and Implementation of a Communication Strategy;
- vi. Design of an Industrial Relations Strategy; and
- vii. Design of an Anonymous Reporting (Whistle-Blowing) System.

The establishment of the TTRA is contingent on the passage of the core TTRA legislation. On **May 25, 2019**, the Trinidad and Tobago Revenue Authority Bill, 2018 was laid in Parliament by the Minister of Finance and was subsequently referred to a Joint Select Committee (JSC), which was established to examine and report on the Bill. The JSC completed its work on **May 13, 2019** and submitted its Final Report, which recommended that Parliament consider and adopts the Trinidad and Tobago Revenue Authority Bill, 2018, as amended. On **July 3, 2019** the Minister of Finance moved a motion calling on the House of Representatives to adopt the report of the JSC on the Bill.

On **November 26, 2019**, the Trinidad and Tobago Revenue Authority Bill, 2019 was introduced in the Senate. The Bill was debated and passed in that House on **May 1, 2020** with twenty-four (24) votes out of thirty (30) in favour of its passage. The TTRA Bill was read in the House of Representatives on **May 8, 2020** but lapsed when Parliament was prorogued on **July 3, 2020**.

#### **4. Establishment of a Property Tax Regime**

The Government of Trinidad and Tobago signaled 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).

The Valuation Division has continued the data collection for the population of the Valuation Roll. To date, the number of Valuation Return Forms (VRFs) filed by property owners to date is 125,533. However, only 58,502 VRFs have the necessary contact information and instrument of title. Site visits to facilitate inspections of residential properties commenced in FY 2017/2018 and 65,810 site inspections were completed for the period ending August 2020. The new data sources, in most cases, do not provide contact information for property owners/occupiers. As such, site visits are being implemented which do not necessarily require prior contact with

property owners/occupiers. Property data is being accessed from the roadside, and GIS technology is being used to provide a provisional/baseline assessment for each property.

During FY 2019/2020, the Valuation Division procured the use of Enterprise Geospatial Information Systems (EGIS) software, which aims to provide a comprehensive mechanism for facilitating the management of the assessment/ valuation of all properties in Trinidad and Tobago. It can be used to identify; extract and measure buildings area and number of floors and it can facilitate site assessment in the field and transmit the data collected in real-time back to the office.

With respect to the feasibility of conducting Baseline/Provisional Assessments Street by Street for the Valuation Roll, a proposal to conduct a street by street survey to collect property data from the roadside using tablets is in process. This process will not include prior collection of property owner/occupier information and the property owner/occupier is not mandated to be present. Another site visit to each property would not be required. In September 2020 the Commissioner of Valuations (CoV) presented a revised process map for the creation of the Valuation Roll as well as the Valuation Division's Strategic Plan for the Placement of 300,000 properties on the Valuation Roll by August 30th 2021. The plan is based on a new directive which stipulates that the tax be collected by 30th September 2021.

To date, the Valuation Division has employed on contract a total of three hundred and fifty-one persons in various positions. For fiscal 2020 the Valuation Division employed and trained 133 new field assessor and 3 GIS technicians. In addition, 28 field assessor supervisors were trained to assist with the collection of data for the implementation of a Valuation Roll.

The Valuation Division has also been pursuing the acquisition of properties for lease or rental of office space for use by the Valuation Division. For fiscal 2020 the Valuation Division has secured the lease of a building in Point Fortin with alternative office accommodations being pursued in the regions of San Fernando, Chaguanas, Arima and Sangre Grande.

## **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.

On November 26, 2019 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."

In summary, the proposal represented the following points:

- a) Permanent/regular employees shall be eligible to join the pension plan provided that such person has attained the age of 17; has not attained the age of 60, and has at least six months of continuous service with the Government;
- b) Every member shall contribute to the plan at an annual rate of 3% of his Annual Basic Wage until he ceases to be in the service of the Government or until Normal Retirement Date whichever is earliest, and
- c) Details related to the administration of the pension plan.

In considering the proposal, preliminary research conducted by the MoF revealed the following:

- i. There was no scientific approach to determining the rate of contributions in the NUGFW proposal; and
- ii. For comparative purposes, the pensionable retirement age of daily paid employees for certain State Enterprises was examined. It was observed that both WASA and PATT have a retirement age of 65, whereas T&TEC and the CDA have a retirement age of 60.



Further to the above, no mention was made in the proposal of the number of daily rated employees existing in the system. In furtherance of that determination, and following initial discussions with the CPO and the Treasury Division, the MoF on January 15, 2020 requested the following from all GORTT Ministries, Regional Corporations, the Tobago House of Assembly and certain Statutory Agencies that received MOF Budgetary allocations for Wages and Cost of Living Allowance (C.O.L.A):

- i. Data of all active daily-paid workers; and
- ii. Data of all employees who will be retiring at the end of Fiscal 2020 to Fiscal 2025.

The NUGFW's proposal also addressed the annual cost of retirement which comprised a combination of the NIS payment and a determined percentage per year for every year of service for 40 years, which is to be determined actuarially.

These data sets are intended to guide the database on worker contribution rates as well as GORTT's contribution to inform the proposed a Pension Scheme.

Due to the massive data sets received, the exercise to compile and analyse all of the submissions is still ongoing.

The Ministry of Finance has been following up with the various entities on these data requests, albeit with varying degrees of success. The Ministry received the last data submission on March 12, 2020 and to this end, the status of the data request is as follows:

- Request for data was sent to 44 organisations (39 agencies outlined by the Budget Division; 5 Select State Enterprises included for comparative purposes);
- The Ministry received 136 individual data submissions (Some agencies with multiple divisions, submitted multiple data sets); and
- There are outstanding submissions from four (4) agencies, namely; Customs and Excise Division, the Zoological Society of Trinidad and Tobago, Ministry of Education and Public Transport Service Corporation.

It is to be noted that the MOF held discussions with Guardian Life of the Caribbean broadly in terms of the actuarial work envisaged in guiding contribution rates and the development of the daily paid pension scheme.

### **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.

### **Request for Information**

To enable the MOF to understand better the main issues required to draft a suitable Scope of Works for the Request for Proposal, the Permanent Secretary approved the progress of the implementation of the Pension Reform Project with a Request for Information Notice (RFI).

The purpose of this RFI is to obtain a comprehensive understanding through a Project Plan submission inclusive of an estimated cost, and an estimated timeline for completion.

Interested Consultant(s)/Firm(s) submitting RFIs were asked to take the following into consideration in their submission:

1. Understanding of the Project;
2. Company Profile;
3. Experience and Qualification of Team;
4. Approach to Consultancy;
5. Proposed methodology and work plan;
6. Timeline, duration and milestones;
7. Quality management arrangements;
8. Cost; and
9. The requirement for an actuarial valuation.

On August 7, 2020 the Ministry received eight (8) submissions in response to the RFI from interested Consultants/Firms.

All submissions were reviewed towards the development of a draft Request for Proposal and the implementation of the Budget measure.

## **6. Introduction of a Transfer Pricing Regime**

In the 2012 Budget Statement, the then Minister of Finance announced the introduction of a transfer pricing regime in Trinidad and Tobago, based upon the principles embodied in the OECD's Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations.

The programme objectives were to establish a new policy and legal and administrative frameworks to regulate transfer pricing and to strengthen the Inland Revenue Division's (IRD's) ability to monitor transfer pricing transactions between associated foreign companies that could result in lower tax liabilities for companies and tax leakages for the country.

Pursuant to this announcement, in 2013, the IRD of the Ministry of Finance (MOF) invited Proposals from CIAT and the Investment Climate Advisory Services, World Bank Group (the Bank) for technical assistance in implementing a Transfer Pricing Regime.

Cabinet by **Minute No 2384 of August 28, 2014** agreed to the procurement of technical assistance for the introduction of a transfer pricing regime in Trinidad and Tobago; and that the Ministry of Finance enter into a contract with the Inter-American Center of Tax Administrations (CIAT) to provide technical assistance at a cost of **US\$397,852.00**. However, this decision was not implemented and there was a reprioritization of objectives in 2015, following a change in Government.

In late 2016, in keeping with changes in the domestic environment and compliance requirements in the areas of international tax standards, the Ministry of Finance revisited the scope of the Transfer Pricing programme. As such, in **February 2017**, representatives of CIAT visited Trinidad and met with officers of the MOF including the IRD, with a view to determining

possible modifications to the scope of services and cost of the technical assistance of the CIAT project. Based on discussions with the IRD, CIAT submitted a draft Technical Cooperation Agreement with a revised Proposal comprising four (4) components to be executed in an estimated timeframe of up to forty-eight (48) consecutive months at a cost of **US\$548,332.14**. However, in the context of the current environment and international tax standards requirements, the revised Proposal submitted by CIAT was viewed as inadequate and alternative options were explored.

Consequently, in **November 2017**, the Ministry of Finance initiated discussions with the Bank on the possibility of obtaining technical assistance for the introduction of a Transfer Pricing Regime. During discussions, the Bank highlighted Trinidad and Tobago's position with respect to meeting the requirements of the Global Forum on Transparency and Exchange of Information for Tax Purposes as a critical success factor in achieving the Transfer Pricing programme's objective of reducing tax evasion while enhancing the country's investment climate. While the MOF's scope of services narrowly took into consideration elements of the exchange of information function, the Bank suggested that more work was required in the area of Tax Transparency.

Subsequently, in **April 2018**, the Bank submitted a Proposal which provided a holistic overview of Trinidad and Tobago's current environment, as it relates to both Transfer Pricing and Tax Transparency. The preliminary estimated cost of technical assistance, inclusive of both the Transfer Pricing and Tax Transparency Components, was **US\$1.615 million**.

A Note was submitted for the consideration of Cabinet for the engagement of the World Bank Group, via a Reimbursable Advisory Service (RAS) Agreement, to provide technical assistance in the areas of Transfer Pricing and Tax Transparency. However, this Note for Cabinet was withdrawn on **June 28, 2018**.

In order to adequately identify and inform transfer pricing policy priorities, the Ministry of Finance, on the recommendation of the World Bank Group, hosted a Scoping Mission from **September 20 to 21, 2018** for the conduct a transfer pricing needs assessment. Based on the

findings of the Mission and following further discussions, the World Bank Group on **July 1, 2019** submitted a revised Proposal for the Transfer Pricing and Tax Transparency programme to be implemented in two (2) phases, over a period of thirty-six (36) months at an estimated cost of **US\$1.375 million**. However, the execution timeframe as proposed was considered to be protracted.

In 2019, the Strategic Management and Execution Office (SMEO) was instructed to explore the approach taken by Jamaica, which had promulgated transfer pricing legislation in 2015. As such, the SMEO reached out to the Tax Administration Jamaica (TAJ) for information.

Reports received from TAJ indicated that Jamaica's transfer pricing regime had experienced positive, sustainable results with a dramatic increase in revenue collection of fifteen percent (15%) for Corporate Income Tax (CIT), in the quarter subsequent to the implementation of transfer pricing rules. It was also noteworthy that revenue targets for CIT had been met for all subsequent fiscal years.

Jamaica's approach also benefitted from technical support from the OECD and the Tax Inspectors Without Borders (TIWB), a joint initiative of the OECD and the United Nations Development Programme (UNDP). This initiative supports countries in building tax audit capacity and complements the efforts of the international community to foster administrative cooperation on tax matters across borders and ultimately assists developing countries in securing the mobilization of domestic resources.

In **January 2020**, the information received from Tax Administration Jamaica was submitted for the consideration of the Honourable Minister of Finance and the Honourable Prime Minister.

## **7. 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 meeting on January 10<sup>th</sup> 2020, the Ministry of Finance held discussions with the Ministry of Public Administration's Public Management Consulting Division (PMCD) pertaining to the establishment of the Civil Asset Recovery and Management Agency. PMCD stated that the creation of roles for the Agency will be their function whilst the Personnel Department will be responsible for the creation of job descriptions. Questions were raised as to whether or not the Agency will be considered either a statutory body with a line Ministry or a body corporate; PMCD stated that if the Agency falls under a Ministry of Finance the approach to its establishment will differ from that of a body corporate. Furthermore, it was mentioned that if the Agency is established as a body corporate, the organization is permitted to function in a manner the executives deem appropriate while being guided by the Act. It was also stated that body corporates are not required to consult with PMCD however if they choose to, PMCD prepares a report and gives guidance. PMCD expressed that they can assist with the establishment of the Agency but they have no authority in the hiring process once the Unit is established and functional. Consequently, it was decided that SMEO will consult with the Ministry of the Attorney General and Legal Affairs to discuss matters pertaining to:

- a) The role of PMCD in the establishment of the Agency;
- b) The role of the Personnel Department in the establishment of the Agency; and
- c) The proposed organizational chart/governance structure for the Civil Asset Recovery and Management Agency.

On Friday 14<sup>th</sup> February 2020 a meeting was held with the Office of the Chief Parliamentary Counsel, the SMEO and the Treasury Solicitor's Office of the MoF to discuss matters pertaining to the establishment of the Agency to be known as the Civil Asset Recovery and Management

Agency. At said meeting it was agreed that the Ministry of Finance should prepare the necessary Cabinet Note for the establishment of the Agency, Additionally, the CPC agreed to forward a copy of the process map used in the conceptualization of the Civil Asset Recovery and Management Agency. CPC has liaised with its Canadian counterparts with a view to developing job descriptions for the Agency's staff. On Thursday 27<sup>th</sup> February 2020 the CPC forwarded the job descriptions to the Treasury Solicitor's Office, furthermore, on Monday 9<sup>th</sup> March 2020 the CPC forwarded to SMEO the process flow of the Orders in the Civil Asset forfeiture Bill 2019. Consequently, MoF (SMEO and Treasury Solicitor's Office) are to meet and discuss the next steps. Prior to this meeting, the SMEO identified some ambiguities which require clarification and were listed as agenda items to be discussed.

## **8. Implementation of the Business Development Fund**

In the 2018 Budget Statement, the Government announced its intention to establish a new business development fund, aimed at providing working capital and/ or seed capital through grant funding, both to start-ups and existing small businesses. In the first instance, grants to successful small and medium sized business applicants will be up to a maximum of **\$100,000.00**.

The Business Development Fund was established with the objectives to develop and grow small and medium-sized businesses and to diversify the economy.

Cabinet by **Minute No. 1757** of **August 29, 2019** agreed:

- (a) to the Governance Framework for the Business Development Fund announced in the 2018 Budget Presentation;
- (b) to disbursements of approximately **\$500,000.00** per episode to successful entrepreneurs from funds allocated under the Business Development Fund, via the televised series for new, fledgling and start-up enterprises with approximately **\$6,000,000.00** being spent per series, excluding production and promotion costs;

- (c) that the Trinidad and Tobago Television (TTT) broadcast twelve (12) weekly episodes beginning at the start of the new fiscal year **October 1, 2019** and ending on **December 20, 2019** in respect of the televised series referred to at (b) above;
- (d) that the Ministry of Communications develop an appropriate budget and undertake the production, marketing and promotion of the Business Development Fund referred to above;
- (e) that financing for the Fund be arranged by the Ministry of Finance in accordance with its Budget Statement and undertaking; and
- (f) that a Steering Committee comprising representatives of the Ministry of Trade and Industry and the Ministry of Finance review the initiative and provide recommendations to Cabinet subsequent to the first televised series.

#### **Steering Committee for the Business Development Fund (MOF and MTI)**

Pursuant to the above decisions of Cabinet, the Ministry of Finance (MOF), Ministry of Trade and Industry (MTI) and Ministry of Communications (MOC) collaborated towards the implementation of the Business Development Fund. The Steering Committee was established and comprised of the following two (2) representatives:

- i. Deputy Permanent Secretary, MOF; and
- ii. Deputy Permanent Secretary, MTI.

The Steering Committee received technical support from officers of the Strategic Management and Execution Office, MOF as well as the Business Development Directorate, MTI.

In accordance with Cabinet's decision, the Steering Committee has oversight responsibilities for the execution of the programme, the mandate to screen and recommend applications to the Evaluation Committee for the televised series and reporting duties to Cabinet subsequent to the first series.



The Steering Committee met five (5) times and was in the process of developing the Terms of References (TORs) for the various sub-committees, the implementation plan and the processes for the implementation of the Fund. Given the number of activities that were expected to be completed within a short execution timeframe, it was agreed that the Steering Committee membership should be increased to five (5) representatives and that five (5) technical officers from MOF, MTI and the Ministry of Planning and Development (MPD) be co-opted to form a Screening Committee for applications.

Further, it was envisioned that an Evaluation Committee would have been formed to assess eligible applicants in a local production similar to that of ‘Shark Tank’ and would decide on the applicants to receive funding. As agreed by Cabinet, the Evaluation Committee was to be comprised of the following members:

- i. A representative from the Trinidad and Tobago Chamber of Commerce;
- ii. A representative from the Trinidad and Tobago Manufacturer’s Association;
- iii. A representative from the Government of the Republic of Trinidad and Tobago;  
and
- iv. A representative from Greater San Fernando Area Chamber of Commerce.

### **Production, Marketing and Promotion of the Business Development Fund (MOC and MTI)**

With regard to production, marketing and promotion of the project, in **January 2020**, the Ministry of Communications reported that the MOC in collaboration with the MTI and TTT Limited drafted and submitted the following documents to the Ministers of Communications and Trade and Industry for consideration:

- Communications and Marketing Plan (with budget); and
- Video Production Creative Brief.

Moreover, in **February 2020** the MOC reported that it was in the process of evaluating tenders for the production of the series.

It should be noted that the period for the televised series outlined in the Cabinet decision (**October 1 to December 20, 2019**) had passed and the MOC had proposed a new period for the airing of the series (**May 5 to July 21, 2020**).

The Ministry of Communications was expected to submit the Communications and Marketing Plan, which would have included the revised timelines for the consideration of Cabinet. Moreso, the initiation of the Call for Applicants and subsequent processes were intended to be based on and guided by the Cabinet-approved Communications and Marketing Plan.

Consequent to the onset of the COVID-19 pandemic in **March 2020** work on the project was halted. Accordingly, the SMEO is awaiting instructions on the way forward from the Ministers of the executing Ministries.

## **9. Strategic Plan of the Ministry of Finance for the Period 2020 – 2025**

In 2014/2015, the Strategic Management and Execution Office (SMEO) spearheaded the development Ministry of Finance’s Strategic Plan for the period 2015 to 2020. This Plan, which was approved by Cabinet in **Minute No. 713** dated **March 26, 2015**, outlined the philosophy by which the Ministry will be guided and the strategies that will be employed to achieve its vision over the period. With the timeframe of the Strategic Plan coming to an end in 2020, the SMEO is tasked with leading the development of the Strategic Plan of the Ministry of Finance for the next five (5) period 2021 to 2026.

Arrangements are being made to commence the Strategic Planning Process.

### **ONGOING ASSIGNMENTS**

1. Monitoring of GORTT’s COVID-19 Financial Support Programme;
2. Preparation of Brief on Pension Reform to Mitigate Effect of National Emergencies such as Pandemics to the Honourable Minister of Finance;

3. Compilation of Report by the MOF on the Recommendations of the 28th Report of the Public Accounts Committee on the Examination of the Report of the Auditor General on the Public Accounts for FY 2017/2018;
4. MOF input on the Draft Revised National Tourism Policy, 2020-2030;
5. Request for Proceedings – Trinidad and Tobago National Petroleum Marketing Company Limited;
6. 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;
7. 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);
8. Development Policy Loan with a Catastrophe Risk Deferred Draw-down Option;
9. Conducting Research to Facilitate consideration of a Request for the Review of Mortgagee Agreements under the Varinstall Mortgage Plan;
10. Request for Comments - Draft Headquarters Agreement between GORTT and CARPHA;
11. Elimination of paper-based Customs and Immigration Forms;
12. Engagement of Stakeholders to Eliminate the use of Styrofoam and Single-Use Plastics in Trinidad and Tobago;
13. Establishment of Incentive Structure for the Agricultural Sector (2020);
14. 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;
15. Conducting Research and Drafting of the 2021 National Budget Presentation in both Houses of Parliament; and
16. Procurement of Consultancy Services to Conduct Independent Actuarial Valuations of Petrotrin Employees’ Pension Plan (PEPP) and Trintopec Staff Pension Plan (SPP).

### **Some Notable SMEO Assignments Recently Completed**

- Investigation into the Award of a Contract to Manage and Operate the National Emergency Medical Service of Trinidad and Tobago.
- Review of Inland Revenue Division's Annual Performance Report – Fiscal Years 2018 and 2019.
- The Provision of Secretariat Services to the Chairman of the Evaluation Committee to evaluate all Bidders for the Sale or Lease of Guaracara Refining Company Limited.
- IMF Fiscal Affairs Department Post-TADAT Strategic Review – October 7 to 18, 2019;
- Provision of Comments on behalf of the Ministry of Finance on:
  - Draft Policy on the Regulation of Mergers and Acquisitions in the CSME;
  - Twentieth Report on the examination of the Report of the Auditor General Department on the Public Accounts of the Republic of Trinidad and Tobago for FY 2016/2017;
  - Twelfth Report of the Public Administration and Appropriations Committee on an Examination into the Administration of Disaster Relief in Trinidad and Tobago;
  - Agricultural Finance Support Programme;
  - Strategic Plan of the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) for the period 2018 to 2022;
  - Draft CARIFORUM-United Kingdom Economic Partnership Agreement;
  - Draft CARICOM Secretariat Paper on Addressing Non-Compliance and Draft CARICOM Sanitary and Phytosanitary (SPS) Dispute Settlement Mechanism;
  - Draft Labour Migration Policy for Trinidad and Tobago; and
  - Draft Family Policy for Trinidad and Tobago (2020-2025).

**Annual Administrative Report FY 2019-2020**  
**Tax Treaty**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</b>
<b>Name of Division</b>	Tax Treaty
<b>Title of Department Head</b>	Deputy Permanent Secretary Senior International Taxation Treaty Analyst/Head
<b>Address of Department</b>	Level 20 Eric Williams Finance Building Port of Spain

### OVERVIEW

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:

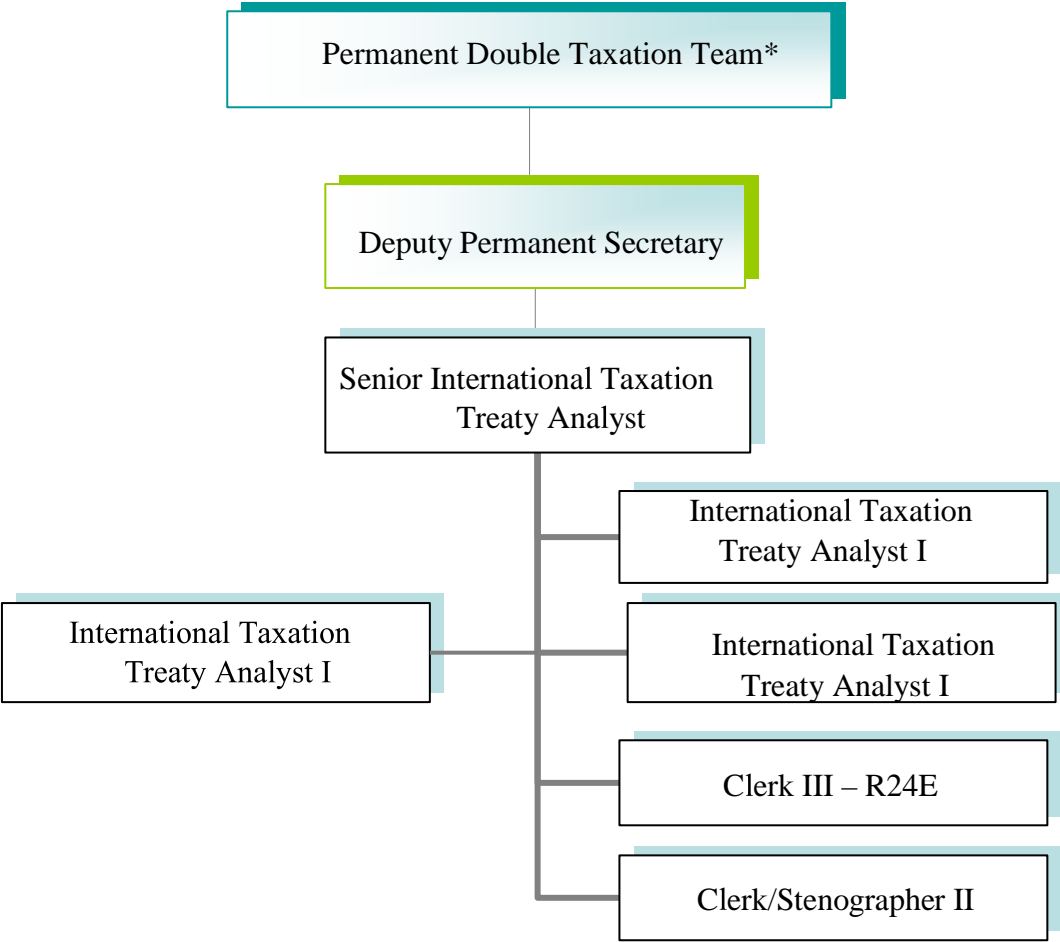
1. provide high-level analysis of the expected costs, benefits and risk emanating from prospective negotiations including assessing the impact on the macroeconomic objectives of Trinidad and Tobago;
2. provide analytical and administrative support to Trinidad and Tobago's team during negotiations;
3. 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 2019-2020**

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. In 2020, Trinidad and Tobago completed its Phase 3 Peer review for BEPS Action 13: Country-by-Country Reporting (CbCR) and its Stage 1 Peer Review on BEPS Action 14: Mutual Agreement Procedure (MAP).

## SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020

### **Global Forum on Transparency and Exchange of Information in Tax Matters (Global Forum):**

Trinidad and Tobago as at 2016 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 MAAC Act 2020 requires proclamation and the Ministry is currently working on the administrative arrangements in order to effect same. Trinidad and Tobago’s Phase 2 Peer Review was scheduled for 1<sup>st</sup> quarter 2020, but due to the Covid-19 pandemic it is now rescheduled for the first quarter of 2022.

### **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, made a commitment to be administratively closed off to new entrants by January 1st 2019 which has been done and has drafted Special Economic Zone (SEZ) legislation.
- **Action 6- Prevention of Tax Treaty Abuse** - Trinidad and Tobago has to amend its existing Double Taxation Agreements to include “an express statement” in the Preamble and to select (one) 1 of the (three) 3 anti-abuse provisions for addressing treaty shopping. This matter is being reviewed by the Ministry.
- **Action 13 - CbC Reporting** - The 2021 Peer Review was initiated.
- **Action 14 Make dispute resolutions mechanisms more effective** - TT’s draft Mutual Administrative Procedure (MAP) Guidelines for the Action 14 minimum standard is being reviewed before publication. There are amendments to be made to Trinidad and

Tobago's Double Taxation Treaties to be compliant with the requirements of the MAP 2016 terms of reference and the OECD Model Tax Convention. The amendments are being reviewed.

**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:

- Global Relations Programme Virtual Class on Mutual Agreement Procedures in May 2020;
- Tax Policy and Tax Administration Responses to Covid-19: Caribbean context Meeting- June 2020;
- OECD FTA MAP Forum where Trinidad and Tobago's Stage 1 Peer Review Report was approved- September 2020;
- Automatic Exchange of Information Virtual Training – November 2020; and
- Plenary Meeting of the Global Forum- December 2020.

**Annual Administrative Report FY 2019-2020**  
**Treasury Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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.



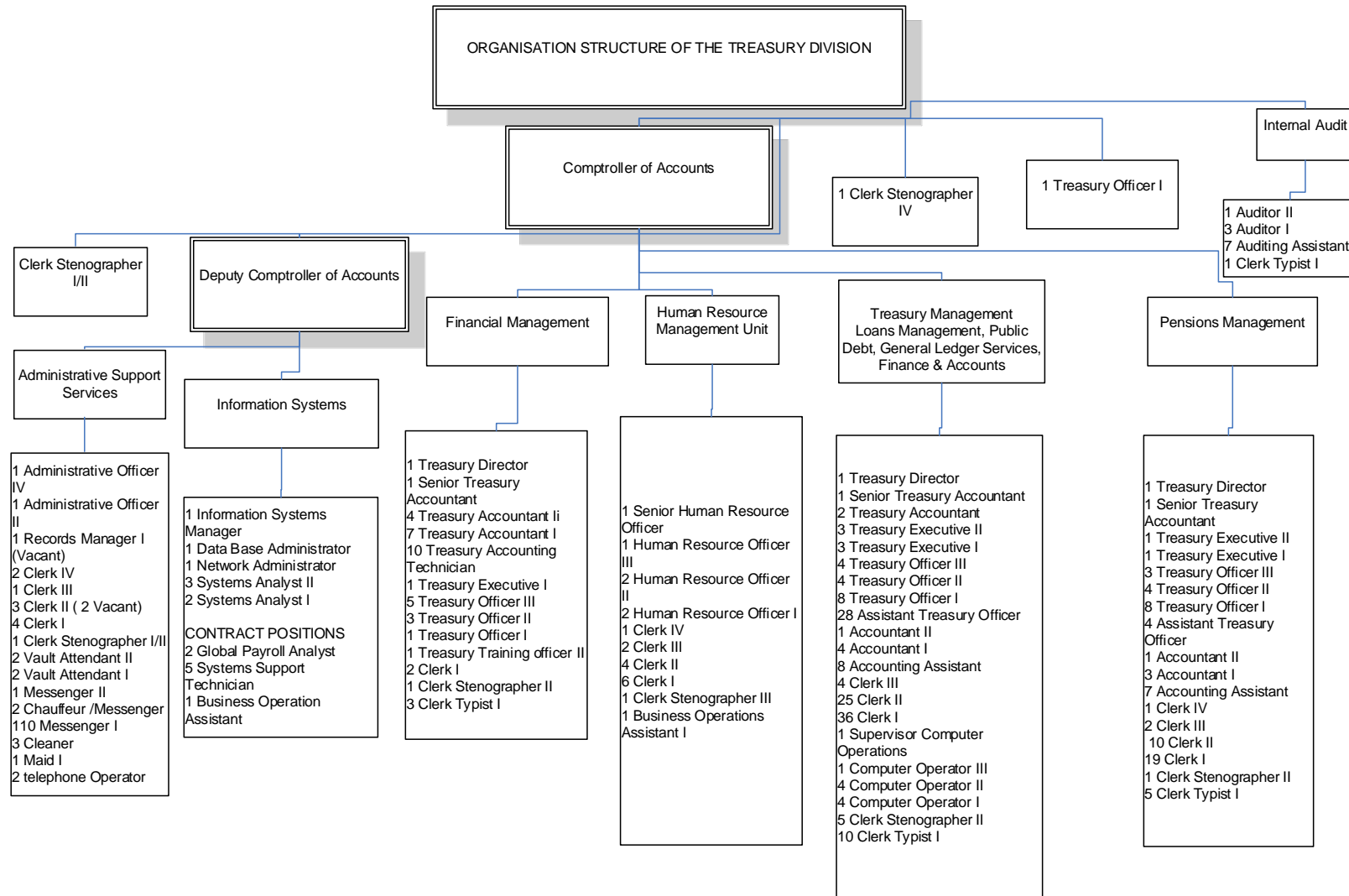
This administration commences with the annual collection and collating of service records in respect of all serving monthly paid Public Officers and ends with the payment of a monthly pension for the life of the pensioner.

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.

# ORGANISATION STRUCTURE



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020**

### **a) FINANCIAL MANAGEMENT BRANCH**

#### **i. Electronic Funds Transfer System (EFT)**

The Treasury (i.e. Ministry of Finance) is required to prepare Instructions to give effect to the related Exchequer and Audit (EFT) Regulations, 2015. The following were completed in fiscal 2020:

- EFT Financial Instructions for collection of Moneys via LINX Debit Card and Credit card Online Solution; and
- the Implementation of Online Credit Card Payments at the Intellectual Property Office and Registrar General Department of the Office of the Attorney General and Ministry of Legal Affairs. This required collaboration with key stakeholders such as the financial institution, Trinidad and Tobago Cyber Security Incident Response Team (TT-CSIRT) and Office of the Attorney General and Ministry of Legal Affairs.

#### **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 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.

The first phase of the implementation commenced with the upgrade of the GPS to facilitate the EFT payments as follows:

- application of an updated package to upgrade the GPS to the current standards;
- internal testing of the updated application to the GPS; and
- external testing of the updated application to the GPS at Pilot Ministries/Departments.

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 FY 2019/2020 in this year’s Public Accounts.

iv. **Integrated Global Payroll/Integrated Human Resource Information System (IGP/IHRIS)**

A Change Management Committee has been setup 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 RFP was completed.*

The Evaluation Committee evaluated the tenders and is currently awaiting a selection of a vendor from Central Tender's Board.

## **b) THE PENSIONS MANAGEMENT BRANCH (PMB)**

### **Pensions Management Reform**

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 COVID 19 pandemic and the subsequent shutdowns negatively impacted our objective of paying benefits on time. Despite this, the Pension Management Branch was successful in putting mitigating measures in place to reduce the impact and to ensure continued operations.

#### *i. Life Certificates*

The collaboration with the Registrar General, Office of the Attorney General and Ministry of Legal Affairs for information on deaths of government pensioners could not have come at a better time and have proven to be quite effective during this tumultuous year. 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 payment of an interim minimum pension of **\$3,500** which was implemented with effect from **January 01, 2019** has continued to alleviate the hardship experienced by retirees while awaiting payment of full benefits. In FY 2019/2020, three hundred and eleven (311) retirees qualified for the interim minimum pension and received the payment and associated arrears bringing about much needed financial relief. 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.

*iii. Decentralisation of the Payment of Contract Gratuities*

With effect from **July 01, 2019**, the transitional arrangements commenced to decentralise the payment of contract gratuities to Ministries, Departments and Agencies in an effort to hasten the processing and payment of contract gratuities. This arrangement required Ministries and Departments to continue their submission of contract documents to the Pensions Management Branch for certification and ended on **September 30, 2020**.

Consequently, after a year of review, the former requirement to submit contract documents to the Pensions Management Branch for certification was no longer applicable and the process was fully decentralised with effect from **October 01, 2020**.

## **SECTION 3 – Operational Activities /Ongoing Projects for Fiscal Year 2019-2020**

### **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 given in 2020 to roll-out to remaining locations. With respect to online payments, discussions were held and the requirements provided to MOWT.

Both MTI and MOWT are still to formally request the approval of the Treasury, providing the required documentation.

- The Judiciary has also sought approval to implement online payments and LINX. The Treasury is currently in discussions with the Judiciary and its preferred bank and has provided guidance on the Agreement for the provision of EFT services.
- 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 in currently in discussions with the IRD.

### **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:

- Receipts and Payments;



- Cash Flow;
- Comparison 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)**

In September 2018 a vendor was selected for the Integrated Financial Management Information System (IFMIS). The project commenced in November 2018 and is being implemented in four (4) main phases. The estimated time for full completion is approximately 46-48 months.

The IFMIS project team in 2020 has progressed on Component 1 of the project, which relates to the acquisition of the technical skills, competencies, or advice required to assist in the effective implementation of the project. In a large part, this includes the work of Long-Term Consultants on Internal Audit, Change Management, and Budget and Treasury Reforms.

Component 2 relates to the preparation of the operational readiness of government institutions and implementation of the IFMIS. In 2020, a comprehensive list of system requirements was discussed and agreed upon with staff of the three pilot Ministries (Ministry of Finance, Ministry of Planning and Development, Ministry of Education) and the Tobago House of Assembly. This allowed for completion the Functional Design of the system and the Gap Fit analysis.

IFMIS will be made operational within these four pilot entities. It is estimated that the pilots will be operational in time for the 2020/2021 Budget Cycle. Once the operational acceptance testing has been concluded and certified, a full rollout of the IFMIS to all other Ministries is expected to take place in an 18 to 24 month period thereafter.

In late 2020, a team of ICT professionals were hired who will form the core technical team to provide systems and database management to the IFMIS system when it is handed over.

#### **d) Reform of the Internal Audit Function**

In FY 2014/2015, the Public Financial Management Modernization Unit (PFMMU) obtained the services of a short-term consultant to carry out a diagnostic review of the Internal Audit function and to prepare a road map of reforms to align current practices with the standards of the International Professional Practices Framework of Internal Auditing.

In 2018, the PFMMU hired a long term Consultant, to continue the work on the reform of the Internal Audit Function. The key objectives completed in 2020 are:-

- i. The Internal Audit Consultancy in 2020, has advanced to the stage of preparation of Risk Based Internal Audit Strategies and Annual Operating Plans. Five (5) pilot Ministries were selected to test the auditing approach. The key challenges faced with Internal Audit Reform were the lack of training, suitable qualified Internal

Auditors and supporting staff. Discussions are ongoing between the PFMMU and personnel of the UWI's Open Campus Department for the provision of such training, with perhaps some form of certification for a formal Government Certificate in Internal Auditing.

- ii. The negative impact of Covid-19 on the working arrangements of the Open Campus Staff, has slowed the progress on the finalization of both the programme and its costs. Discussions with the Public Management Consulting Division (PMCD) of the Ministry of Public Administration and Digital Transformation and the Chief Personnel Officer has resulted in an agreement on the proposed reforms of the Internal Audit function in the Civil Service, including the proposed structural changes to the Internal Audit Units in Government entities, and for the future establishment of a Central Internal Audit Secretariat.

## **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 is embarking on the use of new technologies 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.

There were continuous collaboration with key stakeholders including the National Information Communication and Technology Company of Trinidad and Tobago (iGovTT), Departments of Government, Trinidad and Tobago Cyber Security Incidence Response Team (TTCSIRT) of the Ministry of National Security as well as the Central Bank of Trinidad and Tobago (CBTT) to facilitate the progression of this initiative in accordance with the Exchequer and Audit (EFT) Regulations, 2015.

The Office of the Attorney General and Ministry of Legal Affairs has implemented Online Credit Card payments at its Intellectual Property Office and Registrar General Department. The Treasury Division is currently monitoring these Departments to assess compliance with the EFT Instructions (2020). The Ministry of Trade and Industry, Ministry of Works and Transport, Inland Revenue Division and the Judiciary have also approached the Treasury Division to conduct EFT via an online credit card facility. The Treasury Division is currently in dialogue with these entities providing the necessary guidance and assistance necessary for successful implementation.

### **Government Payment System (GPS)**

The Treasury Division completed the systems analysis of the existing EFT module of the GPS to facilitate electronic payments via Automated Clearing House (ACH) and Real Time Gross Settlement (RTGS) as the Division seeks to ascertain the systems development requirements to activate local payments by Government via EFT. The modifications and development that are required for the upgrade of the GPS are currently being finalized. The Treasury Division has approached vendors to begin the build with a view to implementing before the end of FY 2020/2021.

### **Integrated Global Payroll/Integrated Human Resource Information System (IGP/IhRIS)**

A Change Management Committee has been setup 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;
- Employee Self Service- the System would facilitate employees making request for HR services online and view employment records;

The Cabinet Note is being reviewed by Service Commissions Department and Personnel Department;

The Evaluation Committee evaluated the tender and is currently awaiting a selection of a vendor from Central Tender's Board.

## **Pensions Management Reform**

- *Pensions Portal*

Persons who have proceeded on retirement or whose retirement is imminent usually communicate with or visit the Pensions Management Branch to obtain a status of their pension and/or gratuity. The volume of such requests for information creates an undue burden on these persons as well as the Pensions Management Branch.

In an effort to alleviate this, an online Pensions Portal is being developed to provide a facility for the officers, in the first instance, to query the existing File Registry System in the Pensions Management Branch to ascertain the status of their benefits.

**Annual Administrative Report FY 2019-2020**  
**Treasury Solicitor's Department**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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

### OVERVIEW

The Treasury Solicitor's Department ("the 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:

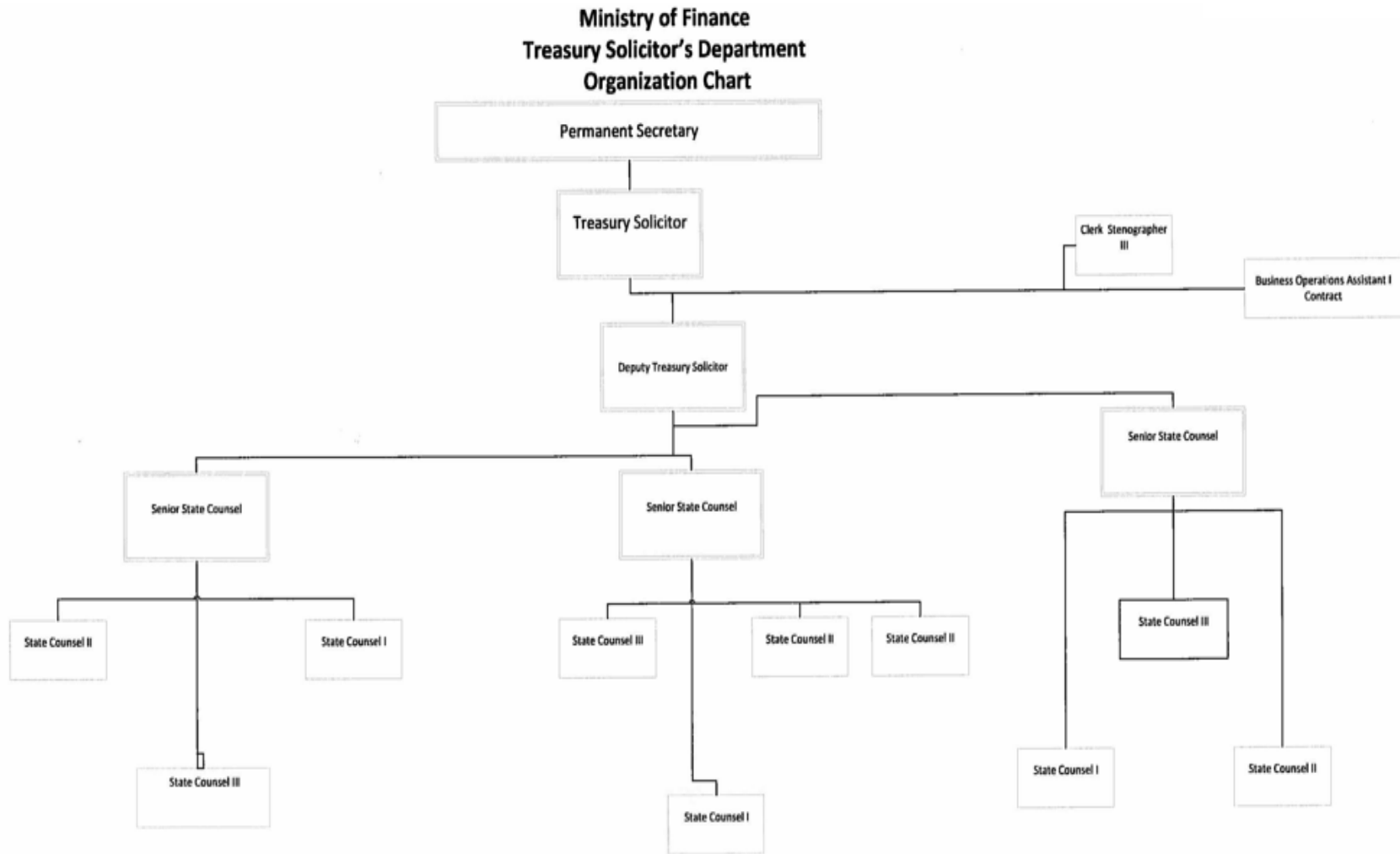
- Treasury Solicitor (1);
- Deputy Treasury Solicitor (1);
- Senior State Counsel (3);
- State Counsel III (3);
- State Counsel II (4);
- State Counsel I (3);
- Clerk Stenographer III (1); and
- Business Operations Assistant I (1).



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 (3) ;
- Legal Officer I on Contract (1); and
- Clerk Stenographer III (1).

**ORGANIZATIONAL CHART**



## **SECTION 2 – Key Initiatives Undertaken & Completed during Fiscal Year 2019-2020**

During FY 2019/2020, the work of the TSD was severely affected by the lock down due to the Covid-19 virus. The TSD is a support unit and provides work when requested by the core Divisions in the Ministry. The Governments policy in treating with the Covid-19 virus resulted in the limited operation of Divisions in the Ministry and therefore requests for work to be done by the TSD was considerably reduced.

Notwithstanding the preceding, the following work was done in 2020:

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 of legislation namely Finance Act, 2020, Revenue Authority Bill, 2019 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 2019-2020**

### **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”, current staffing levels are at a strength of seven (7) attorneys and one (1) administrative support. This is at exactly half the recommended strength of fourteen (14) attorneys and two (2) administrative support staff. 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 2019-2020**  
**Valuation Division**

## SECTION 1 - General Information

<b>Reporting Period</b>	<b>FY 2019-2020</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, 6 <sup>th</sup> Avenue Extension, 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 III, 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.

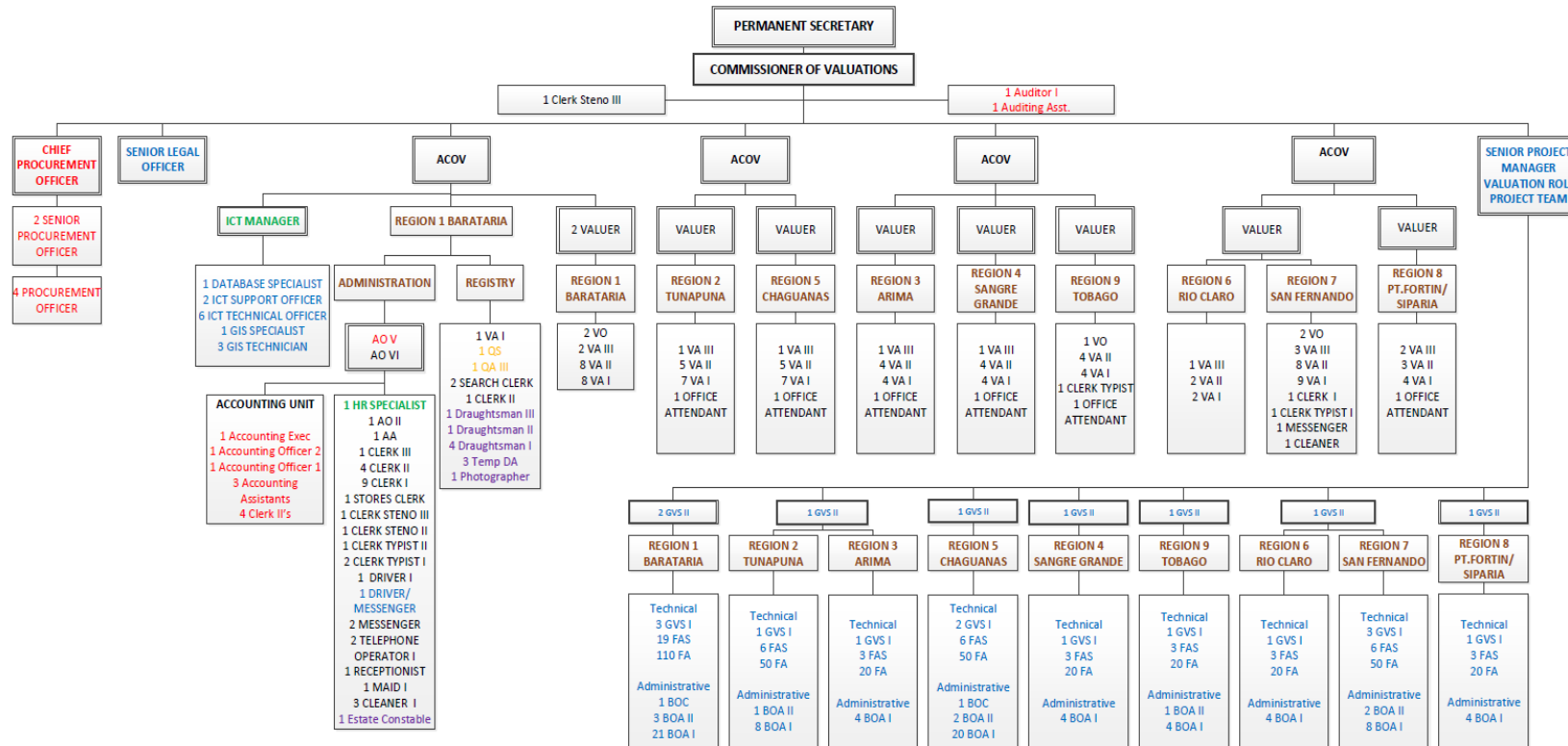
The year 2020 saw the installation of three new Assistant Commissioners of Valuation.

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.



# 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 2019-2020

### ESTABLISHMENT WORK - TECHNICAL

1. Valuation of over 100 properties to be acquired for the expansion of the A.N.R. Robinson International Airport in Tobago in accordance with Section 3 of the Land Acquisition Act Chapter 58:01.
2. Valuation of various and high-valued properties owned by Home Construction Limited in various parts of the country for compulsory purchase.
3. Negotiation of compensation for properties compulsorily acquired for the construction of the extension of the Sir Solomon Hochoy Highway to Point Fortin.
4. Negotiation of compensation for properties compulsorily acquired for the construction of the extension of the Churchill Roosevelt Highway to Manzanilla and Mayaro.
5. The quantity of files completed by the Division during the reporting period is shown in Table 1 below.

<b>TABLE 1: QUANTITY OF FILES COMPLETED</b>	
<b>File Type</b>	<b>Quantity Completed</b>
State Leases (COSL)	435
Deeds of Conveyance	396
Deeds of Gift	288
Compulsory Acquisition	60
Office Rentals	57
Other Matters	15
Change of Use of State Land	6
Estate Duty Valuations	4
<b>Total</b>	<b>1291</b>

### ESTABLISHMENT WORK - ADMINISTRATIVE

- a. Completed Pension and Leave Cases – 62;
- b. Contract Gratuities – 4; and
- c. Appointment and Promotions – 45.

## CONTRACT STAFF - VALUATION ROLL DEVELOPMENT UNIT

The number of Valuation Return Forms (VRFs) filed by property owners to date is **125,881**. Site visits to facilitate site inspections **for residential properties only** are on-going and **73,834 site inspections** were completed for the period ending **September 2020**.

During the period December 16<sup>th</sup> 2019 to January 15<sup>th</sup> 2020 a total of 149 new Field Assessors (FAs) were recruited after successful completion of training at UWI in August 2019. However, only 133 FAs commenced duties. After a 2 weeks In-House Training Exercise and a further 2 weeks of an understudy exercise, these FAs commenced site inspections and the entry of property data on the Valuation Information System (VIS).

Table 2 below shows a breakdown of the number of site inspections by the Division's Region.

<b>TABLE 2: TOTAL NUMBER OF SITE INSPECTIONS BY REGION</b>				
<b>Division Region</b>	<b>Location</b>	<b>Total VRFs Received</b>	<b>Total VRFs with Contact Information*</b>	<b>Total Site Inspections completed to September 2020</b>
1	Port of Spain	24267	23085	15288
2	Tunapuna	14246	13588	11527
3	Arima	11075	10563	6298
4	Sangre Grande	8284	7954	3488
5	Chaguanas	17915	17075	10770
6	Rio Claro	3554	3394	2393
7	San Fernando	23481	22234	13852
8	Siparia/Pt. Fortin	13444	13018	8196
9	Tobago	9329	8800	2025
No Ward		286	282	27
<b>Total</b>		<b>125,881</b>	<b>119,993</b>	<b>73,864</b>

**Of the 73,864 site inspections completed, 71,265 were entered on the Valuation Information System (VIS) as at September 2020.** The total number of site inspections completed is greater than number of properties (SIS Data) entered on the VIS since not all data entry for site inspections would be completed within the same month.

A further breakdown is provided below showing the number of calls made, the number of successful calls, the number of unsuccessful calls and the number of cancelled site visits.

### **CALLS TO PROPERTY OWNERS**

Total VRFs/Properties for which calls were logged	-	96,522
Contact Successful (leading to site visit)	-	81,137
Contact Unsuccessful	-	15,502
Number of Site Visits Cancelled after Confirmation	-	4,861

### **GEOSPATIAL INFORMATION SYSTEM (GIS) UNIT ACHIEVEMENTS**

The GIS unit of the Valuation Division comprises of one (1) Geographic Information Technology Systems Specialist and as of July 2020, three (3) Geographic Information Technology Systems Technicians. Their achievements over the reporting period is itemized below.

1. Designed, built and rolled out the Valuation Validation Temporary GIS Web Application used to verify the GPS data collected in the field (October 2019); and
2. Collaborated with the Surveys and Mapping Division, Ministry of Agriculture, Lands and Fisheries, to extract and digitize available parcel information onto the GIS.

### **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. Supervision and in-house training for 3 new Geographic Information Technology Systems Technicians (June & July 2020);
4. Hardware assessment for GIS Technician: completion of a comparative survey of current specs vs. recommended specs and determining ideal specs for workstations;
5. GIS applications built and tested during the period;

6. Site Visits Web Application: for visualizing and searching completed site visits;
7. GPS Validation Web Application: for verifying GPS coordinates and extracting building dimensions, Regional Corporation and Ward information; and
8. Baseline Property Survey: mobile data collection application for completing a property assessment survey for Trinidad and Tobago. This Collector application was built and tested briefly in Barataria, as a platform for the near-real time collection of basic property information (location, use, number of floors and a picture).

**Data collection and creation for ValDiv EGIS:**

1. Requests for data sent to TTPOST, EBC and Regional Corporations: Acquired updated Regional Corporations Dataset; and
2. ValDiv Parcel and Communities Layers: feature creation and update- workflows documented and communicated. Over 20,000 new parcels digitized and 50 community boundaries modified to match road centrelines.

**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 the year of 2020 by the ICT Department. During this period the unit would have also experienced staff proceeding on end of contract leave as well as being out of office due to the pandemic.

1. Relocation and maintenance of ICT Equipment.
2. Completed 2nd floor Checkpoint device upgrade in partnership with iGovTT.
3. Completed Audit of ICT assets for planned upgrade to Microsoft Office 2019.
4. Valuation Information System (VIS) server maintenance checks.
5. Engaged vendors for relocation of Point Fortin office.
6. Liaised with Karik for networking and iGovTT for checkpoint relocation.
7. Setup of new Database Server for the Valuation Division.
8. Coordinated iGovTT license receipt on promissory agreement.
9. Worked with GIS Team to facilitate set up of Geographic Information System.
10. Trained various users on usage of the VIS and new modules.

11. Assisted with the clean-up of data on Valuation Information System (VIS).
12. Developed various reports to assist in reporting on productivity of staff.
13. Started project of procurement of tablets for Valuation Division data entry via GIS Solution.
14. Implemented various performance fixes to VIS.
15. Reported listing of all Valuation Division ICT Issues to ICT Director and Commissioner of Valuations.
16. Designed and implemented calculator module into VIS.
17. Integrated a modification module and rate sheet into the VIS.
18. Inventory Clean-up on Open-Source Ticket Request System (OTRS) to fix user assigned to computer.
19. Facilitated relocation project for Point Fortin Office.
20. Updated Valuation Division's information system with requested changes.
21. Updated Issue Management Log to be colour coded.
22. Added total buildings submitted to FA Performance Report.
23. Added "property already visited" to site visit reasons for failure.
24. Added current and previous owners to type listing for return form.
25. Updated FA and FAS report to include all data sources.
26. Updated sketch and photo report to show the currently selected unit.
27. Added excel as export option for performance report.
28. Added file location number and site visit completion date to FA performance report.
29. Updated property address display on summary page.
30. Updated FA Summary report to include check status, and site visit data.

## **OTHER ACCOMPLISHMENTS**

The Tobago Office of Valuation Division moved into a new space at Ghany Building Scarborough, Tobago. This office was fully outfitted with new cubicles and computer systems.

The Point Fortin Office of Valuation Division was relocated to Techier Road and has also been outfitted to industry standards.

## **THE WAY FORWARD**

In Fiscal 2021, 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 2019/2020 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 Airport Expansion and 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 2020/2021, we intend to expand on these strategies to push the Division forward and to fully digitise 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:

- (1) 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.
- (2) 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**

- (1) Seeks Board's approval for selective tendering;
- (2) Request approval from the Minister of Finance if method is approved by the Board;
- (3) Seeks Board's approval for Evaluation Team;
- (4) 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);
- Terms and Conditions of Contract.

## **5. Bid Evaluation**

Tenders are closed:

Bids are signed;

- (1) Summary of offers is prepared;
- (2) 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:

- (1) The recommendations are reviewed to ensure compliance with the Central Tenders Board's Regulations & Procedures;
- (2) Recommendations are then submitted to the Board for consideration.

## **7. Award of Contract**

Central Tenders Board Division Issues:

- (1) Letter of Award with Specimen Performance Bond;
- (2) Memo to client Ministry/Department with the following:
  - (a) copy of accepted tender & brochures;
  - (b) Contract Completion Report Form.
- (3) Letters to unsuccessful tenderers – after Performance Bond has been executed by successful tenderer;
- (4) 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**

1. Client Ministries/Departments submits a CCR on completion of the contract;
2. CTB Division authorises refund/release of deposit/bond on receipt of satisfactory CCR;

3. If report is unsatisfactory, the firm is requested by the Central Tenders Board Division to submit explanations;
4. The Client Ministries/Departments is informed of the firm's response and the Central Tenders Board decides whether;
  - (i) refund/release CPD/Bond should be authorised; or
  - (ii) CPD/Bond should be forfeited.

## APPENDIX II

### FINANCIAL INTELLIGENCE UNIT SCHEDULE OF TRAINING ACTIVITIES CARRIED OUT DURING FISCAL 2020

NO.	PLACE OF TRAINING	DESCRIPTION OF COURSE/ PROGRAMME	ORGANISER/PRESENTER	PARTICIPANTS FROM FIUTT
1.	Port of Spain Trinidad	Ethics, Accountability and Good Governance	Public Service Academy	Analyst
2.	Port of Spain Trinidad	Advanced iBase Designer	IBM	Database Administrator
3.	Port of Spain Trinidad	Workshop on Development of a Strategic Trade and Export Control Framework	Ministry of Foreign & CARICOM Affairs/ CFDF Global and Stimson	Compliance and Outreach Officers
4.	Port of Spain Trinidad	Canada Fintech Workshop entitled: Leveraging the Power of Financial Data Technology for KYC	High Commission of Canada/BATT/ ATTIC	Compliance and Outreach Officer
5.	Port of Spain Trinidad	FT Training	US Embassy	Analyst
6.	Port of Spain Trinidad	CFATF Training on-site assessment	CFATF	Director Operational Analysis and Analyst
7.	Port of Spain Trinidad	CFATF Training on-site assessment	CFATF	Compliance and Outreach Officer
8.	Port of Spain Trinidad	Assessor Training	CFATF	Analysts
9.	Port of Spain Trinidad	CFATF Standards Training	CFATF	Analysts and Compliance and Outreach Officer
10.	Port of Spain Trinidad	Creativity and Innovation for Leadership Training	Public Service Academy	Analyst
11.	Port of Spain Trinidad - Online	ECOFEL Executive Mentorship Training	ECOFEL/Egmont Group Secretariat	Director (Ag.) and Director Operational Analysis
12.	Port of Spain Trinidad - Online	Combatting Trade-Based Money Laundering (TBML)	UNODC	Director (Ag.), Analysis, Compliance and Outreach and Legal Divisions
13.	Port of Spain Trinidad - Online	The role of the FIUs in national ML/FT risk assessments: Lessons learned	Egmont Group Secretariat	Analysis and Compliance and Outreach Divisions
14.	Port of Spain Trinidad - Online	Introduction to virtual assets and VASPs: terminology, AML/CFT regime vulnerabilities stemming from virtual assets, the revised FATF standards and their impact of the interactions with VASPs sector	Egmont Group Secretariat	Analysis Division

NO.	PLACE OF TRAINING	DESCRIPTION OF COURSE/ PROGRAMME	ORGANISER/PRESENTER	PARTICIPANTS FROM FIUTT
15.	Port of Spain Trinidad - Online	Operational aspects associated with virtual assets: blockchain or other technology analyses, information gaps, expertise requirements, IT tools etc.	Egmont Group Secretariat	Analysis Division,
16.	Port of Spain Trinidad - Online	COVID-19 - Best Practices for FIUs	Egmont Group Secretariat	Analysis Division,
17.	Port of Spain Trinidad - Online	Domestic and International Co-operation on ML/FT Cases Through virtual assets or VASPS: challenges and best practices	Egmont Group Secretariat	Analysis Division,
18.	Port of Spain Trinidad - Online	Vulnerabilities of mobile payment services (MPs) to ML/FT: FIU challenges and best practices	Egmont Group Secretariat	Analysis Division
19.	Port of Spain Trinidad - Online	Illegal Wildlife Trade as a Financial Crime	Egmont Group Secretariat	Analysis Division
20.	Port of Spain Trinidad - Online	Live Webinars for the Egmont Group Heads of FIUs	Egmont Group Secretariat	Director Legal and Legal Officer I
21.	Port of Spain Trinidad - Online	The role of the FIUs in national ML/FT risk assessments: Lessons Learned	Egmont Group Secretariat	Director Legal and Legal Officer I
22.	Port of Spain Trinidad - Online	The impact of COVID-19 on the rule of law in the Commonwealth	FATF	Legal Officer I
23.	Port of Spain Trinidad - Online	The Data Analytics programme: for non-technical business professionals in the financial services sector who see the strategic value of data.	Trinidad and Tobago International Financial Centre (TTIFC)	Analysis Division
24.	Port of Spain Trinidad - Online	Webinar on Money Laundering and the Illegal Wildlife Trade (IWT)	FATF	Analysis Division
25.	Port of Spain Trinidad - Online	Webinar on COVID-19 and the Changing Money Laundering and Terrorist Financing Risk Landscape	FATF	Analysis Division
26.	Port of Spain Trinidad - Online	Webinar on the Detection of Money Laundering and Terrorist Financing in relation to COVID-19	FATF	Analysis Division
27.	Port of Spain Trinidad - Online	Webinar on Cybercrime and terrorism - the criminal justice	Co-organised by the UN Office of Counter-Terrorism and the Council of Europe	Analysis Division

**APPENDIX III**  
**VALUATION DIVISION**  
**ENTITIES TO WHICH WE PROVIDE 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.