

INVESTT LIMITED

**The 23rd Report of the Public Accounts (Enterprises)  
Committee on an examination of the Audited Financial  
Statements of InvestT Limited for the years 2014 to 2017**

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Written submission to recommendations of the Public Accounts  
(Enterprises) Committee

November 25, 2019

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# 1 ISSUES, RECOMMENDATIONS AND RESPONSES

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## 1.1 ISSUE 1: PERIODIC RE-EVALUATION EXERCISE

Recommendation	Response
<p><i>1. InvesTT should submit a report to Parliament on the re-evaluation exercise including the time period during which it was carried out, the findings of the exercise and the measures to be implemented based on those findings.</i></p>	<p>InvesTT’s re-evaluation exercise began in March 2019 and was completed in October 2019. The exercise was carried out in collaboration with the Ministry of Trade and Industry and culminated in a Strategic Planning exercise at InvesTT’s Offices on August 17<sup>th</sup>, 2019. Attendance included the Minister of Trade and Industry, senior representatives from the Ministry of Trade and Industry and representatives from the Inter-American Development Bank (IDB), Ministry of Planning and Development and Trinidad Tourism Company Limited. The outcomes of the re-evaluation exercise are included below:</p> <ul style="list-style-type: none"> <li>➤ The revision and streamlining of InvesTT’s Corporate Deliverables which are broadly categorized into three (3) major areas, Operational, People and Compliance. The deliverables were approved by the agency’s Board in September 2019. <b>Appendix I</b> outlines the specific deliverables and their attributed targets and weightings.</li> <li>➤ InvesTT is to focus on targeting foreign investment in the industries that are currently most attractive to investors and/or possess the attributes from which investors would benefit the most.</li> <li>➤ An exercise is to be completed to determine the priority areas of focus for foreign direct investment targeting. This exercise was originally intended to be conducted by an external consultant however given the constraints created by allocated funding for this fiscal year, it will be conducted internally and will be finalized at the end of November 2019.</li> <li>➤ An international lead generation consultant is to be procured and subsequently contracted to generate qualified investment leads in the priority areas of focus within key geographic</li> </ul>

Recommendation	Response
	<p>investment markets such as the US, Canada, China and selected Latin American countries with which there is heavy trade activity. The IDB is assisting with the completion of the Terms of Reference for hiring this consultant and also providing recommendations for service providers in this area.</p> <ul style="list-style-type: none"> <li>➤ Local industry ecosystem participants (service providers etc.) in the priority areas identified are to be engaged in developing investor targeting plans as well as facilitation services inclusive of investor site visits and due diligence participation.</li> <li>➤ The Investments Division of InvesTT will re-focus solely on attracting and facilitating investments originating outside of the country. The Investor Services Division will focus on facilitating domestic investment, expansion of existing business operations and/or investments in new areas as well as facilitating approvals of all investment regardless of origin.</li> <li>➤ A key focus is to be placed on investments from China in furtherance of China’s One Belt One Road study completed in the previous fiscal year and in support of the development and tenanting of the Phoenix Park Industrial Estate. InvesTT is working closely with the Beijing Construction Engineering Group to identify and facilitate investment leads from China that will be located at the park.</li> <li>➤ A key part of the investment targeting strategy would be identifying investors which currently provide, or plan to provide, products and services to markets with which Trinidad and Tobago has existing Trade Agreements. This will provide the investor with preferential access to those markets from the low cost location of Trinidad and Tobago. The location of the Phoenix Park Industrial Estate in close proximity to the Port of Point Lisas will allow for the ease of the export of these goods to those markets.</li> </ul>

Recommendation	Response
	<p>➤ A dedicated resource has been employed (Business Facilitation Officer) by the Investor Services Division to manage relationships and access to investment approval agencies (Town and Country, Environmental Management Authority etc.).</p> <p>➤ A recruitment agency has been employed to assist in the filling of key leadership positions (President, Manager, Investments) as well as a vacancy for an Investment Officer for which a past recruitment exercise was unsuccessful.</p> <p>➤ InvesTT will hire a training provider to complete company-wide training in key areas that would ensure the skills required to execute on the above areas.</p> <p>It should be noted that the Trinidad and Tobago Trade Policy (2019 - 2023) was launched in September 2019 and articulates the Government’s specific trade-related policies geared towards enhancing competitiveness; accelerating economic and export diversification, and increasing the country’s foreign exchange earning potential. In this regard, InvesTT has been listed as a key contributor to achieving these goals and will therefore pursue the following action items based on the Policy’s implementation plan:</p> <ul style="list-style-type: none"> <li>• Attract foreign investment into the manufacturing sector.</li> <li>• Strengthen investment promotion activities in the agriculture sector.</li> <li>• Encourage greater private sector investment in green industries via public-private partnerships (PPP).</li> <li>• Encourage private sector investment in innovative production activities.</li> <li>• Build capacity in the investment and export promotion agencies to ensure effective implementation of the strategies developed.</li> </ul>

Recommendation	Response
	<ul style="list-style-type: none"> <li>• Increase the level of coordination of the investment and export promotion agencies, and the agencies responsible for related policies such as competition and intellectual property.</li> <li>• Develop the infrastructure, technical and business processes to attract potential investors.</li> <li>• Promote and facilitate investment in the services sectors that rely on IP for trade.</li> </ul>
<p><b>2. <i>InvesTT should identify the skills that need to be developed in relation to the sectors highlighted in the re-evaluation exercise.</i></b></p>	<p>InvesTT expects to complete its investment opportunity prioritization activities by November 30<sup>th</sup>, 2019. The Prioritized Investment Opportunities (PIOs) will determine the sector-specific areas for skills training and development. It is expected that InvesTT would partner with local stakeholders in the PIOs selected in order to determine the best avenues for skills training in these areas.</p> <p>In anticipation of the above, InvesTT has identified other general areas for skills training in order to lay the groundwork for more specific technical training to be completed. The training areas include Leadership and Management, Advanced Business Writing and Communication as well Critical Thinking and Analysis. It is expected that the above training would commence in Q1 2020 and continue through to Q2 2020.</p>
<p><b>3. <i>InvesTT should report on the feasibility of collaborating with training providers in respect of skills development.</i></b></p>	<p>Collaboration with training providers as well as industry stakeholders/participants is feasible and will be key to supporting the engagement of foreign investors moving forward. InvesTT intends to procure the training services through a request for quotes from private training providers/academic institutions. The project scope and request for quotes is being handled by eTeck’s Human Resource’s department as per the Shared Services agreement. The training would be funded through InvesTT’s</p>

Recommendation	Response
	<p>recurrent expenditure. The training is expected to ensure that key staff involved in communications inclusive of advertising, awareness building campaigns, investor outreach and engagement are prepared to engage across all mediums.</p>
<p><b>4. <i>InvesTT should outline the ways in which InvesTT’s initiatives further the development goals of the GORTT under Theme 4 of Vision 2030.</i></b></p>	<p>Theme IV of Vision 2030 is “Building Globally Competitive Businesses” and speaks to maintaining macroeconomic stability, creating a business environment that is conducive to entrepreneurship, becoming a more attractive destination for investment and trade and increasing the production of high value products and services that can compete in export markets.</p> <p>InvesTT’s initiatives will include identifying and promoting the prioritized investment opportunities to local and foreign businesses. This will encourage the establishment of international companies as well as the expansion of local companies (inclusive of joint venture partnerships between foreign and local entities) in Trinidad and Tobago which will increase the potential for additional jobs, training, competition and the transfer of innovative technology within the industries. Newly identified investment opportunities will also encourage locally based companies to expand into export focused investments (e.g. Hotel Development/Business Process Outsourcing) in order to generate more foreign exchange for the country.</p>
<p><b>5. <i>The MTI should provide its appraisal of InvesTT’s re-evaluation exercises and the alignment of the Company with GORTT’s development goals under Theme 4 of Vision 2030.</i></b></p>	<p>The MTI collaborated with InvesTT on the strategic planning exercise in August 2019 to ensure congruence with the National Development Strategy (Vision 2030). In this regard, the MTI has ensured that InvesTT’s mandate is aligned to the short term, medium term and long term Goals of Theme IV – Enabling Globally Competitive Businesses. This includes:</p>

Recommendation	Response
	<p><u>Short term</u></p> <ul style="list-style-type: none"> <li>• A business environment that is conducive to entrepreneurship and innovation – through strategic initiative and attraction of highly innovative firms</li> <li>• A more attractive destination for investment and trade – through policy advocacy</li> </ul> <p><u>Medium Term</u></p> <ul style="list-style-type: none"> <li>• A premier investment location – through enhanced marketing and public relations</li> <li>• Businesses are producers of a wider range of products and services for the global market – by facilitating and encouraging firms that are highly competitive</li> </ul> <p><u>Long Term</u></p> <ul style="list-style-type: none"> <li>• A globally competitive economy – by fostering an ecosystem that attracts and retains quality investment by innovative companies that are highly competitive.</li> <li>• Additionally a SWOT analysis of the agency was undertaken where the following main strengths, weaknesses, opportunities and threats were identified:</li> </ul> <p>A. <u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Talented &amp; qualified staff</li> <li>• Strong relationship with external and internal stakeholders</li> <li>• Good international and regional reputation as an IPA evidenced by awards received</li> <li>• Consistently highly endorsed by investor testimonials for customer service, responsiveness to private sector challenges</li> </ul> <p>B. <u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Fragmented national investment attraction strategy (TTIFC, National Energy, TTL, Tobago Tourism etc.)</li> </ul>

Recommendation	Response
	<ul style="list-style-type: none"> <li>• Absence of internationally based lead generation presence</li> <li>• Ease of doing business index challenge</li> </ul> <p>C. <u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• To enable and leverage foreign missions and diaspora for foreign investment lead generation</li> <li>• To secure funding through website advertisement</li> <li>• To significantly impact the overall ease of doing business</li> </ul> <p>D. <u>Threats</u></p> <ul style="list-style-type: none"> <li>• Regional competitors for FDI</li> <li>• Lack of competitiveness in sectors</li> </ul> <p>The main strengths of the Agency will be harnessed moving forward. This will include building upon the strong relationship with external and internal stakeholders and the attraction and retention of highly qualified staff. The weaknesses will also be addressed in the short to medium term by improving the Agency’s collaboration with the aforementioned entities involved in investment promotion. InvestTT has since been engaged in Trinidad Tourism Limited’s exercise to develop a new brand. Opportunities, such as the prospect of the Agency being able to generate its own funds will be further explored and mitigation measures will be put in place to avoid possible threats.</p> <p>Further to the Strategic Planning exercise, it should be noted that InvestTT is a key enabler in the implementation of the Trinidad and Tobago Trade Policy (2019 - 2023). The specific goals outlined in the Policy are:</p> <p><b>Goal One:</b> An improved facilitative and enabling environment for international trade;</p>

Recommendation	Response
	<p><b>Goal Two:</b> Growth in the production and export of non-energy goods and services;</p> <p><b>Goal Three:</b> Growth in the production and export of high value-added goods and services;</p> <p><b>Goal Four:</b> Growth in share of CARICOM trade, inclusive of trade in services; and</p> <p><b>Goal Five:</b> Growth in market share within traditional and non-traditional markets</p> <p>InvesTT will contribute to:</p> <ul style="list-style-type: none"> <li>• Attracting foreign investment into the manufacturing sector.</li> <li>• Strengthening investment promotion activities in the agriculture sector.</li> <li>• Encouraging greater private sector investment in green industries via public-private partnerships (PPP).</li> <li>• Encouraging private sector investment in innovative production activities.</li> <li>• Building capacity to ensure effective implementation of the strategies developed.</li> <li>• Increasing the level of coordination of the investment and export promotion agencies, and the agencies responsible for related policies such as competition and intellectual property.</li> <li>• Developing the infrastructure, technical and business processes to attract potential investors.</li> <li>• Promoting and facilitate investment in the services sectors that rely on IP for trade.</li> </ul>

## 1.2 ISSUE 2: STRATEGIC PLAN

Recommendation	Response
<p><i>1. InvesTT should revise and resubmit its Draft Strategic Plan as soon as possible and confirm this to Parliament.</i></p>	<p>InvesTT is currently operating on its existing 2017 three-year strategic plan. The re-evaluation exercise described above forms the basis for the 2019/2020 fiscal year operational plan. This is meant to bridge the gap between the existing strategic plan and the development of the 2020/2023 strategic plan. InvesTT will embark on the completion of its new Strategic Plan in Q2 2019/2020. InvesTT has included the projected PSIP allocation plan as a guide to the key activities to be undertaken under this fiscal year’s operational plan. <b>Appendix II</b> refers accordingly.</p>
<p><i>2. InvesTT should report to Parliament on the changes made to its Draft Strategic Plan in light of the re-evaluation exercise.</i></p>	<p>The draft strategic plan will take into consideration the outcomes of the re-evaluation exercise, including:</p> <ul style="list-style-type: none"> <li>➤ The revision and streamlining of InvesTT’s Corporate Deliverables which are broadly categorized into three (3) major areas: Operational, People and Compliance.</li> <li>➤ Targeting foreign investment in the industries that are currently most attractive to investors and/or possess the attributes from which investors would benefit the most.</li> <li>➤ Determining the priority areas of strategic focus for foreign direct investment targeting.</li> <li>➤ The Procurement of an international lead generation consultant to generate qualified investment leads in the priority areas of focus within key geographic investment markets such as the US, Canada, China and selected Latin American countries with which there is heavy trade activity.</li> <li>➤ Engaging local industry ecosystem participants (service providers etc.) in the priority areas identified for developing investor targeting plans as well as facilitation services inclusive of investor site visits and due diligence participation.</li> </ul>

Recommendation	Response
	<ul style="list-style-type: none"> <li>➤ The Investments Division of InvesTT will re-focus solely on attracting and facilitating investments originating outside of the country.</li> <li>➤ Identification of investors which currently provide, or plan to provide, products and services to markets with which Trinidad and Tobago has existing Trade Agreements. This will provide the investor with preferential access to those markets from the low cost location of Trinidad and Tobago. The location of the Phoenix Park Industrial Estate in close proximity to the Port of Point Lisas will allow for the ease of the export of these goods to those markets.</li> <li>➤ Hiring a training provider to complete company-wide training in key areas that would ensure the skills required to execute on the above areas.</li> </ul>

**1.3 ISSUE 3: INVESTT’S CONTRIBUTION TO THE ECONOMY**

Recommendation	Response
<p><b><i>1. The CSO should liaise with InvesTT to develop a system to keep track of the overall and sector by sector contribution to GDP made by the investments it facilitates and report to Parliament.</i></b></p>	<p>InvesTT has formally engaged the Central Statistical Office (CSO) on the provision of labour force data (as part of its ongoing labour survey) which is critical for an investor’s due diligence process on Trinidad and Tobago’s labour market in terms of availability, skills, geographic location and cost. InvesTT has received the Annual 2016 Labour Survey as well as the Quarterly Labour Survey Data for 2017. InvesTT is awaiting the provision of the Annual Labour Survey for 2017. It is currently deepening its engagement with the CSO for the collection of further labour data via upcoming data collection exercises. InvesTT will also formally engage the CSO to initiate and/or determine the availability of sector by sector GDP contribution data and the development of a system to track this moving forward.</p>

Recommendation	Response
<p><b>2. <i>The MTI should explain the reason for detailed information on investment and GDP no longer being available like it was before.</i></b></p>	<p>The investment data referenced by the Public Accounts (Enterprises) Committee in the Economic Commission for Latin America and the Caribbean (ECLAC) report was sourced from the Central Bank of Trinidad and Tobago (CBTT). The CBTT has revised the investment data it publishes in alignment with international best practice. The Bank now only publishes the net flow of investments, which does not suit ECLAC’s needs. Data from InvesTT would not holistically capture the amount of FDI attained by the country. It would only capture the amount of investments InvesTT facilitated.</p>

**1.4 ISSUE 4: PROJECT MANAGEMENT**

Recommendation	Response
<p><b>1. <i>InvesTT should report to Parliament on the establishment of a Project Management Unit.</i></b></p>	<p>Having reviewed the State Enterprises Performance Monitoring Manual’s position on the need for Project Management Units (PMUs) at State Enterprises, InvesTT is of the view that the nature of the projects as described in the manual are not the type pursued or implemented by InvesTT. The Agency sources and facilitates investment projects in order to bring them to an operational status. Each project is managed by an Account/ Relationship Manager with facilitation support from the Investor Services Unit. Investment projects are managed through pipeline stages which include:</p> <ol style="list-style-type: none"> <li>1. Lead</li> <li>2. Preliminary Interest</li> <li>3. Active Interest</li> <li>4. Investment Decision</li> <li>5. Investment Commitment</li> <li>6. Operational</li> </ol> <p>The Account Manager leads on the provision of facilitation services up to and including the investment commitment stage at which point the investor provides an investment commitment letter and/or</p>

Recommendation	Response
	<p>engages in a legal agreement that demonstrates serious intent to invest (e.g. signing a lease for office or land space). At this stage the investor is directed to the Investor Services team at which point an officer on that team becomes the Account Manager responsible for getting the investment operational and then on to business expansion in the future.</p>

## 1.5 ISSUE 5: EASE OF DOING BUSINESS

Recommendation	Response
<p><b>1. The MTI should provide Parliament with the following information on other EODB Committee referred to by InvestTT;</b></p> <p><b>a. The composition and mandate of the Committee; and</b></p> <p><b>b. A summary of the work of the Committee and the Committee's contribution to Trinidad and Tobago's EODB.</b></p>	<p>a) The following is the composition and the mandate of the EODB Committee which were approved by Cabinet, by <b>Minute No. 1717</b> of 20 June 2013:</p> <p><b><u>Composition</u></b></p> <ul style="list-style-type: none"> <li>- Senator the Hon. Vasant Bharath Minister of Trade, Industry and Investment and Minister in the Ministry of Finance and the Economy - <u>Chairman</u></li> <li>- Senator the Hon. Anand Ramlogan, S.C. Attorney General</li> <li>- Senator the Hon. Christlyn Moore Minister of Justice</li> <li>- The Hon. Prakash Ramadhar Minister of Legal Affairs</li> <li>- Senator the Hon. Dr. Bhoendradath Tewarie Minister of Planning and Sustainable Development</li> <li>- Senator the Hon. Ganga Singh Minister of Water and the Environment</li> </ul>

Recommendation	Response
	<p><b><u>Mandate</u></b></p> <p>To implement an aggressive package of reforms to improve Trinidad and Tobago’s ranking in the Ease of Doing Business in the under-mentioned areas:</p> <p>1. <u>Paying Taxes</u></p> <p>Recommendations to reduce the administrative burden on companies to comply with tax requirements:</p> <ul style="list-style-type: none"> <li>– Businesses be given the option of paying social security and health insurance contributions on a quarterly basis (currently, the majority of payments which are for Security and Health insurance contributions are paid on a monthly basis).</li> <li>– Electronic filing and payment of taxes be introduced</li> <li>– Existing tax dispute resolutions system be improved and the time to settle appeals be reduced</li> </ul> <p>2. <u>Resolving Insolvency</u></p> <p>Recommendations to help improve the process of insolvency:</p> <ul style="list-style-type: none"> <li>– A process mapping exercise to be conducted to identify bottlenecks and assess aggregate non-performing loan levels</li> <li>– A framework be developed for out of court workouts</li> <li>– The Bankruptcy and Insolvency (No. 2) Bill, 2006 which is currently being reviewed by the Office of the Chief Parliamentary Counsel (CPC) be operationalized.</li> </ul> <p>3. <u>Enforcing Contracts</u></p> <p>Recommendations to improve the overall efficiency of the local judicial system:</p> <ul style="list-style-type: none"> <li>– The filing and enforcement procedures be mapped out in order to identify and resolve bottlenecks in resolving a commercial dispute</li> </ul>

Recommendation	Response
	<ul style="list-style-type: none"> <li>- The current case management practices be assessed with a view to improving its efficiency by fully implementing active case management by judges</li> <li>- E-filing for commercial court cases be introduced</li> <li>- Judges and court staff be trained to specialize in commercial disputes</li> <li>- Performance-based incentives be introduced for court staff</li> </ul> <p>4. <u>Registering Property</u></p> <p>Recommendations to assist in increasing efficiency in the overall Property Registration process:</p> <ul style="list-style-type: none"> <li>- A checklist be created for attorneys and/or property owners so that all Certificates of Assessment/ Deeds are free from any error or missing information before leaving the Land Registry resulting in no delays in Step 3 - the application process for a Certificate of Assessment</li> <li>- Step 4 of the existing process which requires a Clearance Certificate from WASA be eliminated</li> <li>- The Stamp Duty Act, Chap. 76:01 be amended to provide for a fixed fee to replace the stamp duty which would eliminate the need for an assessment of the transfer memorandum at the Board of Inland Revenue; this fixed fee should result in a combination of Steps 5 and 7 into one (1) step</li> <li>- Paragraph 11 of the Registration of Deeds Act, Chap. 19:06 be amended to provide for the elimination of Step 6 of the existing process which requires swearing of affidavits.</li> <li>- The requirement for the preparation by the Commissioner of Valuations of a valuation of all property to be transferred</li> </ul>

Recommendation	Response
	<p>5. <u>Dealing with Construction Permits</u></p> <p>The Ministry of Planning and Sustainable Development, in collaboration with the Ministry of Trade, Industry and Investment, continue to actively pursue the automation of Trinidad and Tobago’s construction permit process</p> <p>b) A summary of the work of the Committee and the Committee’s contribution to Trinidad and Tobago’s EODB include, <i>inter alia</i>:</p> <ul style="list-style-type: none"> <li>i. Made starting a business easier by merging the statutory declaration of compliance into the standard articles of incorporation form;</li> <li>ii. Made starting a business easier by introducing online systems for employer registration and tax registration.</li> <li>iii. Improved access to credit by adopting the Bankruptcy and Insolvency Act, which established clear grounds for relief from a stay of enforcement actions by secured creditors during reorganization procedures as well as a time limit for the stay.</li> <li>iv. Made resolving insolvency easier by introducing the Office of the Supervisor of Insolvency. This Office is a formal mechanism for rehabilitation responsible for the general administration of insolvency proceedings, and clarifying the rules on appointment of trustees.</li> </ul>
<p>2. <i>The MTI should provide a status update on the EODB initiatives with which it is involved.</i></p>	<p>Reforms and status updates on EODB initiatives in which the Ministry of Trade and Industry is currently involved are outlined in <b>Appendix III</b>.</p>

Recommendation	Response
<p>3. <i>The MALF, the MAGLA, the MoF, the MoH, the MPD, the MPA, the MOWT, the CED, the IRD, the Office of the Supervisor of Insolvency and the Treasury Division should provide a status update on the EODB initiatives with which they are involved.</i></p>	<p>To be completed by Ministries identified.</p>

**1.6 ISSUE 6: ONE STOP SHOP**

Recommendation	Response
<p>1. <i>The MTI should provide the following information:</i></p> <p>a. <i>the composition and mandate of the Inter-Ministerial Committee; and</i></p> <p>b. <i>a summary of the work of the Inter-Ministerial Committee.</i></p>	<p>a) The composition and mandate of the Inter-Ministerial Committee which were approved by Cabinet, by <b>Minute No. 627</b> of 06 April 2017, are as follows:</p> <p><b><u>Composition</u></b></p> <ul style="list-style-type: none"> <li>– Minister of Trade and Industry (Chair);</li> <li>– Ministry of National Security (Immigration Division and Work Permit Secretariat);</li> <li>– Ministry of Works and Transport;</li> <li>– Ministry in the Ministry of the Attorney General and Legal Affairs;</li> <li>– Ministry of Public Utilities;</li> <li>– Ministry of Planning and Development;</li> <li>– Ministry of Finance; and</li> <li>– Ministry of Agriculture, Land and Fisheries.</li> </ul> <p><b><u>Mandate</u></b></p> <ul style="list-style-type: none"> <li>i) to approve and facilitate all non-energy sector investments over the value of US\$5 Million; and</li> <li>ii) that each Ministry and Agency establish revised service standards for the services which they are</li> </ul>

Recommendation	Response
	<p>responsible for, in keeping with international best practice.</p> <p>b) A summary of the work of the Inter-Ministerial Committee can be encapsulated in the following specific areas:</p> <ul style="list-style-type: none"> <li>i. approval and facilitation of investment projects in the non-energy sector; and</li> <li>ii. reforms for the improvement of services standards of investment approval agencies.</li> </ul> <p><b><i>The approval and facilitation of investment projects in the Non-Energy Sector</i></b></p> <p>For the period April 2017 – October 2019, the Inter- Ministerial Committee facilitated a total of twenty-three (23) non-energy investment projects. Out of these twenty-three (23) investment projects, twenty-one (21) were completed which totalled TT\$1,109,119,062 and the remaining two (2) are to be completed in 2020 amounting to TT\$406,200,000. The manufacturing sector holds the majority of the investments as compared to the other sectors. Thirteen (13) of the total projects were in the manufacturing sector and amounted to TT\$716,310,000. The remaining ten (10) investment projects are worth over TT\$799,009,062 across various sectors, including construction, retail and agri-business.</p> <p><b><i>Reforms for the improvement of services standards of investment approval agencies</i></b></p> <p>All Ministries and Agencies on the Inter-Ministerial Committee, with the exception of the Work Permit Secretariat of the Ministry of National Security, have identified reforms which would align their respective service standards to that of international best</p>

Recommendation	Response
	<p>practice. While the Work Permit Secretariat completed their reform for individual work permit applications, reforms are to be developed for exemptions from work permits and applications for group work permits.</p> <p>The main reforms include automation of services, introduction of online payments and increasing staff complement and capacity building. The implementation of these reforms have already commenced and will be completed by Fiscal 2020. Several reforms have already been successfully implemented, including reforms for:</p> <ul style="list-style-type: none"> <li>i. Work permit applications: the full utilization of the e-Work Permit Module on TTBizLink for the processing and granting of individual work permits;</li> <li>ii. Visa Waiver applications: internal electronic system to manage work flow of visa waiver application;</li> <li>iii. Obtaining a water connection: <ul style="list-style-type: none"> <li>a) the acceptance of electronic payments at the Water and Sewerage Authority (WASA);</li> <li>b) the use of dedicated resources at WASA to install connections;</li> <li>c) ensure Stores Department reserves supply of material for new connections; and</li> <li>d) modify financial system to create separate financial codes for new connections. This will ensure that money paid for new connections will be specifically reserved for the service.</li> </ul> </li> </ul>

Recommendation	Response
<p><b>2. <i>InvesTT should update Parliament on all recruitments to replace OSS-related functions.</i></b></p>	<p>A Business Facilitation Officer was hired in September 2019. This Officer is responsible for stakeholder outreach in the development of InvesTT’s relationships with investment approval agencies. This is one of two such roles on the approved organizational chart. The other vacancy will be filled once funding allows.</p>
<p><b>3. <i>InvesTT should consult with the MTI and the National ICT Company Limited (iGovTT) on the implementation of an online OSS equivalent and report findings.</i></b></p>	<p>An Online OSS equivalent is already in existence through the MTI’s managed Single Electronic Window (SEW) branded TTBizLink.</p>

**1.7 ISSUE 7: PARTNERSHIP WITH DIPLOMATIC TT MISSIONS ABROAD**

Recommendation	Response
<p><b>1. <i>InvesTT should consult with the MFCA to formalize a structured, written Protocol for cooperation between the two (2) entities and report to Parliament.</i></b></p>	<p>InvesTT has attempted to formalize a structured written protocol for corporation with MFCA in April 2017. The MFCA advised that the matter is under review and consideration.</p> <p>It must be noted that collaboration with the various Foreign Missions in major investment markets has continued subsequent to the period of the request for a formal cooperation agreement. This cooperation has included the setup of investment meetings at Foreign Mission offices during InvesTT visits to those jurisdictions for conferences and/or meetings, the ongoing provision of investment leads from the Missions, assistance with lead generation activity in key markets (particularly China) as well as assistance with foreign market intelligence and conference attendance planning. In the above regard, Foreign Missions in Brazil, Canada, China, Costa Rica, Panama, and the US have made valuable contributions to InvesTT’s investment lead generation activities in those markets. Management of InvesTT is of the view</p>

Recommendation	Response
	that the ongoing collaboration with the Foreign Missions, supported by the work of the international lead generation consultant can form the basis for a coordinated approach to investment promotion in key markets and that a formal cooperation agreement with MFCA is not required at this time.

**1.8 ISSUE 8: RELATIONSHIP WITH EVOLVING TECHNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTECK)**

Recommendation	Response
<i>1. InvesTT should provide a full copy of its Shared Services Agreement with eTeck.</i>	<b>Appendix IV</b> refers to a Service Level Agreement between eTeck and InvesTT Limited.
<i>2. The MTI should provide Parliament with details of the guidance provided to InvesTT concerning its debt to eTeck.</i>	InvesTT’s debt to eTeck was examined by the MTI in accordance with the Bad Debt Policy of eTeck, which had been endorsed by the Ministry of Finance in September 2015. In this regard, the MTI sought Cabinet’s approval for eTeck to write off the debt owed by InvesTT. Approval was granted by Cabinet on November 21st, 2019.

**1.9 ISSUE 9: INTERNAL AUDITING**

Recommendation	Response
<i>1. eTeck should provide a copy of its most recent Internal Audit Report highlighting the section(s) relevant to InvesTT.</i>	Under the Shared Services Agreement, the areas of activity audited by eTeck’s Internal Audit Unit are Human Resources, Payroll, Finance, PSIP and Procurement. However, only Procurement and Contracts were audited and reported in the most recent Internal Audit Report, dated October 25 <sup>th</sup> 2019. A copy of this report is attached at <b>Appendix V</b> .
<i>2. Further to recommendation 8(1), InvesTT should provide the following information:</i>	a) The areas of the Shared Services Agreement which have never been audited are Legal, ICT, HSSE and the operations of the separate units - Investments Division, Marketing &

Recommendation	Response
<p><i>a. indication of the areas outside of the Shared Services Agreement which have never been audited; and</i></p> <p><i>b. an explanation of possible means whereby these areas may be monitored going forward.</i></p>	<p>Communications Department, Investor Services and Executive Support.</p> <p>b) InvesTT intends to have these areas audited. In this regard, the Agency is engaged with eTecK’s internal auditor and currently process mapping the areas that have not been audited with a view towards having the audit function to be fulfilled.</p>
<p><b>3. InvesTT should consult with eTeck and the MTI and report on the feasibility of establishing its own Internal Audit Unit.</b></p>	<p>The Board of Directors and Management of InvesTT are of the view that the current arrangement is working effectively, as evidenced by the most recent external audit for the financial year ended September 30<sup>th</sup>, 2018. The report revealed that there were no issues arising from the lack of InvesTT’s own internal auditor, as the function is adequately executed by eTecK. Risk monitoring and control are conducted based on the limits established by the Company’s Board of Directors. The most recent internal audit report, dated October 25<sup>th</sup>, 2019 is attached at <b>Appendix V</b>.</p> <p>In light of the foregoing, the Board’s preference is that the existing arrangement be kept in place as there is no strong justification for exploring the inclusion of this function within InvesTT’s operations at this time.</p>

**END**

INVESTT'S CORPORATE PERFORMANCE REPORT 2019/20					
Item	Deliverable	Unit	Dept	Target	2020 to date
<b>1</b>	<b>Operational - 80%</b>				
30%	Value of new FDI	\$		TT\$14.6Mn	
25%	Value of new LDI/Reinvestments	\$		TT\$280Mn	
15%	Job Creation	No.		210	
10%	Foreign Investor Satisfaction with InvesTT (Q1 2020)	%		70%	
<b>2</b>	<b>People 10%</b>				
Item	Deliverable	Unit		Target	
4%	Staff Satisfaction Survey	%		>50%	
4%	Staff Training Programme	%		100%	
2%	Health, Safety, Security & Environment (HSSE)	%		100%	
<b>3</b>	<b>Compliance - 10%</b>				
Item	Deliverable	Unit		Target	
1%	Board Reports & Packages	Date		7 days prior to Board meeting	
5%	SEPM reporting requirements	%		> 80%	
2%	2019 Audited Financials completed	31-Jan-20			
2%	Procurement	%		100%	

HEAD: Ministry of Trade and Industry

Appendix II

PROJECT NO. AND NAME: 48/09/003/11/R/001 Investment Promotion Initiative and the Development of Collateral Investment Promotion Material

(\$000's)

ITEM	Inputs / Main Activities	START	END	Amounts Due 2019 To Be Paid 2020	10	11	12	1	2	3	4	5	6	7	8	9	Activity Cost			
																			Foreign	Local
	Engage ongoing lead generation support/ consultant in sectors identified for investment targeting			425						250		175								425
	General marketing collateral material (using existing corporate identity)			150			50		50		50			0						150
	Website Fees and developmental upgrades			100			50			50										100
	Diaspora Surveys/Webinars to target this investor group			20			5			5			5			5				20
	Engagement of Investors at International Events			170				85				85								170
	Business Park Promotion			75			75													75
	Tenating Business Parks: - Moruga Agro Processing Park - Tamana Intech Park - Phoenix Park			60	30			30												60
	AGGREGATE COST																			0
	- FOREIGN																			0
	- LOCAL																			0
	<b>TOTAL</b>				<b>0</b>	<b>0</b>	<b>180</b>	<b>85</b>	<b>50</b>	<b>305</b>	<b>50</b>	<b>260</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>

**Reforms and Status Updates on EODB Initiatives with which the Ministry of Trade and Industry is involved**

*Reforms in which the Ministry of Trade and Industry has a primary role:*

Reforms	Status as at October 31, 2019
<b>Trading Across Borders</b>	
1. Enhancement of the TTBizLink Application Software to include new e-services from current 47	Negotiations are currently being undertaken between the MTI and a highest ranked firm which submitted a proposal to enhance the TTBizLink Application Software.
2. Implementation of a Cloud Based Solution for TTBizLink to increase its performance	Completed
3. Digitization of Key Records of the Trade License Unit of the MTI	Completed
4. Completed a Multimodal Logistics Gap Analysis	Completed
5. Consultancy to Undertake Business Process Re-engineering	<p>A Business Process Re-engineering Masterplan with 58 recommendations to re-engineer a number of trade and business processes was developed and noted by Cabinet in September 2019.</p> <p>The MTI will be engaging with all stakeholders on a way forward and will provide an update to Cabinet in 3 months (January 2020).</p>
6. Implementing a Change Management Strategy for Border Agencies	<p>A Change Management Strategy was developed and is currently being reviewed by the MTI.</p> <p>The Consultants will visit from 19 - 27 November 2019 to implement the change management strategy / training.</p>
7. Implementing a Trade and Business Information Portal	This consultancy is currently in the procurement stage. Proposals are currently being evaluated to determine the successful consultant to undertake this project.
8. Consulting Services to Audit and Implement a Security Strategy for SEW	This consultancy is in the procurement stage. Proposals are currently being evaluated to determine the successful consultant to undertake this project.

Reforms	Status as at October 31, 2019
<b>Getting Credit</b>	
9. Development of the Legal Framework for Secured Transactions	Consultancy in progress. The first stakeholder workshop was undertaken in September 2019. The consultant has developed a draft detailed report for the legal framework which is being reviewed by the MTI and the Steering Committee.
10. Implementation of Electronic Collateral Registry System to improve the Access to Credit	This Consultancy will begin upon the development of the legal framework for secured transactions.

Reforms in which the Ministry of Trade and Industry has a secondary role:

Reforms	Status
<b>Trading Across Borders</b>	
11. Upgrade of the Central Statistical Office (CSO) website	Completed.
12. Operationalization of the mobile and fixed container scanners at the Ports of Port of Spain and Point Lisas	Completed.  In 2018, the Ministry of Works and Transport (MOWT) operationalised container scanners at the Port of Port of Spain (2 mobile scanners and 1 fixed scanner) and the Port of Point Lisas (2 mobile scanners).
13. Implementing an Integrated Risk Management System (IRMS) for the Border Agencies (Customs and Excise Division, CFDD, Plant Quarantine and Trinidad and Tobago Bureau of Standards)	The MTI and Customs and Excise Division (CED) are currently in discussions to further the process for the implementation of the IRMS.  The MTI is arranging a presentation to demonstrate a system prototype for CED.
14. Upgrade of the Eurotrace System of the CSO	The upgrading of the Eurotrace System of the CSO is ongoing and will be completed by December 2019.
15. Implementation of a Port Community System	The Advisory Service for the Development of a Port Community System began in October 2019. The consultant will develop the Terms of Reference for the implementation of the Port Community System.

Reforms	Status
16. Development of a Maritime Policy for Trinidad and Tobago	This consultancy is in the procurement stage. Request for Proposals were issued to the public.
<b>Dealing with Construction Permits</b>	
17. Implementation of an Automated Construction Permit System	To be launched in December 2019
18. Digitization of Key Records of Town and Country Planning Division (TCPD) to assist in the Automated Construction Permit System	The TCPD is currently in the process of digitizing its key records which will be completed in December 2019.
19. Development of National Spatial Planning Guidelines to assist developers with land use	This consultancy is in progress. The Gap Analysis was developed by the consultant (Deliverable 2) and approved by the Ministry of Planning and Development.
<b>Resolving Insolvency</b>	
20. Operationalization of the Office of the Supervisor of Insolvency (OSI)	Completed. The OSI will continue to train staff accordingly.
21. Harmonization of the Bankruptcy and Insolvency Act	The Office of the Supervisor of Insolvency is currently reviewing comments by the World Bank on a Draft Reimbursable Advisory Services (RAS) Agreement on insolvency reform.
<b>Paying Taxes</b>	
22. Capacity building activities in the tax administration	The Inland Revenue Division (IRD) is continuously engaging in activities to improve the functionality of the tax administration to allow ease in paying taxes.
23. Implementation of an Electronic Funds Transfer Framework	The Treasury Division and the Ministry of Public Administration supported by the MTI are responsible for the implementation of electronic payments in the government service. An Electronic Funds Transfer (EFT) Policy was developed by an IDB Consultant in March 2019 which is being utilized by the

<b>Reforms</b>	<b>Status</b>
	Treasury Division to develop a framework of guidelines to allow for electronic payments in ministries/government agencies.
<b>Starting a Business</b>	
24. Implementation of an online system in the Company's Registry	This reform is being undertaken by the Ministry of the Attorney General and Legal Affairs (MAGLA). Currently, the MAGLA is in the process of developing an online system for the Companies Registry.

**Ministry of Trade and Industry**

**SERVICE LEVEL AGREEMENT**

Between

**EVOLVING TECKNOLOGIES AND ENTERPRISE  
DEVELOPMENT COMPANY LIMITED**

as e Teck

And

**INVESTT LIMITED**

as invesTT

Dated: 5<sup>th</sup> SEPTEMBER, 2013

**TRINIDAD AND TOBAGO**

**SERVICE LEVEL AGREEMENT**

This Agreement is made this 5<sup>th</sup> day of September, 2013 between **EVOLVING TECHNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED**, a Company incorporated under Chapter 31 No. 1 and continued under the Companies Act Chapter 81:01, of the Laws of the Republic of Trinidad and Tobago, with its registered office at the Atrium, Don Miguel Road Extension, San Juan in the island of Trinidad (hereinafter called "e Teck") of the **One Part** and **INVESTT LIMITED**, a Company incorporated under the Companies Act Chapter 81:01 of the Laws of the Republic of Trinidad and Tobago with its registered address aforesaid (hereinafter called "invesTT") of the **Other Part**.

**WHEREAS** this Agreement forms the basis of a relationship between e Teck and invesTT regarding the provisions of services by e Teck to invesTT, more particularly described in the Appendices Attached hereto (hereinafter referred to as "the Services").

**AND WHEREAS** the purpose of the Agreement is to set out the respective roles and responsibilities of each party in the provision of the Services.

**NOW THEREFORE IT IS AGREED AS FOLLOWS:**

**1. DEFINITIONS AND INTERPRETATION**

1.1 In the Agreement, the following expressions shall have the following meanings unless the context requires otherwise:

"Agreement"	means this agreement concluded between the parties including: a) the terms and conditions contained herein; b) the appendices attached hereto; and c) such variations in writing as shall be agreed by the parties according to the provisions of Clause 5.
"Party"	means e Teck and invesTT as the case may be and Parties shall be construed accordingly;
"Service"	means the service to be provided by e Teck to invesTT;
"Service Levels"	means the standards of service which e Teck is required to meet in the performance of the Services as are contained in the Appendices hereto.

"Working day" means a day, not being a Saturday, Sunday or Public Holiday.

## **2. APPENDICES**

The following Appendices are attached hereto and form part of this Agreement:

Appendix 1 – Legal Services and Process Map

Appendix 2 – Finance Services and Process Map

Appendix 3 – Human Resources Services and Process Map

Appendix 4 – Procurement Services and Process Map

Appendix 5 – Administrative Services and Process Map

Appendix 6 – Health, Safety, Security & Environmental (HSSE) Services and  
Process Map

Appendix 7 – ICT Services and Process Map

## **3. TERM**

3.1 This Agreement shall take effect from 1<sup>st</sup> October, 2013 and will remain in force continuously for a period of one (1) year.

## **4. RENEWAL AND TERMINATION**

4.1 This Agreement shall be renewed at the end of the current term for a further period of one (1) year unless either party gives written notice of its intention not to renew to the other. Notice of an intention not to renew the said Agreement shall be served no later than three (3) months prior to expiration of the current term.

## **5. VARIATIONS**

5.1 Throughout the life of the Agreement, variations to the Agreement can be proposed, negotiated and implemented by the Parties as the circumstances warrant.

- 5.2 All variations to the Agreement must be approved by the Parties in writing
- 5.3 Conditions that warrant variations to the Agreement include, not wholly and exclusively, changes in business or Service needs, significant variation from agreed Service Levels, unanticipated events or an adjustment in the division of responsibility between the Parties.
- 5.4 In the event that variations to the Agreement cannot be agreed, both Parties will follow the dispute resolution mechanism in accordance with Clause 9.

## **6. SUB-CONTRACTING**

- 6.1 e Teck shall have the right to subcontract its obligations under the Agreement provided that any such subcontracting shall not increase the burden on e Teck of the obligations accepted by e Teck under this Agreement.
- 6.2 Notwithstanding any sub-contracting permitted herein, e Teck shall remain responsible for the acts and omissions of its sub-contractors as though they were its own.

## **7. SERVICE STANDARDS BY E TECK**

- 7.1 e Teck shall provide the Services specified in the Appendices hereto. Apart from the services captured in the Appendices, Corporate Secretarial Services and Internal Audit Services will be provided as directed by the Board of invesTT
- 7.2 e Teck's performance of the Services shall be required to meet the Service Level stipulated in the Appendices for each service or any other standard as otherwise agreed and documented, from the commencement of the Services.
- 7.3 If e Teck fails to achieve any Service Level and timeframe as detailed in Appendices hereto, e Teck shall carry out corrective actions agreed at the time between the Parties, such agreement not to be delayed or withheld unreasonably.
- 7.4 If, notwithstanding any corrective actions taken in accordance with Sub-Clause 7.3 above, e Teck persistently fails in any material respect, to achieve any Service Level; such failure shall be considered to be a dispute and shall entitle invesTT to follow the dispute resolution process in accordance with the provisions of Clause 9 below.

## **8. OBLIGATIONS AND RESPONSIBILITIES OF THE PARTIES**

- 8.1 investTT shall receive the Services specified in the Appendices hereto.
- 8.2 e Teck shall be obliged to meet its obligations and responsibilities as set out in the Appendices hereto
- 8.3 investTT shall provide e Teck in writing via email at all times with any relevant requests/permission, information/documents within a reasonable timeframe or as otherwise agreed, prior to commencement and during the provision of the Services as required which are necessary to enable the Services to be provided.

## **9. DISPUTE RESOLUTION**

In case any dispute shall arise between the Parties hereto touching or relating to any matter arising under this Agreement or the construction or meaning thereof the parties shall first attempt to settle the dispute amicably. Unless settled amicably, any dispute shall be referred to the Minister with the responsibility for Trade, Industry and Investment for his determination. Whenever the Minister determines a dispute referred to him under this section, such determination shall be in writing and shall be final and conclusive.

## **10. GOVERNING LAW**

This Agreement shall be construed, governed by and interpreted in accordance with the laws of the Republic of Trinidad and Tobago and the Parties shall comply with all such laws in the performance of the obligations under the Agreement.

## **11. ENTIRE AGREEMENT**

Unless otherwise agreed to in writing, this Agreement represents the entire agreement of the Parties hereto concerning the subject matter hereof and there are no other agreement, representations, or understandings between the Parties not stated herein.

## **12. NOTICES AND REQUESTS**

Any notice or request required or permitted to be given or made under this Agreement shall be in writing. Such notice or request shall be deemed to be duly given or made on the day it shall have been delivered by hand, mail, email, telegram or facsimile to the Party to which it is required to be given or made to the Party's address as it appears in the first paragraph of this Agreement or at any other address designated in writing by the receiving Party at the address to which such notices are forwarded.

IN WITNESS WHEREOF the Parties to the Agreement have hereunto set their hands the day and year first hereinabove written.

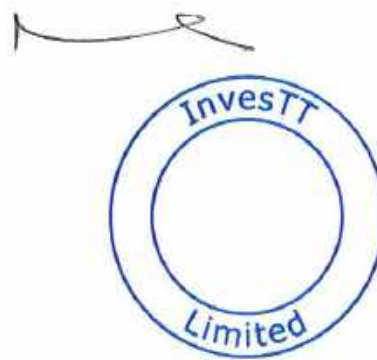
SIGNED for and behalf of EVOLVING  
TECKNOLOGIES AND ENTERPRISE  
DEVELOPMENT COMPANY LIMITED )  
by BERNARD MITCHELL, SVP )  
in the presence of: )

Rosanne Bocas  
Legal Assistant  
5/09/13



SIGNED for and behalf of INVESTT  
LIMITED by KELVIN MAHABIR,  
PRESIDENT in the presence of: )  
)  
)  
)

Rosanne Bocas  
Legal Assistant  
5/09/13



# APPENDIX I

## LEGAL SERVICES SLA'S

SERVICE	SERVICE LEVEL	TIMEFRAME
Legal Advice	<p>Provision of written legal advice in accordance with written instructions, referencing legislation, case law and policies as applicable in the following areas of law:</p> <ul style="list-style-type: none"> <li>- Corporate</li> <li>- Employment and Labour</li> <li>- Real Estate and Land Transactions</li> </ul>	7 Days from the date of Receipt of all Instructions
Preparation of Legal Agreements/Contracts	<p>Preparation of Legal Agreements/Contracts in accordance with written instructions, relevant legislation and up to date clauses in the following areas of law :</p> <ul style="list-style-type: none"> <li>- Corporate</li> <li>- Employment and Labour</li> <li>- Real Estate and Land Transactions</li> </ul> <p>Legal Agreements/Contracts include but not limited to :</p> <ul style="list-style-type: none"> <li>• Collaboration agreements</li> <li>• Memorandum of Understanding</li> <li>• Confidentiality and non-disclosure agreements</li> <li>• Consultancy agreements</li> <li>• Lease, hire and maintenance agreements</li> <li>• Sponsorship agreements</li> <li>• Mergers and Acquisitions</li> <li>• Non-disclosure agreements</li> <li>• Partnership agreements</li> <li>• Shareholder agreements</li> <li>• Joint ventures</li> <li>• Leasehold and Freehold conveyances</li> <li>• Licenses</li> <li>• Purchase and Supply Agreements</li> </ul>	5 Days from the date of Receipt of all Instructions

SERVICE	SERVICE LEVEL	TIMEFRAME
<p>Review of Legal Agreements/Contracts</p>	<p>Review of Legal Agreements/Contracts in accordance with written instructions, relevant legislation and up to date clauses in the following areas of law :</p> <ul style="list-style-type: none"> <li>- Corporate</li> <li>- Employment and Labour</li> <li>- Real Estate and Land Transactions</li> </ul> <p>Legal Agreements/Contracts include but not limited to :</p> <ul style="list-style-type: none"> <li>• Collaboration agreements</li> <li>• Memorandum of Understanding</li> <li>• Confidentiality and non-disclosure agreements</li> <li>• Consultancy agreements</li> <li>• Lease, hire and maintenance agreements</li> <li>• Sponsorship agreements</li> <li>• Mergers and Acquisitions</li> <li>• Non-disclosure agreements</li> <li>• Partnership agreements</li> <li>• Shareholder agreements</li> <li>• Joint ventures</li> <li>• Leasehold and Freehold conveyances</li> <li>• Licenses</li> <li>• Purchase and Supply Agreements</li> </ul>	<p>5 Days from the date of Receipt of all Instructions</p>
<p>Negotiation</p>	<p>Provision of Legal Support in the conduct of negotiations in the following areas of law:</p> <ul style="list-style-type: none"> <li>• Corporate</li> <li>• Employment and Labour</li> <li>• Real Estate and Land Transactions</li> </ul>	<p>As necessary</p>

# Legal SLA Mapping



## Services



## Resources



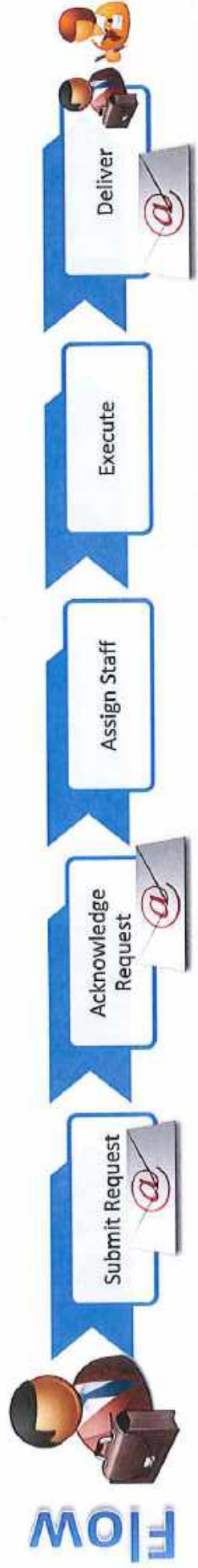
*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

## APPENDIX II

### FINANCE SERVICES SLA'S

SERVICE	SERVICE LEVEL	TIMEFRAME
Processing and payment of project and non-project supplier invoices		When payment is due
Liaise with auditors		On a timely basis
Cost vs Budget for PSIP projects		In accordance with Min of Finance and Min of Trade and Investment guidelines
Preparation of PSIP reports (midterm, achievement, monthly status, comptroller accounts, unspent balances)		In accordance with Min of Finance and Min of Trade and Investment guidelines
Draft and Estimates of Expenditure Reports		In accordance with Min of Finance and Min of Trade and Investment guidelines
Post-Allocation Implementation Plans		In accordance with Min of Finance and Min of Trade and Investment guidelines
Financial information	List of receipts and payments	Quarterly reports
VAT		By Statutory due date
Taxes	Corporation tax	By Statutory dates
	Business Levy	By Statutory dates
	Green Fund	By Statutory dates
Bank	Bank reconciliations/and administration	Monthly/as needed

# Finance SLA Mapping



\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA

## APPENDIX III

## HUMAN RESOURCES DEPARTMENT SLA'S

SERVICE	SERVICE LEVEL	TIMEFRAME
Providing recruitment, selection and onboarding services to ensure the "right" persons are fitted into the "right" jobs.	<b>Recruitment</b> - Personnel Requisitions approval - Advertisement of positions - Shortlist of Candidates - Arrangement and Conducting of Interviews - Selection of Candidate - Conducting of Reference Checks - Arranging for successful candidate to have a medical examination done by the Company's Medical Officer - Preparation of Contract and Making Offer for employment to successful candidates - Creation of Employee File with relevant documentation eg. ID and Birth Certificate etc...	General Staff: one (1) month Professional & Above: two (2) to three (3) months
Track, monitor and evaluate the organization's Performance management system ensuring that there is alignment to the organization's goals and objectives	<b>Performance Management</b> - Establishing KPIs for employees	Must be established one (1) month prior to the onboarding of new staff
Ensuring timely completion of Probation Report	- Ensuring Probation Review is conducted for New Employees	Interim Review - 3rd Month of Employment, Final Probation Review 6th Month of Employment
Processing of Performance Appraisals to ensure accuracy and recommend for Bonus payments	-Ensuring Performance Appraisals are conducted for all employees in the set timeframes	Mid Year must be completed by April 30. Final Year Review by Oct 31 in any given

		year
	- Training New Employees and providing Guidance to existing Employees on Emperform system	Forty Eight (48) hrs from request
	- Reviewing and updating of data on emperform	
Management of the Company's Training System to ensure alignment with Organization's objectives	<b>Training &amp; Development</b>	
	- Orientation	
	- Conducting of Training Needs to establish Training Plan and Budget	1st Draft by August 31 in any given year
	- Training Request Form	Must be submitted one (1) month prior to sheduled Training
	- Sourcing and Evaluation of relevant training Providers	one (1) month prior to training
	- Process payments for training Providers	
	- Post Evaluation of Training	
Maintaining and establishing "Good Employee Relations Practices"	<b>Employee Relations</b>	
	- Providing guidance on Company's policies and Industrial Relations Matters	Immediate
Investigating an resolving Disciplinary and Greivance matter	- Facilitating the Disciplinary Process	One (1) month
	- Facilitating the Grievance Process	Stage 4: Report to HR - Two (2) weeks
	- Attending to Trade Disputes at MOL and Industrial Court	
Monitor, review and implement policies and procedures	Policies Review and Establishment	One (1) month
	<b>Letters</b>	

Preparation of Job, Service Letters based on requests from Employees	- Preparation of Job Letters (e.g BIR etc)	Within three (3) working days
	- Preparation of Service Letters	Within three (3) working days
	- Recruitment Letter e.g. Acting, Additional Responsibility, Transfers etc..	Within two (2) working days subsequent to relevant approvals
	<b>Leave Management</b>	
Maintaining and effectively monitoring the Employees' Leave Management System	- Monitoring & Management of the Leave Systems	
	- Providing information on employees' leave availability	Within 24 hrs of request
	- Projected Leave Schedule	By Jan 31 in any given year
Ensure the administering of Benefits Systems in compliance with established policies and procedures	<b>Benefits Administration</b>	
	- Enrol New Employees on Pension Plan	
	- Enrol New Employees on Health & Group Life Plans	
	- Processing of Health Claims	Within 20 working days
	- Processing of Group Life Claims	
	- Termination of Exiting Employees on Health, Life & Pension Plan	
	- Providing information & Guidelines to Employees	
	- Updating of approved pension policies information	
	- Issuing of tax statements and Fund value statements	
	- Administer Company Savings Plan	
	- Withdrawals	within 5 working days
	- Balances	48 hrs
	- Terminations	
	- Administration of Workmen's Compensation	
	<b>Payroll</b>	Payroll cut off: 9th of each month

Disbursement of Salaries and issue of payslips etc..	- Update employee listing and forward to Aegis every month with relevant salary changes, deductions etc...	25th of each month
	- Statutory deductions are remitted to the relevant authorities	
	- Provide salary assignment schedules etc..(e.g. Pension, UTC, etc...)	
	- Processing of Gratuity payments	
	- Processing of Severance (as necessary)	
	- Processing of TD4s	By March 01 any given year
	- Copies of TD 1s	within 2 working days
	- Verification of TD1s	
Overseeing the operation and effective utilization of the EAP Programme	<b>Employee Assistance Programme</b>	
	<b>Separations / Terminations</b>	
	- Exit Interviews	By the last effective working day of exiting employee
	- Disbursement of relevant payments	

# HR SLA Mapping



# Services

Advertising of New Positions (3 Days)  
 Shortlisting Candidates (3 Days)  
 Interview Setup (2 Days)  
 Company Medical (1 Week)  
 Contract/Offer Letter (2 Days)

Initial Orientation (1 Week)  
 Empower Training (2 Days)  
 Training Request (1 Month)

Employee Guidance (Immediate)  
 Disciplinary/ Grievance Process (1 Month)  
 Policy Review & Establishment (1 Month)

Letter Preparation (2-3 Days)  
 Leave Availability (1 Day)

Health Claim Processing (20 Days)  
 Saving Plan Balance (2 Days)  
 Saving Plan Withdrawal (5 Days)

# Resources



**Receives Request**

- HR Generalist



**Staff Available**

- Subject to Availability



**Delivers**

- As Assigned

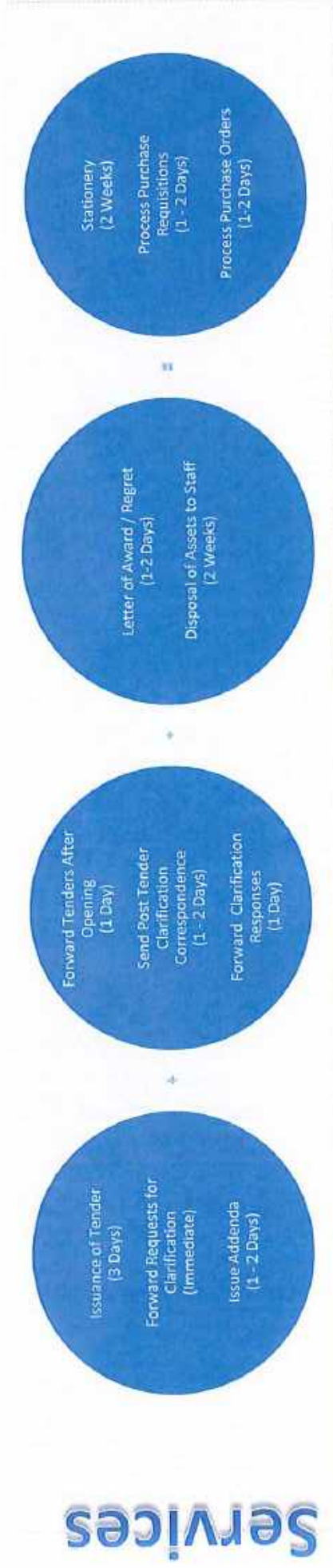
*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

## APPENDIX IV

## PROCUREMENT DEPARTMENT SLA'S

SERVICE	SERVICE LEVEL	TIMEFRAME
Issuance of Tender	To prepare, review and issue tender documents to all relevant tenderers.	Within 3 working days of the receipt of complete and correct instructions.
Forward Requests for Clarification	To send requests for clarification from invited tenderers related to the tender process.	Immediately upon receipt.
Issuance of Addenda from e Teck	To prepare, review and issue clarifications to all relevant tenderers.	Within 1-2 working days of receipt of complete information.
Forward tenders to the internal department upon opening	To send tendered submissions, tender closing memo and form upon the opening of the tenders.	Within 1 working day of the opening of the tender.
Issuance of post tender clarification correspondence to tenderers	To send requests for clarification related to the tendered submission.	Within 1-2 working days of receipt of complete information.
Forward post tender clarification responses to internal department	To send post tender clarification responses.	Within 1 working day of receipt.
Issuance of Letter of Award	To prepare, review and issue the Letter of Award.	Within 1-2 working days of receipt of approval.
Issuance of Letter(s) of Regret	To prepare, review and issue the Letter(s) of Regret.	Within 1-2 working days of receipt of approval.
Disposal of Assets to Staff	To ensure transparency and adherence to established policy in the disposal of assets and other reusable items to staff.	Within 2 weeks inclusive of verification of quantities to be sold, advertisement, receipt of interest(s), approval and delivery.
Stationery	To source and supply stationery.	Full delivery should occur, at latest, by the 2 <sup>nd</sup> week of the fiscal quarter in question.
Purchase Requisitions	To request three quotations for all purchases under TT\$5,000.00.	Within 1-2 working days of receipt of complete information.
Purchase Orders	To process approved purchase orders in the WorkPlace Requisition system.	Within 1-2 working days of receipt of approval.

# Procurement SLA Mapping



*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

# APPENDIX V

### ADMINISTRATION DEPARTMENT - FACILITIES SLA'S

SERVICE	SERVICE LEVEL	TIMEFRAME
Accommodation	Source, provide and maintain fully furnished offices.	As required within workable timelines.
Storage/Labour & Transport	<ul style="list-style-type: none"> <li>• Source and provide storage for yyy equipment and miscellaneous items - Warehouse</li> <li>• Files and documents – off-site storage</li> </ul>	<ul style="list-style-type: none"> <li>• 1 week notification</li> <li>• Three (3) days notice</li> </ul>
Catering Service	<p>To provide snacks / lunch for:</p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Other company functions</li> <li>• To source daily catering service (to do delivery of lunch) –funded by the employees.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 week notification.</li> </ul> <p>Emergencies will be accommodated where possible</p>
Transport/Labour	<p>Source three (3) types of transport:</p> <ul style="list-style-type: none"> <li>• Equipment, files and miscellaneous items;</li> <li>• Shuttle service for trips to sites etc.; and</li> <li>• Courier Services (a pick up time will have to be determined).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 to 2 weeks prior notice</li> <li>• 1 week, in order to obtain required approvals and POs</li> <li>• Daily as required</li> </ul> <p>Emergencies will be accommodated where possible</p>
Signage	Source and ensure installation of signage at all yyy Offices	1 month to obtain proper approvals and documentation (e.g. Quotations, POs etc.)
Cleaning	Provide adequate janitorial and maid services (interior & exterior) at all buildings.	As outlined in contract document
Car Parking	<ol style="list-style-type: none"> <li>1. Ensure adequate, safe and secure car park facilities are provided by the landlord or source as required</li> <li>2. Maintenance of car park.</li> </ol>	As outlined in scope of work, contract document.
Landscaping	Provide quality landscaping services to all yyy premises.	As outlined in contract document.
Pest Control	Source provider to administer the required pest control services.	1 to 1 ½ months to source provider.

SERVICE	SERVICE LEVEL	TIMEFRAME
		Service time lines to be outline in contract document.
Purchases	Provide the supply of pantry items and toiletries as required	1 week notice
General Office Maintenance	Provide contractors that can undertake general maintenance : 1. Electrical 2. Furniture Repairs etc.	1 week notice for general maintenance.  Emergency works will take 1 to 3 days for completion.

Note:

1. The timeframes outlined in this schedule is the period required to source a contractor/provider.
2. Completion of the actual task will be dependent on the availability of said contractor/provider (*completion may fall within these timelines*).

Contact Person Admin Dept.

Administrative Support Professional

Request through:

Admin Help Desk (accessible to the Admin. Support Professional and also all Office Assistants in this unit).

# Admin SLA Mapping



## Services



## Resources

*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

# APPENDIX VI

### HSSE DEPARTMENT SLA

SERVICE	SERVICE LEVEL	TIMEFRAME
Inspections and audits.	<ol style="list-style-type: none"> <li>1. Scheduled and spot inspections of general office areas and workstations for HSSE compliance.</li> <li>2. Audit of safety processes and systems.</li> <li>3. Inspection of Industrial Park for HSSE compliance– common areas, factory shells, focused audits.</li> <li>4. Joint inspections with statutory agencies.</li> <li>5. Respond to HSSE breaches on site and in office/premises.</li> </ol>	<ul style="list-style-type: none"> <li>- 1 week</li> <li>- As required</li> <li>- In accordance with inspection schedule or as necessary</li> <li>- As required</li> <li>- 3 days</li> </ul>
Policy review and creation.	<ol style="list-style-type: none"> <li>1. Review and update existing HSSE related policies and associated procedures in tandem with HSSE legislation.</li> <li>2. Create new/relevant HSSE related policies and associated procedures in tandem with HSSE legislation.</li> </ol>	<ul style="list-style-type: none"> <li>- Annually or as required</li> <li>- As required</li> </ul>
Training and awareness.	<ol style="list-style-type: none"> <li>1. Delivery of orientation, safety briefings in person.</li> <li>2. Conduct tool box talks and awareness sessions in person and via emails.</li> <li>3. Update HSSE related information on intranet.</li> <li>4. Identify HSSE training needs of staff and make recommendations.</li> <li>5. Organize and host HSSE activities to promote HSSE best practice and increase awareness levels and compliance among staff.</li> </ol>	<ul style="list-style-type: none"> <li>- As required</li> <li>- Quarterly</li> <li>- Fortnightly</li> <li>- Annually</li> <li>- Annually</li> </ul>
Accident and incident response and investigations.	<ol style="list-style-type: none"> <li>1. Conduct accident and incident investigations.</li> <li>2. Respond to accident and incident reports.</li> </ol>	<ul style="list-style-type: none"> <li>- Within 24hrs of report</li> <li>- Within 24hrs of report for non-</li> </ul>

	<ol style="list-style-type: none"> <li>3. Prepare associated reports to statutory agencies.</li> <li>4. Provide first aid.</li> <li>5. Coordinate transfer of victim to emergency service where necessary.</li> <li>6. Coordinate emergency response.</li> </ol>	<p>emergencies/immediate for emergencies.</p> <ul style="list-style-type: none"> <li>- As per statutory requirement.</li> <li>- Immediately after incident/as required.</li> <li>- Immediate/as required.</li> <li>- Immediate/as required.</li> </ul>
Security.	<ol style="list-style-type: none"> <li>1. Ensure premises are secure by installing monitoring systems, security access controls and conducting foot patrols.</li> <li>2. Control flow of vehicular traffic.</li> <li>3. Screen personnel and vehicles; restrict access where necessary.</li> <li>4. Conduct spot checks.</li> <li>5. Provide escort services where necessary.</li> <li>6. Respond to trouble calls and security breaches.</li> <li>7. Open and close building daily.</li> </ol>	<ul style="list-style-type: none"> <li>- Constant</li> <li>- Daily/as required</li> <li>- Daily/as required</li> <li>- As required</li> <li>- As required</li> <li>- Immediate</li> <li>- daily</li> </ul>
Risk assessments.	<ol style="list-style-type: none"> <li>1. Conduct HSSE risk assessments for premises.</li> <li>2. Evaluate HSSE aspect of tender submissions.</li> <li>3. Evaluate pre-qualification submissions.</li> <li>4. Conduct risk assessments for company events.</li> <li>5. Review contractor risk assessments.</li> <li>6. Assist contractors in the preparation of risk assessments.</li> <li>7. Sit on HSSE committee.</li> </ol>	<ul style="list-style-type: none"> <li>- Annually/as required</li> <li>- 1 week</li> <li>- 1 month</li> <li>- 2 weeks before event</li> <li>- 2 days</li> <li>- As required.</li> <li>- Monthly.</li> </ul>
Record management.	<ol style="list-style-type: none"> <li>1. Maintain all HSSE records.</li> <li>2. Execute all administrative duties.</li> <li>3. Maintain HSSE management system.</li> </ol>	<ul style="list-style-type: none"> <li>- Monthly/as required.</li> <li>- As required.</li> <li>- Daily.</li> </ul>

# HSSE SLA Mapping



## Services

Office Inspections (1 Week)  
 Safety Audit (As required)  
 Park inspection (As necessary)  
 HSSE Breach (3 Days)

Policy Review / Update (Annually / As required)  
 Orientation Training (As required)  
 Awareness Sessions (Quarterly)  
 HSSE Activities (Annually)

Accident / Incident Investigation (1 Day)  
 Emergency Response (Immediate)  
 Security (Daily)  
 Tender Submission Review (1 Week)

Risk Assessment Premises (Annually / As required)  
 Company Event (2 Weeks)  
 Contractor (2 Days)

## Resources



Receives Request  
 • HSSE Coordinator



Staff Available  
 • HSSE Coordinator



Delivers  
 • HSSE Coordinator

*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

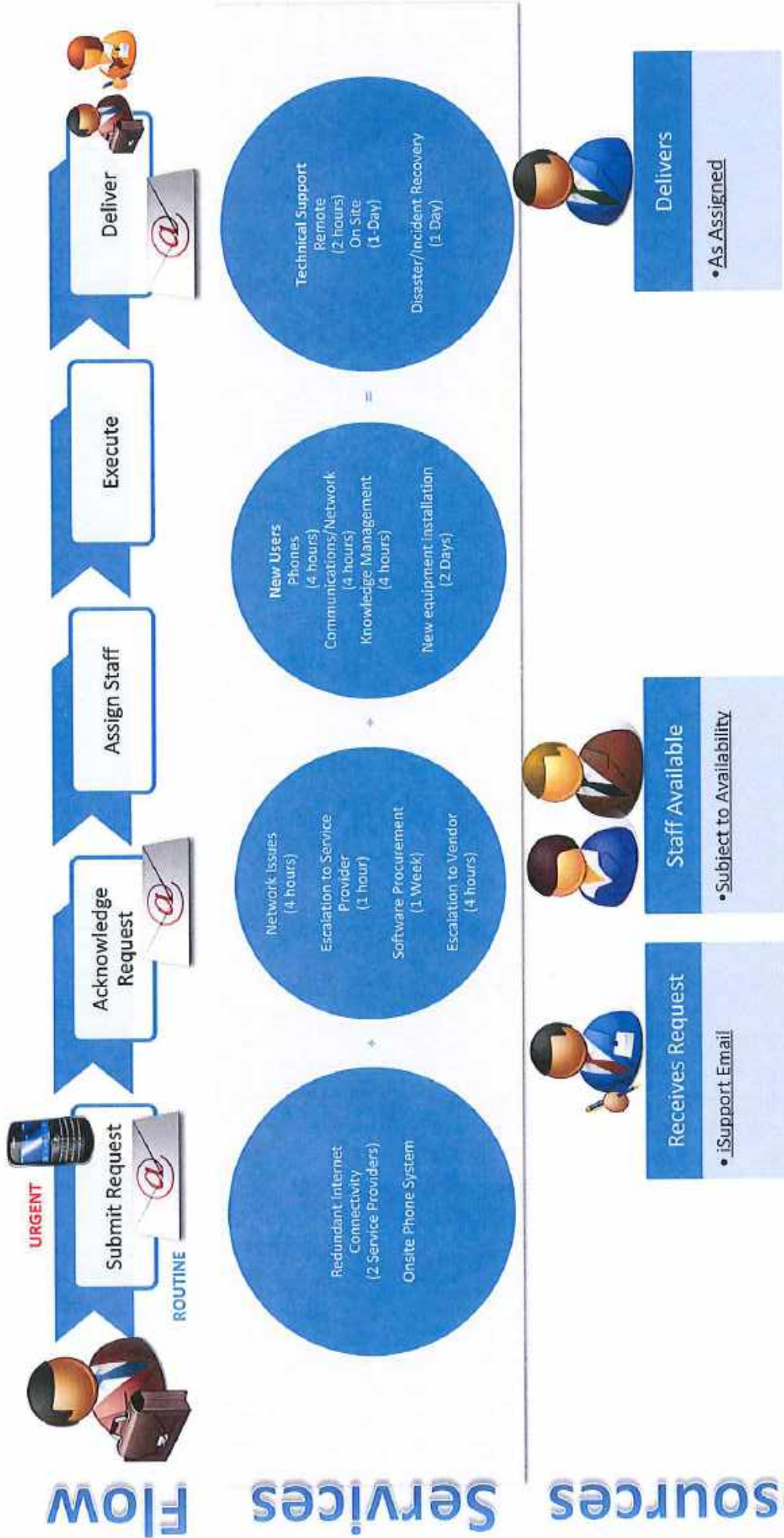
# APPENDIX VII

**SUPPORT UNIT: INFORMATION AND COMMUNICATION TECHNOLOGY**

SERVICE AREA	SERVICE LEVEL	TIMEFRAME
1. Management of Servers a. File & Print Server b. Email Service c. Knowledge Management d. GP Dynamics e. SharePoint f. Content Management Antivirus	a. Provisioning of identified services. b. Identification of potential issues & reporting of such issues to client identified contact. c. Troubleshooting of issues related to service provision d. Escalation of issue to service provider/vendor in the event of inability to resolve	- 99% Availability - One day  -Same Day  -Same day, the reported hour.
2. Management of IP Network Infrastructure (Switches)	Management of port provisioning, VLAN assignments, IP addressing, routing	Remote Switch management task – 4 Hrs  Onsite (if needed) – 1 Day
3. Perimeter Security	a. Management of network perimeter security (firewalls), carrying out routing checks on logs, reporting any possible breaches. b. Monitoring of network performance c. Address network performance related issues. d. Management of VPN services e. Troubleshooting of issues related to service provision f. Escalation of issue to service provider/vendor in the event of inability to resolve	- Daily checks on perimeter security  - Resolution of network performance related issues – 4 Hrs  - Escalation of issues to Service Provider as needed 1 Hr
4. PBX/Telecommunications	a. Provisioning and management of Phone services; i.e., extensions, features, trunks, fax. b. Troubleshooting of issues related to service provision c. Escalation of issue to service provider/vendor in the event of inability to resolve d. Liaising with Service Providers/Vendors for procurement & provisioning of additional services	- Provisioning of phones for new users – 4 Hrs  - Escalation of issues to Service Provider as needed 1 Hr
5. Installation of physical IT infrastructure	a. Install computers and peripherals (photocopiers, fax machines, label printers, scanners, telephones, internet devices, servers, and network related equipment).	Physical Installation of Equipment – 2 Days
6. Application Management	a. Procurement and Provisioning of necessary software b. Management of software licenses and associated SLAs. c. Escalation of software related issues to vendors.	- Dependent on software solution. Procurement process estimated to be 1 week  - Escalation of issues to Vendor as needed 4 Hrs
7. Technical Support	a. Responding to all technical enquiries (hardware & software)	Remotely – 2 Hrs Onsite (if required) – 1

SERVICE AREA	SERVICE LEVEL	TIMEFRAME
	<p>received via telephone or email remotely.</p> <p>b. Troubleshooting of end-user software related issues remotely.</p>	Day
8. Planned or emergency onsite assistance by ICT support staff.	Provide on-site troubleshooting activities and upgrades by relevant It Specialists.	1 Day
9. ICT Policies	<p>a. Creation of ICT Policies following industry best practices</p> <p>b. Communication/Education of such policies to end users</p>	
10. Active Directory management of users and enforcement of ICT Policies	<p>a. Provisioning of new users on network and the communication of relevant credentials to such users.</p> <p>b. Resetting of account passwords.</p> <p>c. Modification of user accounts and credentials as per authorized request.</p> <p>d. Enforcing user and security policies</p>	4 Hrs
11. Knowledge Management	<p>a. Create log-in credentials for identified staff to Knowledge Portal and grant appropriate security access.</p> <p>b. Provide basic training on use of the knowledge management system</p>	4 Hrs
12. Incident/Disaster Recovery	<p>a. Backup of corporate electronic data (inclusive of Documents, emails, content of document/knowledge management system)</p> <p>b. Restoration of data to existing functional servers/equipment</p> <p>c. Restoration of data to new equipment/servers.</p>	1 Day
13. Implementation of New Solutions/Technologies	<p>a. Implementation of new technologies/solutions</p> <p>b. Project Management of new technology solutions (solution vendor implemented)</p>	-Based on need or as agreed upon

# ICT SLA Mapping



*\*Some method for tracking actual movement of requests through delivery should be implemented for each SLA*

**Evolving TecKnologies and Enterprise Development  
Company Ltd (e Teck)**

**INTERNAL AUDIT DEPARTMENT**



**FINAL AUDIT REPORT**



**PROCUREMENT & CONTRACTS AUDIT**

**Ref: 2019-21**

25<sup>th</sup> October 2019

A handwritten signature in blue ink, appearing to be 'Sunil Babooram', written over a horizontal line.

Sunil Babooram – Manager, Internal Audit

## **1.0 - BACKGROUND**

InvesTT is the first point of contact for investors seeking investment opportunities in Trinidad and Tobago. InvesTT focuses on the country's key non-energy sectors: Aviation Services, Creative Industries, Fishing and Fish Processing, Maritime Services, Software Design and Applications. They work in partnership with investors from the beginning of their site selection process to the establishment of business and successful operations.

There is a 'Service Level Agreement' (SLA) between eTeck and InvesTT whereby eTeck provides HR, Finance, IT, Administrative, Procurement and Legal services to InvesTT.

The Procurement Department at eTeck has the overall responsibility in the administration of the procurement process thereby ensuring that the process is transparent, fair and in line with the Tender rules. This would cover the process from obtaining approval to initiate a tender to the point of making an offer to a Third Party. The Procurement Department does not have authority to make decisions during the tender process such as; determining the in-house estimate; approval to enter into tenders; evaluation of tenders; justification for selection of a Contractor; and issuing letters of Award. This rests with the Project Team and Management of InvesTT.

Tenders are done for amounts over \$25,000 VAT Exclusive (VE). Purchase Orders (POs) are done for amounts \$25,000 VE and below where three quotations are obtained to determine the best Supplier where value for money can be achieved.

The contract process which follows the Tender process resides with eTeck's Legal Department. The Legal Department prepares and executes the contracts based on approval from InvesTT. There are instances where a 'Direct Contract' is done. These are guided by the Tender Rules.

The Financial Authority Limit to award Contracts are:

President -	> Up to TT \$1,000,000
Board Tenders Committee -	> TT\$1,000,000 up to TT\$10,000,000
Board of Directors -	> TT\$10,000,000

The Financial Authority Limit to sign Contracts is:

President -	> Up to TT\$1,000,000
President and Director-	> TT\$1,000,000 up to TT\$2,000,000
Two Directors -	> TT\$2,000,000

The Procurement Department is managed by Mr. Kris R. Mohammed - Manager, Procurement and the Legal Department is managed by Ms. Pepita Narinesingh - AVP Legal, with Ms. Maureen Singh - VP Corporate Services, having overall responsibility of both Departments. All documents that relate to the company's Procurement and Tendering process are maintained by members of the Procurement Department and all documents that relate to the company's Legal process are maintained by members of the Legal department.

## **2.0 - OBJECTIVE**

The objectives of the audit were to:

- Ascertain whether the controls were consistent with internal policies.
- Provide recommendations, if deemed necessary, aimed at improving the process, strengthening the management of inherent risks within the process and preventing control breakdowns.

### **3.0 – SCOPE**

The audit was conducted in accordance with the approved 2019 audit plan and covers the period July 2018 to July 2019. The audit covers all areas of the Procurement and Contract process which includes Purchase Orders, approval to enter into tenders, the tender process (tender closing, evaluation, approval to award), issuance of the Letter of Award and signing of contracts.

The audit was conducted in August 2019 by Christine Meighoo, Internal Auditor and reviewed by myself.

### **4.0 – GENERAL AUDIT OPINION**

Based on the audit work done, Internal Audit is of the opinion that controls within the Procurement process is operating as intended.

Internal Audit would like to thank the Manager - Procurement, AVP – Legal, Acting President – InvesTT and their teams for their cooperation during the course of the audit.

#### 4.1 - Quality of Existing Internal Controls

Based on our review, an overall rating of 1, Full Assurance would be given to the existing controls in the areas identified in the scope. The assessment as to whether the controls are adequate, effective and efficient is based on the scale shown below.

Full Assurance	<b>1</b>	90% or more of controls are adequate, effective and efficient
Substantial Assurance	<b>2</b>	80-90% of controls are adequate, effective and efficient
Moderate Assurance	<b>3</b>	50-80% of controls are adequate, effective and efficient
Little Assurance	<b>4</b>	Less than 50% of controls are adequate, effective and efficient

#### 4.2 - Quality of Management's Response to Internal Audit Report

A grade of 1 is given which is based on the following scale.

Fully Responsive	<b>1</b>	Full implementation of audit recommendations
Partially Responsive	<b>2</b>	Partial implementation of audit recommendations
Non-Responsive	<b>3</b>	No response to audit report

Audit Findings were discussed with the Manager, Procurement on 2<sup>nd</sup> September 2019 and the Acting President – InvesTT on 5<sup>th</sup> September 2019; the draft audit report sent for review on 5<sup>th</sup> September 2019. Management comments were received on 24<sup>th</sup> October 2019 and were incorporated in this report.

## 5.0 - AUDIT WORK

The audit work entailed verifying:

- Requisitions were approved by the Manager of the requesting Department.
- Three quotations were obtained prior to purchasing of the goods or services.
- Purchase Orders were prepared in line with the Company's rules and approved by the Manager, Procurement.
- The Tendering process was in accordance with the Tender rules. This includes:
  - The approval to tender was in line with delegated authority.
  - Tender closing was witnessed by two persons.
  - The Evaluation team comprised of members of various departments.
  - The Evaluation report was signed by all members of the Evaluation team.
  - Tender Scoring and ratings were clear, sufficiently detailed and objective in nature.
  - The Letter of Award was appropriately signed by the Secretary, Tenders Committee.
- Approval to award the contract and justification for "Direct to Contract" was given prior to the contract being drafted and was in line with Financial Authority Limits.
- Contracts were signed in line with the contract signing Authority Limit.
- Disposal of items was done in line with Company Policy.
- Only members of the Procurement department can enter or modify vendor information on the system.

A listing of all Tenders and POs for the audit period was received from the Manager, Procurement. A numerical sequence check was done to verify that all POs and Tenders were included in the listing. No exceptions were noted.

- From a total of 98 POs, a sample of 20 was randomly selected for testing.
- From a total of four large tenders (>\$150k), all were tested.
- From a total of five small tenders (<\$150k), all were tested.

From the total of nine tenders above, five were noted to have been awarded via "Direct to Contract". The review of three tenders which were in the process of being evaluated during the previous audit was completed by Internal Audit during the current audit.

A vendor modification report was obtained from the ICT Department on 29<sup>th</sup> August 2019 to verify that only members of the Procurement Department modified Vendor Standing Data.

There were no disposals for the audit period.

Internal Audit has access to the system Objectives, where all PO and Tender documents are stored.

Detailed findings from the review of documents are included in section 6.

## **6.0 - FINDINGS, RECOMMENDATIONS AND MANAGEMENT RESPONSE**

### **6.1 Approval of Purchase Requisitions**

#### **Findings**

Initiation of the PO must first be approved by the requesting Department's Manager.

Requests for goods and/or services were appropriately approved where applicable. No exceptions were noted.

### **6.2 Value for money**

#### **Findings**

The process document states: *"The three quotes received are sent to the requesting department for evaluation with the lowest quote being recommended. Where three quotes are not received the Procurement Department must indicate the reason for this in writing. If the lowest quote is not chosen, the Department Manager must submit a written justification as to why another vendor was selected instead of the lowest quote."* If the good/service falls within the exemption to the Tender Rules, the company can engage directly with the Supplier, without obtaining three quotations.

From the POs tested, quotations were received and the lowest cost selected where applicable. Where three quotations were not received and/or the lowest cost was not selected, this was appropriately justified or the item/service required fell within the exemption to the Tender rules. No exceptions were noted.

### **6.3 Approval of Purchase Orders**

#### **Findings**

POs must be approved by the President-InvesTT.

All POs were appropriately approved and were within the approved limit of \$25k. No exceptions were noted.

### **6.4 Approval to initiate Tender**

#### **Findings**

Approval must be obtained from the President and/or Board to engage in selective tendering.

The tenders tested were appropriately approved.



## **6.5 Tender Close**

### **Findings**

The Tender close must be witnessed by two persons on the date and the time stipulated in the Tender invitation. The Tender Closing form must be signed by both members. The number of tenders received must agree to the Tender Deposit form.

The tenders were closed on the stipulated date and time and the tender box was opened by two persons. The number of tenders received agreed to the tender deposit form which was signed by the Tenderers. Tenderers were invited to attend the opening. The Tender Closing form was appropriately signed by both members. No exceptions were noted.

## **6.6 Tender Evaluation**

### **Findings**

All tender bids submitted are evaluated based on stipulated criteria and scoring. The Evaluation team should comprise of members from various departments with the requisite skills, knowledge and experience. The Evaluation report should be signed by all members of the Evaluation team.

Two tenders from the sample were evaluated as at the audit report date. The following was noted:

- A. The evaluation team was comprised of persons from the respective User departments and the Evaluation reports were signed by all members of the Evaluation team.
- B. Evaluation Report for tender S-INV-18081057(Compilation of Real Estate Data for Potential Tourism Sites) could not be located. As per email dated 30<sup>th</sup> October 2018 from Shyamal Chandradathasingh, no tenderer passed the Compliance element of the tender and therefore the tender was closed. Internal Audit cannot verify that all tenderers failed, as the report cannot be located.
- C. A review of the scoring criteria for the tenders tested revealed that there is a level of subjectivity that exists in determining the individual scores of each evaluator since the criteria are not detailed or specific enough to reduce the level of subjectivity.

However, it was noted that a detailed scoring criteria was developed in August 2018 by the then President. Since then, three tenders were issues whereby one did not have the clear scoring criteria as indicated below.

#### S-INV-18081057 - Tender for the Compilation of Real Estate Data for Potential Tourism Sites (TT\$440,000 Vat Exclusive)

- For "Third Party Customer Feedback" - How would a tenderer gain 10 vs 14 points – what determines this / how is this measured?
- "Cash Flow" – How is this criteria measured? What information on the Cash Flow would an assessor be looking for? How would a tenderer be able to achieve full marks?

**Table 2 – Technical Evaluation**

No.	Criteria	Score
1	Proposal demonstrates understanding of tender requirements.	17
2	<u>Capability</u> Availability of experienced staff, previous relevant work, state of technology.	20
3	Quality Assurance system for data collected.	15
4	Appropriateness of work methodology to achieve tender objectives.	17
5	Third Party Customer Feedback.	14
6	<u>Timeliness</u> Ability to deliver on time and complete in the required time frame.	17
<b>Technical Evaluation Total</b> Each criterion has a minimum score of 50%. There is an overall minimum Score 70)		<b>100</b>

**Table 3 – Financial Evaluation**

No.	Criteria	Score
1	Adequacy of Asset Base to undertake tender.	20
2	Revenue History.	20
3	Risk Management (including insurance, use of authorized sub-contractors, (if applicable).	20
4	Cash Flow.	20
5	Debt Ratios (risk of default).	20
<b>Financial Evaluation Total</b> Each criterion has a minimum score of 50%. There is an overall minimum Score 70)		<b>100</b>

### Risks

The difference between a tenderer achieving a passing or failing grade is only 1 point. With the perceived degree subjectivity, this increases the risks of suitable tenderers being disqualified or unsuitable tenderers being qualified. This exposes the company to:

- Operational risk if the favored tenderer cannot deliver the good or service efficiently.
- Financial risk as works may have to be redone by another party or a Contractor takes eTeck to court to challenge the evaluation process and/or the award of contracts.
- Reputational risk – due to lack of transparency as scores are subjective or allegations of corruption in the award of contracts.

### Recommendation

Operational Management should ensure that the scoring guidelines developed are consistently applied and all relevant documents are properly secured.

### **Management Comments**

InvesTT leadership met with Manager, Procurement eTecK to review the evaluation template used on the most recent procurement exercise. Decisions taken at this meeting included:

- Weightings of the technical and financial areas can be adjusted i.e. 70/30; 80/20; 90/10 as needed.
- Financial criteria can be as simple as Bank Letter or AFS
- 50% pass on each criterion remains
- Explanation of each criterion needs to be clear

Presidential approval of Evaluation template and weightings to be received before tender issuance.

Management will ensure that the agreed scoring guidelines are consistently applied going forward.

### **6.7 Letter of Award**

#### **Findings**

A Letter of Award is issued to the successful Tenderer with whom the Company wishes to engage in a contract with and must be signed by the Secretary, Tenders Committee.

Two Letters of Award were issued and was signed by the Secretary, Tenders Committee. No exceptions were noted.

### **6.8 Approval to award Contract**

#### **Findings**

Approval to award a contract and justification for "Direct to Contract" must be given prior to a contract being drafted by the Legal Department. Approvals to award, and signing of contracts must also be in line with the respective financial authority limits.

- i) Approval to award contracts was given in line with the delegation of Authority where applicable. This also includes the award of Direct to Contract. No exceptions were noted.
- ii) All contracts were approved and signed in line with the financial authority limits. No exceptions were noted.

### **6.9 Standing Data Maintenance -Vendor Information**

#### **Findings**

Only members of the Procurement department should have access to the system (GP) to modify Vendor information.

All modifications for the audit period were made by members of the Procurement department. No exceptions were noted.

**END OF REPORT**

**Evolving TecKnologies and Enterprise Development  
Company Ltd (e Teck)**

**INTERNAL AUDIT DEPARTMENT**




**FINAL AUDIT REPORT**



**PROCUREMENT & CONTRACTS AUDIT**

**Ref: 2019-21**

25<sup>th</sup> October 2019

  
\_\_\_\_\_  
Sunil Babooram – Manager, Internal Audit

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President -	> Up to TT\$1,000,000
President and Director-	> TT\$1,000,000 up to TT\$2,000,000
Two Directors -	> TT\$2,000,000

The Procurement Department is managed by Mr. Kris R. Mohammed - Manager, Procurement and the Legal Department is managed by Ms. Pepita Narinesingh - AVP Legal, with Ms. Maureen Singh - VP Corporate Services, having overall responsibility of both Departments. All documents that relate to the company's Procurement and Tendering process are maintained by members of the Procurement Department and all documents that relate to the company's Legal process are maintained by members of the Legal department.

## **2.0 - OBJECTIVE**

The objectives of the audit were to:

- Ascertain whether the controls were consistent with internal policies.
- Provide recommendations, if deemed necessary, aimed at improving the process, strengthening the management of inherent risks within the process and preventing control breakdowns.

### **3.0 – SCOPE**

The audit was conducted in accordance with the approved 2019 audit plan and covers the period July 2018 to July 2019. The audit covers all areas of the Procurement and Contract process which includes Purchase Orders, approval to enter into tenders, the tender process (tender closing, evaluation, approval to award), issuance of the Letter of Award and signing of contracts.

The audit was conducted in August 2019 by Christine Meighoo, Internal Auditor and reviewed by myself.

### **4.0 – GENERAL AUDIT OPINION**

Based on the audit work done, Internal Audit is of the opinion that controls within the Procurement process is operating as intended.

Internal Audit would like to thank the Manager - Procurement, AVP – Legal, Acting President – InvesTT and their teams for their cooperation during the course of the audit.

#### 4.1 - Quality of Existing Internal Controls

Based on our review, an overall rating of 1, Full Assurance would be given to the existing controls in the areas identified in the scope. The assessment as to whether the controls are adequate, effective and efficient is based on the scale shown below.

Full Assurance	<b>1</b>	90% or more of controls are adequate, effective and efficient
Substantial Assurance	<b>2</b>	80-90% of controls are adequate, effective and efficient
Moderate Assurance	<b>3</b>	50-80% of controls are adequate, effective and efficient
Little Assurance	<b>4</b>	Less than 50% of controls are adequate, effective and efficient

#### 4.2 - Quality of Management's Response to Internal Audit Report

A grade of 1 is given which is based on the following scale.

Fully Responsive	<b>1</b>	Full implementation of audit recommendations
Partially Responsive	<b>2</b>	Partial implementation of audit recommendations
Non-Responsive	<b>3</b>	No response to audit report

Audit Findings were discussed with the Manager, Procurement on 2<sup>nd</sup> September 2019 and the Acting President – InvesTT on 5<sup>th</sup> September 2019; the draft audit report sent for review on 5<sup>th</sup> September 2019. Management comments were received on 24<sup>th</sup> October 2019 and were incorporated in this report.

## **5.0 - AUDIT WORK**

The audit work entailed verifying:

- Requisitions were approved by the Manager of the requesting Department.
- Three quotations were obtained prior to purchasing of the goods or services.
- Purchase Orders were prepared in line with the Company's rules and approved by the Manager, Procurement.
- The Tendering process was in accordance with the Tender rules. This includes:
  - The approval to tender was in line with delegated authority.
  - Tender closing was witnessed by two persons.
  - The Evaluation team comprised of members of various departments.
  - The Evaluation report was signed by all members of the Evaluation team.
  - Tender Scoring and ratings were clear, sufficiently detailed and objective in nature.
  - The Letter of Award was appropriately signed by the Secretary, Tenders Committee.
- Approval to award the contract and justification for "Direct to Contract" was given prior to the contract being drafted and was in line with Financial Authority Limits.
- Contracts were signed in line with the contract signing Authority Limit.
- Disposal of items was done in line with Company Policy.
- Only members of the Procurement department can enter or modify vendor information on the system.

A listing of all Tenders and POs for the audit period was received from the Manager, Procurement. A numerical sequence check was done to verify that all POs and Tenders were included in the listing. No exceptions were noted.

- From a total of 98 POs, a sample of 20 was randomly selected for testing.
- From a total of four large tenders (>\$150k), all were tested.
- From a total of five small tenders (<\$150k), all were tested.

From the total of nine tenders above, five were noted to have been awarded via "Direct to Contract". The review of three tenders which were in the process of being evaluated during the previous audit was completed by Internal Audit during the current audit.

A vendor modification report was obtained from the ICT Department on 29<sup>th</sup> August 2019 to verify that only members of the Procurement Department modified Vendor Standing Data.

There were no disposals for the audit period.

Internal Audit has access to the system Objectives, where all PO and Tender documents are stored.

Detailed findings from the review of documents are included in section 6.

## **6.0 - FINDINGS, RECOMMENDATIONS AND MANAGEMENT RESPONSE**

### **6.1 Approval of Purchase Requisitions**

#### **Findings**

Initiation of the PO must first be approved by the requesting Department's Manager.

Requests for goods and/or services were appropriately approved where applicable. No exceptions were noted.

### **6.2 Value for money**

#### **Findings**

The process document states: *"The three quotes received are sent to the requesting department for evaluation with the lowest quote being recommended. Where three quotes are not received the Procurement Department must indicate the reason for this in writing. If the lowest quote is not chosen, the Department Manager must submit a written justification as to why another vendor was selected instead of the lowest quote."* If the good/service falls within the exemption to the Tender Rules, the company can engage directly with the Supplier, without obtaining three quotations.

From the POs tested, quotations were received and the lowest cost selected where applicable. Where three quotations were not received and/or the lowest cost was not selected, this was appropriately justified or the item/service required fell within the exemption to the Tender rules. No exceptions were noted.

### **6.3 Approval of Purchase Orders**

#### **Findings**

POs must be approved by the President-InvesTT.

All POs were appropriately approved and were within the approved limit of \$25k. No exceptions were noted.

### **6.4 Approval to initiate Tender**

#### **Findings**

Approval must be obtained from the President and/or Board to engage in selective tendering.

The tenders tested were appropriately approved.



## **6.5 Tender Close**

### **Findings**

The Tender close must be witnessed by two persons on the date and the time stipulated in the Tender invitation. The Tender Closing form must be signed by both members. The number of tenders received must agree to the Tender Deposit form.

The tenders were closed on the stipulated date and time and the tender box was opened by two persons. The number of tenders received agreed to the tender deposit form which was signed by the Tenderers. Tenderers were invited to attend the opening. The Tender Closing form was appropriately signed by both members. No exceptions were noted.

## **6.6 Tender Evaluation**

### **Findings**

All tender bids submitted are evaluated based on stipulated criteria and scoring. The Evaluation team should comprise of members from various departments with the requisite skills, knowledge and experience. The Evaluation report should be signed by all members of the Evaluation team.

Two tenders from the sample were evaluated as at the audit report date. The following was noted:

- A. The evaluation team was comprised of persons from the respective User departments and the Evaluation reports were signed by all members of the Evaluation team.
- B. Evaluation Report for tender S-INV-18081057(Compilation of Real Estate Data for Potential Tourism Sites) could not be located. As per email dated 30<sup>th</sup> October 2018 from Shyamal Chandradathasingh, no tenderer passed the Compliance element of the tender and therefore the tender was closed. Internal Audit cannot verify that all tenderers failed, as the report cannot be located.
- C. A review of the scoring criteria for the tenders tested revealed that there is a level of subjectivity that exists in determining the individual scores of each evaluator since the criteria are not detailed or specific enough to reduce the level of subjectivity.

However, it was noted that a detailed scoring criteria was developed in August 2018 by the then President. Since then, three tenders were issues whereby one did not have the clear scoring criteria as indicated below.

#### S-INV-18081057 - Tender for the Compilation of Real Estate Data for Potential Tourism Sites (TT\$440,000 Vat Exclusive)

- For "Third Party Customer Feedback" - How would a tenderer gain 10 vs 14 points – what determines this / how is this measured?
- "Cash Flow" – How is this criteria measured? What information on the Cash Flow would an assessor be looking for? How would a tenderer be able to achieve full marks?

**Table 2 – Technical Evaluation**

No.	Criteria	Score
1	Proposal demonstrates understanding of tender requirements.	17
2	<u>Capability</u> Availability of experienced staff, previous relevant work, state of technology.	20
3	Quality Assurance system for data collected.	15
4	Appropriateness of work methodology to achieve tender objectives.	17
5	Third Party Customer Feedback.	14
6	<u>Timeliness</u> Ability to deliver on time and complete in the required time frame.	17
<b>Technical Evaluation Total</b> Each criterion has a minimum score of 50%. There is an overall minimum Score 70)		<b>100</b>

**Table 3 – Financial Evaluation**

No.	Criteria	Score
1	Adequacy of Asset Base to undertake tender.	20
2	Revenue History.	20
3	Risk Management (including insurance, use of authorized sub-contractors, (if applicable).	20
4	Cash Flow.	20
5	Debt Ratios (risk of default).	20
<b>Financial Evaluation Total</b> Each criterion has a minimum score of 50%. There is an overall minimum Score 70)		<b>100</b>

**Risks**

The difference between a tenderer achieving a passing or failing grade is only 1 point. With the perceived degree subjectivity, this increases the risks of suitable tenderers being disqualified or unsuitable tenderers being qualified. This exposes the company to:

- Operational risk if the favored tenderer cannot deliver the good or service efficiently.
- Financial risk as works may have to be redone by another party or a Contractor takes eTeck to court to challenge the evaluation process and/or the award of contracts.
- Reputational risk – due to lack of transparency as scores are subjective or allegations of corruption in the award of contracts.

**Recommendation**

Operational Management should ensure that the scoring guidelines developed are consistently applied and all relevant documents are properly secured.

### **Management Comments**

InvesTT leadership met with Manager, Procurement eTecK to review the evaluation template used on the most recent procurement exercise. Decisions taken at this meeting included:

- Weightings of the technical and financial areas can be adjusted i.e. 70/30; 80/20; 90/10 as needed.
- Financial criteria can be as simple as Bank Letter or AFS
- 50% pass on each criterion remains
- Explanation of each criterion needs to be clear

Presidential approval of Evaluation template and weightings to be received before tender issuance.

Management will ensure that the agreed scoring guidelines are consistently applied going forward.

### **6.7 Letter of Award**

#### **Findings**

A Letter of Award is issued to the successful Tenderer with whom the Company wishes to engage in a contract with and must be signed by the Secretary, Tenders Committee.

Two Letters of Award were issued and was signed by the Secretary, Tenders Committee. No exceptions were noted.

### **6.8 Approval to award Contract**

#### **Findings**

Approval to award a contract and justification for "Direct to Contract" must be given prior to a contract being drafted by the Legal Department. Approvals to award, and signing of contracts must also be in line with the respective financial authority limits.

- i) Approval to award contracts was given in line with the delegation of Authority where applicable. This also includes the award of Direct to Contract. No exceptions were noted.
- ii) All contracts were approved and signed in line with the financial authority limits. No exceptions were noted.

### **6.9 Standing Data Maintenance -Vendor Information**

#### **Findings**

Only members of the Procurement department should have access to the system (GP) to modify Vendor information.

All modifications for the audit period were made by members of the Procurement department. No exceptions were noted.

**END OF REPORT**