



National Information and
Communication Technology
Company Limited

Annual Report
2009-2010

September 30th, 2010

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Abbreviations

CEO

Chief Executive Officer

CARICAD

Caribbean Centre for Development Administration

CTU

Caribbean Telecommunications Union

DCEO

Deputy Chief Executive Officer

Ecal

eConnect and Learn

GovNetT

Government Communications Network of Trinidad and Tobago

GoRTT

Government of the Republic of Trinidad and Tobago

ICT

Information and Communications Technology

IDA-I

InfoComm Development Authority International

IP

Internet Protocol

MTI

Ministry of Trade and Industry

NICT Plan

National Information and Communication Technology Plan

PMO

Project Management Office

PREMISys

Property and Real Estate Management Information System

SEW

Single Electronic Window

Chairman's Review

The National Information and Communication Technology Company Limited, iGovTT began operations as a state enterprise at the start of the Government Financial Year for 2009-2010. As Chairman of the Board of Directors for iGovTT for its first year of operation, I am pleased to report that the Company has proceeded ambitiously to achieve its mandate through the implementation of Government-wide programmes and projects over the short and long term.

iGovTT is governed by the vision to be the preferred choice for the delivery of innovative and integrative public sector ICT solutions. Its mission, which is very apparent in its operations for the past year, is "to champion and advance the development of ICT and its use by key stakeholders for the socio-economic transition of Trinidad and Tobago and the Caribbean Region".

Despite the change in Government, iGovTT continued to perform creditably, delivering on projects that were developed during the second half of the financial year while streamlining its objectives to fall in line with the updated Strategic Framework for Sustainable Development as mandated by the incoming Administration. Under this Strategic Framework for Sustainable Development, iGovTT's strategic goals are guided by Pillar Four which is titled: Information and Communications Technologies - Connecting T&T and Building the New Economy.

The Company's examination of Pillar Four confirmed our continued relevance to national development as it speaks to development of ICT systems providing support for the continued development of a well-educated population in the form of effective communication, information sharing and knowledge management. The Pillar also speaks to the importance of ICT in the provision of governmental services which are easily and widely accessible to the national population at home and within the Diaspora.

Based on these developments, iGovTT is in the process of realigning the National ICT Strategy to Pillar Four and other pillars where necessary and based on this update will refine and update its Strategic Plan for the period 2010-2013. This will be a major area of focus during financial year 2010-2011.

As the company charged with implementation of ICT projects and policy for the Government of Trinidad and Tobago, iGovTT is guided by the values that continue to guide ICT development internationally. These values have transformed ICT, led to major changes in the way economies and organisations are managed, and have provided the basis for one of the fastest growing professions in most developed and emerging economies.

These values are:

- Integrity
- Partnership
- Excellence
- Teamwork
- Innovation
- Leadership
- Communications

These values are deeply integrated into our day-to-day operations, and guide our communications with all our clients who include Government Ministries and Departments, the Tobago House of Assembly, Statutory Authorities and State Enterprises.

At iGovTT we continue to implement our major projects in collaboration with our various clients and partners. This year we extended the service delivery channels of **ttconnect** to include **ttconnect** Mobile (a mobile version of **ttconnect** Online), and **ttconnect** Express which is a mobile service centre in the form of a fully-equipped bus which travels to various rural communities.

iGovTT has continued to connect more Government Ministries and Agencies to GovNetTT, which is government's secure wide-area network, and in addition to services such as email, Internet access, data centre services and instant messaging, over the next year iGovTT will expand its services to implement Voice over Internet Policy (VoIP) telephony in all Ministries - which will allow Government to begin realising the savings that accrue once ICT is widely adopted. VoIP allows iGovTT clients to make Internet based phone calls which will greatly reduce the telecommunications costs for ministries, statutory authorities and other state enterprises.

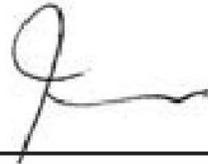
The development of the Data Centre is a revolutionary one that has greatly enhanced government's ability to provide modern access to information and services by citizens. Ministries will be able to deposit, manipulate and manage large quantities of citizen data which will result in improvements in processes or services for the nation's benefit. Additionally, a second data centre is being planned for 2011 to ensure redundancy, diversity and business continuity.

iGovTT anticipates an exciting year ahead. Trinidad and Tobago has an excellent opportunity to leverage its successes with regard to ICT development and we anticipate meeting with all our clients to discuss opportunities to realise cost savings in all areas of operation. The company has expanded its presence throughout Trinidad and Tobago physically and is leveraging its own ICT strengths in order to realise objectives with regard to Customer Relationship Management.

iGovTT has provided enhancements to the delivery of government information and services through ttconnect. I am proud of the

company's achievements over the past year which has also been recognised at the international level. In 2010 the company received the Connect the Caribbean Project of the Year Award from Caribbean Association of National Telecommunications Organisations (CANTO) for **ttconnect**, a feat which it achieved in 2009 for the first time.

I would like to extend my congratulations and appreciation to each and every staff member and also to my colleagues on the Board who worked assiduously to ensure that our results were achieved. I would like to extend my deepest appreciation to our clients, and stakeholders for their support to the success of iGovTT.



Chairman
Joseph Teixeira

CEO's Review

CEO'S REVIEW

Our transition from a division within the Ministry of Public Administration to a state enterprise was a strategic move, designed to demonstrate Trinidad and Tobago's focused strategy for transformation into a knowledge-based society. As a state enterprise, iGovTT is expected to advance the strategies, programmes and tactics of the National ICT Strategy as overseen by the Ministry of Public Administration, while developing the added flexibility and efficiencies that companies are meant to adopt.

Coming into this new role meant that significant changes had to be implemented within the organisation with regard to its strategic orientation and internal restructuring. Our management team spent a healthy portion of the year crafting the company's strategic direction, defining the business strategy and deciding on and establishing the best mix of core and support functions that would ensure that the company could deliver on its overarching mandate. Under an MOU signed between the Government of the Republic of Singapore and the Government of the Republic of Trinidad and Tobago (GoRTT) in 2008, representatives of Infocomm Development Authority International (IDA), the international arm of Singapore's national master ICT planner and developer, worked with iGovTT at our headquarters at Port of Spain sharing their expertise in the development and deployment of ICTs including Strategic Planning, Capacity Building, Project Management Methodologies and Project Governance.

The company's internal functional composition was given special attention as this was crucial in determining our ability to meet strategic goals. Naturally, major transformations took place with respect to the Human Resource, Finance and Business Development functions. Once dependent on the Human Resource and Finance functions attached to the Ministry of Public Administration, the company successfully instituted its own under the guidance of the Board of Directors chaired by Mr. Joseph Teixeira. iGovTT's Human Resource Unit developed the organisation's structure; recruitment



and selection procedures, performance management systems and compensation management. Additionally, the handling of the company's finances including the development of financial policies, employee payroll functions and budgetary controls found their place under the newly established Finance and Administration Unit. The pursuit and translation of business opportunities into viable profit making ventures was subsumed under our newly established Consulting Unit.

From the onset, it was recognized by all involved that all staff of iGovTT would play a significant role in the company's start-up success. The personnel previously attached to the National ICT Centre, were given the opportunity to migrate to iGovTT into areas befitting their competencies and professional aspirations. Following this, resource gaps were filled externally through our policy driven HR recruitment and selection procedures. **ttconnect** operations inclusive of related staff were also integrated into iGovTT's organisational structure. Their integration essentially extended iGovTT's physical presence from Lord Harris Court in Port of Spain to the Gaston Court facility in Chaguanas and several other locations of the country including Tobago where one **ttconnect** Service Centre and one Self Serve Kiosk are located.

Understanding our new role and extended mandate, we sought audiences with various stakeholders to educate them on the company's new direction including our lines of business. We engaged various Government Ministries as well as the business community to build awareness and went a step beyond to extend invitations to the business community to partner with us in conceptualising and executing particular small and large scale ICT projects and initiatives.

We have made significant progress in our management of the Enterprise Solutions entrusted to us by the Government with key milestones having been achieved in the expansion of the Government Wide Area Network (GovNeTT) and the extension of **ttconnect** suite of services. We have dedicated much effort to the expansive

eConnect and Learn (eCAL) Project by way of procurement and project management services as well as the Ministry of Trade and Industry's Single Electronic Window (SEW) programme. In the scheme of things, our involvement and achievements in such projects, we trust, will justify to our stakeholders the existence of an ICT company such as ours.

iGovTT is intent on having the benefits of ICT innovation won across all levels of society. In the coming year we will forge ahead

with the execution of public programmes and projects that will contribute to the ongoing modernization of the public sector and create more value in the day-to-day lives of the citizens of Trinidad and Tobago.



CEO

Cleveland Thomas

1. Who We Are

1.1. VISION, MISSION AND CORE VALUES

iGovTT's vision and mission are consistent with its mandate:

VISION: THE PREFERRED CHOICE FOR THE DELIVERY OF INNOVATIVE AND INTEGRATIVE PUBLIC SECTOR ICT SOLUTIONS AND SERVICES

MISSION: TO CHAMPION AND ADVANCE THE DEVELOPMENT OF ICT AND ITS USE BY KEY STAKEHOLDERS FOR THE SOCIO-ECONOMIC TRANSITION AND DEVELOPMENT OF TRINIDAD AND TOBAGO AND THE CARIBBEAN REGION

CORE VALUES:

INTEGRITY

PARTNERSHIP

EXCELLENCE

TEAMWORK

INNOVATION

LEADERSHIP

COMMUNICATION

1.2. Board of Directors



Mr. Joseph Teixeira (Chairman)



Mr. Ian Chinapoo (Deputy Chairman)



PS Maurice Suite



*Mr. Kenneth Winchester
(September 2009 - May 2010)*



Professor Denise Thompson



Mr. Glenn Wilson

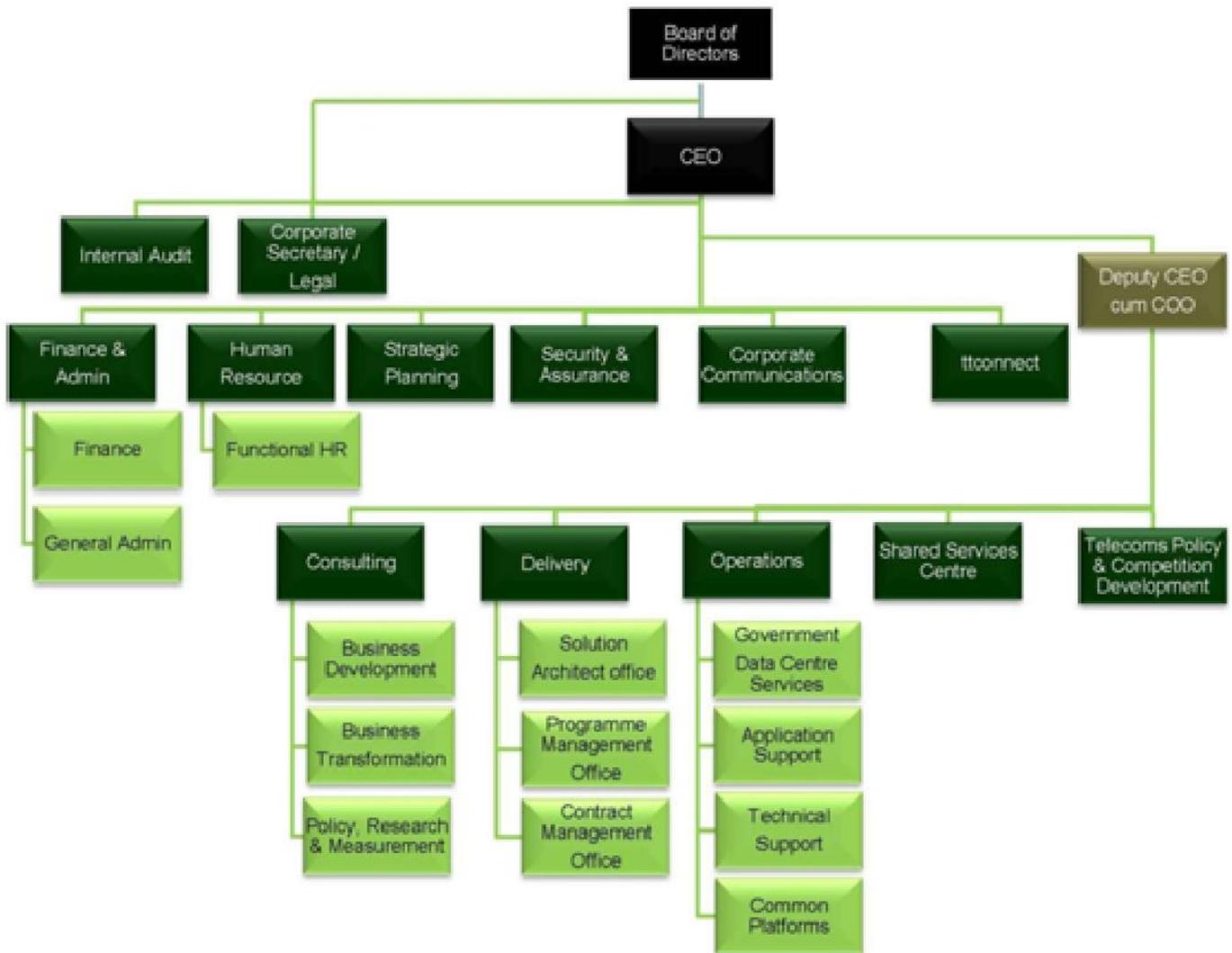


Mr. Jerry Emrit



Mr. Shakka Subero

1.3. Corporate Structure



1.4. Our Management

EXECUTIVE MANAGEMENT



Mr. Cleveland Thomas
Chief Executive Officer



Mr. John Mollenthiel
Deputy Chief Executive Officer

MANAGEMENT TEAM

Allison Jaggernaut	ttconnect
Anand Singh	Delivery
Celeste Mohammed	Legal, Corporate Secretary
Denyse White	Consulting
Gary Kalloo	Telecommunications
Karen Robertson	Human Resources Management
Kendall Tull	Finance and Administration
Nigel Cassimire	Operations
Wendy McDonald	Corporate Communications
Vacant	Internal Audit
Vacant	Security and Assurance
Vacant	Strategic Planning

1.5. Unit Profiles

CORE SERVICES

Consulting

The Consulting Unit engages Ministries and Agencies to ensure alignment with enterprise-wide ICT initiatives and to provide strategic and advisory support for ICT programmes and projects. Specific areas for consulting include ICT strategic planning, business process reengineering, change management, human capital development, ICT policy development and monitoring and evaluation. The Consulting Unit works closely with the Ministry of Public Administration in order to ensure consistency with the National ICT policy framework as articulated by the Government of the Republic of Trinidad and Tobago (GoRTT). The Unit comprises sub-units which include Business Development, Business Transformation and Policy Research and Measurement.

Delivery

The Delivery Unit focuses on the successful implementation of ICT projects through the provision of Project Management, Solution Architecture and Contract Management Services. The Programme Management Office (PMO) manages and drives the execution of projects and provides timely reporting and escalations following a standard and proven Project Management Methodology. The Solution Architect Office (SAO) provides advice and guidance on technology issues and architect enterprise-wide technology solutions and the Contract Management Office negotiates, manages and executes all relevant contractual arrangements and offers support in the procurement process. Projects are customarily initiated by or with the support of the Consulting or Operations Units of the organisation.

Operations

The Operations Unit has responsibility for the efficient operation of the GoRTT wide area communications network (GovNeTT) and data centre services (including secure broadband connectivity and Internet access, e-Mail, anti-virus, anti-spam, hosting etc.). The Unit also manages the Government's online services portal - **ttconnect**, and offers standardisation and technical support of Government hardware and software and Ministry/Department ICT solutions as requested in collaboration with the Consulting Unit.

Finally, the Operations Unit co-ordinates ongoing development and actual operations of government-wide business application platforms.

Security and Assurance

The Security & Assurance Unit manages the use of any information that is created, acquired or maintained by Government and its authorized users. The Unit ensures that the data is used in accordance with its intended purpose, and that Government complies with prevailing regulatory requirements for information access, security and privacy. In addition the Unit undertakes, through close collaboration with public and private sector stakeholders, to ensure that the best controls are in place to protect the confidentiality, integrity and availability of the information that is transported, stored and processed by Government.

Shared Service Centre

The Unit comprises a Business Manager and a team which provides outsourced services for GoRTT inclusive of HR service support and Business Process outsourcing.

Telecommunications Policy and Competition Development

This Unit's work is aligned along two primary flows: Technical and Project support and Telecommunications Policy and Regulatory affairs. The Unit provides expert technical and regulatory advice on ICT initiatives that advance the national ICT agenda. It advises on emerging technological trends and advancement in regulatory governance models, provides expert engineering and technical advisory support to the various Business and Functional Units of the Company on telecommunications and broadcasting, supports the ICT Secretariat (Ministry of Public Administration) on the ongoing development of the policy and regulatory frameworks of the telecommunications and broadcasting sectors, and participates in regional and international forums and conferences that related to telecommunications and technical issues.

ttconnect

The **ttconnect** Unit operates multiple service-delivery channels in support of the Government's move toward more efficient delivery of services. These channels include the Internet (ttconnect Online),

common counters (ttconnect Service Centres); automated kiosks (ttconnect Self-Serve); Internet-ready mobile phones (ttconnect Mobile); and buses outfitted as mobile service centres (ttconnect Express) . The Unit comprises a business manager, and a team of front-line customer service managers and officers. The unit focuses on operationalising the public interfaces and delivers customer-facing services to citizens and businesses on behalf of its clients (such as government ministries, commercial merchants).

Support Services

Corporate Communications

The Unit is responsible for developing and implementing communication strategies and initiatives to support the Company's overall business objectives and goals. It also acts as the Company's primary agent in promoting the company's vision, mission and values while working with the Company's leadership to develop key messages for communication to its audiences. The scope of responsibility includes both internally focused and externally directed communications. Corporate Communications manages the Company's public image and performs essential public relations activities including serving as the company's spokesperson to the media; responding to all external queries (from the general public or Members of Parliament); and establishing a system for the Company to handle these queries. Additionally, the Unit organizes both internal and external events to engage stakeholder groups and also hosts public consultations on ICT policies.

Corporate Secretary/Legal

The Corporate Secretary is accountable to the Board of iGovTT through the Chairman on all matters relating to Company secretarial duties.

The Legal Unit is responsible for providing general counsel services through legal supervision, legal counseling, litigation management and regulatory compliance; establishment and effective management of the Company's corporate secretarial office and minimization of the Company's exposure to legal risk by providing legal strategic and advisory support to the various Business and Functional Units of the Company.

Finance and Administration

This Unit is managed by the Chief Financial Officer and is comprised of the Finance and General Administration Teams. The Finance Team is responsible for management of corporate income and expenditure; the development, implementation and maintenance of finance related policies, the performance of the payroll/accounting function, and internal accounting functions. The Finance Team also performs purchasing functions for procurement of all items for the Company, and works with Contract Management Office to purchase ICT items for GoRTT.

The General Administration team is responsible for the development and implementation of office management policies and processes for all Company units inclusive of general office administrative support to all Company units, the management of corporate records and the development of a facilities management contract to maintain physical premises that house the Company.

Human Resources

The Unit is led by a HR specialist and consists of HR Generalists and an HR Associate. The HR Unit is accountable to the CEO for HR Leadership and People Risk Management. The key responsibilities in this regard include HR Policy, Processes, Procedures and Programmes for recruitment, staffing, Compensation, Staff and Organisation Development as well as the staff communication platform with the support of the Corporate Communications Team.

Internal Audit

This Unit is responsible for the independent audit on all of the Company's operational functions to ensure compliance with approved and published company policies and processes.

Strategic Planning

The Strategic Planning Unit works closely with the Company's leadership to perform strategic planning at the corporate level, and develop strategies to move the Company towards its corporate vision and goals. The Unit formulates the corporate strategy which will then inform the work of the various units to align with corporate vision and direction.

2. Financial Operations

The National Information and Communication Technology Company Limited (iGovTT) was incorporated in July 2009 as a State-Owned Enterprise charged with the responsibility to undertake ICT planning and implementation of Government-wide ICT projects. Since commencing operations in September 2009 iGovTT has continued to expand in fulfilment of its vision to be "*The preferred choice for the delivery of innovative and integrative public sector ICT solutions and services*". This expansion realised the addition of **ttconnect** effective from December 2009.

Presently iGovTT is funded through the system of Parliamentary appropriations, where approved funds are identified under the various sub-heads and are disbursed through the Ministry of Public Administration.

2.1 Expenditure

The allocation to iGovTT for the fiscal year 2010 was **One Hundred and Twenty-Nine Million dollars (\$129,000,000.00)** to facilitate both operational and capital expenditure. In addition to amounts allocated for **ttconnect** in the amount of **Twelve Million One Hundred and Ninety Thousand One Hundred and Sixty Four Dollars (\$ 12,190,164.00)** to cover operational expenditure.

The total allocation received from Central Government for the fiscal year ended 2010 was **One Hundred and Sixty-Nine Million Nine Hundred and Ninety-Four Thousand Two Hundred and Fifteen Dollars (\$169,994,215)**. The actual expenditure for the period amounted to **One Hundred and Forty-Eight Million Forty-Nine Thousand Five Hundred and Fifty-Eight Dollars (\$148,049,558)** which represents 87% of the total allocation for 2010.

Table 1 shows total expenditure incurred matched against subvention revenue received for the year ended September 2010.

Table 1 Summary of Allocations Received and Expenditure for Fiscal Year 2010

Expenditure Category	Allocation Received	Actual Expenditure	Variance
Revenue Expenditure	169,994,215	144,680,626	25,313,589
Capital Expenditure		3,368,932	(3,368,932)
Grand Total	169,994,215	148,049,558	21,944,657

Table 2 below shows the top five items of expenditure compared against the respective budgeted amounts.

Table 2 Budgeted vs. Actual Expenditure for Fiscal Year 2010

Expenditure Category	Allocation Received	Actual Expenditure	Variance
Project Equipment	21,303,000	10,879,180	10,423,820
Contract Services	33,146,995	99,603,633	(66,456,638)
Salaries & Wages	10,170,558	15,070,944	(4,900,386)
Rent	6,538,147	2,070,987	4,467,161
Workshops & Seminars	6,219,297	2,160,514	4,058,783
Other	63,104,478	14, 895,369	48,209,109
Capital	820,261	3,368,932	(2,548,671)
Grand Total	141,302,736	148,049,558	6,746,822

2.3 Capital Expenditure

To support iGovTT growth and continued expansion, Capital Expenditure in the sum of **Three Million Three Hundred and Sixty-Eight Thousand, Nine Hundred and Thirty-Two Dollars (\$ 3,368,932)** has been expended. There are four main categories under which Capital Expenditure was incurred for fiscal year 2010:

Administrative Services: As iGovTT increased its services towards the execution and administration of Government's enterprise-wide ICT strategies and programmes, expenditure on general capital items was incurred in support of these activities. Expenditure in this category includes: •

- Computer Equipment
- Software
- Office Equipment
- Blackberry Mobile Phones

ttconnect: In December 2009, the **ttconnect** was integrated into iGovTT. As this programme continued to expand, Capital Expenditure was required to support this programme's objective of bringing Government information closer to citizens and making

public services more convenient and accessible.

The main item of Capital Expenditure for this category was the acquisition and outfitting of three (3) buses to bring the programme's services to the rural communities across Trinidad and Tobago.

Security and Safety Upgrade: Capital Expenditure was incurred at iGovTT's Lord Harris Court location, in order to:

- Improve security and safety of personnel
- Improve security of iGovTT's property
- Improve compliance with OSHA Act

PABX System: TSTT was contracted to provide a PABX system at the Lord Harris Court location and Call Tracker services at Lord Harris Court and iGovTT's Chaguanas offices located at Gaston Street.

The following Table 3 provides further information on the allocation of the Capital Expenditure for Fiscal Year 2010.

Table 3 - Analysis of Capital Expenditure for Fiscal year 2010

Description	Total	Administrative Services	ttconnect	Security and Safety	PABX
Motor Vehicles	1,458,638	-	1,458,638.35	-	-
Furniture and Fixtures	37,970	37,970	-	-	-
Office Equipment	1,320,289	70,102	-	271,357	978,831
ICT Equipment	552,034	439,364	99,370	-	13,300
Grand Total	3,368,92	547,436	1,558,008	271,357	992,131

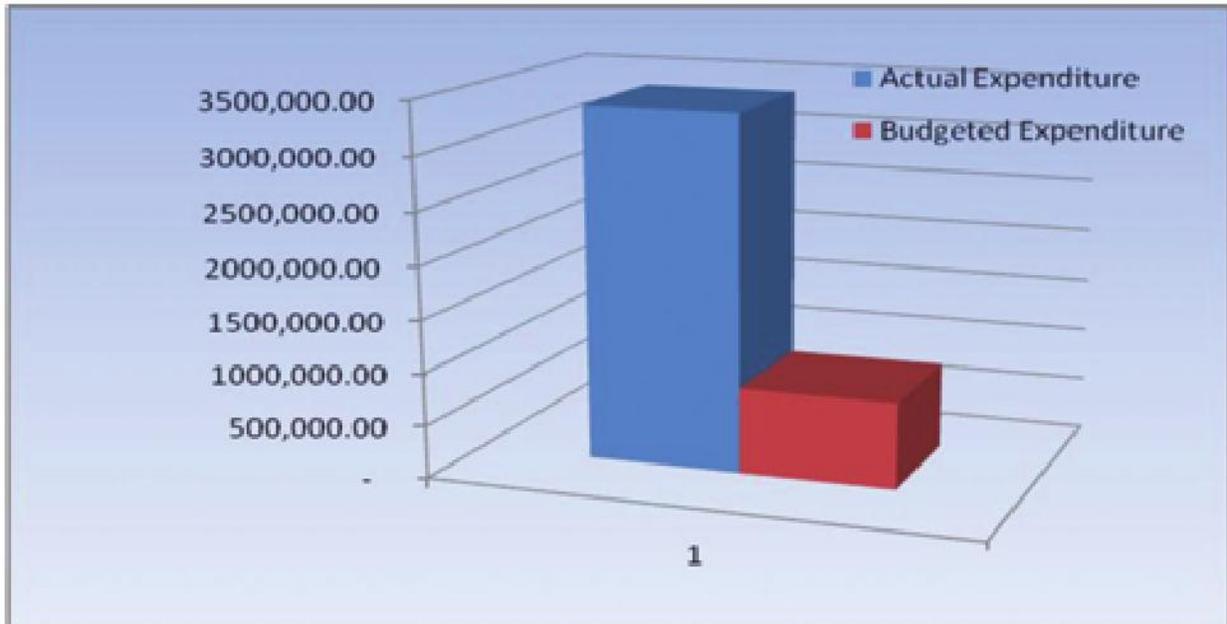


Figure 1 - Year Comparison of Budgeted and Actual Capital Expenditure

2.3. Revenue

In iGovTT, one Division, **ttconnect** provides services to general public. There is no charge attached to the provision of these services however; iGovTT does earn revenue from provision of Project Management services. The main source of income for iGovTT is Government Subvention, Interest Receivable and Receipts from the purchase of Tender Packages.

For the period under review the revenues collected by iGovTT amounted to **Nine Hundred and Fifty-Two Thousand Seven Hundred and Ninety-Four dollars (\$952,794)**.

Figure D shows Revenues earned for the fiscal year 2010 by iGovTT.

Figure D - Revenues Earned for the Fiscal Year 2010

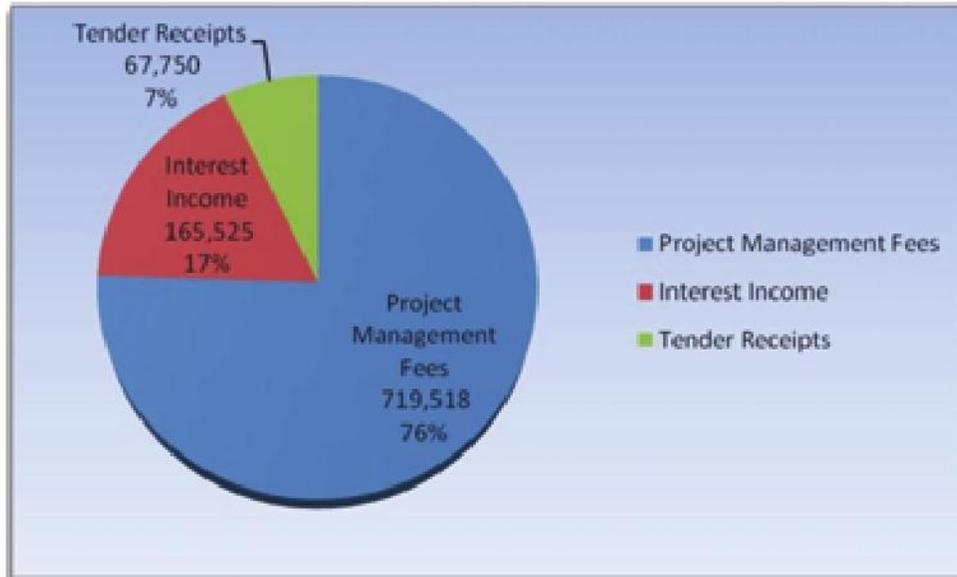


Table 4 shows the revenue collected by iGovTT for the last fiscal period.

Table 4 - Revenue Collected by iGovTT for the Fiscal Year 2010

Category	Fiscal Year 2010
Project Management Fees	719,518
Interest Receivable	165,525
Receipts from Tenders	67,750
Grand Total	952,794

Please refer to the Appendix for audited financial statements for the period ended September 30, 2010.

3. Business Strategy

3.1. Our Clients

The following constitutes our list of primary clients:

- Government Ministries and Departments
- the Tobago House of Assembly
- Statutory Authorities
- State Enterprises
- Regional Governments and Governmental Agencies.

3.2. Guiding Principles

iGovTT's approach in seeking to fulfil its mandate is influenced by several guiding principles:

- Build once, Reuse often
- Connect and Integrate Government
- Improved Service Delivery
- Modernize the Public Service
- Foster Inclusive Government (greater citizen interaction / participation)
- Create awareness among both internal and external publics

3.3. Our Lines of Business

Business Consulting

These services include:

- Project Conceptualisation & Feasibility Studies;
- Business Process Design & Re-engineering;
- ICT Planning for an Organisation;
- ICT Policy Advice;
- Disaster Recovery & Business Continuity Planning;
- ICT Training as part of Public Service Transformation;
- Business Analysis; and
- Change Management.

Technical Consulting

These services include:

- Network Review and Design for Local or Wide Area Networks;

- Technical Solutioning for business applications; and
- Enterprise Technology Blueprinting.

Programme Management

These services include:

- Programme Management;
- Project Management; and
- Project Management Training.

ICT Security Consulting

These services include the following:

- Specification of ICT security requirements for the design of new ICT systems;
- Monitoring of Government networks and ICT systems;
- Investigation of ICT Security Breaches;
- ICT Audits;
- ICT Security Training; and
- Ad hoc ICT Security Advice.

ICT Procurement

These services include:

- Computer & Peripherals (e.g. desktop, notebook, mouse, cables, printer, portable storage media);
- IT Consumables (e.g. printer cartridges, thumbdrives, memory sticks, SD cards);
- Hardware & Networking Equipment (e.g. servers, switches, routers, hubs, LAN cables);
- System Software (e.g. media, licenses); and
- Implementation Services (e.g. software development, network cabling, network configuration).

ICT Management

Several Ministries and Government Agencies are challenged with limited ICT manpower and internal ICT capacity. In response to this, and from the perspective of economies of scale, iGovTT will help ICT professionals to plan, implement and manage ICT services for individual Government Agencies in support of their specific business needs.

3.4. Strategic Goals

iGovTT is the key implementation and execution arm of Government in the evolution of e-Government in Trinidad and Tobago. The expectations of citizens are continuously increasing with the expansion of Internet access and the free flow of information which it allows. We aspire to a future in which our Government is recognised for being open, flexible and collaborative in its relations with citizens and businesses in a vibrant knowledge-based economy. To achieve these aims, we have set the following strategic goals:

- Develop ICT as the next engine of growth and as a significant GDP contributor for T&T
- Establish our role as the key implementation arm of GoRTT ICT agenda
- Reduce the Digital Divide by making ICT accessible to the wider society regardless of means
- Drive the implementation of e-Government and the decentralisation of Government Services to citizens and businesses
- Become the preferred provider for Caribbean Governments e-Services
- Promote the development of a SMART Green GoRTT

3.5. Strategies

Build an integrated Government using ICT

- Identify opportunities for cross-agency synergies and efficiencies
- Intensify outreach programmes to encourage adoption of ICT within Government
- Promote costs savings with regard to ICT spending

Influence the development of ICT in the Region

Seek/establish strategic partnerships among regional institutions (e.g. CARICAD, CTU, CANTO)

- Lead and influence regional working groups
- Host regional ICT workshops, study tours
- Sponsor regional ICT events

Empanel a cadre of consultants as an extended mechanism for providing ICT services to GoRTT and stimulate local industry while boosting our for project execution

- Partner with the local ICT sector to extend iGovTT's capabilities and service offerings, while at the same time creating opportunities for local ICT firms/consultants to participate and gain experience

Expand the range of ttconnect channels

- Develop and deploy ttconnect mobile, ttconnect Express, and ttconnect Hotline to decentralise GoRTT service availability
- Increase the range of services offered by ttconnect through its various channels
- Increase the number of ttconnect Service Centres and Self Serve kiosks across Trinidad and Tobago.

Develop and implement a strong Project Management Methodology

- Create proprietary Intellectual Property that can be sold on the both the regional and international levels
- Implement a rigorous PM process to ensure best possible chance for success for all projects

Develop & implement "green" policies e.g. tele-working, video-conferencing and e-Waste

- Promote use of technology that reduce carbon footprint
- Promote use of energy-conscious standards
- Partner with thought leaders to move Trinidad and Tobago into becoming a "SMART" island

Drive ICT Adoption and deployment through Trinidad and Tobago

- Provide access and accessibility
- Provide targeted benefits to intended audiences to encourage ICT usage
- Develop laws and regulations for implementing Universal Service

- Obligation fund (USO)- to finance national level ICT programmes
- Bundling benefits (e.g. to intended audiences, national scholarships) to encourage ICT uptake
- Establish Empowerment Strategy

Transformation of key sectors using ICT

- Work with sector champions to develop ICT masterplans for sectors such as Health, Education, Finance, Tourism, Energy, Social
- Development, Trade and Industry, Judiciary, National Security, Culture, etc.

Promotion & Awareness of iGovTT (locally and internationally) •

Engage key agencies (domestic and international) to market our range of services

- Identify intelligence data, collect and disseminate to parties that require them
- Groom and develop new ICT champions to advocate ICT and transform the country (e.g. youths, community leaders, business leaders, within government, NGOs, academia)
- Improve International ICT Rankings (World Economic Forum, Economist Intelligence Unit, etc)

Achieve self-sustainability and be a value-adding organisation

- Develop and implement profitability/revenue model
- Be the preferred employer through the development and implementation of attractive HR policies and practices
- Establish and demonstrate value to Government, value to citizens, value to partners
- Pursue strategic partnerships with key vendors to source ICT goods and services in a cost effective manner or to make niche ICT services available

4. Strategic Partnerships

4.1. Infocomm Development Authority Limited

In January 2009, a delegation from the Government of Singapore, comprised of persons from their Infocomm Development Authority International (IDA Intl), visited Trinidad and Tobago in order to conduct a current state assessment of the ICT sector and identify the most appropriate areas of support and assistance that could be provided under the authority of the existing MOU between the Governments of Singapore and Trinidad and Tobago. Drawing from Singapore's experiences and successes, the delegation presented a framework for centralized execution and administration of Government's enterprise-wide ICT Strategies and Programmes. Later in October 2009, the IDA Intl team officially began their work initially focusing on the areas of Programme Management, Capability Building and iGovTT's Service Delivery Model.

iGovTT PMO

Much was accomplished in the line of programme organisation which includes the establishment of the Programme Management Office (PMO). This also incorporated instruction on the application of project management methodologies and contributions to the development of an organisational structure that would best support a new project- driven environment. The PMO Charter, a document that provides the organisational mandate for the PMO's existence was also developed specifically defining the mission, vision, goals and functions of the iGovTT PMO. Over seventy (70) persons within the organisation were trained in the processes and methodologies of the PMO. The outcome of the training is as follows:

- Comprehensive and efficient reporting mechanisms
- Improved process flows
- Improved project planning and scope management
 - Detailed definition of roles and responsibilities
 - Development of an integrative set of templates and guidelines for managing projects

Capability Building

The IDA Intl team crafted a capability building strategy to support critical human resource requirements of the PMO.

The capability building strategy consists of four key components:

- Development and delivery of a capability building framework;
- Execution of half-yearly competency reviews;
- Development and delivery of a capability building implementation plan;
- Execution of annual training needs analysis for iGovTT PMO staff.

The first component was delivered as part of the PMO methodology in December 2009. The framework outlined five steps to building new human resource capabilities: Gap Identification, Foundation Building, Augmentation, Reinforcement and Measurement. These were critical to ensuring that only the relevant capabilities were identified for development.

The first competency review was conducted for iGovTT's PMO in June 2010. In this component, IDA Intl developed an initial list of competencies that was relevant to project management. The list comprised of both functional competencies, as well as people skills. For each job role, a level of proficiency was assigned to each competency. This competency matrix and descriptions allowed for identification of the relevant competencies during the hiring process. This document did not only apply to existing staff, it also helped to set the benchmarks for the right type and level of competencies to be developed.

In September 2010, a capability building implementation plan was developed. This component of the strategy focused on operationalising the capability building framework. For each step of the framework, the implementation plan outlined the key scope, focus, outputs, as well as the suggested durations and resources. A schedule detailing the various steps in greater detail was developed to guide iGovTT's PMO (with the assistance of the HR unit) to • execute the implementation plan. This ensured that the recommended • interventions dovetailed with the corporate HR training/development plan.

The last component of the capability building strategy-execution of yearly training needs analyses- is a critical aspect of the implementation plan and will guide iGovTT's PMO to identify and prioritise the gaps in the team's competencies. This will be

implemented as part of the implementation plan in the year 2011. Upon the successful completion of the strategy, the PMO team will be able to bridge or narrow some of the gaps in their competencies. Additionally, during the hiring process, candidates can be assessed for the relevant competencies to ensure that the right personnel is employed. All these are essential ingredients towards building a competent and competitive PMO team that can meet future project management challenges.

Service Delivery Model

In an effort to ensure alignment of iGovTT's existing service delivery model with government policy decisions, the IDA Intl team launched the review process where the ICT philosophies that guide the implementation of the model were evaluated for relevance. An important element of the review process was the execution of Discovery Workshops. The IDA Intl team also hosted a series of workshops with the following objectives:

- To identify new ideas, insights and high priority areas that surfaced during the past few months
- To identify new initiatives to undertake, and to close existing initiatives
- To develop a mechanism for iGovTT to be able to sense and respond to the ever changing ICT landscape in Trinidad and Tobago
- To inform inputs for corporate work planning

4.2. The National Information and Communication Technology Plan

The objective of the National ICT (NICT) Plan project is to develop clear Information and Communication Technology (ICT) strategies

and programmes that will support Trinidad and Tobago's evolution into an ICT-driven society. The second phase of the Plan extends over the period from 2010 to 2013. (Phase one began in 2003 with a focus on Connectivity i.e. establishing the foundational infrastructure for ICT development). The second phase of the NICT Plan treats specifically with *Uptake and Usage*. This phase is meant to encourage more nation-wide adoption of ICTs. To this end, the NICT Plan has been updated in the form of a document that speaks to the programme and strategies for promoting greater usage of ICTs including e-Government, ICT Manpower and Industry Development, ICT Adoption for MSMEs and Community and Telecommunication Policy and Competition Development.

Stakeholder engagement is crucial to the finalization of the National ICT Plan. As part of the requirements gathering process, key stakeholder groups will be engaged to capture their requirements and comments on the proposed National ICT vision and strategy which will in turn be documented into the National ICT Plan. A total of five Focus Group Discussions (FGDs) were held in August 2010; FGD for Public Sector Leaders, FGD for Businesses (Trinidad), FGD for Community (Trinidad), FGD for Businesses (Tobago), FGD for Community (Tobago).

The FGDs discussed the proposed National ICT Plan Strategic Framework; the supporting Strategic Thrusts and the Key Initiatives. From the FGDs, stakeholders' comments on the Strategic Thrusts and Key Initiatives were captured. The participants also proposed supporting programmes and projects in order to achieve the outcomes defined under each Strategic Thrust. Included in Public Sector FGDs were the Permanent Secretaries in the Ministries of Tobago Development and the Ministry of Public Administration as well as the Chief Administrator of the Tobago House of Assembly.

5. Enterprise Solutions

5.1. ttconnect Suite of Services

ttconnect is a nation-wide initiative that makes government information and services more easily available through alternative channels including **ttconnect** Online (using the Internet), Service Centres (common counters), Self Serve Kiosks (akin to an ATM machine) and soon to be launched **ttconnect** Hotline (call centre). **ttconnect** realises the ideals of speed, seamlessness and simplicity as it relates to persons' ability to obtain government services.

Through **ttconnect** the public can access government information and services including the following:

- Applying for a first-time Computer-Generated Birth Certificate
- Applying to the Multi-Sector Training (MuST) Programme
- Applying for Life Skills Training
- Applying to the Retraining Programme
- Applying for a Home Improvement Grant/Subsidy
- Applying for Beneficiary-Owned Land Subsidy
- Applying for various Scholarships
- Applying for employment opportunities advertised by the Service Commission

In the past year **ttconnect** Online underwent significant enhancements. Two new channels were added to the existing **ttconnect** suite of services: **ttconnect** Mobile (mobile phone version of **ttconnect** Online) and **ttconnect** Express (mobile service centre). **ttconnect** Express and **ttconnect** Mobile were named the Caribbean Association of National Telecommunication Organisations' (CANTO) "Connect the Caribbean" Project of the Year for 2010.

ttconnect Online

ttconnect Online is Trinidad and Tobago's e-Government portal which connects Web visitors to all government bodies including Ministries, State Authorities and Enterprises from one virtual location: www.ttconnect.gov.tt. The e-Government Portal was migrated to a new platform, Websphere, as part of a series of actions that will result in government services being delivered online.

ttconnect Mobile

ttconnect Mobile became operational in the early quarter of 2010. The public is now able to access a mobile phone version of **ttconnect** Online from any handset capable of accessing the Internet. This means that information that is published to **ttconnect** Online is now being rendered in mobile format. **ttconnect** Mobile is a technological innovation that intelligently exploited this country's high mobile penetration rate to bring about one additional means of accessing government information.

ttconnect Express

ttconnect Express is a mobile service centre that facilitates the provision of over-the-counter government information and services much like the stationary **ttconnect** Services Centres located in several high traffic areas of the country. **ttconnect** Express was piloted in June 2010 with the **ttconnect** bus making its way to the rural communities of Cumuto, Salybia, Toco, Sangre Grande. Over the period June to August 2010, 832 transactions were recorded via **ttconnect** Express with 480, 163, 151 and 38 transactions occurring in Sangre Grande, Toco, Cumuto and Salybia respectively.

5.2. GovNeTT

GovNeTT was launched in 2005 as the Government Backbone Communications Network, a resilient, high speed, communications platform supplying secure connections among government ministries and agencies.

In 2010, GovNeTT underwent significant expansion and enhancements under the Phase II Project.

Approximately 400 sites were added, technology was upgraded from frame relay to state-of-the-art metro- Ethernet and bandwidth was enhanced by orders of magnitude to gigabit speeds. There were also significant enhancements made to existing network services and the scope of services was widened to include Data Centre Hosting, IP telephony and Mobile Integration. Security remained a critical component and a brand new Data Centre now affords Government entities access to secure hosting and storage area network facilities. The Data Centre, provides a high level of redundancy, fail-over capability and also has the capacity to respond to the increasing requirements of the Public Sector for hosted and managed services. This Data Centre incorporates rigid access and physical controls including biometrics security and redundant cooling and power systems for better security and increased uptime efficiency. This in turn translates into decreased downtime for Government IT systems.

Another GovNeTT feature, Mobile Integration, increases employees' remote working capabilities, as travelling officers can access the same office communication services on their GovNeTT BlackBerry

handsets as persons stationed within offices. Moreover, the services provide for the remote deletion of confidential government information on the handsets if an officer's handset is lost or stolen.

The value of having a common platform is also reflected in the existence of several other IT applications which are able to leverage GovNeTT for speedier and

more efficient business operations. An example of this is Integrated Human Resource Information System (IHRIS) which centralizes employee data to facilitate improved access and retrieval of HR information, so that the time taken to carry out employee transactions is greatly reduced. Another application facilitated by GovNeTT is the Government Payment System which allows for electronic funds transfer, automatic cheque reconciliation and the generation of automatic reports.



In 2011 work on GovNeTT will continue to expand Ministries and Agencies' access to the infrastructure. Ongoing projects include:

- 800 additional sites to be connected (remote offices, schools, regional health offices, local government / municipal entities)
- Completion of technology and bandwidth upgrades for outstanding GovNeTT sites
- Inauguration of the second data centre site
- Implementation of the GovNeTT marketing plan
- The Formalisation of GovNeTT governance policies and practices
- Activation and increased use of the VoIP facility

6. Key Client Engagements

6.1. Single Electronic Window

The Single Economic Window (SEW) is an IT-based trade facilitation tool which allows parties involved in trade and transport to lodge standardized information and documents at a single entry point, in order to fulfill all import, export and transit-related regulatory requirements. The SEW is designed as a 'one-stop-shop', where private stakeholders and approving government agencies can collaborate to process necessary permits and approvals online in a seamless and efficient manner. The Government of Trinidad and Tobago embarked on this project in September 2008 and it was officially launched by the Ministry of Trade and Industry (MTI) in October 2010. The SEW is intended to revolutionize the entire trade and business facilitation architecture in Trinidad and Tobago and the benefits include reduction in the cost of doing business in Trinidad and Tobago and improvement in the country's "Global Competitiveness" and "Ease of Doing Business" rankings globally.

iGovTT was engaged by the MTI to oversee the procurement and management of hardware, network and software to support the successful implementation of the SEW project, including assistance with technical evaluations.

The benefits of SEW include:

- Greater operational efficiency;
- Transparency of government services; •
- Improved collection of State revenue; •
- Increase in speed of trade facilitation;
- Provision of vital, timely information to support more efficient business-to-business transactions and indeed business and investment decisions; and
- Sharpening the competitive edge of our companies and industries.

Thus far iGovTT is on target to meet its deliverables and will continue to provide support as required by the Ministry of Trade and Industry.

6.2. eConnect and Learn

The eConnect and Learn or eCAL project is an initial step in realizing a comprehensive programme of educational transformation with the objective of achieving seamless, high quality and comprehensive education via contemporary solutions that will facilitate the country's integration into the global information society.

Given that iGovTT is the execution arm of the Ministry of Public Administration for all ICT related projects and initiatives within Trinidad and Tobago, iGovTT is also charged with the responsibilities of development, programme management, implementation and execution for a number of aspects of this eCAL

Project. They include the e-Connect and Learn:

- Laptop Rollout
- Expansion of Secondary Schools' Connectivity-
- Teacher training and infusion of ICT into Curriculum Delivery
- Digital Resources and Content
- Digital Portal

To date, 327 laptops have been distributed to the forms one students of Success Laventille Composite School, South East Port of Spain Secondary School and Lashkmi Girls Hindu College. The continued distribution and rollout of this initiative is expected to be completed by March of 2011 with a total of twenty-three thousand (23,000) laptops being distributed at the end of this period. It should also be noted that this project is not being executed on a "one-of" basis but will continue for many years to come, as GORTT attempts to achieve develop country status by enriching and enhancing its future generations.

7. Human Resource Experience

2009-2010 represented a challenging first year for iGovTT. The external prevailing environment required Organisations and State Enterprises in particular, to operate with efficiency and effectiveness creating value by avoiding duplication and pursuing economies of scale.

iGovTT's HR agenda was therefore geared to facilitating a smooth transition from Centre (Division) status under the Ministry of Public Administration to Company status. This included a focus on "level one" of our People Capability Maturity initiatives including a focus on: Structure, Strategy and Systems.

The aim was to create a solid HR infrastructure which would allow the cadre of talent to differentiate iGovTT from its competitors. During the year iGovTT welcomed 20 new employees and bade farewell to 16 employees.

Organisation Structure

Based on a signed Memorandum of Understanding with Infocomm Development Authority International (IDA-i), a robust organisation structure was devised along with position outlines so as to support the Company's strategic direction and objectives. The structure allows for functional specialization in the support areas and for efficient service delivery in the core areas of the organisation.

Employee Compensation

The company commissioned a compensation survey in August 2009 and the results of this informed the compensation model and

programmes which were submitted to relevant authorities for approval. The aim is to create a conscious linkage in the minds of employees between Competency/Pay/Performance.

HR Strategic Plan and Policies

A comprehensive HR strategic plan and a suite of progressive HR policies have been devised to facilitate a proper management of the workforce and the HR agenda.

Performance Management

A robust Performance management System was implemented which includes 360 degree assessment component. The expectation is to properly measure both the behavioural as well as functional outcomes.

Learning and Development

The Company is committed to the management and mitigation of the risk of skill irrelevance and the Learning and Development framework is part of our overall strategy to increase quality and productivity. The framework sits on a foundation of functional competencies, which, will allow for skill development to the desired levels thereby leveraging their core competencies to satisfy the ICT agenda across the whole of government.

Employee Relations

There have been a series of planned interventions aimed at improving employee communication and fostering a level of familiarity and clarity with the Company's goals and action plans.

The Year Ahead

Given our established enterprise solutions, significant focus will be placed on working with client organisations, through our client services engagements, to advance their respective ICT-enabled transformation efforts. This will result in a higher incidence of electronic service delivery (e-services) and ultimately, a significant increase in public satisfaction with Government services. *Diagram 4* represents iGovTT's unique model, showing the relationships between the enterprise solutions, vertical e-services, and supporting activities.

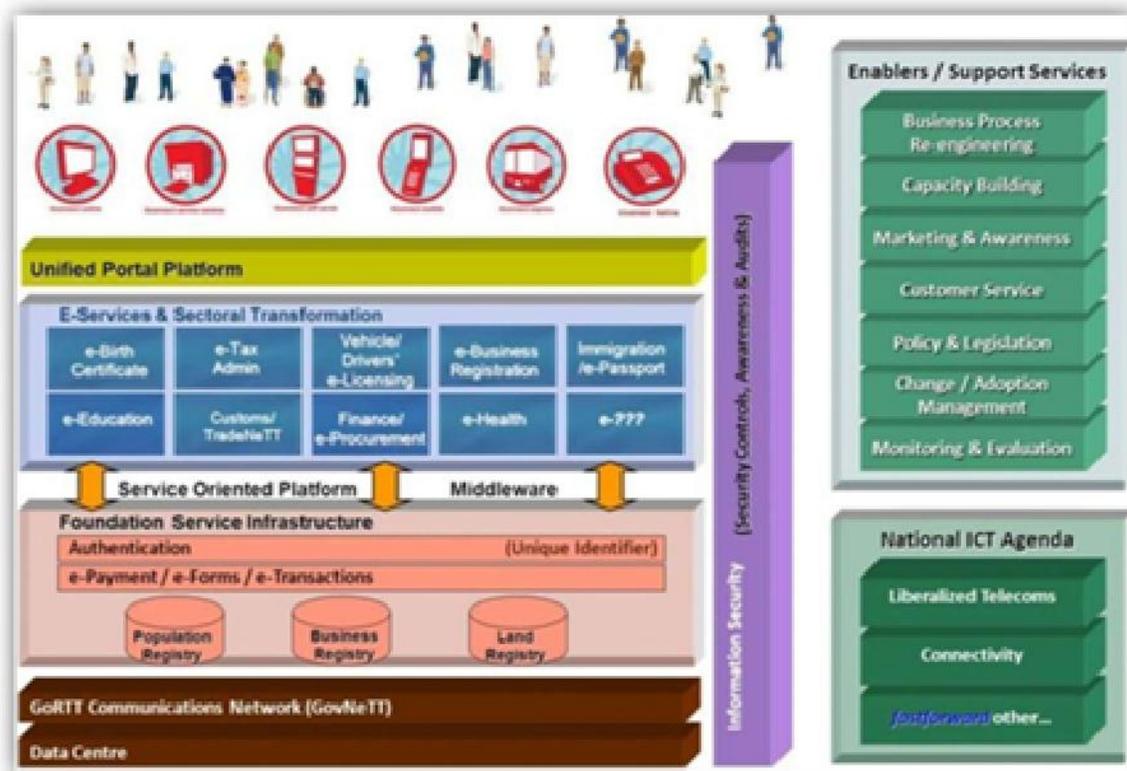
In tandem with our efforts to support and advance Ministries' vertical ICT transformation initiatives, and given our role as architects and implementers of Government's enterprise-wide ICT infrastructure, iGovTT will also be pursuing a series of "foundation" services as illustrated in *Diagram 1*. These are comprised of ICT

services and infrastructure elements that are a typically required for any e-service, e.g. electronic forms to allow the online capture and submission of citizen information; electronic payments to allow citizens to make online payments to Government.

iGovTT will also seek to establish central repositories or data hubs of common information. For instance, all basic information on the population (i.e. name, address, date of birth, address, etc.) will be maintained in a single "population registry". This can then be accessed by any authorised Government Ministry or Agency wishing to access such information on any member of the public.

This approach will result in less data and resource duplication, as well as greater data consistency and currency. Similarly, data hubs will also be established for businesses and land.

Diagram 1



As we continue with the migration of all Ministries onto GovNeTT we will also seek to upgrade the existing links with enhanced bandwidth capabilities and also provide resilience in our network. To ensure redundancy and diversity and business continuity the establishment of a second data centre is also planned for 2011.

Additionally, the National ICT Plan will be completed first quarter 2011 and will begin implementation of some of the key initiatives. The ongoing development of the Telecommunication Sector is also of significant priority as such a Strategic Infrastructure Development Programme aimed at reducing barriers to entry for the average consumer and geared at delivering advanced Telecommunications products and services is being formulated.

As we grow in strength and number our Human Resources Unit will work towards finalizing HR policies to facilitate proper management. We will also institutionalize a Performance Management and Learning and Development systems to enable a transparent system to measure staff performance and create avenues for growth and development.

Our Finance and Administration Unit will seek to strengthen internal financial management systems by introducing enterprise-wide financial software. Additionally, to ensure proper tracking and maintenance of documents and audit trails we are proposing the implementation of a document management platform. Promotion and Awareness is the key to engaging our target audiences.

As such we will seek to develop programmes and initiatives that will promote, educate and bring awareness of the work that iGovTT is undertaking on behalf of the Government particularly with regard to the enhancement of citizen centric service delivery. In so doing, we envisage that we will bring awareness to iGovTT's expertise and service offerings which will lead to business opportunities both locally and regionally.

Our first year of operations was indeed challenging as we sought to establish our new identity and role in Government. We are confident that as we forge ahead we will be committed to championing the advancement and development of ICT for the socio-economic transition and development of Trinidad and Tobago and by extension the Caribbean region.



National Information and Communication Technology Company Limited
Annual Report 2009-2010 September 30th, 2010

PHOTO HIGHLIGHTS

Photo Highlights

Promotions and Awareness



A tconnect Customer Service Representative demonstrating one of the many uses of the tconnect Kiosk



*Engaging students at Tech fest
Sharing information about tconnect Online*



Tech Fest

8th March 2010, Rotunda of the Red House

In commemoration of Commonwealth Day 2010, iGovTT participated in this event by showcasing the tconnect suite of services and by building awareness of the *National ICT Agenda* with a booth themed "ICT and YOU". The event was attended by primary and secondary school students, who were given the opportunity to interact with new and emerging technologies such as tconnect Self-Serve Kiosks.

Photo Highlights

Promotions and Awareness

Chamber of Industry & Commerce Breakfast Meeting – North

12th March 2010, The Chamber of Industry and Commerce

The Chamber of Industry & Commerce hosted the introduction of iGovTT to the business community at a meeting themed "iGovTT – Vision, services, and opportunities for the Private Sector".



Chairman of the Board of Directors, iGovTT, Mr. Joseph Teixeira, engaged in conversation with the Chief Executive Officer, Mr. Cleveland Thomas and the Chief Executive Officer of the Trinidad and Tobago Chamber of Industry & Commerce, Ms. Catherine Kumar

Deputy Chief Executive Officer, Mr. John Mollenhail in dialogue with members of the business community



Photo Highlights

Promotions and Awareness

Official iGovTT Company Launch

22nd March 2010, The Carlton Savannah

iGovTT was launched to Ministry officials and the business community with a creative presentation and cocktail reception at the Carlton Savannah under the theme "iGovTT... the Evolution". The evening's events also included a special note of appreciation to those individuals who contributed to the development of the *fastforward* initiative.



Chief Executive Officer, Mr. Cleveland Thomas delivering remarks at the company launch event



Board of Directors - iGovTT, Former Minister of Public Administration, Permanent Secretary - Ministry of Public Administration and Chief Executive Officer - iGovTT



Former Minister of Public Administration, Mr. Kennedy Swaratsingh presents Permanent Secretary - Ministry of Public Administration, Mrs. Arlene McComie with an award in recognition of her contributions towards National ICT development in Trinidad and Tobago

Photo Highlights

Promotions and Awareness

World Telecommunications and Information Society Day

17th May 2010, The Telecommunications Authority of Trinidad and Tobago (TATT)

The annual celebration of World Telecommunications and Information Society Day (WITS Day) commemorates the founding of the International Telecommunications Union (ITU) on May 17th 1965. The theme for the (WITS Day) 2010 was "Better City Better Life with ICTs" which signifies ICT's role in "the common wish for all humankind to achieve better living standards in future urban environments...." iGovTT partnered with the Telecommunications Authority of Trinidad and Tobago to host an event that commemorated World Telecommunications and Information Society Day in Trinidad and Tobago.



From left to right Mr. Philip Cross, Caribbean Representative-International Telecommunications Union (ITU); Mr. Cagney Casimire, Deputy Chairman of the Board, Telecommunications Authority of Trinidad and Tobago (TATT); Ms. Regenie Fraser, Secretary General, Caribbean Association of National Telecommunication Organisations (CANTO); Mr. Cris Seecheran, Executive Director (Ag.) TATT; Dr. Ronald Ramkissoon, Member of the Board, TATT



(from left to right) Mrs. Cheryl Johnson – Senior Manager Communications, Public Relations and Consumer Affairs, Telecommunications Authority of Trinidad and Tobago (TATT); Ms. Wendy Mc Donald - Corporate Communications Team Lead, iGovTT, Mr. Gary Kalloo - Telecommunication and Competition Team Lead, iGovTT



Attendees at the event

Photo Highlights

Promotions and Awareness



Minister of Public Administration, Senator the Honourable Rudrawatee Nan Ramgoolam, receiving the award for 'Project of the Year' in the region for itconnect Express

26th Annual Conference and Trade Exhibition 2010

11th – 14th July 2010, World Trade Center, Curacao

iGovTT participated on behalf of Trinidad and Tobago, in the 26th Annual Conference and Trade Exhibition entitled "Embracing Technology for Economic Success" hosted by the Caribbean Association of National Telecommunication Organisations (CANTO) which took place at the World Trade Centre in Curacao. Trinidad and Tobago received the award for Project of the Year within the Region for the second consecutive year.



Chief Executive Officer, iGovTT, Mr. Cleveland Thomas, engaging a business person in the region during the Exhibition at CANTO 2010



From the Left, Team Lead Corporate Communications, iGovTT – Ms. Wendy McDonald, Chief Executive Officer, iGovTT – Mr. Cleveland Thomas, Permanent Secretary, Ministry of Public Administration – Mrs. Arlene McComie, Minister Jerrol Thompson, Minister of Telecommunications, Science, Technology and Industry, St. Vincent, Senator the Honourable Rudrawatee Nan Ramgoolam, Minister, Ministry of Public Administration, Team Lead Telecommunications & Competition Development, iGovTT – Mr. Gary Kallou, Associate Professional, Corporate Communications, iGovTT – Mrs. Amanda Fernandez

Photo Highlights

Promotions and Awareness

Skills and Entrepreneurship Expo 2010

15th-16th September 2010, Center of Excellence, Macoya, Trinidad
23rd September 2010, Gulf City Mall, Lowlands, Tobago

iGovTT in partnership with the Ministry of Public Administration represented Government at the National Training Agency (NTA) Skills and Entrepreneurship Expo 2010, at the Center of Excellence, Macoya, Trinidad and Gulf City Mall, Lowlands, Tobago. At this event, the company raised awareness of jobs in the ICT field as well as showcased some of the initiatives undertaken by Government in this industry. Seminars were conducted on cyber bullying, social media networks and careers in ICT.



Students being engaged by Ms. Wendy McDonald, Team Lead, Corporate Communications, iGovTT, about careers in ICT in Tobago.



Students being engaged by Ms. Candice Davis, Professional, Corporate Communications, iGovTT, about some of Governments initiatives



Students being engaged by Ms. Samantha Lezama, Senior Professional, Corporate Communications, iGovTT, about careers in ICT in Tobago.



Ms. Candice Davis, Professional, Corporate Communications, iGovTT, gives a live demonstration of iconnect Online

Photo Highlights

Promotions and Awareness



Presentation by Ms. Rachel Rullow titled 'Metamorphosis continues'

1st Quarter Staff Meeting 28th January 2010, Movietowne Banquet and Conference Centre

The first staff meeting of the year hit the ground running. It was a meeting that was highly anticipated as it gave employees a better understanding of the future of iGovTT and tconnect and the roles each would play in its development.



Head of Human Resources Mrs. Karen Robertson providing a response during the Question and Answer Session



Staff members listening attentively during the presentations

Photo Highlights

Promotions and Awareness

Professional Administration Week 19th – 23rd April 2010, Battimanzelle Restaurant

iGovTT celebrated Professional Administrative Week, recognizing the contributions of the Administrative staff towards the daily operations of the company. The administrative staff was treated to a fine dining experience at Battimanzelle and received a gift certificate as a small token of appreciation.

The team listens attentively as they were addressed by representatives of the Human Resource Department



The team poses for a picture at the end of the luncheon—Arlene Noel, Camille Andrews, Donna Ramoutar, Kavell Keir, Ziva Hargreaves-Superville, Natifa Alexander, Aisha O'Brien, Kathleen Barbour, Patriona George Sharpe, Ingrid Brewster and Keisha Caton



Photo Highlights

Promotions and Awareness

2nd Quarter Staff Meeting

1st July 2010, Cascadia Hotel and Conference Centre

The second quarter staff meeting themed 'World Cup' was quite exciting and provided staff with a quite exciting fun filled day.



Sport Reporter Mr. Joel Villafana demonstrates the world cup 'Waka Waka' dance to Mr. Kevin Lucas and Mr. Makes Howard between the official presentations of the day



Staff members listening attentively during the presentations



Chief Executive Officer addresses staff



Staff actively engaged in discussions

Photo Highlights

Promotions and Awareness

Friendly Football - Lord Harris Court vs Gaston Court

3rd July 2010, Woodbrook Youth Facility

Staff of iGovTT organised a friendly football match that had both male and female staff members scrambling to score the winning goal. The two teams were named according to the company's two major locations - Lord Harris Court and Gaston Court. Though the players all work for the same company, it was indeed head to head competition between the teams during the game that ended in a 2-1 score and a victory for the Gaston Court team.



Mr. Kern Elliott, Operations - Application Support Services, Mr. Aaron Doyle, Human Resource Department, Mr. Junior Pedro, Finance and Administration, Mr. Kevin Lucas and Mr. Keston Douglas, Finance and Administration, take a moment to relax before the game



Staff members came out in full support of this friendly football game



Mr. Hugh Thomas, Professional, Consulting - Business Development Team, Mrs. Karen Robertson, Head Human Resource Department and Mrs. Denyse White, Head Consulting Unit, showing their support during the game

Photo Highlights

Promotions and Awareness

Bring a Child to Work Day

1st September 2010, Lord Harris Court, POS

iGovTT hosted its first ever 'Bring A Child To Work Day' which proved to be a great success. Employees had the opportunity to engage and educate their children about the many uses of ICT's, in a fun and productive manner.



Children paying attention during the welcome message that was delivered by the CEO, Mr. Cleveland Thomas



Happily involved in the day's activities included toddlers and children ages 4- 16 years old

Appendix

Financial Statements of National Information and Communication Technology Company Limited

Period ended September 30, 2010

**Independent Auditors' Report to the Shareholders of
National Information and Communication Technology Company Limited
Report on the Financial Statements**

We have audited the accompanying financial statements of National Information and Communication Technology Company Limited (the Company), which comprise the balance sheet as at September 30, 2010, and the statement of income, statement of changes in shareholder's equity and cash flows for the period then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independent Auditors' Report to the Shareholders of
National Information and Communication Technology Company Limited
Report on the Financial Statements (Continued)**

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of September 30, 2010, and of its financial performance and its cash flows for the period then ended in accordance with International Financial Reporting Standards.



Chartered Accountants
Port of Spain
Trinidad and Tobago, W.I. December
20th, 2010.

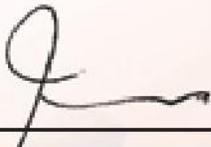
Balance Sheet

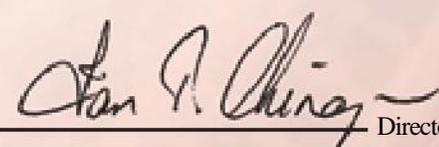
September 30, 2010

	Notes	2010
Assets		
Non-current assets		
Property, plant and equipment	1	<u>\$ 3,024,939</u>
Current assets		
Receivables		4,489,857
Prepayments		55,566
Value added tax recoverable		2,802,728
Other current assets		454,949
Cash on hand and at bank	2	<u>50,919,867</u>
Total current assets		<u>58,722,967</u>
Total assets		<u>\$ 61,747,906</u>
Shareholder's Equity and Liabilities		
Shareholder's equity		
Stated capital	3	\$ 5,000,000
Retained earnings		<u>535,087</u>
		<u>5,535,087</u>
Non-current liabilities		
Deferred subvention	5	25,731,298
Deferred tax	4	<u>85,080</u>
		<u>25,816,378</u>
Current liabilities		
Taxation payable		332,628
Advance payments		17,499,043
Trade payables		9,225,513
Accrued liabilities		<u>3,339,257</u>
		<u>30,396,441</u>
Total shareholders' equity and liabilities		<u>\$ 61,747,906</u>

See accompanying notes to financial statements.

On behalf of the Board


 _____ Director


 _____ Director

Statement of Income

For the period ended September 30, 2010

	Notes	2010
Revenue		
Amortisation of deferred subvention	5	\$ 144,262,917
Project management fees		<u>719,518</u>
		144,982,435
Operating costs		<u>(110,482,813)</u>
		34,499,622
Operating surplus		
Other (expenses) income		
Administrative expenses - (Schedule 1)		<u>(33,780,103)</u>
Other income		67,750
Interest income		<u>165,525</u>
		(33,546,828)
Total other (expenses) income		
Surplus for the period before provision for taxation		952,794
Provision for taxation	4	<u>(417,707)</u>
		\$ 535,087
Surplus over expenditure for the period		

See accompanying notes to financial statements.

Statement of Changes in Shareholder's Equity

For the period ended September 30, 2010

	Stated Capital	Retained Earnings	Shareholder's Equity
Period ended September 30, 2010			
Issue of stated capital	\$ 5,000,000	-	5,000,000
Surplus of revenue over expenditure for the period	-	535,087	535,087
Balance at September 30, 2010	\$ 5,000,000	535,087	5,535,087

See accompanying notes to financial statements.

Statement of Cash Flows

For the period ended September 30, 2010

Notes

2010

Cash Flows from Operating Activities

Surplus of revenue over expenditure for the period
before provision for taxation

\$ 952,794

Adjustments to reconcile surplus of revenue over
expenditure for the period before provision for taxation
to net cash used in operating activities:

Depreciation	343,992
Amortisation of deferred subvention	(144,262,917)
Changes in accounts receivable	(4,489,857)
Changes in prepayments	(55,566)
Changes in vat recoverable	(2,802,728)
Changes in other current assets	(454,949)
Changes in advance payments	17,499,043
Changes in trade payables	9,225,513
Changes in accrued liabilities	3,339,258

Net cash used in operating activities (120,705,417)

Cash Flows from Investing Activities

Purchase of property, plant and equipment

(3,368,931)

Net cash used in investing activities (3,368,931)

Cash Flows from Financing Activities

Government subventions received

169,994,215

Proceeds from issue of stated capital

5,000,000

Net cash from financing activities 174,994,215

**Increase in cash and cash equivalents for the period and
cash and cash equivalents at the end of the period**

\$ 50,919,867

Analysis of cash and cash equivalents

Cash on hand and at bank

\$ 50,919,867

See accompanying notes to financial statements.

Notes to Financial Statements

September 30, 2010

Limitation of liability and principal activity

The National Information and Communication Technology Company Limited (the Company) was incorporated in the Republic of Trinidad and Tobago on July 20th, 2009 and the Board of Directors was appointed on August 27, 2009. The Registered office of the Company is situated at #52 Pembroke Street, Port of Spain.

The principal activity of the organisation involves the provision of Information and Communication Technology services to the Government of the Republic of Trinidad and Tobago (GORTT).

These financial statements were approved for issue by the directors on December 14, 2010.

Significant accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and its interpretations issued and adopted by the International Accounting Standards Board.

(b) Basis of preparation

These financial statements have been prepared on the historical cost basis.

(c) Functional and reporting currency

The financial statements are presented in Trinidad and Tobago dollars which is the Company's functional currency.

(d) Use of estimates and judgements

The preparation of these financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results could differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Notes to Financial Statements

September 30, 2010

Significant accounting policies

(d) Use of estimates and judgements (continued)

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

Note e - Property, plant and equipment

Note f - Accounts receivable

Note i - Provisions

Note m - Impairment

(e) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. The Company recognizes in the carrying amount of an item of property, plant and equipment, the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Company and the cost of the item can be measured reliably.

All other costs are recognised in the income statement as an expense as incurred.

When parts of an item of property, plant and equipment have different useful lives, those components are accounted for as separate items of property, plant and equipment.

Depreciation is charged using the straight line basis at the following rates which are designed to write off the cost of the assets over their estimated useful lives:

ICT Equipment	25%	Furniture
and fittings	12.5%	
Office and computer equipment	12.5%	
Motor vehicles	25%	

(f) Accounts receivable

Accounts receivable is stated net of any specific provision established to recognise anticipated losses for bad and doubtful debts. Bad debts are written off during the period in which they are identified.

(g) Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash at hand and in bank.

Notes to Financial Statements

September 30, 2010

Significant accounting policies (continued)

(h) Trade and other payables

Trade and other payables are stated at cost.

(i) Provisions

A provision is recognised in the balance sheet when the Company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments at the time value of money and, where appropriate, the risks specific to the liability.

(j) Revenue recognition

Unconditional grants related to the ongoing operations of the Company are recognised in the statement of revenue and expenditure as revenue when the grant becomes receivable.

Subventions that compensate the Company for expenses incurred are recognised as revenue in the statement of revenue and expenditure on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Company for the cost of an asset are recognised in the statement of revenue and expenditure as revenue on a systematic basis over the life of the asset.

All other revenue is recorded on an accruals basis.

(k) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currency of the Company at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period. Nonmonetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising on the retranslation of available-for-sale equity instruments or a financial liability designated as a hedge of the net investment in a foreign operation.

Notes to Financial Statements

September 30, 2010

Significant accounting policies (continued)

(l) Operating leases

Payments made under operating leases are recognised in the income statement on a straightline basis over the term of the lease. Lease incentives received are recognised in the income statement as an integral part of the total lease expense.

(m) Impairment

The carrying amounts of the Company's non-financial assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset or its cashgenerating unit exceeds its recoverable amount. Impairment losses are recognised in the income statement.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(n) Financial instruments

Financial instruments include cash, trade accounts receivable, prepayments, other accounts receivable, amounts due from and to related parties and other accounts payable.

Accounts receivable are recognised initially at fair value plus any attributable transaction costs.

Other accounts payable are measured at cost.

Notes to Financial Statements

September 30, 2010

Significant accounting policies (continued)

(o) **Taxation**

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the period, using tax rates enacted or subsequently enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or subsequently enacted at the balance sheet date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at each balance sheet date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Notes to Financial Statements

September 30, 2010

1. Property, plant and equipment

	Computer Equipment	Furniture and fittings	Office Equipment	Motor Vehicles	Total
Cost					
Additions for the period	\$ 552,034	37,970	1,320,289	1,458,637	3,368,931
Balance at September 30, 2010	\$ 552,034	37,970	1,320,289	1,458,637	3,368,931
Accumulated depreciation					
Charge for the period	\$ 57,545	3,174	100,944	182,330	343,992
Balance at September 30, 2010	\$ 57,545	3,174	100,944	182,330	343,992
Net book value					
Balance at September 30, 2010	\$ 494,489	34,797	1,219,345	1,276,307	3,024,939

2. Cash on hand and at bank

	<u>2010</u>
Chequing accounts	\$ 50,913,867
Petty cash	<u>6,000</u>
Balance at September 30, 2010	<u>\$ 50,919,867</u>

3. Stated Capital

Authorised capital	
Unlimited number of common shares on no par value	
Issued and fully paid capital	
5,000,000 common shares of no par value	<u>\$ 5,000,000</u>

Notes to Financial Statements

September 30, 2010

4. Provision for Taxation

	<u>2010</u>
Deferred tax	
Charge to the income statement	<u>\$ 85,080</u>
Closing amount	<u>\$ 85,080</u>
Deferred tax charge comprises	
Difference on wear and tear allowances	<u>\$ 85,080</u>
	<u>\$ 85,080</u>

Deferred tax expense arises from the origination and reversal of temporary differences and the benefit of tax losses recognised. The primary component of deferred tax expense for the period results from the differences between depreciation rates and wear and tear allowances.

Provision for taxation	
Deferred tax charge	\$ 85,080
Corporation tax charge	161,914
Green fund levy	<u>170,714</u>
Total tax charge	\$ 417,707

The effective tax rate differs from the theoretical amount that would arise using the basic tax rate of the Company as follows:

Accounting profit	<u>\$ 952,794</u>
Tax at the applicable tax rate - 25%	238,199
Tax effect of income/expenses that are not recognisable/deductible in determining taxable profit 8,795	
Green fund levy	<u>170,714</u>
	<u>\$ 417,707</u>

Notes to Financial Statements

September 30, 2010

5.	Deferred Subvention		2010
	Period ended September 30, 2010		
	Grants received for the period		\$ 169,994,215
	Amortization for the period		(144,262,917)
	Balance at September 30, 2010		\$ 25,731,298

Funding for the operations of the Company is provided via Government Subvention. The deferred subvention of \$25,731,298 relates to the funding of committed or deferred projects for the period ended September 30, 2010.

The Company received subventions for recurrent expenditure in the sum of \$ 169,994,215 for the period ended September 30, 2010. No subventions were received during the period that was related to property, plant and equipment.

6.	Operating leases		2010
	Leases as lessee		
	Non cancellable operating lease rentals are payable as follows:		
	Less than one period		\$ 3,783,618
	Between one and five periods		15,134,472
			\$ 18,918,090

During the period, \$2,466,343 was recognised as an expense in the income statement in respect of operating leases.

7.	Related parties		
	Key management personnel		
	Key management personnel receive compensation in the form of short-term, employee benefits and post-employment benefits.		
	Key management personnel received compensation of \$3,383,585 for the period. Total remuneration is included in salaries and wages.		

Notes to Financial Statements

September 30, 2010

8. IFRS Not Yet Effective

A number of new standards, amendments to standards and interpretations are not yet effective for the period ended September 30, 2010, and have not been applied in preparing these financial statements. None of these will have an effect on the financial statements of the Company.

9. Capital management

The Company has no formal policy in regards to capital management, as the Company is currently financed through Government subventions.

10. Financial instruments

A financial instrument is any contract that gives rise to both a financial asset and a financial liability or equity instrument of another enterprise. For the purpose of these financial statements, financial assets have been determined to include accounts receivable, prepayments and cash. Financial liabilities have been determined to include long-term debt, accounts payable and interest payable.

The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

Derivative financial instruments are not presently used to reduce exposure to fluctuations in these risks.

Credit risk

Management monitors exposure to credit risk on an on-going basis. The maximum exposure to credit risk is represented by the carrying amount of the financial asset in the balance sheet.

The maximum exposure to credit risk at period end was:

	<u>2010</u>
Accounts receivable	\$ 4,489,857
Cash	<u>50,913,968</u>
	<u>\$ 55,403,825</u>

Notes to Financial Statements

September 30, 2010

10. Financial instruments (continued)

Credit risk (continued)

Impairment losses:

The aging of trade receivables at period end was:

	<u>2010</u>
Current	\$ 3,738,541
31- 90 days	471,091
Over 91 days	280,225
	<u>\$ 4,489,857</u>

No impairment losses were recorded with respect to trade receivables for the period.

Liquidity risk

The Company manages its liquidity risk by maintaining cash to meet its cash obligations as they fall due. Further, the Company also maintains flexibility through established credit facilities with its Bankers.

The following are the contractual maturities of financial liabilities, including interest payments:

	Carrying Amount	Contractual cash flows	Less than one year	More than one year
<i>September 30, 2010</i>				
Advance payments	\$ 17,499,043	17,499,043	17,499,043	-
Trade payables	9,225,513	9,225,513	9,225,513	-
Accrued liabilities	3,339,259	3,339,259	3,339,259	-
	<u>\$ 30,063,815</u>	<u>30,063,815</u>	<u>30,063,815</u>	<u>-</u>

Notes to Financial Statements

September 30, 2010

10. Financial instruments (continued)

Market risk

Market risk arises in the normal course of business and encompasses the risk to earnings that arises from changes in foreign exchange rates, interest rates and equity prices.

(a) *Foreign currency risk*

The Company does not incur significant foreign currency risk on purchases that are denominated in a currency other than the Trinidad and Tobago dollar. The currency giving rise to any risk is primarily the United States dollar.

The exchange rate of the United States dollar to the Trinidad and Tobago dollar at the period end was as follows:

At September 30, 2010: TT\$6.30

Sensitivity analysis:

A 1% strengthening of the Trinidad and Tobago dollar against the United States dollar at year end would have increased profit by \$128,891. This analysis assumes that all other variables, in particular interest rates, remain constant.

(b) *Interest rate risk*

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. At period end, the interest rate profile of the Company's interest bearing instruments was:

	<u>2010</u>
Fixed rate instruments	
Financial assets	<u>\$ 50,913,867</u>
Exposure	<u>\$ 50,913,867</u>

Estimation of Fair values

Fair value amounts represent estimates of the arm's length consideration that would be currently agreed upon between knowledgeable and willing parties who are under no compulsion to act and is best evidenced by a quoted market price if one exists. The estimated fair value of the Company's financial instruments is based on the market prices and valuation methodologies.

Schedule of Administrative Expenses

For the period ended September 30, 2010

	Note	2010
Advertising and promotions		\$ 764,730
Audit fees		100,000
Bank charges		4,773
Building Maintenance		372,213
Depreciation		343,992
Director Expenses		618,750
Donations		5,500
Electricity		198,739
Equipment Repairs & Maintenance		38,331
Functions		409,572
Insurance		18,522
Janitorial		641,093
Laundry Expense		25,612
Legal Fees		62,714
Loss/Gain on Exchange		444,465
Membership and subscriptions		76,540
Meeting expenses		134,836
Miscellaneous expenses		20,863
Motor vehicles		18,355
National insurance		626,791
Operating lease	6	395,357
Office expenses		253,233
Penalties and interest		29,681
Postage		767,859
Printing and stationery		251,468
Professional Fees		707,274
Publications Expense		125,400
Publicity & Promotion Expense		867,057
Recruitment Expense		146,696
Rent Expense	6	2,070,986
Salaries and wages		17,253,202
Security		1,358,889
Staff & Organization Development		136,093
Software		9,529
Telephone		1,328,760
Training		69,818
Travel - foreign		585,896
Travel - local		140,665
Transportation & Storage Exp		161,202
Utilities		34,136
Workshops & Seminars Expense		2,160,511
		<u>\$ 33,780,103</u>

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