# Arms Trade Treaty Voluntary Trust Fund

## FINAL REPORT

**Trinidad and Tobago**

Ministry of National Security

**Project No.:** ATT.VTF.G2021.003TTO

01 April 2026

| | |
|---|---|
| Project Number | ATT.VTF.G2021.003TTO |
| Grantee name | The Republic of Trinidad and Tobago |
| Project title | Development of an integrated data management IT system for stockpiling management in the private sector |
| Grant Amount | USD 97,374 |
| Final Report submission date | 14 October 2022 |
| Period covered under this report (MM/DD/YY – MM/DD/YY) | 01 October 2021 to 01 April 2026 |

## 1. Project activities and outcomes

a Describe the project outcomes.

Fully digitised process for provisional and Firearms Users License (FUL) applications and approval including an online portal for applications.

1. Improved efficiency as application processing times are reduced and administrative workload is minimised.
2. Enhanced compliance and control as licensing rules are applied consistently and full audit trails are maintained.
3. Improved data quality as applicant information is accurate, complete and standardised.
4. Improved transparency and communication as users can track application status in real time and receive email notifications with updates.
5. Enhanced risk assessment and documentation as all requisite documents, including investigating officer reports and reasons for approvals or objections, are required for the process and recorded.
6. Improved reporting and decision-making as real-time data and analytics are available to the primary beneficiary [Trinidad and Tobago Police Service (TTPS)].

b Describe how the project has assisted your implementation of the ATT.

1. Strengthened legislative alignment as proposals for updated firearms legislation to incorporate international SALW instruments, including the Arms Trade Treaty, have been submitted to the Attorney General for consideration.
2. Improved reporting capability as required ATT reports can be generated more quickly and accurately through digital data extraction.
3. Improved traceability as digital records enable tracking of licit firearms and license holders, supporting improved detection of diversion.
4. Enhanced risk assessment as centralised data supports more consistent evaluation of licence applications against ATT criteria.
5. Strengthened record-keeping as secure, standardised digital systems ensure more reliable retention of licensing data.
6. Increased transparency and accountability as audit trails provide clear justification for licensing decisions.

c List all States that benefitted from the project.

| |
|---|
| Trinidad and Tobago |

d Were all the project activities as specified in the Project Schedule (see Annex G) completed?

Yes ☐ No ☒

If no, explain why and describe any problems, constraints and difficulties experienced in implementing the project.

1. Funding release and implementation timing risk: Following completion and Go-Live of the FUL phase on 09 September 2025, delays in the release of funds until the 30 January 2026 impacted project continuity and resulted in a temporary suspension of subsequent implementation activities. The project has since recommenced as of 23 April 2026, with the delay affecting the sequencing and progression of the import/export phase.
2. Stakeholder coordination and governance challenges: The project experienced delays due to multiple changes in TTPS project teams and senior personnel during implementation, which affected continuity, institutional knowledge retention and the timeliness of decision-making and approvals. In addition, multiple review and approval stages required from various stakeholders contributed to delays in validating requirements, confirming technical approaches and progressing implementation activities.
3. Scope changes and evolving system requirements: During implementation, the Trinidad and Tobago Police Service (TTPS), the primary stakeholder, changed project direction multiple times regarding the preferred system approach. The project initially proceeded on the basis of a custom-built solution, after which TTPS proposed transitioning to the utilisation of an existing in-house system. Subsequently, TTPS reverted to the custom-built approach and later expanded the scope further to include the development of a public-facing online application portal. These changes required repeated reassessment of technical requirements, system architecture, workflows, and implementation planning, contributing significantly to project delays, revised timelines, and additional development activities. The scope adjustments also required additional engagement and negotiations with the service provider to accommodate revised requirements while seeking to avoid additional project costs and maintain delivery within available funding parameters.

What recommendations would you make in this regard?

1. Maintain milestone-based funding arrangements and establish a formal escalation mechanism with the Ministry of Homeland Security to ensure timely release of approved funds. Consider introducing defined financial release timelines linked to project milestones to reduce the risk of implementation delays and interruption of scheduled activities.
2. Strengthen project continuity mechanisms through formal documentation, structured handover procedures and maintenance of centralised project records to minimise disruption arising from changes in personnel, stakeholder representatives, or organisational restructuring during implementation.
3. Continue regular engagement and follow-up with primary stakeholders to support timely review, feedback, and approval of project activities, technical requirements, and implementation decisions.
4. Document and formally communicate the operational, scheduling and resource implications of proposed scope changes at the time such changes are introduced, to support informed decision-making and realistic adjustment of implementation timelines.
5. Continue regular, structured progress reporting to relevant stakeholders, aligned with the project schedule and key milestones. Reporting should explicitly track delayed, at-risk, and

completed activities, including explanatory notes for variances, to support proactive management of implementation timelines and dependencies.

e How would you rate the *relevance* of the project (was the project suited to existing priorities and policies of the benefitting State(s))?

| Not relevant at all | Not very relevant | Moderately relevant | Relevant | Very relevant |
|---|---|---|---|---|
| ☐ | ☐ | ☐ | ☐ | ☒ |

Explain your answer:

1. The country continues to prioritise public safety, firearms control and digital transformation of government services, and the project is highly relevant in supporting these objectives.
2. The project aligns strongly with international obligations under the Arms Trade Treaty, particularly in strengthening record-keeping, traceability, and reporting capacity.
3. The project is consistent with wider e-governance and administrative reform policies, supporting improved transparency, efficiency, and modernisation of the firearms licensing system.

f How would you rate the *effectiveness* of the project (to what extent has the project attained its stated objectives)?

| Not effective at all | Not very effective | Moderately effective | Effective | Very effective |
|---|---|---|---|---|
| ☐ | ☐ | ☐ | ☒ | ☐ |

Explain your answer:

1. The project was assessed as effective as it successfully delivered the core objective of digitising the Firearms User Licence (FUL) application and approval process, including the deployment of an operational online application portal.
2. Key functional objectives were achieved, including online application submission, workflow automation, digital record management, application tracking, audit trail generation, and improved reporting capability for the TTPS.
3. The system has improved administrative efficiency, strengthened data quality, enhanced transparency, and supported more consistent application of licensing procedures and controls.
4. The project also contributed to strengthening ATT implementation through improved traceability, record-keeping, reporting capability, and risk assessment processes aligned with international SALW instruments.
5. While some planned activities experienced delays due to funding interruptions, stakeholder coordination challenges, and scope adjustments, the primary operational outcomes were substantially achieved and are currently in use by TTPS.
6. The effectiveness rating was therefore assessed as "Effective" rather than "Very Effective," as implementation delays and incomplete progression of subsequent project phases affected full attainment of all planned activities within the original timeframe.

g How would you rate the *efficiency* of the project (to what extent were the project results attained on time and within budget)?

| Not efficient at all | Not very efficient | Moderately | Efficient | Very efficient |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| | | efficient | | |
| ☐ | ☒ | ☐ | ☐ | ☐ |

Explain your answer:

Overall, the project was assessed as not very efficient due to schedule slippage and increased implementation costs resulting from scope changes and stakeholder-related delays.

1. Time efficiency: The project experienced delays primarily due to mid-implementation scope changes, where the primary stakeholder (TTPS) transitioned between different system approaches, including a shift from utilising an existing in-house solution to the development of a custom-built online application portal. In addition, delays in securing consistent stakeholder engagement, compounded by changes in the TTPS project team, affected continuity and slowed decision-making. These factors collectively resulted in slippage against the original project schedule and necessitated a revised implementation timeline.
2. Budget efficiency: Project costs increased as a direct result of the expanded scope, particularly the development of the online application portal. However, these additional costs were absorbed by the Government of the Republic of Trinidad and Tobago (GoRTT), ensuring full funding coverage of the revised scope. While this maintained financial delivery without funding shortfall, it reflects reduced cost efficiency relative to the original project baseline.

h Please describe the impact of the project (i.e. the positive or negative changes or effects that the project results have on the surrounding circumstances).

The project has had a positive impact on firearms licensing administration by improving operational performance, oversight and service delivery.

1. Reduced processing times and administrative burden as the digitisation of the Firearms User Licence (FUL) process has streamlined application handling and minimised manual workflows.
2. Improved transparency in the licensing process as applicants and administrators now have visibility into application status and decision-making.
3. Improved oversight and accountability as digital records enable verification of decisions and strengthen monitoring of licensing activities.
4. Enhanced accessibility of services as applicants can submit and track applications online, reducing the need for in-person interaction.
5. Improved data availability for decision-making as centralised records support reporting and analysis.
6. Short-term implementation impacts as delays and stakeholder coordination challenges affected rollout timelines but did not undermine overall project benefits.

i How would you rate the *sustainability* of the project (to what extent can the project benefits continue after the project has finished)?

| Not sustainable at all | Not very sustainable | Moderately sustainable | Sustainable | Very sustainable |
|---|---|---|---|---|
| ☐ | ☐ | ☐ | ☐ | ☒ |

Explain your answer:

The project is very sustainable due to confirmed institutional ownership by the TTPS, deployment on TTPS internal servers, and a three-year maintenance and support arrangement covering system updates, maintenance and technical support, with continued operation expected following full system handover.

1. Institutional sustainability: The system was formally handed over and is deployed on internal infrastructure, ensuring full ownership and integration within core Firearms User Licence (FUL) operations.
2. Financial sustainability: TTPS has committed to covering ongoing Microsoft Azure subscription costs, which are already being funded, ensuring continuity of system hosting and operations alongside internal server deployment.
3. Technical sustainability: System maintenance, updates, and support are covered under the current contract for a period of three years, providing stability, continuity, and system currency in the medium term.
4. Post-contract continuity: Following the initial support period, TTPS is expected to renew the contract or assume responsibility for ongoing system maintenance and updates, supporting long-term sustainability.
5. Capacity considerations: Continued effectiveness will be supported by a train-the-trainer model used to build capacity within the Firearms Section, enabling internal knowledge transfer; however, sustainability will still depend on maintaining adequate technical capacity, ongoing training, and institutional knowledge within TTPS.
6. Strategic adoption: TTPS has confirmed its intention to retain and continue using the current system, having opted against the development of an alternative solution due to the significant investment already made in its implementation and customization.

a How will the Project outcomes be further used or applied in the future? Are there plans for the activities to be continued or for the experience gained to be shared?

The project outcomes will continue to be used as the core digital platform for firearms licensing within the TTPS, with ongoing operational use for FUL processing and related licensing functions. The system is expected to evolve through phased enhancements to expand functionality and stakeholder participation.

Future development is expected to include the digitisation of additional firearms-related processes, including the Firearms User's Employee Certificate (FUEC), to support structured authorisation and tracking of employees permitted to use firearms under licensed entities. This will further strengthen traceability and regulatory oversight.

There is also potential for the introduction of role-based system access for authorised firearms dealers and other approved stakeholders, enabling them to securely log in, submit applications, update relevant records, and track application status within defined permissions and governance controls.

In addition, future interoperability may be explored with other national systems such as forensic and Customs databases to strengthen traceability and inter-agency coordination, subject to policy direction and technical feasibility.

Experience gained from implementation will be retained within TTPS through internal capacity-building mechanisms, including a train-the-trainer approach, ensuring knowledge transfer and sustained institutional capability to support ongoing system development and maintenance.

The project outcomes may also support broader regional engagement through knowledge sharing and collaboration with other Caribbean counterparts involved in firearms licensing and control systems. This includes opportunities for sharing implementation experience, lessons learned and best practices in digitalisation of firearms regulatory processes. Such engagement could support improved harmonisation of approaches to firearms licensing, reporting, and compliance within the region, particularly in alignment with international frameworks such as the ATT and other SALW instruments. While no formal system integration is assumed or has been discussed at this time, continued dialogue with regional counterparts may inform future enhancements to the system and contribute to more consistent regulatory approaches across jurisdictions.

## 2. Final expenditure report

Please complete the Worksheet titled 'input' in the VTF Expenditure Template – Final Report (Trinidad and Tobago) in Attachment 2.

ARMS TRADE TREATY

| | |
|---|---|
| Name of Grant Recipient | Trinidad and Tobago |
| Department or Agency | Ministry of National Security |
| Posting Date | |
| Project code | 622021 |

**INSTRUCTIONS**
1) Complete all pink fields only.
2) Print, sign, scan and email expenditure report to trustfund@thearmstradetreaty.org along with the electronic version.
3) All original receipts should be chronologically numbered according to the reference number in this report. Copies of all receipts should be emailed with the expenditure report. Original receipts must also be sent to the ATT Secretariat.

| | |
|---|---|
| Project No. | ATT.VTF.G2021.003TTO |
| Reporting period | 01 October 2021 - 28 August 2025 |
| Local Currency Code | TTD |
| Grant Received USD (1st instalment) | 48696 |
| Grant Received USD (2nd instalment) | 41878 |

https://www.oanda.com/currency/converter/
Click above first cell for exchange rate site

| General Details | | | | Total Budget | Actual spend to date** | | | Balance of budget available | Balance of funds received |
|---|---|---|---|---|---|---|---|---|---|
| Budget Line | Ref. N° | Description 1 | Description 2 - Receipt or Invoice No. - Date | USD | Local Amount | Rate | USD | USD | USD |
| Equipment costs | 1 | Detailed analysis of organisation | Payment 1 with signed contract required ss downpayment to being process Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 (Contract attached) | 3,790.00 | 26,535.00 | 0.14439 | 3,831.39 | -41.39 | 86,742.61 |
| | 2 | Document findings & report | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,632.00 | 11,367.50 | 0.14439 | 1,641.35 | -9.35 | 85,101.26 |
| | 3 | General system configuration and set up | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,900.00 | 13,732.50 | 0.14439 | 1,982.84 | -82.84 | 83,118.42 |
| | 4 | Secure access system information from any device | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,287.00 | 9,231.25 | 0.14439 | 1,332.90 | -45.90 | 81,785.52 |
| | 5 | Setup users | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 554.00 | 4,272.50 | 0.14439 | 616.91 | -62.91 | 81,168.61 |
| | 6 | Set up and assign roles | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,790.00 | 9,231.25 | 0.14439 | 1,332.90 | 1,457.10 | 79,835.71 |
| | 7 | Set up triggered notifications | Payment 1 with signed contract Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,511.00 | 9,231.25 | 0.14439 | 1,332.90 | 178.10 | 78,502.81 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 8 | Design and implement database schema (60%) | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 12,926.00 | 90,556.25 | 0.14439 | 13,075.42 | -149.42 | 65,427.39 |
| | 9 | Set up and configure connections bet application and database | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 5,130.00 | 35,932.50 | 0.14439 | 5,188.29 | -58.29 | 60,239.10 |
| | 10 | Create application intake page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,574.00 | 18,462.50 | 0.14439 | 2,665.80 | -91.80 | 57,573.30 |
| | 11 | Capture applicant photo | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,900.00 | 13,732.50 | 0.14439 | 1,982.84 | -82.84 | 55,590.46 |
| | 12 | Capture applicant signature | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,900.00 | 13,732.50 | 0.14439 | 1,982.84 | -82.84 | 53,607.62 |
| | 13 | Scan Form 1, medical test form and psychometric test form | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 52,274.72 |
| | 14 | Create application verification page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 49,608.92 |
| | 15 | Create review and schedule interview page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 46,943.12 |
| | 16 | Create conduct interview page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 44,277.32 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 17 | Create commissioner of police application review page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 41,611.52 |
| | 18 | Create provisional license pickup details page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 38,945.72 |
| | 19 | Create competence intake page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 36,279.92 |
| | 20 | Scan certificate of competence | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 34,947.02 |
| | 21 | Create competence approval page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 32,281.22 |
| | 22 | Scan form2 | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 30,948.32 |
| | 23 | Create firearms users' licence pick up details page | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | 28,282.52 |
| | 24 | Set up and configure connection bet application and external scanner | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 5,168.00 | 35,932.50 | 0.14439 | 5,188.29 | -20.29 | 23,094.23 |
| | 25 | Generate provisional licence file | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 21,761.33 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 26 | Notify applicant of the status of licence | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 20,428.43 |
| | 27 | Notify Commissioner of Police | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 19,095.53 |
| | 28 | Notify applicant when firearms users' licence status | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | 1,326.00 | 9,231.25 | 0.14439 | 1,332.90 | -6.90 | 17,762.63 |
| | 29 | User Training (FUL) | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | | 11,481.88 | 0.14439 | 1,657.87 | -1,657.87 | 16,104.76 |
| | 30 | User Documentation (FUL) | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | | 16,898.13 | 0.14439 | 2,439.92 | -2,439.92 | 13,664.84 |
| | 31 | Technical Training | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | | 5,683.75 | 0.14439 | 820.68 | -820.68 | 12,844.16 |
| | 32 | Technical Documentation | Payment 1 with signed contract<br>Invoice # INV04867 dated 02/02/2024 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46 based on exchange rate provided here)- Chq # 011391 dated 16/02/2024 | | 11,481.88 | 0.14439 | 1,657.87 | -1,657.87 | 11,186.29 |
| | 33 | GO-Live and Initial Support (FUL) | **Milestone Payment: Payment #2 -**<br>**Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026**<br>**Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway**<br>**Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security** | | 56,760.00 | 0.14439 | 8,195.58 | -8,195.58 | 2,990.71 |
| | 34 | Implement import process for individuals | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | 7,854.00 | 54,623.75 | 0.14439 | 7,887.12 | -33.12 | -4,896.41 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 35 | Implement Import process for dealers | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | 2,652.00 | 18,462.50 | 0.14439 | 2,665.80 | -13.80 | -7,562.21 |
| | 36 | Implement sale from dealer to individual | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | 7,854.00 | 54,623.75 | 0.14439 | 7,887.12 | -33.12 | -15,449.33 |
| | 37 | Allow authorised user to quesy an application to know if it is approved or rejected | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 136,483.75 | 0.14439 | 19,706.89 | -19,706.89 | -35,156.22 |
| | 38 | Implement Export of Firearm Process | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 54,623.75 | 0.14439 | 7,887.12 | -7,887.12 | -43,043.34 |
| | 39 | Implement Disposal of Firearm as Sale/ Gift | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 35,932.50 | 0.14439 | 5,188.29 | -5,188.29 | -48,231.63 |
| | 40 | Implement Disposal of Firearm - Destruction | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 35,932.50 | 0.14439 | 5,188.29 | -5,188.29 | -53,419.92 |
| | 41 | Power Bi Dashboard and Reports | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 90,556.25 | 0.14439 | 13,075.42 | -13,075.42 | -66,495.34 |
| | 42 | User Training (import/sale) | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 11,481.88 | 0.14439 | 1,657.87 | -1,657.87 | -68,153.21 |
| | 43 | User Documentation (import/sale) | Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security | | 16,898.13 | 0.14439 | 2,439.92 | -2,439.92 | -70,593.13 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 44 | Technical Training (import/sale) | **Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security** | | 5,683.75 | 0.14439 | 820.68 | -820.68 | -71,413.81 |
| | 45 | Technical Documentation (import/sale) | **Milestone Payment: Payment #2 -<br>Invoice # INV05314 dated 09/09/2025 - paid in accordance with Payment Schedule on Contract Signed 01/02/2024 iso TTD 446,294.50 (USD 64,440.46)- chq # 014419 dated 31/01/2026<br>Balance of funds paid by the Minisrty of Homeland Security- Import/Export Phase currently underway<br>Balance of funds to be paid on Go Live and will be covered by the Ministry of Homelnad Security** | | 11,481.88 | 0.14439 | 1,657.87 | -1,657.87 | -73,071.68 |
| | 46 | GO-Live and Initial Support (import/sale) | **Milestone Payment: Payment # 3 (final) due on the GO Live of the import/export process and will be covered by the Ministry of Homelnad Security** | | 56,760.00 | 0.14439 | 8,195.58 | -8,195.58 | -81,267.26 |
| | | | | 91,920.00 | 1,190,118.78 | | 106,023.33 | -14,103.33 | -81,267.26 |

*** Description 2 - Receipt or Invoice No. - Date:** include information on the date of the receipt received, as well as the receipt number. Also include additional information e.g. if the budget line item relates to an airfare, include the airline that issued the ticket, the departure city and arrival city etc.

****Actual spend to date:** insert the actual amount spent on the budget item. If the item was paid for in local currency, insert the figure in the column headed 'Local amount', and it will automatically be calculated in USD. If the item was paid for in USD, enter the figure in the column headed 'USD'.

**Date and Signature:** AHenry DIRECTOR Strategic Services Agency 21/08/26.

**Date and Signature:**
**Head of the ATT Secretariat** 7/7/26.

**RECONCILIATION**
**ATT.VTF.G2021.003TTO**
**2021**

| Description | Total budget | Actual spend (Interim Report) | Actual spend (Final Report) | Actual spend (Total) | Balance of budget available | Balance of funds received | % of over- or under-spend | Comments |
|---|---|---|---|---|---|---|---|---|
| | USD | USD | USD | USD | USD | USD | | |
| Detailed analysis of organisation | 3,790.00 | - | 3,831.39 | 3,831.39 | - 41.39 | 86,742.61 | 101% | |
| Document findings & report | 1,632.00 | - | 1,641.35 | 1,641.35 | - 9.35 | 85,101.26 | 101% | |
| General system configuration and set up | 1,900.00 | - | 1,982.84 | 1,982.84 | - 82.84 | 83,118.42 | 104% | |
| Secure access system information from any device | 1,287.00 | - | 1,332.90 | 1,332.90 | - 45.90 | 81,785.52 | 104% | |
| Setup users | 554.00 | - | 616.91 | 616.91 | - 62.91 | 81,168.61 | 111% | |
| Set up and assign roles | 2,790.00 | - | 1,332.90 | 1,332.90 | 1,457.10 | 79,835.71 | 48% | The actual hours for the assignment of roles under the FUL was 9.5 hours instead of the estimated 18 hours. |
| Set up triggered notifications | 1,511.00 | - | 1,332.90 | 1,332.90 | 178.10 | 78,502.81 | 88% | |
| Design and implement database schema (60%) | 12,926.00 | - | 13,075.42 | 13,075.42 | - 149.42 | 65,427.39 | 101% | |
| Set up and configure connections bet application and database | 5,130.00 | - | 5,188.29 | 5,188.29 | - 58.29 | 60,239.10 | 101% | |
| Create application intake page | 2,574.00 | - | 2,665.80 | 2,665.80 | - 91.80 | 57,573.30 | 104% | |
| Capture applicant photo | 1,900.00 | - | 1,982.84 | 1,982.84 | - 82.84 | 55,590.46 | 104% | |
| Capture applicant signature | 1,900.00 | - | 1,982.84 | 1,982.84 | - 82.84 | 53,607.62 | 104% | |
| Scan Form 1, medical test form and psychometric test form | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 52,274.72 | 101% | |
| Create application verification page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 49,608.92 | 101% | |
| Create review and schedule interview page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 46,943.12 | 101% | |
| Create conduct interview page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 44,277.32 | 101% | |
| Create commissioner of police application review page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 41,611.52 | 101% | |
| Create provisional license pickup details page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 38,945.72 | 101% | |
| Create competence intake page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 36,279.92 | 101% | |
| Scan certificate of competence | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 34,947.02 | 101% | |
| Create competence approval page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 32,281.22 | 101% | |
| Scan form2 | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 30,948.32 | 101% | |
| Create firearms users' licence pick up details page | 2,652.00 | - | 2,665.80 | 2,665.80 | - 13.80 | 28,282.52 | 101% | |
| Set up and configure connection bet application and external | 5,168.00 | - | 5,188.29 | 5,188.29 | - 20.29 | 23,094.23 | 100% | |
| Generate provisional licence file | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 21,761.33 | 101% | |
| Notify applicant of the status of licence | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 20,428.43 | 101% | |
| Notify Commissioner of Police | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 19,095.53 | 101% | |
| Notify applicant when firearms users' licence status | 1,326.00 | - | 1,332.90 | 1,332.90 | - 6.90 | 17,762.63 | 101% | |
| User Training (FUL) | | - | 1,657.87 | 1,657.87 | - 1,657.87 | 16,104.76 | | |
| User Documentation (FUL) | | - | 2,439.92 | 2,439.92 | - 2,439.92 | 13,664.84 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Technical Documentation | | - | 1,657.87 | 1,657.87 | - | 1,657.87 | | 11,186.29 | |
| GO-Live and Initial Support (FUL) | | - | 8,195.58 | 8,195.58 | - | 8,195.58 | | 2,990.71 | |
| Implement import process for individuals | 7,854.00 | - | 7,887.12 | 7,887.12 | - | 33.12 | - | 4,896.41 | 100% |
| Implement import process for dealers | 2,652.00 | - | 2,665.80 | 2,665.80 | - | 13.80 | - | 7,562.21 | 101% |
| Implement sale from dealer to individual | 7,854.00 | - | 7,887.12 | 7,887.12 | - | 33.12 | - | 15,449.33 | 100% |
| Allow authorised user to quesy an application to know if it is approved or rejected | | - | 19,706.89 | 19,707 | - | 19,706.89 | - | 35,156.22 | |
| Implement Export of Firearm Process | | - | 7,887.12 | 7,887 | - | 7,887.12 | - | 43,043.34 | |
| Implement Disposal of Firearm as Sale/ Gift | | - | 5,188.29 | 5,188 | - | 5,188.29 | - | 48,231.63 | |
| Implement Disposal of Firearm - Destruction | | - | 5,188.29 | 5,188 | - | 5,188.29 | - | 53,419.92 | |
| Power Bi Dashboard and Reports | | - | 13,075.42 | 13,075 | - | 13,075.42 | - | 66,495.34 | |
| User Training (import/sale) | | - | 1,657.87 | 1,658 | - | 1,657.87 | - | 68,153.21 | |
| User Documentation (import/sale) | | - | 2,439.92 | 2439.92 | - | 2,439.92 | - | 70,593.13 | |
| Technical Training (import/sale) | | - | 820.68 | 820.68 | - | 820.68 | - | 71,413.81 | |
| Technical Documentation (import/sale) | | - | 1,657.87 | 1657.87 | - | 1,657.87 | - | 73,071.68 | |
| GO-Live and Initial Support (import/sale) | | - | 8,195.58 | 8195.58 | - | 8,195.58 | - | 81,267.26 | |
| **Total Direct Costs** | 91,920.00 | - | 171,841.26 | 171,841.26 | | | | | 187% |
| **Total Indirect Support Costs - 5.8%** | 5,421.00 | - | 9,966.79 | 9,966.79 | | | | | 184% |
| **Total** | **97,341.00** | - | **181,808.05** | **181,808.05** | | | | | **187%** |

| | |
|---|---|
| **Amount of 1st installment** | 48,696.00 |
| **Amount of 2nd installment** | 41,878.00 |
| **Amount of 3rd installment** | **6,767.00** |
| **Balance owing to VTF** | - |

**Signature** Attenny

**Date** 23/6/26.

DIRECTOR
Strategic Services Agency