

Contribution of Senator the Honourable Hassel Bacchus, Minister of Digital Transformation, to the Debate on the 2021-2022 Budget

THE APPROPRIATION (FINANCIAL YEAR 2022) BILL 2021

Theme: Resilience in the face of a Global Pandemic

Introduction

It is indeed an honour and privilege for me to be here today to represent the Ministry of Digital Transformation, which is charged with such a critical function for our society. It is not a task that I view lightly, and I am determined to ensure that we get it right.

Over the past two weeks, I have been closely following the various discussions in our national community on the Budget Statement presented by my distinguished colleague, the Honourable Colm Imbert, Minister of Finance. The detail and pragmatism enveloped therein showcases a firm action plan for the upcoming fiscal year. I salute his wisdom and tireless energy that he consistently demonstrates in his quest to anchor our vision for Trinidad and Tobago on a firm foundation. In the same vein I must also acknowledge and commend the efforts of the Honourable Camille Robinson-Regis and the work of the Ministry of Planning and Development in prioritising our areas of focus to ensure value and positive impact for our citizens. The

collaborative synergies of their two (2) Ministries demonstrate the ethos that the Ministry of Digital Transformation wishes to underscore in all of its initiatives – collaboration, partnership, and trust – we will ensure that the digital landscape for GoRTT will be a holistic one accounting for the People, the Process, and the Systems.

The theme of this year's Budget, "***Resilience in the Face of a Global Pandemic***", has sparked a keen interest among our citizens. This is no surprise, given the many challenges that we all continue to face, as Trinidad and Tobago, the Caribbean, and the International Community, struggle with the wide-ranging effects of the COVID-19 Crisis.

One definition of Resilience is the ability to continue to fulfil your mandate in the face of significant operational stress. The Government's mandate is to serve and to provide for the people and it continues to do so, while being impacted by unprecedented levels of operational stress brought about with the incidence of COVID-19. One must note that the situation is such that this pandemic is not endemic in Trinidad and Tobago alone; it is a global phenomenon. All countries have been affected in some way but the one thing that I think we should acknowledge is that, notwithstanding all of the external

pressures, our economy is considered to be one of the better performing economies in the region. And for that, I think the Minister of Finance and his team are to be congratulated.

It is interesting to note, that much of the discussion [to date](#) has not questioned the overall direction or the measures proposed in the Budget. Rather, the central debate has been around the challenges and concerns over the effectiveness and speed of Implementation. While this can be regarded as a validation that the Government's course in the Budget is indeed the right one, the questions raised over Implementation are well taken, especially in an environment that is clearly not geared towards "Business as Usual".

The MDT will be doing do things differently, and our actions will reflect a new way to achieve implementation. We will be employing agile methodologies and lateral not linear thinking. Digital Transformation requires innovative and creative solution-oriented thinking. I know many persons have commented on the absence of some aspects of our digital footprint, but our Ministry became a standalone entity only a short time ago. We are staying true to our principles of custom- and purpose-built solutions; locally hosted and locally

created that allow us to withstand international turmoil. We want to create the profile and model for all government digital solutions including websites.

The reality is, the MDT cannot follow the same old approaches and straight lines to reach conclusions appropriate for this time in our nation's development. We will be utilising SCRUM teams, comprising multi-disciplinary resources from both the public and private sector to work through our emerging needs and issues and to find resolutions. In this vein, we will trial, test and self-correct quickly. There will be visible outputs in quicker turnaround periods and not the usual big bang at the end of a protracted planning process.

Don't get me wrong, this does not mean that we will compromise quality. We want to get it right the first time, and if that means that we have to take a little extra time to ensure we are engaging in intelligent planning and testing before we deploy, then that is what we will do. Why? Because this Ministry is about inspiring hope and building trust with our stakeholders. And we will do this while demonstrating value for money.

Our focus will also be on building partnerships, not creating talk shops but working relationships characterised by a willingness to share skills and resources to achieve common goals or just a goal in general. And this approach has begun to bear fruit as evidenced by the strong collaboration and support during the vaccination drive.

In this connection, I must single out the extension of support from the business community in the coordination of mass vaccination sites. The American Chamber of Commerce through the MDT has offered its membership and time to the MOH in helping with the population of the vaccination database (which will later form the inputs for our digital vaccine records). That is what we mean by partnership – working at a collaborative level.

We will also be focusing on our local talent pools and our young people. There is so much capability within our country and this Ministry, which seeks to operate on the principles of “made by T&T for T&T”, capacity development and knowledge transfer, will make every effort to connect with these innovators and entrepreneurs and give them the opportunity to showcase their abilities for the betterment of our nation.

It has been said that people lose Hope long before they lose Trust. So, in my presentation today I will outline why the citizens of Trinidad and Tobago can continue to **Trust** that the Government, which has so far successfully navigated our country through the perilous shoals and reefs of the Global Pandemic will not have people hoping for meaningful success in vain.

The successful development and deployment of Digital Transformation initiatives can be regarded as a key enabler for Implementation, and therefore constitutes a Critical Success Factor for the recovery of Trinidad and Tobago from the Global Pandemic and, beyond that, for the achievement of Sustainable Development.

Digital Transformation Defined

Before diving any deeper, please permit me to spend a few moments to discuss what we actually mean by the term “Digital Transformation”.

For quite some time, and in particular over the past year or so, three of the most frequently used terms that I have heard are “Digitisation”,

“Digitalisation”, and “Digital Transformation”. These terms are often used inter-changeably by some, but in fact they refer to different (although related) things:

- **Digitisation** is about converting information into useful input for the virtual environment, which is a fundamental pillar in a broader digital government strategy
- **Digitalisation** is about reforming business processes and services by engaging higher levels of the technology itself

and

- **Digital Transformation** however integrates elements of People, Process, and Systems which brings the most value-added for the delivery of services to Citizens

As such:

“We **digitise** information, we **digitalise** processes and roles that make up the operations of a business, and we **digitally** transform the business and its strategy.”

Digital Transformation, the business of this Government, is therefore about much more than improvement. Digital Transformation is about fundamentally changing what we do, how we do it, and why we do it, to enable us to be more effective in delivering goods and services to citizens.

And, as will become clear, such fundamental change cannot be accomplished by a Government acting single-handedly. Digital Transformation is a journey that can only be successfully undertaken through a genuine partnership amongst Civil Society, the Private Sector, and Government, working together with, and on behalf of our Citizens. The MDT serves as the nexus between individual Ministries, Departments and Agencies as they carry out their own digital journeys. The work of the MDT is the work of all MDAs. We are the coordinators and enablers, whose core operating strength would be the alignment of the nation to the mandate of Digital Transformation. This will require the Ministry to work collaboratively through strategic partnerships and other mechanisms in recognition of the fact that a collective approach is much more likely to bring about the synergies required for success. Therefore, the budget allocations you see for MDT represent only part of the wider digital landscape.

The Framework for Digital Transformation

When considering Digital Transformation, it is important to recognize that Transformation does not only change how you do something, it also changes what you actually do.

The work of the Ministry is about people and making their lives better – while specifically taking into account the priorities highlighted by the Prime Minister:

- creation of a national E-Identity and interoperability framework,
- the institution of a Health Information System for e-medical records;
- strengthening the infrastructure on which our Education Sector is required to operate in this blended approach to learning;
- the creation of a Social Services Management Information System which will equip the Ministry of Social Development and Family Services with new and efficient automated tools that will support significant improvements in the social services processes; and
- the stabilisation of our government platform to create an information superhighway, as cliched as it sounds, across government services.

We want to make the process of accessing a government service an enjoyable experience. And my focus is building a healthy, sustainable ecosystem that is self-re-generating and based in Trinidad and Tobago, powered by locally hosted infrastructure, by our own people and one that will lessen our reliance and dependence on off island solutions.

Guided by this and in developing a road map for Digital Transformation for Trinidad and Tobago, the Ministry of Digital Transformation (MDT) has focused on the three fundamental components of People, Process, and Systems as they relate to the three Pillars of Digital Transformation, namely:

- Digital Society;
- Digital Economy; and
- Digital Government

I will address each one priority area in turn:

Digital Society

Digital Society focuses on the need to ensure that Citizens not only have access to Digital Technology but are also able to use it effectively.

Trinidad and Tobago's priorities in this regard are closely aligned with the Digital Society Programme Goals for 2030:

1. Citizens have access to affordable devices
2. Citizens have access to internet connectivity which is affordable or free
3. Citizens become digitally literate and will use ICTs effectively and safely
4. The needs of persons with disabilities or different needs, and underserved communities are met

One lesson that has been reinforced by the experiences of the Global Pandemic has been the importance of ubiquitous **Broadband** Internet Access to the national community. Indeed, the Government considers access to **Broadband** Internet to be of such critical importance to Citizens, that it is declared in this Budget Statement to be a Public Good, similar to other essential services such as Electricity, Water and Access to Healthcare.

One of the recurring comments I have noted during the Debate thus far is a predilection to saying that our citizens are underserved, and we are leaving persons, and more significantly our students behind and without access to

broadband facilities. But what you are not hearing is an acknowledgement of the reasons that made communities appear underserved during the pandemic. Let us pause for a moment and consider the conditions which existed in February 2020 prior to the sweeping societal change occasioned by the onset of the Pandemic in Trinidad and Tobago.

We were immediately required to make unprecedented changes in the way in which we all live. All facets and sectors of our society were faced with new requirements for meeting citizen expectations. Our Health Care system for example had to and still do, run parallel healthcare systems, implement greater digitalisation of tasks, and ramp up its metrics collection and reporting. Overall, the country had to transition to e-learning and remote working, within a matter of days and weeks. Broadband usage increased almost 150% in just 2 weeks! This escalation in consumption has not yet ceased but rather but continues to increase at a much slower rate. In March 2020 we stopped using Broadband primarily for Leisure alone.

To set the record straight, when people speak about coverage, they think about it in the context of speed and about the ability of people to access broadband. But in the eyes of the Ministry of Digital Transformation, that is

not enough! What we assess as service coverage to a customer is not merely whether the broadband is present but rather:

- i. Can you use it?
- ii. Can you use it in a way that is meaningful to you?
- iii. Can you afford it? And
- iv. Can you access it with an appropriate device?

We have significant coverage by broadband in Trinidad and Tobago but our role is so much larger. We must continuously assess the needs of citizens and adapt to those needs, so that we may address the operational stress currently affecting them. A community that was adequately served can quite easily have a change of status by just the usage type and or pattern of use by its constituents. The process of evaluation and adjustment for improvement is continuous.

In fact, in fiscal 2020 -2021 The then Ministry and its associated divisions and agencies was involved in:

- i. A subsidy to 100 persons with hearing and visual impairments toward the purchase of assistive smart phone technologies
- ii. Through the Universal Service Fund (USF), the donation of 10,000 tablets to students via the Ministry of Education. Each of these

devices were outfitted with data plans (via SIM) with the TATT assuming the recurrent cost until December 10, 2021.

iii. **Waivers on duties and taxes to operators for the importation of telecoms equipment.**

Further, WIFI has been provided to:

- i. 16 public libraries across Trinidad and Tobago in both highly populated (Scarborough, Port of Spain) and highly rural (Moruga, Mayaro, Charlotteville) areas;
- ii. 11 Public Transport Hubs which includes the Water Taxi and Inter-Island Ferry Terminals;
- iii. 60 PTSC buses
- iv. 27 Primary Schools

During 2021-2022, the Ministry of Digital Transformation will continue work on the following initiatives as it implements its Digital Society Programme:

- The TTWiFi Programme;
- The provision of Broadband in underserved areas:
 - TATT is currently progressing the deployment of broadband infrastructure in Brasso Venado (including Los Atajos), Trinidad and the villages in the St John's Parish in Tobago under the USF

- TATT is also preparing a list of communities in which there are areas within the access gap. This list of communities within the access gap may require broadband development. The list is prepared based on the results of a previous digital divide survey (2013) and is being updated based on coverage information requested and provided by the public telecommunications service providers and verification exercises conducted by the Authority. The Authority is also currently undertaking a 2021 digital inclusion survey.
- The continued development and roll-out of the ICT Access Centres Programme and the Minister of Finance has already identified our trajectory where this is concerned;
 - I would just pause a moment to just reinforce that these Access Centres are situated in our more remote centres where personal ownership of ICT infrastructure may be limited. These centres provide support to citizens such as internet facilities, printing, training etc. This is distinct from our ttconnect service centres which have an informational and government service delivery-oriented role.

- We also have a work stream geared towards Digital Skills Literacy and Enhancement: There are many pathways we can take with this aspect, such as partnering with leading education providers (YTEPP) and also those for disenfranchised groups special need societies (such as ALTA), community centres etc. We can train facilitators to go out there and connect with communities. We can also provide courses through our agreements with Microsoft Philanthropic Group, for the provision of a Skills Programme – for which \$2,500,000 has already been allocated;

There are certain segments of the population who we must bring along if we are to fully realise our vision for a Digital Society. These include some older persons and those persons who either just do not trust technology in general or local technology in particular for fear of data breaches and hacks. We have an obligation to our users to do better with what we build and to ensure high quality interfaces and easy to use applications.

Digital Economy

The building of the **Digital Economy** necessitates both the digitalization of Private Sector agencies in Trinidad and Tobago, and that the economic opportunities created by new and emerging technology benefit our local entrepreneurs and investors.

These opportunities are reflected in the Digital Economy Programme Goals for 2030, which identify:

1. An enabling and environmentally friendly ICT environment/Digital ecosystem
2. Digitalization of business/industry
3. Development of the ICT Sector itself.

The Government has adopted a multi-track approach to building the Digital Economy:

- Government initiatives in 2022 that are aimed at building and establishing the Digital Economy will include:
 - Reviewing and updating of enabling legislation.

- The introduction of Platform as a Service, including the establishment of a Developer's Hub to encourage local coders to develop Open-Source applications,;
 - The development of the Knowledge and Technical Base for the local ICT Community
 - The creation and use of on-line marketplaces to enable our local crafts-persons to offer their goods to the diaspora and world at large, and to enable some of our smaller farmers in selling their finished products such as those based on our well-known cocoa.
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- The Ministry wants to ensure that whatever we develop is made by our local talent, housed on our local infrastructure, and serves our people to the best of its ability. This reliance on external solutions when we have the capacity locally, will decrease where we can facilitate same.
 - The added advantage of this is it would reduce our forex demands as these things can be paid for with TT Dollars and will stimulate our own economy.

- The Ministry and its sub-agencies (iGovTT and TATT) do not represent spend on internal activities but rather on initiatives impacting the entire public service as well as our nation.

- Another component, as outlined in the Budget Presentation, is the identification of incentives for the Private Sector in the areas of ICT. These include:
 - Tax Exemptions for new companies whose core business is Digitization and Technology Solutions
 - Removal of all Import Duties and Taxes, VAT and Online Purchase Tax on all computer hardware, software and peripherals

- Consideration for large scale Datacenters

- Finally, the Government is pursuing opportunities to partner with the Private Sector, through local Business Organizations, to build the Trinidad and Tobago Digital Economy and FinTech agenda.

Digital Government

The Ministry of Digital Transformation's 2022 Draft Budget Allocation includes provision for several key Digital Government initiatives, such as:

- Upgrade of the **ttconnect** Portal which will enable citizens to access more information and services
- Development of a Government Cloud
- Development of a National e-Identification (e-ID)
- Robust, Secure interconnecting network
- Continued digitization of Records

Government Cloud

The impact of the recent disruption of the Social Media services provided by Facebook, WhatsApp and Instagram on the national community serves to underscore the fragility of the global communications network.

Even though the Internet as a whole was not affected on this occasion, the fact remains that the Internet has become an essential platform for the delivery of goods and services in Trinidad and Tobago, both public and private.

In this regard, the known potential for disruption with the prime medium for international broadband connection (submarine cables), The situation in Tobago is even more tenuous, given the reliance on broadband service provided via the single submarine cable connecting the two islands.

Thus, one of our priorities is the establishment of a suitably secure and robust Government Cloud to host Government's business solutions and associated data on-island. This enhanced iteration of the existing Government Data Centre will enable MDA's to continue to communicate and function even if Trinidad and Tobago is isolated from the rest of the wider International Community. Equally important, is the fact that it will allow us to rationalize our data centre infrastructure and ensure that cost savings are obtained as we expand our digital government initiatives. We can then redirect such savings to the creation of more digital services which is an important element of our Roadmap to Economic Recovery programme.

e-ID

The on-going work on the development of a National e-Identification solution is a good example of the exciting potential of our Digital Transformation Agenda.

On its own, the e-ID can be viewed as an additional, useful, form of identification available to Citizens, together with more traditional options such as our Passport, National ID card, Birth Certificate, and Driver's Permit.

However, as part of Trinidad and Tobago's Digital Transformation Agenda, the e-ID, once fully rolled-out, becomes much more: a key component in a national ecosystem that enables the inter-connection of customer databases across Government in a way that transforms the way in which Citizens can access public services. It can also be used to make transacting easier with private sector institutions. For example,

- To apply for a passport, a citizen would no longer have to acquire and submit a Birth Certificate since this information would be able to be authenticated by the E-ID
- Citizens would no longer be required to produce 2 forms of ID as a requirement for many services in the financial services sector such

as opening an account or accessing loan facilities. The E-ID would serve as a secure and verified proof of identity.

- When issued from birth, the holder of the E-ID will serve as verification for automatic school entry, school grants and funding (where eligible) and tracking of school certification (S.E.A, CXC, etc.). In other words, we intend that the e-ID will be used to integrate service delivery across different ministries, departments and agencies (MDAs), without the need for citizens to present themselves in person at more than one MDA.
- Government itself would benefit significantly from improved internal efficiencies through the reduction in paperwork, and the potential of the e-ID system to identify gaps, overlaps and leakages in the services provided to Citizens.

From the above examples, it becomes clear that the e-ID has the potential to significantly improve the ability of Citizens to easily access Government services, whether those services are being accessed Online, or via more traditional ways such as in-person, through the mail, or via telephone. Indeed, the e-ID solution will finally make a reality, the vision of service delivery through a single point of access, using any access device, with the

ability to offer Citizens many Government services regardless of where within Government the particular service is located.

The benefits of the e-ID solution for the Private Sector are also clear: not only will the transformation of service delivery significantly improve the Ease of Doing Business in Trinidad and Tobago, but private institutions will be able to develop their own applications that can reference the national e-ID solution.

Focus on Digital Transformation in Tobago

Madam President,

as we move to implement the various initiatives identified in the national agenda for Digital Transformation, we are taking great care to ensure that full account is taken of the particular issues and needs of our citizens in Tobago.

- The topography of Tobago poses a significant challenge to the provision of island-wide Broadband Internet service especially if using wireless technology. We believe that these challenges can be

significantly mitigated through the rollout of the TTWiFi Project in Tobago, together with the utilization of Tobago's ICT Access Centres as community-based Broadband hubs

- the ICT Access Centres, together with Tobago's schools and community centres, will also be used to rollout Government's digital literacy programme in Tobago – one of the key measures needed to ensure that citizens in Tobago are able to fully benefit from the new technology.

Just as every challenge presents an opportunity, we also believe that Tobago's particular circumstances also make our sister island an ideal environment for the development and testing of ICT solutions that can then be rolled out in Trinidad, and beyond. The Ministry of Digital Transformation will therefore with the Tobago House of Assembly and other Tobago stakeholders explore partnerships that would enable Tobago to be as much a provider of Digital Services, as it is a Customer of Digital Technology,

Walking the Talk: Government investment in ICT and Digital Transformation in the 2020 Budget

Madam President,

The continued ability of Information and Communication Technology to transform our lives is clear; and if nothing else, the heavy reliance on ICT during the Pandemic for services, work and school, and for which there is no going back, underline this fact. We have seen improvements in the capabilities of broadband services being provided to hospitals and schools, we have moved from the provision of 5mb to 100mbs to these entities and we will continue to strengthen this infrastructure.

However, the question that may arise in the minds of some of our Citizens is whether Government, having “talked the talk” by identifying the Digital Transformation of Trinidad and Tobago as a pre-requisite for the achievement of Sustainable Development, can now “Walk the Walk” through its Implementation Agenda. We will ensure full compliance with the procurement requirements of Government, and we want to ensure the robustness and security of our solutions and platforms.

As I have already outlined, Digital Transformation is not the domain of any single Ministry or Agency. Instead, it is a Whole of Government Agenda, with key individual digital initiatives spread across various Ministries, Departments and Agencies in the Trinidad and Tobago Public Sector. It is indeed timely that the Ministry of Digital Transformation has been formed and will assist in collaborative efforts to ensure successful outcomes.

My distinguished colleague in the Ministry of Planning and Development tells me that her team is currently tracking almost one hundred technology projects in Government that collectively represent an investment of public funds in excess of three hundred and forty million dollars (\$340,000,000) in the 2022 Budget.

This is no small sum, and it is an indicator of Government's intent and commitment to the infusion of technology and Digital Transformation of the country's Public Sector.

The Government's commitment to Digital Transformation can also be seen in the funds that have been committed to ensuring that the Public Agencies

charged with facilitating the Implementation of our technology agenda are adequately resourced and equipped to discharge their duties.

The Ministry of Digital Transformation will be partnering with all MDAs in ensuring the coordination and alignment of all digital initiatives across the public service, so that synergies can be exploited, duplication removed, and digital transformation remain aligned and focussed on improving service delivery to citizens.

On the Ministry of Digital Transformation

In everything I have outlined today, the key question that I think still needs to be answered from the standpoint of our citizens is, what's in it for me? What do these projects mean in the context of the everyday life of our people? In simple terms:

1. We will increase access to ICT for our students, our underserved communities and our disenfranchised groups whilst also equipping them with the digital literacy necessary to use the devices.
2. We will improve internal GoRTT efficiencies to speed up transaction times – there will be no wrong door.
3. We will reduce the bottlenecks, duplications, and the fraud in our public systems for grants and allowances.

4. We will bring our ICT Infrastructure home and create opportunities for our developers, our entrepreneurs and our go-getters to contribute to this national effort. This will lessen international risks.
5. We will strengthen our ICT legislative framework to follow the rule of law and ensure the protection of all citizen's rights to privacy and protection.
6. We will stimulate our local economy and reduce reliance on forex for international solutions. There will be value in the money spent.
7. We will become the model for digital transformation once more.

The question then arises as to how the Ministry of Digital Transformation, a small and young organisation, should set about the task of guiding the implementation of Government's Digital Transformation agenda in the midst of a Global Pandemic, limited resources, and significant – and growing – demands on those resources.

The answer is evident in the Ministry's mandate, which is to explore ***“A new way to address the end to end consumption and delivery of goods and services to customers using appropriate digital technology.”***

“Customers” in this context refers to both the consumers of services, and also the persons responsible for providing those services – i.e. both Citizens and Public Officers alike. The MDT team is under a strict directive to first understand the needs and views of its customers in Government and outside of Government before it acts.

The end state is to positively impact citizen lives by having the infrastructure in place that would ensure that the services delivered by government are operating at their optimum. This is not necessarily derived from the projects for which MDT has direct ownership but through its ability to offer guidance, governance, and partnership to all relevant stakeholders, so that we move the whole country forward. My focus is concurrently, building a healthy, sustainable ecosystem that is self-re-generating and based in Trinidad and Tobago, powered on local infrastructure, by our own people.

Madam President,

The challenges posed by the current resource constraints on Government to Implement its work programme are very real. However, there are also opportunities to explore new solutions based on collaboration and partnership amongst the various national stakeholders – Citizens, Civil Society, the Private Sector, and Government itself.

This holds especially true for the national Digital Transformation Agenda which, as we have just seen, must be pursued across all agencies of Government and significantly affects all members of our national community.

That is why, as the Ministry of Digital Transformation works to Implement its work programme outlined in the 2022 Budget, we are firmly committed to the principle that our Clients and Stakeholders and Clients are also our Partners.

I would therefore like to conclude by emphasizing that the 2022 Budget Allocation for Digital Transformation will be effectively leveraged for the achievement of its work programme.

A key factor for success will be our ability to forge genuine partnerships and I therefore commit the staff and resources of the Ministry of Digital Transformation to building these partnerships during the 2022 Fiscal and beyond as we work towards taking Trinidad and Tobago quickly into a new age of development by making ***moko jumbie strides***.

So, to those out there who may have their doubts, let first say that the Ministry of Digital Transformation is not a large, well-established Ministry with multiple brick and mortar locations in all parts of Trinidad and Tobago. Rather, we are a small, close-knit team of dedicated persons and volunteers whose national reach is achieved as much through remote collaboration as by more traditional in-person interaction.

We are committed to delivering on what we have set out to do, we have garnered a lot of goodwill and volunteering support, and we also are about knowledge and capacity development for sustainability. Our workforce will represent the bright sparks and minds of our young people, the generation who live this digital life and who represent the sustainability for any and everything we set out here for you today and in the coming years. I set out

today to show you what we have done, what is to come, and to reaffirm that our trajectory for success will be accelerated.

Our journey is not new, but this time it is sharply focused, it will be coordinated, and it will be supported. We will propel this country forward into the digital age and our Vision 2030 objectives will be realised. This is a revolution of thought and action and not a continued evolution. That is our commitment to you.

I thank you.