Government of the Republic of Trinidad and Tobago

Ministry of Public Administration

Annual Report 2018

Pushing Forward

Onward to Continued Progress

Government of the Republic of Trinidad and Tobago

Ministry of Public Administration

ANNUAL REPORT

October 1, 2017 - September 30, 2018

*"**Pushing Forward**: Onward to Continued Progress"*

PREFACE

This report presents an account of the undertakings of the Ministry of Public Administration over the fiscal period October 1, 2017 to September 30, 2018. This report was compiled from performance data collected by the Ministry and is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act which states that Government Ministries:

"Shall submit to the President before 1st July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House."

For further information on the services, activities, projects and/or programmes of the Ministry of Public Administration, please contact:

Corporate Communications Division
Ministry of Public Administration
Levels 5-7 National Library Building,
Corner Hart and Abercromby Streets,
Port of Spain
Trinidad and Tobago, West Indies
Tel: (868) 625-6724 or (868) 623-4724
Website: www.mpa.gov.tt
Email: mpacommunicationsdivision@gov.tt

IMPORTANT NOTE:

During fiscal 2018, by Gazette Notice dated June 12, 2018, with effect from June 7, 2018, the Ministry was split as follows:

- The Honourable Stuart Young, M.P., was assigned responsibility for the Ministry of Communications; and
- The Honourable Marlene Mc Donald, M.P., was re-assigned responsibility for the Ministry of Public Administration, and her responsibility as the Minister of Public Administration and Communications was revoked.

Ms. Joan Mendez, the Permanent Secretary of the Ministry of Public Administration, was the Accounting Officer for the entire fiscal period.

Publishing date: June 2023

CONTENTS

ABBREVIATIONS

AD	Active Directory	**GoRTT**	Government of the Republic of Trinidad and Tobago
Ag.	Acting	**HoD**	Head of Department
AIBO	Academy for International Business Officials	**HRM**	Human Resource Management
BOA	Business Operations Assistant	**ICT**	Information Communication Technology
BPM	Business Process Management	**IDF**	Infrastructure Development Programme
BYOD	Bring-Your-Own-Device	**IFMIS**	Integrated Financial Management Information System
CAPAM	Commonwealth Association for Public Administration and Management	**IPU**	Interim Procurement Unit
CARICAD	Caribbean Centre for Development Administration	**ITEC**	Indian Technical and Economic Cooperation
CCD	Corporate Communications Division	**ITU**	International Telecommunication Union
CCS	Crown Commercial Services	**JICA**	Japan International Cooperation Agency
CHOGM	Commonwealth Heads of Government Meeting	**MAGLA**	Ministry of the Attorney General and Legal Affairs
CPO	Chief Personnel Officer	**MDAs**	Ministries, Departments and Agencies
CSD	Corporate Services Division	**MFCA**	Ministry of Foreign and CARICOM Affairs
CTO	Commonwealth Telecommunications Organisation	**MIND**	Management Institute for National Development
DPS	Deputy Permanent Secretary	**MoU**	Memorandum of Understanding
EFT	Electronic Funds Transfer	**MPA**	Ministry of Public Administration
eLAC	Economic Commission for Latin America and the Caribbean	**MSID**	Modernization and Service Improvement Division
ERU	External Relations Unit	**MTI**	Ministry of Trade and Industry
FIU	Freedom of Information Unit	**NALIS**	National Library and Information System Authority
FOI	Freedom of Information	**NATT**	National Archives of Trinidad and Tobago
GDP	Gross Domestic Product	**NEDCO**	National Entrepreneurship Development Company Limited
GILAC	Government ICT Leadership Advisory Council	**NGO**	Non-Government Organization
GIS	Geographic Information System	**NICT**	National Information and Communication Technology

ABBREVIATIONS cont'd

NIHERST	National Institute of Higher Education, Research, Science and Technology
NLB	National Library Building
OAS	Organisation of American States
OJT	On-the-job Training
OSH	Occupational Safety and Health
PMCD	Public Management Consulting Division
PRESD	Property and Real Estate Services Division
PSA	Public Service Academy
PSC	Public Service Commission
SBA	School-Based Assessment
SBS	Shanghai Business School
SIDS	Small Island Developing States Technical Cooperation
SIDSTEC	Small Island Developing States Technical Cooperation
SOP	Standard Operating Procedures
SSD	Strategic Services Division

TAC	Tunapuna Administrative Complex
TATT	Telecommunications Authority of Trinidad and Tobago
TICA	Thailand International Cooperation Agency
TTTRLA	Trinidad and Tobago Tourism Regulatory and Licensing Authority
UNDP	United Nations Development Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNGA	United Nations General Assembly
UNPSA	United Nations Public Service Award
USR	Universal Services Regulation
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
WTO	World Trade Organisation
YTEPP	Youth Training and Employment Partnership Programme

MINISTER'S FOREWORD

Senator, The Honourable Allyson West
Minister of Public Administration
effective August 14, 2019

It is my honour to present the Ministry of Public Administration's Annual Report for the fiscal year 2018.

Our theme for this fiscal year was "Pushing Forward: Onward to Continued Progress" as we focused on implementation of our Public Service Modernisation and National ICT agendas.

I would like to express my gratitude to the staff of the Ministry for their dedicated and consistent work throughout the year. I encourage our stakeholders to continue their work with us in improving public service delivery and our National ICT agenda towards the sustainable development of Trinidad and Tobago.
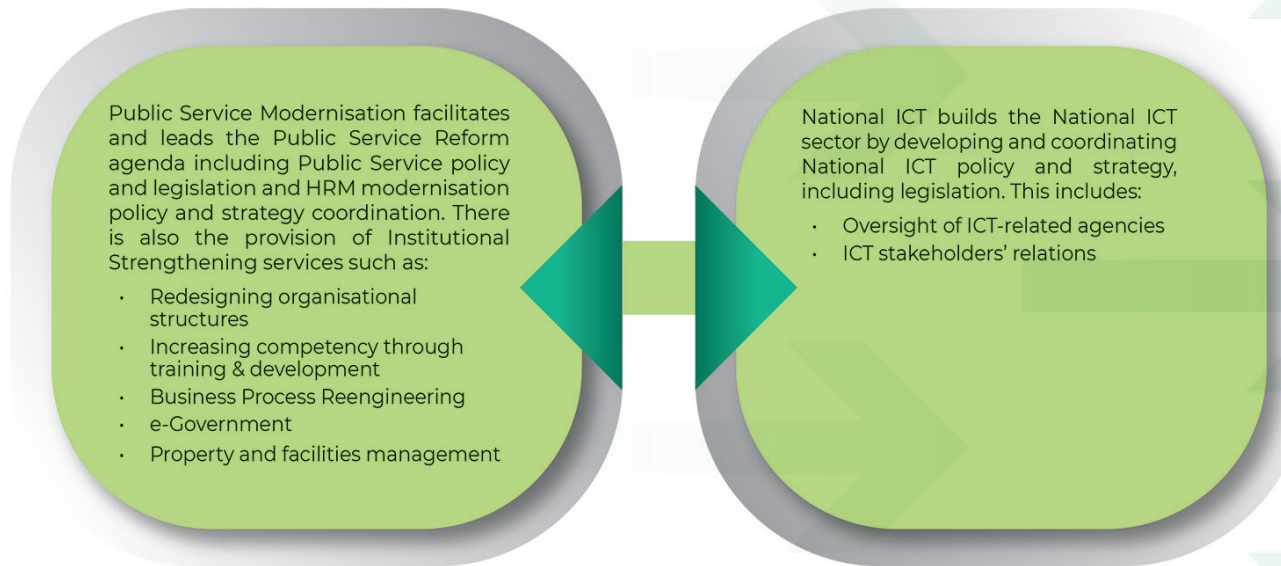
Ministers for the reporting period were as follows:
- Senator, The Honourable Maxie Cuffie, Minister of Public Administration and Communications April 9, 2018 to June 6, 2018
- The Honourable Marlene McDonald, Minister of Public Administration June 7, 2018 to August 12, 2019

MPA AT A GLANCE

MANDATE, VISION, MISSION

MANDATE:
Portfolio components:

Public Service Modernisation facilitates and leads the Public Service Reform agenda including Public Service policy and legislation and HRM modernisation policy and strategy coordination. There is also the provision of Institutional Strengthening services such as:

- Redesigning organisational structures
- Increasing competency through training & development
- Business Process Reengineering
- e-Government
- Property and facilities management

National ICT builds the National ICT sector by developing and coordinating National ICT policy and strategy, including legislation. This includes:

- Oversight of ICT-related agencies
- ICT stakeholders' relations

MPA VISION

To be the regional leader in public service transformation and use of ICT for development that contributes to the well-being of citizens.

MPA MISSION

Building a best in class public service by developing our ICT sector and utilising innovative service improvement, human resource management, property management and public administration solutions.

Mission, Vision and Mandate taken from the draft Strategic Plan for the Ministry of Public Administration FY 2018-2020

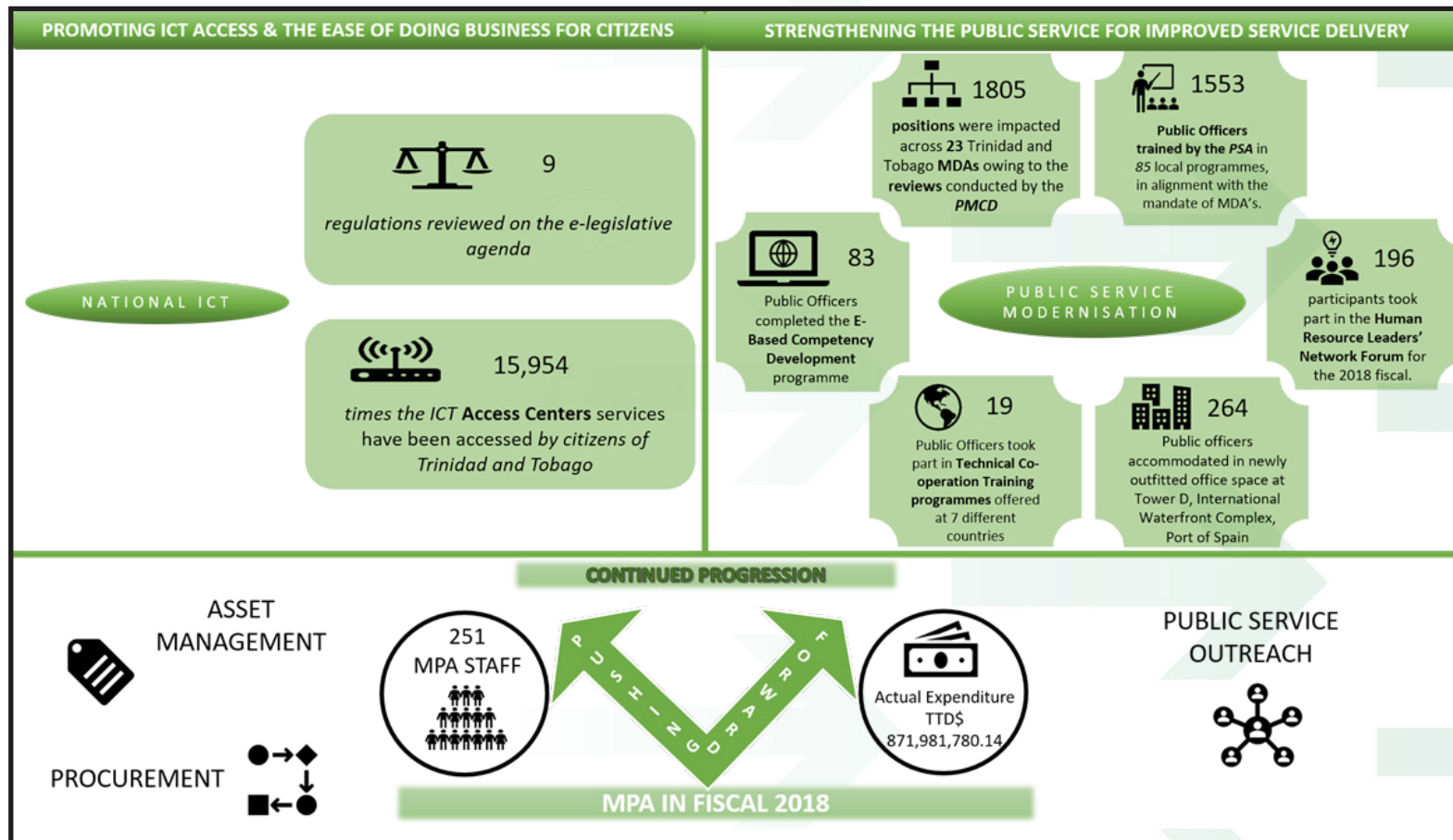**Mrs. Joan Mendez**

Permanent Secretary

for the period October 1, 2017 - September 30, 2018

EXECUTIVE SUMMARY

This Annual Report presents highlights of the achievements of the Ministry under the mandated areas of Public Service Modernisation and National ICT. The Report also provides an account of financial management, human resource and other internal performance areas.

During the Fiscal Period October 2017 to September 2018, there was a portfolio realignment resulting in the 'splitting' of the Ministry of Public Administration and Communications into the Ministry of Public Administration and the Ministry of Communications. The work of the Ministry continued despite this split, as the theme "Pushing Forward: Onward to Continued Progress" implies.

The following infographic presents the key performance highlights for Fiscal 2018:

PROMOTING ICT ACCESS & THE EASE OF DOING BUSINESS FOR CITIZENS

STRENGTHENING THE PUBLIC SERVICE FOR IMPROVED SERVICE DELIVERY

NATIONAL ICT

9 regulations reviewed on the e-legislative agenda

15,954 times the ICT Access Centers services have been accessed by citizens of Trinidad and Tobago

1805 positions were impacted across 23 Trinidad and Tobago MDAs owing to the reviews conducted by the PMCD

1553 Public Officers trained by the PSA in 85 local programmes, in alignment with the mandate of MDA's.

83 Public Officers completed the E-Based Competency Development programme

PUBLIC SERVICE MODERNISATION

196 participants took part in the Human Resource Leaders' Network Forum for the 2018 fiscal.

19 Public Officers took part in Technical Co-operation Training programmes offered at 7 different countries

264 Public officers accommodated in newly outfitted office space at Tower D, International Waterfront Complex, Port of Spain

CONTINUED PROGRESSION

ASSET MANAGEMENT

PROCUREMENT

251 MPA STAFF

PUSH-NGD FORWARD

Actual Expenditure TTD$ 871,981,780.14

PUBLIC SERVICE OUTREACH

MPA IN FISCAL 2018

ABOUT THE MPA

Permanent Secretary Ms. Joan Mendez speaking at the Ministry's staff meeting

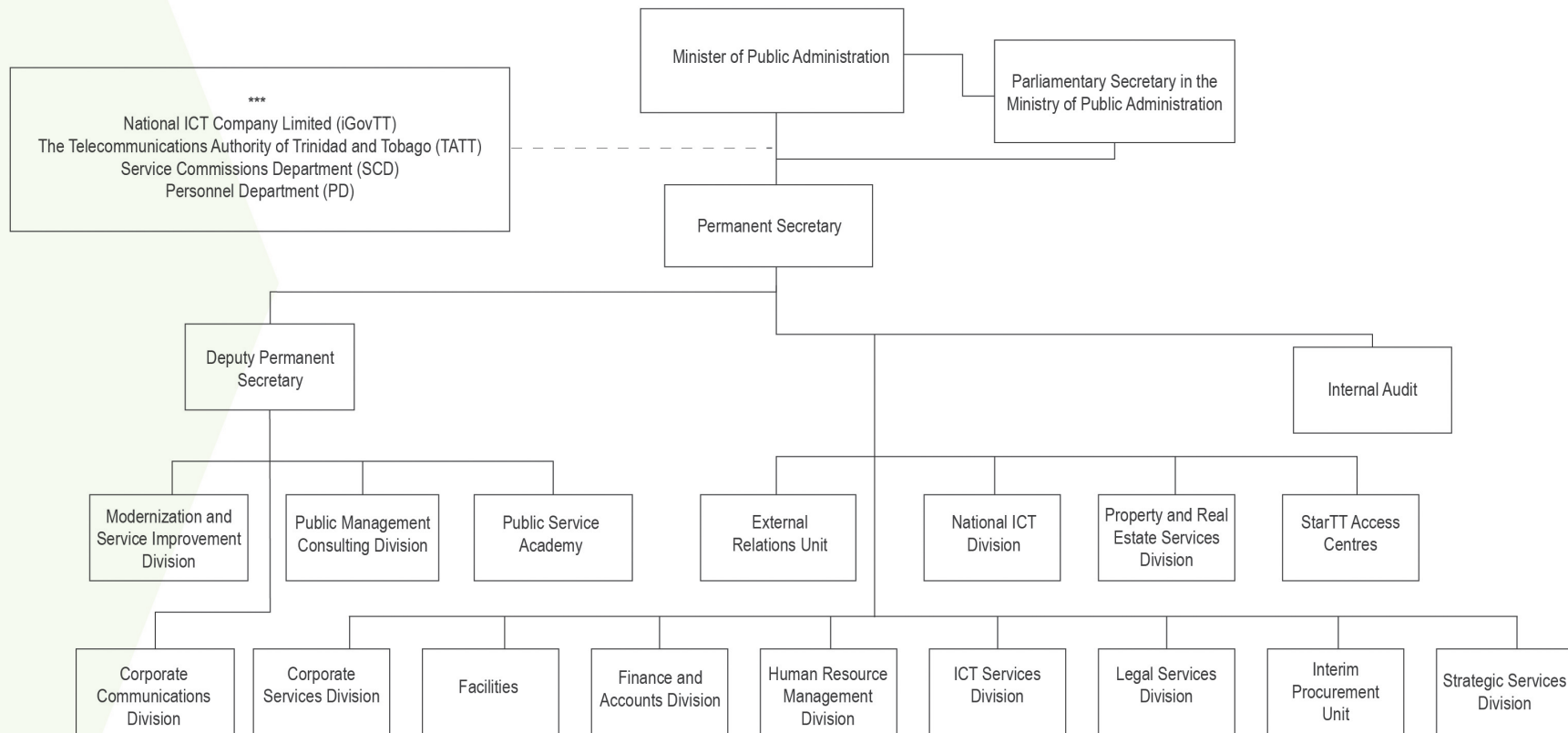# 1   ABOUT THE MPA

1.1 History

The portfolio of Public Administration was first established in 1991 in the Office of the Prime Minister. Since then, the portfolio has undergone several changes in name, size and configuration involving the addition and removal of Information/ Communication, ICT, Telecommunications and Broadcasting as well as Property and Real Estate.

In June 2018, the Ministry of Public Administration and Communications (MPAC) was split. The Ministry of Public Administration continued to be responsible for Public Service Modernisation and National ICT.

The Organisational Structure of the Ministry of Public Administration as at September 2018 follows.

1.2 Organisational Structure of MPA as at September 30, 2018

Ministry of Public Administration
Organisational Chart

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                                    ┌─────────────────────────────┐
                                    │ Minister of Public          │────┐
                                    │ Administration              │    │  ┌──────────────────────────┐
                                    └─────────────────────────────┘    └──│ Parliamentary Secretary in the │
                                                                          │ Ministry of Public Administration │
┌──────────────────────────────────────────────┐                        └──────────────────────────┘
│                    ***                         │
│  National ICT Company Limited (iGovTT)         │ - - - - - - - - - -
│  The Telecommunications Authority of           │        ┌─────────────────────────────┐
│  Trinidad and Tobago (TATT)                    │        │ Permanent Secretary         │
│  Service Commissions Department (SCD)          │        └─────────────────────────────┘
│  Personnel Department (PD)                     │
└──────────────────────────────────────────────┘
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Minister of Public Administration

Parliamentary Secretary in the Ministry of Public Administration

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National ICT Company Limited (iGovTT)
The Telecommunications Authority of Trinidad and Tobago (TATT)
Service Commissions Department (SCD)
Personnel Department (PD)

Permanent Secretary

Deputy Permanent Secretary

Internal Audit

Modernization and Service Improvement Division

Public Management Consulting Division

Public Service Academy

External Relations Unit

National ICT Division

Property and Real Estate Services Division

StarTT Access Centres

Corporate Communications Division

Corporate Services Division

Facilities

Finance and Accounts Division

Human Resource Management Division

ICT Services Division

Legal Services Division

Interim Procurement Unit

Strategic Services Division

*** Agencies and Departments that report to the Minister of Public Administration

1.3 Divisions and Services of the MPA

As at September 30, 2018, the Ministry of Public Administration comprised of the following Core and Support divisions: -

CORE DIVISIONS

The **Modernization and Service Improvement Division's (MSID)** strategic objective is to facilitate a fit-for-purpose and client-centric public service. Accordingly, the MSID develops policy, legislation, guidelines and standards, facilitates service improvement in key public services and establishes and operates whole-of-government solutions.

National Information and Communication Technology Division (NICT) is responsible for supporting the implementation, monitoring and evaluation of the National ICT Plan. The Division's three (3) functional areas are ICT Governance, Policy and Strategy; Public Sector ICT; and ICT Regulatory Compliance and Standards. The ICT Governance, Policy and Strategy functional area is responsible for policy and strategy development to address gaps in terms of national hardware and software requirements as well as providing strategic coordination and oversight of the National ICT planning process. The Public Sector ICT functional area provides oversight for the growth and development of the ICT Sector, the advancement of the ICT knowledge sector through capacity building and the integration and standardisation of e-services across the Trinidad and Tobago Public Service. The ICT Regulatory Compliance and Standards functional area is responsible for providing regulatory review for the TATT and iGovTT and develops ICT standards for all Ministries and Departments.

The Property and Real Estate Services Division (PRESD) is responsible for providing mainly office and, to a lesser extent, residential accommodation in accordance with statutory, policy and user requirements for Government Ministries and Agencies. It manages the portfolio of state-owned properties towards ensuring that these are developed, utilised and maintained to achieve maximum socio-economic returns from assets. It has an advisory role to the State on property matters.

The Public Management Consulting Division (PMCD) provides management consulting services to the Cabinet, Government Ministries, Departments and Agencies. Its primary mandate is the review of submissions from Ministries relating to their organisational structures.

The Public Service Academy (PSA) is the agency with the primary responsibility for training and development within the public service. It aims to maximise the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with its strategic partners. The Academy is charged with the responsibility of reviewing the Training Plans of Ministries and Departments. It also administers offers of technical cooperation training from foreign governments and international agencies.

Access Centres - Four (4) ICT Access Centres provide computers with internet access, a Wi-Fi pavilion for those with their own devices and ICT training to rural underserved communities. Sessions focused on remedial education, homework support as well as fun, practical interactive sessions are also provided.

SUPPORT DIVISIONS

The Executive Secretariat (Exec Sec) comprises the Minister of Public Administration, the Permanent Secretary, the Deputy Permanent Secretary and the teams who assist them. The Executive Secretariat is responsible for the oversight of all strategic initiatives, projects and financial decisions within the Ministry. The Executive Secretariat reviews and submits Notes for the consideration of Cabinet which have been prepared by the Ministry's Divisions and receives and distributes Cabinet Minutes for action or information within the Ministry. Amongst their various activities, the Administrative support staff in the Executive Secretariat coordinates all meetings and schedules of the Executive.

The External Relations Unit (ERU) has primary responsibility for the Ministry's regional and international engagements, international cooperation activities and related policy coherence with specific focus on Public Administration and Management (PAM) and Information and Communication Technology (ICT), two complementary areas of the Ministry's mandate which are identified nationally and internationally as critical success factors for economic diversification and sustainable development.

Internal Audit ensures that there is accountability, efficiency and transparency in the financial operations of the Ministry. The Unit is responsible for audit reviews of the Ministry's activities and accounts.

Corporate Communications Division (CCD) is responsible for developing and guiding the Ministry's corporate communications strategy. Its activities include internal communications, public relations, media relations, events management, branding, and crisis and issues management. The Division's primary purpose is to enhance the image and reputation of the Ministry and to help establish and maintain beneficial dialogue and understanding between the Ministry and its main stakeholders both internally and externally.

Corporate Services Division (CSD) provides a range of administrative and internal services (office management, file/document registry, and customer service) that support the business goals of the Ministry and contributes to its efficiency.

Facilities Unit provides services and support related to the maintenance, upgrades, asset management and security of property occupied by the Ministry.

Finance and Accounts Division is responsible for the financial management practices and procedures of the Ministry. The Division processes payments for suppliers and payroll for employees with the attendant financial recording. The Division also coordinates the submission of budgets and prepares the Ministry's financial statements.

The Interim Procurement Unit (IPU) was established in October 2017 in preparation for the full proclamation of the Procurement Act No. 1 of 2015. The Unit, spearheaded by the Permanent Secretary, is responsible for governing all Procurement Activities carried out by the Ministry, proactively meeting the mandate of the Public Procurement and Disposal of Public Property Act (2015), standardising and guide procurement practices and procedures throughout the Ministry, maintaining good governance and creating an environment of compliance as it relates to procurement, adhering to Public Procurement best Practices, and ensuring transparency and fairness and the attainment of Value for Money in the expenditure of Public Funds.

The Human Resource Management Division (HRM) aims to enhance the Ministry's effectiveness and capability to provide excellent client and customer services by retaining and building a human resource skills/knowledge/behaviour base which can deliver on the Ministry's mandate. The Division has as its core responsibility, staffing issues such as hiring for contract positions, performance management, organisational development, training and development and employee relations of the Ministry's employees.

Information Communication Technology Services Division (ICT) is responsible for coordinating and providing strategic and operational support for internal Information and Communications Technology projects and systems.

Legal Services Division performs general transactional legal work and provides legal advice and support to the Ministry, its various Divisions, and other Agencies which fall under its purview.

Strategic Services Division (SSD) is responsible for coordinating the Ministry's Strategic Plan and developing various internal policies. The Division collaborates with the other Divisions in the Ministry and Agencies under the purview of the Ministry to monitor and evaluate/measure performance and meet statutory reporting requirements. SSD is also responsible for managing the Ministry's PSIP and other projects to ensure proper design, implementation and monitoring and evaluation mechanisms are in place.

1.4 MPA Leadership Team

Table 1 highlights the MPA leadership team for the period October 1, 2017 to September 30, 2018:

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Permanent Secretary	Ms. Joan Mendez	October 1, 2017 - September 30, 2018
	Deputy Permanent Secretary	Mr. Claudelle McKellar	October 1, 2017 - September 30, 2018
Corporate Communications Division	Manager	Ms. Nalini Parasram-Rajballie	October 1, 2017 - November 6, 2017
		VACANT	November 7, 2017 - September 30, 2018
	Senior Corporate Communications Officer	Ms. Sharon Farrell	October 1, 2017 - September 30, 2018
Corporate Services Division	Director	Ms. Dhanmattee Rhamdath	October 1, 2017 - June 7, 2018
		Post transferred to MoC	June 7, 2018
		VACANT	June 7, 2018 - September 30, 2018
	Administrative Officer IV (Ag.)	Ms. Marlene Inniss Joseph	October 1, 2017 - September 30, 2018
External Relations Unit	Manager, External Relations Unit	Ms. Shelley-Ann Clarke-Hinds	October 1, 2017 - September 30, 2018
Facilities	Facility, Building, Construction and Projects Administrator	Mr. Dave Alves	October 1, 2017 - September 30, 2018
Finance and Accounts Division	Director (Ag.)	Ms. Bhagwati Manick	October 1, 2017 - May 24, 2018 (Ms. Manick Proceeded on Vacation leave from May 25, 2018 and assumed as Director, Finance and Accounts, Ministry of Education from August 08, 2018)
		Ms. Latchmin Rampersad	June 6, 2018 - September 30, 2018

1.4 MPA Leadership Team cont'd

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Human Resource Management Division	Director (Ag.)	Mrs. Laura Daniel	October 1, 2017 - June 20, 2018 (Mrs. L. Daniel proceeded on pre-retirement leave for the period June 21, 2018 to October 28, 2018)
		Ms. Lena Hanooman-Boodram	June 21, 2018 - September 30, 2018
Information Technology Division	ICT Director	Mr. Gary Turpin	October 1, 2017 - September 30, 2018
Interim Procurement Unit	Administrative Assistant	Ms. Onika George-Vincent	October 1, 2017 - September 30, 2018
Internal Audit	Auditor II (Ag.)	Mrs. Indira Frank	October 1, 2017 - September 30, 2018
Legal Services Division	Director, Legal Services	VACANT	October 1, 2017 - December 13, 2017
		Ms. Annalisa Sankar	December 14, 2017 - September 30, 2018
National ICT	Executive Director (Ag.)	Mr. Gary Turpin	October, 2017 - September 30, 2018
Property and Real Estate Services Division	Coordinator	Ms. Shelley Sultanti-Maharaj	October 1, 2017 - September 3, 2018
		VACANT	September 4, 2018 - September 30, 2018
Public Service Academy	Director (Ag.)	Ms. Denise Phillip	October 1, 2017 - September 30, 2018

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Modernization and Service Improvement Division	Director (Ag.)	VACANT	October 1, 2017 - May 17, 2018
		Mrs. Angela Lum-Joseph	May 18, 2018 - September 30, 2018
	Programme Director	Ms. Colleen Gallazzi	October 1, 2017 - September 30, 2018
	Research and Development Coordinator	Mrs. Denise Mohammed-Coker	October 1, 2017 - September 30, 2018
	Senior Project Management Coordinator	Ms. Carol Mapp	October 1, 2017 - September 30, 2018
Strategic Services Division	Director (Ag.)	Mrs. Angela Lum-Joseph	October 1, 2017 - May 17, 2018
	Manager – Policy Strategy & Monitoring	Ms. Abigail Bynoe	May 18, 2018 - September 30, 2018
Access Centres	Facility, Building, Construction and Projects Administrator	Mr. Dave Alves	October 1, 2017 - September 30, 2018

Table 1 - MPA Leadership Team

PUBLIC SERVICE MODERNISATION

2 PUBLIC SERVICE MODERNISATION

The Ministry of Public Administration has four (4) core divisions that focus on Public Service Modernisation. This section provides highlights of the work completed in respect of:

SECTION	DIVISION RESPONSIBLE
2.1 Organisational Structuring	Public Management Consulting Division (PMCD)
2.2 Human Resource Development	Public Service Academy (PSA); Modernization and Service Improvement Division (MSID)
2.3 GoRTT Office and other accommodation	Property and Real Estate Services Division (PRESD)
2.4 Service Improvement and Management	Modernization and Service Improvement Division (MSID)

Table 2 - MPA's Divisional Breakdown

2.1 Organisational Structuring

The PMCD redesigned several organisational structures within the Public Service to ensure that Government Ministries, Departments and Agencies (MDAs) were adequately and appropriately structured, to execute their respective mandates. This process involved the creation, abolishment, suppression, reassignment, extension, approval and renewal of permanent, temporary and contract positions. Additionally, PMCD collaborated with twenty-three (23) Public Service agencies to review their strategic mandates, business processes, workflows, job descriptions, actual work undertaken, workloads and other organisational factors towards improving service delivery in these organisations. As a consequence, one thousand, eight hundred and five (1,805) positions were affected. Appendix II – PMCD Achievement Report for the period October 1, 2017 to September 30, 2018 (page 63) provides a detailed list of the projects/proposals executed by the PMCD based on the respective Ministry/Department.

Table 3 provides a summary of the impact on the one thousand, eight hundred and five (1,805) job positions at twenty-three (23) MDAs in the Public Service based on the assignments completed by PMCD for the 2018 fiscal.

Established Positions				Temporary		Contract Positions					
Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
106	15	3	4	0	110	648	209	117	283	257	53

Table 3 - PMCD Organisational Redesign

2.2 Human Resource Development

The Public Service Academy is responsible for the provision of training and development activities within the Public Service.

For the fiscal year 2017 - 2018, the Public Service Academy conducted eight-five (85) workshops, of which seventy-two (72) fell under Recurrent and Leadership Training with one thousand, three hundred and fifty-three (1,353) participants, and thirteen (13) fell under the Leadership and Management Programme, with two hundred (200) participants. In total, one thousand, five hundred and fifty-three (1,553) public officers participated in the following workshops.

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NO. OF PERSONS TRAINED AT SESSION
Business Communication	Cabinet Note Writing	3	November 20-22, 24 & 27, 2017 June 18, 20, 21, 2018 July 24-26, 2018	15 19 12
	Cabinet Note Writing for Senior Officers	1	January 9-11, 2018	18
	Freedom of Information	4	October 16, 2017 January 16, 2018 March 1, 2018 July 10, 2018	19 21 14 17
Financial Management and Procurement	Accounting Procedures in Government	1	January 15-18, 2018	17
	Preparation of Estimates	1	February 26-28, 2018	25
	Public Procurement	2	November 28-December 1, 2017 May 7-11, 2018 (Tobago Block Training)	22 17
	Ethics in Procurement	1	November 15-16, 2017	23
	Introduction to Public Service Accounting Procedures	1	November 27-30, 2017	20
	Inventory Control and Management	4	January 9-11, 2018 February 20-22, 2018 June 11-13, 2018 September 4-6, 2018	20 20 15 20
	UNDP Procurement Certification Level 3	2	April 16-20, 2018 May 14-18, 2018	25 25
	Procurement Training: FIU	1	May 22, 2018	24
	Auditing Tools and Techniques for Audit Managers	1	July 3-6, 2018	24
	Audit Report Writing	1	September 25-26, 2018	18

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NO. OF PERSONS TRAINED AT SESSION
Financial Management and Procurement cont'd	Risk Based Auditing	1	September 11-12, 2018	19
Organisational Improvement	Ethical Issues in the Public Service	3	October 10-11, 2017 June 6-7, 2018 August 20-21, 2018	21 19 24
	Monitoring and Evaluation	1	April 23-27, 2-18	22
	Ethics and Good Governance	1	July 17-18, 2018	20
	Improving Workplace Productivity	1	September 18-20, 2018	19
Human Resource Management	Disciplinary Procedures in the Public Service	3	October 31-November 2, 2017 December 4-6, 2017 September 25-27, 2018	20 20 14
	Training of Trainers	2	April 23-27, 2018 September 20, 21, 25-27, 2018	13 15
	Customer Service Training of Trainers (Group 3)	2	October 4-6, 2017 November 29-30 & December 1, 2017	23 27
	Succession Planning in the Public Service	1	September 11-13, 2018	22
	Designing Orientation Programmes	2	October 24-26, 2017 June 12-14, 2018	15 20
	One Man Tribunal	2	November 30-December 1, 2017 January 4-5, 2018	13 13
	Developing Position Descriptions	4	December 4-5, 2017 January 24-25, 2018 February 5-7, 2018 May 7-11, 2018 (Tobago Block Training)	19 20 15 13
	Role of the Investigating Officer in the Disciplinary Process	1	January 16-17, 2018	16
	Salary Administration in the Public Service	1	January 31-February 2, 2018	21
	Performance Management and Appraisal System	2	May 16-18, 2018 July 10-12, 2018	14 13
	HR for Non-HR Professionals (Tobago Block Training)	1	May 7-11, 2018	17

The table below provides a schedule and the number of participants trained under the Leadership Development Programme:

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NO. OF PERSONS TRAINED AT SESSION
Professional Development	Supervisory Management	7	October 9-12, 2017 November 7-10, 2017 January 23-26, 2018 February 19-22, 2018 May 7-11, 2018 (Tobago Block Training) July 9-12, 2018 Sept. 13-14, 18-19, 2018 (NALIS)	17 17 22 22 21 19 19
	Conflict Resolution	1	September 18-20, 2018	20
Service Delivery	Office Etiquette for Administrative Support	2	April 16-18, 2018 July 16-18, 2018	24 22
	Protocol and Etiquette For Public Officers	1	June 13-14, 2018	18
Leadership	Critical Thinking	1	November 21-23, 2017	21
	Leading Results from the Middle	2	February 26-28, March 2, 2018 May 24, 28, 29, 2018	15 19
	Professional Hurt	2	July 24-25, 2018 July 26-27, 2018	11 11
	Responding to Parliamentary Questions	4	July 18, 19, 25, 26, 201	83
	Leading Public Sector Organisations	1	June 20-21, 24-25, 2018	15
	TOTAL	**72**		*** 1353**

Table 4 - Workshops that took place over the fiscal year for Public Officers

* Total does not reflect number of individuals

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NO. OF PERSONS TRAINED AT SESSION
Leadership and Management Development	Executive Development Programme for Senior Public Officers Module IV - Analysis and Decision Making	2	November 20-23, 2017 January 9-11, 2018	17 15
	DPS Orientation	1	December 4-6, 2017	19
	DPS Orientation Module V	1	January 30-31, 2018	9
	Executive Development Programme for Senior Public Officers - Module V: Innovation and Change	2	March 19-21, 2018 March 26-28, 2018	14 14
	Executive Development Programme for Senior Public Officers - Module 1: Human Interaction	2	May 21-24, 2018 July 4-6, 2018	21 15
	Senior Executive Development Programme (DPS's, HoD's) - Module 1: Human Interaction	1	June 25, 2018	19
	Executive Development Programme for Senior Public Officers - Module VI: Integrity and Respect	2	July 12-13, 2018 July 19-20, 2018	15 16
	Executive Development Programme for Senior Public Officers Cohort III - Module II: Strategic Management	1	September 19-21, 2018	14
	Senior Executive Development Programme - Module II: Financial Management, Accounting and Procurement Practices	1	September 5-6, 2018	12
	TOTAL	**13**		*** 200**

Table 5 - Schedule of Workshops conducted under the Leadership Development Programme

* Total does not reflect number of individuals

To address the challenge of limited financial resources, the staff of the Academy/Ministry, in collaboration with other Ministries/Departments/retired public officials and the Management Institute for National Development (MIND) of Jamaica, designed six (6) workshops (content) and facilitated twenty-one (21) workshops as reflected in the table below. This resulted in an estimated cost savings of six hundred and six thousand, six hundred and eighty-seven dollars ($606,687.00) to the Government of Trinidad and Tobago.

It should be noted that these workshops were previously conducted by external facilitators and the cost savings calculated allowed for better utilisation of internal capacity.

During fiscal 2018, the PSA utilised a number of alternative venues such as the UTT Campus (Central), Old Fire Station, the Office of the Attorney General and the Ministry of Education.

Name of Course	No. of Times Held for fiscal 2017/2018
Supervisory Management	6
Ethical Issues in the Public Service	3
Public Procurement	2
Office Etiquette for Administrative Support	2
Performance Management and Appraisal System	1
Ethics and Good Governance	1
Designing Orientation Programmes	1
Leading Public Sector Organisations	1
Cabinet Note Writing	2
Training of Trainers	2

Table 6 - Workshops that enabled Cost Savings using Internal Capacity for fiscal 2018

Human Resource Leaders' Network Forum

During Fiscal 2017-2018, the PSA successfully conducted monthly meetings with the HR Directors from all Ministries/Departments in the Public Service. The objectives of these meetings are inter alia to contribute towards the professional development of Public Service HRM leaders; to assist in realizing a more effective HRM function; to create a platform for knowledge transfer; and to standardize HRM practices in the wider Public Service through the establishment of a Community of Practice.

Monthly meetings are hosted by the MPA on the third Friday of each month. A Chairperson is elected every six (6) months. For the fiscal period October 2017 to September 2018, eleven (11) meetings were held. There was no Forum for the month of December 2017.

Table 7 provides the number of participants at each meeting held for fiscal 2017-2018

Date of Meeting	Number of Participants per session
October 20, 2017	13
November 17, 2017	14
January 19, 2018	12
February 16, 2018	20
March 16, 2018	26
April 20, 2018	21
May 18, 2018	16
June 22, 2018	17
July 20, 2018	20
August 17, 2018	17
September 21, 2018	20
TOTAL PARTICIPANTS	*** 196**

Table 7 - Participation in the Human Resource Leaders' Network Forum for fiscal 2018

* Total does not reflect number of individuals

TECHNICAL CO-OPERATION TRAINING

The Public Service Academy is also responsible for administering Technical Co-operation Awards, which are short-term training awards offered to the Government of the Republic of Trinidad and Tobago by foreign Governments and International Funding Agencies. During the period under review, numerous programmes were offered to Trinidad and Tobago, for which forty-three (43) officials were nominated to participate and thirty-one (31) persons were selected/accepted. However, nineteen (19) persons eventually participated. This information is provided by country/agency in the Table below.

Country	Agency	Persons Nominated	Persons Approved	Persons Selected/ Accepted	Programme / Programme Name
Chile	Chilean International Cooperation Agency	3	3	3	Diploma in Public Management in Chile: November 6 - November 24, 2017
China	Academy for International Business Officials (AIOB)	14	5	3	Seminar on Infrastructure, Construction, Investment and Financing Under the Belt and Road Initiative (AIOB): June 26 - July 16, 2018
China	Shanghai Business School (SBS)				Seminar on Infrastructure, Construction, Investment and Financing Under the Belt and Road Initiative (AIOB): June 26 - July 16, 2018 Seminar on Bank and Monetary Management for Latin American, Caribbean and South Pacific (SBS): June 6 - June 26, 2018 Seminar on Youth Leadership for Developing Countries (AIOB): July 6 - July 26, 2018
India	Indian Technical and Economic Cooperation (ITEC)	5	5	5	Young Officers Course (YO Fd-1899): May 30 - December 11, 2018
Japan	Japan International Cooperation Agency (JICA)	3	3	1	Capacity Building for ICT Project Planning: June 10 - July 14, 2018 Comprehensive Waste Management (D): July 25 - September 8, 2018

Country	Agency	Programme			
		Persons Nominated	Persons Approved	Persons Selected/ Accepted	Programme Name
Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	10	7	4	Workforce for the Future Economy: April 16 - April 20, 2018 Trends and Issues in Early Childhood Education: June 18 - June 23, 2018 Sustainable Marine Resources: Enhancing Biodiversity in Coastal Waterways: July 9 - July 13, 2018 Smart Mobility and Intelligent Transport Innovations: July 2 - July 6, 2018
South Korea	Korea Hydrographic and Oceanographic Agency	1	1	1	Electronic Navigational Chart Programme: November 27 - December 1, 2017
Thailand	Thailand International Cooperation Agency (TICA)	7	7	2	Natural Disasters Management: June 18 - July 6, 2018
Total		**43**	**31**	**19**	

Table 8 - Technical Cooperation Training Programmes offered for the fiscal period

E- Based Competency Development Programme

The Ministry of Public Administration (MPA) has been charged with leading the modernisation of the Public Service. One initiative which seeks to contribute to this modernisation effort and enhance the quality of training offered to public officers is the E-Based Competency Development Programme. This initiative is the first online training programme customised to the unique needs of the Public Service environment. The core objective of the programme is to support and enhance the professional development of public officers whilst leveraging technology to offer a flexible and widely accessible learning solution to these participants.

In June 2015, the MPA partnered with the University of Trinidad and Tobago (UTT) to develop and pilot four (4) training courses namely:

1. Business Writing
2. Computer Skills
3. Supervisory Skills
4. Customer Service

The Phase-One Roll-out of this programme ran from June 2017-December 2018. The following Ministries participated in this roll out:

1. Ministry of National Security
2. Ministry of Foreign and CARICOM Affairs
3. Ministry of Community Development, Culture and the Arts
4. Ministry of Public Utilities

The particulars for each of the courses can be seen below in Table 9:

Course	Date	Enrolled	Completed	Participation Rate
Business Writing	Jun 6, 2017 - Jul 14, 2017	163	103	63%
Computer Skills	Aug 14, 2017 - Sep 30, 2017	202	120	59%
Supervisory Skills	May 1, 2018 - Jun 22, 2018	134	83	62%
Customer Service	Nov 5, 2018 - Dec 21, 2018	140	89	64%
Total for Phase-One Roll-out		**639**	**395**	**62%**

Table 9 - Courses conducted for Phase-One Roll-out of the E-based Competency Development Programme

* Note that the Supervisory Skills was the only course that was conducted within the fiscal period.

The table below shows the Project activities that were completed under the E-Based Competency Development Programme during the 2018 Fiscal:

Project Activity	Date
Business Writing and Computer Skills Graduation A graduation ceremony was held in December 2017 at the NALIS AV Room to formally recognize the accomplishments of participants in the Business Writing and Computer Skills courses and also to thank the HR training officers for their ongoing efforts.	December 13, 2017
Caribbean Leadership Programme (CLP) webinar on Innovation in Learning and Development The Permanent Secretary with the support of the E-Based team highlighted the challenges and successes of administering the online learning programme to CLP Community.	March 21, 2018

Project activities that were completed under the E-Based Competency Development Programme cont'd

Project Activity	Date
Supervisory Skills Launch The E-Based team launched the Supervisory Skills course. Participants were introduced to core topics such as Mediation and Negotiation, Change Management, Project Management, HR Management, Coaching and Mentorship. Participants were required to complete several discussions which applied theoretical concepts to everyday work situations, as well as a comprehensive case study.	May 1 - June 22, 2018
CTO ICT Award - Best e-learning application The Ministry of Public Administration received the award for the best application e-learning for the E-Based Competency Development Programme by the Commonwealth Telecommunications Organisation.	June 18, 2018
Canvas Licence Renewal Renewed the licence for the Learning Management System 'Canvas' for 500 users for the fiscal year at a cost of $15,435.00 USD.	September 18, 2018

Table 10 - Project Activities under the E-based Competency Development Programme for fiscal 2018

2.3 Government Office and Other Accommodation

Accommodation is a key factor in supporting public service delivery and administration. Providing safe, healthy and quality work spaces fosters productivity for public officers, as well as service excellence for citizens. As rented premises are a significant recurrent annual financial commitment of the State, the Government continuously pursues a policy to find the optimum balance between rented and owned buildings. Highlights of work undertaken in fiscal 2017 - 2018 are as follows:

Management of Office Space in State-Owned Buildings

A major achievement in the fiscal 2017 - 2018 was the completion of outfitting and handing over of buildings for occupation to the relevant tenants. Buildings handed over in fiscal 2017 - 2018 are outlined in Table 11.

No.	Recipient Ministry / Department/Agencies	No. of Persons expected to be accommodated	Handover date
1.	InvesTT, Trinidad Tourism Limited/Trinidad Tourism Development Management Company, (Level 18 Tower D)	84	April 2018
2.	Office of the Procurement Regulator, (Level 19 Tower D)	52	April 2018
3.	Securities Exchange Commission (Level 22 and 23 Tower D)	128	April 2018

Table 11 - Buildings handed over for occupation

Negotiation of lease/rental of office accommodation, storage, residential and other private property uses on behalf of Ministries and other State Agencies:

The Property and Real Estate Services Division (PRESD) processed requests for new leases and lease renewals. Of these, the following (see Table 12) were approved by Cabinet. It is important to note that the PRESD works with the requesting Ministries to ensure full compliance with the relevant statutory requirements.

New	Renewals	Awaiting Approval
Level 3 Park Plaza, St. Vincent Street, POS For Public Management Consulting Division, Ministry of Public Administration	Warehouse space at No. 32 Tradezone Complex located at No. 1 El Socorro Road Extension, San Juan for the Ministry of Tourism	No. 78 Independence Avenue, San Fernando for San Fernando Office of the Director of Public Prosecutions
No. 39 Wilson Road, Scarborough, Tobago For Valuation Division, Ministry of Finance		No. 272 River Street, Sangre Grande for Valuation Division, Ministry of Finance
No. 65 Cipero Street, San Fernando For Occupational Safety and Health Agency, Ministry of Labour and Small Enterprise Development		60-62 Lady Hailes Avenue, San Fernando for Immigration Division, Ministry of National Security
No. 65 Canaan Road and Sargeant Street, Mahaica, Point Fortin For Valuation Division, Ministry of Finance		No. 86 Independence Avenue, San Fernando for Victoria West District Office, Community Mediation Division, Ministry of Community Development, Culture and Arts
Corner O'Meara Road and O'Conner Drive, Arima For Arima Borough Corporation , Ministry of Rural Development and Local Government		
Lease/Rental of Office Space in the Building located at Nos. 59-61, Cipero Street, San Fernando, to accommodate the Ministry of Social Development and Family Services		
Corner Picton Road and Neeranjan Street, Sangre Grande For Sangre Grande Regional Corporation, Ministry of Rural Development and Local Government		
Chepstow House, No. 56 Frederick Street, Port of Spain For Ministry of Community Development, Culture and the Arts		
Corner Young and Robinson Street, Tobago For Trinidad and Tobago Police Service, Ministry of National Security		

Table 12 – Cabinet approved lease/ rentals

During this period, the PRESD provided advice/oversaw the outfitting/customization works of approximately sixteen (16) privately owned properties in accordance with GoRTT Office Outfitting Policy.

Establishment of Policies Governing the Design, Use, Maintenance and Disposal of Government Owned or Occupied Facilities

By Minute No. 84 of October 08, 2015, the Cabinet agreed inter alia, to the establishment of an Inter-Ministerial Committee to rationalize Government accommodation. Subsequently, sub-committees were established for the development of policies and guidelines. The names and status of these policies are outlined in Table 13 below.

No.	Draft Policies	Status as at September 30, 2018
1.	Review of Government of Trinidad and Tobago Office Outfitting Policy	Policy Reviewed
2.	Facilities Maintenance and Management Policy for all State-owned properties	Draft completed/ Policy being Reviewed internally

Table 13 - List of Policies/Guidelines and their statuses

Work is ongoing on a Barrier Free Design Guideline.
The guidelines provide design and construction requirements which gives access to persons with disabilities to buildings and public spaces.

Management of construction/ refurbishment projects achievements:

1. Undertook repairs of Tunapuna Administrative Complex (TAC) and Siparia Administrative Complex
2. Undertook refurbishment works at family Units 1 and 3 at Flagstaff Residential Complex
3. Reviewed proposal for Design Built project for a new residence in Abuja, Nigeria for the Trinidad and Tobago High Commissioner

Management of Stock of Government Quarters achievements:

The PRESD manages the stock of approximately one thousand, one hundred and twenty-six (1,126) Government Quarters. Of these matters, fifty-two (52) Bookings for travelling officers' quarters were received and all requests were approved.

The PRESD assumed responsibility for a total of four (4) units located at Victoria Keyes.

Allocations of state property for residential and office use:

In total 77 Requests for Allocations (including requests from NGOs) were received for residential and office use; of these requests: -

- 31 were approved
- 10 were rejected (due to non-availability of the properties requested or inconsistency with policy)
- 36 pending (awaiting information from Ministries and Regulatory Agencies)
- 2 Notices to Vacate were issued.

Negotiation of Private Treaty Property Acquisitions

The Property and Real Estate Services Division (PRESD) has approximately twelve (12) on-going matters in various stages of the acquisition process. The PRESD has also provided advice/guidance to several Ministries with respect to the proposed acquisition of property (land/building) for various purposes.

Properties vacated

The Table below provides a list of the properties vacated during the fiscal:

No.	Ministry/ Department	Property Address
1.	Ministry of Public Administration	Level 5 Nicholas Tower
2.	Office of the Prime Minister	Levels 6 and 7 Nicholas Tower
3.	Ministry of Public Administration and Communications	Levels 18 and 19 Tower D

Table 14 - Properties Vacated during fiscal period

2.4 Service Improvement and Management

The Modernization and Service Improvement Division's (MSID) strategic objective is to facilitate the establishment of a fit-for-purpose and client-centric Public Service. Accordingly, the MSID develops policy, legislation, guidelines and standards, facilitates service improvement in key public services and establishes and operates whole-of-government solutions.

Table 15 below highlights six (6) assignments of MSID during the fiscal 2017-2018:

No.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2017/2018	PROJECTIONS / PROPOSALS 2018/2019
1.	Innovation and Award Programme	This is a means of promoting, recognizing, celebrating and fostering advancements that lead to a more effective and responsive public administration. Specifically, these Awards aim to: • Discover innovations in governance • Give recognition to excellence in the public sector • Motivate public servants to further promote innovation • Enhance professionalism in the public service • Raise the image of public service • Enhance trust in government • Collect and disseminate successful practices for possible replication MPA currently targets the following three (3) international competitions open to all Ministries/Divisions: **The Commonwealth Association for Public Administration and Management (CAPAM)** CAPAM's flagship event is its Biennial Conference. One of the main events is the CAPAM International Innovation Awards which celebrates the spirit of innovation in the public service by recognizing organizations that have made significant contributions to improving governance and services in the public sector.	• Reviewed and made recommendations to two (2) submissions from the Ministry of Labour and Small Enterprise Development, and the Judiciary for the *2018 CAPAM Award* • Submitted the entry from the Judiciary which qualified for the *semi-final* of the 2018 CAPAM Award	• The CAPAM Award is held bi-annually; therefore, the next round of Awards will be in 2020 • Annual membership fee – US$3,900 for the period July 1, 2018 to June 30, 2019 was paid on May 25, 2018 under the following vote: *Sub Head 04- Current Transfers and Subsidies, Item 002 - Commonwealth Bodies, Sub Item 01 - CAPAM*

No.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2017/2018	PROJECTIONS / PROPOSALS 2018/2019
	Innovation and Award Programme (Cont'd)	**The United Nations Public Service Award (UNPSA)** The UN Economic and Social Council established that the UNPSA be bestowed on UN Public Service Day (June 23) for contributions made to the cause of enhancing the role, prestige and visibility of public service. The UNPSA is premised on the philosophy that good governance within each country is a prerequisite to making sustainable development a reality. **Inter-American Prize for Innovation in Effective Public Management** The Inter-American Prize for Innovation in Effective Public Management (OAS Prize) is an annual activity of the Department for Effective Public Management that seeks to enhance public management innovations. The programme seeks to strengthen democratic governance through the improvement of public administration and the dissemination and exchange of innovative experiences in effective public management. The award seeks to help public institutions of the Americas be more transparent, effective and citizen-oriented.	• No Public Sector submissions were received for the UNPSA during this reporting period	UNPSA • The MPA is responsible for advertising the awards to the various Ministries/Agencies • A Circular Memorandum inviting submissions for this award were scheduled to be sent to all Permanent Secretaries, Heads of Departments and the Chief Secretary, Tobago House of Assembly, once the award window is declared open by the United Nations • The MPA is responsible for advertising the awards to the various Ministries/Agencies • A Circular Memorandum inviting submissions for this award were scheduled to be sent to all Permanent Secretaries, Heads of Departments and the Chief Secretary, Tobago House of Assembly, once the award window is declared open by the OAS

No.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2017/2018	PROJECTIONS / PROPOSALS 2018/2019
2.	Service Delivery Policy	This Policy sets a framework for the delivery of public services provided by the GoRTT. It is designed to provide a basis for a people-centered approach to sustained and measurable improvements in public services over the next five years. The overarching goal is to enhance the quality and accessibility of public services, together with responsiveness and effectiveness of the delivery of Government's goods and services, based on a philosophy of good value.	• A Draft National Policy on Service Delivery was developed	• *Stakeholder Consultations to be held following which the Policy will be finalized for adoption by all Ministries, Departments and Agencies*
3.	Philosophy for the Public Service of Trinidad and Tobago	This proposal provides the general framework that governs the overall conduct of operations, codes of behavior and its relationships within Trinidad and Tobago Public Service. It therefore provides the fundamental principles necessary to ensure that the Public Service is able to meet the interest and trust of the public in its delivery of goods and services.	• The Philosophy for the Public Service was revised based on stakeholder feedback	• Engage key stakeholders • Development of Roll-out Plan • Develop governance arrangements for implementation of this initiative at the strategic management level of the Public Service
4.	Integrated Service Delivery	As part of the Ministry's Business Process Management (BPM) programme, the Ministry began working with: • The *Treasury Division* to improve Pension Administration in the Public Service through the implementation of the Pension and Leave (P&L) module of People Soft – IhRIS to serve as the platform for P&L delivery	Assisted in the development of the following: • Project Charter • Request for Information • Log Frame • Tender letter	• Develop a comprehensive Change Management Strategy and Change Management Plan • Conduct workshops in Business Process Management for Public Agencies (in-house resource) • Convene a Committee of Key Stakeholder to review all outputs from previous Pension and Leave initiatives • Develop Standard Operating Procedures for the administration of pension and leave across the Public Service • Develop a Monitoring and Evaluation Framework for the new Pension and Leave System

No.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2017/2018	PROJECTIONS / PROPOSALS 2018/2019
	Integrated Service Delivery (Cont'd)	• The Ministry of Social Development and Family Services to undertake a Diagnostic of the Social Welfare Division. The major objective of this initiative is to review the operations of the Social Welfare Division to align its operations with a new model for integrated Service Delivery. This will involve mapping the process of grant delivery and evaluating its operations through the review of existing policies and procedures.		• Review of Social Welfare Division processes • Determine an Integrated Service Delivery Model for this Ministry • Review of existing policies, legislation, customer research and other relevant documents • Report on the initiative and the way forward
5.	Allocation and Use of Government Vehicles	The number of Ministries was reduced from thirty-three (33) to twenty-two (22). Consequently, the GoRTT saw the need to assess the disbursement of its assets across the Public Service, in order to rationalize its equitable distribution, including the allocation and use of government owned vehicles in the public service.	• Drafted a Summary on the Framework for Managing Government Vehicles in the Trinidad and Tobago Public Service • Policy Framework on Fleet Management was done prior and the summary was done based on the full document	
6.	Transformation Initiative Database	This is a database which will allow for greater alignment of Public Service reform initiatives with the Government's Vision 2030 Plan. It will also provide Ministries, Departments and Agencies (MDAs) with the opportunity to readily access information that will aid in better decision-making regarding reform programmes and projects. This initiative will therefore provide the necessary information for aligning, improving and implementing initiatives that are relevant to national development. Furthermore, this initiative will provide the MPA with the opportunity to work with and provide support to MDAs in key technical areas while creating the opportunity to showcase to citizens, the advancement of the Public Service through its developmental initiatives. In addition, the documented initiatives will be included in a feature publication on the MPA's website on an ongoing basis.	• Reviewed and collated submissions on transformation initiatives from seventeen (17) Ministries/Agencies • Design of the IT platform for hosting the Transformation Initiatives • Development of the IT platform to host the transformation initiatives • Transformation Initiatives uploaded to the IT platform • Development of classification schema to generate query searches on transformation initiatives	• Finalise and test the Transformation Initiative database • Implement Marketing Strategy for the Transformation Initiative database • Draft Communication Plan for the Transformation Initiative database

Table 15 - Assignments of MSID during fiscal period

CTO Information and Communication Technology Awards

The Commonwealth Telecommunications Organisation (CTO), Information and Communications Awards are intended to recognise major achievements in ICTs by member countries and organisations, and to share knowledge amongst Commonwealth ICT stakeholders in key category areas. In May 2018, submissions were invited under the following categories:

· Universal access initiatives
· Broadband access initiatives
· ICT policy and regulatory initiatives
· Cybersecurity initiatives
· Spectrum management initiatives
· Applications (e-health, e-education, e-agriculture and e-commerce)

The External Relations Unit (ERU) facilitated the submission of two (2) projects from the Ministry of Public Administration, namely the Complaint Management System for Consumer Affairs Division and the eBased Competency Development Programme, both MSID related. The Ministry's eBased Competency Development Programme was awarded the prize in the Applications category during the Awards Ceremony held in London in June 2018.

External Relations

The responsibilities of the External Relations Unit (ERU) underscore the need for Trinidad and Tobago to participate actively in international processes to ensure that its particular concerns and interests are articulated, considered and incorporated into outcomes which impact the country's development objectives. Thus, as a Small Island Developing State (SIDS), Trinidad and Tobago must engage key stakeholders, including regional and international partners through bilateral and other arrangements in advancing its national development thrust. This is particularly critical given that many key ICT and Public Administration developments take place externally and are not indigenous to the country. Also, given the country's unique position owing to its high GDP per capita and the graduation that has resulted, external relations and stakeholder engagement have become critical approaches through which technical assistance can be identified and sourced.

Table 16 highlights the achievements of the ERU for fiscal 2018:

Achievements 2017/2018		
Project / Activity	**Description**	**Achievement**
Official Visit by the Hon. Prime Minister to the People's Republic of China - May 14 – 19, 2018	During the preparatory process for the Official Visit, the MPA coordinated and elaborated the Ministry's inputs into the Briefing Documents and Agreements.	• Memorandum of Understanding on Human Resource Development Cooperation between the Ministry of Commerce of the People's Republic of China and the Ministry of Public Administration was signed during the visit.
Contribution to International Review/Update Processes: 2018 United Nations General Assembly (UNGA) – MPA's input into the Annual Briefing Document	The MPA prepared, collated and submitted the Ministry's inputs into the Briefing Document prepared annually by the Ministry of Foreign and CARICOM Affairs (MFCA) for the UNGA which began in September 2018.	• The input document for the 2018 UNGA was prepared by the MPA and submitted to the relevant Division of the MFCA. The inputs addressed areas such as ICT for sustainable development, Public Administration and Management and Human Resource Development for poverty eradication.
Contribution to International Review /Update Processes: World Trade Organisation (WTO)	Trinidad and Tobago's Fourth Trade Policy Review at the WTO for the period 2012 to 2018 will take place in May 2019. As part of the preparatory process, which commenced in May 2018, MPA served as a member of the Committee established by the Ministry of Trade and Industry (MTI) to gather and review the data to be submitted; and also to provide clarifications to the WTO, and address questions which may arise from the organisation's Member States.	• The MPA gathered and submitted the first batch of documents which were required by the MTI/WTO for the commencement of the process. • The MPA also facilitated feedback on questions raised by the WTO in information provided by Telecommunications Authority of Trinidad and Tobago (TATT).

Table 16 - Achievements of the ERU for the fiscal period

Human Resource Management Standardisation Project

The aim of this project is to standardise the administration of Human Resource Management (HRM) in the Civil Service, by designing a universal model that includes a revised organisational design, revised policies, processes and procedures, geared towards building effective HRM in the Line Ministries. It provides a starting point as we strive towards the government's thrust to promote good governance and service excellence.

For fiscal 2018, the following was achieved, as it relates to the strengthening of internal HRM through standardisation:

· Business Process Management (BPM) training for project team held on November 10, 17, 24 & December 1, 2017
· Presentation developed to inform Executives about the project
· Pilot Ministries identified and submitted to PS for approval
· Finalised project documents submitted to PS for approval
· Sensitisation meeting held on February 21, 2018 with the HR Sub Committee from the IhRIS Steering Committee
· Development and delivery of presentation for HR Leaders Network Forum for March 16
· Prepared and delivered a presentation for DPS Forum - April 5th, 2018
· Development of draft Business Process Management (BPM) Playbook
· Project Charter signed off on May 28, 2018
· Development of Standard Operating Procedures (SOP) and Process Maps developed for the process for attending to employees/visitors who may fall ill or are injured at MPA

Developed six (6) process maps and three (3) SOP's as follows:

1. Employee who falls ill in the workplace (process map for conscious and unconscious state).
2. Employee who is injured in the workplace (process map for conscious and unconscious state).
3. A visitor who falls sick/injured in the workplace (process map for conscious and unconscious state).

The following documents were developed in support of the process:

1. Release of liability form.
2. Incident Report Form was developed for HR/OSH use.
3. Communication Strategy was developed with CCD.

NATIONAL ICT

Secondary school students receive hands-on training in areas of Robotics, Computer Aided Manufacturing and Electronics for a Girls in ICT Workshop at the NIHERST on May 8, 2018

3 NATIONAL ICT

3.1 Key Projects

The Table below gives a summary of the key activities undertaken by the ERU, in collaboration with the NICT Unit for projects/ activities/ contracts entered into in fiscal 2018 including PSIP projects:

Project / Activity	Description	Achievement
Revised National ICT Plan 2018-2022	Further to Cabinet's approval of the Draft National ICT Plan 2017 to 2021 by Cabinet Minute No 999 of June 1, 2017 and the commencement of National Consultations in July 2017, additional consultative sessions were held with the private sector, academia and civil society in Trinidad and also in Tobago. These additional sessions took the form of focus group sessions to engage these key national stakeholders.	The following focus group consultations were held: • E-Business Roundtable – September 14, 2017 • Technical Civil Society – November 7, 2017 • Non-Technical Civil Society – November 16, 2017 • Academia – November 21, 2017 • ICT Service Providers – December 4, 2017 • ICT Entrepreneurs – December 8, 2018 • Trinidad and Tobago Chamber of Industry and Commerce - December 12, 2017 • Tobago House of Assembly IT Managers – January 23, 2018 • Tobago Business Sector and Tobago ICT Agencies – January 24, 2018 Citizens and the general public wishing to provide feedback on the plan were able to do so via email or a web form on the Ministry's website. Additionally: • Hard copies of the Plan and feedback forms were provided via the National Libraries across the country • All comments received were collated and the resulting 72-page document was reviewed • The team incorporated the comments received to produce a Revised Plan which was more closely aligned to the needs of key stakeholders • Comments were also used to revise elements of the Implementation Plan, including the Governance Structure • Cabinet, by Minute No 1541 of September 9, 2018 approved the revised National ICT Plan for the period 2018-2022

Project / Activity	Description	Achievement
United Nations Economic Commission for Latin America and the Caribbean (UNECLAC): Digital Agenda for Latin America and the Caribbean (eLAC2020)	The Executive Board of Presiding Officers for eLAC 2020 is tasked with overseeing activities conducted within the eLAC framework and developing a programme of regional activities to advance ICT development	• Trinidad and Tobago, which was represented by the Executive Manager, External ICT Relations, was appointed to the Executive Board of Presiding Officers for the Digital Agenda for Latin America and the Caribbean, 2018 to 2020 (eLAC 2020) at the 6th Ministerial Conference on the Information Society in Latin America and the Caribbean (Colombia, April 2018)
International Girls in ICT Day 2018	International Girls in Information and Communication Technology (ICT) Day is an initiative of the International Telecommunication Union (ITU) which is commemorated annually on the fourth Thursday of April. It highlights the role of ICTs in advancing gender equality, notably to encourage girls to choose a future in technology, and to foster the use of ICTs for the socio-economic empowerment of women and girls	• On May 2, 2018, the MPA collaborated with the National Institute of Higher Education, Research, Science and Technology (NIHERST) to facilitate a Girls in ICT Workshop at the NIHERST National Science Centre in D'Abadie. Eighty (80) participants which included secondary school students, teachers and officers of MPA received hands-on training in areas of Robotics, Computer Aided Manufacturing and Electronics to raise awareness of the various technology fields and areas of interest and to inspire consideration of pursuing a career in ICT
Technical Cooperation – Government of the Republic of India	The ERU serves as MPA's focal point for bilateral engagements to advance Trinidad and Tobago's national interest in the areas of Public Administration and ICT. To this end, it prepared the Draft MoU which was approved by Cabinet in March 2017 for the commencement of negotiations with the Indian Government to establish an ICT Centre for Excellence and Innovation	• The MPA, with inputs from UTT, prepared a proposal for submission to the Indian Government by the Ministry of Foreign and CARICOM Affairs in August 2017. The Government of India conveyed its acceptance of the proposal in July 2018 • The MPA, in conjunction with officials of UTT, prepared an Implementation Plan, including modalities. This, and the draft MoU have been submitted to MFCA
Cloud Computing Policy	In the last decade, cloud computing has emerged as an alternative business model to the traditional approach of private sector and government agencies directly owning (or leasing) their own information and communications technology (ICT) infrastructure, equipment and software	• During the period September 2017 to April 2018, the ERU was able to engage the GCloud Assurance Manager at Crown Commercial Services (CCS) of the Government of the United Kingdom to review MPA's Draft Cloud Computing Policy

Table 17 - Summary of Key Activities undertaken by the ERU in collaboration with the NICT Unit

TT-Wi-Fi

TT Wi-Fi is an initiative of government to provide free Wi-Fi access to the public. It is in line with Government's vision to provide free and easy access to broadband internet in public spaces. Cabinet, by Minute No. 13 of September 17, 2015, agreed to the formal adoption of the Policy Framework presented. The Policy Framework provided for the initiation of "the process for a free island-wide public broadband wireless network starting with free public hotspots in popular areas." The TT Wi-Fi Programme was launched in August 2016 with the "Wi-Fi on buses phase" of the project.

The Universal Services Regulation (USR) was amended and sent for stakeholder consultation which included a review by the Government ICT Leadership Advisory Council (GILAC). Once consultations were completed, relevant feedback was adopted by the MPA and sent to Cabinet for approval. The USR will support the expansion and continued rollout of the TT Wi-Fi initiative. Cabinet approved the amendments to the USR by the end of 2018 fiscal. This project is expected to include hospitals, libraries and other major waiting areas.

e-Legislative Agenda

During the fiscal 2017 -2018, the MPA completed a number of legal reviews as shown in the Table below.

Reviews completed
1.   Telecommunications Amendment Bill
2.   Universal Service (Amendment) Regulations
3.   Radio Spectrum Management Regulations
4.   Broadcast Code
5.   Submission of Information Regulations
6.   Access to Facilities (Amendment) Regulations
7.   Consumer (Quality of Service) Regulations
8.   Interconnection (Amendment) Regulations: review submitted to TATT
9.   Fees (Amendment) Regulations: review submitted to TATT

Table 18 - Reviews of Legislation and Regulations for the 2018 fiscal period

3.2 Access Centres

The Access Centres Initiative aims to establish a user-friendly, technology-enabled environment within underserved communities. It provides quick and easy access to information, training and e-Government services to communities with special emphasis on the traditionally underserved groups such as the physically challenged, elderly and at risk youth. It was also envisioned that the ICT Access Centres will provide front-end delivery channels for Government services (including the co-location of ttconnect Service Centres), free internet access, ICT and community "needs-based" training, conference facilities and other services to the citizens and business communities in the remote regions of the country.

The Access Centre comprises a Cyber Café, printing and copying facilities, fully equipped Training/Conference facilities, and a WiFi Patio, promoting a Bring-Your-Own-Device (BYOD) environment. As at September 30, 2018, there were four (4) Access Centres that were operational and open to the public.

Service Provided	Guayaguayare	Marac	Penal	Cumana	Total
Cyber Café	793	2167	7563	2586	**13,109**
Training	12	355	929	79	**1,375**
Printing and copying	0	0	0	0	**0**
Wi-Fi Patio	396	681	0	393	**1470**
Total	1201	3203	8492	3058	**15,954**

Table 19 - Access Centre Usage for fiscal period

Other Access Achievements

Through a collaborative effort of the Marac Access Centre staff and parents of children who attend the neighbouring Marac Baptist Primary School, thirty (30) official licenses for an IXL Learning program were procured, purchased and assigned to students, with expiry in February 2019. The IXL Learning is an American educational technology company based on learning programmes aimed at the academically challenged in the community. As such, there were remedial sessions held for the school in Mathematics and Language Arts daily at the Centre.

MARAC

Additionally, the Access Centre hosted a professional Youth Development Camp during the Easter vacation period of April 2018 where it collaborated with organisations such as St. Catherine's Baptist Church, Kingdom Life Ministries, Light House Tabernacle and the Marac Community Council to bring institutions to the community of Moruga. Some of these included MOMs for literacy, NEDCO, YTEPP, Ministry of Labour, OJT, National Employment Agency and the Young Leaders of the Americas.

The Access Centre performed the following functions during the camp:-

- Assisted with coordination of the camp
- Provided ICT training to children under 12
- Lectured on personal hygiene, importance of education and good manners to children 12 and under
- Lectured on positioning oneself through ICT to persons 13 and over
- Hosted a motivational segment on overcoming limitations
- Sponsored packages inclusive of stationery
- Sponsored refreshments for one day

The Marac Access Centre continues to work closely with the Kids Academy Early Childhood Educational Centre weekly to provide a strong foundation in ICT through fun, practical and interactive sessions.

PENAL

The Penal Access Centre has seen a dramatic increase in persons being trained in the use of ICTs. Additionally, this particular Centre is ideally situated in the middle of a school district, where students mostly utilize it for researching homework and completing School-Based Assessments (SBAs). For the period under review, the Penal Access Centre had a total of eight thousand, four hundred and ninety-two (8,492) users and training was provided for a total of nine hundred and twenty-nine (929) persons.

CUMANA

On average, the Cumana Access Centre had two hundred and fifty-four (254) repeat users who visited the Centre on a monthly basis. An average of seven (7) new users visited the centre monthly during this period. Approximately 90% of the users are from the Cumana and Toco communities and others have visited from as far as Port of Spain and Arima. User demographic is recorded from seven (7) age categories:

· Under 12
· 12-17
· 18-24
· 25-34
· 35-44
· 45-64
· 65 and over

The age categories of 12-17 and 18-24 saw the most users at 45% and 23% respectively. Users in these age categories mainly visited the centre for recreational and educational purposes.

GUAYAGUAYARE

For the period under review, the Guayaguayare Access Centre had a total of one thousand, two hundred and one (1,201) users. The Cyber Café serviced a total of seven hundred and ninety-three (793) persons, with training being provided a total of twelve (12) times and the Wi-Fi hot-spot service being accessed three hundred and ninety-six (396) times for the period.

Human Resource Staff participate in iHRIS Training session on November 8th, 2017 at the Ministry

4 INSIDE THE MPA

Important Note: The Ministry of Public Administration and Communications was realigned as two (2) distinct entities, namely, the Ministry of Public Administration and the Ministry of Communications with effect from June 7, 2018. The information provided for the Fiscal Year 2017/2018 for the Ministry of Public Administration therefore reflects the period June 7, 2018 to September 30, 2018.

4.1 HRM Report

Staffing

The Table below shows the composition of staffing at MPA as at September 30, 2018.

	Establishment	Contract	OJT	Short Term	Service Provider
Filled	101	86	25	28	11
Vacant	131	120	-	N/A	N/A
Total Positions	**232**	**206**			

Table 20 - MPA Staffing as at September 30, 2018

Contract Management

The existing Guidelines for Contract Employment dictate that once Cabinet has given approval for a contract position, the appropriate Minister may approve the employment of the person, after ensuring, where applicable, that a fair and transparent process was utilized in the selection. The process should include advertisement of the position and the conducting of interviews by a committee set up for the process.

The MPA uses a Competency-based process for recruitment. Contract positions are advertised in the print media and on the Ministry's website and Social Media platforms. Applications received are sifted according to the minimum requirements for the position. Those candidates who meet the minimum requirements are invited for a written assessment. Candidates with the highest scores are shortlisted for an interview and are then invited to be interviewed by a panel consisting of the Director, Human Resource, a representative from the respective Division and experts in the required field.

The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments. Reference checks are conducted for the highest scoring candidates. No new positions were filled for the 2017/2018 fiscal year. As at September 30, 2018, six (6) positions were, however, advertised and interviews were to follow.

Training & Development

The following Table outlines the Training and Development programmes accessed by the staff of the MPA during the fiscal year 2017/2018:

Course	Date	Number of Participants at Session
Inventory Control and Management	June 11-13, 2018	3
Designing Orientation Programme	June 12-14, 2018	1
Customer Service Training	June 12 & 14, 2018	15
Protocol and Etiquette for Public Officers	June 13-14, 2018	4
Cabinet Note Writing	June 18, 20 & 21, 2018	3
Leading Public Sector Organisations	June 20, 21, 25 & 26, 2018	1
Supervisory Management	July 9-12, 2018	1
Spanish Workshop	July 10 - September 18, 2018	26
Responding to Parliamentary Questions	July 18-26, 2018	4
Disciplinary Procedures In the Public Service	September 25-27, 2018	1
Conflict Resolution	September 18-20, 2018	1
Improving Workplace Productivity	September 18-20, 2018	1
TOTAL		*** 61**

Table 21 - MPA participation in PSA Courses for Fiscal 2018

* Total does not reflect number of individuals

Performance Management and Increment Administration

Figure 3 shows the Performance Appraisals Reports and Increments processed for the period of June 7, 2018 to September 30, 2018 by the Human Resource Management (HRM) Division:
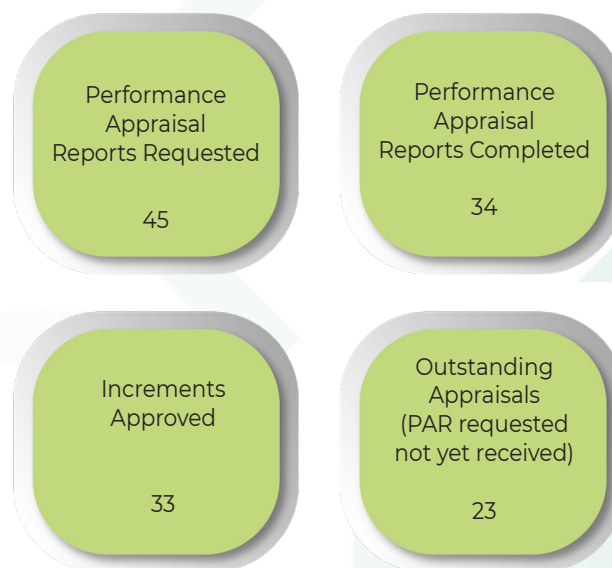
Note: These figures include accumulated numbers from the prior periods, as at Fiscal Year End 2018.

Pension and Leave / Gratuity Processing

The HRM Division has continued to work arduously to ensure employees' Pension and Leave Records are processed on a timely basis. A monthly reporting system was developed for closer monitoring of retirees up to ten (10) years prior to retirement. A similar system was introduced to monitor queries from the Comptroller of Accounts and other Ministries. This has led to more networking and has shortened the timeframe required in some instances for the completion of Pension and Leave Records. However, the reconstruction / realignment of Ministries, as well as the difficulty in retrieving original records from previous years, has caused delays with respect to the processing and therefore the number of outstanding records for pension and leave and contract gratuity.

The Table below shows the status of Pension and Leave records and Gratuity processed during the period of review as follows:

	Processed	Outstanding
Pension and Leave	48	37
Contract Gratuity	20	19

Table 22 - Status of Pension and Leave Records and Gratuity processed during the fiscal period

Functions Devolved by the CPO

The HRM Division is responsible for activities related to functions devolved by the Chief Personnel Officer (CPO) in respect of monthly paid employees. These are as follows:

- Contract Employment
- Secondment
- Duty Leave, Special Duty Leave
- Special Leave
- Accumulation of Leave
- No Pay Study Leave
- Leave of Absence without pay
- Extension of sick leave, injury leave
- Leave to pursue course in Trade-Unionism
- Compensation in lieu of uniforms not used
- Compensation in lieu of annual vacation leave
- Separation allowance

These responsibilities were all executed in compliance with defined procedures.

Functions Delegated by the Public Service Commission

The following functions were delegated by the Public Service Commission (PSC) and have been reported to the PSC accordingly: -

- Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister
- Appointments on a temporary basis for a period not exceeding six (6) months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office except in offices that require consultation with the Prime Minister
- Confirmation of appointments
- Power to make transfers within the Ministry's Divisions up to Range 68
- Acceptance of Resignations
- Noting of Retirements – compulsory and voluntary after age 54
- The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct

The following Table outlines the Regulations related to acts of misconduct/discipline, of which there were no offences reported for the fiscal year.

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE
135 (1)	Failure to attend to matters promptly within the scope of office
135 (2)	Lack of courtesy to a member of the public or other public officer
135 (3)	Wilful failure to perform duties
136 (1)	Absence without leave or reasonable excuse from office
136 (2)	Failure to seek approval to leave the country
137 (2)	Failure to disclose activities outside Service
140	Breach of rules relating to broadcast
141	Indebtedness to the extent that impairs efficiency, etc.
142	Failure to notify bankruptcy proceedings
149 (1) (a)	Failure to perform duties in a proper manner
149 (1) (b)	Breach of written law
149 (1) (d)	Behaviour that is prejudicial to, or discredits, the Service
149 (2) (b)	Disobedience to orders
149(2)(d) & (f)	Neglect of duty
149 (2) (g)	Unlawful or unnecessary exercise of duty
149 (2) (a)	Absence without leave from office or habitually irregular arrival/departure from office
149 (2) (a)	Persistently unpunctual
149 (2) (c)	Unfit for duty through drunkenness or use of drugs

Table 23 - Regulations related to Acts of Misconduct/Discipline

4.2 Internal ICT Projects

The Ministry of Public Administration, Information Technology Division has undertaken numerous projects to improve operations for the fiscal period October 1, 2017 to September 30, 2018. One of the major projects among others highlighted for this fiscal year is the implementation of an Asset Management System for MPA.

Asset Management

The Corporate Services Division (CSD) embarked on a project to have all long-term assets in the MPA "tagged" as inventory. This exercise was planned to enhance accountability. The project was 90% completed at the end of the fiscal. An Asset Register was created using an online system, however, this system was notably different from that proposed by the Comptroller of Accounts. After a few months, it was proposed that an upgraded tagging exercise be undertaken, with minor updates to the previous means and system. Commencement of the upgraded tagging project was carded for October 2018.

The MPA conducted a search for an Asset Management software solution, ever mindful of budget constraints and that the solution is only a temporary substitute for the Integrated Financial Management Information System (IFMIS) enterprise solution. After reviewing several options, OpenMAINT was chosen as the best available solution. A pilot of the software was successfully implemented at the National Archives, to treat with both fixed and current assets.

The OpenMAINT software is an international, open-source solution designed for Asset Management and satisfies international best practices and standards. In addition to possessing a highly customisable Asset Management component, the software is user-friendly and cost effective (free to use).
The objectives of this upgraded tagging project were:

- To implement a centrally-managed software system that provides the ability to maintain a record of asset identification data for all assets belonging to the Ministries
- To document the existing Fixed Asset Management Process at the MPA
- To map the Fixed Asset Management Processes which is developing flow charts and meeting with stakeholders
- To gather data about the fixed assets and assign categories
- To complete the physical tagging of all Ministry's Assets at Head Office

This first phase of the project involving design and development, was successfully completed in September 2018. Tagging, which was the final phase for completing the project, was carded to commence in October 2018.

Other Major Projects

The following initiatives/projects/activities have been undertaken by the three (3) Units within the IT Division for fiscal 2017-2018. The initiatives/projects are at various stages of completion and some activities will be carried across for completion in financial year 2018 - 2019.

Highlights of Work Programme by Unit:

Network and Infrastructure

Assignment	Description	Completion Status %
1. Server Hardware review	• Complete review of server infrastructure • Plan way forward for services on aging infrastructure	100

2. Documentation
  - Network documentation for all of MPA
  - System Documentation for all of MPA
	• Network documentation is being validated and system documentation to follow	30

3. Active Directory, Group Policy Review - Review and clean-up of Active Directory policies	• Clean up of security and administrative rules within Active directory	20

Table 24 - Highlights of Network and Infrastructure Assignments for fiscal period

Solutions and Implementation

Assignment	Description	Completion Status %
MPA Recruitment Web Application	• Developed recruitment site for MPA • Complete Business Requirements • Preparation of site and presentation of solution to HR • Creation of domain name - mpacrecruitment.gov.tt • Software Configuration • Beta Testing • Creation of user manuals, User Training for HR Staff • Publish/Launch Site • Deliverable Acceptance Form	100

Asset Management System (NATT) Phase II	• The upgrade included:
	  ▸ System configured to accept Tagging and Outreach materials information
	  ▸ Outreach consumables uploaded to system
	  ▸ Supplier information activated
	  ▸ Updated attributes on stores purchases and withdrawals
	  ▸ Included Expiration Date attributes
	  ▸ Automated updates to balances generated
	• A User Guide was provided to staff containing the new functionality
	• Eight (8) Users from the NATT IT staff and general users were trained on the upgraded system
	• Final sign-off on Iteration 2 of the NATT Asset Management Project was concluded on August 23, 2018
		100

Property Management Information System - PRESD	• A configured database for capturing information about properties (both the physical structure as well as ownership information) and financial information • Key reports of property and financial information configured for access by PRESD staff • Basic GIS data captured and displayed in a map format to allow an overview of property locations • A technical guide to the structure and configuration of the PMIS • A user guide for the system's functionality • A digital repository for PRESD property and financial documents	80

Table 25 - Highlights of Solutions and Implementation Assignments

Service Delivery and Support

Assignment	Description	Completion Status %
Relocation of PMCD from Nicholas Towers to Park Plaza	• Domain services established • Access to files and services available • Installation of new phone system • Relocation and installation of computers at PMCD for all employees	100
Relocation of IT Assets from Tower D to Morvant	• Catalogue and transfer assets from Tower D to Morvant • Audit sign-off of IT equipment once deposited at Morvant	100
Relocation of MPAC Divisions within NLB	• Relocation of NICT from Tower D to NLB • Physical relocation and reconfiguration of all IT client equipment (January – February 2018)	100
Commissioning of Todd's Road Access Centre	• Coordinating the Service Delivery and Support aspects of the Todd's Road Access Centre commissioning which included relocation of all IT Assets from the decommissioned Barrackpore Access Centre	100
IT Asset Management	• Developed a custom web application for managing real-time information about ICT Assets across multiple sites including assessments, deployments and relocation • Coordinated the reorganisation of our primary ICT Asset Store Room at NLB (Room 504) to improve use of space • Coordinated the ongoing assessment of ICT Assets stored at NLB and TIC Building, Morvant to determine disposals. This was largely done through the use of a short-term contractor	100

Service Delivery and Support Cont'd

Assignment	Description	Completion Status %
Transfer of ICT Assets to Ministry of Education	• Coordinated the transfer of several ICT Assets to Ministry of Education as approved by PS. Forty (40) computer systems had to be sourced, tested, upgraded (where necessary) and allocated	100
Active Directory Employee Database Clean-up	• Planned, coordinated and was instrumental in the execution of a clean-up exercise of our Active Directory user database. This involved deactivating all inactive employee accounts and changing the way users were organized in AD for easier manageability. This exercise ran smoothly with no disruption to users. Security Groups and Email Groups still pending due to other workloads	100
Asset Management – all Access Centres	• Asset capture and verification of all Access Centres: Cumana, Guayaguayare, Marac, Penal • Tagging of all assets	95
Service Reports	• Create requested service reports upon demand • Train team in report generation	80
Assisted Corporate Services with the coordination of the pool printer repairs at NLB as well as Tower D	• Worked to install additional Desk printers relocated from Tower D as workaround • Meeting with Corporate Services and vendors, as well as vendor technician onsite to eventually resolve issues and bring all printing services back online	70
Partner with CSD in the Planning of Disposal of Assets	• Review of Items transferred from NLB to Flagstaff (pending completion of disposal) • Items catalogued and transferred from Arouca to Flagstaff (for completion of disposal) • Review of items stored at TradeZone (El Socorro) (for completion of disposal) • Review of items stored at Chaguaramas (for completion of disposal)	50

Table 26 - Highlights of Service Delivery and Support Assignments

4.3 Procurement

During Fiscal 2017/ 2018, the Interim Procurement Unit was successful in undertaking procurement activities for IT Equipment for both PRESD and ICT Divisions, together with Stationery Items, Consumables and Catering for the Corporate Services Division, in addition to Diaries for the entire Public Service.

In collaboration with the Legal Services Division (LSD), the Table below shows the key assignments that were undertaken for the period under review:

Key Assignment	Details
Request for Quotations	• Networking Services at Park Plaza, Port of Spain
Requests For Proposal (RFP)	• Janitorial Services for ten (10) apartments units at Tower 3, Victoria Keyes • The supply, delivery, installation and commissioning of AV digitisation equipment and software and training for National Archives • Civil and Electrical Works for the Implementation of TT Wi-Fi in Public Libraries
Reviews of Request for Proposal	• Janitorial and Maid services for sixteen (16) housing units at Flagstaff Hill Residential Development, Long Circular Road, St. James • Federation Villas, Jamaica Boulevard, Federation Park
Request for advice on Financial Statements for pre-qualification	• Digicel
Developed Template Request for Proposal	• Goods and Services
Development and Delivery of Procurement Module	• Senior Executive Development Programme, Public Services Academy
PSA Pre-qualification	• Training providers
Conducted Workshops	• Financial Intelligence Unit • Tobago House of Assembly • Ministry of Housing and Urban Development

Table 27 - Key Assignments undertaken for the fiscal period

4.4 Public Service Outreach

In an effort to build awareness of the Public Service, the MPA's Corporate Communications Division (CCD) initiated a Public Service Outreach Campaign which took place during April, May and June of 2018, at Trincity Mall and Gulf City Mall. This Outreach was designed with the overall theme "Discover More; Develop Together" and aimed to depict the Public Service in its entirety as a national treasure and a large source of knowledge, insight and services that continue to guide Trinidad and Tobago's development. The outreach showcased the services of over ten (10) Ministries, Departments and Agencies. It provided information on key Government initiatives/projects and services, using creative mediums and allowing Ministries to engage with the general public in a more relaxed atmosphere.

The campaign objectives were to:

· Build awareness and generate an increased level of interest in Vision 2030, the National Development Plan, and initiatives and projects across Ministries, Departments and Agencies
· Influence the knowledge, attitudes and behaviours of members of the general public
· Solicit feedback on Government initiatives and the Public Service
· Encourage participation by stakeholders in Government initiatives

"Discover More; Develop Together"
Public Service Outreach Campaign held at Gulf City Mall

4.5 Highlights of Internal Staff Events for the Year

For the period under review, the MPA Social Activities Committee (SAC) was re-established to provide employees with opportunities to network and encourage camaraderie within the Ministry. In December 2017, the SAC hosted several events such as a Swag Your Tree competition, a Christmas Toy Drive and a "Sorrel Showdown" where it was able to encourage employees to show their festive side and get in the holiday spirit. Under the guide of the Committee, the Ministry partnered with NALIS's Sports and Cultural Club to host a Carnival event for staff in January 2018. The event, which saw a turnout of almost 70% of the staff, was quite successful. In March 2018, staff participated in the SAC's curated Shouter Baptist best dressed competition, while in April, employees had the opportunity to show their innovative creations while participating in an Easter Egg Decorating competition.

In May 2018, the mothers of MPA were treated to desserts for Mother's Day. Also in May, the SAC hosted an Indian Arrival Day quiz and Best Dressed competition for employees. In June 2018, a Father's Day treat for the fathers in the MPA was delivered. A screening of a World Cup football match was also held. A seedling distribution for Corpus Christi was undertaken, with donations from the Ministry of Agriculture, Land and Fisheries. Employees were provided with a lecture on Ramadan for Eid-ul-Fitr 2018. Finally, in August 2018, an Emancipation Fashion Show and Archival Display were held, where employees were encouraged to show their creative and cultural sides.

4.6 Performance of Social Media Presences

The Ministry of Public Administration maintains an active presence on Social Media with accounts on Twitter, Instagram and Facebook. The Corporate Communications Division manages these accounts and provides information on the work of the Ministry as well as on work of other Ministries/Departments/Agencies in real time.

Figure 4 illustrates the key performance indicators:

INSTAGRAM
280 Followers

FACEBOOK
7,687 Likes

TWITTER
1,444 Followers
11,700 Impressions
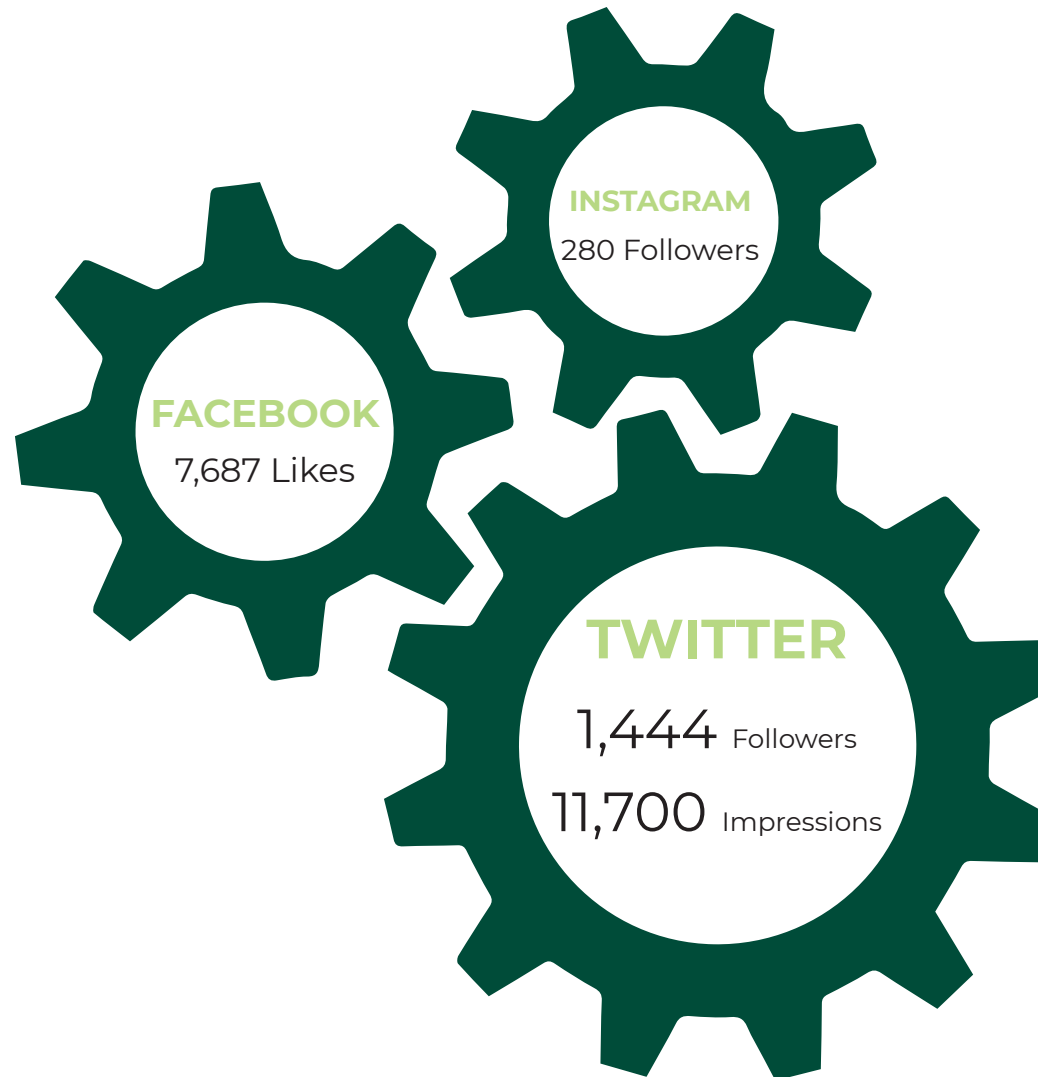
4.7 Legal

Highlights of work completed by the Legal Services Division for fiscal 2018 are as follows:-

Contracts and Agreements	Policy Review and Preparation
Key contracts: • Cooperation Agreement Re International Telecommunications Union's (ITU) Emergency Project to receive sponsored ICT equipment to help in emergency situations – review of contract documents • Siparia Administrative Complex - Replacement of A/C Units & maintenance – Advice and preparation of contract documents • Agreement to supply, install, configure and commission and IT Infrastructure Storage Solution – review of contract documents • Provision of Information Security Products and Services on an Enterprise-wide basis for GoRTT - Engagement of iGovTT and Fujitsu Caribbean (Trinidad) Limited – review of contract documents • MoU - UWI & CARICAD • MoU - GoRTT & India • MoU - GoRTT & China • MoU - GoRTT & Estonia • Employment contracts • Service Provider contracts • Confidentiality Agreements	**Key assignments:** • Constitution (Amendment) Tobago Self-Government Bill 2018 • Review of Government Gifts Benefits and Hospitality Policy • Procurement and Disposal Handbook • Disposal of Government Quarters Policy • Draft Policy ICT Enterprise Asset Management • Trinidad and Tobago Tourism Regulatory and Licensing Authority (TTTRLA) Bill • Discussion Paper on Guidelines for Minister's Personal Staff • Research Report: Exploration of Revenue Diversification Utilising National Resources • Draft Commonwealth Cyber Declaration • CHOGM Draft Communique "Towards a Common Future" • Trinidad and Tobago Cloud Computing Policy developed by GILAC • Discussion Paper on Net Neutrality and OTT Services in Trinidad and Tobago • Policy Proposal on the amendment to the Workmen's Compensation Act • Draft Management of Public Records Policy and FOI Regulations • Facilities Maintenance and Management Policy and Procedure Document • Request for Input - 73rd Session of the United Nations General Assembly, New York 2018 UNGA Resolution 72/200 – Information and Communications Technologies for Sustainable Development • Review-MAGLA Second Bi-Annual Report on the Reforms for the Ease of Doing Business in TT • National Stakeholder Consultation on Employment Standards in Trinidad and Tobago (Ministry of Labour and Small and Medium Enterprise Development)

General Advisory	Litigation and Pre-Action Protocols	Committees
• Job Evaluation for Information Commissioner and Deputy Information Commissioner • NALIS sub-lease & building maintenance • GovNeTT transactions • Advice on Film Festival fees and process • Employee misconduct • Freedom of Information Applications • Response to Senate Questions • Review of responses to Parliamentary Committees • Review of draft Cabinet Notes • Review of concessions	• Anthony Noel Egbert vs AG • Chaguanas Management Company Limited vs the Attorney General of Trinidad and Tobago - Cove Hotel and Beach Resort, Chaguaramas • Devant Maharaj pre-action protocol letter giving notice of intention to initiate legal proceedings to strike down portions of the Sedition Act Chapter 11:04 • Rosanna Sharma pre-action protocol letter regarding pension and leave records • Disciplinary Tribunal matter: Marsha Emmanuel • Trade Dispute - Dara Healy	**All deliverables completed** • EFT - Electronic Funds Transfer Committee to review Consultancy deliverables, Ministry of Finance • Ministry of Trade - SEW Consultancy to review the legislative and institutional framework for Trade and Business in T&T • Payment Systems Council Sub-Committee (Policy, Legislation and Regulations) • CARICOM Draft Public Procurement Protocol and Draft Model Public Procurement Bill - Meetings of SOLAC & ongoing advice to Ministry of Foreign and CARICOM Affairs

Table 28 - Key Highlights of the Legal Services Division for fiscal 2017-2018

4.8 Contracts Awarded

For the Fiscal Year October 1, 2017 to September 30, 2018, the MPA only entered into one contract.
The Table below provides information on the contracts awarded for the period October 1, 2017 to September 30, 2018.

Organisation	Summary of Contract	Contract Date	Amount
MPAC and EnMaSCO. Ltd.	Contract awarded for the Supply and Installation of Sewage Pumps & Controller and the provision of Maintenance Services of the Sewage Treatment Plant at the Siparia Administrative Complex	April 13, 2018	TT$123,322.50

Table 29 - Contracts entered into during 2018 Fiscal

FINANCIAL HIGHLIGHTS

5 FINANCIAL HIGHLIGHTS

5.1 Allocation, Income, Expenditure

The MPAC/MPA is funded through the system of Parliamentary appropriations where approved funds identified under various sub-heads are disbursed through the Ministry of Finance. Funds are also disbursed directly from the Infrastructure Development Fund established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01.

Allocation – MPAC/MPA (Head 31)

The revised funds budgeted and approved by the Ministry of Finance to facilitate operating expenditure (Recurrent) during fiscal year 2017-2018 was nine hundred and nine million, five hundred and twenty-two thousand, six hundred and thirty-two dollars and zero cents (TT$ 909,522,632.00).

The MPA also received the sum of twenty-three million, one hundred and ninety-four thousand, five hundred dollars and zero cents (TT$ 23,194,500.00) under the Development Programme.

The total funds available for the MPAC's programme was therefore nine hundred and thirty-two million, seven hundred and seventeen thousand, one hundred and thirty-two dollars and zero cents (TT$ 932,717,132.00). This was an overall decrease of one hundred and twenty-nine million, eight hundred and forty thousand, eight hundred and sixty-eight dollars and zero cents (TT$ 129,840,868.00) from the previous fiscal ending September 30, 2017.

The following Table summarises allocations for fiscals 2017 and 2018:

Category of Allocation	Fiscal 2017	Revised Fiscal 2018	Variance in allocation
Recurrent	1,032,858,000	909,522,632	123,335,368
Development Programme	29,700,000	23,194,500	6,505,500
Infrastructure Development Fund		-	-
Total	**1,062,558,000**	**932,717,132**	**129,840,868**

Table 30 - Summary of Allocations for fiscals 2017 and 2018 (TT$)

INCOME

The actual income for the period was three million, six hundred and four thousand, four hundred and eighty-five dollars and seventy-one cents ($3,604,485.71). A breakdown is provided in Table 31 below: -

PA1 – MPA

Revenue Head	Sub Head / Sub Item	Actual Income	
06 Property Income	01 Rental Income: 001 - Lease Payments/Rents of Government Buildings 002 - Rental of Finance Building (Roof Level)	3,367,072.36 10,350.00	3,377,422.36
07 Other Non-Tax Revenue	01 Administrative Fees and Charges: 001 - Censor Cinematography 04 Non-Industrial Sales: 001 - Printing and Stationery	42,041.60 185,021.75	227,063.35
09 Capital Revenue	02 Sale of Assets: 002 - Sale of Quarters of Defence Officers	-	
TOTAL			3,604,485.71

Table 31 - Breakdown of Actual Income for fiscal 2018 (TT$)

Actual Expenditure Summary

The actual expenditure for the period was eight hundred and seventy-one million, nine hundred and eighty-one thousand, seven hundred and eighty dollars and fourteen cents (TT$871, 981,780.14). A breakdown is provided in Table 32 below: -

Category of Expenditure FY 2018	Revised Allocation	Actual Expenditure	Variance/Unutilised funds
Recurrent	909,522,632.00	870,783,406.38	38,739,225.62
Development Programme	23,194,500.00	1,198,373.76	21,996,126.24
Infrastructure Development Fund	-	-	-
Total	932,717,132.00	871,981,780.14	60,735,351.86

Table 32 - Breakdown of Actual Expenditure for 2018

ALLOCATION AND EXPENDITURE BY SUB-HEADS

The budgetary allocations are further classified by sub-heads according to the type of product or service that is acquired. The information for fiscal 2017-2018 is provided below in the following Table:

Category of Expenditure	Fiscal 2017-2018 TT$		
Sub-Head	Estimates	Actual Expenditure	Variance
Personnel Expenditure	42,719,008.00	36,549,582.71	6,169,425.29
Goods And Services	737,352,466.00	707,386,786.86	29,965,679.14
Minor Equipment Purchases	963,350.00	72,235.86	891,114.14
Current Transfers and Subsidies	42,716,928.00	41,191,300.95	1,525,627.05
Current Transfers and Subsidies to Statutory Boards	85,770,880.00	85,583,500.00	187,380.00
Total Recurrent	909,522,632.00	870,783,406.38	38,739,225.62
005 Multi Sectoral and Other Services			
06 GENERAL PUBLIC SERVICES			
A ADMINISTRATIVE SERVICES:			
001 Implementation of ICT Plan	5,000,000.00	-	5,000,000.00
021 Enhanced Career and Succession Management Processes in the Public Service	1,500,000.00	8,650.00	1,491,350.00
022 Public Sector Reform Preparation Programme	7,758,000.00	-	7,758,000.00
041 Improvement of Information Technology Infrastructure of the Ministry	1,450,000.00	180,202.50	1,269,797.50
049 Enhancement of the Human Resource Management (HRM) Function in the Public Service	3,000,000.00	104,360.67	2,895,639.33
057 Property Management Information System (PRESD)	1,000,000.00	405,160.59	594,839.41
058 Digitisation of Government's Media Assets	1,000,000.00	-	1,000,000.00
059 Institutional Strengthening of the National Archives	500,000.00	-	500,000.00
060 Automation and Digitisation of National Archives	1,000,000.00	-	1,000,000.00
062 Strengthening Internal Communication Capacity Sharepoint (NALIS)	500,000.00	500,000.00	-
F PUBLIC BUILDINGS: 012 Upgrade and Outfitting of National Archives Facility	486,500.00	-	486,500.00
TOTAL DEVELOPMENT PROGRAMME Total IDF	23,194,500.00 -	1,198,373.76 -	21,996,126.24 -
Grand Total	**932,717,132.00**	**871,981,780.14**	**60,735,351.86**

Table 33 - Actual Allocation and Expenditure by sub-head for fiscal 2018

Variances under Recurrent Expenditure

· As a result of the realignment of the Ministries with effect from June 7, 2018, approvals for acting allowances were delayed and payments were not processed. (*01 – Personnel Expenditure*)

· Insufficient releases were received. Purchases were restricted to essentials only. (*02 – Goods and Services*)

· Purchases were restricted to only items which required replacement and were necessary to avoid disruption in the operations of the Ministry (*03 – Minor Equipment Purchases*)

· Human Resource constraints impacted on implementation of several of the projects.

   With respect to the Public Sector Reform Preparation Programme (PSRP), this matter was handled by the Ministry of Finance. PSRP was a project completed in a previous fiscal year and this item was bringing the funds to account, which was not done in the previous financial year, but was a requirement by Central Bank. (*09 – Development Programme*)

5.2 Audit

The Internal Audit Division completed the Projection of Work for the 2017 – 2018 Fiscal Year for both Ministry of Public Administration and Ministry of Communications. No major issues were discovered in these reviews.

Table 34 below shows a list of the audits completed by MPA for its 2018 fiscal:

1.	Expenditure Notifications	22.	Register of Cell Phones and IPads issued to members of staff
2.	Blank Cheques Forms	23.	List of Void Cheques/Void Cheques Register
3.	Daily Abstract of Payments	24.	Imprest Cash
4.	Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques	25.	Revenue Accounts
5.	Release of Funds/Transfer of Released Funds/Virements	26.	Deposit Accounts
6.	Vouchers	27.	Register of Counterfoil Receipt Books
7.	Schedule of Accounts	28.	Preparation and Submission of Deposit Vouchers – Head 111 Treasury Deposits
8.	Vote Books	29.	Submission of Deduction Cheques in respect of Salaries
9.	Commitments	30.	Application for Grant of Credit on the Exchequer Account
10.	Personnel Establishment	31.	International Public Service Accounting Standards (IPSAS) – Statements of Receipts and Payments
11.	Personal Emolument Records	32.	Pension and Leave Records
12.	Contract Employees Records	33.	Application for Contract Gratuity
13.	National Insurance Records	34.	Comptroller of Accounts Notification re: Motor Vehicle Advances
14.	Daily Rated Employees Records	35.	System and Procedure for Central Issuance of Invoice Order Books
15.	Motor Vehicle Advances Ledgers	36.	Invoice Orders/Stock of Invoice Order Books/Returns of Invoice Orders Used
16.	Travelling Claims Registers	37.	System and Procedure for preparation of Pension and Leave Records
17.	Overpayment Registers	38.	System and Procedure for preparation of Application for Contract Gratuity
18.	Register of Motor Vehicles	39.	System and Procedure for Contract/Short Term Employment
19.	Motor Vehicle Log Books	40.	Fleet Card System
20.	Fixed Assets Register	41.	Procurement System
21.	Register of IT Equipment assigned to members of staff	42.	Occupancy of Flagstaff Apartments and Federation Villas

Table 34 - List of Audits completed by MPA for its 2018 fiscal

Appendix I
-Extract from Gazette No. 77 dated June 12, 2018

AMENDED SCHEDULE

Minister   *Business and Departments of Government*

Minister of Public Administration   PUBLIC ADMINISTRATION

Data Classification

e-Government Systems Integration

HRM Policy Development and Monitoring

Information and Communication Technology

　　　–National ICT Planning

　　　–ICT Policy, Strategy and Management

Open Government

Personnel Department

　　　–Daily-rated Workforce Management

　　　–Employee Assistance Programme

　　　–Industrial Relations

　　　–Compensation and Benefits Management

　　　–Employee Relations

　　　–Performance Management

The Public Service

Public Service Administration and Management

Public Management Consulting

Public Service Legislative Framework

Public Service Transformation

Property and Real Estate

Strategic Human Resource Management

Technology Centres

Technical Cooperation (training)

Wholly Owned Enterprises:

Government Human Resource Services Company Limited

National Information and Communication Technology Company Limited (iGovTT)

Telecommunications Authority of Trinidad and Tobago (TATT)

Statutory Boards and Other Bodies:

ttconnect Service Center

Indirect:

Personnel Department

Service Commissions

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Auditor General	Employment on contract of a Senior Legal Officer							1					
Equal Opportunity Tribunal	Employment on contract of one (1) Legal Research Officer and two (2) BOA I							3					
	Further employment on contract of one (1) BOA II								1				
Former Ministry of Food Production	Grant of covering approval for the employment on contract of staff of the Large Farms Programme											2	
Industrial Court	Employment on contract of one (1) BOA I								1				
	Employment on contract of two (2) Legal Officers I								2				
	Employment on contract of a Senior CAT Reporter in the Court Reporting Section							1					
	Employment on contract of two (2) CAT Reporters II in the Court Reporters Section							2					
	Employment on contract of a Court Administrator							1					
Ministry of the Attorney General and Legal Affairs	Further employment on contract for staff in the Madrid protocol Processing Unit - two (2) Trademark Systems Specialists, one (1) Trademark Operations Administrator, one (1) Trademark Operations Officer								4				
	Employment on contract of two (2) Trademark Search Technicians							2					
	Employment on contract of three (3) Legal Chamber Managers, three (3) Secretaries							6					
	Creation of twenty-one (21) positions on the Staff Establishment of Legal Aid and Advisory Authority. Creation of thirty (30) contract positions	21						30					

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of the Attorney General and Legal Affairs (cont'd)	Transfer of two (2) positions of Estate Constable to Ministry of Works and Transport				2								
	Employment on contract of two (2) Legal Officers I in the Industrial Court								2				
	Employment on contract of a Business Operations Assistant I in the Accounts Department of the Industrial Court								1				
	Employment on contract of one (1) Legal Research Officer and two (2) Business Operations Assistants I in the Equal Opportunity Tribunal								3				
Ministry of Community Development, Culture and the Arts	Approval of the Draft Plan for the Hosting of CARIFESTA XIV (August 16-25, 2019) and the Recruitment of CARIFESTA Secretariat - one (1) Festival Director, one (1) Artistic Coordinator, one (1) Programme Coordinator, one (1) Logistics and Operations Coordinator and one (1) Marketing and Communications Coordinator							5					
Ministry of Education	Extension of the Life of Temporary Positions on the Staff Establishment of the Ministry of Education						65						
	Employment on contract of one hundred (100) ICT Technical Officers in the ICT Division							100					
Ministry of Energy and Energy Industries	Employment, on contract, of a Parliamentary Affairs Adviser to the Leader of Government Business in the Senate								1				
	Transfer of one (1) Permanent and Pensionable Office of Records Manager I from the Ministry of Energy and Energy Industries to Service Commissions Department				1								
	Further employment on contract of eleven (11) Quarry Management Officers in the Minerals Division									11			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Finance	Further Employment on contract of a Director of Strategic Management and Execution Office								1				
	Employment on contract of staff in the Valuation Division. One (1) Senior Project Manager, eight (8) Graduate Valuation Surveyors II, fourteen (14) Graduate Valuation Surveyors I, three (3) Geographic Information Technology System Technicians, thirty-seven (37) Field Assessor Supervisors, one-hundred and eighty (180) Field Assessors, one (1) Database Specialist, two (2) Information and Communication Technology Support Officers, one (1) Business Operations Coordinator, four (4) BOA II, thirty-seven (37) BOA I, two (2) Office Support Assistants, one (1) Driver/Courier, one (1) Senior Legal Officer							292					
	Employment on contract of two (2) Information Communications Technology Support Officers in the Immigration Division							2					
	Extension of life of the temporary positions of the staff establishment of Ministry of Finance (Customs and Excise). One (1) Clerk Stenographer IV, eight (8) Cashiers II, abolishment of one (1) vacant temporary position of EDP Data Conversion Equipment Operator		1				9						
	Further Employment on contract of staff in the Criminal Tax Investigation Unit IRD. One (1) Manager Criminal Tax Investigations, two (2) Criminal Tax Investigators II, two (2) Criminal Tax Investigators I, one (1) Legal Consultant (part-time)								1	5			
	Further employment on contract of forty-five (45) PAYE Monitoring Officers and forty-six (46) VAT Monitoring Officers in the Inland Revenue Division									91			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Foreign and CARICOM Affairs	Employment on contract of seventeen (17) International Relations Officers							17					
	Employment on contract of one (1) Facilities Manager and one (1) Facilities Officer in the Property Management Unit of the Ministry of Foreign and CARICOM Affairs							2					
	Employment on contract of staff in the Procurement Unit of the Ministry of Foreign and CARICOM Affairs. One (1) Manager, Public Procurement, one (1) Supervisor, Public Procurement, one (1) Public Procurement Officer							3					
	Employment on contract of one (1) BOA II in the Pension and Leave Unit, Ministry of Foreign and CARICOM Affairs							1					
Ministry of Health	Employment on contract of staff in the Project Implementation Unit for the Health Services Support Programme of the Ministry of Health							5					
Ministry of Housing and Urban Development	Employment on contract of staff in the Ministry of Housing and Urban Development							4		2			
Ministry of Labour and Small Enterprise Development	Employment on contract, of a Special Adviser to the National Tripartite Advisory Council and Communications/ Management Adviser to the Minister of Labour and Small and Micro Enterprise Development							1					
	Employment on contract of one (1) Manager Public Procurement, one (1) Contracts Manager							2					

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Labour and Small Enterprise Development (cont'd)	Re-designation of staff on contract. One (1) Database Specialist, one (1) Senior Information Systems Specialist, three (3) Information Systems Specialists, three (3) Information and Communications Technology Technical Officers, one (1) Network Specialist, one (1) BOA II, one (1) Legal Officer, four (4) BOA II, one (1) Driver/Courier, one (1) Hospitality Attendant, one (1) Senior Corporate Communications Officer, three (3) BOA I, one (1) Office Support Assistant, two (2) BOA I, one (1) Driver/Courier, two (2) Programme Officers												30
	Employment on contract of officers in the Ministry of Labour and Small Enterprise Development. One (1) Database Specialist, one (1) Senior Information Systems Specialist, three (3) Information Systems Specialists, three (3) Information and Communications Technology (ICT) Technical Officers, one (1) Network Specialist, one (1) BOA II, one (1) Senior Legal Officer, one (1) Legal Officer II, two (2) Legal Officers I, one (1) BOA II, one (1) Manager Corporate Communications, two (2) Senior Corporate Communications Officers, three (3) Corporate Communications Officers, one (1) Web Content Specialist, five (5) BOA II, two (2) BOA I, one (1) Driver/Courier, one (1) Hospitality Attendant, one (1) Hospitality Attendant, one (1) Senior Corporate Communications Officer, one (1) Corporate Communications Officer, three (3) BOA I, one (1) Driver/Courier, one (1) Office Support Assistant, two (2) BOA I, one (1) Driver/Courier, five (5) BOA 1							47					

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Labour and Small Enterprise Development (cont'd)	Employment on contract of one (1) Senior Facilities Officer, two (2) Facilities Technician, one (1) Project Support Officer, one (1) Technical Secretary, one (1) Senior Research Specialist, one (1) Chief Labour Inspector Specialist, three (3) Senior Labour Inspector Specialists, one (1) Manager Enterprise Development Division, one (1) National Coordinator, three (3) District Coordinators, one (1) Coordinator, one (1) Coordinator, one (1) Sector Specialist, one (1) Senior Policy Analyst, one (1) Policy Analyst, two (2) Programme Officers, one (1) Administrative Coordinator, two (2) Cooperative Development Specialists, three (3) Business Development Officers, one (1) Assistant Centre Manager, four (4) HIV/AIDS Advocacy Officers, one (1) Research Officer, one (1) Finance and Administrative Officer, one (1) Manpower Specialist							36					
Ministry of National Security	Employment of fifteen (15) Community Liaison Officers for the National Crime Prevention Programme of the Ministry of National Security							15					
	Employment on contract of staff in the Police Health Facility of the Trinidad and Tobago Police Service								10				
	Retention of eight (8) temporary positions of Accounting Assistant								8				
	Employment on contract of three (3) Firearm Technicians							3					
	Employment on contract of two (2) Information Communications Technology Support Officers, Immigration Division							2					
	Creation of permanent and pensionable offices on the Staff Establishment. Three (3) Children's Probation Officers III, six (6) Children's Probation Officers II, eighteen (18) Children's Probation Officers I	27											

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of National Security (cont')	Re-designation of Employment on contract of (2) Juvenile Probation Officers III, four (4) Juvenile Probation Officers II, twelve (12) Juvenile Probation Officers I												18
	Re-designation of two (2) contract positions of Courier/ Driver to Office Attendant/ Driver								2				
	Employment on contract of six (6) Transcriptionists in the Strategic Services Agency								6				
Ministry of Planning and Development	Employment on contract of staff in the Economic Development Board and the Council for Competitiveness and Innovation, Ministry of Planning and Development											14	
	Employment on contract of one (1) Change Manager in the Ministry of Planning and Development							1					
	Employment on contract of a Parliamentary Affairs Adviser to the Leader of Government Business in the House of Representatives								1				
	Extension of contract positions of one (1) Financial Specialist and one (1) Procurement Specialist						2						
Ministry of Public Administration	Rescission of the following positions: one (1) Human Resource Officer II (MPA), one (1) Auditor II (MPAC), one (1) Accountant II (MPAC)									3			
	Un-Rescission of the following positions: one (1) IT Infrastructure Specialist (IT), one (1) ICT Technical Officer (IT), one (1) Network Support Technician (IT), one (1) Network Specialist (SSITD), one (1) ICT Security Specialist (SSITD), two (2) ICT Technical Officers (SSITD), one (1) BOA II (SSITD), two (2) Analyst Programmers (SSITD), one (1) Web Technology Specialist, HRO II, Auditor II, Accountant II								11				

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Public Administration (cont'd)	The rescission with respect to the employment on contract of the following positions : **STRATEGY AND RESEARCH DIVISION:** one (1) Senior Specialist (Foresight) ICT UNIT: one (1) External Manager (ICT Relations) **SMARTT SECRETARIAT:** one (1) Director, one (1) Stakeholder and Change Management Specialist, one (1) Researcher, one (1) Senior Project Manager, one (1) Manager Solutions Development and Implementation, one (1) Project Support Officer, one (1) BOA II **PMCD:** six (6) Management Specialists, two (2) Management Analysts, one (1) Management Analyst, two (2) BOA I, PSTD, three (3) Senior Research and Development Specialists, one (1) Service Alignment/Technical Coordinator, two (2) BOA II, seven (7) New-systems Facilitators Team Leader, sixteen (16) New-systems Facilitators **DIAMOND DIVISION:** two (2) Deputy Programme Directors, six (6) Service Improvement Specialists, five (5) Assessment Coordinators, five (5) Assessment Specialists, one (1) Business Operations Coordinator, three (3) BOA II **PROGRAMME MANAGEMENT DIVISION:** one (1) Programme Manager, one (1) Project Coordinator, one (1) Senior E Government Adviser, one (1) Senior Knowledge Brokering Adviser, one (1) Project Implementation Officer, one (1) Financial Management Specialist, one (1) Procurement Specialist, one (1) Assistant E-Government Adviser, one (1) Assistant Knowledge Brokering Adviser, two (2) BOA II **HUMAN RESOURCE MANAGEMENT DIVISION:** two (2) Senior Human Resource Analysts, one (1) Human Resource Analyst **STRATEGIC HUMAN RESOURCE MANAGEMENT DIVISION:** one (1) Head Strategic Human Resource Management Division, one (1) Senior Project Management Coordinator, seven (7) Human Resource Management Systems Designers, two (2) Management Specialists, eight (8) Assistant Human Resource Management Systems Designers, one (1) Business Operations Coordinator, two (2) BOA II. **CORPORATE SERVICES DIVISION:** two (2) Management Specialists. **STRATEGIC SERVICES AND INFORMATION TECHNOLOGY DIVISION:** three (3) Strategic Analysts, one (1) Strategic Planning Coordinator, one (1) Output Management Analyst											114	

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Public Administration (cont'd)	Creation of these permanent and pensionable positions: one (1) Senior Human Resource Officer, one (1) Human Resource Officer III, one (1) Accounting Executive I, two (2) Human Resource Officers II, one (1) Human Resource Officer I, one (1) Administrative Officer II, one (1) Administrative Assistant, one (1) Executive Secretary, one (1) Clerk Stenographer III, one (1) Clerk III, three (3) Clerks II, three (3) Clerks I, four (4) Clerk/Typists I, two (2) Receptionist/Telephone Operators, one (1) Maid I, one (1) Senior Procurement Officer, one (1) Procurement Officer	26											
	To make permanent and pensionable on the staff of Ministry of Communications one (1) Administrative Officer II and one (1) Motor Vehicle Driver	2											
	Creation of the following contract positions in the Ministry of Public Administration: one (1) Senior IT Infrastructure Specialist, one (1) ICT Security Specialist, (1) Pension and Leave Supervisor, one (1) Pension and Leave Officer and the creation of the following positions in the Ministry of Communications: one (1) Senior Corporate Communications Officer, one (1) Database Specialist, one (1) IT Analyst/Programmer, one (1) Pension and Leave Supervisor, one (1) Pension and Leave Officer, one (1) Document Management Specialist							10					

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	
Ministry of Public Administration (cont'd)	The abolition with immediate effect from the Ministry of Public Administration and Communications : one (1) Director of Human Resource, one (1) Clerk I, one (1) Administrative Officer IV, one (1) Accountant I, two (2) Clerk II, one (1) Chauffer/ Messenger		7											
	Creation of twenty-six (26) permanent and pensionable positions in the Ministry of Communication	26												
	Transfer of contract positions from the Ministry of Public Administration and Communications to the Ministry of Public Administration and the Ministry of Communications										283			
	Abolition of seven (7) vacant temporary offices		7											
Ministry of Public Administration and Communications	Staffing Arrangements in the National Archives, Ministry of Public Administration and Communications					1		5	4					
Ministry of Social Development and Family Services	Grant of Covering Approval and an Extension of Temporary Positions on the Staff Establishment of the Ministry of Social Development and Family Services						31					81		
	Employment on contract of staff in the Project Implementation Unit of the Ministry of Social Development and Family Services, for Implementation of the National Social Mitigation Plan for Trinidad and Tobago 2017-2022							4						

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Ministry of Social Development and Family Services (cont'd)	Re-designation of contract positions one (1) Programme Director, one (1) Deputy Programme Director, one (1) Senior Social Work Specialist, one (1) Health Care Nurse												4
Ministry of Works and Transport	Further employment on contract of an Administrative Assistant/Office Manager								1				
	Employment on contract of one (1) Manager Public Procurement, four (4) Supervisors, Public Procurement, seven (7) Public Procurement Officers							12					
	Restructuring of the Legal Services Department as follows: employment on contract of one (1) Senior Legal Officer, one (1) Legal Officer II, one (1) Legal Officer I, three (3) Paralegals, one (1) BOA II, one (1) BOA I. Further employment on contract of one (1) Director, one (1) Senior Legal Officer, one (1) Legal Officer II, two (2) Legal Officers I, one (1) Driver/Courier. Creation of one (1) Clerk I	1							6				
	Employment on contract of the Director General of Civil Aviation, Trinidad and Tobago Civil Aviation Authority (TTCAA)								1				
	Employment on contract of staff in the Facilities Management Unit, Ministry of Works and Transport							11					
	Transfer of one (1) position to Estate Corporal and two (2) Positions of Estate Constable from the Staff Establishment of the Ministry of the Attorney General and Legal Affairs to the Staff Establishment of the Ministry of Works and Transport			3									

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Office of the Parliament	Employment on contract of a Manager, Public Procurement							1					
	Further employment on contract of staff in the Office of Parliament. One (1) SRP Inspector, four (4) SRP Sergeants, ten (10) SRP Corporals, ninety (90) SRP Constables, one (1) Driver/Courier, one (1) BOA I, one (1) Broadcast Technician (IT), three (3) Part-time Health and Fitness Instructors						3		108				
	Employment on contract of one (1) Personal Assistant and one (1) Driver/Courier for assignment to the Office of the Deputy Speaker of the House								2				
	Employment on contract of two (2) Procedural Clerks, one (1) Procedural Clerk - Table Research, one (1) Procedural Clerk Assistant and four (4) Procedural Clerk Assistants, one (1) Legal Officer II, one (1) Senior Legal Officer								9	1			
Office of the President	Employment on contract of the following staff: one (1) Director Legal Services, one (1) Legal Officer II, one (1) Manager Corporate Communications, one (1) Speechwriter/ Researcher, one (1) Information and Communications Technology Security Specialist, one (1) Human Resource Analyst, one (1) BOA II, one (1) Executive Aide							8					
	Employment on contract of a Communications Adviser							1					
	Employment on contract of an Executive Adviser							1					

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Office of the Prime Minister	Employment on contract of staff in the Gender Affairs Division of the Office of the Prime Minister							7					
	Employment on contract of a Senior Legal Adviser to the Prime Minister							1	1				
	Covering approval of employment on contract of a Distance Learning Coordinator											1	
	Covering approval of employment on contract of a Senior Information Technology Specialist											1	
	Employment on contract of a Paralegal in the Legal Services Unit								1				
	Covering approval for the employment on contract of an (ICT) Technical Officer											1	
	Further employment on contract of a Health and Safety Officer								1				
	Employment on contract of a Health and Safety Officer	1											
	Covering approval and further employment on contract of a Press Secretary								1				
	Employment on contract of twenty-two (22) positions in the ICT Division								22				
	Employment on contract of a Citizens' Facilitation Manager								1				

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated
Office of the Prime Minister (Tobago Affairs, CAST)	Employment on contract of staff in the Office of the Prime Minister (Tobago Affairs, CAST)							2					1
	Creation of two (2) Permanent and Pensionable Offices of Handyman on the Staff Establishment of the Office of the Prime Minister (Tobago Affairs, CAST)	2											
Service Commissions Department	Further employment on contract of an Executive Assistant to the Chairman								1				
	Covering approval of employment on contract of the following positions: one (1) Legal Research Officer, two (2) Human Resource Officer II, four (4) Clerk Stenographer III, one (1) Court Clerk I, one (1) Records Keeper, one (1) Clerk Stenographer I/II, eleven (11) Clerk III, one (1) Clerk II, sixteen (16) Clerks I, five (5) Clerk/Typists											43	
	TOTAL	**106**	**15**	**3**	**4**	**0**	**110**	**648**	**209**	**117**	**283**	**257**	**53**

NOTES:

Government of the Republic of Trinidad and Tobago

Ministry of Public Administration