



Government of the Republic of Trinidad and Tobago

**Ministry of Public Administration**



**ANNUAL REPORT**

**THEME TARGET 2019**

Leading the Modernisation / ICT Agenda







Government of the Republic of Trinidad and Tobago  
**Ministry of Public Administration**

# ANNUAL REPORT

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## October 1, 2018 - September 30, 2019

*“Leading the Modernisation/ ICT Agenda”*

## PREFACE

This report presents an account of the undertakings of the Ministry of Public Administration over the fiscal period October 1, 2018 to September 30, 2019.

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:

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Ministry of Public Administration  
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Corner Hart and Abercromby Streets,  
Port of Spain  
Trinidad and Tobago, West Indies  
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Published: June, 2023

### IMPORTANT NOTE:

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

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## ABBREVIATIONS

<b>Ag.</b>	Acting	<b>MDAs</b>	Ministries, Departments and Agencies
<b>AIBO</b>	Academy for International Business Officials	<b>MFCA</b>	Ministry of Foreign and CARICOM Affairs
<b>BYOD</b>	Bring-Your-Own-Device	<b>MoU</b>	Memorandum of Understanding
<b>CCD</b>	Corporate Communications Division	<b>MOC</b>	Ministry of Communication
<b>CPO</b>	Chief Personnel Officer	<b>MPA</b>	Ministry of Public Administration
<b>CSD</b>	Corporate Services Division	<b>MSID</b>	Modernization and Service Improvement Division
<b>EDP</b>	Executive Development Programme	<b>MTI</b>	Ministry of Trade and Industry
<b>eGIFs</b>	E Government Interoperability Framework	<b>NALIS</b>	National Library and Information System Authority
<b>eGoTs</b>	E Government Omnibus Technical Standards	<b>NGO</b>	Non-Government Organization
<b>ERU</b>	External Relations Unit	<b>NICT</b>	National Information and Communication Technology
<b>eTeck</b>	Evolving Technologies and Enterprise Development Company Limited	<b>NLB</b>	National Library Building
<b>FOI</b>	Freedom of Information	<b>OAS</b>	Organisation of American States
<b>GILAC</b>	Government ICT Leadership Advisory Council	<b>OJT</b>	On-the-job Training
<b>GIS</b>	Geographic Information System	<b>OSH</b>	Occupational Safety and Health
<b>GoRTT</b>	Government of the Republic of Trinidad and Tobago	<b>PMCD</b>	Public Management Consulting Division
<b>HoD</b>	Head of Department	<b>PRESD</b>	Property and Real Estate Services Division
<b>HRM</b>	Human Resource Management	<b>PSA</b>	Public Service Academy
<b>ICT</b>	Information Communication Technology	<b>PSC</b>	Public Service Commission
<b>IDF</b>	Infrastructure Development Fund	<b>PPP</b>	Public-Private Partnership
<b>IFMIS</b>	Integrated Financial Management Information System	<b>SIDS</b>	Small Island Developing States
<b>IPSAS</b>	International Public Sector Accounting Standards	<b>SSD</b>	Strategic Services Division
<b>IPU</b>	Interim Procurement Unit	<b>TATT</b>	Telecommunications Authority of Trinidad and Tobago
<b>ITU</b>	International Telecommunication Union	<b>UNPSA</b>	United Nations Public Service Award
<b>JICA</b>	Japan International Cooperation Agency	<b>UWI</b>	University of the West Indies
<b>MAGLA</b>	Ministry of the Attorney General and Legal Affairs		

## 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 2019.

Our theme for this fiscal's Annual Report is ***“Leading the Modernisation/ ICT Agenda”*** as we continued to provide the guidance and support to our client Ministries, Departments, Agencies and other partners in Public Service transformational initiatives and National ICT development in accordance with the ICT Blueprint 2018-2022, and the National Development Strategy, Vision 2030.

There is no doubt that technology as an enabler will continue to change the way we live and work in ways we could not have conceived just a few years ago. As such, it is this Ministry's mission to set the tone for the Public Service and by extension the delivery of services to our citizens. Our approach to capacity building, policy, strategy and performance monitoring targets the whole-of-government and ensures that no-one is left behind.

I encourage our stakeholders to continue their work with us in improving Public Service delivery and implementing our National ICT agenda towards the sustainable development of Trinidad and Tobago.

Note: The Honourable Marlene McDonald, M.P. was the Minister of Public Administration for the period June 7, 2018 to August 12, 2019



## LETTER FROM THE PERMANENT SECRETARY



### Mr. Claudelle Mc Kellar

Permanent Secretary effective  
October 2, 2019

**Note: Mrs. Joan Mendez was the Permanent Secretary  
for the period October 10, 2016 to October 01, 2019**

**H**aving assumed the role of Permanent Secretary in October 2019 (formerly Deputy Permanent Secretary), it is with a great sense of pride in the work performed by the team at the Ministry of Public Administration in Fiscal 2019 that I write this message. The wide-ranging skills, ideas and in-house solutions developed have sought to generate positive impacts on our clients throughout the Government of the Republic of Trinidad and Tobago and the national community.

Despite the challenges faced by the economy during the fiscal under review, the Ministry was instrumental in digitalisation efforts at the Cabinet level, as well as throughout a number of Ministries. The team also conducted service delivery diagnoses, policy and legislative improvements for operational efficiency, widening the access to ICTs to underserved segments of the population and blended training/learning for our nation's public officers.

The Executive Secretariat is committed to steering the staff towards achieving far-reaching change in the delivery of public goods and services which will ultimately enrich the lives of people, families and communities across Trinidad and Tobago. I am a strong advocate for technology as an enabling pillar in achieving the objectives set out in the Ministry's Strategic Plan.

We, the Ministry of Public Administration, will continue to be the "Ministries' Ministry" as we maintain a focus on our targets with a forward-looking disposition to ensure flexibility and responsiveness to new opportunities or challenges as they may arise. My sincere appreciation is extended to the staff of my Ministry for their dedicated and consistent work throughout the year.

## OUR PROFILE

### 1.1 MANDATE

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 and Property and Real Estate. The mandate since June 2018 has been as follows:

#### eGoRTT

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:

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

#### eT&T

National ICT develops and coordinates National ICT policy and strategy, including legislation to build ICT connectivity, ICT human capacity, ICT businesses and businesses using ICTs, digital government and Green ICTs. Responsibilities include:

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

### VISION<sup>1</sup>

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

### 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.

<sup>1</sup>*Mission, Vision and Mandate taken from the draft Strategic Plan for the Ministry of Public Administration FY 2018-2020*



## MPA CORE VALUES

### CONNECTING

**Creating Shared Purpose** - Engagement and motivation is the name of the game. We can do this by communicating our purpose in a way that others can understand.

**Connecting with Others** - We build relationships by considering what is important and challenging to others and how we may assist.



### COLLABORATING

**Working Together** - We believe that holistic change for the development of our nation can only happen if we work together as a team.

**Being Accountable** - We can make a better Trinidad and Tobago with dedicated performance and improving our credibility in the eyes of those we work with.



### MAKING AN IMPACT

**Making it Happen** - We deliver on our promises. We do so by encouraging and supporting others. When it comes to getting things done, we are not afraid to ask for help.

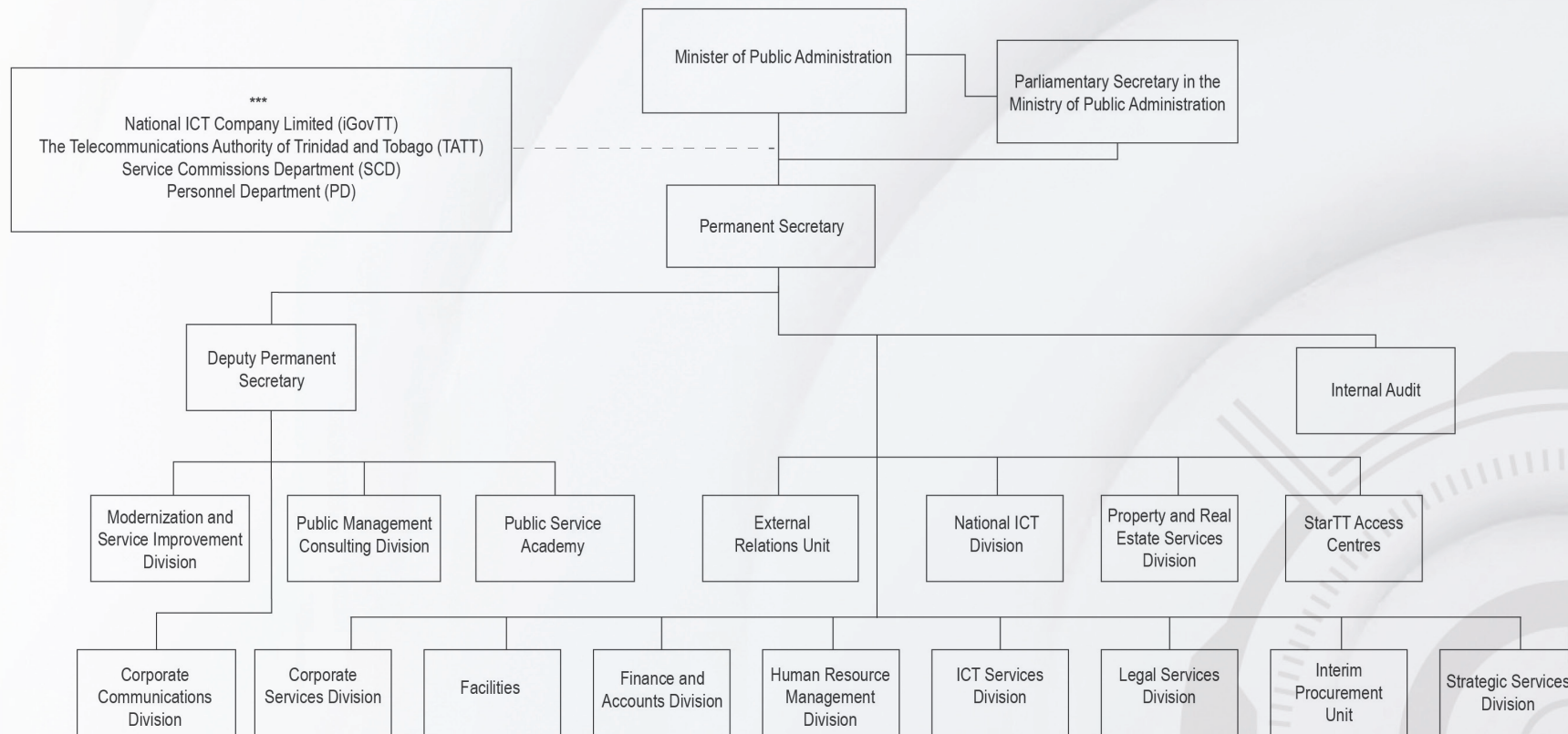
**Shaping the Future** - Every achievement is a brick in the bridge of tomorrow.





## 1.2 ORGANISATIONAL STRUCTURE AS AT SEPTEMBER 30, 2019

### Ministry of Public Administration Organisational Chart



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

## 1.3 DIVISIONS AND SERVICES OF THE MPA

As at September 30, 2019, the Ministry of Public Administration comprised of the following Core and Support divisions:

**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 functional areas are:**

1. *ICT Governance, Policy and Strategy;*
2. *Public Sector ICT; and*
3. *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 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.

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

**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 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.

**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 Parliamentary Secretary, the Permanent Secretary, the Deputy Permanent Secretary and the secretarial staff 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. Among their various activities, the secretarial support staff in the Executive Secretariat coordinates all meetings and schedules of the Executive.

**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.

**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.

**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 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.

**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 guiding 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.

**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.

**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 research, policy, planning and organisational performance management. SSD's work includes coordinating the Ministry's Strategic Plan, developing various Ministry policies and reviewing GoRTT policies. SSD 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 FOR THE PERIOD OCTOBER 1, 2018 TO SEPTEMBER 30, 2019:

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
<b>Executive Secretariat</b>	Permanent Secretary	Ms. Joan Mendez	October 1, 2018 - September 30, 2019
	Deputy Permanent Secretary	Mr. Claudelle McKellar	October 1, 2018 - September 30, 2019
<b>Corporate Communications Division</b>	Senior Corporate Communications Officer	Ms. Sharon G. Farrell	October 1, 2018 - September 30, 2019
<b>Corporate Services Division</b>	Administrative Officer IV (Ag.)	Ms. Marlene Inniss-Joseph	October 1, 2018 - September 30, 2019
<b>External Relations Unit</b>	Executive Manager, External ICT Relations	Ms. Shelly-Ann Clarke-Hinds	October 1, 2018 - May 23, 2019
	Manager, Policy, Strategy and Monitoring	Ms. Abigail Bynoe	August 6, 2019 - September 30, 2019
<b>Facilities Unit</b>	Facility, Building, Construction and Projects Administrator	Mr. Dave Alves	October 1, 2018 - July 31, 2019
	Facilities Maintenance Technician	Mr. Leon Sealy	August 1, 2019 - September 30, 2019
<b>Finance and Accounts Division</b>	Director (Ag.)	Ms. Latchmin Rampersad	October 1, 2018 - September 30, 2019
<b>Human Resource Management Division</b>	Director (Ag.)	Ms. Carol Tobias	October 11, 2018 - September 01, 2019
		Ms. Rautie Boodram	September 9, 2019 - September 30, 2019
<b>Information Communication Technology Services Division</b>	ICT Director	Mr. Gary Turpin	October 1, 2018 - September 30, 2019
<b>Interim Procurement Unit</b>	Administrative Assistant	Ms. Onika George-Vincent	October 1, 2018 - June 30, 2019
		Ms. Latchmin Asha-Ramroop	July 15, 2019 - September 30, 2019
<b>Internal Audit</b>	Auditor II (Ag.)	Mrs. Indira Frank	October 1, 2018 - September 30, 2019
<b>Legal Services Division</b>	Director, Legal Services	Ms. Annalisa Sankar	October 1, 2018 - September 30, 2019

<b>DIVISION</b>	<b>POSITION</b>	<b>OFFICER</b>	<b>PERIOD OF LEADERSHIP</b>
<b>National ICT Division</b>	ICT Director	Mr. Gary Turpin	October 1, 2018 - September 30, 2019
<b>Property and Real Estate Services Division</b>	Director (Ag.)	Mrs. Angela Lum-Joseph	October 1, 2018 - September 30, 2019
<b>Public Service Academy</b>	Director (Ag.)	Ms. Denise Phillip	October 1, 2018 - September 30, 2019
<b>Modernization and Service Improvement Division</b>	Programme Director	Mrs. Angela Lum-Joseph	October 1, 2018 - September 30, 2019
<b>Strategic Services Division</b>	Manager – Policy Strategy & Monitoring	Ms. Abigail Bynoe	October 1, 2018 - September 30, 2019
<b>ICT Access Centres</b>	Facility, Building, Construction and Projects Administrator	Mr. Dave Alves	October 1, 2018 - July 31, 2019
	Facilities Maintenance Technician	Mr. Leon Sealy	August 1, 2019 - September 30, 2019

**Table 1: MPA Leadership**





## EXECUTIVE SUMMARY

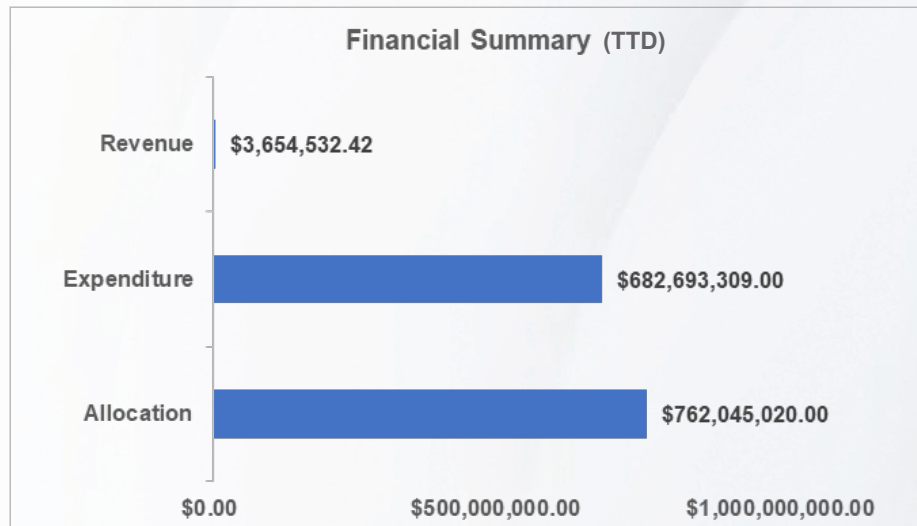
The Leadership Team: Front to back - Mr. Gary Turpin, Mr. Claudelle Mc Kellar, Mr. Leon Sealy, Mr. Ajodia Rattansingh, Ms. Abigail Bynoe, Ms. Annalisa Sankar, Ms. Sushma Ramsumair, Mrs. Marlene Inniss-Joseph, Mrs. Rautie Boodram, Ms. Latchmin Rampersad, Mrs. Sharlene Pedro-Baksh, Ms. Candice Mohan, Ms. Colleen Gallazzi and Ms. Sharon Farrell



## 2 EXECUTIVE SUMMARY

This Annual Report presents achievements of the Ministry under the mandated areas of Public Service Modernisation and National ICT. The Vision, Mission and Strategic Goals of the Ministry of Public Administration's Strategic Plan for 2018 to 2020 has provided the framework for the programmes and initiatives undertaken by the Ministry. The Report is divided into two main sections – External Performance and Internal Performance. External Performance demonstrates the impact of the MPA's endeavours on the Public Service and on citizens directly. An account of financial, HR and other internal areas are expressed under the Internal Performance section.

The following infographic presents the key performance highlights for Fiscal 2019:



- Goal 1 – Enhanced MPA**
- Goal 2 – Client Centric MPA**
- Goal 3 – Improved Public Service Architecture**
- Goal 4 – Regional Leader**

2,025 positions affected based on organisational reviews

1,786 public officers attended PSA workshops

15 MDAs and NGOs benefitted from government accommodation



6 policies addressed to enable Digital Government

6 initiatives geared at improving GoRTT services to Citizens, Employees, Businesses and other Government agencies



213 MPA Staff

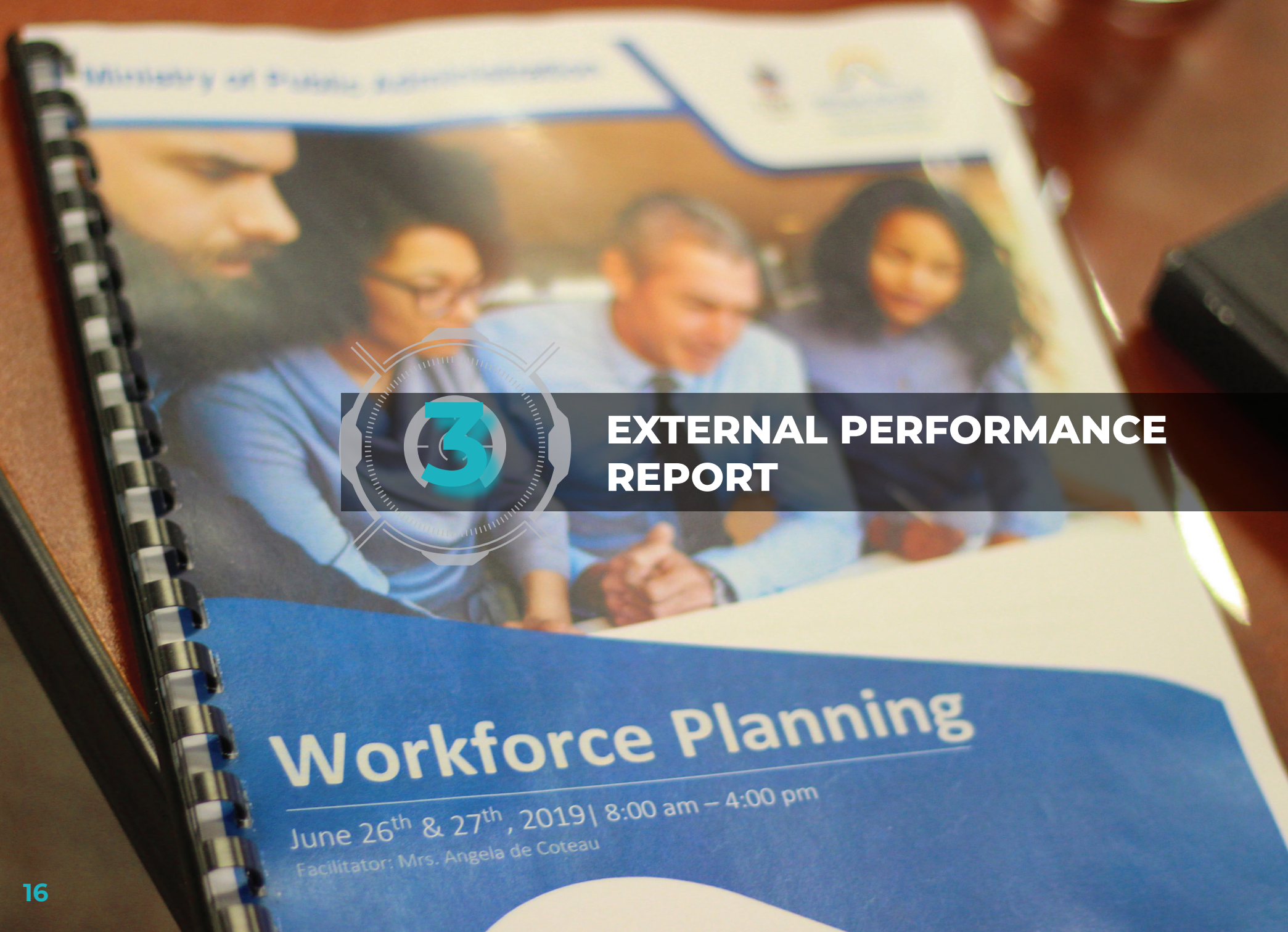


20,338 Social Media Followers



17,192 times Access Centres served citizens





**EXTERNAL PERFORMANCE  
REPORT**

**Workforce Planning**

June 26<sup>th</sup> & 27<sup>th</sup>, 2019 | 8:00 am – 4:00 pm  
Facilitator: Mrs. Angela de Coteau



### 3 EXTERNAL PERFORMANCE REPORT

The strategy of the Ministry towards achieving Public Service Modernisation and National ICT Development involves the improvement in the capacities and capabilities related to the People, Processes, ICTs and Facilities required for the enhanced delivery of GoRTT services. Achievements are as follows according to its impacts both on the Public Service as well as Citizens directly:

#### 3.1 PUBLIC SERVICE IMPACT

##### 3.1.1 ORGANISATIONAL STRUCTURING

The activities of the PMCD contributed to the MPA's  
**Strategic Goal 3:  
 Improved Public Service  
 Architecture**

PMCD collaborated with twenty-four (24) public service agencies to review 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, two thousand and twenty-five (2,025) positions were affected. **Appendix II – PMCD Achievement** Report for the period October 1, 2018 to September 30, 2019 provides a detailed list of the projects/proposals executed by the PMCD based on the respective Ministry/Department. Table 2 provides a summary of the affected positions based on the assignments completed by PMCD in collaboration with client MDAs for the 2019 fiscal.

Established Positions				Temporary		Contract Positions						
Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal	Rescission	Transfer	Covering Approval	Redesignation	Non-Renewal
125	81	0	0	0	53	764	1,038	25	36	20	143	6

**Table 2: PMCD Organisational Structuring**

## 3.1.2 HUMAN RESOURCE DEVELOPMENT

The activities of the PSA contributed to the MPA's

### Strategic Goal 4: Regional Leader

The workshops that were conducted by the PSA staff included:

- *Introduction to Ethics and Values*
- *Ethical Issues in the Public Service*
- *Ethics, Accountability and Good Governance*
- *Supervisory Management*
- *HR for Non HR Professionals*
- *Designing Orientation Programmes*
- *Office Etiquette for Administrative Support*
- *Leading for Results from the Middle*
- *Embracing the Leadership Challenge*
- *Communication for Effective Customer Service*
- *Creativity and Innovation for Leadership*

For the fiscal year 2018 - 2019, the Public Service Academy (PSA) conducted one hundred and five (105) workshops, of which eighty-two (82) fell under Recurrent and Leadership Training with one thousand, four hundred and sixty (1,460) participants, and twenty-three (23) fell under the Leadership and Management Programme, with three hundred and twenty-six (326) participants.

In total, one thousand, seven hundred and eighty-six (\*1,786) public officers attended the PSA workshops. **See Appendix III for breakdown of training.**

In addition, the Academy embarked on a collaborative training initiative with two of the Public Service Central Agencies – namely the Personnel Department and the Treasury Division, to co-facilitate workshops in Pension and Leave Records Management. In-keeping with one of the Public Service Transformation initiatives, namely the standardisation of HRM processes within the Public Service of Trinidad and Tobago by the Ministry of Public Administration (MPA), the Academy conducted a Training Needs Analysis of the Human Resource Management (HRM) Units across the Public Service to determine the HR competency gaps that needed to be addressed. From this exercise, a number of training interventions were recommended and workshops were initiated to address the deficiencies identified.

*The PSA was committed to ensuring that the Public Service Modernisation initiatives of the MPA were successfully in line with the Vision 2030 National Development Goals of “Good Governance and Service Excellence”. In the 2018-2019 fiscal, the Academy was not immune to the economic challenges faced by the Public Service. A lack of funding severely hampered our ability to complete our training schedule for the period. Despite this, the staff of the Academy stepped up to the plate and was able to conduct approximately seventy (70) percent of the workshops, resulting in cost savings to the Ministry of approximately eight hundred and forty-four thousand dollars (TT\$844,000.00). This was a combined effort of all the officers in the PSA who were very innovative in maximising scarce resources. This not only served to develop the capacity of the officers of the Academy, but also instilled a sense of confidence and acceptance in the training interventions offered to the wider public service. ----- Mr. Ajodia Rattansingh, Director (Ag.), PSA w.e.f October 11, 2019.*

**\* Total does not reflect actual number of individuals**



## HUMAN RESOURCE LEADERS' NETWORK FORUM

During Fiscal 2018-2019, the PSA successfully conducted monthly meetings with the HR Directors from all Ministries / Departments in the Public Service. The objectives of these meetings are:

1. to contribute towards the professional development of HRM leaders who are functioning in the Public Service;
2. to assist in realising a more effective HRM function;
3. to create a platform for knowledge transfer; and
4. to standardise 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. Eight (8) official meetings were held during the period October 2018 to September 2019. *See Table 3.*

## DELIVERABLES

1. **Introduction of Pension and Leave Monitoring** – During each monthly meeting of the HR Leaders, they share updates on each of their Ministry's Pension and Leave issues and work as a group to solve any problems that arise. A listing of Pension and Leave Liaison Officers at each Ministry was shared, as well as a Pension and Leave status template, developed by the Ministry of Public Administration for use by HR Units.
2. **Standardised Dress Code Policy** – A draft of the Policy is being developed. It is envisioned that this Policy, when completed and approved, will govern the dress code across the Public Service.
3. **HR Policy Manual** – A draft was circulated to all HR Leaders for review/feedback. This document will form the basis for the standardisation of HR processes throughout the Public Service.
4. **Improved Communications** – The HR Leaders have created a Whatsapp group to foster better networking and provide real time updates within the group.

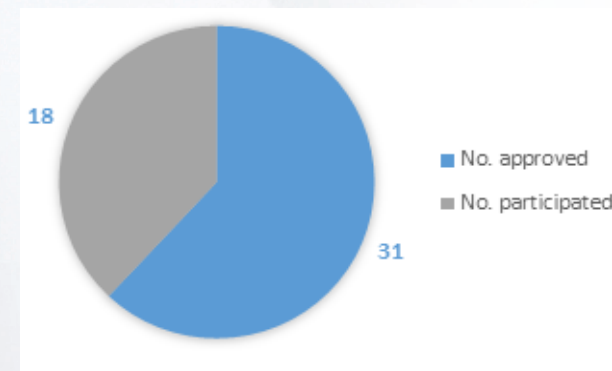
Date of Meeting	Number of Participants per session
October 26, 2018	22
November 23, 2018	28
January 18, 2019	27
February 15, 2019	16
March 15, 2019	22
May 17, 2019	23
June 21, 2019	19
July 19, 2019	15

*Table 3: Participation in the HR Leaders' Network Forum for Fiscal 2019*

## TECHNICAL CO-OPERATION TRAINING

The Public Service Academy is also responsible for the administration of Technical Co-operation Awards, which are short-term training offerings to the Government of Trinidad and Tobago by foreign governments and international funding agencies. In summary, there were eighteen (18) participants who completed seventeen (17) programmes across the Netherlands, China, Japan and Singapore. Appendix IV highlights the programmes attended by GoRTT officials according to country/agency and the respective dates for Fiscal 2019.

PERSONS NOMINATED FOR TECHNICAL CO-OPERATION TRAINING





### 3.1.3 GOVERNMENT OFFICE AND OTHER ACCOMMODATION

The activities of the PRESD contributed to the MPA's

#### Strategic Goal 3: Improved Public Service Architecture

The provision of safe, healthy and quality work spaces encourages greater productivity among public officers and facilitates the delivery of service excellence to 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 2018 - 2019 are as follows:

The work of the PRESD has been improved through the use of a Property Management Information System (PMIS) to house all property and administrative records.

633  
files digitized



#### Management of Office Space in State-Owned Buildings

The completion of outfitting and handing over of buildings for occupation to the relevant tenants in fiscal 2018 - 2019 are outlined in Table 4.

No.	Recipient Ministry/Department/Agencies	Number of Persons expected to be accommodated
1	Chief State Solicitor & Solicitor General, Ministry of the Attorney General and Legal Affairs	157

**Table 4: 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 and Renewed leases. Of these, the following (see Table 5) were approved by Cabinet. It is important to note that the PRESD works with the requesting Ministries to ensure full compliance with the statutory requirements. There were three (3) New lease/rentals while Renewals amounted to four (4) properties for eight (8) lease periods.

New	Renewals
Lease/rental of the building located at 3 Alexandra Street, St Clair to accommodate the Personnel Department (CM# 290 - 2019/02/14).	Office space in the JSAC Building located at Lot D, El Socorro Road Extension, San Juan to accommodate the PURE Unit, Ministry of Works and Transport (CM# 595 - 2019/03/28; Period 2016/10/28 to 2019/10/27).
Proposed lease/rental of office space in the building located at 23 Stanmore Avenue, Port of Spain to accommodate the Legal Aid and Advisory Authority (CM# 2046 - 2018/11/29 Unconfirmed).	Office space in a building at 28 Canaan Road, Point Fortin to accommodate the Elections and Boundaries Commission (CM# 755 - 2019/04/17; Period 2015/04/15 to 2018/04/14 and 2018/04/15 to 2021/04/14).
Lease/rental of office space in a building located at 19, 29 and 29A Estate Trace, Barataria to accommodate the Valuation Division, Ministry of Finance (CM# 1704 - 2018/10/04 Unconfirmed).	Office space on the third and Mezzanine floors of the Caroline Building No. 2 located at 11 Hamilton Street, Scarborough, Tobago to accommodate the Valuation Division (Tobago), Ministry of Finance (CM# 876 - 2019/05/02; Period 2013/01/04 to 2016/01/03 and 2016/01/04 to 2019/01/03).
	Office space in the building at 63 & 63A Main Road, Point Fortin to accommodate the Licensing Office (Point Fortin), Ministry of Works and Transport and the Community Mediation Centre of the Ministry of Community Development, Culture and the Arts (CM# 1158 - 2019/06/06; Period 2011/02/01 to 2014/01/31; 2014/02/01 to 2017/01/31 and 2017/02/01 to 2020/01/31).

**Table 5: Cabinet approved lease/rentals for Fiscal 2019**

**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 rationalise government accommodation. Table 6 shows projects related to the construction, refurbishment and management of government quarters.



No.	Item	Status as at September 30, 2019
1.	<b>Policies/ Guidelines</b>	Advice was imparted to eleven (11) privately owned properties in accordance with the GoRTT Office Outfitting Policy.
2.	<b>Management of construction/ refurbishment projects</b>	<p>1. Minor repairs were completed on ten (10) Government Quarters at the following locations:</p> <ul style="list-style-type: none"> <li>• Victoria Keyes</li> <li>• Flagstaff Hill Residential Complex</li> <li>• Government Travelling Officer's Quarters, Mayaro</li> </ul> <p>2. Minor repairs were also conducted on the Tunapuna and Siparia Administrative Complexes.</p> <p>3. As a cost saving measure, PRESD collaborated with the Unemployment Relief Programme to assist in landscaping of government properties across Trinidad.</p> <p>4. Completed the review of New Residence in Abuja, Nigeria, for the Trinidad and Tobago High Commissioner.</p>
3.	<b>Management of Stock of Government Quarters (State-owned properties used for commercial and residential purposes)</b> <b>The PRESD manages the stock of approximately 1,126 Government Quarters.</b>	<p>1. PRESD has undertaken an Inventory exercise on all State-Owned properties. The exercise is a data collection and compilation effort which will inform a classification scheme to guide the management of Government Quarters. The output of this exercise will be a full inventory of GORTT Quarters which will provide the data needed to yield recommendations for the consideration of the Cabinet about the management of the properties. It is anticipated that this exercise will be completed in the 2nd quarter of 2020.</p> <p>2. Forty-eight (48) Bookings for the use of the Government Travelling Officers' Quarters, Mayaro were approved.</p> <p>3. Seven (7) Government Quarters under the purview of the Ministry of Public Administration were allocated to:</p> <ul style="list-style-type: none"> <li>- The Judiciary;</li> <li>- Ministry of National Security;</li> <li>- Office of the Prime Minister; and</li> <li>- One (1) Non-Government Organisation</li> </ul>

**Projects related to the construction, refurbishment and management of government quarters cont'd**

No.	Item	Status as at September 30, 2019
4.	<b>Allocations of State property for residential and office use</b>	<p>1. Four (4) Government Quarters were vacated at the undermentioned locations:</p> <ul style="list-style-type: none"> <li>• Federation Villas</li> <li>• Flagstaff Hill Residential Complex</li> </ul> <p>2. Lease of State-owned property located at 119 Eastern Main Road, Laventille to three (3) Non-Governmental Organisations:</p> <ul style="list-style-type: none"> <li>• Malick Folk Performing Company</li> <li>• North West Laventille Cultural Organisation</li> <li>• Marcia Charles Dance Company</li> </ul>
5.	<b>Negotiation of Private Treaty Property Acquisitions</b>	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.

**Table 6: Projects related to the Design, Use, Maintenance and Disposal of Government Owned or Occupied Facilities**

**Privately Owned Properties vacated**

For the period, there was only one property vacated as shown below in Table 7.

No.	Ministry / Department	Property Address
1	Auditor General's Department	11 Independence Avenue, San Fernando

**Table 7: Property Vacated for Fiscal 2019**



### 3.1.4 SERVICE IMPROVEMENT AND MANAGEMENT

The activities of the MSID contributed to the MPA's

#### Strategic Goal 3: Improved Public Service Architecture

The Modernization and Service Improvement's (MSID) core activities involve facilitating a fit-for-purpose and client-centric Public Service. Accordingly, the MSID develops policy, guidelines and standards, facilitates service improvement in key public services and establishes and operates whole-of-government solutions. During Fiscal 2019, their work has been categorised according to Service Delivery and HRM Modernisation.

#### SERVICE DELIVERY

##### Service Delivery Policy

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.

##### ACHIEVEMENTS:

A Draft Public Service Delivery Policy Framework for the Government of the Republic of Trinidad and Tobago was developed.

##### Service Delivery Diagnostic

An initiative to review the operations of the Social Welfare Division, Ministry of Social Development and Family Services, in alignment with a new model for integrated Service Delivery. It involved mapping the process for grant delivery and evaluating its operations through the review of existing policies and procedures.

##### ACHIEVEMENTS:

An In-depth Analysis and Reports for the following activities were developed:

Insights & Discovery Workshop; Employee Barrier Survey; Client Satisfaction Survey; Safari Mystery Shopping; Customer Focus Groups; Employee Focus Groups; Current State Process Mapping Workshops; Process Verification Workshops; Process Analysis Workshops.



##### Public Sector Performance Management (PSPM) Framework

A fact-based management approach to assess the organisational performance of MDAs with the aim of improving effectiveness and efficiency when delivering services to citizens. Performance will be measured along five (5) perspectives: **Strategic Results; Governance & Accountability; Citizen Experience; Service Delivery and Learning & Growth.**

##### ACHIEVEMENTS:

- Developed the proposal which speaks to the Governance model, strategic approach. PSPM Model, PSPM Process, Risk Mitigation Strategies, M&E and PSPM Roadmap
- Drafted policy to administer the PSPM System and Communication Plan
- Developed self-assessment scorecards for two perspectives: Governance & Accountability and Strategic Results

## HRM MODERNISATION



### **Human Resource Standardisation**

Improving the effectiveness and efficiency of key HR processes is critical to enhancing employee satisfaction and retention. This activity includes the review of the Performance Appraisal Report (PAR), Increments, Acting & Promotion and Leave processes, which have an impact on the delivery of Pension and Leave Statements. In Fiscal 2019, interim and future state process maps for PAR were developed.

### **e-HRM Implementation**

The MSID collaborated with the Treasury Division, Ministry of Finance, to improve Pension Administration in the Public Service through the implementation of the Pension and Leave (P&L) module of People Soft – lhrIS. Work completed during the fiscal included:

- Current State Process Maps were developed for the Performance Appraisal Process at the Ministry of Housing & Urban Development, Ministry of Works & Transport, and Ministry of Public Administration
- Focus Groups were conducted with staff at the Ministry of Housing & Urban Development, Ministry of Works & Transport, and Ministry of Public Administration
- Focus Group Report Developed

### **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 relationships within the Trinidad and Tobago Public Service 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
- Note for Cabinet completed



### 3.1.5 NATIONAL ICT DEVELOPMENT

The activities of the NICTD contributed to the MPA's

#### Strategic Goal 3: Improved Public Service Architecture & Strategic Goal 4: Regional Leader

The National ICT Division (NICTD) coordinates the implementation of the National ICT Plan. The five strategic thrusts of the current Plan are aimed at Improving Connectivity, Increasing Human Capital, Advancing Digital Government, Fostering Economic Development and Advancing the Environment for Societal Benefit. For the fiscal in review, this was achieved through the e-legislative agenda and the work of the GILAC, as well as the deployment of an Asset Management Solution across the GoRTT:

#### e-Legislative Agenda

During the fiscal 2018-2019, the MPA completed a number of reviews of legislation and regulations as shown in Table 8 below:

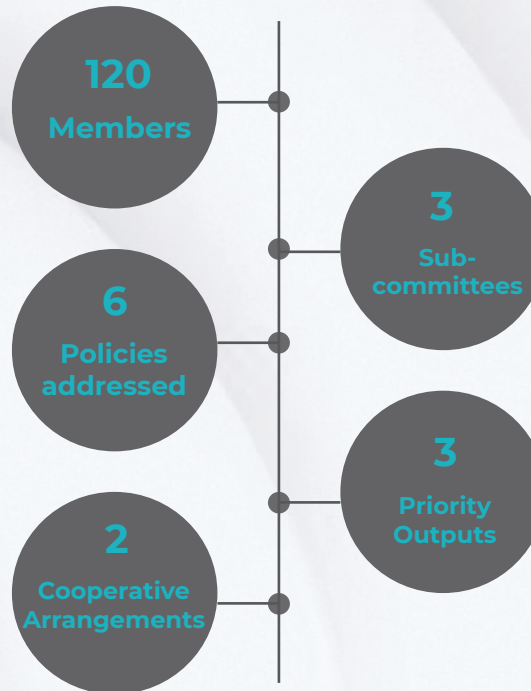
Reviews Completed	
1.	Amendments to the Telecommunications Act, Chap 47:31 ("the Act")
2.	Broadcast Code
3.	The Telecommunications (Access to Facilities) Regulations
4.	The Telecommunications (Consumer) Quality of Service Regulations
5.	The Telecommunications (Radio Spectrum Management) Regulations
6.	The Telecommunications (Fees) Regulations
7.	Telecommunications (Interconnection) Regulations Amendment
8.	Universal Service Amendment Regulations (approved by Cabinet)

**Table 8: e-Legislative Agenda Fiscal 2019**

## GILAC

The Government Information Technology Leadership Advisory Council (GILAC), re-launched in September 2018, brings together the ICT leadership throughout GoRTT to encourage and support meaningful participation in an environment that is conducive to collaboration, networking and knowledge sharing. It serves as a technical advisory council to the GoRTT on matters relating to ICT development, technical policies, standards and guidelines. Significant outputs of the group for the fiscal 2019 include:

- Creation and amendment of Whole of Government
- ICT Policies i.e. eGIFs and eGoTS
- Reviewed the current Cloud Policy
- Drafted the Data Classification Policy
- Completed update of Email and Internet Usage Policy
- ICT Hardware and Software Management Policy drafted



- Purpose: research, share and develop tools, guidelines, proposals and other policy documents
- Core Focus areas: Policy, Infrastructure, Communications **(See Appendix V for Committee Members)**
- Supplementary areas: Enterprise Architecture, Information Security, Enterprise Services



- Held ICT Transformation in Government workshop in collaboration with iGovTT and Pricewaterhouse Coopers on July 4, 2019
- Commenced a MoU for a PPP between MPA and UWI for the provision of training programmes:
  - Whole of Government Approach to ICT Project Management workshop hosted on August 13, 2019 and certificates distributed to over 70 GILAC members by the UWI. Topics covered in ICT Project Management for the Public Sector: building capacity, tools and techniques and strategies for mitigating failures

1. Action Plan - Implementation of an integrated approach to ICT Transformation within Government based on a case study of the current ICT projects.
2. Implementation of an overarching national cyber security framework and governance structure to ensure the protection of citizens in cyberspace and to instill confidence in the market as the country's digital economy grows.
3. A sustainable and viable way forward formulated for the implementation of the GovNeTT stabilisation project.



## ASSET MANAGEMENT

The goal of Digital Government requires measures to improve the operational efficiency of Ministries, Departments and Agencies. OpenMAINT is an open-source solution designed for Asset Management which satisfies international best practices and standards. In addition to possessing a highly customizable Asset Management component, the software is user friendly and cost effective (free to use). After a successful pilot at the National Archives in 2016, the MPA pursued the rollout of the Asset Management Solution throughout the GoRTT as mandated through the PAAC. The objectives of the Asset Management solution rollout are: 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; and to provide an Operational framework to MDAs. A status of implementation for the fiscal 2019 is provided below in table 9.

No.	MDA	Date of Deployment	% Complete
1	Ministry of Public Administration	16.06.2018	100
2	Government Printery	09.09.2019	100
3	Ministry of Communications	08.08.2019	100

**Table 9: Status of the Asset Management Solution Implementation**

See Appendix VI for the Asset Management Solution Roll Out Schedule up to Fiscal 2019.

The Key shown here indicates the number of MDAs targeted and their status.

KEY	
In Progress	4
Interested	5
No Progress	4
Completed	3

## 3.2 CITIZEN IMPACT

The ICT 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.

The Access Centre comprises a Cyber Café, printing and copying facilities, fully equipped Training/Conference facilities, and a WiFi Patio which promotes a Bring-Your-Own-Device (BYOD) environment. As at September 30, 2019, five (5) Access Centres were operational and open to the public. Table 10 shows the number of times that the four (4) available services were accessed at each of the five (5) Centres during the period **October 1, 2018 – September 30, 2019**.

Service Provided	Guayaguayare	Marac	Penal	Cumana	Todd's Road	Total
Cyber Café	590	2,238	6,548	1,669	718	<b>11,763</b>
Training	1	286	913	290	334	<b>1,824</b>
Printing and copying	nil	620	0	0	15	<b>635</b>
Wi-Fi Patio	159	501	2,013	297	nil	<b>2,970</b>
<b>Total</b>	<b>750</b>	<b>3,645</b>	<b>9,474</b>	<b>2,256</b>	<b>1,067</b>	<b>17,192</b>

*Table 10: Access Centre Usage Fiscal 2019*



**TODD'S ROAD**

- Officially opened to the public in July, 2019
- Users - from the communities of Caparo, Ravin Sable, Chaguanas, Tabaquite and Carenage
- Despite Technical challenges preventing the full operations of services it is viewed as a positive and progressive programme toward societal reform
- Entrepreneurs and contractors utilised the Centre to conduct meetings
- A Steel Pan group "Rhythm Raiders" used the facility to host an award ceremony
- Community Development initiative – supported by the Unemployment Relief Programme (URP) security officers - hosted a talent show for children whose ideas were inspired by their online research
- Operated as a Homework Centre for children - approximately twenty-five (25) students visit the Centre daily

**PENAL**

- Situated in the centre of a school district, it is mainly used as a homework centre by Secondary school students
- Penal Access Centre shares its facilities with the St Dominic's Roman Catholic School
- On average 25-30, persons utilise Wi-Fi services on a daily basis – representing a significant increase
- Training facilitated at the La Costina Gardens
- Activity Center, as part of an outreach program

**CUMANA**

- One hundred and eighty-four (184) repeat users vs five (5) new users monthly (average)
- 90% of users from Cumana and Toco communities.
- Other visitors: Port of Spain and Arima
- Educational and recreational purposes most popular with age categories of 12-17 (31%) and 18-24 (20%)

**GUAYAGUAYARE**

- The Cyber Café services generated the most traffic for the period
- Due to technical challenges with the Printers, no printing services were provided during the period

**MARAC**

- Worked with the Kid's Academy Pre-School/ Kids Academy Early Childhood Educational Centre to introduce the toddlers to computer literacy through fun, practical and interactive sessions and the provision of ICT support to the teachers when needed
- Collaborative effort with Marac Village Council - conducted a workshop for parents on useful techniques to monitor children on social media and technology devices
- Three (3) day ICT Camp during the vacation period in partnership with the Moruga Library (NALIS) and Ms. Merissa Aguilera (Former Captain of the West Indies Women's Cricket Team), ICT training on Microsoft PowerPoint and Microsoft Word; prizes awarded based on performance in the ICT assessment and the level of discipline for the duration of the camp. The prizes were sponsored by members of staff



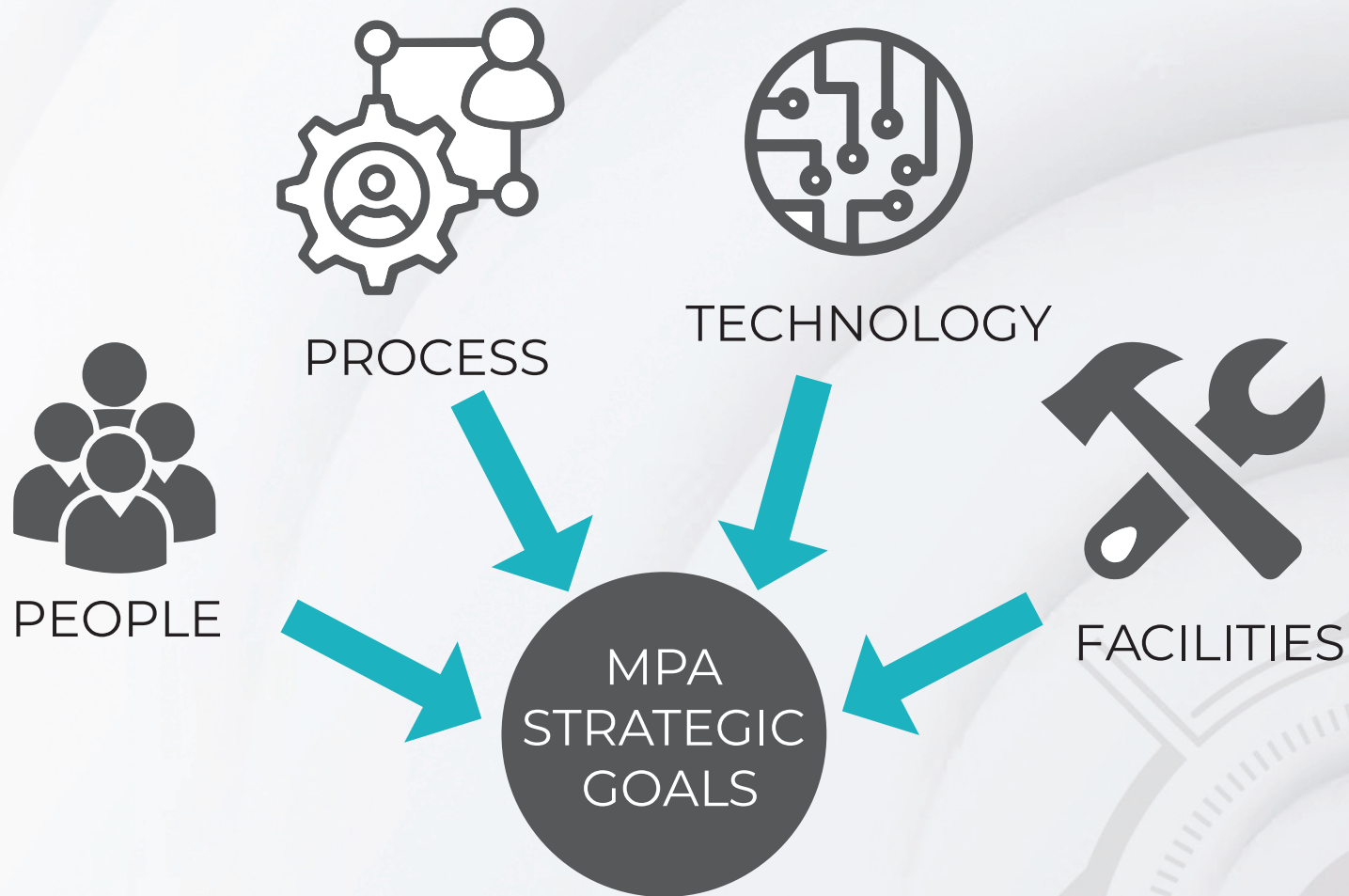


# INTERNAL PERFORMANCE REPORT

*Staff of the Public Service Academy*



## 4 INTERNAL PERFORMANCE REPORT



People, Process, Technology and Facilities are often considered the primary focal points of a successful operational transformation. According to the MPA Strategic Plan 2018-2020, it is imperative to strengthen internal operations as a cohesive unit for application among external entities. Therefore, in order for the MPA to deliver on its strategic goals, there must be alignment with the four elements required to enable a best-in-class Public Service.



What **YUH** Know  
INDEPENDENCE QUIZ

Government of the Republic of Trinidad and Tobago  
Ministry of Public Administration



Events hosted by the Ministry for the fiscal period





Telecommunications Authority of Trinidad and Tobago

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If you have any complaints about telecommunications and broadcasting services.

TECHNOLOGY

WORK PLAY HOME

If you are dissatisfied with the outcome of a complaint lodged with a telecommunications or subscription broadcasting service provider, you may complain to TATT by calling 800-8288 (toll free) or online via [www.tatt.org.tt](http://www.tatt.org.tt)

Ministry of Public Administration [www.echelonships.gov.tt](http://www.echelonships.gov.tt)

Public Service Week 24-28 June, 2019 Trinidad & Tobago

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## 4.1 PEOPLE

The activities of the HRD contributed to the MPA's

### Strategic Goal 1: Enhanced MPA



Staff of the MPA

### Staffing

As at September 30, 2019, there were two hundred and thirteen (213) staff operating in five (5) categories of employment at the MPA as depicted in Table 11.

	Establishment	Contract	OJT/AP	Short Term	Service Provider
Filled	95	60	21	27	10
Vacant	140	143			
<b>Total Positions</b>	<b>235</b>	<b>203</b>			

Table 11: MPA Staff Count

### Contract Employment 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 utilised in the selection. The process should include advertisement of the position and the carrying out of interviews by a committee set up for that purpose. The MPA uses a Competency-based process for recruitment and selection. Contract positions are advertised in the print media. Three (3) positions were filled in the 2018/2019 fiscal year. All others were categorised as being on hold, renewed or Minister's Staff.

### The status of Performance Appraisal Reports were as follows:

Performance Appraisal Reports	Contract Staff
Performance Appraisal Reports Completed	72
Outstanding	43

Table 12: MPA Staff Count



## Training & Development

Outlined below in Table 13 are the training and development programmes accessed by the staff of the MPA during the fiscal year 2018/2019:

No.	Course	Date	Number of Participants at Session
1	Functions of Sub Accounting Unit	Oct 10th – 11th, 2018	8
2	Cabinet Note Writing	Nov 13th – 18th, 2018 and Sep 10th – 12th, 2019	3, 1
3	Embracing Leadership Challenge	Dec 3rd – 6th, 2018	2
4	Orientation Programme	Dec 4th and 6th, 2018 and Jul 18th, 2019	28, 21
5	Developing Job Descriptions	Sep 26th – 28th, 2018	2
6	Preparation of Pension and Leave Records	Jan 8th – 9th, 2019	5
7	Caribbean Leadership Programme	Jan 28th – Feb 1st, 2019	4
8	Presentation Skills for Senior Managers	Jan 22nd – 23rd, 2019	1
9	Preparation of Logical Frameworks	Jan 29th – 30th, 2019	2
10	Conflict Resolution	Feb 5th – 7th, 2019 and Sep 17th – 19th, 2019	3, 1
11	Strategic Approach to Procurement	Feb 6th – 8th, 2019	1
12	Leading with Emotional Intelligence	Feb 18th – 19th, 2019	2
13	Administration of Government Contracts	Feb 19th – 21st, 2019	3
14	Succession Planning in the Public Service	Feb 26th – 28th, 2019	2
15	Ethics Accountability & Good Governance	Feb 25th – 26th, 2019	4
16	Negotiation Skills	Feb 25th – 27th, 2019	1
17	Coaching and Mentoring	Mar 19th – 21st, 2019	3
18	Financial Management for Non Accounting Officers	Apr 9th – 11th, 2019	1
19	Introduction to Ethics and Values	Apr 16th – 17th, 2019; May 14th – 15th, 2019; Jun 10th – 11th, 2019	14, 4, 4

## Training and Development Programmes accessed by the staff of the MPA during the fiscal year 2018/2019 cont'd

No.	Course	Date	Number of Participants at Session
20	Leading Results from the Middle	Apr 15th – 17th, 2019	2
21	Emotional Intelligence	May 7th – 9th, 2019	3
22	Fundamentals of Internal Audit Function	May 14th – 17th, 2019	2
23	Writing Job Descriptions	May 15th – 17th, 2019	2
24	Creativity and Innovation for Leadership	May 25th – 29th, 2019	4
25	Decentralisation of Payment of Contract Gratuities	May 29th, 2019	3
26	Modernisation & Standardisation of HRM	Jun 26th – 27th, 2019	3
27	Requirements for Organisational Design	Jun 26th – 28th, 2019	3
28	Workforce Planning	Jun 24th – 27th, 2019	2
29	Responding to Parliamentary Questions	Jul 18th – 26th, 2019	4
30	Ethical Issues in the Public Service	Sep 3rd – 4th, 2019	1
31	Leading HR Function	Sep 4th – 5th, 2019	1
32	Executive Development Programme	Sep 2nd – 27th, 2019	3
<b>TOTAL</b>			<b>153</b>

Table 13 - MPA Staff Training and Development for Fiscal 2019



## Performance Management and Increment Administration

Performance Appraisal Reports for Established Staff and Increments processed for the period of 2018-2019 by the Human Resource Management (HRM) Division are summarised below:



*Note: These figures include accumulated numbers from the prior periods, as at Fiscal Year End 2019.*

## Pension and Leave/Gratuity Processing

The HRM Division has continued to work arduously to ensure employees' Pension and Leave (P&L) 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. The status of Pension and Leave records and Contract Gratuities processed during the period of review is as follows in Table 14:

	Processed	Outstanding
<b>Pension and Leave</b>	39	24
<b>Contract Gratuity</b>	37	33

*Table 14 - Pension and Leave/Gratuities Processed Fiscal 2019*

## 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



**Table 15 lists the Acts of Misconduct/Discipline as per regulations for 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 15: List of Acts of Misconduct/Discipline**

## 4.2 TECHNOLOGY

The activities of the ICTD contributed to the MPA's

### Strategic Goal 1: Enhanced MPA

The Information Communication Technology Services Division has undertaken numerous projects to aid the Ministry as well as its stakeholder's business processes for the fiscal period October 1, 2018 to September 30, 2019. Table 16 shows the projects that were completed for Fiscal 2019.

No.	Major Projects	Objectives / Achievements	% Completed
1	IT Infrastructure Network Upgrade	<ul style="list-style-type: none"> <li>Improve Data storage reliability and capacity of Information Technology Infrastructure services of the Ministry and reduce the risk of data loss.</li> <li>Meet client demand for better performance, availability, manageability, and security of data storage assets.</li> </ul>	95
2	Active Directory Clean-up	<ul style="list-style-type: none"> <li>Improve the process for creating and maintaining user accounts in Active Directory by documenting the Hierarchy for email groups.</li> </ul>	20
3	PBX Upgrade	<ul style="list-style-type: none"> <li>Improve the manageability of the phone system at the Ministry's Head office location.</li> <li>Enable call accountability and the potential for cost reduction through the use of a per user code system.</li> <li>Relocation of the PBX system from the basement room due to flooding.</li> </ul>	100
4	Develop a Standard Model and Project Plan Template for the implementation of an ICT Access Centre	<ul style="list-style-type: none"> <li>Standardisation of the process, procedures, equipment etc. surrounding the identification of locations and implementation of ICT Access Centres.</li> </ul>	20
5	Relocation of MOC staff from the National Library Building to a location in Morvant	<ul style="list-style-type: none"> <li>Domain services established, access to files and services available.</li> <li>Installation of new phone system and relocation and installation of computers for all employees.</li> </ul>	100

Table 16: ICT Projects that were completed for fiscal 2019



## 4.3 PROCESS

The activities of the Legal Services Division contributed to the MPA's

### Strategic Goal 2: Client-Centric MPA

The work of the Legal Services Division (LSD) impacts the ability of the MPA to perform its strategic objectives on target by preparing and reviewing key instruments such as: employment contracts; contracts for services; valuation agreements; deeds of lease & licenses; and concessions. The LSD also collaborates with other MDAs to provide advisory services and deliver training workshops. Highlights of key achievements for fiscal 2019 are as follows in Table 17:

ADVISORY & AGREEMENTS	LEGISLATION, POLICY REVIEW AND PREPARATION
<p><b>Key Advisory Areas: (80)</b></p> <ul style="list-style-type: none"> <li>• Facilitated Public Procurement workshops for Senior Executives</li> <li>• Freedom of Information requests</li> <li>• Lease/rentals and notices to vacate</li> <li>• Occupancy of Government Quarters</li> <li>• Review of procurement activities</li> <li>• Personnel/Industrial Relations matters</li> </ul> <p><b>Key Instruments prepared and/or reviewed: (45)</b></p> <ul style="list-style-type: none"> <li>• Memorandum of Understanding between Estonia and T&amp;T</li> <li>• Memorandum of Understanding between India and T&amp;T for the establishment of a Centre for Excellence and Innovation</li> <li>• Memorandum of Understanding between China and T&amp;T</li> <li>• Mutual Non-Disclosure Agreement for Proof of Concept trial of Enterprise Immune System Technology for cyber mitigation</li> </ul>	<p><b>Key assignments:</b></p> <ul style="list-style-type: none"> <li>• Position paper on Electronic Transactions</li> <li>• Legislative gap analysis for Electronic Transactions Act</li> <li>• Review of CARICOM Draft Public Procurement Protocol and Draft Model Public Procurement Bill</li> <li>• Review of the Cyber-crime Bill</li> <li>• Review of Foreign Labour Contracts Act</li> <li>• Review of Amendment of the Inter-American Convention-International Amateur Radio Permit (IARP)</li> <li>• Input on the 2019 Reports on Ratified Labour Conventions</li> <li>• Review of Croatia Services offer in its accession to the CARIFORUM-EPA</li> <li>• Review of Trade in Services Explanatory Document-Enhancing temporary entry for CARIFORUM services suppliers</li> <li>• Review of CARIFORUM-United Kingdom Economic Partnership Agreement</li> <li>• Review of OSH Policy</li> <li>• Comments on Trinidad and Tobago Trade Policy 2019-2023</li> <li>• Input for the Pre-Conference Workshops in commemoration of the ILO's Centenary</li> <li>• Input for USTR Proposal on Intellectual Property Rights enforcement in Trinidad and Tobago</li> </ul>

**Table 17: Highlights of the Legal Services Division for Fiscal 2018-2019**

## 4.4 FACILITIES

The activities of the Procurement Unit contributed to the MPA's

### Strategic Goal 2: Client-Centric MPA

During Fiscal 2018/2019, 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 of the MPA. For the Fiscal Year October 1, 2018 to September 30, 2019, the MPA entered into one contract as shown in Table 18.

ORGANISATION	SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Memory Bank Computers Ltd	Supply, Installation, Configuration and Support of a Hyper Converged Infrastructure Solution	September 23, 2019	TTD\$899,744.00

**Table 18: Contract entered into for Fiscal 2019**

In collaboration with the Legal Services Division (LSD), the following key assignments in relation to Procurement were completed for Fiscal 2019 as shown in Table 19.

KEY ASSIGNMENT	DETAILS
Requests For Proposal (RFP):	<ul style="list-style-type: none"> <li>• Janitorial Services at Victoria Keyes</li> <li>• Janitorial and Maid Services at Federation Villas, Jamaican Blvd</li> <li>• The engagement of a Qualified Vendor to Supply, Install and Configure a Hyper Converged Infrastructure Solution</li> </ul>
Template Request for Proposal:	<ul style="list-style-type: none"> <li>• Goods and Services - review of procurement documents</li> </ul>
Procurement of Advisory Services:	<ul style="list-style-type: none"> <li>• Implement the Electronic Transactions Act – review of procurement documents</li> </ul>

**Table 19: Procurement Assignments**





The Government of the Republic of Trinidad and Tobago  
**Ministry of  
Public Administration**



## COMMUNICATING THE MPA

*Secondary School students attending a Girls in ICT Workshop at NIHERST*

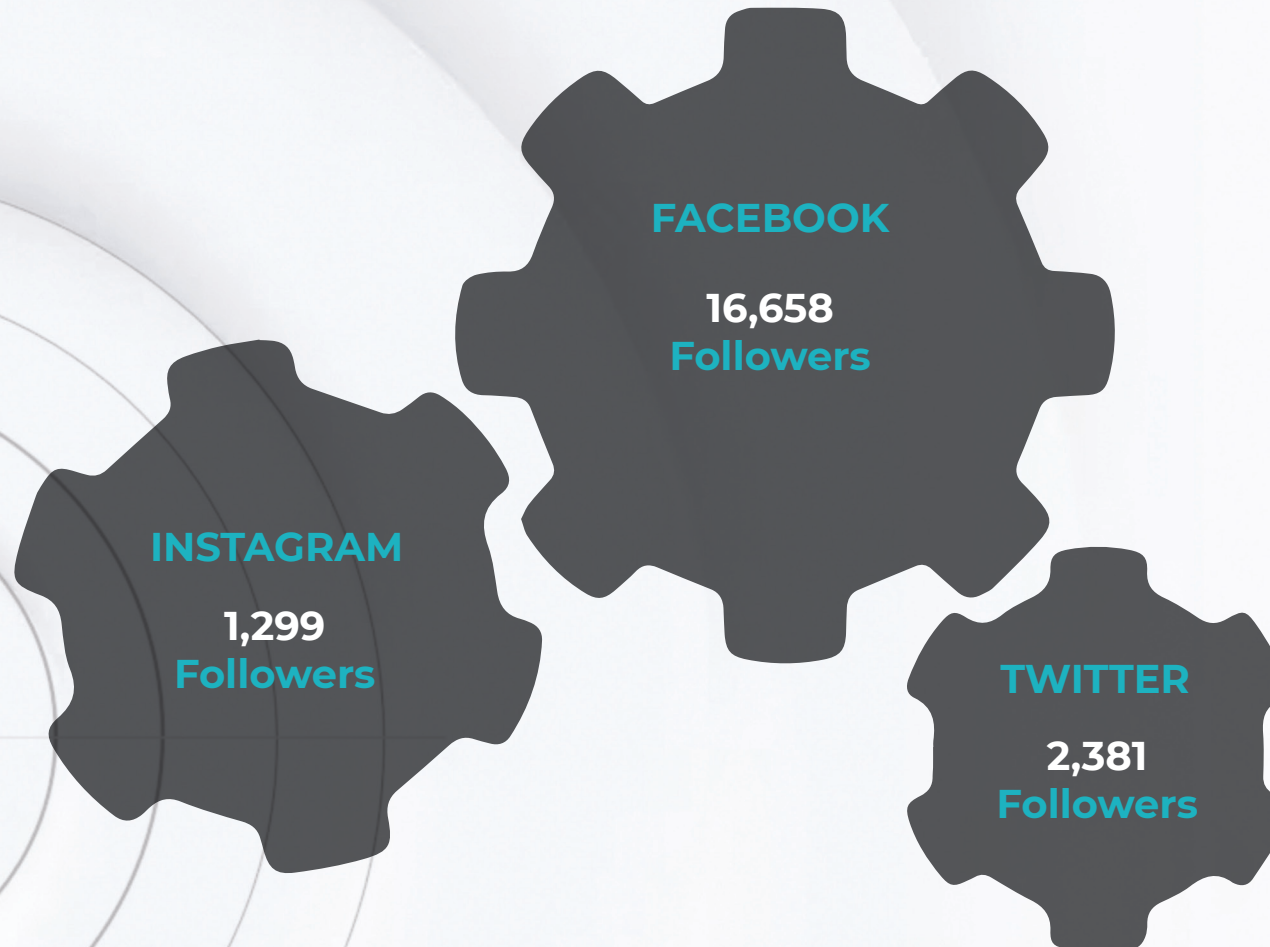


## 5 COMMUNICATING THE MPA

### 5.1 PERFORMANCE OF SOCIAL MEDIA PRESENCES

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

The following illustrates the key performance indicators as at September 30, 2019:







# FINANCIAL PERFORMANCE





## 6 FINANCIAL PERFORMANCE

### 6.1 ALLOCATION, INCOME, EXPENDITURE

The 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 – MPA (Head 31)

The total funds available for the MPA's programme was seven hundred and sixty-two million, forty-five thousand and twenty dollars and zero cents (TT\$ 762,045,020.00). This was an overall decrease of one hundred and seventy million, six hundred and seventy-two thousand, one hundred and twelve dollars and zero cents (TT\$ 170,672,112.00) from the previous fiscal ending September 30, 2018.

Allocations under Recurrent Expenditure facilitate the operating expenses of the Ministry such as Personnel Expenditure, Goods & Services, Minor Equipment Purchases and Current Transfers & Subsidies. Table 20 summarises allocations for Fiscal 2019.

Category of Allocation	Fiscal 2018	Revised Fiscal 2019	Variance
Recurrent	909,522,632.00	757,950,020.00	151,572,612.00
Development Programme	23,194,500.00	4,095,000.00	19,099,500.00
Infrastructure Development Fund	0	0	0
<b>Total</b>	<b>932,717,132.00</b>	<b>762,045,020.00</b>	<b>170,672,112.00</b>

Table 20: Allocations Fiscal 2019 (TTD)



## INCOME

The actual income for the period was three million, six hundred and fifty-four thousand, five hundred and thirty-two dollars and forty-two cents (TT \$3,654,532.42). A breakdown is provided in Table 21 below:

Revenue Head	Sub Head / Sub Item	Actual Income	
06 PROPERTY INCOME	01 Rental Income: 001 - Lease Payments/Rental of Government Buildings 002- Rental of Finance Building (Roof Level)	3,612,132.42	
		41,400.00	3,653,532.42
09 CAPITAL REVENUE	02 Sale of Assets: 002 – Sale of Quarters of Defence Officers	1,000.00	1,000.00
<b>TOTAL</b>			<b>3,654,532.42</b>

*Table 21 Breakdown of Actual Income for fiscal 2018-2019 (TTD)*

## Actual Expenditure Summary

The actual expenditure for the period was six hundred and eighty-two million, six hundred and ninety-three thousand, three hundred and nine dollars and zero cents (\$682,693,309.00). A breakdown is provided in Table 22 below:

Category of Expenditure FY 2019	Revised Allocation	Actual Expenditure	Variance/ Unutilised funds
Recurrent	757,950,020.00	680,057,659.00	77,892,361.00
Development Programme	4,095,000.00	2,635,650.00	1,459,350.00
Infrastructure Development Fund	0	0	0.00
<b>Total</b>	<b>762,045,020.00</b>	<b>682,693,309.00</b>	<b>79,351,711.00</b>

*Table 22: Actual Expenditure Summary for Fiscal 2018-2019 (TTD)*

## 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 2019 is provided in Table 23.

Category of Expenditure	Fiscal 2018-2019 TT\$		
	Estimates	Actual Expenditure	Variance
<b>Sub-Head</b>			
Personnel Expenditure	22,090,700.00	21,426,058.00	664,642.00
Goods And Services	700,364,640.00	625,233,627.00	75,131,013.00
Minor Equipment Purchases	782,100.00	83,085.00	699,015.00
Current Transfers And Subsidies	34,712,580.00	33,314,889.00	1,397,691.00
Current Transfers And Subsidies To Statutory Boards	0	0	0
Total Recurrent	757,950,020.00	680,057,659.00	77,892,361.00
DEVELOPMENT PROGRAMME			
005 Multi Sectoral And Other Services			
06 GENERAL PUBLIC SERVICES			
A ADMINISTRATIVE SERVICES:			
001 Implementation of ICT Plan	1,000,000.00	665,970.00	334,030.00
041 Improvement of Information Technology Infrastructure of the Ministry	1,400,000.00	899,744.00	500,256.00
049 Enhancement of the Human Resource Management (HRM) Function in the Public Service	344,000.00	242,556.00	101,444.00
057 Property Management Information System (PRESID)	851,000.00	826,480.00	24,520.00
F PUBLIC BUILDINGS:			
013 Establishment of Activity Centres	500,000.00	900.00	499,100.00
Total Development Programme	4,095,000.00	2,635,650.00	1,459,350.00
Total IDF	-	-	-
<b>Grand Total</b>	<b>762,045,020.00</b>	<b>682,693,309.00</b>	<b>79,351,711.00</b>

Table 23: Expenditure by Sub Heads for Fiscal 2019



## Variations between Estimates and Actual Expenditure

Explanations for the causes of material variations between the Estimates and the Actual Expenditure:

### 01 – Personnel Expenditure

Releases were received and expenditure incurred on only essential payments.

### 02 – Goods and Services

Purchases were restricted to only essential items based on Releases received.

### 03 – Minor Equipment Purchases

Purchases were restricted to only items which required replacement and were necessary to avoid disruption in the operations of the Ministry.

### 04 – Current Transfers and Subsidies

The transfer in respect of ttconnect Services Centres was \$1M less than budgeted. The remaining variance was largely due to difference in estimated and actual exchange rates relating to contributions to international bodies for which the GoRTT is a member.

### 09 – Development Programme

With respect to the Implementation of the ICT Plan, the variance of three hundred and thirty-four thousand and thirty dollars and zero cents (\$334,030.00) was as a result of the non-completion of planned work regarding e-identity and Interoperability solution as the MoU with Estonia was not finalised.

With respect to the Improvement of the Information Technology Infrastructure of the Ministry, the variance of five hundred thousand, two hundred and fifty-six dollars and zero cents (\$500,256.00) was as a result of the non-completion of the two planned projects that were dependant on the solution implemented at the end of the fiscal.

With respect to the Activity Centres, the variance of four hundred and ninety-nine thousand, one hundred dollars and zero cents (\$499,100.00) was as a result of issues experienced in confirming the proposed sites for the two centres which led to no expenditure.

## 6.2 AUDIT

During the period October 1, 2018 to September 30, 2019, the Internal Audit team completed the following examinations as shown in Table 24.

**No major issues were discovered in these reviews.**

Verification of Expenditure Notifications	Verification of Overpayment Registers
Verification of Register of Blank Cheque Forms	Verification of Utilities Register (Telephone, Electricity, Water and Sewerage Rates)
Verification of Daily Abstract of Payments	Review of the Procurement System
Verification of Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques	Verification of Imprest Cash
Verification of Allocation/Release of Funds/Transfers of Released Funds	Verification of Revenue Accounts
Examination of Vouchers/Schedules of Accounts/Vote Books	Verification of Register of Counterfoil Receipt Books
Verification of Commitments	Verification of Assets Register
Review of the Systems and Procedures for the Control/Issuance of Invoice Order Books	Verification of Register of Cell Phones and iPads issued to members of staff
Examination of Invoice Order Books/Stock of Invoice Order Books	Review of the Preparation and Submission of Deposit Vouchers in respect of Head 111 – Treasury Deposits, Sub-Head 71 – Expenditure Recovered
Verification of Monthly Returns of Invoice Orders Used	Review of the Submission of Deduction Cheques in respect of salaries
Review of the System and Procedure for the preparation of Applications for Contract Gratuity	Verification of List of Void Cheques/Void Cheques Register
Verification of Personnel Emoluments Records	Verification of Occupancy/Assets of Flagstaff Apartments and Federation Villas
Review of Contract Employees Records	Verification of Applications for Credit on the Exchequer Account
Review of Contract Administration and Short Term Employment	Verification of Previous Years Payments
Verification of National Insurance Contributions (Public Officers, Daily Rated and Contract Employees)	Verification of Pension and Leave Records
Examination of Motor Vehicle Advances Ledgers	Verification of Applications for Contract Gratuity
Verification of Register of Motor Vehicles owned by the Ministry	Verification of Comptroller of Accounts Notifications re: Motor Vehicle Advances
Verification of Motor Vehicle Log Books	Verification of Monthly IPSAS Statements
Review of the Fleet Card System	
Verification of Travelling Claims & Registers	

**Table 24: Audit Examinations Fiscal 2019**





## OUTLOOK FOR 2020

*Permanent Secretary, Mr. Claudelle Mc Kellar interacting with staff of the Ministry*



## 7 OUTLOOK FOR 2020

“the reality is there is no need to imagine, the future is already here, the future is now and the Caribbean Region as a whole must hasten its steps if we are to keep pace with the rest of the world.” –  
Senator the Honorable, Allyson West, Minister of Public Administration

In Fiscal 2020, the Ministry of Public Administration will continue to deliver on its mandate and will make advances towards the realization of Digital Government. Key initiatives that are to be pursued include the development and implementation of an interoperability solution and an e-identity solution in collaboration with Estonia. These, together with upgraded GovNeTT infrastructure, are expected to place GoRTT in a more advanced and interconnected state for efficient and effective service delivery and provision of eServices.





## APPENDICES



## 8 APPENDICES

### 8.1 APPENDIX I – EXTRACT FROM GAZETTE NO. 136 DATED OCTOBER 7, 2019

**1763**

#### APPOINTMENT AND ASSIGNMENT OF RESPONSIBILITY TO A MINISTER

IT IS HEREBY NOTIFIED for general information that Her Excellency the Acting President, acting in accordance with the advice of the Prime Minister, under the provisions of sections 76(3) and 79(1) of the Constitution of the Republic of Trinidad and Tobago, appointed and assigned the responsibility to Senator the Honourable ALLYSON WEST for the Ministry of Public Administration, with effect from 14th August, 2019.

14th August, 2019

C. JACKMAN-WALDRON  
*Secretary to Her Excellency  
the Acting President*

**1764**

#### ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF PUBLIC ADMINISTRATION

##### DIRECTIONS:

IN EXERCISE of the power vested in me, the Acting President by section 79(1) of the Constitution of the Republic of Trinidad and Tobago and acting in accordance with the advice of the Prime Minister, I hereby assign to Senator the Honourable ALLYSON WEST, responsibility for the Ministry of Public Administration as specified in the Schedule attached hereto, with effect from 14th August 2019, in addition to her present responsibility as Minister in the Ministry of Finance.

Dated this 14th day of August, 2019

CHRISTINE KANGALOO  
*Acting President*

#### AMENDED SCHEDULE

*Business and Departments of Government*

*Minister*

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



1764—Continued

## ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF PUBLIC ADMINISTRATION

DIRECTIONS:—CONTINUED

## AMENDED SCHEDULE

*Minister**Business and Departments of Government*

Minister of Public Administration

## PUBLIC ADMINISTRATION

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 Centre

*Indirect:*

Personnel Department

Service Commissions

## 8.2 APPENDIX II – PMCD ACHIEVEMENT REPORT FOR THE PERIOD OCTOBER 1, 2018 TO SEPTEMBER 30, 2019.

Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
<b>Equal Opportunity Tribunal</b>	Employment, on contract, of a Business Operations Assistant I in the Equal Opportunity Tribunal								1					
<b>Judiciary</b>	Establishment of a Facilities Management Unit in the Department of Court Administration of the Judiciary								3		36			
	Staffing arrangements to facilitate the expansion of services to be delivered by the Port of Spain Family Court	26						63					129	
<b>Ministry of Agriculture, Land and Fisheries</b>	Employment, on contract, of staff in the Land Management Division, Ministry of Agriculture, Land and Fisheries						36							
	Staffing Matters related to the Zoological Society of Trinidad and Tobago								9			4		



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
<b>Ministry of Agriculture, Land and Fisheries (cont'd)</b>	Employment , on contract, of staff in the ICT Unit of the Ministry of Agriculture, Land and Fisheries								19					
	Employment, on contract, of staff in the GIS Unit, Ministry of Agriculture, Land and Fisheries							3	18					
	Employment, on contract, of staff in the Legal Unit of the Ministry of Agriculture, Land and Fisheries								8					
<b>Ministry of Communications</b>	Employment, on contract, of staff in NALIS								13					
<b>Ministry of Community Development, Culture and the Arts</b>	Amendment of the decision pertaining to the employment, on contract, of staff at the seventeen (17) Regional Complexes of the Ministry of Community Development, Culture and the Arts											2		

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
Ministry of Education	Employment, on contract, of seven (7) lhrIS Data Transaction Clerks in the Human Resource Management Division, Ministry of Education								7					
	Employment, on contract, of staff in the Corporate Communications Division, Ministry of Education								2					
	Employment, on contract, of staff in the Information and Communications Technology Division of the Ministry of Education								3					
	Employment, on contract, of one (1) Director, Education Facilities Planning and Procurement, in the Education Facilities Planning and Procurement Division, Ministry of Education								1					
	Employment, on contract, of staff in the Funding and Grants Administration Division, Ministry of Education								30					
	Employment, on contract, of staff in the Nursing Education Unit, Ministry of Education								29					



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
Ministry of Energy and Energy Industries	Employment on contract, of a Senior Energy Adviser (Upstream) to the Ministry of Energy and Energy Industries								1					
	Employment, on contract, of ten (10) Mineral Resource Officers in the Minerals Division of the Ministry of Energy and Energy Industries							10						
	Employment, on contract, of an Adviser, Energy Infrastructure and Security, in the Ministry of Energy and Energy Industries								1					
Ministry of Finance	Grant of Covering Approval for the employment of staff in the Investments Division of the former Ministry of Finance and the Economy (now Ministry of Finance)											4		
	Employment, on contract, of staff in the Financial Intelligence Unit, Ministry of Finance							1	11					
	Employment, on contract, of a Research Associate in the Strategic Management and Execution Office of the Ministry of Finance							1						
	Matters related to the Staffing of the Treasury Division, Ministry of Finance	20												

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Ministry of Finance (cont'd)</b>	Employment, on contract, of staff in the Information Technology Unit of the Customs and Excise Division, Ministry of Finance								2					
	Restructuring of the Macro Fiscal Unit in the Economic Management Division of the Ministry of Finance	31	3					21						
	Restructuring of the Debt Management Unit in the Economic Management Division of the Ministry of Finance, through the establishment of the Debt Management Division	27	10						23					
	Grant of Covering Approval for the employment on contract, of one (1) Project Assistant in the Public Private Partnership Unit, Investments Division of the then Ministry of Finance and the Economy (now Ministry of Finance)							1						



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
Ministry of Foreign and CARICOM Affairs	Employment, on contract, of staff in the Information and Communications Technology Unit of the MFCA								6					
	Employment, on contract, of two (2) Business Operations Assistants I, lhrIS, in the Human Resource Division, MFCA							2						
Ministry of Health	Employment, on contract, of a Manager, Public Procurement, in the Ministry of Health							1						
	Re-designation of the contract Position of Facilities Maintenance Technician to that of Facilities Technician, in the Facilities Management Unit of the Ministry of Health							25					1	
	Establishment of a GIS Unit in the Epidemiology Division, Ministry of Health							5						
	Employment, on contract, of a Director, Women's Health, in the Directorate of Women's Health, Ministry of Health								1					

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Ministry of Housing and Urban Development</b>	Employment, on contract, of an Information and Communications Technology Manager in the Ministry of Housing and Urban Development							1		1				
<b>Ministry of Labour and Small Enterprise Development</b>	Extension of the Life of the International Affairs Unit of the Ministry of Labour and Small Enterprise Development and related staffing arrangements								2					
	Matters related to the extension of the Life of the HIV Workplace Advocacy Unit of the Ministry of Labour and Small Enterprise Development								1					



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
Ministry of National Security	Creation of one (1) Permanent and Pensionable Office of Medical Officer I (Salary Range 62) on the Staff Establishment of the Ministry of National Security for Allocation to the Trinidad and Tobago Fire Services	1												
	Retention of Eight (8) Temporary positions of Accounting Assistant on the Staff Establishment of the Ministry of National Security (General Administration Division)						8							
	Creation of positions on the Staff Establishment of the Ministry of National Security (Prison Service) and employment, on contract, of staff in the Prison Service	12						17						
	Grant of Covering Approval for the employment, on contract, of Lieutenant Commander (Retired) Garvin Heerah as Director, National Security Operations Centre (re-designed the National Operations Centre)											1		

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Ministry of Planning and Development</b>	Final Report of the Consultancy on the Review of the Management of International Development Assistance Programmes and the Establishment of an International Development Cooperation Division, Ministry of Planning and Development								2					
	Employment, on contract, of one (1) Legal Officer I in the Legal Unit, Ministry of Planning and Development								1					
	Conduct of the 2019/2020 Household Budgetary Survey/Survey of Living Conditions; Employment on Contract, of staff in the Census and Surveys Unit of the Central Statistical Office, Ministry of Planning and Development							56						
<b>Ministry of Public Utilities</b>	Employment, on contract, of a Special Technical Adviser to the Minister of Public Utilities						1							



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
<b>Ministry of Rural Development and Local Government</b>	Establishment of a Transformation Programme and Change Management Unit in the Ministry of Rural Development and Local Government							1						
<b>Ministry of Social Development and Family Services</b>	Creation of one (1) Permanent and Pensionable Office of Director of Finance and Accounts (Salary Range 65) on the Staff Establishment of the Ministry of Social Development and Family Services	1												
	Employment, on contract, of one (1) Executive Director, Social Displacement Unit, Ministry of Social Development and Family Services							1						
	Employment, on contract, of one (1) Information and Communications Technology (ICT) Director in the ICT Division of the Ministry of Social Development and Family Services								1					

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Ministry of Sport and Youth Affairs</b>	Employment, on contract, of staff in the Youth Affairs Division, Ministry of Sport and Youth Affairs, and the redesignation of certain staff							30	2				1	
<b>Ministry of the Attorney General and Legal Affairs</b>	Employment, on contract, of additional staff in the Anti-Terrorism Unit, MAGLA							2						
<b>Ministry of the Attorney General and Legal Affairs (Judiciary)</b>	Staffing Arrangements in the Judiciary for Assignment to the Criminal and Traffic Court Administration Department, the three (3) Criminal Division (High Court) Locations, the District Criminal and Traffic Court (Summary Court)		68					301						



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
<b>Ministry of Trade and Industry</b>	Rescission of the decision to abolish various positions on the Staff Establishment of the Ministry of Trade and Industry and conversion of various contract positions to permanent positions on the Staff Establishment of the Ministry of Trade and Industry	5												5
<b>Ministry of Works and Transport</b>	Employment on contract, of staff in the Traffic Warden Division, Ministry of Works and Transport								752					
	Extension and Restructuring of the Bridges, Landslips and Traffic Management Programme Implementation Unit of the Highways Division, Ministry of Works and Transport								6	12			11	

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
Ministry of Works and Transport (cont'd)	New Organisational Structure of the National Traffic Management Centre of the Traffic Management Branch, Ministry of Works and Transport, and employment, on contract, of staff therein							7					1	
	Grant of Covering Approval for the Extension of the Life of the Major Highway Project Monitoring Unit in the Ministry of Works and Transport											9		
	Restructuring of the Environmental Health and Safety Unit of the Ministry of Works and Transport							16	1	3				



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Ministry of Works and Transport (cont'd)</b>	Employment, on contract, of staff in the Highways Division, Ministry of Works and Transport							53						
	Creation of Permanent and Pensionable Offices and employment, on contract, of staff in the Maritime Services Division, Ministry of Works and Transport	2							1					
	Employment, on contract, of staff in the Drainage Division, Ministry of Works and Transport							50	30					

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
<b>Ministry of Works and Transport (cont'd)</b>	Renaming of the Communication Unit to the Corporate Communications Unit in the Ministry of Works and Transport and employment, on contract, of staff therein							4	7					
	Employment on contract, of persons in positions in the Project Management Unit of PURE, Ministry of Works and Transport							15						
<b>Office of the Ombudsman</b>	Employment, on contract, of staff in the Office of the Ombudsman							1	2					1



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
Office of the Parliament	Employment, on contract, of staff in the Information Systems Unit and the Corporate Communications Department of the Parliament									9				
	Employment, on contract, of staff in the Legal Unit of the Office of the Parliament								3					
	Employment, on contract, of staff in the Office of the Parliament								16					
	Employment, on contract, of staff in the Information Systems Division of the Office of the Parliament								3					
	Employment, on contract, of staff in the Office of the Parliament								5					
	Employment on contract, of staff in the Office of the Marshal, Office of the Parliament								2					

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non- Renewal
Office of the Prime Minister	Employment, on contract, of four (4) Web Content Specialists in the Office of Communications, Office of the Prime Minister							4						
	Employment, on contract, of a Court Proceedings Reporter in the Public Service Appeal Board and Statutory Authorities' Appeal Board								1					
Office of the Prime Minister (Auditor General Department)	Employment, on contract, of ten (10) Public Audit Specialists in the Auditor General Department								10					
	Employment, on contract, of One (1) Office Support Assistant in the Auditor General Department								1					



Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Office of the Prime Minister (Gender and Child Affairs Division)</b>	Employment, on contract, of a Coordinator, Child Affairs, in the Child Affairs Division, Office of the Prime Minister (Gender and Child Affairs)							1						
	Employment, on contract, of staff in the Children's Authority of Trinidad and Tobago and the increase in the Allocation to the Children's Authority of Trinidad and Tobago in fiscal 2019							68						
	Employment, on contract, of a Financial Compliance Officer in the Child Affairs Division of the Office of the Prime Minister								1					

**Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2018 to September 30, 2019 Cont'd**

Ministry/ Department	Project/Proposal	Established Positions				Temporary		Contract Positions						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Redesignated	Non-Renewal
<b>Personnel Department</b>	Employment, on contract, of three (3) Human Resource Specialists in the Contracts Unit, Compensation Management Division, Personnel Department							3						
<b>Service Commissions Department</b>	Extension of the Life of the temporary positions on the Staff Establishment of the Service Commissions Department for allocation to the Police Service Commission Secretariat						8							
<b>TOTAL</b>		<b>125</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	<b>764</b>	<b>1,038</b>	<b>25</b>	<b>36</b>	<b>20</b>	<b>143</b>	<b>6</b>



### 8.3 APPENDIX III – PUBLIC SERVICE ACADEMY TRAINING DATA (FISCAL 2019)

Subject Area	Workshop Conducted	No. Times Per Year	Date Conducted	Number of Persons Trained
Human Resource Management	HR for Non HR Professions	2	October 16th – 18th, 2018	20
			September 11th – 13th, 2019	20
	Designing Orientation Programmes	1	October 29th – 31st, 2019	19
	Preparation of Pension and Leave Records	2	March 19th – 20th, 2019	18
			May 21st – 22nd, 2019	20
	Requirements for Organisational Design in the Public Service	6	April 8th – 10th, 2019	19
			April 1st – 3rd, 2019	22
			April 15th – 17th, 2019	18
			May 27th – 29th, 2019	15
June 26th – 28th, 2019			12	
July 24th – 26th, 2019	26			
Conducting Job Analysis and Writing Job Descriptions	1	May 15th – 17th, 2019	23	
Workforce Planning	2	June 24th – 25th, 2019	15	
		June 26th – 17th, 2019	13	
Leading the HR Function in the Public Service	2	September 3rd – 4th, 2019	31	
		September 5th – 6th, 2019		
Cabinet Note Writing for HR Officers	2	September 10th – 12th, 2019	34	
		September 16th – 18th, 2019		
Organisational Improvement	Introduction to Ethics and Values	5	October 9th – 10th, 2018	24
			October 31st – November 1st, 2018	12
			February 14th – 15th, 2019	23
			May 14th – 15th, 2019	18
			June 10th – 11th, 2019	14

**8.3 APPENDIX III – PUBLIC SERVICE ACADEMY TRAINING DATA (FISCAL 2019) Cont'd**

Subject Area	Workshop Conducted	No. Times Per Year	Date Conducted	Number of Persons Trained
Oranisationl Improvement (cont'd)	Ethical Issues in the Public Service	6	December 10th – 11th, 2018	15
			April 29th – 30th, 2019	25
			April 9th – 10th, 2019	17
			May 21st – 22nd, 2019	15
			June 17th – 18th, 2019	17
	September 3rd – 4th, 2019	12		
	Project Management Toolkit Series: Preparation of Logical Frameworks	1	January 29th – 30th, 2019	20
	Improving Workplace Productivity	1	February 19th – 21st, 2019	20
	Project Management	1	April 11th – 12th, 30th, May 1st, 2019	18
	Project Management Toolkit Series: Project Appraisal and Analysis	1	September 11th – 13th, 2019	17
Service Delivery	Office Etiquette for Administrative Support	2	October 25th – 26th, 2018	13
			November 27th – 29th, 2018	23
	Communication for Effective Customer Service	5	January 8th – 9th, 2019	23
			February 11th – 12th, 2019	21
			April 25th – 26th, 2019	16
	July 3rd – 4th, 2019	18		
	July 16th – 17th, 2019	13		
	Government Protocol and Etiquette	1	April 3rd – 5th, 2019	19
	Business Etiquette for Professionals	1	July 2nd – 3rd, 2019	15
Leadership	Leading for Results from the Middle	2	November 7th – 9th, 2018	14
			April 15th – 17th, 2019	22
	Embracing the Leadership Challenge	1	December 3rd – 6th, 2018	11
	Presentation Skills for Senior Managers	2	January 22nd – 23rd, 2019	15
			September 17th – 18th, 2019	16



Subject Area	Workshop Conducted	No. Times Per Year	Date Conducted	Number of Persons Trained
Leadership (cont'd)	Leading with Emotional Intelligence	1	February 18th – 19th, 2019	16
	Ethics, Accountability and Good Governance	4	February 25th – 26th, 2019	13
			March 27th – 28th, 2019	12
			June 3rd – 4th, 2019	14
			September 16th – 17th, 2019	15
	Succession Planning in the Public Service	1	March 12th – 14th, 2019	15
	Coaching and Mentoring	1	March 19th – 21st, 2019	18
Creativity and Innovation for Leadership	2	May 27th – 29th, 2019	18	
		July 29th – 31st, 2019	12	
Responding to Parliamentary Questions	4	July 22nd, 2019	12	
		July 23rd, 2019	20	
		July 29th, 2019	19	
		July 30th, 2019	18	
Professional Development	Supervisory Management	5	October 9th – 12th, 2018	25
			November 20th – 23rd, 2018	13
			February 13th – 15th, 2019	20
			May 7th – 10th, 2019	21
Conflict Resolution	2	February 5th – 7th, 2019 September 17th – 19th, 2019	23	
			18	
			16	
Negotiation Skills	1	February 25th – 27th, 2019	16	
Emotional Intelligence	1	May 7th – 9th, 2019	15	
Financial Management and Procurement	Strategic Approach to Procurement	1	February 6th – 8th, 2019	24
	Administration of Government Contracts	1	February 19th – 21st, 2019	22
	Introduction to Public Service Accounting Procedures	1	February 19th – 21st, 2019	25
	Ethics in Procurement	1	March 11th – 12th, 2019	14

**8.3 APPENDIX III – PUBLIC SERVICE ACADEMY TRAINING DATA (FISCAL 2019) Cont'd**

Subject Area	Workshop Conducted	No. Times Per Year	Date Conducted	Number of Persons Trained
Financial Management and Procurement (cont'd)	Financial Management for Non-Financial Officers	1	April 9th – 11th, 2019	14
	Audit Tools and Techniques	1	April 9th – 12th, 2019	15
	Inventory Control and Management	2	April 30th – May 2nd, 2019 September 10th – 12th, 2019	18 15
	Audit Report Writing	1	July 29th – 30th, 2019	17
	Fundamentals of the Internal Audit Function	1	May 14th – 17th, 2019	19
Business Communication	Freedom of Information (FOI)	1	October 17th, 2018	20
	Cabinet Note Writing	2	November 13th – 15th, 2018 February 13th – 15th, 2019	15 25
	Strategic Communication for Engaging Citizens	1	September 25th – 26th, 2019	13
Leadership and Management Development	EDP Module II: Strategic Management	1	October 3rd – 5th, 2018	16
	SEDP Module II	1	November 21st – 23rd, 2018	6
	EDP Module III: Leadership for Results	2	November 14th – 16th, 2018 November 28th – 30th, 2018	9 14
	EDP Module IV: Analysis and Decision Making	2	January 21st – 23rd, 2019 February 12th – 14th, 2019	13 16
	SEDP Module III	1	January 16th – 18th, 2019	15
	EDP Module VIII: Public Procurement	2	February 19th – 20th, 2019 March 19th – 20th, 2019	12 14
	EDP Module VII: Human Resource Management and Industrial Relations in the Public Service	2	February 6th – 8th, 2019 March 12th – 14th, 2019	10 14
	SEDP Module IV	1	February 20th – 22nd, 2019	10



Subject Area	Workshop Conducted	No. Times Per Year	Date Conducted	Number of Persons Trained
Leadership and Management Development (cont'd)	EDP Module IX: Finance and Accounting	1	April 10th – 11th, 2019	26
	SEDP Module VI	1	April 23rd – 25th, 2019	10
	EDP Module X: Project Management	2	May 27th – 29th, 2019 July 29th – 31st, 2019	13 11
	SEDP Module VII	1	May 23rd, 2019	21
	EDP Module V: Innovation and Change	2	July 8th – 10th, 2019 July 15th – 17th, 2019	11 16
	EDP Module VI: Integrity and Respect	2	July 22nd – 23rd, 2019 July 24th – 25th, 2019	14 12
	EDP	2	August 5th – 30th, 2019 September 2nd – 27th, 2019	23 20
<b>TOTAL</b>		<b>105</b>		<b>1786</b>

## 8.4 APPENDIX IV - TECHNICAL CO-OPERATION AWARDS (FISCAL 2019)

No.	Country	Agency	Persons Participated	MDA	Programme Name
1	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Ministry of Finance	Green Climate Financing Period: December 3rd – 7th, 2018
2	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Ministry of Trade and Industry	Investment Promotion and Free Trade Agreements Period: December 17th – 21st, 2018
3	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Ministry of Works and Transport	International Law of the Sea Period: January 21st – 25th, 2019
4	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Ministry of Works and Transport	Competitive and Sustainable Ports Period: January 28th – 1st February, 2019
5	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	2	1) Ministry of Trade and Industry 2) Ministry of the Attorney General and Legal Affairs	International Dispute Resolution Period: March 4th – 8th, 2019
6	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Judiciary of T & T	Technology and Courts Period: March 27th – 31st, 2019
7	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	EOC - Ministry of the Attorney General and Legal Affairs	Empowering Persons with Disabilities and Special Needs Period: May 27th – 31st, 2019
8	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Judiciary of T & T	International Trade Law Period: June 10th – 14th, 2019
9	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	PLIPDECO Ministry of Works and Transport	Understanding Port Operations and Management Period: June 24th – 28th, 2019



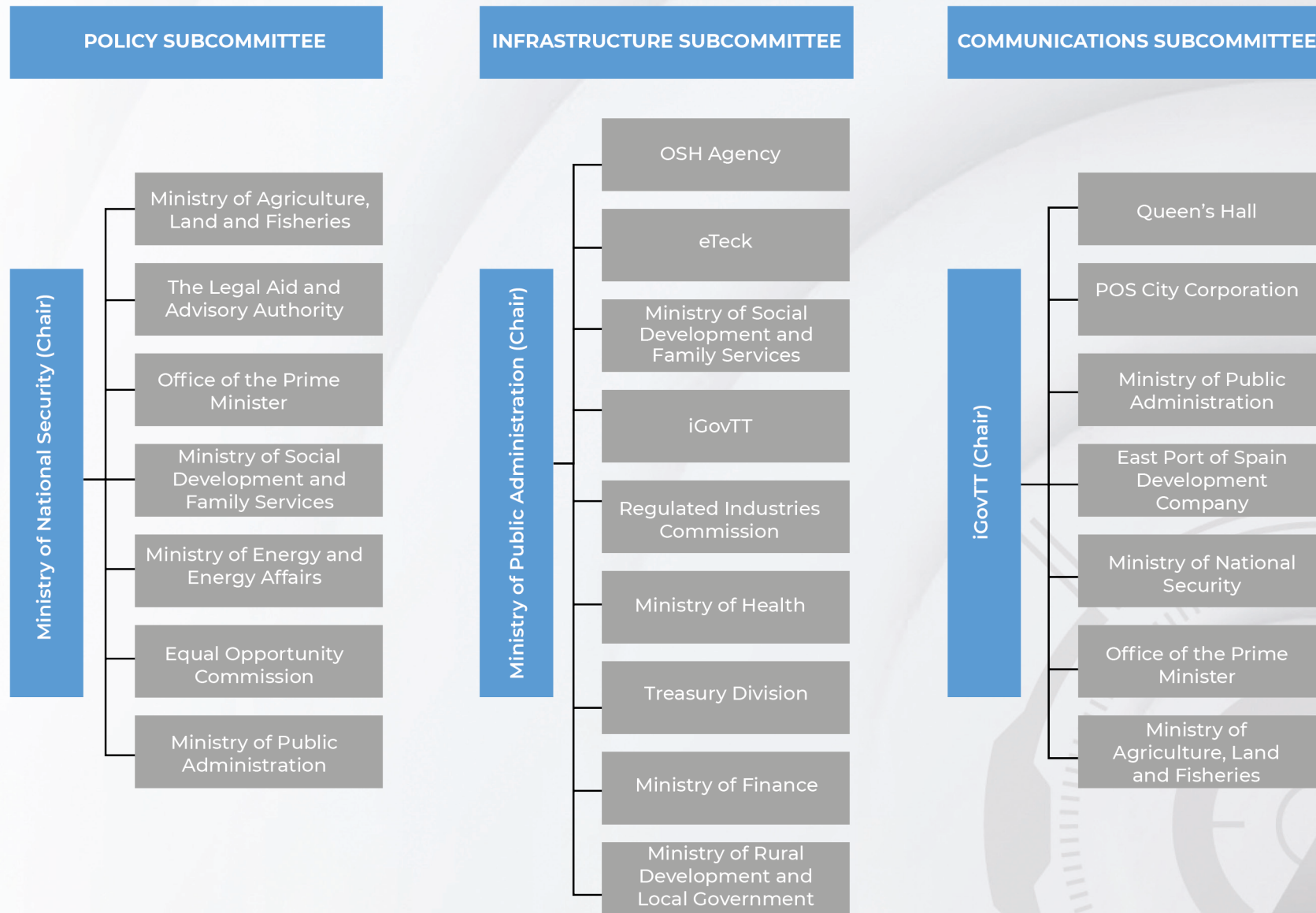
No.	Country	Agency	Persons Participated	MDA	Programme Name
10	SINGAPORE	Jointly invited by: Singapore Cooperation Programme (SCP), and the United Nations Office for Disaster Risk Reduction (UNNDR) and The Caribbean Disaster Emergency Management Agency (CDEMA)	1	Ministry of Finance	Understanding Risk Management and Risk Financing for Disaster Resilience
11	NETHERLANDS	The Technical Secretariat of the Organisation for the Prohibition of Chemical Weapons (OPCW) in the Hague, Netherlands	1	Customs - Ministry of Finance	2019 Organisation for the Prohibition of Chemical Weapons (OPCW) Period: July 26th – September 27th, 2019
12	CHINA	Academy for International Business Officials (AIBO), Ministry of Commerce, P.R. China and China Sports International Co. Ltd of the People's Republic of China`	1	Ministry of Sports and Youth Affairs	2019 Seminar on Anti-doping for Developing Countries Period: September 4th – 24th, 2019
13	CHINA	Shanghai Business School of the People's Republic of China	1	Ministry of the Attorney General and Legal Affairs	Seminar on International Criminal Justice Cooperation for Developing Countries Period: September 4th – 24th, 2019
14	CHINA	Shanghai Business School of the People's Republic of China	1	Ministry of Finance	Seminar on Bank and Monetary Management for Developing Countries  Period: September 5th – 25th, 2019

## 8.4 APPENDIX IV - TECHNICAL CO-OPERATION AWARDS (FISCAL 2019) Cont'd

No.	Country	Agency	Persons Participated	MDA	Programme Name
15	SINGAPORE	Singapore Cooperation Programme Training Award (SCPTA)	1	Ministry of Planning and Development	Climate Change: Adaption and Mitigation Strategies Period: September 9th – 13th, 2019
16	CHINA	Beijing Jiaotong University of the People's Republic of China	1	Ministry of Planning and Development	2019 Seminar on Urban Planning and Governance for Latin American, Caribbean and South Pacific Countries Period: September 17th – 30th, 2019
17	JAPAN	Japan International Cooperation Agency (JICA)	1	Ministry of Works and Transport	Sustainable Coastal Protection Measures at Island Countries Period: September 25th – October 19th, 2019
	<b>TOTAL</b>		<b>18</b>		



## 8.5 APPENDIX V – MDAs REPRESENTED ON THE GILAC SUB COMMITTEES



## 8.6 APPENDIX VI – ASSET MANAGEMENT ROLL OUT SCHEDULE UP TO FISCAL 2019

No.	MDAs	Demo	Initial State	Project Start	Testing Deployment	Production Deployment	Status	Key
1	Social Development and Family Services	August 23, 2019	SNIFE IT/IT assets	September 16, 2019	September 16, 2019		Installation of OpenMAINT, Data imported. Training of IT Staff	In Progress
2	Ministry of Trade and Industry	August 23, 2019	In-house Solution/ Fixed and IT assets				Request test install. MDA organising hardware	
3	DIQE Tobago House of Assembly	August 23, 2019	Excel/ Fixed and IT assets	August 9, 2019			Installation of OpenMAINT	
4	Personnel Department (CPO)	January 24, 2019	Excel/ IT assets	November 12, 2018	May 28, 2019		Test deployment complete/ Production deployment in Progress	
5	Ministry of Finance	August 23, 2019	OTRS/ IT assets				Interested to test solution/ Awaiting Feedback	Interested
6	Ministry of Planning and Development	August 23, 2019					Awaiting Feedback	
7	Ministry of Public Utilities	August 23, 2019	In-house Solution				Interested to test solution/ Awaiting Feedback	
8	IGOVTT	April 01, 2019	In search of Solution				Interested to test solution/ Awaiting Feedback	
9	Service Commissions Department	January 9, 2020					Interested	



No.	MDAs	Demo	Initial State	Project Start	Testing Deployment	Production Deployment	Status	Key
10	OPM	August 23, 2019	Web TMA				Have solution in place	No Progress
11	Ministry of Works and Transport	To be reschedule	-	-	-	-	-	
12	Ministry of Education	June 6, 2019	OpenMAINT/No Data	June 6, 2019	June 3, 2019		Database administrator would like to install OpenMAINT themselves	
13	Ministry of Health	May 13, 2019	Web TMA(RHAs) All assets SNIPE IT(Head office) IT assets				Have solution in place	
14	Government Printery	June 27, 2018	Excel/ Fixed and IT assets	June 27, 2018	May 31, 2019	September 9, 2019	Completed/Tagging Phase/ Phase 2 to be initiated	Completed
15	Ministry of Public Administration	July 4, 2018	Excel/ Fixed assets	June 25, 2018	June 16, 2018	November 13, 2018	Completed/Tagging Phase/ Continued training and Support	
16	National Archives	October 1, 2015	Excel/ All assets	August 24, 2015	May 2, 2016	July 8, 2016	Completed/Tagging Phase	









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