



Government of the Republic of Trinidad and Tobago

Ministry of Public Administration and Communications

ANNUAL REPORT 2017
FORWARD

RECONFIGURING FOR OPTIMUM IMPACT



ANNUAL REPORT 2017

PREFACE

This report presents an account of the undertakings of the Ministry of Public Administration and Communications (MPAC) over the fiscal period October 1, 2016 to September 30, 2017. It was compiled from performance data collected by the Ministry and published in March, 2023.

Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act legitimizes the production of this report and 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 and Communications, please contact:

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MINISTER'S FOREWORD



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

It is my honour to present the work of the Ministry for the fiscal year 2017 through this Annual Report. I commend the staff of the Ministry for their dedicated service. I extend thanks to all the Ministry's valued stakeholders for their collaborative efforts in improving public service delivery and National ICT for the advancement of Trinidad and Tobago.

ABBREVIATIONS

Ag	Acting	GoRTT	Government of the Republic of Trinidad and Tobago
AP	Associate Professional	GTC	Government Training Centre
BCM	Business Continuity Management	HRM	Human Resource Management
BIR	Board of Inland Revenue	IAP	Independent Advisory Panel
BPM	Business Process Management	ICT	Information and Communication Technology
CCD	Corporate Communications Division	IDB	Inter-American Development Bank
CLP	Caribbean Leadership Project	iGovTT	National Information and Communication Technology Company Limited
CMIS	Cadastral Management Information Systems	IhRIS	Integrated Human Resource Information System
CNMG	Caribbean New Media Group	IRD	Inland Revenue Division
CoP	Community of Practice	IT	Information Technology
CPO	Chief Personnel Officer	ITEC	Indian Technical and Economic Cooperation Programme
CSD	Corporate Services Division	LMS	Learning Management System
CSO	Central Statistical Office	LSD	Legal Services Division
DPS	Deputy Permanent Secretary	MDAs	Ministries, Divisions and Agencies
eGIS	Enterprise Geographic Information System	MFE	Ministry of Finance and the Economy
EGKBP	E-Government and Knowledge Brokering Programme	MHLMA	Ministry of Housing, Land and Marine Affairs
EWMSC	Eric Williams Medical Sciences Complex	MNS	Ministry of National Security
Exec Sec	Executive Secretariat	MoH	Ministry of Health
F & A	Finance and Accounts Division	MHUD	Ministry of Housing and Urban Development
FMS	Faculty of Medical Sciences	MLA	Ministry of Legal Affairs
FY	Fiscal Year	MPAC	Ministry of Public Administration and Communications
GHR	Government Human Resource Services Company Limited	MPSD	Ministry of Planning and Sustainable Development
GISL	Government Information Services Limited	NALIS	National Library and Information System Authority
		NAMDEVCO	National Agricultural Marketing Development Company
		NCRHA	North Central Regional Health Authority

ABBREVIATIONS *cont'd*

NIBTT	National Insurance Board of Trinidad and Tobago
NIHERST	National Institute of Higher Education, Research, Science and Technology
NSI	National Statistical Institute
NWRHA	North West Regional Health Authority
OGP	Open Government Partnership
OLP	Opinion Leaders Panel
OSH	Occupational Safety and Health
PD	Personnel Department
PDP	Professional Development Programme
PMCD	Public Management Consulting Division
PMD	Programme Management Division
PMU	Programme Management Unit
POSGH	Port of Spain General Hospital
PS	Permanent Secretary
PSA	Public Service Academy
PSRIP	Public Sector Reform Initiation Programme
PSTD	Public Service Transformation Division
RFP	Request for Proposal
RIM	Records Information Management
SATD	Scholarships and Advanced Training Division
SCD	Service Commissions Department
SFGH	San Fernando General Hospital
SHRM	Strategic Human Resource Management

SIDSTEC	Small Island Developing States Technical Cooperation Programme
SSITD	Strategic Services & Information Technology Division
SWRHA	South West Regional Health Authority
T&T	Trinidad and Tobago
TAC	Technical Advisory Committee
TCU	Technical Co-operation Unit
TEST	Tertiary Education and Skills Training
TTDS	Trinidad and Tobago Diamond Standard
TTPS	Trinidad and Tobago Public Service
UAV	Unmanned Area Vehicles
UWI	The University of the West Indies
WoG	Whole of Government

MPAC AT A GLANCE

MANDATE, VISION, MISSION

MANDATE

By Gazette Notice. No. 35 dated March 17, 2016, the Minister of Public Administration and Communications (MPAC) was assigned responsibility for:

- Public Service Administration and Management – specifically programmes centred on modernisation and renewal initiatives that improve the capacity and capability of the Public Service to better deliver government services;
- National ICT policy, strategy and management, including oversight of Telecommunications and Broadcasting; and
- Government Communications: informing and engaging citizens on government policy and programmes.

MPAC VISION

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

MPAC 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 and communications solutions.

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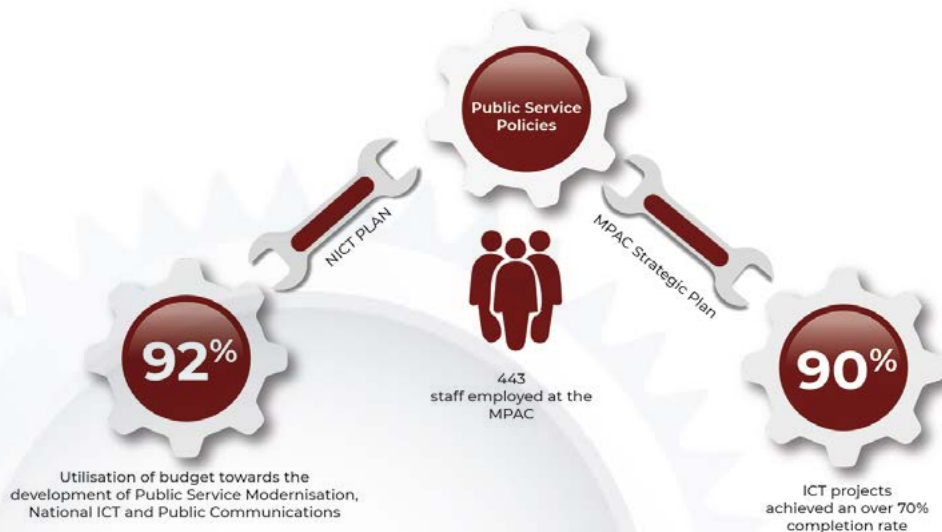
EXECUTIVE SUMMARY

The theme for this annual report is: *“FORWARD...Reconfiguring for Optimum Impact.”* This theme represents the direction MPAC continued in (forward) and how the MPAC planned to get there (reconfiguration) through development of its Strategic Plan and finalisation of the NICT Plan. The theme also represents the MPAC achievements (optimum impact).

A range of services was delivered to help Ministries, Departments and Agencies (MDAs) of Government improve their performance, increase productivity, enhance innovativeness and creativity, develop their human resources and provide excellence in service delivery to their clients, and citizens as a whole. The work of the MPAC was critical to improving the nations' global competitiveness and ease of doing business.

The following infographic presents the key performance highlights for Fiscal 2017.

MOVING THE MPAC FORWARD



ACHIEVING OPTIMUM IMPACT



MOVING THE MPAC FORWARD

1946 Organizational Redesign



positions reviewed across 23 MDAs to ensure adequate and relevant structures owing to PMCD initiatives

222 E-Based Competency Development



Public Officers successfully trained under the first e-based programme developed by the MSID

1640 Human Resource Development



Public Officers trained by the PSA in ninety-six (96) local programmes in alignment with the mandates of MDAs

838 Public Service Architecture



Public Officers accommodated and functioned better due to newly outfitted office space completed by the PRESD

ABOUT THE MPAC

HISTORY

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

In March 2016, the Ministry of Public Administration became the Ministry of Public Administration and Communications. The Ministry's current portfolio is reflective of the previously titled Ministry of Public Administration and Information from 2003 to 2011.

PORTFOLIO

According to Gazette Notice No. 35 dated March 17, 2016, the mandate of the Minister, Public Administration and Communications is based on three (3) inter-related portfolio components as shown in Table 1.

Portfolio Component	Public Service Modernisation	National ICT	Communications
Description	Facilitates and leads the Public Service Reform agenda which includes: <ul style="list-style-type: none"> • Public Service policy and legislation • HRM modernisation policy and strategy coordination • Institutional Strengthening services such as: <ul style="list-style-type: none"> – Organisational Structure Redesigning – Competency Development Training and Development – Business Process Reengineering – Service Improvement – e-Government Services – Property and facilities management 	Builds the National ICT sector by developing and coordinating National ICT policy and strategy including legislation. This includes: <ul style="list-style-type: none"> • Oversight of ICT-related agencies • ICT stakeholders' relations 	Creates a more open government, through the development and coordination of public information policy and strategy including legislation such as: <ul style="list-style-type: none"> • Data Protection • Freedom of Information • Cinematograph legislation Public information services provided via the: <ul style="list-style-type: none"> – Printery – National Archives – National Library – Information Division – Government Communications
Impact	Improved public service delivery and ease of doing business in Trinidad and Tobago	Developed ICT Sector which contributes to economic diversification	Improved public trust and confidence

Table 1 - MPAC Portfolio

ORGANISATIONAL STRUCTURE as at September 30, 2017

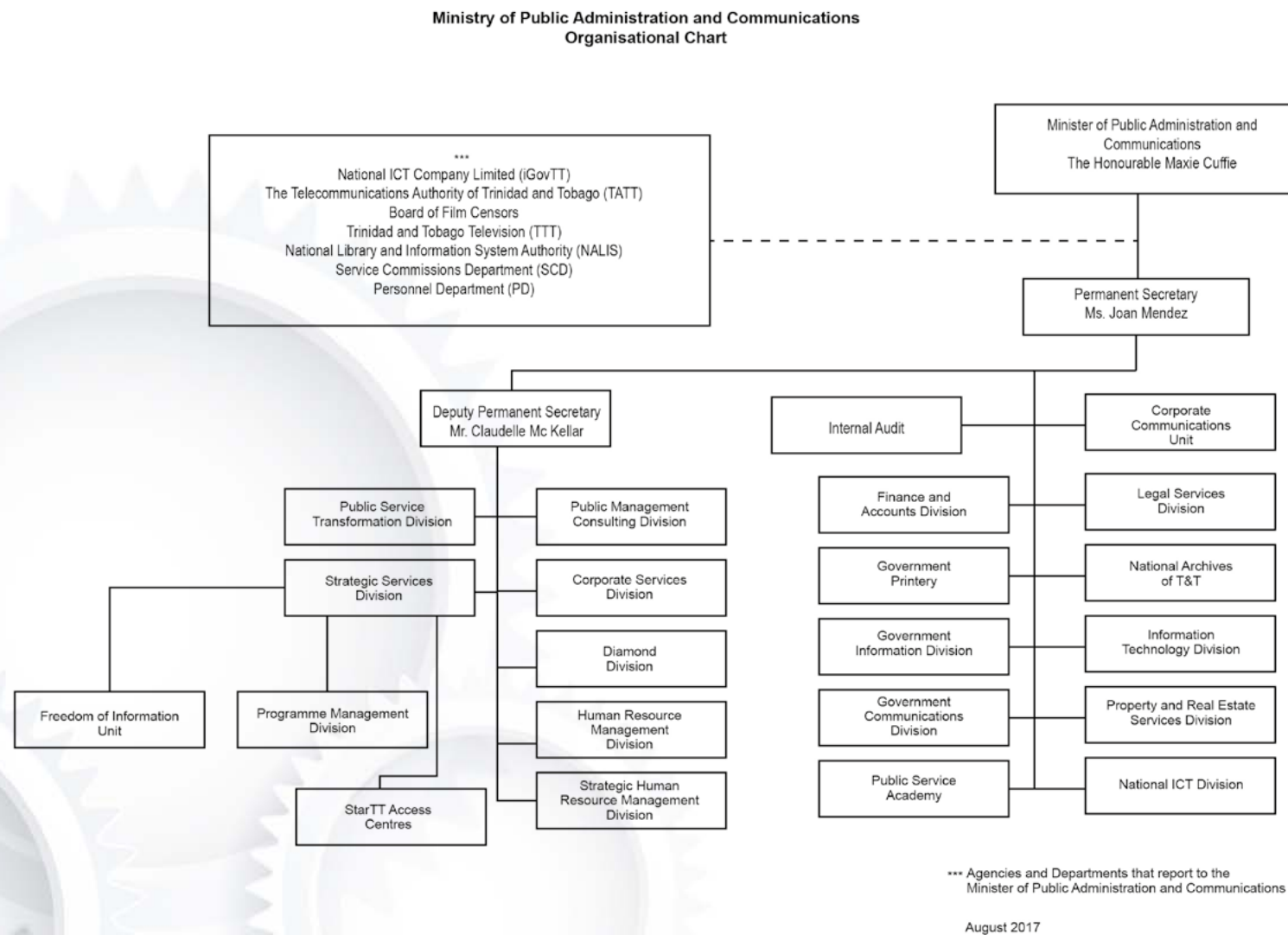


Figure 1 - MPAC Organisational Chart 2016 - 2017

The Ministry's Core and Support divisions are as follows:

CORE DIVISIONS

PUBLIC SERVICE MODERNISATION	SERVICE OVERVIEW
Public Management Consulting Division (PMCD)	<p>Provides management consulting services to the Cabinet, Government Ministries and Departments and Agencies. Its core business is to act as an internal consulting agency with the responsibility of providing the following services:</p> <ul style="list-style-type: none"> • The delivery of Executive Advisory Services to Cabinet and Government Ministries and Departments through the preparation of comments and reports for Cabinet's consideration • The management of job positions across the Public Service, including improving the reliability of the Public Service's broad database of positions in iHRIS (The Public Service Human Resource Information System) • The review of structures, staffing and systems of Government Ministries & Departments • The provision of advice on the reengineering of operational processes • Working with agencies where there is need to design new organisational units • Conducting diagnostic assessments, strategic reviews and management audits • Advising on records management • Conducting organisational development interventions • Conducting training interventions when necessary • Assisting Ministries and Departments in the development of their Terms of Reference and Requests for Proposals whenever there are major consultancy projects
Public Service Transformation Division (PSTD)	<p>Facilitates the transformation agenda for the Public Service of Trinidad and Tobago. PSTD engages in policy, strategy and monitoring and evaluation activities that guide and support the development and implementation of innovative solutions for improved public service governance and for the delivery of consistently high-quality public goods and services. These include management of a Service Delivery Improvement Programme and a Human Resource Management Modernisation Programme which involves partnering with relevant central and line ministries.</p>
Strategic Human Resource Management (SHRM)	<p>Coordinates a programme for the enhancement of the public service Human Resource Management (HRM) function. The Division's work is done through collaboration with the other central HRM agencies and the line HRM Divisions in the Public Service. The Division's mandate is the renewal and modernisation of the HRM Architecture (policies, regulations, structures, systems, processes and people) in the Public Service.</p>
Diamond Division	<p>Implements, manages and champions the Trinidad and Tobago Diamond Standard (TTDS), a public service certification programme. This programme has provided national certification to services within Government Ministries, Departments and Agencies within the Trinidad and Tobago Public Service, that exemplify excellence in delivering public services to citizens and other client groups. The Diamond Division guides Government Ministries, Departments and Agencies to become Diamond Standard certified by providing technical advice and assistance for service delivery enhancement. The Division is also responsible for engaging and training Assessors who conduct assessments on agencies that have registered to be Diamond Standard certified.</p>

The Ministry's Core and Support divisions (Cont'd)

PUBLIC SERVICE MODERNISATION	SERVICE OVERVIEW
Public Service Academy (PSA)	Responsible for training and development within the public service, with the aim of maximising human potential for 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. The Division also administers offers of Technical Cooperation training from foreign governments and international agencies.
Property and Real Estate Services Division (PRESD)	Provides office and, to a lesser extent, residential accommodation in accordance with statutory, policy and user requirements for Government Ministries and Agencies. PRESD manages the portfolio of state-owned properties ensuring that they are developed, utilized and maintained to achieve maximum socio-economic returns from assets. The Division also has an advisory role to the State on property matters.
NATIONAL ICT	SERVICE OVERVIEW
National Information and Communication Technology Division (NICT)	Supports the implementation, monitoring and evaluation of the National ICT Plan. The Division's three functional areas are ICT Governance, Policy and Strategy, Public Sector ICT, and ICT Regulatory Compliance and Standards. ICT Governance, Policy and Strategy 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 standardization of e-services across the Trinidad and Tobago Public Service (TTPS). 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.
ICT Access Centres	Community-based ICT-enabled Access Centres allow citizens quick access to information, training and e-Government services in the rural and less-developed areas of Trinidad and Tobago. These underserved locations traditionally lack basic ICT infrastructure, social services and online connectivity to GoRTT services.
PUBLIC INFORMATION/ COMMUNICATIONS	SERVICE OVERVIEW
Government Information Division (GID) formerly Government Information Services Division	Provides radio, television, newspaper and social media communications services to Government Ministries and Departments. Government Ministries and Departments use the communications created by the Information Division to provide the public timely information on government services, accomplishments, and initiatives. The Information Division also provides past published information/communications to the public or media houses based on requests.

PUBLIC SERVICE MODERNISATION	SERVICE OVERVIEW
Government Printery	Established to provide reliable printing, binding and related services for the government and the public. The Printery currently prints and sells official Government Publications that are required by law to the Public, including the Trinidad and Tobago Gazette, Acts of Parliament, Bills, Legal Notices and official Government Forms. Its services also include: printing and/or binding books, forms and other documents to be used by Government Ministries and Departments as well as Ballot Papers.
Government Communications Division (GCD)	Develops, designs and implements the Government Communications Policy/Strategy. The Division also provides expert advice to Government Ministries and Departments on Communications policies, systems, procedures, rules and regulations as well as coordinates a <i>“whole of Government approach”</i> to inform citizens.
The National Archives of Trinidad and Tobago (NATT)	<p>Acquires, preserves and makes accessible thousands of records in various formats, to the public. These include government records, immigration records, photographs, books and maps to name a few. Many of these records reveal our heritage and enable us as a nation to have a better understanding of Trinidad and Tobago and our ancestors.</p> <p>NATT influences all areas of archival processing throughout the Public Service and also provides services, such as records management and archival training, across the country but primarily to government agencies. NATT’s overall objectives are; to provide the public with the means to access public records, to secure information for judicial and administrative purposes, and to provide documentation for purposes of research.</p>
The Freedom of Information Unit (FOIU)	Established in 2001 to administer the Freedom of Information Act, Chapter 22:02 (“FOIA”). The FOIU educates, trains, monitors and evaluates public authorities and advises members of the public as it relates to their rights and / or statutory obligations under the Freedom of Information Act. Additionally, the FOIU also engages in work related to the Data Protection Act.

Table 2 - MPAC Core Divisions

SUPPORT SERVICES

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

Corporate Communications Division develops and guides the Ministry's corporate communications strategy. Its activities include internal communications, public relations, media relations, events management, branding, crisis and issues management. Its primary purpose is to enhance the image and reputation of the Ministry through beneficial dialogue and understanding between the Ministry and its main stakeholders both internally and externally.

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

External Relations Unit supports the NICT Unit with the 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.

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 aims to enhance the Ministry's effectiveness and capability to provide excellent client services by building the human resource skills/knowledge/behaviour base which can deliver on the Ministry's mandate. The Division has as its core responsibility staff issues such as hiring for contract positions, performance management, organizational development, training and development and employee relations of the Ministry's employees.

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.

Information Technology Division coordinates and provides strategic and operational support for internal Information and Communications Technology projects and systems.

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

Strategic Services Division coordinates the Ministry's strategic plan, developing and reviewing policies, coordinating the Ministry's PSIP projects and monitoring and evaluation of the Ministry's work programme. SSD collaborates with the other Divisions and supports the Permanent Secretary in the administrative oversight of the agencies under the purview of the Ministry.

Programme Management Division manages the Ministry's PSIP and other projects to ensure proper design, implementation and monitoring and evaluation mechanisms are in place. In addition, the Division is responsible for the management of four (4) ICT Access Centres. The PMD was the executing agency and focal point for the e-Government and Knowledge Brokering Programme (eGKBP) - an Inter- American Development Bank (IDB) Loan Programme and provided project management support for projects under the IDB loan.

LEADERSHIP TEAM

Table 3 highlights the MPAC leadership team for the period October 1, 2016 to September 30, 2017:

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Permanent Secretary	Ms. Joan Mendez	October 10, 2016 – September 30, 2017
		Mr. Kurt Meyer (Ag.)	October 5, 2016 – October 9, 2016
		Ms. Lydia Jacobs (Ag.)	April 14, 2016 – October 5, 2016
	Deputy Permanent Secretary	Mr. Claudelle McKellar (Ag.)	August 2, 2017 – September 30, 2017
		Mr. Kurt Meyer (Ag.)	July 2, 2016 – October 8, 2017
Corporate Communications Division	Manager	Ms. Nalini Parasram-Rajballie	October 3, 2016 – September 30, 2017
		VACANT	October 1, 2016 – October 2, 2016
	Senior Corporate Communications Officer	Ms. Sharon Farrell	October 1, 2016 – September 30, 2017
Corporate Services Division	Director	VACANT	October 1, 2016 – September 30, 2017
	Administrative Officer IV	Ms. Marlene Inniss-Joseph	February 17, 2016 – September 30, 2017
Diamond Division	Programme Director	Ms. Colleen Gallazzi	October 1, 2016 – September 30, 2017
Finance and Accounts Division	Director (Ag.)	Ms. Bhagwati Manick	October 1, 2016 – September 30, 2017
Freedom of Information	Executive Director FOI	VACANT	October 1, 2016 – September 30, 2017
	FOI Officer (Research)	Mr. Chadwick Noel	August 30, 2016 – September 30, 2017
Government Communications	Director Government Communications	Ms. Marsha Caballero	October 1, 2016 – September 30, 2017
Government Printery	Government Printer	Mr. Rolly Parahoo	October 1, 2016 – September 30, 2017
Human Resource Management Division	Director	Mrs. Laura Daniel	October 1, 2016 – September 30, 2017
Information Division	Director of Information	Mr. Michael Granderson	October 1, 2016 – September 30, 2017
Information Technology Division	ICT Director	Mr. Gary Turpin	October 1, 2016 – September 30, 2017
Internal Audit	Auditor II	Mrs. Indira Frank	October 1, 2016 – September 30, 2017

MPAC leadership team for the period October 1, 2016 to September 30, 2017: (Cont'd)

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Legal Services Division	Head	VACANT	October 1, 2016 – September 30, 2017
	Senior Legal Officer	Ms. Annalisa Sankar	October 1, 2016 – September 30, 2017
National Archives	Government Archivist	Ms. Avril Belfon	October 1, 2016 – September 30, 2017
National ICT	Manager, External Relations Unit	Ms. Shelley-Ann Clarke-Hinds	October 1, 2016 – September 30, 2017
	Manager, Telecommunications Strategy and Services	Ms. Michelle Baptiste-Williams	October 1, 2016 – September 30, 2017
Programme Management Division	Programme Manager	VACANT	October 1, 2016 – September 30, 2017
	Senior e-Government Advisor	Mr. Pernel Roberts	October 1, 2016 – March 17, 2017
	Project Implementation Officer	Mrs. Sharon King	March 17, 2017 – September 30, 2017
Property and Real Estate Services Division	Coordinator	Ms. Shelley Sultanti-Maharaj	October 1, 2016 – September 30, 2017
Public Management Consulting Division	Director (Ag.)	Mrs. Savitri Balkaran	October 1, 2016 – September 30, 2017
Public Service Academy	Director (Ag.)	Ms. Denise Phillip	October 1, 2016 – September 30, 2017
Public Service Transformation Division	Director	VACANT	October 1, 2016 – September 30, 2017
	Research and Development Coordinator	Mrs. Denise Mohammed-Coker	October 1, 2016 – September 30, 2017
Strategic Human Resource Management Division	Director	VACANT	October 1, 2016 – September 30, 2017
	Senior Project Management Coordinator	Ms. Carol Mapp	October 1, 2016 – September 30, 2017
Strategic Services Division	Director (Ag.)	Mrs. Angela Lum-Joseph	October 1, 2016 – September 30, 2017

Table 3 - MPAC Leadership Team



PART
ONE

PART ONE

PUBLIC SERVICE MODERNISATION

This section highlights the work of the PMCD, PSA, PRES, PSTD, Diamond Division and SHRM which relates to the improvement of public service delivery during fiscal 2016-2017. The Ministry focused its modernisation efforts on their people, processes and systems.

ORGANISATIONAL STRUCTURE REDESIGN

The PMCD redesigned several organisational structures within the Public Service to ensure that Government Ministries, Departments and Agencies (MDAs) were adequately and relevantly structured, to execute their respective mandates. This process involved the creation, abolishment, suppression, reassignment, extension, approval and renewal of permanent, temporary and contract positions

within the public sector. Additionally, PMCD collaborated with twenty-three (23) 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, one thousand, nine hundred and forty-six (1,946) positions were affected. Appendix II, provides a detailed list of the projects/proposals executed by the PMCD based on the respective Ministry/Department.

Table 4 provides a summary of the work undertaken by PMCD.

Established Positions				Temporary Positions		Contract Positions				
Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal	Rescission	Covering Approval	Redesignated
144	75	2	0	283	87	569	621	108	33	22

Table 4 - PMCD Organisational Redesign

HUMAN RESOURCE DEVELOPMENT

Highlights of the initiatives to further develop the human resources of the public service through the Public Service Academy and the E-based Competency Programme, are presented in this section.

PUBLIC SERVICE ACADEMY

Table 5 below identifies the levels of employees and related MDAs engaged in a training needs assessment, via quantitative and qualitative data collection methods (questionnaires and focus groups) developed by the PSA during the 2016/2017 fiscal.

Low Level Staff (Clerical and Manipulative)	Middle Management	Senior Management	Training Officers from the various Ministries/ Department/ Agencies	Directors, Human Resources Leaders' Network Forum (HRLNF)
<ul style="list-style-type: none"> • Integrity Commission • Ministry of Health • Ministry of Rural Development and Local Government • Ministry of Finance (Treasury) • Ministry of Tourism • Personnel Department • NALIS • Ministry of Works and Transport 	<ul style="list-style-type: none"> • Ministry of Health • Ministry of Energy and Energy Industries • Ministry of Finance (Treasury) • Ministry of Tourism • Personnel Department • NALIS • Ministry of Works and Transport 	<ul style="list-style-type: none"> • Integrity Commission • Ministry of Health • Ministry of Energy and Energy Industries • Ministry of Finance (Treasury) • Personnel Department • NALIS • Ministry of Works and Transport 	<ul style="list-style-type: none"> • Ministry of Health • Ministry of Finance (Treasury and Board of Inland Revenue) • Ministry of Tourism • Ministry of Works and Transport • Auditor General Department • Ministry of Energy and Energy Industries • Personnel Department • NALIS • Integrity Commission 	<ul style="list-style-type: none"> • Ministry of Health • NALIS • San Fernando City Corporation • Ministry of Tourism • Ministry of Rural Development and Local Government • Ministry of Agriculture, Land and Fisheries • Ministry of Attorney General and Legal Affairs • Ministry of Education • Ministry of Energy and Energy Industries • Ministry of Finance • Ministry of Health • Ministry of Labour and Small Enterprise Development • Office of the Parliament • Personnel Department • Ministry of Public Administration and Communications • Ministry of Rural Development and Local Government • Ministry of Social Development and Family Services • Ministry of Sport and Youth Affairs • Ministry of Tourism

Table 5 - PSA Training Needs Assessment

Subsequently, the PSA determined that there were nine (9) courses required which spread across the three (3) tiers of staffing. Figure 2 provides a breakdown of the training needs within their respective staffing levels.

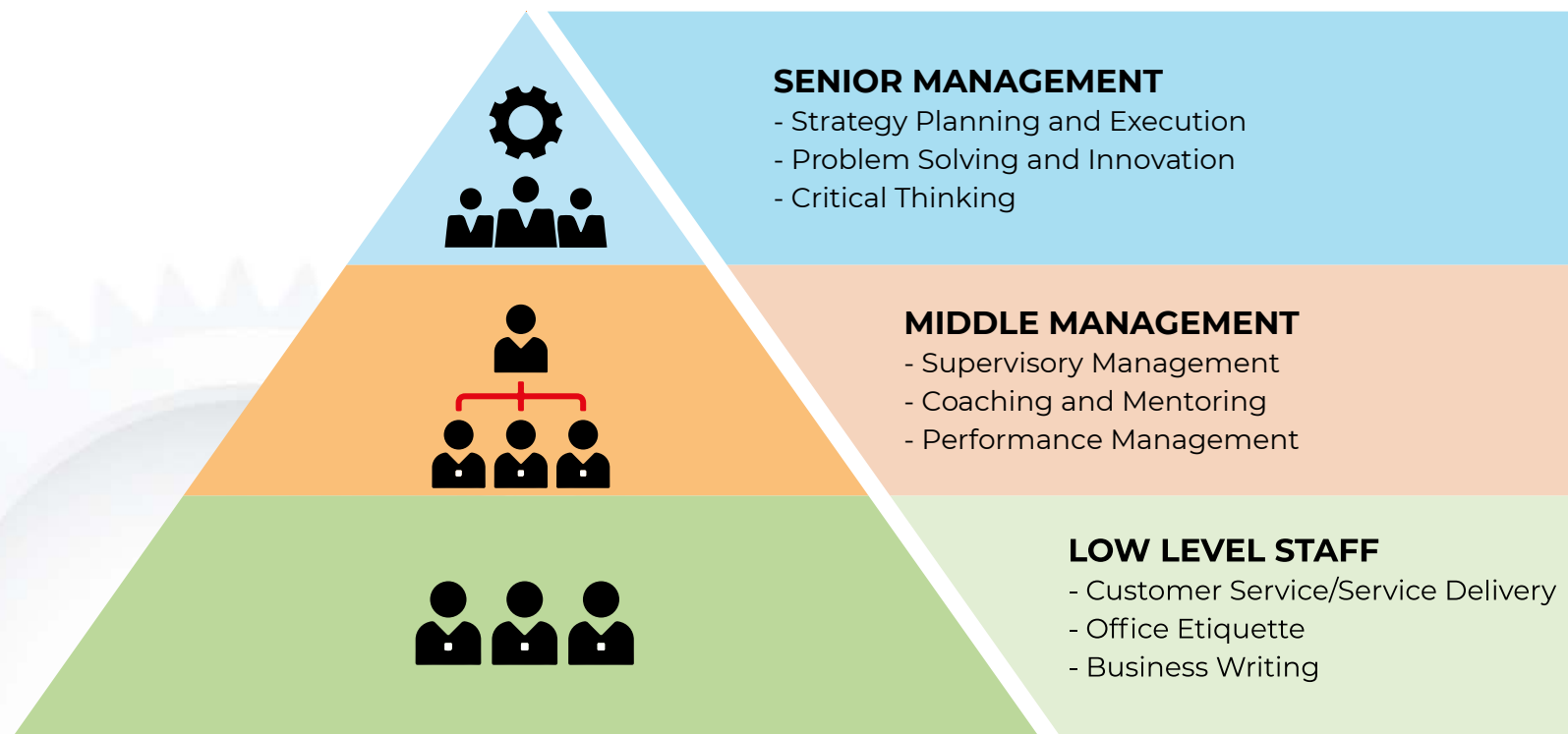


Figure 2 - PSA Training Needs Breakdown

Deliverables

During fiscal 2016 - 2017, the division offered three (3) categories of training programmes:

- a) Recurrent and Leadership Training
- b) Leadership Development Programme
- c) Technical Cooperation Awards

A lack of training centres has made training and development inaccessible to public officers across Trinidad and Tobago in the past. In fiscal 2016 - 2017, PSA outsourced additional training venues, highlighted in the tables below, to conduct workshops across Trinidad and Tobago. This has allowed learning and development interventions to be accessible to a wider cross section of the Public Service.

a) Recurrent and Leadership Training

A total of One Thousand, Six Hundred and Forty (1,640) officers were trained in Ninety-Six (96) various local programmes, in alignment with the mandates of MDAs and Public Service needs. Details of the training executed are outlined below in Table 6.

COURSE	DATE	NUMBER OF OFFICERS ATTENDED/ TRAINED	ALTERNATIVE VENUES TO THE GTC
Accounting Procedures in Government	Nov 1 - 4, 2016 May 22 - 25, 2017	36	Abercromby Street Room, Old Fire Station
Administration of Government Contracts	Dec 5, 6 & 8, 2016 Mar 27 - 29, 2017	38	
Delivering Citizen Centred Service	Jan 9 - 11, 2017 Mar 7 - 9, 2017 Jun 5 - 7, 2017 (Tobago)	46 (Tobago) 21	
Salary Administration in the Public Service	Mar 27 - 29, 2017 Jun 5 - 7, 2017 (Tobago)	19 (Tobago) 21	
Building Emotionally Intelligent Leaders	Apr 25 - 26, 2017 Sep 2017	28	
Cabinet Note Writing	Jun 12 - 14, 20, 21, 2017 Nov 21 - 23, 25 & 29, 2016 Sep 19 - 21, 2017	18 37	
Cabinet Note Writing for Senior Officers	Feb 20 - 22, 2017	20	
Coaching and Mentoring	Sep 5 - 7, 2017	24	
Conducting Competency-Based Interviews	Feb 6 - 8, 2017	16	
Conducting Effective Performance Appraisal	Dec 8, 12 & 13, 2016	15	
Corporate Image and Protocol	Dec 6 - 7, 2016 Mar 21 - 22, 2017	15 11	
Critical Thinking	Mar 7 - 9, 2017	22	
Customer Services Training of Trainers	Sep 20 - 22, 2017 Sep 27 - 29, 2017	45	Conference Room 510, Level 5 National Library Building
Designing Orientation Programmes	May 16 - 18, 2017 Nov 2 - 4, 2016	32	
Developing Leadership Skills for Middle Level Officers (Group 1 and 2)	Nov 23, 25, 30, 2016 Dec 1, 2016 Jan 5, 9, 13 & 19, 2017	30	
Developing Leadership Skills GP 1 and 2	July 17, 19, 24 & 26, 2017 Jul 18, 20, 25, & 27, 2017	26	

Recurrent and Leadership Training (Cont'd)

COURSE	DATE	NO. OF OFFICERS ATTENDED/ TRAINED	ALTERNATIVE VENUES TO THE GTC
Disciplinary Procedures in the Public Service	Feb 1 - 3, 2017 Apr 10 - 12, 2017 Sep 2017	17	
Emotional Intelligence	Oct 31, 2016 Nov 1, 4, 2016 Mar 7 - 9, 2017	42	
Ethical Issues in the Public Service	Jan 10 - 11, 2017	20	
Financial Management for Non-Accounting Officers	Mar 21 - 23, 2017	13	
Freedom of Information	Oct 20, 2016, Jan 31, 2017 Jun 29, 2017	58	Abercromby Street Room, Old Fire Station
Fundamentals of the Internal Audit Function	Apr 4 - 7, 2017	24	Abercromby Street Room, Old Fire Station
HR for Non-HR Officers	May 16 - 18, 2017	14	
Improving Workplace Productivity	Jun 5 - 7, 2017	14	
Introduction to Ethics and Values	May 23 - 24, 2017	22	Abercromby Street Room, Old Fire Station
Inventory Management	Nov 7 - 9, 2016	18	
Leading the HR Function	Nov 10, 11, 14 & 15, 2016	14	
Managing Work Life Balance	Feb 2 - 3, 2017 Jul 2017	33	
Mediation Skills	Feb 20 - 22, 2017	18	
Monitoring and Evaluation	Oct 14, 2016 Jul 2017	37	
Negotiation Skills	Dec 6 - 7, 2016	16	
Office Etiquette for Administrative Support	Apr 10 - 12, 2017	23	
PMTS - Stakeholder Analysis	May 23 - 25, 2017	13	
Policy Implementation and Evaluation	Sep 12 - 15, 2017	17	
Policy Planning and Development	Mar 27 - 29, 2017	20	
Preparation of Pension & Leave Records	Apr 18 - 20, 2017 Dec 8, 12 & 13, 2016	19 19	
Preparation of TORs and RFPs	Feb 7 - 9, 2017	20	

COURSE	DATE	NO. OF OFFICERS ATTENDED/ TRAINED	ALTERNATIVE VENUES TO THE GTC
Presentation Skills for Senior Managers	Jun 21 - 22, 2017 Jun 28 - 29, 2017	21	
Project Management Overview	Nov 7 - 9, 2016	13	
Project Management Toolkit Series: Preparation of Logical Frameworks	Jan 17 - 18, 2017	16	
Proposal Writing	Jan 25 - 27, 2017 Mar 13 - 15, 2017	37	
Protocol for Public Officers	Feb 8 - 10, 2017 Jun 28 - 30, 2017	41	
Public Procurement	Sep 11 - 14, 2016 Feb 13 - 16, 2017 Apr 18 - 21, 2017 May 15 - 18, 2017 Jun 12, 13, 14, 16, 2017 Aug 7 - 10, 2017	129	San Fernando City Corporation City Hall
Registry Procedures	Nov 15 - 17, 2016	20	
Responding to Parliamentary Questions	Aug 2, 2017 Aug 3, 2017	47	
Service Improvement	Oct 4 - 6, 2016	13	
Strategic Communication Post-Workshop	Nov 3, 2016	20	Hart Street Room, Old Fire Station
Succession Planning in the Public Service	Jul 2017	14	
Supervisory Management	Oct 24 - 27, 2016 Mar 20 - 23, 2017 Jun 20 - 23, 2017	62	
Training of Trainers	Nov 14 - 18, 2016 Jul 10 - 14, 2017	31	
UNDP: Procurement Certification Training Certification Procurement Level 2 Group 2	Jan 24 - 27, 2017 Jun 6 - 9, 2017 Jun 27 - 30, 2017	23 43	University of Trinidad and Tobago, Chaguanas Campus
Procurement Certification Training Level II THA	Mar 21 - 24, 2017	25	
Working Paper Analysis	Apr 24 - 26, 2017	20	
Total		1640	

Table 6 - PSA Recurrent & Leadership Training for fiscal period

b) Leadership Development Programme

Table 7 provides a schedule and the number of participants trained under the Leadership Development Programme.

NAME OF PROGRAMME	DATE	NO. OF PARTICIPANTS TRAINED	ALTERNATIVE VENUES TO THE GTC
Leading Change and Transition	Feb 13 - 17, 2017	21	
Executive Leadership Programme for Senior Officers Module 1: Human Interaction	Mar 14 - 17, 2017	17	Cara Suites Hotel, Claxton Bay
Executive Leadership Programme for Senior Officers Module 2: Strategic Management – Group 1	May 1 - 5, 2017	18	Hilton Trinidad & Conference Centre
Executive Leadership Programme for Senior Officers Module 2: Strategic Management – Group 2	May 15 - 19, 2017	17	Cara Suites Hotel, Claxton Bay
Executive Leadership Programme for Senior Officers Module 3: Leadership for Results – Group 1	Jul 11 - 14, 2017	14	University of Trinidad and Tobago, Chaguanas Campus
Executive Leadership Programme for Senior Officers Module 3: Leadership for Results – Group 2	Jul 25 - 28, 2017	36	
DPS Orientation Module 1 – Leadership and Protocol	Aug 9 - 11, 2017	11	Courtyard by Marriott, Port of Spain
DPS Orientation Module 2 – Financial Management	Aug 24 - 25, 2017	11	Courtyard by Marriott, Port of Spain
DPS Orientation Module 3 – Human Resource Management and Industrial Relations	Sep 11 - 13, 2017	13	Courtyard by Marriott, Port of Spain
Responding to Parliamentary Questions	Aug 2 - 3, 2018	47	
Total		205	

Table 7 - PSA Leadership Development Training for fiscal period

c) Technical Cooperation Awards

Table 8 provides details of the TCAs offered for fiscal 2016 - 2017 which provided international training opportunities to the Public Service.

TRAINING COURSE	COUNTRY	TYPE	DATES	PERSONS TRAINED	MDA TRAINED	COST TO GoRTT TTD
Standardisation and Quality Assurance for Developing Countries	India	The Indian Technical and Economic Cooperation (ITEC)	Oct 17 - Dec 9, 2016	1	Trinidad and Tobago Bureau of Standards	19,700.00
Strategic Foresight and Leadership	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Nov 28 - Dec 2, 2016	1	Ministry of Planning and Development	21,371.00
Strategic Foresight and Leadership	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Dec 12 - Dec 16, 2016	1	PLIPDECO	30,711.00
Tourism Management and Destination Marketing	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Apr 24 - 28, 2017	1	Ministry of Tourism	37,223.00
Economic Development Strategies: Workplace for the Future Economy	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Apr 24 - 28, 2017	1	Ministry of Planning and Development	31,147.00
Singapore's Anti-Corruption Strategies	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	May 29 - Jun 2, 2017	1	Integrity Commission	35,220.00
Management of Sustainable Recycling Business in Island Areas	Japan	Japan- JICA	May 10 - Jun 10, 2017	1	SWMCOL	6,344.00
China's Development Experience & Cases	China	China	Jun 7 - 27, 2017	1	Ministry of Social Development and Family Services	13,398.00
Electronic Navigated Chart Programme	Singapore	Singapore Cooperation Programme Training Awards (SCPTA) / Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Nov 27 - Dec 1, 2017	1	Ministry of Energy and Energy Industries	31,334.00
Sustainable Solid Waste Management of CARICOM Member States	Japan	JICA -Japan	Aug 2 - Sep 16, 2017	1	Ministry of Public Utilities	8,270.00
Disruptive Technologies	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Sep 25 - Sep 29, 2017	1	Ministry of Health	31,355.80
Biodiversity Conservation Wetlands Management	Singapore	Small Island Developing States Technical Cooperation Programme (SIDSTEC)	Sep 25 - Sep 29, 2017	1	Min of Agriculture, Land and Fisheries	26,654.00
TOTAL				12		292,727.80

Table 8 - PSA Technical Cooperation Awards for fiscal period

HUMAN RESOURCE LEADERS FORUM

During Fiscal 2016 - 2017, the PSA successfully conducted monthly meetings with the HR Directors from all Ministries/ Departments in the Public Service. The objectives of these meetings were to standardize human resource practices across the Public Service and to create a platform for knowledge transfer. HR Leaders also assisted the PSA through this forum. They presented at the HRM Modernisation Workshop and provided advice on HR Policies emanating from the central agencies. With such an excellent source of knowledge, the MPAC is now better positioned to improve human resources practices across the Public Service.

Table 9 below outlines the number of participants at each meeting held for fiscal 2016-2017.

DATE OF MEETING	NUMBER OF PARTICIPANTS
October 20, 2016	12
November 18, 2016	16
January 20, 2017	16
February 17, 2017	32
March 17, 2017	27
April 21, 2017	20
May 19, 2017	19
June 23, 2017	21
July 21, 2017	25
August 2017	19

Table 9 - PSA HR Forum Participation

E-BASED COMPETENCY DEVELOPMENT PROGRAMME



CUSTOMER SERVICE

Aimed at developing a more citizen-centric Public Servant, this module was designed to directly impact service delivery. This module covers the fundamentals of customer service, managing customer relationships, implementing and monitoring service standards & developing customer service strategies.

The first online training programme developed and tailored to the unique needs of the Public Service in partnership with the University of Trinidad and Tobago. Four-course modules were geared towards enhancing the skills of employees in the clerical and secretarial class in the following competencies.



COMPUTER SKILLS

This module exposes participants to the fundamentals of Microsoft Office 2010 (Word, Excel, PowerPoint & Outlook).



BUSINESS WRITING

Several aspects of written communication are explored in this module. Participants are exposed to the writing and formatting of letters, memos, emails, reports and even a brief introduction to Cabinet Note writing.

Phase 1 roll-out June 2017 included:

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



SUPERVISORY SKILLS

This module is aimed at developing better leaders in the Public Service. It covers relevant topics in leading today's workforce such as change management, mediation techniques, project management and conflict management.

Figure 3 - E-Based Competency Development Programme features

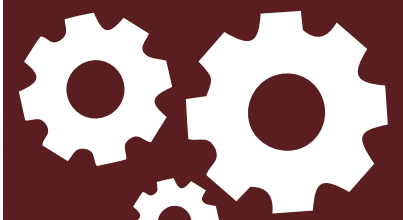
Programme Highlights

A cross functional team including PSA, PMD, IT and SHRM was established to oversee the transition of the project (September 2016). Ministries were selected to participate based on their level of IT readiness assessment. The following were programme highlights:

- The programme was accessed from any internet ready location
- The course ran for six weeks
- Face to Face sessions were held at the mid-way point
- Participants were able to apply their knowledge gained in practical exercises eg. Games and role play
- Pre and Post course Competency Assessment forms were developed and distributed to participants in order to assess their growth

To date, the programme has seen marked successes with approximately One Hundred and Three (103) and One Hundred and Nineteen (119) graduates for the Business Writing and Computer Skills courses respectively. It is envisioned that Customer Service and Supervisory Skills modules will be rolled out early in 2018.

IMPROVING SERVICE ARCHITECTURE



The safe, healthy and quality provision of work spaces/accommodation is a key factor in supporting public service delivery and administration. As rented premises are a significant recurrent annual financial commitment to the GoRTT, there is a need to find the optimum balance between rented and owned buildings. This section highlights the work undertaken primarily by the PRESD in fiscal 2016-2017 as it relates to the following:

1. Management of Office Space in State-Owned Buildings
2. Lease/Rental Negotiations
3. Government Facilities Policy Development
4. Properties Vacated
5. Property Management Information System Implementation
6. Achievements

Management of Office Space in State-Owned Buildings

The PRESD completed space audits on Tower C and Tower D of the International Waterfront Complex and Customs House Government Plaza. The division will commence and complete space audits on the following State-owned Buildings within the upcoming fiscal:

- BIR Building
- Ministry of Legal Affairs Towers
- Immigration Tower
- Ministry of Education Towers

Table 10 presents the handing over of completely outfitted buildings to relevant MDAs for occupation.

NO.	RECIPIENT MINISTRY	NO. OF PERSONS EXPECTED TO BE ACCOMMODATED	HANDOVER DATE
1	MTEST Building, Narsaloo Ramaya Road, Chaguanas was handed over to the Ministry of Agriculture, Land and Fisheries	268	July, 2017
2	Board of Inland Revenue Building - Government Campus Plaza, Richmond Street, Port of Spain was handed over to the Ministry of Finance	570	May, 2017

Table 10 - Buildings handed over for occupation for fiscal period

Properties Vacated

The PRESD received 16 requests for Notices to Quit which were all issued and delivered. Moreover, there were sixteen (16) properties vacated during the period as shown in Table 11 below.

No.	Ministry/ Department	Property Address
1	Ministry of Planning and Development	76 Henry Street, Port of Spain
2	Ministry of Housing and Urban Development – Sugar Industry Labour and Welfare Committee (SILWC)	86 Independence Avenue, San Fernando
3	Ministry of Energy and Energy Industries	MASKA Building, MASKA Compound, South Trunk Road, Gulf View, La Romain
4	Ministry of Public Administration and Communications	114 Frederick Street, Port of Spain
5	Ministry of Tobago Development	Corner Young and Robinson Street, Scarborough, Tobago
6	Office of the Prime Minister	Nicholas Tower – Independence Square, Port of Spain
7	Ministry of Community Development, Culture and the Arts	Capital Plaza, Frederick Street, Port of Spain
8	Ministry of National Security	65 Maracas Royal Road, St Joseph
9	Ministry of Public Administration and Communications	Nos. 2-3 Gaston Street, Chaguanas
10	Ministry of Sport and Youth Affairs	No. 12 Abercromby Street, Port of Spain
11	Ministry of the Attorney General and Legal Affairs	No. 2A Nelson Street, Port of Spain
12	Ministry of Social Development and Family Services	No. 28 Foster Road, Sangre Grande
13	Ministry of Education	No. 56 Frederick Street, Port of Spain
14	Ministry of Public Administration and Communications	Park Plaza, Cor. Park and St. Vincent Street, Port of Spain
15	Office of the Ombudsman	Henry Street, Port of Spain
16	Land Settlement Agency	No. 321 EMR, El Dorado, Tacarigua
17	Ministry of Community Development Culture and the Arts	35 Wrightson Road, POS

Table 11 - Properties Vacated for fiscal period

Property Management Information System Implementation

On July 3, 2017, internal IT led the development and implementation of a Management Information System using OpenMaint software. The main objective is to lessen PRES'D's dependency on paper-based registry filing and information retrieval systems and documents in order to meet the increased demand for managing its services and the complexity of work for the completion of reports and business intelligence information.

These issues experienced by the PRES'D have been well documented over the years since 1986. There have, however, been many unsuccessful attempts to implement an electronic system aimed at alleviating these issues. The purpose of the PRES'D Property Management Information System (PMIS) is to design, develop and implement an electronic system capable of managing most of the day to day functions of the Division. At the core of the system is a database capturing information about the properties, their ownership and financial information. This database will create the foundation for the development of workflows, the generation of reports and improved policy and decision making. It will also establish a centre for document storage that will serve as a digital repository, providing access to property relevant documents for properties in the database.

The implementation project was divided into two (2) phases shown in Figure 4

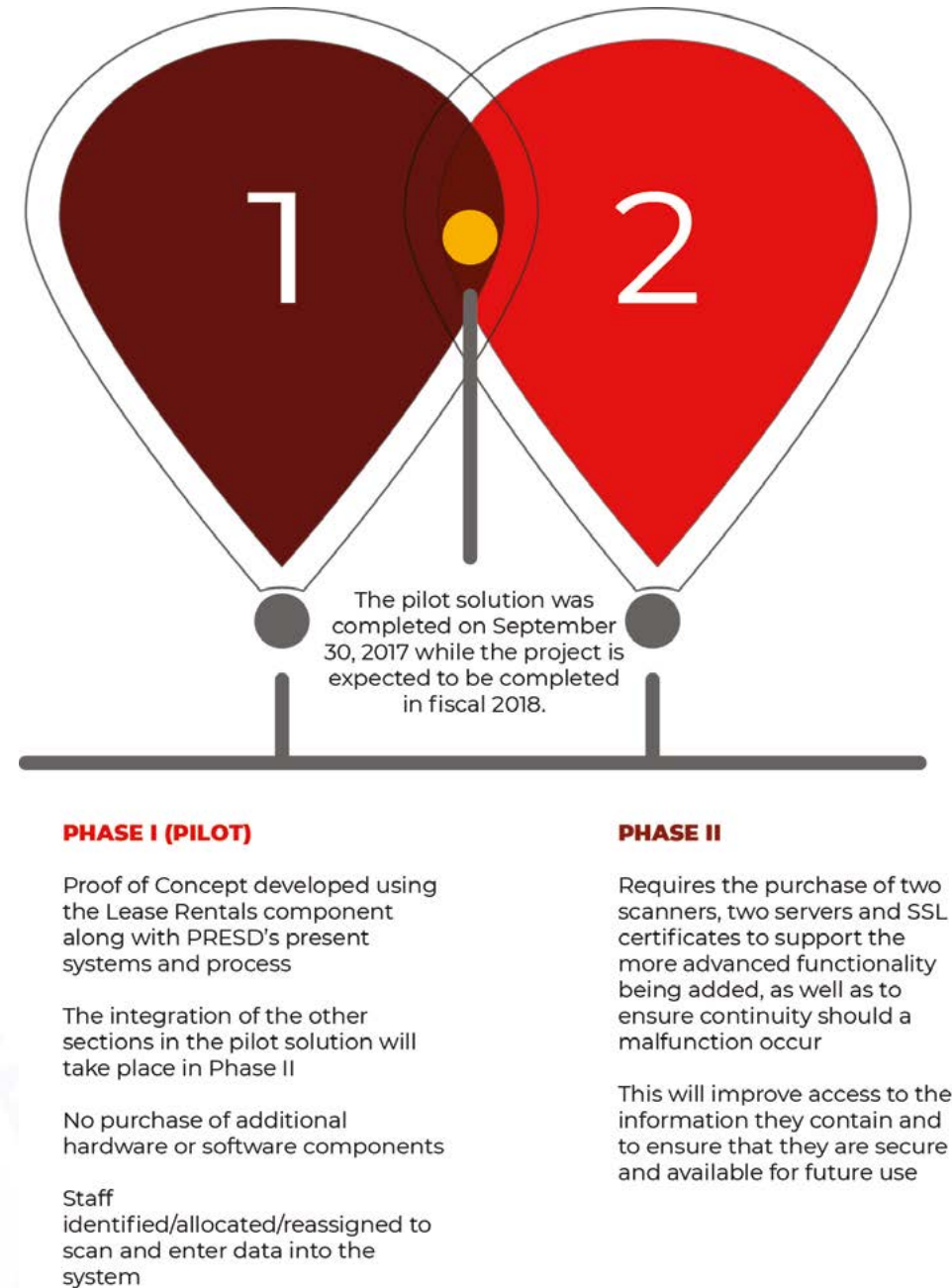


Figure 4 - PMIS Implementation Project Phases

Achievements

a) Management of Construction / Refurbishment Projects

1. Developed, issued and evaluated RFP for the replacement of the roof on four (4) Townhouse units at Federation Villas
2. Undertook Refurbishment of Tunapuna Administrative Complex (TAC)
3. Completed Pre-Qualification of Contractors for a range of services accessed by this Division

b) Management of Stock of Government Quarters

1. The PRESD manages the stock of approximately 1,126 Government Quarters of these matters:
 - 70 Requests for travelling officers' quarters were received and all requests were approved
 - 10 Renewal of Leases were received
 - 2 Leases were approved
 - The PRESD is awaiting regulatory approvals, non-objections or Cabinet Approval for the remaining 8
2. 77 Requests for Allocations were received for residential, office use (including NGOs)
 - 31 were approved
 - 10 were rejected (due to non-availability of the properties requested or inconsistency with policy)
 - 36 were pending (awaiting information from Ministries and regulatory agencies)
 - 2 notices to vacate were issued

The PRESD assumed responsibility for a total of 34 units situated at the Flag Staff Hill Development (18), and Federation Villas (16)

c) Asset Management

- Undertook Inventory of Family Units at Federation Villas and Apartment Units at Flagstaff Residential Complex
- Provided advice/oversaw the outfitting/customization works of approximately fifteen (15) privately owned properties in accordance with GoRTT Office Outfitting Policy
- Procedure developed for temporary handover of the Family Units at Federation Villas and the Apartment Units at Flagstaff Residential Complex for Accommodation to other Ministries
- Condition assessment of 16 Family Units at Federation Villas and the 18 Apartment Units at Flagstaff Residential Complex
- Maintenance was conducted at two (2) Flagstaff Hill Residential Units
- Maintenance and other works conducted at six (6) Federation Villas and the general Compound of Federation Villas

d) Negotiation of Private Treaty Property Acquisitions

The Property and Real Estate Services Division (PRESD) has made significant advancement in several Private Treaty Acquisition matters. It has completed one (1) acquisition and submitted one Note for Cabinet for land during this period. Advice/guidance was also provided to several Ministries with respect to the proposed acquisition of property (land/building) for various purposes. Several briefs/reports were also prepared and submitted in relation to the requests to purchase land during this period.

The PRESD will continue to pursue the Cabinet approved acquisitions, explore the option of a Rent-to-Own arrangement by the State, as the Division continues to receive requests for advice/guidance on Private Treaty Acquisition.

PUBLIC SERVICE TRANSFORMATION

The following Table 12 breaks down the transformation initiatives conducted by the PSTD according to achievements made during fiscal 2016 - 2017 and projections for the subsequent fiscal 2017 - 2018:

NO.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2016 / 2017	PROJECTIONS / PROPOSALS 2017/2018
1.	Business Process Management	<ul style="list-style-type: none"> Business Process Management is being introduced into the Public Service to enable the adoption of a more structured and strategic approach to managing integrated processes (existing or proposed), for optimal customer satisfaction. This is critical as the process within a particular Ministry may only be part of the entire process that the client needs to complete their transaction. <p>Goals of the BPM</p> <ul style="list-style-type: none"> More effective management of business processes within individual Ministries and Departments across Ministries/Departments Improved collaboration between and among Ministries/Departments Increased leveraging of ICTs within organisations Reduced costs in the delivery of services More efficient and effective delivery of services 	<ul style="list-style-type: none"> Business Process Management Initiative Close-off Report completed and submitted on February 8, 2017. The Close-Off Report concluded that that BPM, as a methodology, will be institutionalized across the TTPS as a tool for addressing challenges in the delivery of quality services to customers. The strategy document detailed how this will be done. Proposal for the Implementation of a Business Process Management Strategy in the TTPS <p>Development of the following components of the BPM Roll-out Strategy:</p> <ul style="list-style-type: none"> Governance Marketing and Sensitization Orientation and Training Monitoring and Evaluation 	<ul style="list-style-type: none"> Note for Cabinet Action Plan to be implemented across the Public Service of Trinidad and Tobago

Table 12 - PSTD Initiatives for fiscal period

NO.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2016 / 2017	PROJECTIONS / PROPOSALS 2017/2018
2.	<p>Simplifying Life for Citizens (Citizens' Index)</p>	<p>Regional IDB pilot project to develop an Index to measure the quality of services delivered by public service agencies and the level of citizen satisfaction with the services delivered. It is to be compared against similar regional bodies.</p> <p>Six (6) countries, primarily Latin American, participated in this pilot, with Trinidad and Tobago being the only English-speaking member. The following services were addressed:</p> <ol style="list-style-type: none"> 1. Applying for a Disability Allowance 2. Obtaining a Doctor's Appointment in a Public Hospital 3. Reporting a Burglary or Larceny 4. Registering a Birth 5. Registering a Child in a Public School 6. Renewing an ID Card <p>PSTD's role was to disseminate the Report and provide a monitoring role in the implementation of the Report. This entailed obtaining from the participating Ministry/ Agency their proposed plans and projects to address the recommendations in the report, and providing technical support to Ministry/Agencies in the implementation of their plans and projects.</p>	<ul style="list-style-type: none"> • English version of IDB Report on the Research Findings with Performance Measurement Framework and Recommendation sent to all participating agencies • Web Publication of Report for Citizens 	<ul style="list-style-type: none"> • Recommendations on Way Forward will be developed regarding initiatives to be pursued by participating agencies, and also by MPAC based on IDB Report • Submission of Note to Cabinet on the Way Forward after consensus on recommendations is obtained from participating agencies • Another round of the Citizens' Index initiative, along with inclusion of additional agencies is to be determined based on all of the aforementioned
3.	<p>Service Delivery Policy</p>	<p>A framework for the delivery of public services provided by the Government of Trinidad and Tobago, designed to provide a basis for a people-centred approach to sustained and measurable improvements in public services over the next five years.</p> <p>It covers the way that existing systems and processes will be improved, with relatively speedy and low-cost changes, as well as the methodology that will be used for evaluating and planning longer term redesign of services through investment in capacity building, process development, improvements in infrastructure and new technology.</p> <p>Based on a philosophy of 'Good Value', the Service Policy is expected to enhance the quality, accessibility and responsiveness of the delivery of Government's goods and services.</p>	<ul style="list-style-type: none"> • Revision of the draft Service Delivery Policy undertaken and submitted to Permanent Secretary • Received information from Ministries on current service delivery initiatives 	<ul style="list-style-type: none"> • Draft Service Delivery Policy to be sent to the Executive for approval • Stakeholder session will be conducted to review and obtain feedback on the Policy • Service Delivery Policy will be finalized and submitted to Cabinet

Table 12 - PSTD Initiatives for fiscal period

PSTD initiatives (Cont'd)

NO.	PROPOSAL	DESCRIPTION	ACHIEVEMENT 2016 / 2017	PROJECTIONS / PROPOSALS 2017/2018
4.	Philosophy for the Public Service of Trinidad and Tobago (approval of Cabinet in 2015)	<p>The general framework that governs the overall conduct of operations, codes of behaviour and its relationships within TTPS.</p> <p>It provides the fundamental principles necessary to ensure that the Public Service is able to meet the interest and trust of the public in its delivery of goods and services.</p>	<ul style="list-style-type: none"> Submitted to all Permanent Secretaries and Heads of Department for comments on revised document Reviewed by Government Communications Division Cabinet Note on the Philosophy for the Public Service of Trinidad and Tobago submitted to Cabinet on September 18, 2017 	<ul style="list-style-type: none"> Additional consultations to be conducted Development of Roll-out Plan Develop governance arrangements for implementation of this initiative at the strategic management level of the Public Service
5.	Integrated Service Delivery - Reform of the Administration of Pension and Leave in the TTPS	<p>Focused on the administration of the pension and leave scheme which will allow for more timely delivery of pensions to persons about to retire / who have just retired from the TTPS.</p> <p>The Key stakeholders are:</p> <ul style="list-style-type: none"> Ministry of Finance (Treasury Division) Auditor General's Department Personnel Department Service Commissions Department Ministry of Public Administration and Communications lhrIS Project Management Office <p>There will be a pilot project which will be implemented once Executive sign-off has been received. The target Ministries are:</p> <ul style="list-style-type: none"> The Office of the Prime Minister Ministry of Finance Ministry of Public Administration & Communications 	<ul style="list-style-type: none"> Development of Project Proposal Development of Presentation on the Way forward for the P&L System in the TTPS 	<p>Development of the following components:</p> <ul style="list-style-type: none"> Overall Governance of Pension Reform Policies and Procedures Strategic Human Resource Management Training and Development Records Management/Management Information Systems Organisational Development Customer Service Monitoring and Evaluation

Table 12 - PSTD Initiatives for fiscal period

SERVICE IMPROVEMENT

The Diamond Division's mandate is based on service delivery improvement. Patient satisfaction, improved ICT systems and training are among the three main areas the division focused on for fiscal 2016 - 2017.

Patient Wait Time Study

This project measured wait times and patient satisfaction for Emergency and Pharmacy services in the Public Health Sector. Recommendations for improving wait times and/or patient satisfaction included ICT integration; improved national communication; and the development and adherence to performance standards. These recommendations were shared with participating organisations via Patient Wait Time Reports. The reports were sent to the Chief Executive Officer of each Regional Health Authority and to the Minister of Health, Permanent Secretary and other officials at the Ministry of Health. Table 13 shows the breakdown of the services studied.

Regional Health Authority	Service
South-West	San Fernando General Hospital, Emergency Department San Fernando General Hospital, Outpatient Pharmacy
North-West	St. James Accident and Emergency Department San Juan Health Centre El Socorro Health Centre

Table 13 - Breakdown of Services assessed for Patient Wait Time Study

Completed ICT Projects

The Information Technology Services Division was a key partner to the Diamond Division in the execution of the following projects:

1. Complaint Management System, Consumer Affairs Division

This project was part of a wider service improvement programme implemented at the Consumer Affairs Division. The Diamond Division collaborated with the Ministry of Trade and Industry's Consumer Affairs Division to build a new application to manage consumer complaints. The solution was handed over in July 2017 and facilitates electronic case management for quick access to information on customers, suppliers & products. Other expected benefits will include:

1. Digital logging of customer complaints
2. Remote access to input information by field officers
3. Faster generation and dissemination of reports

2. New Website for the Water Taxi

This project was part of a wider service improvement programme being implemented at the Water Taxi Service. The Diamond Division collaborated with NIDCO's IT Department to build a new website for the Water Taxi that will help the travelling public. The website was completed on January 30, 2017. The new upgraded website, when launched, will allow passengers to quickly access information about services and sailings, track journeys in real-time, receive real time updates regarding schedule changes and provide feedback online.

Customer Service Training

1. North Central Regional Health Authority (NCRHA)

As part of MPAC's Service Delivery Improvement Programme, the Division continued with its Customer Service Training Sessions. For the period, staff of the Diamond Division trained One Hundred and Twenty-Four (124) participants at the North Central Regional Health Authority (NCRHA) including members of the NCRHA executive, doctors, nurses, clerical and administrative staff. Targeted sessions for the NCRHA executive and management/supervisory were conducted to develop basic management skills and aid in creating an empowering environment where frontline staff can apply customer centric behaviours.

2. Train-the-Trainer, Instructional Training Seminar

The Diamond Division partnered with the NCRHA and the North West Regional Health Authority (NWRHA) to host a Train-the-Trainer, Instructional Training Seminar (ITS) Customer Service Training. The intent is that this wholesale approach will broaden our reach in improving customer service skills across the Public Sector.

Eight (8) Train-the-Trainer sessions were held with seven (7) participants over the period December 2016 to June 2017. The training for NCRHA culminated with a live session on June 28, 2017 where participants were required to model the material and feedback was given for delivery of customer service training in accordance with the established standard. Listed below are the numbers and agencies of those certified for the period:

- Ministry of Public Administration and Communications - One (1) person
- North Central Regional Health Authority (NCRHA) - Three (3) persons



HR Staff participating in Diamond inSights HR Workshop

STRATEGIC HUMAN RESOURCES

The Service Commissions Department (SCD) Institutional Strengthening Project (ISP) was initiated in March of 2015 and concluded in March 2017. It was executed by Deloitte and Touche in partnership with the Institute of Public Administration of Canada (IPAC).

The Project's primary objectives included the following:

- Strategically reposition the Service Commissions Department to more effectively contribute to the success/achievement of Government's national objectives.
- Enhance the capacity of the Service Commissions Department to facilitate improved and quality service delivery to its clients and stakeholders.

The project was at Implementation Phase 3. It focused on providing strategic and technical advice, knowledge sharing and capacity building to support SCD transition activities. Additionally, this phase of the ISP saw the Deloitte-IPAC role change from Review, Analysis and Design to one of support to the SCD leadership and staff. This new support role included training, coaching and mentoring in each of the eleven (11) Transition Plan elements and in support of the eight (8) ISP teams within SCD.

From November 2016 through February 2017, the consultants facilitated the following workshops with participation from all three (3) Human Resource Agencies (PD, SCD, MPAC – SHRM, PMCD):

- Three half-day Client Service workshops
- A two-day Organisational Design workshop
- A two-day Process Re-engineering workshop
- A one-day Strategic Planning Facilitation workshop
- A one-day Consulting Skills workshop
- A half-day Train the Trainer workshop



The training programmes were practical and provided participants with an opportunity to explore concepts to support management of systemic reforms, encourage interagency collaboration, and address specific skill development needs. To facilitate knowledge sharing, SCD and PMCD staff were encouraged to participate in curriculum development and the creation of relevant case studies.

Additionally, the consulting team proposed an HRM Reform Workshop to engage stakeholders across government in a dialogue to reinforce engagement, participation and commitment. Goals included information sharing, issue clarification, collaboration and direction.

The 'Collaborating to Achieve GoRTT's HRM Reform – A Human Resource Workshop' was held on February 1 & 2, 2017. Eighty (80) participants from various MDAs attended, which included the Minister of MPAC, Chief Justice, Commission Chairs and senior officials from across the GoRTT Public Service. Key recommendations coming from the workshop included delegation, merit, ICT modernization, HR professionalization, collaboration and addressing fragmentation.

The Close Out Report was submitted by the consultants on February 16, 2017 and copies of the report were circulated to all members of the Steering Committee for their review and approval. A preliminary meeting to discuss the report was held in February with the Permanent Secretary, MPAC and the consultants. The final Steering Committee meeting was held on March 7, 2017 where the Close Out Report was approved in principle for the recommendations moving forward.

NATIONAL ICT

In this section, emphasis is placed on the NICT projects undertaken to foster the following themes: Human Capacity Development, Economic Development and the Establishment of an Enabling Environment.

HUMAN CAPACITY DEVELOPMENT

Under this theme, the Ministry identified four (4) projects aimed at bridging the digital divide and improving connectivity as shown in Figure 5:

TT-Wi-Fi

Cabinet, by Minute No. 13 of September 17, 2015, agreed to the formal adoption of the Policy Framework of the Government of the Republic of Trinidad and Tobago. The Policy Framework provided for the initiation of the process of “free island-wide public broadband wireless network, starting with free public hotspots in popular areas.”

National Data Centre

An initiative that seeks to make GoRTT information resources widely available and easily accessible to all. It facilitates the consolidation and aggregation of the Government’s key computing infrastructure in secure, highly available and resilient facilities.

Open Data

A subset of Open Government, is the process of providing data that can be freely used, re-used and distributed to anyone without restrictions from copyright, patents or other mechanisms restrictions.

e-Legislative Agenda

The NICT Division is a member of the cross-functional MPAC team established to pursue Government’s e-Legislative Agenda. The Committee’s priorities included:

- Full proclamation of the Data Protection Act
- Amendment of the Telecommunications Act
- Inclusion of the Electronic Transactions Act (full proclamation) on the Agenda of the Legislation Review Committee (LRC)

The TT-Wi-Fi project initiated a site readiness assessment on March 2017 of national libraries in T&T to facilitate the second phase - the deployment of Wi-Fi in national libraries in T&T. This project was executed at no cost. Additionally, during June 2017, planning sessions with key stakeholders of TV-White Space and Internet of Things were also initiated, as they have been identified as an outcome to the Wi-Fi initiative.

In May 2017, Cabinet gave approval for a Tier III Data Centre at Tamana InTech (TIC) Park via an appropriate PPP arrangement. Subsequently, in August 2017, the Project Execution Team held a meeting to assist with examining the scope of the project. With the assistance from the Ministry of Finance, the ministry met with a PPP Consultant based in Barbados to assist in the project planning process. In addition, the Project Execution Team also met with a representative of the World Bank, as they have been identified as a potential PPP resource that can be accessed by GoRTT.

During this fiscal, no cost has been associated with the execution of this project.

The NICT Division ascertained the level of interest, support and readiness to pursue Open Data solutions among MDAs. Open Data Portal (data.gov.tt) created and aligned with the existing data.tt Portal administered by the UWI. MDA consultation and identification of data sets to be utilized.

The Permanent Secretary, after consultations with MDAs approved a Draft Open Data Action Plan.

An Open Data Steering Committee, comprising representatives of MPAC’s Division was established under the chairmanship of the Deputy Permanent Secretary.

Policy considerations pertaining to amendment of the Data Protection Act, to facilitate the creation of exemptions from the enforcement provisions of the Act, for certain categories of expression including investigative, journalism and undertaking of consultations with media bodies initiated in October 2016.

The elaboration of proposed amendments to the Telecommunications (Universal Service) Regulations, in close collaboration with TATT to facilitate use of the Universal Service Fund (USF) for the TT Wi-Fi Initiative. This was submitted to Cabinet, who subsequently referred the matter to the LRC.

The e-Transactions Act was included in the Legislative Agenda and with the Data Protection Act, it comprised a complementary suite of enabling legislation for e-Commerce, e-Business and e-Payments.

Figure 5 - NICT Human Capacity Development Projects 2016/2017

ECONOMIC DEVELOPMENT

STAKEHOLDER ENGAGEMENT: E-BUSINESS ROUNDTABLE (EBRT)

The e-Business Roundtable (EBRT) is a private sector-led multi stakeholder think-tank, with a key objective of advancing technological development in the private sector. Comprised of the External Relations Unit, NICT Division as the Secretariat and leaders in the ICT industry, business sector, public sector and academia, the Roundtable seeks to support the economic diversification of Trinidad and Tobago through the use of technology. The EBRT's work stream includes the following activities:

- Provision of advice on e-Payments, e-Legislative Agenda and Communications for which sub-committees have been established
- Provision of feedback and advice with respect to the National ICT Plan
- Any new work streams as identified by the Chairman and Vice-Chairman

In December 2016, the EBRT membership re-constituted for a period of two (2) years.

REGIONAL AND INTERNATIONAL PARTICIPATION

Projects

As part of its mandate, the NICT/External Relations Unit continued to deepen relations between Trinidad and Tobago and other regional and international ICT public policy agencies. Table 14 below outlines the project status in relation to the key agencies:

AGENCY	PROJECT STATUS UPDATE	DATE
CARICAD Caribbean Centre for Development Administration	MPAC provided a staff member to plan and execute national consultations on the Draft Caribbean Public Service Charter in Guyana and Suriname. The support included the development of the agendas for the consultation sessions, preparation of correspondence and presentation documents, and drafting and submission of consultation reports	February 2017
	MPAC provided an Online Collaborative Workspace for use by the CARICAD Board and Operational Focal Points	February 2017
	Submission of significant inputs by the Permanent Secretary to the CARICAD Strategic Plan, 2017 - 2019	March 2017
	Permanent Secretary participated in the Second CARICAD-CLAD Ministerial Forum in Antigua, which approved the Draft Caribbean Public Service Charter for submission to CARICOM Heads of Government	March 2017
CTU Caribbean Telecommunications Union	MPAC is GoRTT's representative on the Caribbean ICT Collaboration Committee (CICC) and Vice Chair of the Working Group on Convergence	January 2017
	Participation in the 34th Meeting of the Executive Council in Antigua and Barbuda which reviewed the Single ICT Space Roadmap for submission to CARICOM Heads of Government	March 2017

AGENCY	PROJECT STATUS UPDATE	DATE
CARICOM Caribbean Community	As a Member State, Trinidad and Tobago through the NICT Division continued to work collaboratively with the CARICOM Secretariat and with fellow member states in designing, implementing and executing, policies, programmes and projects to accelerate the regional ICT agenda. This also included the signature project, the Single ICT Space (SIS). The SIS is intended to facilitate harmonised policies, legislation, regulations and technical standards	Ongoing
	CARICOM Heads of Government approved the draft roadmap for the SIS	February / July 2017
ITU International Telecommunication Union	Convened Workshops in Trinidad and Tobago on emerging Telecommunications/ ICT issues such as the Internet of Things (IoT) and Digital Financial Services (DFS)	April 2017
	Selection of Trinidad and Tobago to serve as Pilot Study for the development of a Conformity and Interoperability Strategy for the Caribbean	April 2017 and ongoing

Table 14 - Project Status Update for NICT/ External Relations Unit for fiscal period

ICT Technical Cooperation

During fiscal 2016 - 2017, the Ministry through the NICT Division initiated discussions with several countries to explore potential opportunities for technical cooperation to foster economic development and enhance human capacity development. The countries are as follows in **Table 15**:

COUNTRY	PROGRAMME	DATE
Canada	Explored, in collaboration with the Ministry of Foreign and CARICOM Affairs, the feasibility of renewing the T&T-Canada Memoranda on ICT collaboration and on Public Service Modernization in order to establish a framework for collaboration in the area of e-Government, Cloud Computing and other areas	March 2017 and ongoing
Chile	Participated in Trinidad and Tobago-Chile Technical Cooperation discussion ahead of the Official Visit of Prime Minister Rowley to Chile in May 2017	March 2017 and ongoing
United Kingdom	Initiated dialogue with the UK e-Government authorities to share information and explore collaboration on Cloud Computing and other aspects of the NICT Agenda in the context of the TT/UK MoU on ICT	July 2017 and ongoing
India	Approval of negotiations to enter into an MOU with India on the Establishment of a Centre for Innovation and Excellence	March 2017
India	Initial proposal for the bilateral engagement has been submitted to the Indian Government. Inputs were solicited from the University of Trinidad and Tobago (UTT) and the Tobago House of Assembly	August 2017

Table 15 - NICT Technical Cooperation programmes for fiscal period

ESTABLISHING AN ENABLING ENVIRONMENT

GOVERNMENT INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) LEADERSHIP AND ADVISORY COMMITTEE (GILAC)

The GILAC provides fora for the alignment of the ICT plan to the Vision 2030. The GILAC was re-initiated in April 2017 to create a robust, sustainable Community of Practice (CoP) for ICT within GoRTT, which will reconfigure the ICT current state to achieve maximum impact based on stakeholder consultations on the National ICT Plan, Fastforward II. The CoP continues to gather questions and recommendations from ICT leaders across Ministries and Agencies. There were four (4) sub-committees established within GILAC to support its overarching work programme:

1. Cloud Computing and Infrastructure
2. Information Security
3. Communications
4. Software and Applications

GOVNETT NEXT GENERATION (GOVNETT NG) WHOLE-OF-GOVERNMENT SHARED ICT INFRASTRUCTURE

Like many of its global counterparts, GoRTT is faced with growing demands for faster and more efficient service-delivery across the public sector from citizens, who are well - educated, digitally engaged and have higher expectations. Given current fiscal constraints, the approach to deploying National ICT solutions was re-strategized to facilitate potential cost savings, scale and faster programme delivery utilising the potential of cloud computing. Notable achievements included:

- Approval for issuance of a new open public tender for the upgrade of the communications backbone (GovNeTT).
- The supporting Draft Cloud Computing Policy developed and inputs secured from key GoRTT MDAs.

ICT ACCESS CENTRES

The ICT Access Centre comprises a Cyber Café, printing and copying facilities, fully equipped "needs-based" Training/ Conference facilities, and a Wi-Fi Patio, promoting a Bring-Your-Own-Device (BYOD) environment to the citizens and business communities in the remote regions of the country. Currently there are four (4) ICT Access Centres operational:

- Guayaguayare
- Marac
- Penal
- Cumana

GUAYAGUAYARE - AGGREGATE UTILISATION FISCAL YEAR 2016-2017

SERVICE PROVIDED	NO. OF TIMES ACCESSED
Cyber Café	1,552
Training	47
Wi-Fi Patio	451
Total	2,050

Table 16 - Services provided at Guayaguayare

For the fiscal period 2016 - 2017, the Guayaguayare Access Centre was accessed a total of Two Thousand and Fifty (2,050) times for the following services: The Cyber Café serviced a total of One Thousand, Five Hundred and Fifty-Two (1,552) users; Training was provided a total of Forty-Seven (47) times; and The Wi-Fi hot-spot service was accessed Four Hundred and Fifty-One (451) times for the period.

MARAC - AGGREGATE UTILISATION FISCAL YEAR 2016 - 2017

SERVICE PROVIDED	NO. OF TIMES ACCESSED
Cyber Café	2,197
Training	257
Wi-Fi Patio	1,416
Total	3,870

Table 17 - Services provided at Marac

The Marac Access Centre's Cyber Café services were accessed Two Thousand, One Hundred and Ninety-Seven (2,197) times for the period. Training was provided to Two Hundred and Fifty-Seven (257) persons and the Wi-Fi hot-spot service was accessed One Thousand, Four Hundred and Sixteen times (1,416) for the period.

In October of 2017, the Marac ICT Access Centre launched the Education Enhancement Initiative (EEI). This initiative seeks to use ICT as an alternative delivery method to reach the academically challenged in the community. A partnership was formed with the neighbouring Marac Baptist Primary School where remedial sessions are held in Math and Language Arts weekly at the Centre. The IXL program is being used to facilitate the exercises and funds are procured by the Marac ICT Access Centre staff.

Additionally, the Marac ICT Access Centre works closely with the Kids Academy Early Childhood Educational Centre weekly, to provide a strong foundation in ICT through fun, practical sessions and interactivity.

PENAL – AGGREGATE UTILISATION FISCAL YEAR 2016-2017

The Penal Access Centre has seen dramatic rises in attendance during this period. Being situated in the middle of a school district, students mostly utilize the centre for researching homework and SBAs. The main age demographic is ages 15 - 40.

SERVICE PROVIDED	NO. OF TIMES ACCESSED
Cyber Café	6,500
Training	671
Wi-Fi Patio	5,155
Total	12,326

Table 18 - Services provided at Penal

For the period 2016-2017, the Penal Access Centre was accessed Six Thousand, Five Hundred (6,500) times for Cyber Café purposes. Training was provided for a total of Six Hundred and Seventy-One (671) persons. While the Wi-Fi Patio recorded a usage of Five Thousand, One Hundred and Fifty-Five (5,155) times.

CUMANA - AGGREGATE UTILISATION FISCAL YEAR 2016 - 2017

SERVICE PROVIDED	NO. OF TIMES ACCESSED
Cyber Café	2,957
Wi-Fi Patio	397
Training	78
Total	3,432

Table 19 - Services provided at Cumana

A total of Three Thousand, Four Hundred and Thirty-Two (3,432) represents the number of times users accessed the services at the Cumana Centre for this period. This was made up of Two Thousand, Nine Hundred and Fifty-Seven (2,957) for the Cyber Café, Three Hundred and Ninety-Seven (397) for the Wi-Fi Patio and Seventy-Eight (78) persons trained.

Approximately 90% of the users are from the Cumana and Toco communities and others have visited from as far as Port of Spain and Arima.

User demographic is recorded from seven age categories:

Under 12, 12-17, 18-24, 25-34, 35-44, 45-64 and 65 and over. Age groups 12-17 and 18-24 saw the most users at 41% and 23% respectively. Users in these age categories mainly visited for Recreational and Educational purposes.

COMMUNICATIONS

This section of the report highlights the work completed by the Ministry toward effective government communication systems promoting legitimacy, transparency and accountability. It recognises efforts of the Government Printery, Web & Social Media Platforms, National Archives and Freedom of Information towards coherent government messaging about government policies, plans, programmes and achievements.

GOVERNMENT PRINTERY

The Government Printery continued to experience serious challenges due to the critical shortage of manpower. Despite the challenges, the management adjusted their normal operations and implemented short term contingencies to achieve its objectives. This included the engagement of short-term contract employees of varying periods for the printing of the Laws, Draft Estimates for the Budget and other similar documents. It is expected that the SCD would fill the recommended vacancies in the upcoming fiscal year.

The following information presents the activities undertaken during the current fiscal:

▣ Infrastructure Upgrade

During fiscal 2016-2017, remedial work to upgrade the internal electrical system of the Government Printery continued. Electricians from the Ministry of Works and Transport were involved in the project, which is expected to be completed at the end of March 2018.

▣ Sales

There was a decrease in the sale of publications at the Printery when compared with the last fiscal year. Total revenue for the previous fiscal amounted to Three Hundred and Fifty-Three Thousand and Eighty-Nine Dollars and Sixty-One Cents (\$353,089.61) whereas this fiscal amounted to Two Hundred and Fifteen Thousand, Two Hundred and Twenty-Nine Dollars and Seventeen Cents (\$215,229.17).

▣ Production

The work produced by the Government Printery generally falls into three (3) categories:

- Jobs printed
- Jobs finished by the Bookbinding section
- Jobs produced by the Bookbinding section

For the period, Eleven Million, Two Hundred and Fifty-Five Thousand, Three Hundred and Eleven (11,255,311) A4 pages of printed work for Thirty-Three (33) Ministries/ Departments/ Statutory Authorities and paying customers were produced.

Additionally, One Hundred and Thirty-Four (134) Weekly and Extraordinary Gazettes, One Hundred and Eighty-Nine (189) Legal Notices, Twelve (12) Acts and Twenty-Two (22) Bills were published.

The table 20 below shows the breakdown of job orders, the various customers and the amount printed for each customer for the period October 1, 2016 to September 30, 2017.

MINISTRY/DEPARTMENT	NUMBER OF JOB ORDERS	NUMBER A4 PAGES
Agriculture	18	35,245
Attorney General	13	80,206
Customs & Excise	2	11,400
Comptroller of Accounts	3	65,000
Communication	11	421,108
Community Development	2	25
Defence Force	1	1,300
Elections & Boundaries Commission	6	212,000
Education	4	21,100
Environment	1	50,000
Finance	38	2,118,926
Food Production	1	10,600
Forestry	1	1,000
Foreign Affairs	6	5,812
Government Printery	18	1,534,125
Health	13	49,700
Immigration	3	22,500
Inland Revenue	5	18,800
Judiciary	4	11,812

MINISTRY/DEPARTMENT	NUMBER OF JOB ORDERS	NUMBER A4 PAGES
Labour	2	4,235
Legal Affairs	20	765,980
Meteorological Services	5	5,200
National Security	74	2,947,066
Office of the Prime Minister	6	10,089
Office of the President	9	12,718
Parliament	36	252,215
Police Q.M. Stores	10	68,389
Public Utilities	8	141,260
Public Administration	24	605,271
Prison Service	14	312,100
Service Commission	2	1,800
T&T Regiment	2	53,374
Town & Country Planning	7	74,600
Works & Transport	36	1,136,160
Miscellaneous (Paying)	11	194,195
Total	416	11,255,311

Table 20 - Government Printery job report for fiscal period

Safety and Health

The organisation continues to place emphasis on Safety and Health for the industrial establishment. A Health and Safety Committee was established and several meetings were held and the following steps were taken:

- Wardens were selected and trained in First Aid
- All fire prevention systems and equipment were inspected and serviced
- Smoke and heat detectors and fire hose reels
- Exit and safety signs were installed
- Improvement in general housekeeping

Other recommended upgrades are scheduled to be completed during the first quarter of the upcoming fiscal.

WEB & SOCIAL MEDIA PLATFORMS

The Ministry of Public Administration and Communications assumed responsibility for the news.gov.tt portal and social media platforms on August 15, 2017, with the closure of the state entity GISL. Since then, the site was reviewed with the aim of rebranding and relaunching as the main hub for Government news and information. The intention is to ensure that the website is always up-to-date, driven by photos and videos and the source of all Government news for the general public, Government Communications professionals and media houses.

Even while the re-launch exercise for the website is on-going, the site continues to be updated daily with news releases and advisories from all Ministries, Departments, Agencies, and State entities. The site, as at September 2017, received on average twenty-three thousand (23,000) hits per month. The associated social media presence for the news.gov.tt portal – Twitter, Facebook and Instagram – also continues to grow. Figure 6, captures the social media followers and news.gov.tt usage that were recorded at the close of fiscal 2016-2017.

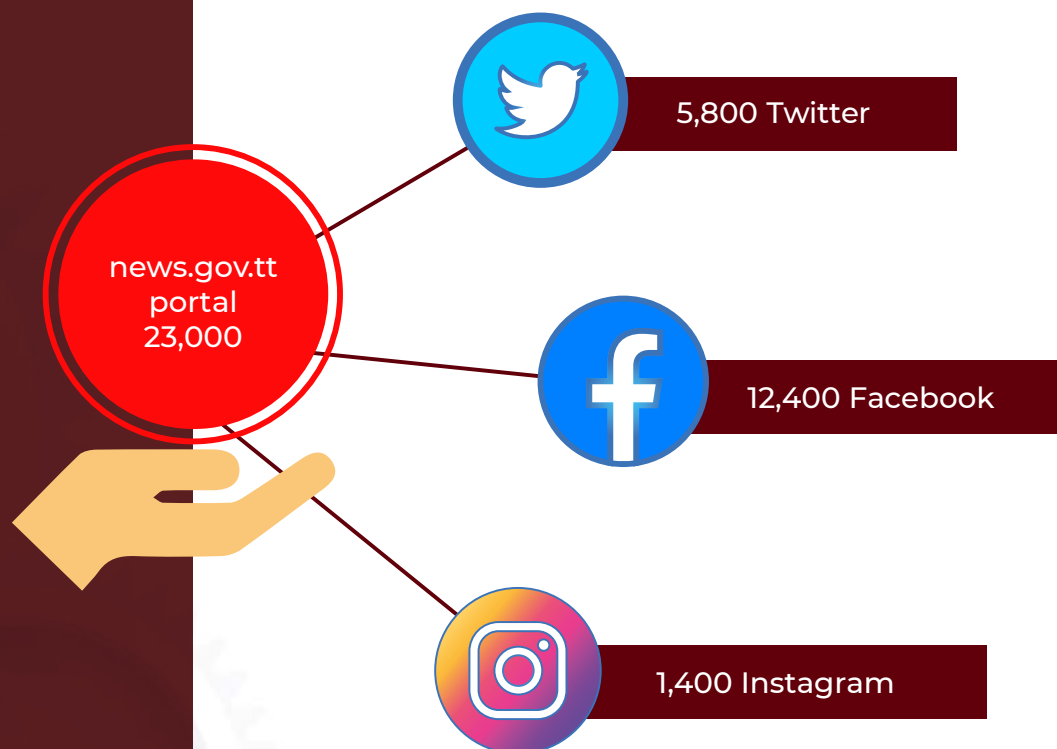


Figure 6 - MPAC's Web & Social Media Presence

NATIONAL ARCHIVES

The National Archives of Trinidad and Tobago (NATT), is responsible for acquiring, preserving and providing public access to the nation's documentary heritage, as well as guiding the management of government records in the Public Service. This section presents:

1. The highlights of some of the major programme activities and achievements associated for 2016 - 2017 shown in Table 21
2. The projects related to Institutional Strengthening of the NATT shown in Table 22


NO.	PROGRAMME	ACTIVITIES 2016-2017
1.	<p>Promotion of National History and Archives:</p> <p>Through its robust outreach programme via lectures, panel discussions, exhibitions, tours and use of virtual space (Website, Facebook), the institution actively engaged with individuals, groups from schools, communities and other stakeholders to bring them closer to their history.</p> 	<ul style="list-style-type: none"> • Staged the 5th Annual Archives Awareness Week from 21 - 25 November, 2016. The theme was “Our African Legacy: Roots and Routes” in commemoration of the International Decade for Persons of African Descent (2015 - 2024) and National African History Month. • Upgraded the NATT’s website with new exhibitions, a blog and other content. • Reference Services: No. of Researchers - 1,492 No. of Records Used - 4,528 No. of Reproductions - 9,125 No. of Queries Received Via Email, telephone, etc. - 378

Table 21 - NATT Programmes 2016 - 2017

NATT Programmes 2016 - 2017 (Cont'd)



NO.	PROGRAMME	ACTIVITIES 2016-2017
2.	<p>History Education: Innovative methodologies were used to teach history to the school age population.</p> 	<ul style="list-style-type: none"> • Displayed Exhibitions at NATT's Search Room and various locations on: <ul style="list-style-type: none"> - First People Heritage Week - Chinese Arrival Day - Archive Awareness Week - Calypso History Month - Emancipation Day - Independence Day - Republic Day • Exhibitions, tours and other community outreach activities with approximately 4,000 attendees • School tours to NATT and visits to schools to promote national history. Approximately 3,000 school children were accommodated • Visits to NATT's website averaged 88,546 for the year and Facebook likes were over 3,000
3.	<p>Stakeholder engagement: Engaged with organisations and academia for expanded outreach on promotion/sharing of national history.</p> 	<ul style="list-style-type: none"> • NATT collaborated with the Lion's Club and mounted the "Road to Independence" Exhibition on the Brian Lara Promenade in January 2017 • In March, NATT mounted three exhibitions "Baptist", "World War 1" and "Indian Indentureship" on the UWI Campus • NATT conducted tours of the Sugar Archives Brechin Castle site in Couva in the month of March 2017 • Of particular significance this year was NATT's collaboration with Emancipation Support Committee to display the exhibitions "Roots and Routes at the Emancipation Village" at the Queens Park Savannah • The Baptist exhibition was loaned to the Wharf Trace Community • In May, NATT loaned 'Carnival of Long Ago and Merikins' and '100 Years of Recording Calypso' displays to UWI • NATT loaned General Register of Indian Indentured Immigrants to the Ministry of Community Development Culture and the Arts, which was displayed at the Payless Atrium of Trincity Mall and the Bon Air Secondary School

Table 21 - NATT Programmes 2016 - 2017

NO.	PROGRAMME	ACTIVITIES 2016-2017
		<ul style="list-style-type: none"> • In June, the Butler display was loaned to the Office of the Member of Parliament (MP) for Fyzabad • In July and August, the Emancipation Display was loaned to The Ministry of Sport and Youth Affairs, Lidj Yasu Omowale Emancipation Village, Young Maestro Steel Orchestra-Music is Freedom Camp, Ministry of Community Development, Culture and the Arts, Giving Back Sport Club, Fyzabad Secondary School and Mt Hope Secondary School • Independence and Republic pictures, brochures and Boards were loaned to Ministry of Sports and Youth Affairs-Division of Youth Affairs, The Ministry of Public Administration and Communications, Ministry of Social Development and Family Services, Ministry of National Security, Propitious T&T, Baron's Café - 969 Ciper Road Lengua Village, Princes Town, Costa Rica and Brazil T&T Embassies, Guaico Presbyterian School and Bon Air Secondary School
4.	<p>Building an inclusive National Collection:</p> <p>Efforts were initiated to build the national collection by incorporation of the non-governmental records which ensured that the National Archives truly represented our multi-ethnic nation.</p>	<ul style="list-style-type: none"> • The National Archives of Trinidad and Tobago, as part of its ongoing commemoration of the United Nations Decade for Persons of African Descent, 2015 - 2024 and the celebration of the 200th anniversary of the arrival of the Merikins in Trinidad, has collaborated with the Tourism Development Company (TDC) and a number of Merikin organisations on a project entitled “Merikin Heritage Signage Tour”. The Project was funded by TDC. Seven (7) signs containing historical information about the Merikins and the Company Villages were erected and launched on June 14, 2017 <p>This project is expected to:</p> <ul style="list-style-type: none"> • Promote domestic tourism awareness • Enhance the tourism product offering in the Princess Town to Moruga region • Provide added support to tour operators and tour guides providing guided tours to the area and the community

Table 21 - NATT Programmes 2016 - 2017

NATT Programmes 2016 - 2017 (Cont'd)


NO.	PROGRAMME	ACTIVITIES 2016 - 2017
5.	Archives care and preservation	<ul style="list-style-type: none"> Repair and restoration work were done on the backlog of repository records, as well as a select set of Tobago records which suffered water damage which continues into the next fiscal. The restorative work included the following processes:  <ul style="list-style-type: none"> Increased requests for the care, storage and preservation of records are being received from the public as well as the private sector, as a result of NATT's outreach activities. Guidance and paper restoration assistance was provided to various organisations, including the National Archives of St. Vincent, the Judiciary, Water and Sewerage Authority (WASA) and Diego Martin Regional Corporation NATT intends to engage a consultant to conduct an assessment of the conservation lab and prepare a plan for its upgrade
6.	Promotion of best practices in records management to support good governance and information retrieval	<ul style="list-style-type: none"> Guidance was provided to Ministries, agencies and regional corporations in current records management, storage and disposition and retention scheduling – TT Post, Diego Martin Regional Corporation, St. Mary's Children's Home, PTSC, Prison Administration NATT provided inputs for the amendment of the Freedom of Information (FOI) Act related to effective records management and the amended Act is now on the legislative agenda Records Management Workshop conducted in November 2016
7.	Use of information technology	<ul style="list-style-type: none"> Outfitting of Digitization Lab and the selection of Integrated Archival Management System was completed Enhanced backup system to support digitization and ensure the protection of collections stored in electronic format

Table 21 - NATT Programmes 2016 - 2017

PRIORITY AREA: INSTITUTIONAL STRENGTHENING			
NO.	PROJECTS	STATUS: 2016 - 2017	PROJECTED 2017 - 2018
1.	Automation / Digitization Description: To expand access to services through the use of enabling information technology	Allocated Funds TT\$2,000,000 Spent TT\$470,642.00	Budget Estimate: TT\$2,100,000
	PROJECT ACTIVITIES		
	1. Creation of a Digitization Lab	A Digitization lab was set up (60% completed) and a digitization programme begun. A large format scanner and other equipment were also purchased. The lab facilitated digitization of registers for Indian Indentureship and Chinese Contracts, as part of a regional project for sharing archives on a Caribbean web portal. A Request for Information to purchase equipment for digitizing of analogue media was prepared.	Equipment for Digitizing Analogue Audio-Visual material to be purchased. Begin conversion of A/V collection.
	2. Electronic Records Management System		Prepared Request for Proposal (RFP) to acquire Electronic Record Management System to be sent out in the first quarter and procurement to begin thereafter.
	3. Newspaper Digitization Newspapers are one of the most used resources at the Archives and converting them to electronic format will significantly improve access to their content.	The Catholic News Digitization Project commenced on August 17, 2016. The agreement required the National Archives to provide digital surrogates of its Catholic News collection from 1892 - 2011. From October 2016 to June 2017 approximately 38,000 pages were scanned. The database was officially launched on July 17, 2017. The NATT is allowed to provide free access to the collection to users in the Search Room.	To digitize the Port of Spain Gazette 1820 - 1956 and all other newspapers available on hardcopy and microfilm.
4. Integrated Archival Management System This system would integrate for collections management, cataloguing, description and information retrieval and patron registration and tracking.	RFP was prepared to be submitted for approval. However due to lack of funding the proposal was put on hold.	Select system based on RFP and begin implementation.	

Table 22 - NATT Institutional Strengthening Projects 2016 - 2017

NATT Institutional Strengthening Projects 2016 - 2017 (Cont'd)

PRIORITY AREA: INSTITUTIONAL STRENGTHENING			
NO.	PROJECTS	STATUS: 2016 - 2017	PROJECTED 2017 - 2018
2.	<p>Purpose Built National Archives and Construction of a state-of-the-art Record Centre</p> <p>DESCRIPTION: To provide purpose-built archival accommodation for the long term preservation of the Nation's documentary heritage and the safe and effective use by staff and customers.</p> <p>To improved facilities for the offsite storage, retrieval and management of records of Government Ministries, Departments and Agencies.</p>	<p>Allocated Funds TT\$4,000,000 Spent TT\$175,000</p> <p>Approval received by Cabinet for the construction of an elevator and walkway to link repository and Conservation Unit, to provide ease of access for differently-abled and members of staff.</p> <p>Contract to be signed and mobilization fee of \$175,000 to be paid.</p>	<p>Budget Estimate: TT\$4,000,000</p> <p>The completion of the work on the elevator and walkway. Work is designated to begin on the following:</p> <ul style="list-style-type: none"> • Demolition of old Conservation Building • Preparation of a user Brief and Terms of Reference for the Design of: <ul style="list-style-type: none"> a. New purpose-built Archival Complex b. Records Centre
3	<p>Institutional strengthening of the National Archives</p> <p>DESCRIPTION: The project is aimed at promoting effective government through modernization of policies based on business models and organisational structures to enhance the delivery of services and by strengthening the capacity and capability of staff and other key stakeholders.</p>	<p>Allocated Funds: TT\$300,000</p>	<p>Budget Estimate: TT\$500,000</p>

Table 22 - NATT Institutional Strengthening Projects 2016 - 2017

PRIORITY AREA: INSTITUTIONAL STRENGTHENING			
NO.	PROJECT ACTIVITIES		
	1. Creation of a National Policy and Legislation - To ensure clear statutory authority for the management and protection of all the government records throughout their life cycle regardless of the form or medium of the records	Draft National Archives Policy is being revised for submission to Cabinet, in line with other information legislation such as FOI, Data Protection, E-transactions, Exchequer and Audit amendments.	<ul style="list-style-type: none"> • Approval of the National Archive Policy • Draft Archives Act on the Legislative Agenda • Acquire staffing for the implementation of the new Act
	2. Revision of the Organisational Structure	NATT drafted job descriptions for core functions and PMCD is preparing the report on the revised structure for submission to Cabinet and NATT is drafting the Note to Cabinet.	Cabinet approval followed by implementation.
	3. Introduce scholarships and other training measures to build capacity to support the growth of this Agency	Proposal for special scholarships in the areas of Archival, Conservation and Records Management is included in the report being prepared by PMCD. NATT also held consultations with Scholarships Division and submitted proposals for specialist scholarship areas via the National Human Resource Development needs.	Approval for at least six (6) Scholarships to be offered in the areas of Archival, Conservation and Records Management.
	4. Implement training and development programme for National Archives staff and stakeholders		NATT to prepare request for proposal for training to update the skills of technical staff in Archival and Conservation Management.
4	<p>Sugar Heritage Village Archives and Documentation Centre (SHV-ADC)</p> <p>Project - DESCRIPTION</p> <p>To create an Archive and Documentation Centre to capture, preserve and provide access to the documented legacy of the Sugar Industry.</p>	<p>Allocated Funds TT\$500,000 (under the Ministry of Community Development)</p> <p>The National Archives was mandated by Cabinet to take responsibility for the records of Caroni Ltd and the Archives facility. Following the completion of refurbishment works, the Sugar Archives and Documentation Centre, now renamed the Sugar Archives Centre, was officially opened on August 5, 2015. Tours were carried out from August to September 2015 and accommodated 284 persons.</p>	<p>Budget Estimate: TT\$1,200,000</p> <p>Project to be transferred to Ministry of Public Administration and Communications and National Archives to resume its work programme under the project.</p> <p>Re-open the Reference area to facilitate tours and researchers.</p>

Table 22 - NATT Institutional Strengthening Projects 2016 - 2017

NATT Institutional Strengthening Projects 2016 - 2017 (Cont'd)

NO.	PRIORITY AREA: INSTITUTIONAL STRENGTHENING		
	PROJECT ACTIVITIES		
		<p>However, following the presentation of the 2016-2017 Budget, the project was placed under the Ministry of Community Development, Culture and the Arts and has been on hold since then. In an effort to prevent the further deterioration of the records that were salvaged and stored at the Sugar Archives Centre, the NATT has been working with Caroni to provide basic maintenance at the facility.</p> <p>Requests for tours have continued to come in as well as requests from researchers, local and international to view these valuable records.</p>	<p>Engage conservators to clean and restore records.</p> <p>Engage Archivist to begin documenting the collection and acquiring other records of significance.</p>
5.	<p>Records and Information Management (RIM) Programme</p> <p>DESCRIPTION:</p> <p>This project is part of the Inter-American Development Bank (IDB) e-Government Programme and is being funded via counterpart funding.</p> <p>To modernize Records and Information Management policies, systems of practice, standards and human resource capacity throughout the Public Service.</p>	<p>Funds Allocated TT\$798,100</p> <p>Project completed by the UK-based International Records Management Trust (IRMT) and final Report submitted in October 2015.</p> <p>Major Recommendations:</p> <ol style="list-style-type: none"> 1. Legislation which establishes the National Archives as a statutory authority with the power to oversee government records management. 2. As an interim measure until the law is passed, the establishment of a Public Sector Information Management Coordinating Committee to ensure that government initiatives related to information management are aligned, so as not to offer conflicting guidance or establish contradictory practices. 	<p>Implementation of the recommendations of the final report on a phased basis.</p> <p>Start by putting in place the relevant organisational structure and Human Resources to successfully effect the necessary changes.</p>

Table 22 - NATT Institutional Strengthening Projects 2016-2017

FREEDOM OF INFORMATION

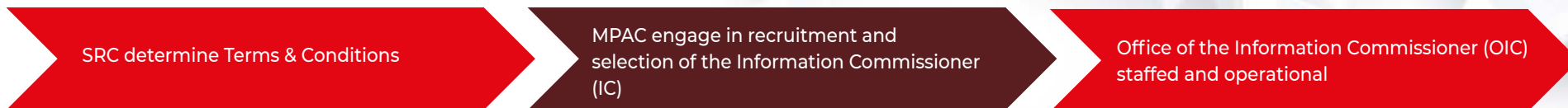
By way of Cabinet Minute No. 818 of May 4, 2017, Cabinet agreed to the amendment of the Freedom of Information Act in the following areas:

- Amendment of section 42 (1) of the FOIA to include in line 1 of the phrase ‘for such time as may be prescribed by Regulations made under the Act’.
- Amendment to section 37 of the FOIA by deleting the words “National Broadcasting Network” and substituting the words “Caribbean New Media Group Limited and any other similar entity that provides government media services”.

Further, Cabinet agreed:

- To make Regulations under section 41 of the FOIA to establish the powers of the Government Archivist in relation to the management of public records, and establish time frames for maintaining public records.
- That the Minister of Public Administration and Communications make a further submission to Cabinet on the long-term solution to address the management and preservation of public records through the development of an Act of Parliament.

Data Protection Act	Outreach Campaign	Training Sessions
<ul style="list-style-type: none"> • Full Proclamation - Note to the Legislation Review Committee (LRC), submitted on July 28, 2017, sets out the framework and infrastructure build-out for the full operationalization of the DPA. Once approved at LRC, the Note would then be tabled in Cabinet for approval, ahead of advising the Office of the President on the intended full proclamation of the Act. • Establishment of Office of the Information Commissioner / Terms and Conditions – Cabinet Note dated March 21, 2017, sought approval for the advice by His Excellency, the President to the Salaries Review Commission (SRC), for the determination by the SRC of terms and conditions of office for the Information Commissioner under the DPA. It was approved in Cabinet by Minute No. 512 of March 23, 2017. 	<ul style="list-style-type: none"> • For the period under review, the FOIU partnered with the Ministry of Education, Job and Career Coach (JCC) to engage in public outreach campaigns. The Unit completed Forty-Two (42) outreach campaigns with over Three Thousand (3,000) persons being informed about their rights under the FOIA in partnership with the Ministry of Education, Job and Career Coach (JCC). 	<ul style="list-style-type: none"> • For the period under review, a total of Five Hundred and Twenty Six (526) public officers from Twenty-Three (23) public authorities / partnering agencies received training on the FOIA which occurred between October 20, 2016 and September 28, 2017.



The role of the IC is critical as it is responsible for reviewing and making binding decisions of public bodies in relation to Freedom of Information and data privacy requests.

INFORMATION DIVISION

The Information Division has been mandated to provide the public with timely information on government services, accomplishments and initiatives. This division consists of Three (3) units: the television, radio and photographic.

Television Unit

Over the period the Television Unit continued to support all Government MDAs' requests for video coverage of their events. Over One Hundred and Seventy (170) assignment requests from various Government Ministries were completed.

Despite staff retention challenges, the Television Unit has been successful in accomplishing its task in covering a range of assignments for the Office of the Prime Minister which included; Post Cabinet Press Briefings, Conversations with the Prime Minister, The Spotlight Forum, Press Conferences at the Piarco VIP Lounge, Emergency Press Conferences and assisting the OPM's Communications Team with video content for their Social Media uploads. The assignments were Seventy (70) in total.

Radio Unit

The Radio Unit of the Information Division is primarily responsible for producing audio features to be aired on national radio stations, which highlight services and information of MDAs and Non-Profit Organisations (NGOs). Audio support services, such as Public Addresses and Conferencing Systems are also provided to these entities. The Radio Unit also creates an avenue for training young professionals in this field. In 2017, participants in the COSTATT Journalism Programme fulfilled their internship requirement at the Radio Unit. They received sessions in script research and writing, voicing and presenting, as well as audio studio techniques.

Radio Features aired in 2017 included:

- "Health Talk" – a series providing a platform for the Ministry of Health, with topics ranging from healthy lifestyle to services provided by state medical facilities
- "Spanish for Children" – a series targeting primary-age children teaching Spanish as a second language
- "Law Talk" – familiarizing listeners with key legal terms
- "NADAPP" – highlighting drug awareness and substance abuse
- "First Peoples" – featuring indigenous people of T&T "QPS Bi-Centennial" – Two Hundred (200) years of enjoying the Queen's Park Savannah
- "MPAC" – Ministry of Public Administration and Communications training of Ten Thousand (10,000) public officers

In 2018, the emphasis will be on Government's Vision 2030 policy document as it relates to strategies of various Ministries, as Trinidad & Tobago moves toward developed nation status. "Timeline" a series in collaboration with The National Trust of T&T featuring historical developments in T&T, will be introduced in Fiscal 2018.

Photographic Unit

The Photographic Unit completed a total of Three Hundred and Sixty-Eight (368) assignments. One Hundred and Fifty-Two (152) in the year 2016 and Two Hundred and Sixteen (216) thus far for the year 2017. This represents requests received from The Office of the President, The Office of the Prime Minister and Government Ministries, for photographic services capturing their events. National celebrations of public holidays and observances were also covered. Despite staffing limitations and other constraints, the unit has reconfigured its operations to deliver all the assignments.

PART

TWO



PART TWO

INSIDE THE MPAC

MPAC HR REPORT:

Table 23 reflects MPAC Staffing as at September 30, 2017.

	Establishment	Contract	OJTs	Short Term	Service Providers	Total
Filled	246	120	7	68	2	443
Vacant	524	254				778
Total Positions	770	374	7	68	2	1,221

Table 23 - MPAC Staffing

CONTRACT MANAGEMENT

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

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

The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments. Reference checks are conducted for the highest scoring candidates. Two (2) positions were filled in the 2016/ 2017 fiscal year and all others were either on hold or were renewals.

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:



TRAINING & DEVELOPMENT

The Ministry's employees are trained to enhance organisational performance and/or to learn new ideas and methodologies that can streamline processes and lead to greater efficiency. Employees are encouraged to share knowledge gained in training with the rest of the organisation via briefs stored on the MPAC intranet and internal workshops.

Outlined in Table 24, are the training and development programmes held for staff of the MPAC during the fiscal year 2016 - 2017.

Course	Dates	No. of Participants from MPAC	Course	Dates	No. of Participants from MPAC
Accounting Procedures in Government	Nov 1 - 4, 2016	2	Conducting Competency-Based Interviews	Feb 6 - 8, 2017	1
Administration of Government Contracts	Dec 5, 6 & 8, 2016	1	Conducting Effective Performance Appraisals	Dec 8, 12 - 13, 2016	2
Administration of Government Contracts	Mar 27 - 29, 2017	1	Corporate Image and Protocol	Mar 21 - 2, 2017	2
Building Emotionally Intelligent Leaders	Sep 13 -14, 2017	1	Critical Thinking Skills	Mar 7 - 9, 2017	6
Cabinet Note Writing	Jun 12 - 14, 20 & 21, 2017	2	Delivering Citizen-Centred Service	Mar 7 - 9, 2017	6
Cabinet Note Writing	Sep 19 - 21, 2017	2	Designing Engaging Exhibitions	Feb 27, 2017 - Mar 3, 2017	1
Cabinet Note Writing for Senior Officers	Feb 20 - 22, 2017	2	Designing Orientation Programmes	Nov 2 - 4, 2016	1
Call for Applications: Cohorts 8, 9 and 10 of the Leadership Development Programme - Caribbean Leadership Project	May 22, 2017 - Sep 22, 2017	1	Developing Leadership Skills for Middle Level Officers	Group 1: Nov 23, 24, 30 & Dec 2, 2016 Group 2: Jan 5, 9, 13 & 19, 2017	3
Coaching and Mentoring	Sep 5 - 7, 2017	4			

Table 24 - Internal Training and Development Programme for fiscal period

Course	Dates	No. of Participants from MPAC
Developing Position Descriptions (Heads of Divisions)	Apr 24, 2017	22
Disciplinary Procedures in the Public Service	Feb 1 - 3, 2017	3
	Apr 10 - 12, 2017	2
	Sep 4 - 6, 2017	3
Emotional Intelligence	Oct 31 & Nov 1 & 4, 2016	3
Emotional Intelligence	Mar 7 - 9, 2017	2
Executive Development Programme for Senior Public Officers - Module I: Human Interaction	Mar 14 - 17, 2017	2
FIDIC Short Form of Contract Green Book	Mar 22, 2017	1
Financial Management for Non-Accounting Officers	Mar 21 - 23, 2017	1

Course	Dates	No. of Participants from MPAC
Fraud: Detection, deterrence & response	Feb 14 - 15, 2017	1
Freedom of Information	Oct 20, 2016	2
Freedom of Information	Jun 29, 2017	1
Functions of the Sub-Accounting Unit	Mar 15, 21, 29, Apr 5 & 13, 2017	4
Fundamentals of the Internal Audit Function	Apr 4 - 7, 2017	2
HR for non-HR Professionals	May 16 - 18, 2017	1
Improving Workplace Productivity	Jun 5 - 7, 2017	1
Introduction to Ethics and Values	May 23 - 24, 2017	2
Inventory Management	Nov 7 - 9, 2016	1
Leading Change and Transition	Feb 13 - 17, 2017	5
Managing Work-Life Balance	Feb 2 - 3, 2017	6
	Jul 26 - 27, 2017	2
Mediation Skills	Feb 20 - 22, 2017	2

Table 24 - Internal Training and Development Programme for fiscal period

Internal Training and Development Programme (Cont'd)

Course	Dates	No. of Participants from MPAC
Monitoring and Evaluation	Jul 10 - 14, 2017	1
National Insurance Employer Workshop	Sept 20 - 21, 2017	5
Office Etiquette for Administrative Support	Apr 10 - 12, 2017	2
One Man Disciplinary Tribunal	Oct 19, 2016	6
Performance Management & Appraisal System (Middle level Supervisors)	Jul 3, 5 & 7, 2017	65
Performance Management & Appraisal System (Train the Trainer)	Mar 22 - 24, 27 & 28, 2017	3
Policy Implementation and Evaluation	Sep 12 - 15, 2017	1
Policy Planning and Development	Mar 27 - 29, 2017	2
Preparation of Pension & Leave Records	Dec 8, 12 - 13, 2016	4
Preparation of Pension & Leave Records	Apr 18 - 20, 2017	0
Preparation of Pension & Leave Records	Sep 27, 2017	43
Preparation of TORs, RFPs and Elements of Procurement	Nov 8, 2016	17
	Nov 9, 2016	23
	Nov 10, 2016	16
	Dec 7, 2016	12

Course	Dates	No. of Participants from MPAC
Presentation Skills for Senior Managers	Group 1: Jun 21 - 22, 2017	2
	Group 2: Jun 28 - 29, 2017	
Project Management Toolkit Series: Stakeholder Series	May 23 - 25, 2017	1
Proposal Writing	Jan 25 - 27, 2017	2
	Mar 13 - 15, 2017	3
Protocol for Public Officers	Jun 28 - 30, 2017	1
Public Procurement	Feb 13- 16, 2017	2
	Apr 18 - 21, 2017	2
	Jun 12 - 14, & 16, 2017	1
	Aug 7 - 10, 2017	1
	Sep 11 - 14, 2017	7
Rethinking Customer Service: Coaching an Effective Service Team	Feb 13, 2017	1

Table 24 - Internal Training and Development Programme for fiscal period

Course	Dates	No. of Participants from MPAC
Salary Administration in the Public Service	Mar 27 - 29, 2017	1
Succession Planning in the Public Service	Jul 25 - 27, 2017	1
Supervisory Management	Oct. 24 - 27, 2016,	3
	Jun 20 - 23, 2017	
	Mar 20 - 23, 2017	6
	Jun 20 - 23, 2017	3
Terms of Reference and Request for Proposals	Feb 7 - 9, 2017	1
The Practical use of the 2010 FIDIC short Form of Contract for Construction (Green Book) - Module II	Sep 27, 2017	1

Course	Dates	No. of Participants from MPAC
Training - United Nations Development Programme (UNDP) Procurement Certification - Level 2	Jan 24 - 27, 2017	2
	Jun 6 - 9, 2017	4
	Jun 27 - 29, 2017	6
Training of Trainers	Nov 14 - 18, 2016	3
Training of Trainers	Jun 27 - 30, 2017	2
Working Paper Analysis	Apr 24 - 26, 2017	1
Total		364

Table 24 - Internal Training and Development Programme for fiscal period

MPAC HR STRENGTHENING

An HR Service Delivery Programme was initiated to holistically improve the Human Resource Division within MPAC as a model for efficient, effective and user-centred HR Management. It was the Ministry's effort to actively lead and set the example for public service improvement and quality service delivery. The project kicked off in September, 2017 with the hosting of an Insights Workshop and Staff Sensitization sessions on September 6 and 14, 2017, respectively at the Old Fire Station, Abercromby Street Room. This initiative was started during the fiscal period 2016-2017 and will continue throughout the upcoming fiscal.

PERFORMANCE MANAGEMENT AND INCREMENT ADMINISTRATION

For the fiscal 2016-2017 period, the Ministry's Human Resource Management Division processed performance appraisal reports and increments which are listed in Table 25 below.

	Established Staff	Contract Staff
Performance Appraisal Reports Completed	191	32
Increments Approved	174	-
Performance Appraisal Reports Requested	233	-
Outstanding Appraisals (PAR Requested not yet received)	42	39

Table 25 - Performance Appraisal and Increment Report for fiscal period

PENSION AND LEAVE PROCESSING

The HR Division has also worked towards the timely processing of employees' pension and leave records. At present, a review is ongoing to address the backlog of outstanding pension and leave records for public officers. The status of the Pension and Leave records and Gratuity during the period of review for the MPAC are listed in Table 26.

Pension and Leave processed	121
Gratuity Contract processed	104

Table 26 - Pension and Leave Processing for fiscal period



HR Staff participating in Diamond inSights HR Workshop

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 PSC 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 27 below lists the PSC’s Delegated Regulations for Acts of Misconduct/Discipline and for the period being reported, there were no reported offences.

PSC DELEGATED REGULATIONS FOR ACTS OF MISCONDUCT/DISCIPLINE:	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 27 - Acts of Misconduct/Discipline

ICT SERVICES

Tables 28 – 30 provide an overview of the stages of completion of projects / initiatives / activities undertaken by the three units within the IT Division for fiscal 2016 - 2017.

Solution and Implementation	
Assignment	Completion Status %
SHRM - Competency development training programme (e-based learning solution)	Launched/On going
PRESO - Property Management Information System	80
NATT - Asset management system	33
TITL Website redevelopment	100
SWRHA - Website redevelopment and Website additions	100
Water Taxi Service - Website development	75
Consumer Affairs CRM solution	100
Open Data portal	70
MPAC recruitment site for MPAC	75
Meeting Room Booking solution	80
CARICAD OFP Community site	100
News.Gov.TT Web hosting and content management	80

Table 28 - Status on ICT Solution and Implementation for fiscal period

Network and Infrastructure	
Assignment	Completion Status %
Installation of wireless controller	100
Procurement of a SAN	80
Increase in bandwidth to GISD & PMCD to improve access of centralized services	100
Network documentation for all of MPAC	70
Active Directory, Group Policy Review	30
Server Hardware review	70
Move Government Printery to M09 domain	100
Migrate SATD's Info Lounge Files to MOE's SharePoint	50
Department of Information was relocated from Park Plaza to the GISL building	100
Upgrade of Symantec Endpoint Manager and Clients	100
Tower D former STTE Network was migrated into MPAC Network	100
Movement of Website hosting to Data Centre	90
Configuration of Open Data server at GovNet data centre	90

Table 29 - Status on ICT Network and Infrastructure for fiscal period

Service Delivery Report	
Assignment	Completion Status %
Relocation of PMCD from Gaston Court to Nicholas Towers	90
SATD reassignment to Ministry of Education	100
Relocation of FOIU from Nicholas Tower to NLB	100
Relocation of Government Communications from Nicholas Tower to NLB	100
Relocation of former MoC employees from Nicholas Tower to GISD at Park Plaza	100
Assist with planning of Divisional relocation in NLB	85
Full cataloging of IT stock at Nicholas Tower for relocation Audit sign-off and relocation to Tower D	80
Full cataloging of IT stock at Gaston Court for Audit sign-off and relocation to Tower D	100
PRESO Equipment upgrade	100
Assisted Corporate Services with the coordination of the pool printer repairs at NLB as well as Tower D	70
TSTT review MPAC billing arrears and determine all services being rendered to MPAC by the company	100
Training in Service Report Generation	80
Vendor Technology review with Memory Bank Computers representatives	100
Internal Audit IT Assets (iPads)	100
Relocation of MPAC Divisions within NLB	100
Relocation of GISD to TIC Building, Morvant (GISL Building)	100
Setup of e-Based Competency Development Training Lab	100
Asset Management – all ICT Access Centres	95
Management of IT License and Contract Agreements	100
Procurement of IT Operations Good and Services for PSIP projects and recurrent expenditure management	100
Partner with CSD in the Planning of Disposal of Assets	50
New Procurement and Disposal Act Sensitization and training	90
Relocation of assets from Level 18 to Level 19	100
*Some activities will be carried across for completion in financial year 2017/2018.	

Table 30 - ICT Service Delivery Report for fiscal period

CORPORATE COMMUNICATIONS DIVISION (CCD)

The Division engaged in the following Internal Communications / Social Activities for the period 2016/ 2017:

- New Year staff social in January 2017 - a turnout of almost 70% of the staff, was quite successful. The event was themed, “Mix and Mingle” as it provided an opportunity for staff to interact in a social setting
- September 2016 to August 2017 - Sorrel and Black Cake competition, Easter Bonnet decorating competition, an Indian Arrival Day and Emancipation quiz and a MPAC telephone recording competition. In all instances, we had representation for all Divisions of the Ministry and approximately 55% total staff participation

Community of Practice (CoP)

- Meetings held on last Thursday of each month
- Meetings are interchangeably hosted at member ministries (last meeting held June 29, 2017 at Conference Room, Temple Court, Ministry of National Security)
- Discussions include Communication best practice and ministry initiatives
- Media personality, Shelley Dass, addressed the CoP at the last meeting with respect to “Building Media Relations”

LEGAL

The Legal Services Division assisted the Executive and Divisions of the Ministry of Public Administration and Communications in achieving its goal of modernizing the Public Service for the delivery of better government services. The Division’s primary work involves the following portfolios: Procurement, Contracts, Telecommunications, Property and Real Estate, ICT, Legislative Agenda and General Services. Through its provision of public procurement sensitization and through the updating and standardization of the Ministry’s solicitation documentation, the following achievements of this goal were made possible:

1. Training of staff both internally and externally within other government Ministries
2. The development of improved infrastructure at the Ministry and its agencies through the execution of the contracts for the construction of the new Car Park and for construction works at the National Archives of Trinidad and Tobago
3. Support was also provided toward the progression of the Ministry’s Legislative Agenda through representation at the Legislation Review Committee meetings and the provision of research toward the development of policy positions

Table 31 further outlines the achievements made by the Legal department during fiscal 2016 - 2017

Expression of Interest

Based on the new procurement legislation, in fiscal 2016 - 2017 a draft pre-qualification questionnaire was designed and submitted to the Legal Division for comments. This initiative was undertaken to obtain a wider pool of training providers and expand PSA’s current database. PSA received Seventy-Four (74) submissions of expression of interest from local and foreign providers. In Fiscal 2018, the Ministry projects that there will be an expression of interest to pre-qualify training providers in accordance with the new procurement legislation.

PROCUREMENT	CONTRACTS	LEGISLATIVE AGENDA
<ul style="list-style-type: none"> • Conducted internal Public Procurement Sensitization sessions for staff • Conducted external training for management and staff of: <ul style="list-style-type: none"> – Service Commissions Department – Ministry of Foreign and CARICOM Affairs – Ministry of Social Development – Integrity Commission – Ministry of Public Administration and Communications – Deputy Permanent Secretaries' Orientation • Developed draft pre-qualification application • Provided technical assistance to PRESD and PSA for pre-qualification questionnaires • Evaluated 4 tenders • Prepared solicitation documents for Ministry Tenders – TOR, SOW, RFQ/RFP • Developed procurement notices templates • Assisted with the review of JDs for the Office of Procurement Regulator • Advised on several tender matters • Advised on operation of the Caribbean Basin Economic Recovery Act as amended by the CBTPA • Advised on and prepared documentation for tender re: Supply of IT Infrastructure Storage Solution • Advised on Supply and Installation of a CCTC System for Building B of National Archives 	<ul style="list-style-type: none"> • Completed 45 Employee contracts • Completed 8 Confidentiality Agreements • Completed Donor Agreement • Completed 13 Commercial contracts: <ul style="list-style-type: none"> – Car Park contracts – Construction works at National Archives • Negotiated and settled Microsoft Enterprise Agreement • Settled Symantec endpoint protection agreement • Archival contracts 	<ul style="list-style-type: none"> • Provided support services at Legislative Review Committee on all Ministry Bills • In progress of completing comments on Telecommunications Amendment Bill • Completed comments on amendment to Mandatory Services order-schedule 3 • Provided support services to internal Film Censors Committee • Provided support services to National Archives Policy Committee

Table 31 - Legal Division Achievements for fiscal period

TELECOMMUNICATIONS	PROPERTY AND REAL ESTATE	ICT
<ul style="list-style-type: none"> • Vetted 45 concessions • Commented on CARIFORUM-EPA Model Bills addressing the Regulatory Framework for Telecommunications Services for the Ministry of Trade and Industry • Completed legal advice/opinions on: <ul style="list-style-type: none"> – Third mobile – Authorization by notification • Amendments to the Universal Service Regulations • Assisted with research and review towards the preparation of the final draft of the Telecommunications Amendment Bill 2017 • Assisted with research with respect to the selection of the Designated Authority under the Electronic Transactions Act 	<ul style="list-style-type: none"> • Completed 15 Leases • Member of Cabinet appointed Accommodation Committee • Negotiated with iGovTT on Property Information Management System Project • Reviewed and made recommendations on PRES D policies for lease/rental and Government Quarters • Advised on IWC/UDECOTT Facilities Management Agreement • Advised on 1 Alexandra Street lease negotiation • Advised on Honda River outstanding claim 	<ul style="list-style-type: none"> • Legal advice on Government Communications Backbone (GovNeTT) • Legal advice on free public Wi-Fi project • Legal advice on ICT Access Centres • Advised on Columbus Internet Service orders • Advised on Expression of Interest for Cloud Computing • Advised on IBM Software Licensing Agreement reinstatement • Advised on Creation of Government cloud & storage of Data under the Data Protection Act • Research Support and Review of Project documentation with respect to the Exploration of Revenue Diversification utilizing national resources (Joint project with TATT)

Other Accomplishment

<ul style="list-style-type: none"> • Advised Economic Development Advisory Board on Local Content Policy • Advised on TUCO claims for intellectual property in GISL and CNMG • Legal session at Retirement Workshop – Wills and Probate presentation • Advised on closure of CNMG • Advised Central Bank Payment Systems Council Sub-committee on Legislation • Commented on Policy Position Paper for Amendment of the Cipriani College of Labour and Co-operative Studies Act • Comments on Office of Prime Minister Conflict of Interest Policy • Advised on Disciplinary Matters • Advised Interception of Communications Committee • Advised on HR matters re: TT Revenue Authority • Advised Mental Health Inter-Ministerial Committee 	<ul style="list-style-type: none"> • Commented on impact of the Plea-Bargaining Act and Juvenile Court on the role of/demand for Probation Officers • Advised on IHRIS project legal implications • Commented on Draft CARICOM Protocol on Public Procurement and Draft Model Bill • Advised on Retention and Re-designation of the position of Information Technology Manager in the Equal Opportunity Tribunal • Advised on Board of Film Censors: Request for Fee Waiver for 21st European Film Festival • Reviewed Cabinet Note for Cancellation of consultancies for Institutional Strengthening of the Personnel Department and the Development and Initial Implementation of Framework System and Policy for Competency Based Management in the Civil Service • Advised on the Caribbean Basin Economic Recovery Act – 11th Congress Report • Contributed to the Payments Systems Council Activities Report for Fiscal Year 2016 - 2017
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Table 31 - Legal Division Achievements for fiscal period

FINANCIAL HIGHLIGHTS

The MPAC 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.

AUDIT

The Internal Audit Unit completed its Programme of Work. All reviews were executed successfully.

REVISED ALLOCATION – MPAC (HEAD 31)

The revised funds budgeted and approved by the Ministry of Finance to facilitate operating expenditure (Recurrent) during fiscal year 2016-2017 was One Billion, Thirty-Two Million, Eight Hundred and Fifty-Eight Thousand (TT\$1,032,858,000.00) Dollars.

The sum of Twenty-Nine Million, Seven Hundred Thousand (TT\$29,700,000.00) Dollars was in respect of the Development Programme.

The total funds available for the MPAC's programme was therefore One Billion, Sixty-Two Million, Five Hundred and Fifty-Eight Thousand (TT\$1,062,558,000.00) Dollars.

Table 32 summarises allocations for fiscal 2017:

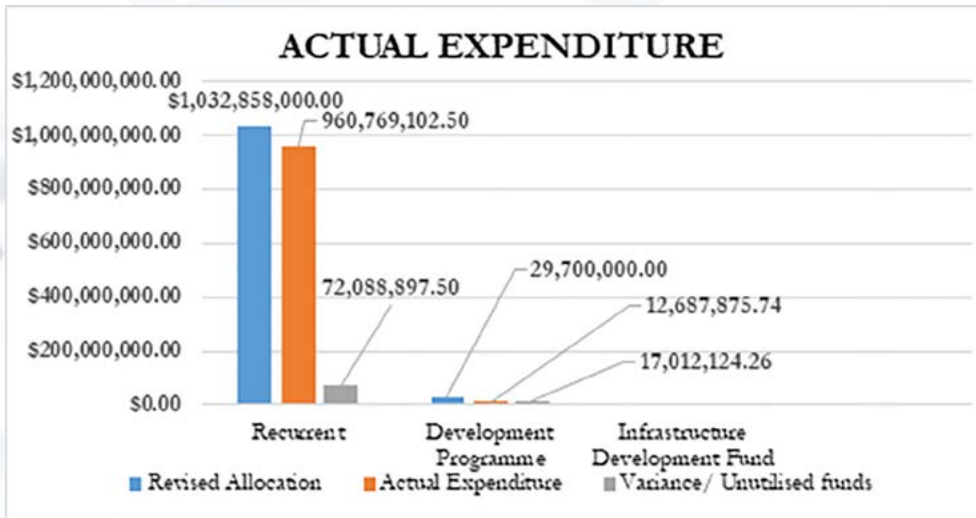
Category of Allocation	Revised Allocation Fiscal 2016-2017
Recurrent	1,032,858,000.00
Development Programme	29,700,000.00
Infrastructure Development Fund	-
Total	1,062,558,000.00

Table 32 - Summary of Allocations for Fiscal 2016 - 2017 in TTD

ACTUAL EXPENDITURE

Actual Expenditure for Recurrent amounted to Nine Hundred and Sixty Million, Seven Hundred and Sixty-Nine Thousand, One Hundred and Two Dollars and Fifty-Two Cents (TT\$960,769,102.52) and Twelve Million, Six Hundred and Eighty-Seven Thousand, Eight Hundred and Seventy-Five Dollars and Seventy-Four Cents (TT\$12,687,875.74) for DP, resulting in a total of Nine Hundred and Seventy-Three Million, Four Hundred and Fifty-Six Thousand, Nine Hundred and Seventy Eight Dollars and Twenty-Six Cents (TT\$973,456,978.26).

The variance/unutilised funds based on actual expenditure for the period was Eighty-Nine Million, One Hundred and One Thousand and Twenty-One Dollars and Seventy-Four Cents (TT\$89,101,021.74). A breakdown is provided in the Figure 7 and Table 33 below:



	Revised Allocation	Actual Expenditure	Variance/Unutilised Funds
Recurrent	1,032,858,000.00	960,769,102.52	72,088,897.48
Development Programme	29,700,000.00	12,687,875.74	17,012,124.26
Total	1,062,558,000.00	973,456,978.26	89,101,021.74

Table 33 - Breakdown of Actual Expenditure for Fiscal 2016 - 2017 in TTD

Figure 7 - Actual Expenditure 2016 - 2017 in TTD

INCOME

The actual income for the period was Seven Million, One Hundred and Ninety-Seven Thousand, Fifty-Four Dollars and Fifty-Nine Cents (TT\$7,197,054.59). A breakdown is provided in the Table 34 below:

	CATEGORY OF INCOME FY 2016	ACTUAL INCOME
PA1 - MPAC	01 – Rental Income	6,879,986.93
	001 – Lease Payments/Rents of Government Buildings	
	002 – Rental of Finance Building (Roof Level)	
	07 – Other Non-Tax Revenue	260,067.66
	001 – Administrative Fees and Charges – Censor Cinematograph	
	04 – Non- Industrial Sales - Printing	
	09 – Capital Revenue	57,000.00
	002 – Sale of Quarter of Defence Officers	
	Total	7,197,054.59

Table 34 - Breakdown of Actual Income for Fiscal 2016 - 2017 in 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 as shown in Tables 35 - 37.

CATEGORY OF RECURRENT EXPENDITURE	FISCAL 2016-2017		
	Sub-Head	Allocation	Actual Expenditure
Personnel Expenditure	47,380,358.00	44,429,442.32	2,950,915.68
Goods And Services	778,931,542.00	716,886,870.57	62,044,671.43
Minor Equipment Purchases	1,258,170.00	212,520.37	1,045,649.63
Current Transfers and Subsidies	75,848,050.00	70,139,769.26	5,708,280.74
Current Transfers To Statutory Boards and Similar Bodies	129,439,880.00	129,100,500.00	339,380.00
Total Recurrent	1,032,858,000.00	960,769,102.52	72,088,897.48

Table 35 - Recurrent Expenditure for Fiscal 2016 - 2017 in TTD

Variances under Recurrent Expenditure

- Several vacant positions were not filled as intended. Instead staff were redeployed to various Divisions throughout the Ministry based on availability as a result of the realignment in order to avoid further employment
- No releases were received for the months of July and September 2017 and no new contract employment positions were filled while several contracts which expired during the financial year were not renewed
- Expenditure related to a commitment brought forward for a necessary acquisition made in 2016
- The winding up of GISL- Cabinet Minute #957 of May 25, 2017 and GHRs- Cabinet Minute #477 of March 16, 2017 resulted in no further releases and expenditure being incurred after the stated date
- Releases received were reduced during the last quarter of the year due to the downturn in the economy

Variations under Development Programme (DP)

The Seventeen Million, Twelve Thousand, One Hundred and Twenty-Four Dollars and Twenty-Six Cents (TT\$17,012,124.26) difference between the budgeted and actual DP expenditure was largely due to the following:

1. Administrative Services: TT\$5.8M unutilized re: TT Wi-Fi project; TT\$1M unutilized for internal ICT; TT\$2.4M unutilized for PMIS; TT\$1.4M unutilized for Archives projects.
2. Printery: TT\$2M unutilized for project

Variations under the Infrastructure Development Fund

There was no allocation, since a decision was made to defer costly construction of the MPAC building and utilise the site as a temporary car park.

Category of Expenditure Sub-Head	Fiscal 2016-2017		
	Allocation	Actual Expenditure	Variance
004 SOCIAL INFRASTRUCTURE 04 EDUCATION G EDUCATIONAL SERVICES: 005-023 4 Library projects	9,000,000.00	7,545,736.00	1,454,264.00
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES A ADMINISTRATIVE SERVICES: 001 - 060 9 projects	18,014,700.00	4,689,196.74	13,325,503.26
E PRINTERY 001 - 1 project	2,000,000.00	-	2,000,000.00
F PUBLIC BUILDINGS 010 - 1 project	685,300.00	452,943.00	232,357.00
Total DP	29,700,000.00	12,687,875.74	17,012,124.26

Table 36 - Development Programme Expenditure Fiscal 2016 - 2017 in TTD

Category Of Expenditure Sub-Head	Fiscal 2016-2017		
	Allocation	Actual Expenditure	Variance
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES F PUBLIC BUILDINGS: 029 - Construction of Office Building - Old NBN Building	-	-	-
Total IDF	-	-	-

Table 37 - IDF Expenditure Fiscal 2016 - 2017 in TTD



THE WAY
Forward

MPAC Strategic Plan 2018 - 2020

THE WAY FORWARD

MPAC Strategic Plan 2018-2020

The MPAC embarked on an internally-driven strategic plan exercise in June 2016. A draft document covering the period FY 2018 - 2020 was prepared and submitted to Cabinet at the close of FY 2017.

As we close this fiscal year, the Ministry is set on forward movement. The Ministry's commitment to this process propels us to make 2018 even better than its predecessors. Having been reconfigured, the nation should now see optimum impact.



APPENDICES

APPENDIX I – GAZETTE NO. 35 DATED MARCH 17, 2016.

SCHEDULE

<i>Minister</i>	<i>Business and Departments of Government</i>
Ministry of Public Administration and Communications	<p>PUBLIC ADMINISTRATION Data Classification e–Government Systems Integration HRM Policy Development and Monitoring Information and Communication Technology —National ICT Planning —ICT Policy, Strategy and Management Open Government Personnel Department —Daily-rated Workforce Management —Employee Assistance Programme —Industrial Relations —Compensation and Benefits Management —Employee Relations —Performance Management The Public Service Public Service Administration and Management Public Management Consulting Public Service Legislative Framework Public Service Transformation Property and Real Estate Strategic Human Resource Management Technology Centres Technical Cooperation (training) <i>Wholly Owned Enterprises:</i> Government Human Resource Services Company Limited National Information and Communication Technology Company Limited (iGovTT) Telecommunications Authority of Trinidad and Tobago (TATT) <i>Indirect:</i> Personnel Department Service Commissions</p> <p>COMMUNICATIONS Archives Centralised Government Communications Content Generation Data Protection Freedom of Information Monitoring Government Information Government Printery Services Issues Management/Crisis Communication National Library Services Rationalisation of Government Owned Media <i>Statutory Boards and Other Bodies</i> Board of Film Censors National Library and Information System Authority (NALIS) <i>Wholly Owned Enterprises</i> Caribbean New Media Group Limited (CNMG) Government Information Services Limited (GISL) National Broadcasting Network (NBN)</p>

APPENDIX II – LIST OF PROJECTS/PROPOSALS COMPLETED BY THE PMCD FOR FISCAL 2016/ 2017

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Elections and Boundaries Commission	Employment, on contract, of one (1) Senior Legal Officer in the Central Electoral Office of the Elections and Boundaries Commission								Transferred from MPAC			
Equal Opportunity Tribunal	Creation of Two (2) permanent and pensionable offices of Office Assistants in the Equal Opportunity Tribunal	2						3				
	Retention and Re-designation of the position of Information Technology Manager in the Equal Opportunity Tribunal										2	
Finance and General-Purpose Committee, Cabinet Secretariat	Report by the Minister of Labour and Small Enterprise Development on the performance of the Cipriani College of Labour and Co-operative Studies including information on the courses/ programmes that are accredited, the process used by the College to move from Diploma to Degree programmes and industrial and leadership issues.											
Government Information/ Communications Portfolio	Manpower Audit of the Government Information/ Communications Portfolio	21	69					18				

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Industrial Court	Creation of positions in the Internal Audit Unit on the establishment of the Industrial Court	2										
	Retention of three (3) Cat Reporter I in the Industrial Court of Trinidad and Tobago								3			
Judiciary	Employment of additional staff in the Judiciary for assignment to the Family Court of Trinidad and Tobago					7		9				
	The employment, on contract, of staff in the Judiciary for allocation to the Office of the Chief Justice							7				
	Staffing of the Family and Children Division (FCD) Headquarters and three (3) Children Courts of the High Court of the Judiciary of Trinidad and Tobago in North and South Trinidad and Tobago in accordance with Act No. 6 of 2016	28							169			
	Establishment of a Legal Unit and employment of Contract staff therein, in the Department of Court Administration, Judiciary of Trinidad and Tobago								2			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Ministry of Agriculture, Land and Fisheries	Creation of contract positions in the Land Management Division, Ministry of Agriculture, Land and Fisheries							36				
Ministry of Education	Employment, on contract, of staff in the Health, Safety and Security Services Unit, Education Facilities Planning and Procurement Division of the Ministry of Education								2			
	Employment, on contract, of staff in the Multicultural Music Programme Unit in the Visual and Performing Arts Unit of the Curriculum Planning and Development Division, Ministry of Education								59			
	Employment, on contract, of staff in the Student Support Services Division, Ministry of Education								365			
	Employment, on contract, of staff in the Corporate Communications Division of the Ministry of Education								3			
	Implementation of a Means Test to determine Access to the Gate Programme							9				

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Ministry of Energy and Energy Industries	Employment, on contract, of Legal Officers in the Legal Services Unit of the Ministry of Energy and Energy Industries								2			
	Employment on contract of two (2) Strategic Energy Advisers to support the Minister of Energy and Energy Industries							2				
Ministry of Finance	Employment, on contract, of staff in the Information Technology Unit of the Customs and Excise Division, Ministry of Finance								3			
	Renaming of the Information Technology Unit of the Ministry of Finance and the Employment, on contract of staff							21				
	Employment, on contract, of one (1) Senior Economic Policy Analyst and Four (4) Economic Policy Analyst Economic Management Division, Ministry of Finance								5			
	Employment, on contract, of PAYE and VAT Monitoring Officers in the Inland Revenue Division, Ministry of Finance								91			
	Strengthening of the Treasury Solicitor's Department, Ministry of Finance	11						5	2			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Ministry of Finance (cont'd)	Creation of Permanent and Pensionable Offices in the Procurement Series and the Re-deployment of Technical Staff of the Central Tenders Board in the Public Service	2	6									
	Employment on contract of staff in the Valuation Division, Ministry of Finance					248						
	Employment on contract of one (1) Driver/Courier and the Creation of one (1) position of Maid 1 (Salary Range 4) on the Staff Establishment of the Ministry of Foreign and CARICOM Affairs	2										
Ministry of Health	Establishment of a Support Structure for the Office of the Chief Medical Officer, Ministry of Health	1										
	Restructuring and staffing of the Information, Communication and Technology Division of the Ministry of Health							39				
	Employment on contract of a Technical Director, Health Services Support Programme in the Ministry of Health							1				

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions					
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed	
Ministry of Rural Development and Local Government	Employment on contract of Personal Assistants and Secretaries as Personal Support Staff for Mayors and Chairmen of the Fourteen (14) Municipal Corporations					28							
Ministry of Labour and Small Enterprise Development	Renewal of contract employment in the Ministry of Labour and Small Enterprise Development							100			28		
Ministry of National Security	Staffing of the Probation Services Division of the Ministry of National Security	48						20					
	Creation of sixty (60) positions of Crime Scene Investigator in the Trinidad and Tobago Police Service, Ministry of National Security							60					
Ministry of Public Administration and Communications	Employment, on contract, of staff in NALIS								3				
Ministry of Social Development and Family Services	Re-designation of contract positions in the Ministry of Social Development and Family Services										2		
	Request for the Extension and Covering Approval of Temporary Positions on the Staff Establishment of the Ministry of Social Development and Family Services (formerly the Ministry of the People and Social Development)						38			88			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Ministry of the Attorney General and Legal Affairs	Employment, on contract, of an Information Technology Infrastructure Specialist in the Information Technology Unit of the Industrial Court								1			
Ministry of Works and Transport	Creation of the offices of Architect I (Range 53) and Architect II (Range 59D) in the then Ministry of Works, Maintenance and Drainage and the then Ministry of Works, Decentralisation and Infrastructure	3										
	Employment, on contract, of three (3) Port State Inspectors, Maritime Services Division, Ministry of Works and Transport							3				
	Retention of contract positions in the Traffic Management Branch, Highways Division, Ministry of Works and Transport	13						22	9			
Parliament Department	Restructuring of the Office of the Marshal of the Parliament, Office of the Parliament			1				23				
	Employment on contract of staff in the Office of the Parliament			1				8	30			

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Office of the Prime Minister	Establishment of a Procurement Unit in the Office of the Prime Minister	4						4				
Office of the Prime Minister (CAST)	Request for approval for employment of an Information Systems Specialist in the Office of the Prime Minister (Tobago Affairs), CAST							1				
	Creation of Additional Contract Positions in the Office of the Prime Minister (Tobago Affairs), Central Administrative Services Tobago (CAST)	2						2			1	
Personnel Department	Regularization of the staffing arrangements supporting the Job Evaluation Exercise for the offices in the Civil Service, within the purview of the Salaries Review Commission and the Trinidad and Tobago Prison Service						3	1	42	20		22

Ministry/Department	Project/Proposal	Established Positions				Temporary		Contract Positions				
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Covering Approval	Re-designed
Service Commissions Department	Creation of Permanent and Pensionable Offices and Employment, on contract, of staff in the Service Commissions Department	5					3					
	Request for the Extension of the life of forty-three (43) Temporary Offices on the Staff Establishment of the Service Commissions Department						43					
	Employment on contract of two (2) BOA II (Pension and Leave) in the Human Resource Unit of the SCD							2				
	Further employment, on contract, of an HIV/AIDS Co-ordinator, Service Commissions Department								1			
Tax Appeal Board	Employment on contract of two (2) Computer Aided Transcription Reporters in the Tax Appeal Board							2				
Total		144	75	2	0	283	87	569	621	108	33	22



GLOSSARY



GLOSSARY	
Centre of Government (CoG)	A 'whole of government' concept that speaks to those Ministries responsible for public policy within the Public Service. It can be defined as the level in the governance structure that provides direct support and advice to the Head of Government on enterprise-wide policies and strategies required to achieve the national policy agenda.
Citizens' Index	The Citizens' Index initiative will provide a platform for development of a performance Index and a means for comparing the performance of selected services against similar regional bodies.
Commonwealth Association for Public Administration and Management (CAPAM)	An inter-governmental organization that is dedicated to promoting good governance and excellence in public administration across the Commonwealth.
GILAC	The GILAC, a technical advisory body, advises on matters relating to ICT development, technical policies, standards and guidelines. It facilitates the meaningful participation of GoRTT's ICT practitioners in ICT development in the Public Service.
OpenMaint	OpenMaint is an open source solution utilised for the development of a Property and Facility Management solution. It is an application for the management of buildings, installations, movable assets and related maintaining activities.
Technical Cooperation Awards	The TCAs are short term programmes offered to the Government of Trinidad and Tobago by foreign governments and international funding agencies.
United Nations Public Service Day	In 2003, the United Nations General Assembly, designated June 23 as the United Nations Public Service Day to celebrate the value and virtue of Public Service to the community.



Government of the Republic of Trinidad and Tobago

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