



Ministry of Public Administration

2009 Annual Report 2010



Improving Systems, Improving Structures and Developing People.

Mission

To be recognised as the Champion of Service Delivery Excellence.

Vision

Facilitating the development of the capacity of the Public Service to deliver quality goods and services in an effective, sustainable and equitable manner.

Core Values

Team Driven

In the spirit of mutual respect and cooperation, we partner amongst ourselves and with Ministries, Departments and other stakeholders.

We believe in harnessing diverse proficiencies and fostering commitment and discipline to achieve positive results.

Results Oriented

We are focused on achieving results and measuring our performance to ensure that our stakeholders’ needs are consistently met.

Whilst we persevere to meet these needs, we will innovate and adapt to our changing environment always remaining accountable for our results and celebrating our achievements along the way.

People Centred

We value and involve our stakeholders whether they are citizens, members of the business community or our own staff and strive to remain responsive to their needs.

We are focused on providing high quality standards of service and efficiency.

Integrity Based

We interact amongst ourselves and others with honesty, building relationships based on respect and trust.

In honouring our commitments we conduct our affairs ethically to ensure that we meet all professional obligations.

On May 24th 2010 Trinidad and Tobago held National General Elections which resulted in a change of administration.

Senator the Honourable Rudrawatee Nan Gosine Ramgoolam was appointed as Minister of Public Administration replacing Mr. Kennedy Swaratsingh who served from December 2007.

The only change to the Public Administration portfolio was the transfer of the Secretariat for the Implementation of Spanish (SIS) to the Ministry of Science and Technology and Tertiary Education.

The reporting period of this Annual Report is October 1 2009 to September 30 2010 and therefore presents the work of the Ministry of Public Administration completed under the previous National Strategic Plan - Vision 2020 up to May 2010, as well as under the new National Policy Framework for Sustainable Development which came into effect from June 2010.

Contents

Minister's Foreword	5
Permanent Secretary's Report	7

Section One

Overview of the MPA	8
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Section Two

Improving Systems

Scholarship Administration/Debit Cards	28
Service Delivery Excellence	29
Change Management	29
Information & Communication Technologies	31
Engaging Stakeholders, Strengthening Government	34
Funding Transformation Initiatives	35

Improving Structures

Structures and Staffing	36
Improving Government Accommodation	42

Developing People

Award Scholarships	46
Building Capacity in the Public Service	53

Section Three

Developing MPA People	59
Improving Systems	61
Motivating MPA	63

Section Four

Financial Operations	67
Audit	73
Procurement	76
Abbreviations	79



Senator The Honourable
Rudrawatee Nan Gosine Ramgoolam
Minister of Public Administration

Minister's Foreword

In 2010, I came to the Ministry of Public Administration with a clear mandate to address the challenges of the public service in recognition of the integral role it plays in the implementation of government's policies and programmes. Any attempt to promote change within the civil service must be sustainable, equitable and people centred since the achievement of national objectives can only be realised through the hard work and commitment of the civil service.

At the Ministry of Public Administration, we have the responsibility for ensuring that we continue to pursue a long term development agenda which will provide opportunities for our people to achieve their maximum potential. Though my tenure began during the fiscal year, this report on the Ministry's activities represents our achievements in relation to our mandate to our stakeholders: the citizens. It also lends to our overarching vision as a Ministry which is the renewal and modernisation of the civil service, starting with employee morale and professionalism straight through to customer satisfaction and trust in government run services.

As a Ministry, we are dedicated to the improvement in the quality of service delivered by key state agencies and our intention is to breathe new life into the system in order to engender the change we seek. Our efforts to improve the delivery of service include building human resource capacity through the award of scholarships, acquiring superior working environments in compliance with the Occupational Health and Safety Act (OSHA), commitment to upgrading Information Communication Technologies in the ever changing technological world, and drafting of a new legislative framework to strengthen all of our new initiatives. We are also engaged in leadership development, improvements in government's management systems and addressing issues of good governance.

In closing, I take this opportunity to reiterate that we must maintain a collaborative partnership with our stakeholders if we are to create a platform for long term viability.

The success of our national objectives depends on maintaining a common goal, we are all required to work together towards achieving and maintaining excellence in service delivery.

“Government at your service.”



Arlene McComie
Permanent Secretary
Ministry of Public Administration

Permanent Secretary's Report

On behalf of the Ministry of Public Administration, I am pleased to present an account of the work of the Ministry for the 2009/2010 period. Key highlights follow from the many successes we have been able to achieve, and we encourage you to read the entire report for more details.

With respect to the Scholarship programme, eight hundred and thirty nine (839) offers were made, at a value of one hundred and eighty-one million dollars (\$181,000,000), which represents a forty-one percent (41%) increase in offers from the last fiscal.

We were able to realise an increased return on the scholarship investment by absorbing more returning scholars into the public and private sector workforce. This was accomplished through the expansion of the Associate Professional programme from eighty (80) to two hundred (200) places.

Two hundred (200) revised Governance Handbooks were produced in hard copy and

electronic form and distributed to incoming government Ministers on June 1st, 2010. The revised ministerial portfolios made by the new administration required review and redesign of organisational structures for seven (7) new Ministries and five (5) Ministries with portfolio changes. This was addressed by the Public Management Consulting Division by August 2010. Notwithstanding the realignment of portfolios, the Ministry also assisted in the execution of several action items in the **120 Day Plan**.

Improving the way we work to better serve you is a fundamental goal of the Ministry of Public Administration. As such, there has been a move towards cultivating a healthy project environment within the Ministry. Led by the Programme Management Division, the Ministry has implemented a Project Management Methodology with a view to standardising how projects are executed so as to improve the effectiveness of implementation. An internally developed website is utilised as a key resource for

Project Management materials. Staff participated in a series of training sessions to learn and share the different aspects/tools of project management.

Early in the year, the Ministry hosted six (6) HRM stakeholder fora, formulated a Professional Development Programme for HR officers and acquired Cabinet approval for the “unfreezing” of HR promotions; all part of the HRM modernisation programme. Building on this momentum, and on past initiatives, under the stewardship of our new Minister, the MPA will launch a revitalised Transformation Agenda early in the next fiscal year.

I commend the efforts of the Ministry's very competent and motivated staff for contributing to a successful transition and to yet another year on the journey of Transformation. We remain dedicated to **Improving Systems, Improving Structures and Developing People** as we bring about “Government at your service.”



Section I

Overview of the MPA	8
Services Offered	9
Organisational Structure	11
MPA Leadership Team	12
Division Profiles	13
HR Development Plan	16
Delegated/ Devolved Functions	24
Reporting Functions	26
MPA Strategic Plan	27

Overview of the MPA

Over the last twenty years the Ministry of Public Administration has undergone several changes in name, size and configuration.

The Ministry has grown from a sub-division of the Office of the Prime Minister in 1991, to the Ministry of Public Administration and Information in 1996. The Ministry was disbanded in 2000 and in 2001 reconstituted as the Ministry of Public Administration.

In 2003, it again became the Ministry of Public Administration and Information and in 2007 was reconfigured as the Ministry of Public Administration. Throughout these changes however, the core mandate as a central Ministry of government has remained essentially intact- that is Public Service Transformation.

Public Service Transformation is an ongoing process. The MPA utilises a two-pronged strategy consisting of: horizontal (system-wide) initiatives that affect the entire Civil Service, such as Human Resource Management (HRM) modernisation; advancement of an Information and Communication Technology

(ICT) agenda; and vertical interventions that impact a segment of a Ministry, Department or Agency, such as organisational restructuring.

Partnering with relevant government agencies is critical to transformation success, as the MPA focuses on building institutional capacity in the line Ministries, Departments and Agencies.

The composition of the Ministry reflects its transformation mandate. Its Divisions provide transformation, coordination and support, human resource development, organisational rationalisation and restructuring, government accommodation and ICT policy direction.

The wider Public Administration portfolio, under the purview of the Minister, includes agencies responsible for ICT, Telecommunications and other aspects of Human Resource Management. In totality, the entire portfolio, as detailed in the Trinidad and Tobago Gazette 74 A of June 2010, can be construed as the Public Service Transformation group that utilises HRM and ICT as key enablers in its processes.

The following are the **core services** offered by the Ministry of Public Administration.

MPA Division	Service	Description
Public Service Transformation Division	Coordination and support of government-wide and Ministerial transformation projects and the Public Service legislative framework	<ul style="list-style-type: none"> • Policy Management (includes proposed Knowledge Centre) • Change Management (includes provision of New Systems Facilitators) • Service Alignment (includes transformation support) • Monitoring and Evaluation (includes Opinion Leaders Panel and Public Service Employees surveys and Innovation Awards) • Transformation Secretariat services
Public Service Academy	Public Service Training and Development Programmes	<ul style="list-style-type: none"> • Public Service Training policy • Review and approval of Ministry and Department Training Plans • Conduct Training Programmes for enterprise-wide and agency specific needs • Administration of Technical Cooperation training from foreign governments and international agencies • Provision of Consultancy services on training matters to government Ministries/Departments/Agencies
Public Management Consulting Division	Consultancy services/advice on organisational structure design	<ul style="list-style-type: none"> • Rationalisation and restructuring of Ministries and Departments • Organisational design, review and redesign • IhRIS position management • Strategic Planning support
Property and Real Estate Service Division	<p>Management of owned, leased and rented government property and real estate</p> <p>Provision of suitably designed workplaces for government offices</p>	<ul style="list-style-type: none"> • Lease/Rental of private property for government use • Acquisition of property for government use • Allocation and leasing of state-owned property to government agencies, public officers and NGOs • Oversight and maintenance of state-owned buildings • Procurement of construction services • Oversight of building construction / refurbishment / restoration projects

MPA Division	Service	Description
Scholarships and Advanced Training Division	<p>Administration of scholarships offered by and through the GoRTT</p> <p>Scholar placement and development</p>	<ul style="list-style-type: none"> • Management of the scholarship application process, selection process and secretariat to Cabinet appointed Selections Committee • Provision of support services to scholars during study • Management of the Job Placement of returning scholars to meet contractual obligations and to maximise the return on investment • Placement of Scholars where there are existing knowledge gaps skill shortages of trained and qualified professionals
ICT Secretariat	Guiding National ICT Development: Planning, direction and realisation of the National ICT Strategy	<ul style="list-style-type: none"> • ICT Policy and Metrics • Oversight of ICT agencies • External/International ICT Relations
Strategic HRM* <i>*Unit not yet staffed</i>	Development and coordination of a programme to achieve public service HRM transformation	<ul style="list-style-type: none"> • HR Policy Research and Planning • HR Policy Design and Development • HR Policy Monitoring and Evaluation • HR Advisory Services • HR Audits • Implementation of HR best practices • Management and Leadership Development



* These Agencies report to Cabinet through the Minister of Public Administration



Richard Madray, Shelley Ann Clarke-Hinds, Jean Benjamin, Meena Jagarsar*, Indira Frank*, Sharon Morris Cummings, Dave Kidney, Angela Lum Joseph, Kurt Meyer, Donna Ferraz, Simone De Souza, Claudelle McKellar, Jacqueline Johnson, Muriel Lezama, Natasha Ramnauth

Missing from Picture: Arlene McComie (Permanent Secretary), Judith Edmund, Harbanse Ramdath, Juliette Victor, Lois Melville

**Meena Jagarsar and Indira Frank assumed acting positions after the fiscal period.*

Public Service Transformation

The Public Service Transformation Division (PSTD) is focused on creating a more efficient, integrated and customer-friendly Public Service through Change Management, Monitoring and Evaluation, Policy Formulation and Service Improvement / Process Re-engineering.

PSTD's work is primarily geared towards identifying best practices and looking into approaches that could be adapted to the national Public Service environment. PSTD's stakeholder groups include, but are not limited to, the Board of Permanent Secretaries, the Deputy Permanent Secretaries Forum, the Human Resource Management Leaders Forum and the Government Human Resource Services Limited.

Head of Division: Claudelle McKellar -
Director, Public Management (Acting)
7th Floor, NLB 623-4724 ext 2218/2220

Scholarships and Advanced Training

The Scholarships and Advanced Training Division (SATD) is responsible for administering scholarships and long-term technical assistance awards offered by or through the Government of Trinidad and Tobago. Scholarships are offered on a competitive basis through open calls for applications via public notices. However, the Advanced Level Scholarships are awarded based on academic performance of the recipients at Advanced Level Examinations.

The SATD provides administrative and financial support to scholars during their course of study. The Division also sources job placement opportunities for scholars in fields that are commensurate with their academic qualifications, through the Associate Professional (AP) Programme and permanent jobs based on partnerships established with public and private sector agencies. Further, while scholars fulfil their term of obligatory service, the SATD provides additional professional development training aimed at building the core competencies of the scholars and emotional skills to ensure their success in the work place.

Head of Division: Jacqueline Johnson -
Director, Public Management (Acting)
5th Floor, NLB 625-6724 ext 2016

Public Service Academy

The Public Service Academy (PSA) provides Human Resource Development interventions to line Ministries, Departments, Statutory Bodies and other Agencies. The opportunities delivered by the Academy are aligned with the skills and competencies required for a transformed Public Service. The training and development programme seeks to meet the common needs identified by Agencies in their HR Training Plans. The Academy also administers technical cooperation opportunities offered by foreign governments and international agencies.

Head of Division: Dave Kidney -
Director, Public Management
5th Floor, NLB 625-6724 ext 2038/2037

Property and Real Estate Services

The Property and Real Estate Services Division (PRESD) is primarily responsible for providing government accommodation in accordance with user and statutory requirements. It also ensures that the stock of State properties utilised for public purposes is developed and maintained in order to maximize the socio-economic returns from these assets.

Head of Division: Simone De Souza -
Coordinator, Property and Real Estate Services
CIC 623-4724 ext 2501

Public Management Consulting

The Public Management Consulting Division (PMCD) is an internal management consulting agency for the Government of Trinidad and Tobago. The Division provides advice and solutions to the Cabinet, Ministries/ Departments and associated Government Agencies on public management issues. PMCD's work involves Organisational Structure Reviews and Designs of Ministries and Departments, Business Processes Reviews, Strategic Planning Interventions and IhRIS Position Management.

Head of Division: Juliette Victor -
Director, Public Management (Acting)
GC 671-7623

ICT Secretariat

ICT Secretariat facilitates the provision of user friendly technology for high standards of efficiency, marked profitability and continued competitiveness for the Public, Private and Civil Sectors of Trinidad and Tobago. Established in September 2009, the Secretariat has the distinct responsibility for the National ICT Development Agenda, ICT Policy, telecommunications policy and monitoring and oversight of ICT initiatives. As such, the Secretariat engages in ICT Strategy Coordination, ICT Policy and Programme Alignment, Oversight of ICT Agencies, ICT Policy Advisory Services, Stakeholder Engagement and External/International Relations.

Head of Division: Shelley-Ann Clarke-Hinds -
Executive Manager, ICT Secretariat
LHC 627-5600

Strategic Human Resource Management

The Strategic Human Resource Management Division (SHRM), in collaboration with various central agencies and line HRM Divisions has the task of coordinating a programme for the enhancement of the Public Service HRM function. Established in this fiscal, the division will be centred on HR transformation within the Public Service.

The SHRM Division is also charged with the responsibility of defining specific tasks that require consultancy support, procuring and managing consultants, monitoring and reporting on progress, as well as the development of policy proposals. As at 30th September 2010 the division had no staff.

Corporate Communications

The Corporate Communications Division (CCD) is responsible for developing and guiding the Ministry's corporate communications including event management, public relations, marketing and web content oversight. The Division's focus is informing and fostering dialogue with client Ministries, employees and the public pertaining to the initiatives and policies of the Ministry of Public Administration.

Head of Division: Natasha Ramnauth -
Head, Corporate Communications
5th Floor, NLB 623-4724 ext 2301

Corporate Services

The Corporate Services Division (CSD) provides a range of administrative and internal support services that include Office Management, Registry and Facilities Management, which contribute to the effective operations of the Ministry.

Senior Officer: Jennifer Sandy -
Administrative Officer II, Corporate Services
6th Floor, NLB 623-4724 ext 2111/2170

Executive Secretariat

The Executive Secretariat (Exec Sec) is comprised of the Minister of Public Administration, the Permanent Secretary, the Deputy Permanent Secretaries and their support teams. The Exec Sec is responsible for the oversight of all strategic initiatives, projects and financial decisions within the Ministry.

Permanent Secretary: Arlene McComie
Deputy Permanent Secretary (Acting):
Donna Ferraz
Deputy Permanent Secretary (Acting):
Richard Madray
7th Floor, NLB 625-6724 ext 2207

Finance & Accounts

The Finance and Accounts Division (F&A) is responsible for managing the Ministry's financial resources, in keeping with financial laws, regulations, practices and procedures for the Public Service. This includes the processing of payments for suppliers, pay sheets for employees, and pension and leave records for retired Ministry staff as well as maintenance of financial records and preparation of all financial reports.

Head of Division: Angela Lum Joseph -
Director, Finance and Accounts
6th Floor, NLB 625-6724 ext 2165

Human Resource Management

The Human Resource Management Division (HRMD) is responsible for engaging a strategic and coherent approach to the management of the Ministry's most valued resources – its employees. In order to fulfil this, the HRMD is engaged in several core activities – HR strategic planning, recruitment, training and development as well as employee support services in order to realise the full potential of employees and create a team of efficient employees that would be a true asset to the Ministry.

Head of Division: Judith Edmund -
Head, Human Resources
6th Floor, NLB 623-4724 ext 2116

Internal Audit

The Internal Audit Unit is responsible for Audit Reviews on Ministry activities and planning as per the Annual Programme of work. This Unit then reports their findings and recommendations directly to the Permanent Secretary. Internal Audit provides independent and objective analyses for the Ministry via a systematic approach towards governance controls and risk assessments. The responsibilities of the Internal Audit Unit include, but are not limited to, verifying previous years' payments related to salaries, acting allowances and other payments such as bills, invoices etc. Internal Audit also verifies Pension and Leave Records, Contract Gratuities and Motor Vehicle Advances.

Head of Division: Harbanse Ramdath-
Auditor II (Acting), Internal Audit

Legal Services Division

The Legal Services Division is responsible for providing timely and comprehensive legal support. Its functions include rendering legal advice, procurement support, preparation and review of contracts and legislative policy as well as lease negotiation. It operates within the framework of the diverse and broad responsibilities that fall under the MPA, which includes: public sector reform, telecommunications, ICT development, e-commerce, public construction and government real estate.

Head of Division: Sharon Morris-Cummings –
Head, Legal Services Division
5th Floor, NLB 625-6724 ext 2009

Programme Management Division

The Programme Management Division (PMD) plays a key supportive, facilitative and monitoring role in all of MPA's projects by ensuring that deliverables and objectives are achieved within stipulated time frames, budget and quality towards improving the performance of the Ministry. The PMD manages the Public Sector Investment Program (PSIP) and provides programme and project management oversight for transformation programmes and projects. The Division manages and coordinates the programmes of the Public Service Transformation Agenda (PSTA). This requires collaboration with the Public Service Transformation Division, ICT Secretariat and external funding agencies.

Head of Division: Muriel Lezama -
Senior Project Coordinator,
Programme Management Division
5th Floor, NLB 623-4724 ext 2002

Strategic Services

The Strategic Services and Information Technology Division (SSD) is responsible for coordinating and providing operational support for internal Information, Communications Technology projects and systems along with strategic planning and organisational reporting activities in the Ministry of Public Administration. SSD is also responsible for collaborating with Divisions to establish monitoring and evaluation mechanisms to ensure alignment of Ministerial programmes with national development priorities.

Head of Division: Kurt Meyer -
Director, Public Management (Acting)
6th Floor, NLB 623-4724 ext 2149



Deputy Permanent Secretary
(Acting): Richard Madray



Deputy Permanent Secretary
(Acting): Donna Ferraz

Staffing at the MPA as at
September 30, 2010 is as follows:

Established Positions	Employees/Positions	Established Positions
Actual persons serving on the establishment	169	
Vacant established positions	90	
Total MPA Established Permanent Positions	259	<div> Actual Persons serving on the establishment - 65% Vacant established positions - 35% </div>
Contract Positions	Employees/Positions	Contract Positions
Contract Employees currently serving	258	
Vacant Contract Positions	174	
Total MPA Contract Positions	432	<div> Contract Employees currently serving - 60% Vacant contract positions - 40% </div>
Number of MPA Employees	Employees	Total MPA Employees
Actual persons serving on the establishment	169	
Contract Employees currently serving	258	
Total MPA Employees	427	<div> Actual Persons serving on the establishment - 40% Contract Employees currently serving - 60% </div>
Ratio - Permanent: Contract	0.66:1	

Recruitment of Contract Officers

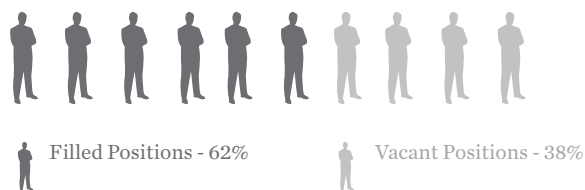
A function of the Human Resource Management Division is to ensure that all divisions in the Ministry are adequately and appropriately staffed, in order to ensure the efficient realisation of their strategic goals and objectives. In accordance with good governance and public accountability and transparency the recruitment process follows stringent procedures.

Contract Recruitment Process

Guidelines for Contract Employment in Ministries state “once Cabinet has given approval for a contract position, the appropriate Minister may approve the selection of the person to fill the position, after ensuring, where applicable, that a fair and transparent process was utilised in the selection. The process should include advertisement of the position and the conduct of interviews by a Committee set up for the purpose.”

At the MPA we generally use a competency based process. Contract positions are advertised in the print media and sometimes on the GHRS website, applications received are scored according to specific criteria and candidates with the highest scores are shortlisted for interview. Candidates are then invited to be interviewed by a panel consisting of a senior human resource officer 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.

Staffing at the MPA as at September 30th 2010



The pictograph outlines overall staffing at the MPA as at 30th September 2010.

Filled positions	427
Vacant positions	264
Total	691

Based on the needs of each Division, and in accordance with Cabinet Authority, the MPA engaged in recruitment activities for the following contract positions during fiscal 2009/2010.

Division	Contract Positions Filled in Fiscal 2010	Number Employed	Existing Vacancies (Contract Positions) at the end of Fiscal 2010
Human Resource	Business Operations Assistant Senior Research and Development Specialist Change Management Coordinator Service Alignment/Technical Coordinator Policy Analyst Business Operations Assistant	1 2 1 1 1 1	0 15
Scholarships and Advanced Training	Human Resource Assistant Human Resource Specialist Business Operations Assistant	4 3 2	1
Strategic Services and Information Technology	Strategic Planning Coordinator Monitoring and Evaluation Specialist LAN Administrator	1 1 2	21
TOTAL		20	37

The Human Resource Management Division maintains a strong commitment to ensuring the continuous development of the Ministry's employees. Training and Development is administered with the following intentions:

- To enhance the competencies of staff at a professional and personal level, consequently enabling improved performance and the successful achievement of strategic objectives
- To support the smooth implementation and acceptance of organisational change initiatives
- To address and eliminate specific problems and inefficiencies within Divisions and at the Ministry level.

The HR Training Plan for the MPA for fiscal 2009/2010 formed part of a wider Training Plan that was devised and subsequently revised to cover the period 2009 to 2013. Expenditure for training in the fiscal year was four hundred and eight thousand, four hundred and sixty seven dollars and twenty six cents (\$408,467.26).

“The overall training was beneficial to my knowledge and skills as it helped to improve efficiency and effectiveness in my daily routine”

*Human Resource Officer, SATD
Public Sector Investment Programme
June 7-11, 21-25 and July 5-9, 2010*

“Very relevant training as it pertained to Financial Management within the Public Sector”

*Assistant Manager, IT Services
Financial Management for Non-Accounting Officers
May 3-5, 2010*

While some activities have been undertaken according to the general Training Plan, it was recognised that strategic restructuring is imminent to align the Ministry with the National Policy Framework for Sustainable Development. As a consequence, the Human Resource Management Division awaits confirmation of the revised strategic agenda to better configure the Training Plan to support new strategic initiatives.

Due to budget limitations, the training and development programmes offered to employees were reduced by twenty-five percent (25%) compared to the preceding fiscal year. Fewer employees accessed the training as statistics indicate a reduction by sixty-three point five percent (63.5%) in the number of employees trained compared to fiscal 2009. However, the Division managed the administration of training and development by assessing and prioritising the various requirements and requests. Training and Development programmes administered during the fiscal year were predominantly centred on the areas of Personal Development, Professional Development, Management and Leadership. These programmes were geared toward the creation of an MPA capable of ensuring higher quality of service delivery.

Outlined below are the training and development programmes accessed by staff of the MPA during the fiscal year 2009/2010.

Training Courses	Number of Staff
Technical/Professional	
Legal Issues in Project Finance	1
Fundamentals of Public Procurement	6
The Practical Use of the Conditions of Contract for Design, Build and Operate Projects	3
101 Important Issues Raised by the New FIDIC Conditions of Contract for Construction	2
Public Sector Investment Programme (PSIP)	4
Portfolio Management and the Project Management Office	2
Fundamentals of Project Management I: Tools & Techniques	3
Fundamentals of Project Management II: Project Leadership and Communication	3
Total Technical/Professional	24
Administrative	
Business Writing	3
Effective Skills for Administrative Professionals	1
Cabinet Note Writing	15
Event Management for Administrative Professionals	3
Project Management for the Administrative Professional	2
Knock Your Socks Off Customer Service	2
Proposal Writing	3
Financial Management for Non-Accounting Officers	5
Total Administrative	34
Human Resource	
Confidentiality in Human Resource Management	2
HR Labour Law	1
Project Management for HR Professionals	4
Designing and Implementing an Effective Employee Recognition Programme	1
Guidelines for Managing HIV/AIDS in the Public Service	2
Training for Trainers – Development Evaluation	2
Total Human Resource	12

Training Courses	Number of Staff
Management/Leadership	
Leaders as Facilitators	4
Managing Performance: A Strategy for Increased Productivity	4
Supervisory Management	9
Coaching and Mentoring Skills for Managers	7
Creative Leadership Crash Course	2
Manager and Auditor Training	1
The Engagement Factor	1
Assessor Skills	3
Wave Assessment	3
Total Management	34
Personal Development	
Public Speaking and Presentation Skills	7
The 10 Competencies for Balanced Living and Leading	6
Total Personal Development	13
Total Persons Trained	117

The MPA seeks to undertake an evaluation of the effectiveness and impact of these interventions on its customers. It is important that the training conducted directly impacts the work and functions of the Ministry. At the end of the sessions, participants were required to provide feedback in the form of an evaluation of the learning experience. This feedback informs the improvement of or adjustment to the delivery of future training and development programmes. Some of the training aspects evaluated are shown below:

- The relevance of the content to the job
- The duration and methodology
- The goals and objectives
- Back-on-the-job support (facilitation of the implementation of new skills developed)
- Technical expertise of facilitator
- The effectiveness of facilitator's presentation skills
- The comfort and convenience of the venue.

Supervisors of trained officers were also required to complete evaluation forms, enabling them to highlight the impact of the officer's increased knowledge on the employee's job performance.

Training and Development programmes were tailored to address specific needs. Comments received from a cross section of course participants indicated that the various interventions were useful in equipping staff with the requisite skills.

The Performance Management and Increment Administration

The Performance Management and Increment Administration provides the basis on which the training and developmental needs are addressed, and identifies the framework within which mentoring and coaching are administered. The application of the Performance Management System improved significantly during the fiscal year 2009-2010 as evidenced by the following achievements:

a) Increment Administration

Satisfactory Performance Appraisal Reports (PARs) were used as the basis to determine the grant of increments to officers below salary range 60. The successful completion of one hundred and eight (108) PARs resulted in ninety two (92) memos being sent for preparation of increments for staff entitled to the award. Of these seventy five percent (75%) were processed and sixty nine (69) increment certificates sent for payment in fiscal 2010.

N.B. Not all officers are eligible for the award of increment each year. Entitlement is dependent on longevity point, salary scale and incremental date for which Performance Appraisal Reports are prepared to cover the period up to the date the increment is due.

b) Acting Appointments

A Satisfactory Performance Appraisal Report is also needed to facilitate the processing of all acting appointments for all eligible staff. Ninety two (92) officers acted for the reporting period and eighty four (84) officers received acting positions for 2009/2010.

c) Permanent Appointments and Promotions

The timely completion of PARs is critical to ensuring that officers eligible for promotion and officers deemed qualified to be promoted are actually promoted by the Public Service Commission when they become due. During the fiscal year, one hundred and seven (107) PARs were successfully completed and submitted to HR. Twenty nine (29) PARs representing fifteen percent (15%) of the Ministry's establishment officers were outstanding at the end of the fiscal.

d) Training and Development

Training and Development needs were also addressed based on an 'on the job' assessment of performance. The Performance Appraisal system was utilised to identify and address the developmental needs of individual members of staff. The areas identified are critical to staff development and are included for implementation in the annual Training Schedule.

e) Confirmation of Appointments

Nine (9) officers within the MPA who were appointed on probation by the Service Commissions Department have been confirmed on the basis of the submission of positive PARs to the DPA.

Administrative Functions

The Permanent Secretary, supported by the Corporate Services and Human Resource Management Divisions continued to administer functions within the MPA devolved by the Chief Personnel Officer and functions delegated by the Public Service Commission.

Functions devolved by the Chief Personnel Officer (CPO) MPA Terms and Conditions

Monthly Paid Employees

1. Contract employment
2. Secondment
3. Duty Leave, Special Duty Leave
4. Special Leave
5. Accumulation of leave
6. No Pay Study Leave
7. Leave of absence without pay
8. Extension of sick leave, injury leave
9. Leave to pursue course in Trade Unionism
10. Compensation in lieu of uniforms not issued
11. Compensation in lieu of annual vacation leave
12. Separation allowance

Functions Delegated By The Public Service Commission (PSC)

Appointments, promotions and resignations

- 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 periods not exceeding six (6) months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office except in offices that require consultation with the Prime Minister
- Confirmation of appointments
- Power to make transfers within the Ministry's Divisions up to Range 68
- Acceptance of Resignations
- Noting of Retirements – compulsory and voluntary after age 54

**Source: Public Service Commission,
Delegation of Powers (Amendment) Order, 2006*

Regulations Related To Acts Of Misconduct/Discipline

Regulation

- 135 (1)
- 135 (2)
- 135 (3)
- 136 (1)
- 136 (2)
- 137 (2)
- 140
- 141
- 142
- 149 (1) (a)
- 149 (1) (b)
- 149 (1) (d)
- 149 (2) (b)
- 149(2)(d) & (f)
- 149 (2) (g)
- 149 (2) (a)
- 149 (2) (a)
- 149 (2) (c)

Acts of Misconduct/Discipline

- Failure to attend to matters promptly within the scope of office
- Lack of courtesy to a member of the public or other public officer
- Wilful failure to perform duties
- Absence without leave or reasonable excuse from office
- Failure to seek approval to leave the country
- Failure to disclose activities outside Service
- Breach of rules relating to broadcast
- Indebtedness to the extent that impairs efficiency, etc.
- Failure to notify bankruptcy proceedings
- Failure to perform duties in a proper manner
- Breach of written law
- Behaviour that is prejudicial to, or discredits, the Service
- Disobedience to orders
- Neglect of duty
- Unlawful or unnecessary exercise of duty
- Absence without leave from office or habitually irregular arrival/departure from office
- Persistently unpunctual
- Unfit for duty through drunkenness or use of drugs

Financial Functions

With effect from August 13th 2010, the Permanent Secretary (as the Accounting Officer of the MPA) is authorised to award contracts:

- For the procurement of goods and services up to a limit of one million dollars (\$1,000,000)
- For consultancy services up to a limit of two hundred thousand dollars (\$200,000)

The Permanent Secretary's delegated responsibility, only in respect of the procurement of goods and services, are as follows with effect from September 30th, 2009:

Position/Delegate for procurement of goods and services	Range (V.A.T. Inclusive)
Deputy Permanent Secretary	\$0 - \$500,000
Heads of Divisions	\$0 - \$200,000
<i>SSD, CSD, PMCD, PSA, SATD and PSTD</i>	\$0 - \$50,000
All Other Heads of Divisions	\$0 - \$100,000
<i>Not holding substantive establishment positions but administering funds under sub-heads, items and sub-items</i>	
Executive Assistant Director	\$0 - \$200,000
Divisional Tenders Committees	\$1,000,000

Details of contracts awarded per the above limits are provided in Section Four.

Reporting Functions

This Table outlines the reporting requirements to the central agencies in respect of financial, human resource and administrative functions in monitoring the work of the Ministry. It identifies the reports required and the Receiving Agency.

Document	Receiving Agency
Operating budgets; Strategic Plan (Annual)	Line Minister Ministry of Planning, Social and Economic Restructuring and Gender Affairs Ministry of Finance Cabinet
Financial Reports (Monthly)	Ministry of Finance (Budget Division)
Performance Reports (Monthly/Annual)	Line Minister Ministry of Planning, Social and Economic Restructuring and Gender Affairs Ministry of Finance Cabinet Parliament
Status Reports on the Vision 2020 Operational Plan	Ministry of Planning, Social and Economic Restructuring and Gender Affairs
Annual Financial Report (Appropriation Account, Statements of Receipts & Disbursements and Statement of Expenditure under the Long Term Funds)	Ministry of Finance Auditor General
Monthly reports on Devolved Functions	Chief Personnel Officer
Annual Administrative Report	Cabinet Parliament
Quarterly reports on Delegated Functions	Director of Personnel Administration Cabinet
Freedom of Information Act – Quarterly Report of Compliance Annual Public Statement	Office of the Prime Minister Information Division Line Minister

MPA Strategic Plan 2009 - 2013

The following presents the Strategic Priorities of the MPA as aligned to the relevant pillars of the National Policy Framework for Sustainable Development:

Work on developing a new Strategic Plan 2011-2015 commenced as directed by the current National Policy Framework and is due to be completed in 2010/2011

Strategic Priority	National Pillar
1. Service Delivery Excellence Facilitating excellence in the delivery of goods and services by the Public Service	Pillar 6: Good Governance, People Participation
2. HRM Modernisation Enhancing the Human Resource Management framework for the Public Service for effectiveness and efficiency	Pillar 6: Good Governance, People Participation
3. Leadership Developing leadership capacity at all levels in the Public Service.	Pillar 6: Good Governance, People Participation
4. Cohesive Public Service Enhancing the Policy system and framework for the Public Service for effectiveness and efficiency	Pillar 6: Good Governance, People Participation
5. ICT for government ICT for economic and social growth Facilitating the development of an innovative ICT environment for economic and social growth	Pillar 4: Information and Communication Technologies Pillar 5: A More Diversified, Knowledge Intensive Economy, Building on the Native Genius of Our People Pillar 6: Good Governance, People Participation Pillar 7: Foreign Policy
6. Critical skills Enhancing the human resource capacity in Trinidad and Tobago's critical areas	Pillar 1: People-Centred Development Pillar 5: A More Diversified, Knowledge Intensive Economy, Building on the Native Genius of Our People Pillar 7: Foreign Policy
7. High-performing MPA Developing the organisational capacity and the team ethos of the MPA to more effectively deliver its mandate	Pillar 6: Good Governance, People Participation

It is our goal to assist Ministries and Departments in their drive to deliver a superior service to all citizens.

It is our promise to invest in developing a knowledge based society.

Improving Systems

Scholarship administration/debit cards	28
Service Delivery Excellence	29
Change Management	29
Information & Communication Technologies	31
Engaging Stakeholders, Strengthening Government	34
Funding transformation initiatives	35

Improving Structures

Structures and Staffing	36
Improving Government Accommodation	42

Developing People

Award of Scholarships	46
Building Capacity in the Public Service	53

Section 2

Debit Card

Scholarship administration - Making the remittance of scholarship funds easier.

In fiscal 2010, the MPA sought to improve the scholar experience. The MPA introduced the electronic disbursement of funds overseas to scholars and tertiary institutions via an international debit card system. This was in response to an evaluation conducted to streamline scholarship administration using information and communication technologies. Scholars and subject experts were engaged in process improvement discussions to identify problems and offer recommendations.

The MPA undertook an evaluation of the existing payment system for the disbursement of funds to scholars studying locally and abroad. That system required the intervention of several agencies including the:

- Comptroller of Accounts
- Ministry of Foreign Affairs
- Foreign Missions
- Central Bank of Trinidad and Tobago (in instances where special remittances were required)

The challenges associated with the previous payment system included a lengthy process time, approximately one (1) month, to effect payments to scholars. Additionally, adequate funds were sometimes unavailable in the imprest of the Overseas Missions; therefore processing time, when utilising the Missions was further lengthened. The situation was exacerbated when overseas students were located in different states/provinces or in countries that are not serviced by a Mission.

In light of the above, the Unit Trust Corporation (UTC) and Republic Bank Limited (RBC) were awarded contracts to make the debit card available to scholars. It was agreed that all scholars be paid their Personal Monthly Allowances quarterly utilising both UTC and RBL Debit Card. Scholars now receive payments in a timely, secure and convenient manner.

Service Delivery Excellence

Strategic Priority One

The Ministry of Public Administration is committed to improving the standard of service delivery across the Public Service in Trinidad and Tobago. One way of doing this is through the development and implementation of service delivery charters, which are written agreements between the public service agency and citizens on the range of services expected. A draft service delivery policy framework is currently being reviewed by stakeholders.

The Charters incorporate the following elements:

- Vision and Mission Statements
- Details of business transacted
- Details of organisation's clients
- Details of services provided to each citizen group
- Details of grievance redress mechanism and how to access it
- Expectations of the citizens

Preparatory work has begun at the Ministries of Health, Education, People and Social Development as well as at the Ministry of Public Administration. At the Ministry of Health, service improvement processes were piloted at the Medical Records Department. Similar work began at the Ministry of Public Administration in the Scholarships and Advanced Training Division to enhance scholarship administration.

At the Ministry of Education, a draft policy document intended to improve the effectiveness of customer satisfaction was prepared. Efforts for service and system enhancement have also been directed at the Social and Welfare Division of the Ministry of the People and Social Development. The first Service Charter was scheduled for implementation at the Emergency Room and Eye Clinic of the Port of Spain General Hospital and is currently ongoing.

Change Management

In the Public Service Transformation Division of the MPA, the New Systems Facilitator (NSF) Programme is one of the main drivers of change management in the public service.

New System Facilitators (NSFs), are internal change agents supporting Ministries and Departments by facilitating people, processes and systematic change.

NSFs provide support and advice to Ministries and Departments in order to embed internal capacity.

Any Ministry can access the NSF service to support their transformation projects.

The table shows some change management services provided by the NSF Initiative in 2010:

Agency	Project Description
Ministry of Education – Restructuring and Decentralisation Action Unit	Facilitated the Establishment of Change and Transition Teams in the Ministry of Education at the Level of the School, District and Central Administration
Ministry of Community Development	Improved access to Ministry information and service, via the e-Government Portal
Ministry of Planning	Helped to strengthen Government Financial Management Systems and provide a regulatory framework to adequately guide practices in the Private sector
Ministry of Health	Facilitated the transition of the school health assessment team from the Ministry of Health to the Regional Health Authorities
Statutory Authorities Service Commission Department	Created and fostered an environment that facilitates teamwork, learning, continuous improvement and trust, using mutually agreed upon expectations to develop team charters
Ministry of the People and Social Development (MPSD)	Helped to develop and implement a system for providing information on the work of MPSD and social sector to the public
Industrial Court	Facilitated the development and implementation of their Strategic Plan
Ministry of Tourism	Developed a proposal for a workshop to create and foster a healthy relationship between MOT, the Emperor Valley Zoo and TDC that facilitates teamwork, learning, and continuous improvement The Proposal is awaiting approval from the Zoological Society Board
Ministry of Finance	Facilitated the implementation of Phase 1 of the Ministerial Performance Management Framework (MPMF) Developed a change management framework for the establishment of the Economic Management Division. Facilitated change teams at the Valuation, Inland Revenue Division (Collections), and Central Tenders Board
Ministry of Public Administration	Helped to create and foster an environment that facilitates teamwork, learning, continuous improvement and trust using mutually agreed upon expectations to develop team charters (Statutory Authorities Service Commission Department)
THA- Division of Health	Aided in developing an implementation strategy to ensure improved service delivery when the transition is made to the new Scarborough Hospital. Awaiting approval from the MPA
Office of the Prime Minister	Facilitated the implementation of the Ministerial Performance Management Framework (MPMF)

Information & Communication Technologies

Developing e-legislation

In 2010, the Government initiated action on its ICT legislative agenda, which deals with electronic commerce, electronic crime, electronic payments and telecommunications.

By agreement between the Law Review Committee and the responsible Ministries, the process began with the re-introduction of the Electronic Transactions and the Data Protection Bills to Parliament. The Electronic Transactions Bill seeks to legalise electronic transactions and provide protection for all citizens and stakeholders. These Bills are expected to be assented by the President in fiscal 2011. As a result, several improvements and modifications were made in order to:

- (a) Bring the Bill up to date with improvements in legislative construction proposed in international conventions to treat with emerging case law
- (b) Rationalise certain irregularities and incongruities in the Bill such as closing regulatory loop holes, the amendment of governance arrangements and the streamlining of the registration regime

MPA Support for other Aspects of Legislative Review

- Subcommittee with Ministry of Trade, Ministry of Finance, Central Bank, Comptroller of Accounts and iGovTT for the creation of Electronic Payment Regulations to facilitate electronic payments as part of the Amendment to the Exchequer and Audit Act, Chapter 69:01.
- Submission of Comments to the Data Protection Bill, and amendment thereof to complement the provisions of the Electronic Transactions Bill, 2010
- Recommendation of Draft amendments to the Civil Service Regulations, a component of the Civil Service Amendment Bill, 2010
- Review of the Broadcasting Code, the formulation of which was spearheaded by Telecommunications Authority of Trinidad and Tobago (TATT) and its submission to OPM for comment

The publication of the Uff Report in April 2010 has underscored the need to continuously review the legal environment and to make recommendations with respect to governance and policy issues with a view to increasing organisational efficiency.

External ICT Engagements

T&T-UK MOU

In 2009, Trinidad & Tobago signed Memoranda of Understanding with the United Kingdom and the Province of Nova Scotia, Canada respectively to facilitate investment and the sourcing of technical assistance in the area of ICT. One of the immediate initiatives coming out of these agreements was the initiation of work to transform the Licencing Division of the Ministry of Works and Transport.

Commonwealth Connects

At the 2005 Commonwealth Heads of Government Meeting, the Commonwealth Connects Programme was launched. It is the flagship 'ICT for development' initiative to bridge the digital divide across the organisation. In 2010, Trinidad and Tobago assumed Vice-Chairmanship and Chairmanship of the Commonwealth Connects Steering Committee (CCSC) and the Commonwealth Connects Strategic Advisory Committee (SAC) respectively. Senator the Honourable Rudrawatee Nan Gosine Ramgoolam continues to serve as Vice-Chairman and Chairman of the respective Committees.

Championing Trinidad and Tobago's ICT Development

The Ministry of Public Administration has embarked on a number of ICT and ICT-related initiatives which recognise the critical role of ICT as an enabler of development and the contribution that technology can make in improving public systems and delivery of government services to citizens.

One such initiative was “Student Connect,” a programme for the roll out of user-friendly computers to students in Trinidad and Tobago. The ICT Secretariat, working jointly with iGovTT, elaborated the Concept Paper which provided the conceptual framework for the programme. Additionally, in accepting the conceptual framework, Cabinet also agreed that the Ministry of Public Administration serve as Vice-Chair of the Stakeholder Working Group of the Student Connect programme with the Ministry of Education holding the Chairmanship. From mid 2010, attention focused on laptops for students entering Form 1 after sitting the SEA, branded as eConnect and Learn (eCAL).

During this period under review, work took place on refreshing the National ICT Strategy. MPA, with technical support from iGovTT, and leveraging the e-Government experience of IDA-i of Singapore, prepared a discussion draft that was the subject of extensive stakeholder consultations during fiscal 2010. The outcome will feed into the final National ICT Strategy, which is expected to be launched in fiscal 2011.

During the reporting period, the Ministry through the ICT Secretariat assumed advisory and coordinating roles in the Computer Refurbishment project, an environmentally-friendly project aimed at refurbishing secondary computers for distribution to micro, small and medium-sized enterprises (MSMEs), schools and disadvantaged communities, thereby bridging the digital divide and supporting economic and social development. The project comprised a Public/Private Partnership between the Government of Trinidad and Tobago, the Commonwealth Secretariat, the United Nations Industrial Development Organisation (UNIDO) and Microsoft.

Both a Market Study in the context of the Project and an e-Waste Study have been completed and it is intended that the project lend itself to a wider development focus to include the critical element of e-Waste.

The Ministry of Public Administration in fiscal 2010 recognised the need to address internet governance and as such, reactivated Trinidad and Tobago's membership in the ICANN Government Advisory Committee (ICANN GAC). ICANN, the Internet Corporation for Assigned Names and Numbers is charged, inter alia, with assigning Internet domain names.

SATIS – Scholarships and Advanced Training Information System

Institutional strengthening of this division commenced as early as 2003 with the training of staff. In 2008, a review of our scholarships website (scholarships.gov.tt) was followed by the creation of a Scholar Database. In 2010, the Ministry continued its programme of institutional strengthening of the Scholarships and Advanced Training Division (SATD). Stemming from this exercise the SATD launched the Scholarships and Advanced Training Information System (SATIS) project.

The primary purpose of SATIS was to provide a technology solution addressing inefficiencies in respect of managing the scholarship system. The automation of major processes will improve the offer and administration of scholarships, the tracking of scholars and should result in increased scholar satisfaction. It will also change the dynamics of the division by improving communication and the flow of information between scholars, stakeholders and the division.

The project planning phase of SATIS was completed this fiscal year and implementation began in March 2011.

PREMISys - A Property & Real Estate Management Information System

At the MPA, property and real estate information has been compartmentalised. Each functional unit employed standalone computers with various versions of spreadsheet and word processing software.

Report generation was therefore a lengthy process, often with conflicting results, which affected management's ability to make quick decisions. In 2010, the Ministry sought to commence the procurement of a customisable "off-the-shelf" package. The new system, to be branded PREMISys, is the Ministry's solution for effective government property management. As such, PREMISys sought to address some of the issues by providing an integrated management information system. It will eventually allow PRES'D's clients to conduct transactions online.

There have been several delays in the customisation of the software to suit the Ministry's specific needs and as such an interim information system was developed for the Properties and Real Estate Services Division. It was developed by an in-house MPA team and captures basic data which will be migrated to the PREMISys solution upon completion.



Signing of Microsoft MOU by Pradeep Raman, General Manager, Microsoft Trinidad and Tobago and Arlene McComie, Permanent Secretary, Ministry of Public Administration

Engaging Stakeholders,
Strengthening Government

Opinion Leaders Panel - Listening to Citizens

The Government of Trinidad and Tobago is continually engaging citizens to obtain valuable stakeholder feedback that can inform decision-making, policy formulation and implementation. Through the Opinion Leaders Panel (OLP), a representative sample comprising of four thousand, eight hundred and sixty-seven (4,867) citizens across Trinidad and Tobago gave their views on the delivery of government services within the reporting period. Three waves of surveys were executed. Wave 15, a full OLP, occurred in March 2010, Wave 16 in June 2010 and Wave 17 in September 2010. Ninety seven (97) persons living in Tobago were interviewed in Wave 16 facilitating comparison of results between people living in Tobago and those in Trinidad.

In fiscal 2010, the Public Service Transformation Division of the MPA presented this data to key officials across the Public Sector, including Permanent Secretaries, Heads of Departments and Cabinet Ministers. The results have been published can also be accessed via Opinion Leaders Panel website (www.opinionleaders.gov.tt) and on the Ministry's website. This information is used to improve the quality of service citizens receive.

Wave 15

State of the nation-
two thousand, nine hundred and eighty-seven (2,987) panel members were interviewed;
response rate: 83%

Wave 16

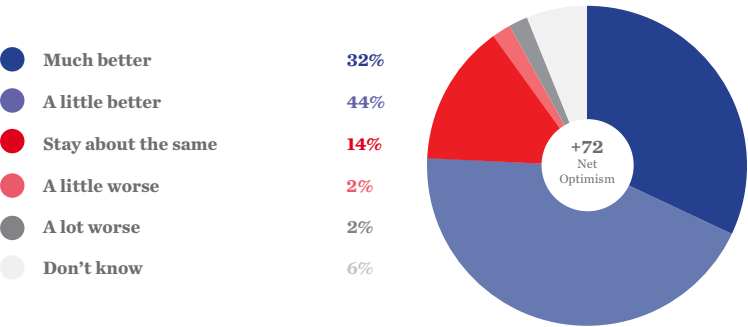
Citizens' expectations of government-
eight hundred and seventy-nine(879) panel members were interviewed;
response rate: 87%

Wave 17

Budget impact and benefits-
one thousand and one (1,001) panel members were interviewed;
response rate: 60%

Optimism About Public Services

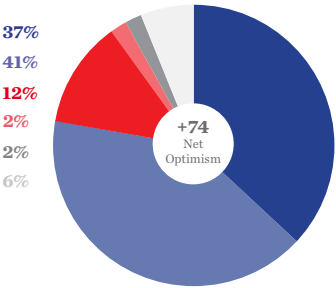
[Q] Thinking about public services generally over the next few years, do you expect them to be...?



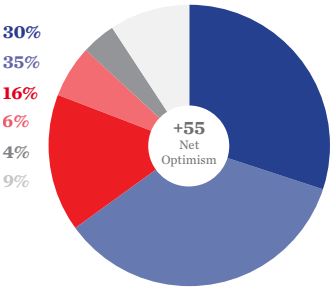
Optimism About Public Services

[Q] Thinking about health/police services generally over the next few years, do you expect them to be...?

Health Service



Police Service



Listening to Public Officers

In 2008, nine thousand, nine hundred and five (9,905) public officers participated in the Public Service Employee Survey (PSES). The survey provided information on employee attitudes and behaviours across the public service. In the last fiscal year, the MPA rolled out Action Planning Sessions to thirty-six (36) of the thirty-nine (39) participating Agencies and Ministries. Approximately seventy-five percent (75%) of these Ministries/Agencies have used the results of the PSES to address issues within Ministerial Performance Management Framework in their respective Ministry/Agency. This information has also been used to form the basis of Strategic Planning initiatives in these Ministries.

Funding Transformation Initiatives Strengthening Public Systems

The Programme Management Division of the MPA manages two IDB loan agreements, the Public Sector Reform Initiation Programme (PSRIP) and the e-Government and Knowledge Brokering Programme (EGKBP). The Ministry manages funding for all projects under the PSRIP. PSRIP supports initial development and implementation of long term strategies to reform the Public Sector. The following projects fell under this programme in fiscal 2010:

- Restructuring of the CSO: The objective of this consultancy was to draft the regulations for the newly proposed Statistics Act. The final report has been submitted to the Central Statistics Office (CSO) for approval. PMD initiated the process for the implementation of the recommendations of the study conducted by Statistics Sweden.

- MPA communication support services: The objective of this consultancy was to assist in the establishment of a communication programme to support and explain the Public Service Transformation Agenda. The consultancy was completed in February 2010; a one (1) month extension was given to facilitate support for the Citizens Allied for Public Service Excellence (CAPSE) programme, the Corporate Communications Division in the MPA and to expand the MPA online forum (mPower) beyond MPA.

- Commonwealth Local Government Forum (CLGF): The MPA initiated discussions with the CLGF in relation to discussions held with the Ministry of Local Government (MoLG) seeking strategic partnerships with the CLGF. The MPA facilitated a mission to Trinidad and Tobago by members of CLGF. The mission met with and engaged in discussions with the MoLG and some of its stakeholders in an effort to assist its modernisation programme.

Funding for a second Loan Agreement, the e-Government and Knowledge Brokering Program (EGKBP), is managed by the Ministry. The objective of this programme is to increase the effectiveness and efficiency of the public services via the expanded and more effective development and implementation of e-government solutions. Key stakeholders include the MPA's ICT Secretariat and the National Information and Communication Technology Company Limited. For the reporting period the following projects were undertaken:

- Public Service Transformation Support: Management of Transformation Secretariat. The consultancy's objective was to develop and manage the MPA's Public Sector Transformation Agenda (PSTA). Independent advice was provided to MPA officials and PSTA proposals were reviewed. Mentoring support and direct training was provided to individuals and groups within MPA in furtherance of their PSTA related work programmes.

- The Office of the Prime Minister was engaged in order to support its focus on strengthening the centre of government. In conjunction with PMD, consultants assisted in the development of procurement cycles for the Ministries of Health, Finance, Science, Technology and Tertiary Education, Local Government (MoLG), Service Commissions Department, the Office of the Chief Personnel Officer, the Central Tenders Board and the Central Statistical Office.

- Consultancy Services to support the advancement of the PSTP: The objective was the provision of technical support to Ministries and Departments in their Transformation Programmes. The two (2) consultants met with eleven (11) agencies within the Ministries.

- Development of the MPA's organisational capacity to define and lead the PSTA: The objective of the consultancy was to improve institutional and HR capabilities of public institutions through effective knowledge transfer on best international practices. The consultant, Adam Smith International, submitted the six (6) month inception report, working papers and assisted the conduct of workshops with PSTD, PMD, ICT Secretariat and the New System Facilitators in the MPA.

Strengthening Governance Structures

Structures and Staffing

The PMCD advises and creates solutions across Ministries, Departments and Agencies to make these organisations relevant and ready to meet the needs of the public. Over the past year, the Ministry of Public Administration, through this division has worked with twenty six (26) government organisations.

Realignment Assignment after National Elections

In fiscal 2010, the Ministry completed a special realignment assignment allowing the Interim Adjustment to the Staff Establishment of Ministries, consequent to the 2010 Allocation of Ministerial Portfolios (Gazette # 74 dated 16/06/10, creation of new Ministries). This also involved the creation of fifty-five (55) established positions, abolition of sixteen (16) vacant positions, transfer of contract approvals and facilitated employment on contract of sixty-four (64) officers.

October 2009 - September 2010		Established Positions			Contract Positions
Ministry/Department	Project	Created	Abolished	Suppressed	Approved
Attorney General	<ul style="list-style-type: none"> Establishment of the Industrial Court's Sub-Registry, Tobago 	5	-	-	-
Foreign Affairs	<ul style="list-style-type: none"> Creation of a post of Secretary and a post of Assistant Clerk on the Locally recruited staff establishment at the Trinidad and Tobago Consulate General, Miami 	3	-	-	-
	<ul style="list-style-type: none"> Creation of seven (7) positions of Foreign Service Executive Officer II for the Trinidad and Tobago Overseas Missions 	7	-	-	-
	<ul style="list-style-type: none"> Creation of three (3) positions of Commissionaire/Guard 	3	-	-	-
Judiciary	<ul style="list-style-type: none"> Establishment of a Court Planning Unit in the Judiciary, and the employment on Contract of Staff within the Unit 	-	-	-	10
	<ul style="list-style-type: none"> Restructuring of the Court Protocol and Information Unit 	-	-	-	22
	<ul style="list-style-type: none"> Restructuring of the Judicial Education Institute in the Judiciary of Trinidad and Tobago 	-	-	-	16
	<ul style="list-style-type: none"> Restructuring of the Court Human Resource Management Unit of the Judiciary 	6	1	-	29
Local Government	<ul style="list-style-type: none"> Institutional strengthening arrangements to accelerate the implementation of Local Government transformation 	-	-	-	-

October 2009 - September 2010		Established Positions			Contract Positions
Ministry/Department	Project	Created	Abolished	Suppressed	Approved
Ministry of Food Production (formerly the Ministry of Agriculture, Land and Marine Resources)	• Employment on contract of a Civil Engineer to plan, design and execute Fisheries Infrastructural Development Projects in the Fisheries Division of the Ministry of Agriculture, Land and Marine Resources	-	-	-	1
	• Employment on contract of a Senior Civil Engineer in the Fisheries Division	-	-	-	1
Ministry of Education	• Re-designation of the Textbook Rental Programme Unit in the Ministry of Education as the Textbook Management Unit and staffing thereof	-	-	-	7
Ministry of Finance	• Request for fifteen (15) temporary positions to be made permanent – Inland Revenue Division, Ministry of Finance	15	-	-	-
	• Employment on contract of Officers for the Pension and Leave Unit, Inland Revenue Division	-	-	-	11
	• Employment on contract of thirty (30) Data Input Operators, Customs and Excise Division, Ministry of Finance	-	-	-	30
Ministry of Health - Regional Health Authorities	• Establishment of a Health Sector Human Resource Planning and Development Unit in the Ministry of Health	4	-	-	-

October 2009 - September 2010		Established Positions			Contract Positions
Ministry/Department	Project	Created	Abolished	Suppressed	Approved
Ministry of Health - Regional Health Authorities	• Employment on contract of a Senior Legal Officer in the Legal Services Unit	-	-	-	1
	• Employment and staffing of a Customer Service Assessment Team	-	-	-	4
	• Establishment and staffing of an Expanded Programme on Immunisation (EPI)	4	-	-	4
	• Employment on contract of a National Coordinator		-	-	1
Ministry of Labour, Small and Micro Enterprise Development	• Revision of the organisational structure of the Information Technology Unit of the Ministry of Labour, Small and Micro Enterprise Development	-	-	-	10
	• Restructuring of the Communications Unit in the Ministry of Labour, Small and Micro Enterprise Development	-	-	-	7
Ministry of Legal Affairs	• Establishment of a Compliance Unit in the Companies Registry of the Registrar General's Department	12	-	-	8
	• Restructuring of the Law Revision Commission	-	-	-	29
	• Review of structure of Mail In/ Mail Out Unit, Registrar General's Department	-	-	-	22

October 2009 - September 2010		Established Positions			Contract Positions
Ministry/Department	Project	Created	Abolished	Suppressed	Approved
Ministry of National Security	• Employment on contract of additional staff in the Information and Communication Technology Unit	-	-	-	90
	• Employment of Legal Advisor to the Executive Team				2
Ministry of Planning, Social and Economic Restructuring & Gender Affairs (CSO was formerly under the Ministry of Planning, Housing and the Environment)	• Amendments of Organisational Structure of the Census Planning and Management Division in Central Statistics Office (CSO)	-	-	-	4
Ministry of Public Administration	• Employment of one (1) additional Legal Officer	-	-	-	1
Ministry of Sport and Youth Affairs	• The employment on contract of an additional Driver/operator in the Ministry of Sport and Youth Affairs	-	-	-	1
Ministry of the People and Social Development	• Further Proposals for Addressing People Issues Resolutions	-	-	-	49
Ministry of Tourism	Rationalisation of the Lifeguard Services Unit	-	1	-	-
Ministry of Trade	Ministry of Trade-Bureau of Standards - Proposed Management Structure of Trinidad and Tobago Bureau of Standards (TTBS)	31	-	-	-

October 2009 - September 2010		Established Positions			Contract Positions
Ministry/Department	Project	Created	Abolished	Suppressed	Approved
Ministry of Works and Transport	• Staffing required for Traffic Warden System in Trinidad and Tobago	-	-	-	164
	• Proposal for the recruitment on contract of Road, Bridge and Traffic Management Inspectors, and Bridge Engineers in the Highways Division of the Ministry of Works and Transport	-	-	-	80
Office of the Integrity Commission	• Staffing arrangement at the Office of the Integrity Commission	-	-	-	39
Office of Parliament	• Restructuring of the Parliamentary Broadcasting Unit and the Communications and Public Education Unit	-	-	-	23
	• Creation of positions on the staff establishment of the Office of Parliament	16	-	-	-
Office of the Prime Minister	• Extension of the National AIDS Coordinating Committee (NACC) and Secretariat	-	-	-	13
Service Commission Department	• Administrative arrangements to support the Recruitment and Selection Process in the Teaching Service	14	-	-	-
Statutory Authority Service Commission	• Employment on contract of a part-time Legal Officer, Statutory Authority Services Commission Department	-	-	-	1
Total For All Ministries/Departments		125	2	0	680

Improving Government Accommodation

Government Real Estate Acquisitions

In terms of acquiring property on behalf of all Ministries and Departments, our Ministry through the Property & Real Estate Services Division (PRES D), was involved in thirty-two (32) property acquisitions.

The Ministry of Public Administration was successful in getting approval for the purchase of four (4) properties. Sixteen (16) properties to be acquired were either at the negotiation stage or awaited property data as at 30th September 2010. Twelve (12) property acquisitions were terminated or deferred as the receiving Ministry did not have sufficient funds for the acquisition(s).

The status of other organisational structure projects for which the MPA advised and created solutions for the reporting period, fiscal 2010, are listed in the table below.

October 1st 2009 - September 30th 2010		
Ministry	Project	Approved
Ministry of Legal Affairs	Project envisions the transfer of responsibility for the Intellectual Property Office from the Ministry of Legal Affairs to the Ministry of Trade and Industry where it will be more appropriately placed	Minister approval obtained
Ministry of Finance	Extension of the life of the temporary position of Clerk I on the Staff Establishment of the Ministry of Finance (Customs and Excise Division)	Cabinet approval obtained
Office of the Prime Minister	Establishment and structure of the Integrated Threat Assessment Centre - National Security Council	Minister approval obtained
Ministry of Education	Extension of Temporary Positions on the Staff Establishment of the Ministry of Education and continued assignment of two (2) Directors to support the Implementation of the Seamless Education Programme of the Ministry	Cabinet approval obtained
Ministry of Health	Restructuring of the Vertical Services Divisions - 25 Divisions, Priority-Inspector Vector Control Division and Chemistry, Food & Drugs Division	Minister approval obtained
	Retention of the position of Director, Finance and Accounts	Cabinet approval obtained
Ministry of the People and Social Development	Request for permission to accommodate Motor Vehicle Driver	Minister approval obtained
Ministry of Works and Transport	Provision of Staff for the implementation of the Traffic Warden System in Trinidad and Tobago	Cabinet approval obtained
Ministry of Public Utilities	Conversion of contract staff establishment to create a permanent staff establishment for the Regulated Industries Commission.	Cabinet approval obtained
	Regularisation of the Commission's temporary staff structure	Cabinet approval obtained
Ministry of Tourism	Institutional strengthening of the Zoological Society of Trinidad and Tobago	Cabinet approval obtained
Attorney General	Restructuring and expansion of the Court Library Services Unit of the Judiciary of the Republic of Trinidad and Tobago	Minister approval obtained

Table 1 –
Cabinet-Approved
Acquisitions for FY October
2009 – September 2010

No.	Property to be Acquired	Period Ongoing	Receiving Ministry
1	No. 52 Balthazar St. Tunapuna	3 years	Education
2	St. Joseph Convent, San Fernando	3 years	Judiciary
3	No. 52 Pembroke St. Port of Spain	1 year	Public Administration
4	St. Mary's Village Oroupouche	1 year	National Security

Table 2 –
Ongoing Acquisition
Negotiations

No.	Property to be Acquired	Period Ongoing	Receiving Ministry
1	No. 31 El Dorado Rd. Tunapuna	2 years	Education
2	No. 54A Balthazar St. Tunapuna	2 years	Education
3	No. 83 Green St. Tunapuna	2 years	Education
4	Wilson Rd, Diego Martin	2 years	Agriculture, Land & Marine Resources
5	No. 147 Tragarete Rd, Port of Spain	3 years	Arts and Multi-Culturalism
6	Southern Main Rd, Claxton Bay	2 years	Parliament
7	Nos. 1-3 Court St. San Fernando	3 years	Judiciary
8	No. 7 Court St. San Fernando	3 years	Judiciary
9	No. 89 Bhim St. Chaguanas	2 years	National Security
10	Toco Main Rd. Sangre Grande	2 years	Attorney General
11	Orange Hill Rd. Rousseau Village, Scarborough	1.5 years	Attorney General
12	No. 112 St. Joseph Rd. Circular Rd. San Fernando	1 year	Local Government
13	Cor. Duke & St. Vincent Sts. Port of Spain	9 months	Judiciary
14	Cor. Cipero Rd. & Inverness Junction, Princes Town	1.5 years	Local Government
15	Harding Place	5 years	Food Production

Table 3 –
Acquisitions Terminated
or to be Pursued in next
Financial Year

No.	Property to be Terminated/ Pursued	Comments	Receiving Ministry
1	Siparia Erin Rd. Los Bajos	Funds Unavailable	Education
2	No. 7-9 Circular Rd. San Fernando	Terminated – due to policy	Labour
3	No. 23 Second Private Rd. Champ Fleurs	Terminated	Social Development and the People
4	Frederick Settlement, Caroni	No longer available	National Security
5	No. 20 Mary St. St. Clair	Funds Unavailable	Office of the Prime Minister
6	Nos. 10-12 Edward St. Port of Spain	Funds Unavailable	Public Administration
7	Nos. 11-17 Sackville St. Port of Spain	Funds Unavailable	Public Administration
8	Perry Young, Princes Town	Owner died. Letters of Administration pending.	Local Government
9	No. 7-9 Shine St. Port of Spain	Property not approved by Town & Country Planning and also by Chief Designs Engineer	Labour Small and Micro Enterprise Development
10	No. 131 Chickland, Caparo Rd. Freeport		
11	Southern side of the Churchill Roosevelt Highway	To pursue State Lands	Social Development and the People
12	Cunapo Southern Main Rd. Sangre Grande	Owner unwilling to sell. Referred for compulsory acquisition.	Judiciary
13	Uriah Butler Highway Chaguanas (Corner of Narsaloo Ramaya & Biljah Rd. Chaguanas)	Temporary relocation of the National Archives to this site considered too costly	Local Government Information

Management of Government Real Estate

The Property and Real Estate Services Division has responsibility for the management of the portfolio of Government Quarters throughout Trinidad. This includes their allocation, retrieval, demolition and condition monitoring. Between June 2009 and September 2010, the Ministry was involved in an audit of state-owned properties throughout Trinidad. The audit revealed that there were one thousand, two hundred and twenty six (1,226) government quarters in Trinidad in fiscal 1998. Among these, one hundred and ninety seven (197) were sold between 1998 and 2009, leaving one thousand and twenty nine (1029) currently owned by the state. The findings of this audit have helped to inform the use of these properties with respect to retention, disposition, demolition or eviction.

Result of the Audit of Government Quarters

Allocation of Government Quarters

Thirteen (13) Ministries have benefited from the allocation of state-owned properties. Recipient Ministries include the Ministries of Education, Finance, National Security, Health, Works and Transport among others. The Ministry of Public Administration is also in the process of allocating twenty (20) other properties to qualifying recipients.

Table 1 - Floors at the Port of Spain International Waterfront Complex Tower C

Number	Space Allocated	Receiving Ministry	Status
1	Levels 10 – 14	Foreign Affairs	Completed
2	Levels 19 – 21	Justice	Completed
3	Levels 5 – 6	Labour, Small & Micro Ent. Dev.	Completed
4	Levels 8 – 9	Tourism	Completed
5	Levels 16 – 18	Science, Technology & Tertiary Education	To complete November 2010
6	Levels 2 – 4	Auditor General Dept.	To complete November 2010
7	Level 15	Energy & Energy Affairs	Completed

Monitoring, Retrieval, Evictions and Demolition of Government Quarters

More than one thousand (1000) site visits to state owned properties were conducted for monitoring and maintenance purposes. Four (4) properties were retrieved at Federation Park, Sangre Grande, St. Ann's and San Fernando. The Ministry is in the process of retrieving properties at Dow Village, California. In pursuance of good governance, the Ministry evicted two (2) illegal occupants off government properties in the last fiscal year. Six (6) other property evictions are currently being processed. Four (4) state-owned properties deemed uneconomical were demolished. The properties were located in San Fernando, Cascade, Chaguanas and St. Clair.

Sixteen (16) floors in Tower C were allocated to Government Ministries, completely filling Tower C which was previously occupied by the National Secretariat for the Summit of the Americas and CHOGM, with Government Ministries. The review and approval of the reconfiguration then resulted from those allocations. New resident Ministries include Justice, Labour, Small & Micro Enterprise Development and Tourism. To date, five Ministries have moved to the Waterfront Complex and two more government bodies are expected to be housed there.

Lease/Rentals

New Leases: PRES D received forty-five (45) requests for accommodation over the past fiscal year.

During this period, Cabinet approved twenty-one (21) lease/rentals valued at two million, seven hundred and nine thousand, four hundred and twenty six dollars and twenty-two cents (\$2,709,426.22) monthly or thirty-two million, five hundred and thirteen thousand, one hundred and fourteen dollars and sixty-four cents (\$32,513,114.64) (V.A.T. inclusive) annually.

Renewals of Lease/ Rentals: In fiscal October 2009 to September 2010, forty-nine (49) existing lease terms expired and of these, Cabinet approved the renewal of forty-nine (49) leases, valued at four million three hundred and fifty-three thousand, nine hundred and seventeen dollars and forty-six cents (\$4,353,917.46) monthly or fifty-two million, two hundred and forty-seven thousand and nine dollars and fifty-two cents (\$52,247,009.52) (V.A.T. inclusive) annually.

Notes to Cabinet: Approximately twenty (20) Draft Notes awaited the respective Ministers' non-objection at the end of fiscal year 2010. PRES D received eight (8) non-objection letters and these notes were in the final stages of preparation for dispatch to Cabinet.

Property Development

The MPA also contributed to Property Development of state owned properties. With the help of special purpose enterprise companies like National Insurance Property Development Company Limited (NIPDEC) and the Maintenance Training and Security Company Limited (MTS), our Ministry was involved in the maintenance of the Tunapuna Administrative Complex, the Siparia Administrative Complex and the NBN Building. Efforts included securing short term contracts for technical maintenance and recommendations to engage various services for the Tunapuna and Siparia Complexes. The Tunapuna Administrative Complex will be refurbished by NIPDEC at the cost of twelve million six hundred thousand dollars (\$12,600 000). Renovations will include upgrades to air conditioning, plumbing, generators, elevators and other systems.

Award of Scholarships -

Building on the native genius of our people.

The primary activity of the Scholarships and Advanced Training Division of the MPA is to manage the award of Scholarships and Technical Assistance Awards to nationals of Trinidad and Tobago to pursue tertiary education in areas of strategic importance to national development. By investing in human resource capital, we create a transformed knowledge-intensive society which will result in innovation in technologies, products and services.

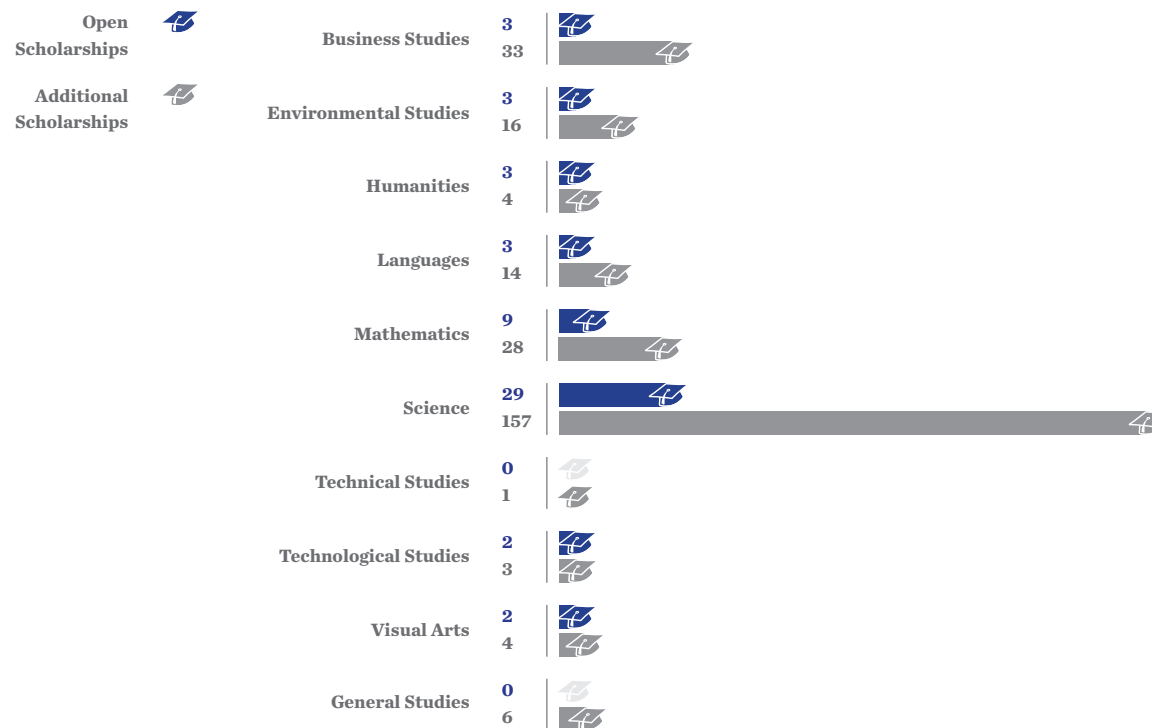
In fiscal 2010, eight hundred and thirty nine (839) scholarships were offered to outstanding nationals. This marks a forty-one point nine six percent (41.96%) increase in the total number of scholarships offered to nationals compared to the previous fiscal year. National Scholarships awarded for the C.A.P.E/ A' Level examinations increased from two hundred and sixty-six (266) in fiscal 2009 to three hundred and twenty (320) in fiscal 2010. Of these 320 scholarships offered on behalf of the Ministry of Education, fifty four (54) were Open Scholarships and two hundred and sixty six (266) were Additional National Scholarships. Two President's medals were also awarded in fiscal 2010. In total, two hundred and forty-eight (248) more nationals were offered additional awards in fiscal 2010 than in 2009.

Actual Expenditure on Scholarships and other Awards for Fiscal 2010

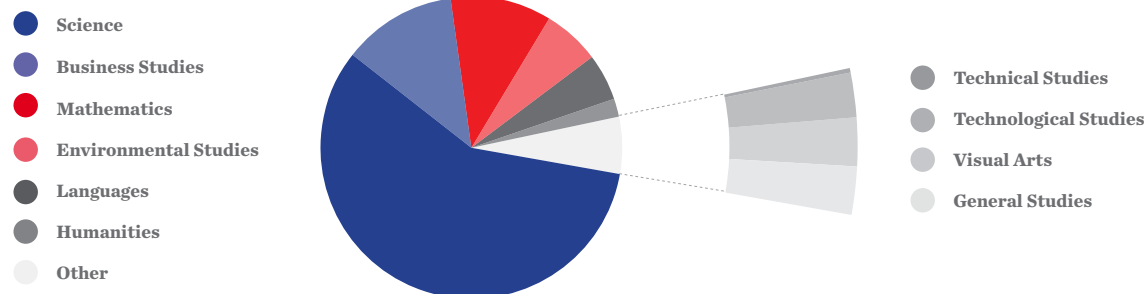
Name of Award	Total Expenditure (\$)
Training of Librarians	1, 046,754.73
Scholarships - President's Medal	3, 634,669.63
Scholarships/Full Pay Study Leave (Teachers)	61, 647,450.06
National/Additional Scholarship	79, 011,752.27
Annual Scholarship and Technical Assistance Programme	15, 779, 228.07
Establishment of Undergraduate Scholarship Scheme for Students with Disabilities	275, 061.24
Programme of Development Scholarships	8, 686, 097.85
Postgraduate Scholarship	11, 257, 999.55
TOTAL	181, 339, 013.40

The MPA also advertises and manages the award of other scholarships. For fiscal 2010 three hundred and thirty (330) teachers were awarded scholarships to pursue Bachelor's degrees in Education. The newly introduced First Class Honours scholarship was awarded to one hundred and one (101) nationals, showing an eighty-three percent (83%) increase in the amount awarded. In total, five hundred and seventeen (517) non-A'Level scholarships were awarded in these categories for fiscal 2010 as compared to 2009.

Number of A' level
scholarships offered in 2010



Areas of study for which National
Scholarships were offered



Government Scholarships offered to Nationals of Trinidad and Tobago

Scholarship	Purpose of Award	Number Awarded
Scholarships based on the Advanced Level Examinations	To reward academic excellence at A' Level examinations	320
President's Medal	To reward academic excellence at A' Level examinations	2
Development Needs Scholarships	To fill specific critical human resource needs in the Public Service and the Nation as a whole	17
In Service Teachers	To support the Ministry of Education's strategy to have professional teachers in all classrooms by the year 2015	330
Allied Health Scholarships	To support the Ministry of Health's human resource shortage in critical allied health fields	4
Sport and Youth Development Scholarships	To support the Ministry of Sport and Youth Affairs' critical need for human resource with specialised skills	7
Library Science and Information Systems	To address the shortage of qualified Library and Information Technology staff	0
Social Services Scholarships	To fill human resource shortage in critical skills areas in social services sector	29
Award of Scholarships to Nationals with Disabilities	Enable Nationals with disabilities to pursue undergraduate studies at any accredited local institution	6
Post Graduate Awards to Nationals with First Class Honours Degrees	For eligible candidates who graduated with First Class Honours Undergraduate Degrees with effect from 2008	101
TOTAL		816

Scholarships Offered To
Foreign Nationals

Scholarship	Purpose of Award
Trinidad and Tobago Commonwealth Scholarship and Fellowship Plan	To support the training needs of member states of the Commonwealth and to foster educational interchange between all Commonwealth countries
Scholarships offered to Nationals of Grenada	To foster economic ties and build a stronger human capacity

Scholarships Offered By Foreign
Countries And Foreign
Organisations

Scholarship	Purpose of Award
Organisation of the American States (OAS) – Fourteen (14) awarded in fiscal 2010	To share training resources with other OAS Countries to foster educational interchange
United Kingdom Commonwealth – Five (5) awarded in fiscal 2010	To share training resources and to foster educational interchange and promote bilateral relations
New Zealand Commonwealth	
Malaysia Commonwealth	
Government of Australia	
Government of the Republic of India – Four (4) awarded in fiscal 2010	
The People's Republic of China	
The Republic of Cuba	
Government of Turkey	
Government of Colombia	
Government of the Republic of Serbia	To share training resources and to foster educational interchange and promote bilateral relations



Developing Scholars

Developing Scholars

Placement of Returning Scholars

Every year, approximately three hundred and thirty (330) scholars report to the Ministry of Public Administration for placement into positions commensurate with their academic qualifications.

The Associate Professional programme allows scholars to be employed within six (6) months of completion of studies. The MPA then sources employment for the scholars within the Public and Private Sectors commensurate with their qualifications. In May 2010, the Associate Professional Programme was expanded from eighty (80) by an additional one hundred and twenty (120) positions accommodating the employment of two hundred (200) returning scholars as Associate Professionals.

Professional Development Programme

The Professional Development Programme (PDP) is targeted towards assessing and developing the competence of returning National Scholars for job placement within the Private and Public Sector. The programme was initially managed on behalf of the Ministry of Public Administration by the Government Human Resource Services Company (GHRS). Twenty eight (28) scholars, in disciplines ranging from Engineering to Teaching, participated.

The PDP focused on competency areas such as Communication, Building Productive Relationships and Effective Customer Service Relations. An evaluation of the programme found that it was successfully coordinated and executed.

The accomplishments of the pilot Professional Development Programme will be further reinforced by the participating scholars' completion of their individual Development Programmes and with continuous monitoring and evaluation of scholars' progress by the SATD.

Returning Scholars Symposium

The Ministry of Public Administration hosted its annual Returning Scholars Symposium and Career Fair at the Old Fire Station and Atrium of the National Library Building on September 22, 2010. The objective of the symposium was to provide an opportunity for scholars to explore various options for employment in both the public and private sectors and to chart possible directions for their careers.

The event was supported by thirty (30) stakeholders committed to developing the human resource capital of Trinidad and Tobago.

The feedback from both returning scholars and stakeholders was overwhelmingly positive and many organisations expressed sincere interest in future participation. Over the years, the occasion has fostered partnerships with one hundred and ninety two (192) organisations from the Private and Public Sectors, all with a keen interest in employing our returning scholars.

Name of Participating Organisations

Government Information Services Limited	Telecommunication Services of Trinidad and Tobago Ltd (TSTT)
Telecommunications Authority of T&T	NALIS (National Library and Information System Authority)
Ministry of the Attorney General	Ministry of Science, Technology and Tertiary Education
Trinidad and Tobago Defence Force	National Gas Company of Trinidad and Tobago
Ministry of Health	Ministry of Labour, Small and Micro Enterprises
Ministry of Energy and Energy Affairs	Ministry of Finance
Ministry of Trade and Industry	Service Commissions Department
Guardian Holdings Limited	Ministry of Sport and Youth Affairs
Judiciary	RBTT Bank
University of Trinidad and Tobago	Carib Brewery
First Citizens Bank	Petrotrin
Personnel Department	Central Bank
Acuitas Caribbean Limited	
Ministry of People and Social Development	
Ministry of Public Utilities	
Ministry of Foreign Affairs	
Ministry of Education	
TSL Group: The Docu Centre; Petro Com;	
Motion Technologies; Meso	

Building Capacity in the Public Service

Developing Core Competencies

Driven by our Public Service Academy, a suite of training courses have been offered to the wider public service. The Ministry has served over sixteen (16) Ministries and Departments with training geared towards enhancing the technical knowledge of public officers.

The Academy also considers ad hoc training requests by various Ministries based on the changing needs of a dynamic environment.

Courses Conducted by MPA October 2009 – September 2010	Number of Times Conducted within the fiscal year	Number of Participants
1. Effective Business Writing Skills	1	35
2. Effective Communication Skills	1	17
3. Preparation of terms of Reference and Requests for Proposals	1	22
4. PSIP Implementation (Module I, II, III)	1	2
5. Preparing the Training Plan	2	38
6. Project Management an Overview	1	15
7. Financial Management for Non – Accounting Officers	1	17
8. Fundamentals of Public Procurement	2	39
9. Orientation Training – Training for Trainers	1	25
10. Proposal Writing	2	22
TOTAL		253

Inter-government and inter-agency collaborations have, over the years, contributed to the availability of short term scholarships (less than nine (9) months' duration) which are called Technical Cooperation Awards.

The Academy administers all offers provided to the Government of Trinidad and Tobago by the Japan International Cooperation Agency (JAICA), Institut Tadbiran Awam Negara (INTAN), and the governments of Singapore, India and other foreign nations. In fiscal 2010, twenty (20) awards were administered.

TCUs administered for Fiscal 2010

Award	Ministry	Date	Institute of Study
International Training Programme on Textile Testing and Quality Control	Trinidad and Tobago Bureau of Standards	October 5th – December 4th 2009	South India Textile Research Association [India]
Public Expenditure Management	Ministry of Finance	October 5th – 29th 2009	Institute of Government Accounts and Finance [New Delhi, India]
Certificate Course in Network Security	Ministry of Works and Transport	October 5th – November 28th 2009	UTL Technologies [Bangalore, India]
Standardisation and Quality Assurance	Trinidad and Tobago Bureau of Standards	October 12th – December 4th 2009	National Institute of Training for Standardisation [India]
Training for Trainers – Professional Development for the 21st Century Public Service	Ministry of Public Administration	October 19th – 30th 2009	Victoria University of Wellington [New Zealand]
Investment Management and Promotion	Ministry of Trade and Industry	October 20th – 29th 2009	Singapore Civil Service College [Singapore]
Certificate Course in Database Administration and e-commerce	Ministry of Works and Transport	October 5th – November 28th 2009	NIIT Limited [India]
Workshop on Administrative Law for Senior Public Officer	Ministry of Public Administration	November 30th – December 4th 2009	[Antigua]
Financial Management	Ministry of Finance	February 4th – 22nd 2010	Institute of Government Accounts and Finance [India]
Programme on the Promotion of Micro Enterprises	Ministry of Labour Small and Micro Enterprise Development	January 25th – March 19th 2010	National Institute of Micro Small and Medium Enterprises [India]
Programme on Application Development using GIS and Remote Sensing	Ministry of Health	February 1st – March 26th 2010	Centre for Development and Advanced Computing [India]

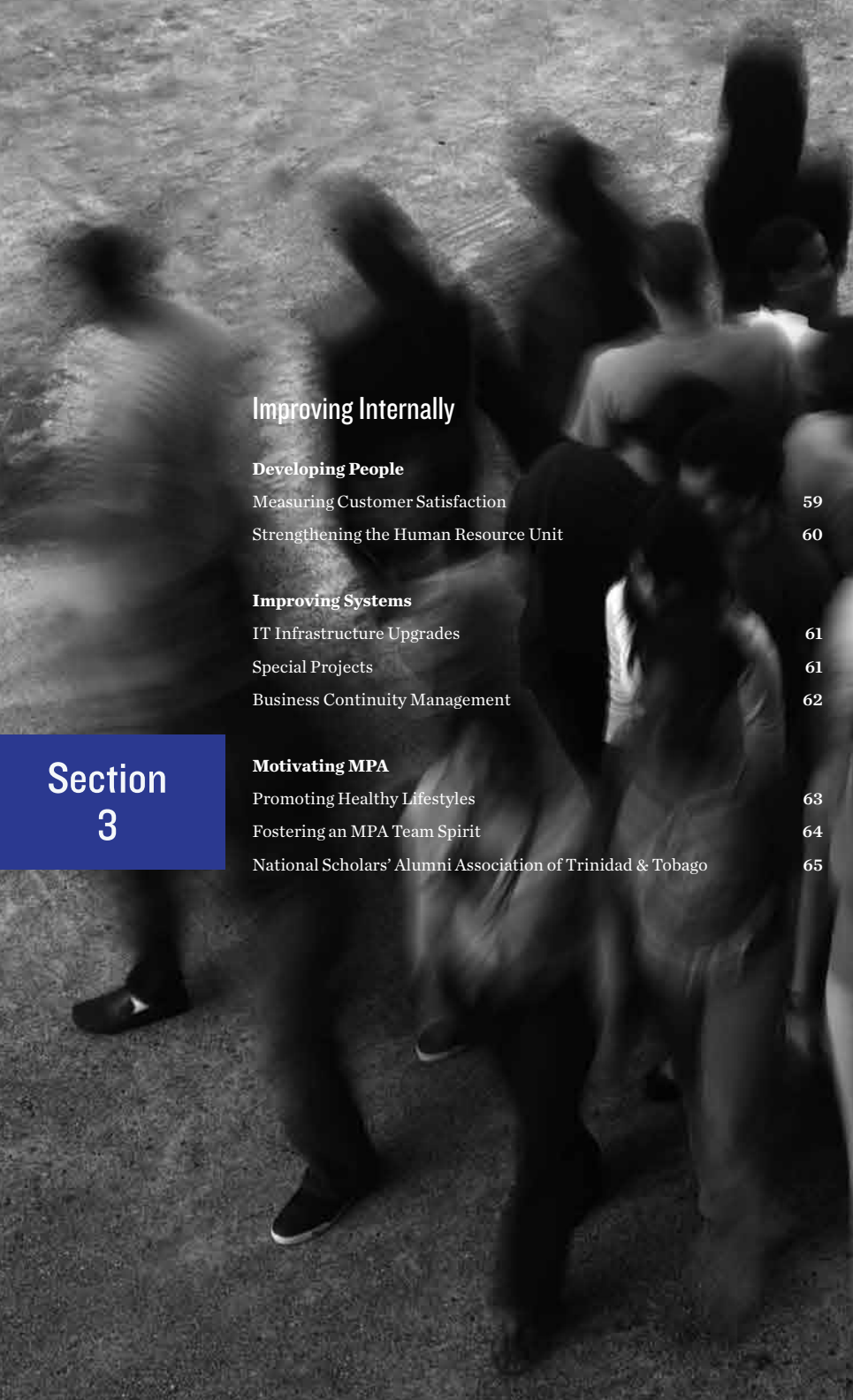
Accessing PSA Training

The Public Service Academy in collaboration with our strategic partners provides flexible learning opportunities that match the needs of organisations to suitable training programmes. Ministries and Departments requested the inclusion of ad hoc courses pertinent to their individual needs.

In 2010, the Annual PSA Training Schedule was published on the MPA website- www.mpa.gov.tt, and will now be available online at the start of calendar year. Circulars were also issued to all Ministries and Departments.

Human Resource divisions of any Ministry, Department or Agency were invited to respond by submitting suitable nominations. Certificates were issued for participation in courses, however, it should be noted that certain criteria had to be met by participants.





Improving Internally

Developing People	
Measuring Customer Satisfaction	59
Strengthening the Human Resource Unit	60
Improving Systems	
IT Infrastructure Upgrades	61
Special Projects	61
Business Continuity Management	62
Motivating MPA	
Promoting Healthy Lifestyles	63
Fostering an MPA Team Spirit	64
National Scholars' Alumni Association of Trinidad & Tobago	65

Section
3







Developing MPA People

Measuring Customer Satisfaction

The Customer Satisfaction Measurement (CSM) Initiative is a quantitative strategy to address the gap in measurement identified in the Ministry's conduct of the Ministerial Performance Management Framework (MPMF) exercise in 2008. It is an initiative that seeks to firstly measure, and then improve the level of customer satisfaction within the Ministry of Public Administration.

Barrier Surveys

The CSM Barrier Survey identified barriers that may prevent each Division's employees from delivering quality customer service. Five divisions conducted barrier surveys in fiscal 2010.

Client Surveys

The CSM Client Survey is one tool used to collect information from clients with whom the MPA directly interacts. Three (3) divisions conducted internal and external client surveys in fiscal 2010; Legal Services, Scholarships & Advanced Training and Programme Management.

CSM - Five (5) BARRIER SURVEYS (2009-2010)

Division	Date
PMCD	April 2010
PRES	Dec 2009
PSA	Dec 2009
PSTD	April 2010
SATD	Dec 2009

Strengthening the Human Resources Unit

Based on the needs of the Human Resource Management Division as determined by the HOD, HR staff members, and the 2009 divisional Barrier Survey Report, a number of initiatives were implemented during fiscal 2009/2010 in an effort to further develop the staff and operations of the Division and improve communication, motivation, and satisfaction. Some of these initiatives are outlined.

Training HR Staff

For the fiscal year 2009/2010, ten (10) employees of the Human Resource Management Division received training in the following areas:

- Public Speaking and Presentation Skills
- Confidentiality in HRM
- Leaders as Facilitators
- Supervisory Management
- Ten (10) Competencies for Balanced Living and Leading
- Coaching and Mentoring Skills for Managers
- Project Management for HR Professionals
- Designing and Implementing an Effective Employee Recognition Programme
- Managing Performance: A Strategy for Increased Productivity
- Proposal Writing
- Project Management for Administrative Professionals
- Guidelines for Managing HIV/AIDS in the Public Service

Internal Team Building

As the catalyst for Team Building in the Ministry, the Human Resource Management Division is also committed to setting the standard within its own Division. In fiscal 2009/2010, the Division held three (3) internal team building events with the aim of eliminating tension, improving communication and trust among HR employees, and enhancing working relationships.

Improving Systems

IT Infrastructure Upgrades

Information Technology (IT) Infrastructure upgrades were completed to ensure extensive use and reliability of the IT infrastructure. Work completed included:

- Procurement and distribution of forty-eight (48) new desktop and thirty-four (34) laptop computers for staff
- Provision of additional storage and increased availability of applications and data through the installation of a Storage Area Network (SAN)
- Roll-out of the Ministry's intranet to the remaining Divisions and the further uptake of this technology through technical support that ensures the presence of links and relevant functionality for new initiatives such as an internal blog
- The separation of the Ministry of Information (MOD) email and the set-up and migration of pai.gov.tt email to mpa.gov.tt email
- Network management improvements including the monitoring of alerts from various back-office applications, trend reporting on performance of the applications, monitoring the utilisation of servers etc.

- Availability of increased wireless access through the deployment of thirteen (13) new Wireless Access Points throughout the Ministry's locations
- Remote Access – In addition to staff being able to access their email away from the office, in 2009, several senior members of staff were given the ability to access the Intranet remotely as well via Virtual Private Network (VPN) Access. This remote access project also allows IT staff to provide security and network management services remotely

Special Projects

Finance & Accounts

The Finance and Accounts Division is currently undergoing a process re-engineering exercise in order to streamline the accounting workflow. The division used the results of its Barrier Survey and the Period report from the Treasury Division as a basis for developing this process re-engineering exercise. It falls under MPA's Strategic Priority 5 which seeks to develop the Ministry's organisational capacity and team ethos. This process improvement exercise is focused on six (6) key accounting functions: Payroll, Vote Book/Other Vouchers, Pension and

Leave, Check Staff, Pay Branch and Reconciliation through process re-engineering. The process began in July 2010; a desk manual for the payroll function was developed. Fiscal 2011 will be dedicated to successfully improving other functions within the F&A unit.

Creating a Project Management Culture

The MPA is inculcating an internally-driven project management culture. As such, divisions collaborated in the development and implementation of a project management process and system following international best practices.

A total of eighteen (18) training sessions were conducted including one (1) with heads of departments. Creative measures including twelve (12) Lunch and Learn sessions were used to educate more than ninety (90) employees on use of the new project management system. On the "How to Complete a Project" intranet site, all members of staff can follow standardised steps required for the design and implementation of their respective projects.

Business Continuity Management (BCM) Report

The 2010 BCM project built on a past initiative from 2007 where the then Ministry of Public Administration and Information (MPAI), engaged a consultancy to develop a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) for the Ministry as a pilot for the whole of government.

In 2010, focus was placed on reconstituting a BCM Team to review the consultancy reports and determine short-term activities that could be implemented in 2010, and most importantly, to begin the process to roll-out the recommendations for the implementation of BCM across the public service. The team engaged in planning and project conceptualisation and funding approvals. Discussions were held with the Office of Disaster Preparedness Management and strategic partnerships were formed with Office of Disaster Preparedness and Management (ODPM) and the Ministry's Occupational Safety and Health team.

For BCM to be successful and sustainable, the capacity must be embedded in the organisation. Specifically, the project envisages the engagement of consultancy services in 2011 to assist in the preparation of a BCM policy and framework for the Public Service and to recommend the appropriate level of staffing for a BCM Governance Unit. The BCM Governance Unit within MPA will guide Ministries and Departments in the development and implementation of their respective BCM strategies under an overall Public Service BCM Governance Framework.

Business Continuity Management (BCM) is the management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience and the capability for an effective response which safeguards the interests of its key stakeholders, reputation, brand and value creating activities.

-Business Continuity Institute & BS 25999

Promoting Healthy Lifestyles

Health & Wellness

Established in 2008 on recommendation from the Permanent Secretary, the Ministry's Health and Wellness Committee has been a great success. Several initiatives, including an Aerobics class, were planned and executed to accommodate the diverse health and wellness needs of our staff.

Seminars addressed pertinent issues such as:

- Occupational Health and Safety Practices
- Self Defence
- Alcohol/Drug Abuse, NADAPP
- HIV/AIDS, Youth Rapport Centre
- Substance Abuse
- Parenting
- Lifestyle Diseases

Partnering with other Ministries & Companies, the team provided specialised services and information for our 2nd Annual Health Fair – an event that encouraged staff to be educated on and involved in their overall wellbeing.

Ministry/Company	Service Provided
Ministry of Health (NWRHA) OSHA ODPM	Blood pressure, blood sugar, cholesterol, BMI, BFI, HIV testing Distribution of brochures pertaining to OSH compliance Distribution of brochures and tokens/prizes for participating in questionnaire
Cancer Society Abbott Labs Be Free Foods Value Optical Nestlé DRETCHI Doctor Khaja	Distribution of booklets and pap smear testing/mammograms Distribution of samples and brochures Samples of whole grain foods Vision testing Nutritional counselling, BMI, BFI testing Distribution of brochures Psychiatrist

Greening

The MPA Green Team is a volunteer team of staffers committed to creating a more environmentally-friendly MPA. Building on 2009 achievements, the Green Team was able to continue making a positive contribution to life at the Ministry and society in general.

Green Team Highlights include:

- Development and implementation of the Recycling programme at the National Library Building (NLB) location – launched in July
- Distribution of forest tree seedlings in May (part of the international Greenwave initiative)
- Distribution of seeds in June – promoting home food production
- Water conservation awareness campaign
- Styrofoam awareness - June to present

In addition to these efforts, the Ministry implemented a new drinking water solution at the NLB in August. The coolers now use a filtration system from the tap water supply and provide hot water as well. This is a great improvement that eliminates recurring costs and use of 2-gallon plastic bottles. The Green Team endorsed this move.

Fostering an MPA Team Spirit

Football

“It was Friday 31st April, 2010. Confidence was on the field as the talented MPA footballers faced off with Team NALIS. It was a nail biting match that had supporters at the edge of their seats and cheering and chanting at the top of their voices. The game was taken by NALIS who boasted three goals and MPA a memorable one. On July 17th feisty MPA supporters urged their players on ‘till the last minute with creative lyrics, real extempore style and catchy tunes with an uproar when our team placed third in the BGTT competition. The MPA realised that spending time together having fun has strengthened the organisation. Beyond the many competitions, a true sense of camaraderie has developed over the past year as co-workers bonded while having a grand time”.

MPA Football

MPA Angels

The Voluntary Outreach Programme consists of a group of volunteer staff members who collect donations and hold fundraising events in aid of various charitable causes, including local flood relief efforts, and regional disaster response. The MPA Angels ‘adopted’ two families in fiscal 2010 and routinely visited their homes to distribute food hampers, clothing and school supplies. It is intended that with scheduled fundraising events to be held in 2011, the Ministry will be able to build a home for at least one family.



Cultural Extravaganza

The MPA's small team building committee launched, with a festive bang a Cultural Extravaganza held at the Old Fire Station Building on Friday June 11th, 2010. It showcased staff's talent and cultural style and created an opportunity for all staff to build on interpersonal relationships. An evaluation conducted after the event revealed that ninety percent (90%) of employees felt an increase in team spirit. No doubt, this will serve to enhance the quality of team work in and out of the office. The Team Building Committee is currently in the process of mapping a calendar of exciting events for the MPA Family for 2010/2011.



National Scholars' Alumni Association of Trinidad & Tobago

The National Scholars' Alumni Association of Trinidad and Tobago (NSAATT) is an independent body formed by National Scholars in early 2009. NSAATT is the official association for national scholars to meet and mingle. Having benefited from government awards, the NSAATT aims to provide continuous national service, build commitment among National Scholars, facilitate the exchange of ideas, provide opportunities for professional development of members and provide mentorship for National Scholars.

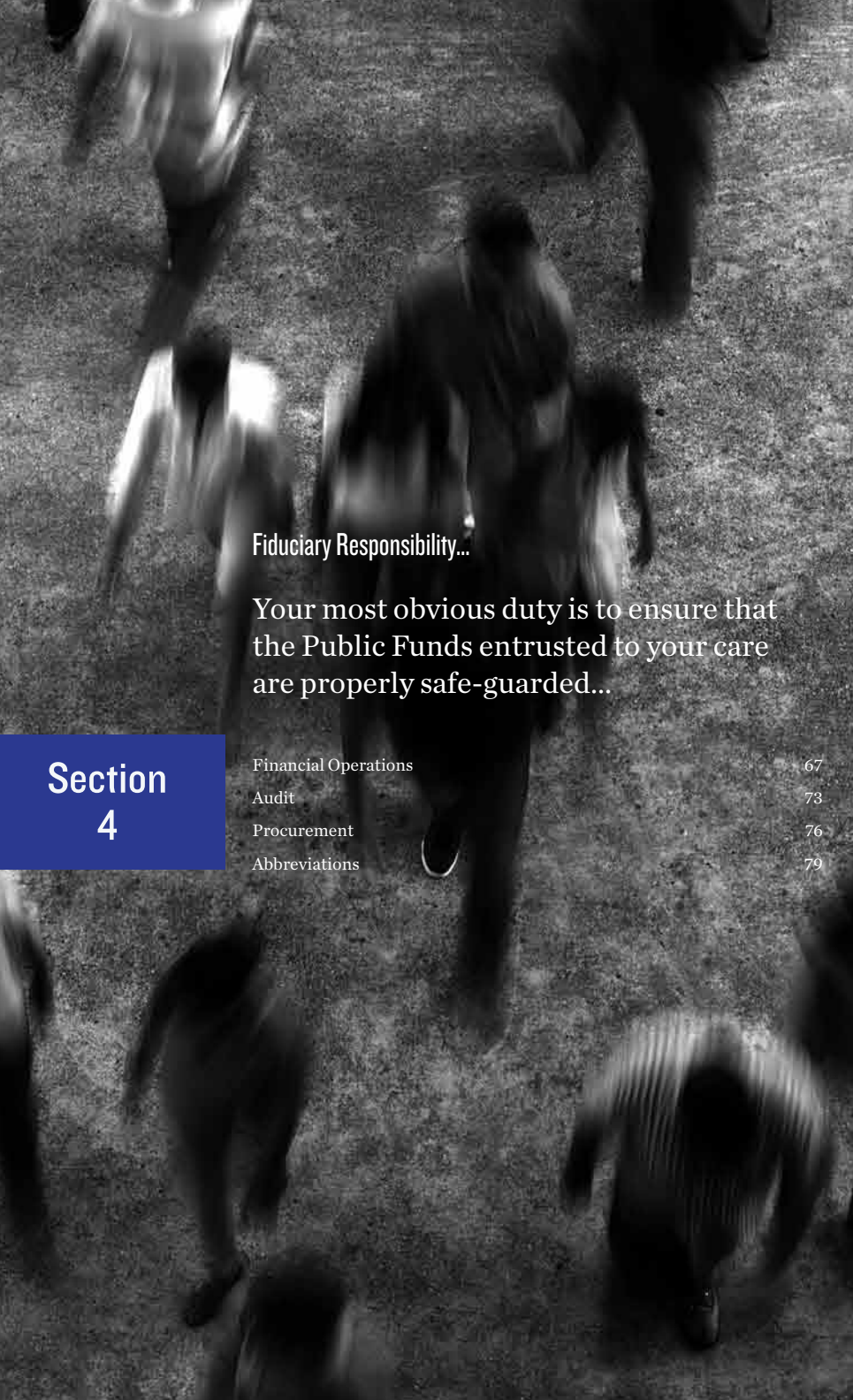
In 2009-2010, NSAATT collaborated with the SATD to host a workshop entitled "Beyond Your Degree" to better prepare returning scholars for entry to the workplace. NSAATT also hosted a lecture by Makandal Daaga (Leader of the National Joint Action Committee (NJAC) and former revolutionary) and Dr. Teelucksingh (History Lecturer, University of the West Indies) as Scholars explored the history, implications of and lessons learnt from the Black Power Movement. The association coordinated a public service wide flood relief drive and donated items to victims of floods in northern, central and southern Trinidad.



Smiling members of the
MPA Cultural Extravaganza

left photo: Makandal Daaga
(Leader of the National Joint
Action Committee (NJAC)
and former revolutionary)

right photo: Dr. Teelucksingh
(History Lecturer,
University of the West Indies)



Fiduciary Responsibility...

Your most obvious duty is to ensure that the Public Funds entrusted to your care are properly safe-guarded...

Section
4

Financial Operations	67
Audit	73
Procurement	76
Abbreviations	79

Allocation

The Ministry of Public Administration received an allocation of one billion two hundred and nine million, one hundred and fifty-four thousand, and twenty-three dollars (\$1,209,154,023.00) to facilitate operational, capital and infrastructure development expenditure for the fiscal year 2010. Operational and capital allocations totalled one billion one hundred and ninety two million, four hundred and seventy four thousand, eight hundred and twenty eight dollars (\$1,192,474,828.00). This allocation was approximately three point, one three percent (3.13%)* of the total sum provided to all Ministries and Departments and represents an increase of approximately thirty-nine percent (39%) from the previous fiscal year.

**Not inclusive of the Infrastructure Development Fund*

Expenditure

Actual expenditure for the period amounted to nine hundred and four million, one hundred and forty thousand, four hundred and seventy-seven dollars and sixty-five cents (\$904,140,477.65), a nineteen percent (19%) increase over expenditure in the last fiscal period.

The Ministry of Public Administration is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance.

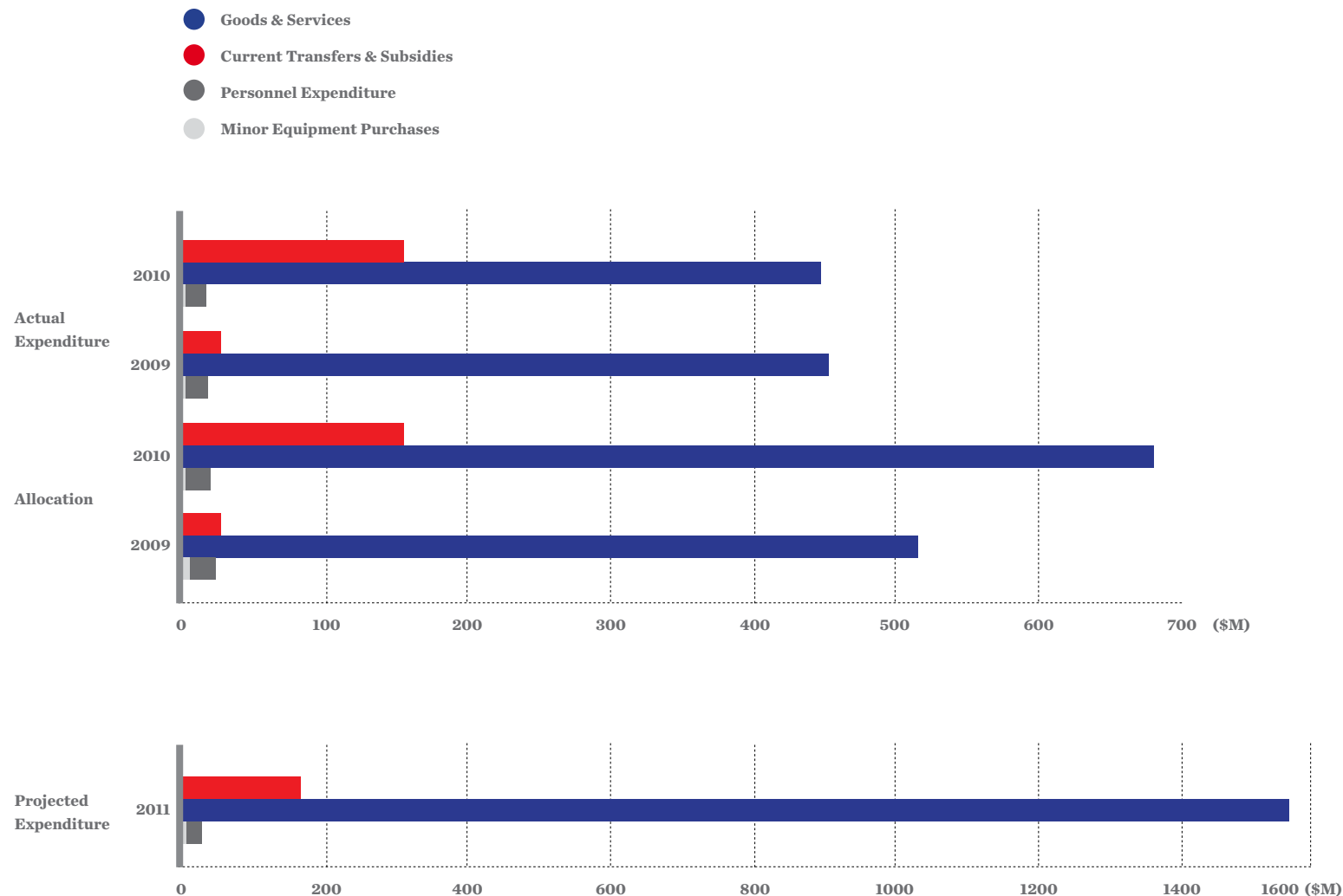
Expenditure Category	Allocation	Actual Expenditure	Variance
Recurrent Expenditure	855, 069, 033.00	618, 955, 284.69	236, 113, 748.31
Development Programme (DP)	337, 405, 795.00	272, 338, 098.86	65, 067, 696.14
Infrastructure Development Fund (IDF)	16, 679, 195.00	12, 847, 094.10	3, 832, 100.90
TOTAL	1, 209, 154, 023.00	904, 140, 477.65	305, 013, 545.35

Sub-Head & Item	2009		2010		2011
	Allocation (\$)	Expenditure (\$)	Allocation (\$)	Expenditure (\$)	Projected Expenditure (\$)
01 Personnel Expenditure	16,922,469.00	15,339,710.14	17,893,500.00	15,877,417.92	18,122,230.00
02 Goods And Services	514,706,330.00	448,981,720.21	680,687,770.00	447,127,529.81	1,551,640,959.00
03 Minor Equipment Purchases	3,607,496.00	1,133,851.46	1,350,000.00	1,159,504.45	1,030,400.00
04 Current Transfers And Subsidies	26,974,000.00	25,921,120.64	155,137,763.00	154,790,832.51	142,414,700.00
06 Current Transfers To Statutory and Similar Bodies	-	-	-	-	1,806,570.00
TOTAL	562,210,295.00	491,376,402.45	855,069,033.00	618,955,284.69	1,715,014,859.00

Recurrent Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred during the day-to-day operations of the Ministry. Approximately seventy-one percent (71%) of the total annual allocation was allocated to Recurrent Expenditure. This amounted to eight hundred and fifty-five million, sixty-nine thousand and thirty-three dollars (\$855,069,033.00). Actual Expenditure for the period was six hundred and eighteen million, nine hundred and fifty-five thousand, two hundred and eighty-four dollars and sixty-nine cents (\$618,955,284.69), representing a twenty-six percent (26%) increase from the last fiscal period. The increase in Current Transfers and Subsidies from 2009 to 2010 was as a result of an increase in subvention to the National Information Technology Company Limited.

Actual, Allocated and Projected - The Current Expenditure



Development Programme (DP)

The Development Programme is a Capital Expenditure programme aimed at improving and enhancing development in different areas of Trinidad and Tobago, including Human Resources, Economic and Social Development. Approximately twenty-eight percent (28%) of the MPA's annual allocation was assigned to the Developmental Programme of the Ministry. This amounted to three hundred and thirty-seven million, four hundred and five thousand, seven hundred and ninety-five dollars (\$337,405,795.00). Actual expenditure for the period amounted to two hundred and seventy-two million, three hundred and thirty-eight thousand and ninety-eight dollars and eighty-six cents (\$272,338,098.86), representing a nine percent (9%) increase from the last fiscal period. Under the Development Programme for the Ministry, there are three (3) categories under which projects were funded in fiscal year 2010:

Education Services, Administration Services and Public Buildings

Sub-Head Item Description	2009		2010		2011
	Allocation (\$)	Expenditure (\$)	Allocation (\$)	Expenditure (\$)	Projected (\$)
09 Development Programme					
004 Social Infrastructure	-	-	-	-	-
04 Education	-	-	-	-	-
G Educational Services	189,982,000.00	163,639,862.87	229,160,155.00	181,339,013.40	174,180,000.00
SUB-TOTAL	189,982,000.00	163,639,862.87	229,160,155.00	181,339,013.40	174,180,000.00
005 Multi Cultural Sectoral and Other Services	-	-	-	-	-
06 General Public Services	-	-	-	-	-
A Administrative Services	79,271,633.00	72,610,258.40	65,871,829.00	49,787,796.40	45,500,000.00
F Public Buildings	12,777,307.00	12,777,306.99	42,373,811.00	41,211,289.06	2,000,000.00
SUB-TOTAL	92,048,940.00	85,387,565.39	108,245,640.00	90,999,085.46	47,500,000.00
GRAND TOTAL	282,030,940.00	249,027,428.26	337,405,795.00	272,338,098.86	221,680,000.00

The increase in expenditure in **Educational Services** was due to the increase in the number of scholarships granted as well as the increase in tuition fees paid on behalf of scholars.

The increase in expenditure for **Public Buildings** during FY 2010 was due to the acquisition of Lord Harris Court, Pembroke Street, Port of Spain.

1. Education Services: this Sub-Head funds various scholarship programmes under the Ministry. For the period under consideration, eight (8) such programmes were funded. They were:

- i. Training of Librarians
- ii. Scholarships – President’s Medal and Non-Advanced Level Examinations
- iii. Scholarships/ Full Pay Study Leave for Teachers
- iv. National/ Additional Scholarships based on Advanced Level Examinations
- v. Annual Scholarship and Technical Assistance Programme
- vi. Undergraduate Scholarships for Students with Disabilities
- vii. Programme of Development Scholarships
- viii. Post Graduate Scholarships

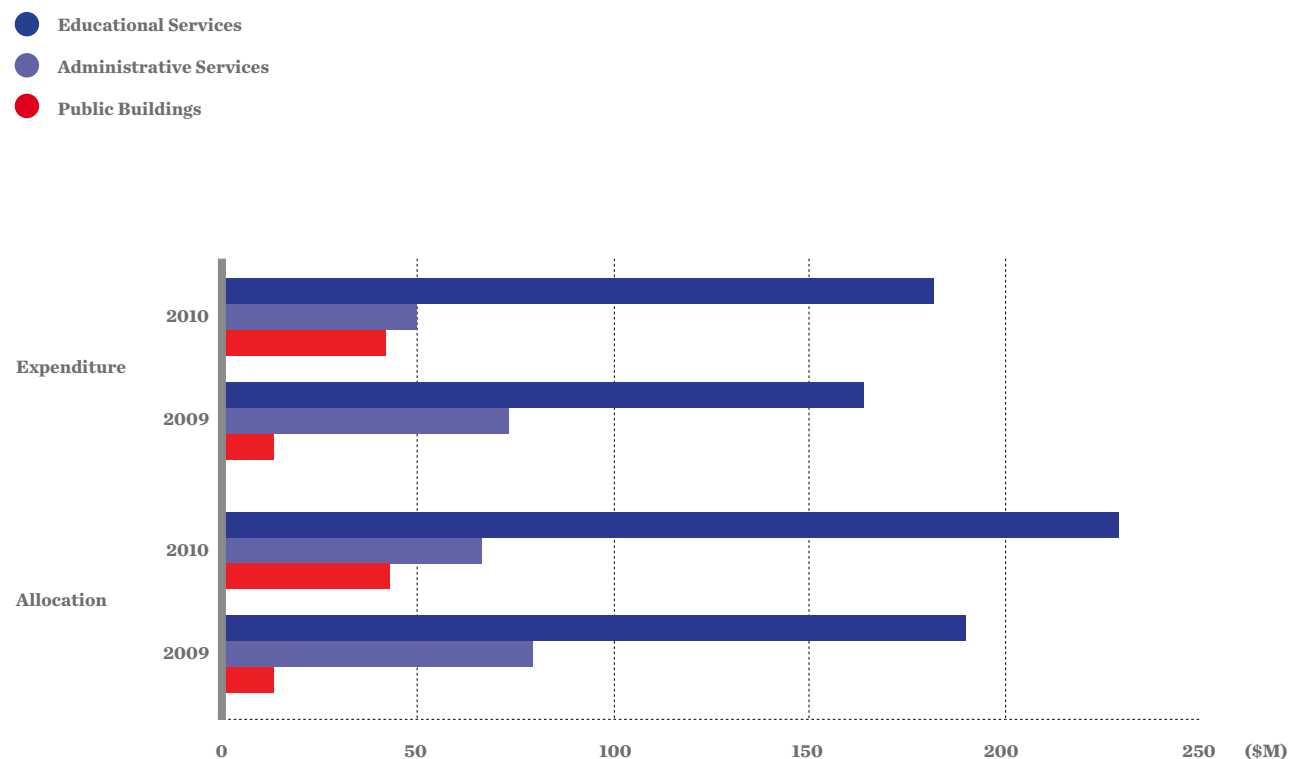
2. Administrative Services: this Sub-Head funded nine (9) programmes for the fiscal year. Some of these included:

- i. Development of a Communications Backbone
- ii. Implementation of the ICT Plan
- iii. e- Government and Knowledge Brokering Programme

3. Public Buildings: this Sub-Head funded property and building related activities such as acquisition, relocation and outfitting. For the period, three (3) projects were funded under this sub-head. These were:

- i. Acquisition of Properties
- ii. Reconstruction/upgrading of Government Training Centre
- iii. Relocation & Outfitting of Divisions of the MPA

Development Programme (DP) Allocations & Expenditures for FY 2009 & 2010 (\$000s)



Infrastructure Development Fund (IDF)

The Infrastructure Development Fund was established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. The purpose of the fund is to act as a resource that is readily accessible to quickly undertake state infrastructure projects. In order to use funds under the IDF, the procurement of goods or services must be done through a Special Purpose Company (SPC). SPCs, as the name suggests, are state enterprises created for specific purposes.

For this Fiscal Year, the Ministry was allocated sixteen million, six hundred and seventy-nine thousand, one hundred and ninety-five dollars (\$16,679,195.00). For the period, Actual Expenditure amounted to twelve million, eight hundred and forty-seven thousand, and ninety-four dollars and ten cents (\$12,847,094.10), a decrease of approximately thirty-six (36%) from the last fiscal period. For this period, funds were expended on one Sub-Head – Public Buildings.

Under the Sub-Head of Public Buildings, eight (8) projects were funded in this fiscal period. Some of these were:

Budgeted vs Actual Infrastructure Development Fund Expenditure for FY 2009-2010

Sub-Head & Item	Description	2009		2010		2011
		Allocation (\$)	Expenditure(\$)	Allocation (\$)	Expenditure(\$)	Projected (\$)
005	Multi Sectoral and Other Services	0	0	0	0	0
006	General Public Service	0	0	0	0	0
F	Public Buildings	25,656,879.00	20,139,045.22	16,697,195.00	12,847,094.10	5,500,000.00
TOTAL		25,656,879.00	20,139,045.22	16,697,195.00	12,847,094.10	5,500,000.00

1. Restoration of the Red House - The Red House is being restored in accordance with the recommended restoration guidelines of the National Trust of Trinidad and Tobago. The Structure is being retrofitted to meet the requirements of current building codes. For the period under consideration, ten million (\$10,000,000.00) dollars was spent on this project.

2. Refurbishment of National Broadcasting Network Building

3. Rehabilitation of state-owned residences at Flagstaff Hill Development

4. Demolition of Government quarters throughout Trinidad

Table provides further information on the Budgeted and Actual IDF Expenditure for the last two (2) fiscal years for the Ministry.

Revenue

In the Ministry of Public Administration, only the Scholarships and Advanced Training Division provides services to the general public. No charge is attached to the provision of these services. However, the Ministry does earn revenue from the recoveries of expenditure from government scholars. The main source of revenue however comes from the Sale and/or Rental of Government Buildings, and any associated interest payable to the Ministry. These transactions fall under the PRES D portfolio.

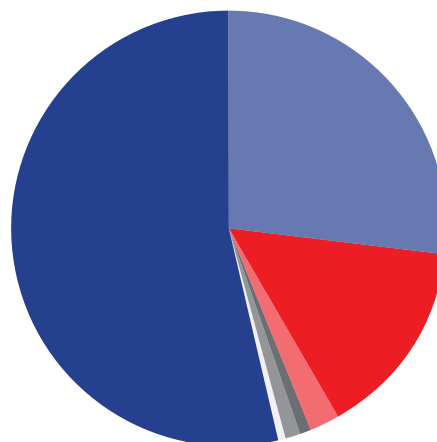
For the period under review, the revenues collected by the Ministry of Public Administration amounted to three million, two hundred and seventy thousand, three hundred and eighty-six dollars and sixty-two cents (\$3,270,386.62) which represented an approximate decrease of fourteen percent (14%) from the previous year.

Revenues collected by the Ministry of Public Administration

Sub-Head & Item	Description	2009		2010		2011
		Projected (\$)	Actual (\$)	Projected (\$)	Actual (\$)	Projected (\$)
06/01/001	Lease Payments/ Rent of Gov't Buildings	1,065,700.00	982,770.43	1,066,000.00	1,771,105.40	850,000.00
06/01/002	Rental of Finance Bldgs - Roof	41,400.00	42,220.00	41,400.00	46,575.00	41,400.00
06/01/003	Rental of Vacant lots	0.00		88,800.00	12,528.07	88,800.00
06/06/001	Interest from the sale of Gov't Qtrs	49,655.00		44,170.00	49,652.63	35,300.00
07/06/001	Recoveries of Expenditure from Gov't Scholars	230,000.00		500,000.00	895,653.50	544,000.00
09/02/001	Sale of Gov't Bldgs	2,845,350.00	2,378,000.00	2,815,350.00	488,872.02	2,845,350.00
09/02/001	Sale of Qtrs of former Def Off - Diamond Vale	150,000.00	98,100.00	150,000.00	6,000.00	350,000.00
GRAND TOTAL		4,382,105.00	3,501,090.43	4,705,720.00	3,270,386.62	4,754,850.00

Actual Revenues for FY 2010

- Lease Payments/ Rent of Gov't Bldgs
- Recoveries of Expenditure from Gov't Qtrs
- Sale of Gov't Bldgs
- Interest from the sale of Gov't Qtrs
- Rental of Finance Bldg - Roof
- Rental of Vacant Lots
- Sales of Qtrs of former Def Off - Diamond Vale



The Internal Audit Unit

The Internal Audit Unit of the Ministry provides assurance to the Accounting Officer (Permanent Secretary) that all the systems operating within the Ministry are effective and where they are not, the weaknesses identified and corrective measures recommended. The Unit is directed by and reports to the Accounting Officer.

The structure of this Unit requires five (5) persons – one (1) Auditor II and one (1) Auditor I and three (3) Auditing Assistants. During the period of this report, the Unit operated with a full capacity. The Unit, however, faced accommodation issues. In spite of this, the Unit delivered its planned Programme of work and activities re: previous year's payments received from other divisions of the Ministry. These included arrears payments, applications for contract gratuity, pay sheets, pension and leave records, vouchers, applications for credit on the Exchequer Accounts and Increment certificates.

Audit by the Auditor General

Additional audit exercises were based on the Auditor General's comments in the Annual Report on the Public Accounts of Trinidad and Tobago for the financial year ended September 30, 2009 and the Final Audit Management letter issued by the Auditor General on MPA.

1. A Management letter dated March 31, 2010 was received from the Auditor General which addressed the following issues in respect of the audit for financial year ended September 30, 2009.

2. Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the year ended September 30, 2009.

There were no comments in the Report of the Auditor General concerning the Accounts of the Ministry of Public Administration. However, under General Matters, the Ministry was included in a schedule for the non-submission of Returns of Arrears of Revenue:

- PA:1 Head 03 Sub- Head 06 Item 001 and Head 07 Sub-Head 01 Items 001 and 004
- PA 3 Head 06 Sub Head 01 Item 001-003 and Sub Head 06 Item 001
- PA 3 Head 09 Sub Head 02 Item 001-002.

Area of Operations

Notes to the Appropriation Accounts

Accounting for Commitments

Responses to Auditor General's Circulars

Observation/s

Note 2C – Overpayments discovered during the year
i) Details of information included at Note 2C differed from the overpayments register, the Pay Record Cards and the Overpayment Statement in several instances

Commitments totalling one hundred, ninety-nine thousand, nine hundred and eighty-eight dollars and thirty cents (\$199,988.30) at the end of the financial year 2008-2009 were not carried forward to the 2009-2010 Vote Book, as required by the treasury instructions in circular No. 23 of 1959.

A response from the Ministry to Auditor General's Circular No 5 of 2009 was not received

Auditor General's Recommendation

There should be strict compliance with financial directives and instructions with respect to overpayment records. Due care should be exercised in the correctness of and in the compilation of supporting schedules, to support the information disclosed in the Notes to the Appropriation Account.

Commitments should be recorded in accordance with the directives contained in Circular No. 23 of 1959.

Ministry's Response/ Action Taken

The need to maintain an Overpayments register was shared with the Payroll Officers.

Commitments were recorded in accordance with the directives contained in Circular No 23 of 1959.

A draft response was prepared, however, it was not finalised for dispatch.

At Appendix 7 to the Report, the Ministry was included as having three (3) deposit accounts over three (3) years in amounts totalling thirty-seven million, four hundred and eighteen thousand, two hundred and sixty-eight dollars and eighty-four cents (\$37,418,268.84) which had not been transferred to Revenue. The approval of the Comptroller of Accounts to retain these deposit accounts beyond three (3) years was not seen. Corrective action immediately occurred to eliminate such an omission in the future.

The amount of thirty-four million, six hundred and eighty thousand, five hundred and sixty-one dollars (\$34,680,561) was transferred to Revenue in July 2010.

The balance, two million, seven hundred and thirty-seven thousand, seven hundred and seven dollars and eighty-four cents (\$2,737,707.84) will be transferred at a later date.

Contracts Awarded

The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of two hundred thousand (\$200,000) on the basis of at least three (3) proposals from consultants/consulting firms.

A summary of contracts awarded during the reporting period is as follows:

Contract	Contract Summary
Unit Trust Corporation	Provision of Card Services to Facilitate Payments to National Scholars Overseas by Government
Pannell Kerr Forster (PKF)	Audit Services to the Project Implementation Unit MPA for the Financial Year October 1, 2008 – September 30, 2009 (IDB Loan No. 1523/OC-TT) Public Sector Reform Initiation Programme
Lloyd Pujadas & Dr. Alvin Ashton	Spanish as a First Language Provision of Consultancy Services for the Evaluation of the Spanish as a First Language Initiative (SAFFL) of the GoRTT
Proudfoot Communications Limited	Provision of Services for the Upgrade of the Corporate Website for the MPA
Allan Cunningham	Design and Delivery of a Training Programme in Preparation of TOR and RFP for Project Officers and other Professionals in the Ministry Project Staff on behalf of MPA
Tira Greene	Provision of Legislative Drafting Consultancy Services (in respect of the Legislative Framework for Electronic Transactions) Legal Reform and Legislative Drafting Specialist
Search and Secure Security Services Limited	Provision of Security Services at Federation Villas Residential Development
Collier, Morrision and Belgrave Limited	Design, Graphics, Outlay and Printing of the 2008/2009 MPA Annual Report
Government Human Resource Co. Ltd (GHR)	Provision of Services to Support Professional Development Centre for Deputy Permanent Secretaries

The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration (MPA) may award contracts ranging in cost from two hundred thousand dollars (\$200,000) to one million dollars (\$1,000,000) on the basis of public advertising and/or at least three (3) proposals from consultants/consulting firms in cases where the MTC is satisfied with the justification advanced. Summary of contracts awarded during the reporting period is as follows:

Contract

Government Human Resource Co. Ltd (GHRS)

WBF Services Limited

Contract Summary

Provision of Consultancy Services to Support the Advancement of the Public Service Transformation Programme

Refurbishment of Flagstaff Apt D2-3

The Central Tenders Board (CTB) may award contracts costing over one million dollars (\$1,000,000) based on public advertising and/or selective tendering where the CTB is satisfied with the justification advanced. Summary of contracts awarded during the reporting period is as follows:

Contract

IBM

National Insurance Property Development Company Limited (NIPDEC)

National Information and Communication Technology Company Limited (NICTCL)

GHRS

TSTT and in joint venture with FUJITSU Caribbean (Trinidad) Limited

Contract Summary

CND Finance Agreement between MPA and Implementation of Phase II Enterprise Portal – November 12, 2009

Outfitting and Refurbishment of eleven (11) State-owned Townhouses and Apartments and one (1) Family Unit at Flagstaff Villas

Delivery & Implementation of a Transformative Property and Real Estate Information System for MPA (PREMISys)

Provision of Consultancy Services to support the Advancement of the Public Service Transformation Programme (Institutional and HR Strengthening)

Professional Services Agreement between GHRS and MORI - Procurement of Consultancy Services on Behalf of MPA - November 30, 2009

Three (3) year SLA for Maintenance and Support Services for Phase II of the Government Communications Backbone Project (GOVNETT) MPA

Billed Services

Figures can be obtained from the Finance and Accounts Division of the Ministry.

1. Agreement between MPA and Republic Bank Ltd.

Provision of Debit Card Services to Facilitate Payments to National Scholars overseas by Government – November 12, 2009. The service fee is a percentage (%) of the total amounts uploaded annually.

2. Microsoft 2010-2011 Agreement – June 30, 2010

AP	Associate Professional	GAAP	Generally Accepted Accounting Principles	MOT	Ministry of Tourism	PMCD	Public Management Consulting Division
ASI	Adam Smith International	GHRS	Government Human Resource Services Company	MoUs	Memoranda of Understanding	PMD	Programme Management Division
B2B	Business to Business	GoRTT	Government of the Republic of Trinidad and Tobago	MOWT	Ministry of Works and Transport	PREMISys	Property & Real Estate Management Information System
CANTO	Caribbean Association of National Telecommunication Organizations	GRM	Government Revenue Management	MPA	Ministry of Public Administration	PRESO	Property and Real Estate Services Division
CAPAM	Commonwealth Association for Public Administration and Management	GTC	Government Training Centre	MPMF	Ministerial Performance Management Framework	PSA	Public Service Academy
C.A.P.E	Caribbean Advanced Proficiency Examination (Advanced Level)	HRMD	Human Resource Management Division	MRM	Meeting Room Manager	PSC	Public Service Commission
CAPSE	Citizens' Allied for Public Service Excellence	IA	Internal Audit	MTCT	Malaysian Technical Cooperation Programme	PSES	Public Service Employee Survey
CCD	Corporate Communication Division	IADB	Inter American Development Bank	MTI	Ministry of Trade and Industry	PSRIP	Public Sector Reform Initiation Programme
CIDA	Canadian International Development Agency	ICT	Information & Communications Technology	MTS	National Maintenance Training and Security Company Limited	PSTA	Public Sector Transformation Agenda
CLGF	Commonwealth Local Government Forum	IDA-i	Info-communications Development Authority International	NBN	National Broadcasting Network	PSTD	Public Service Transformation Division
COMMSEC	Commonwealth Secretariat	IhRIS	Integrated Human Resource Information System	NGC	National Gas Company	SATD	Scholarships and Advanced Training Division
CPC	Chief Parliamentary Counsel	ILO	International Labour Organization Convention	NICTCL	National Information and Communications Technology Company Limited	SATIS	Scholarships and Advanced Training Information System
CPO	Chief Personnel Officer	INTAN	Institut Tadbiran Awam Negara	NIPDEC	National Insurance Property Development Company	SCD	Service Commissions Department
CSD	Corporate Services Division	IRD	Inland Revenue Division	NPSTA	National Public Service Transformation Agenda	SEW	Single Electronic Window
CSM	Customer Satisfaction Measurement	IT	Information Technology	NSAATT	National Scholars Alumni Association of Trinidad and Tobago	SHRMD	Strategic Human Resource Management Division
CSO	Central Statistical Office	ITEC	Indian Technical and Economic Corporation Programme	NSFs	New Systems Facilitators	SSD	Strategic Services Division
CTB	Central Tenders Board	IXP	Internet Exchange Point	OAS	Organisation of American States	TATT	Telecommunications Authority of Trinidad and Tobago
DPA	Director of Personnel Administration eCommerce Electronic Commerce	JICA	Japan International Cooperation Agency	OJTs	On-the-Job Trainees	TCU	Technical Cooperation Units
EGKBP	E-Government and Knowledge Brokering Programme	LSD	Legal Services Division	OLP	Opinion Leaders Panel	THA	Tobago House of Assembly
eTeck	Evolving TecKnologies and Enterprise Development Company Limited	M&E	Monitoring and Evaluation	OPM	Office of the Prime Minister	VOIP	Voice Over Internet Protocol
Exec Sec	Executive Secretariat	MNS	Ministry of National Security	OSH	Occupational Safety & Health		
FAD	Finance and Accounts Division	MOE	Ministry of Education	PAR	Performance Appraisal Report		
FY	Fiscal Year	MOF	Ministry of Finance	PDP	Professional Development Programme		
		MoLG	Ministry of Local Government	PETROTRIN	Petroleum Company of Trinidad and Tobago Limited		
		MORI	Market & Opinion Research International				



Ministry of Public Administration