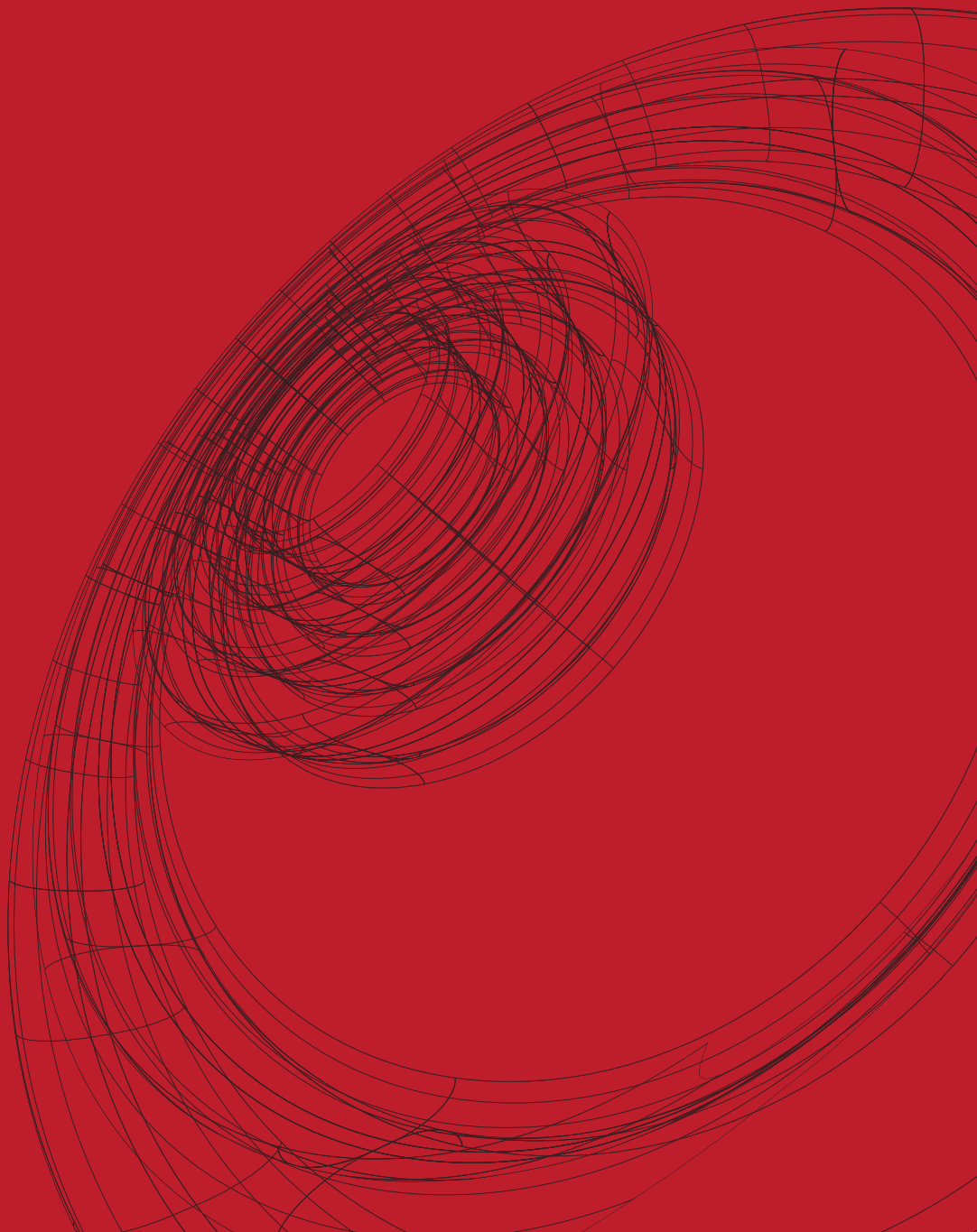




Ministry of Public Administration

2007 | Annual 2008 | Report



PREFACE

Effective December 18th, 2007, following the National General Elections held in the previous month, the portfolio of the Ministry of Public Administration and Information (MPAI) was separated into two Ministries: the Ministry of Public Administration and the Ministry of Information.

The Honourable Kennedy Swaratsingh was appointed as Minister of Public Administration and the Honourable Neil Parsanlal as Minister of Information. (Reference: Trinidad and Tobago Gazette (Extraordinary) Volume 46, No. 208 dated Tuesday December 18th, 2007).

Although the MPAI existed at the start of the reporting period i.e. October 1st, 2007 until December 17th, 2007, the information presented in this Annual Report relates to the portfolio of the Ministry of Public Administration.

The existing financial account for the MPAI was retained and renamed as the Ministry of Public Administration. It should therefore be noted that the financial information presented for this Ministry covers the MPAI entity as it was constituted up to December 17th, 2007 and then Public Administration effective December 18th, 2007.

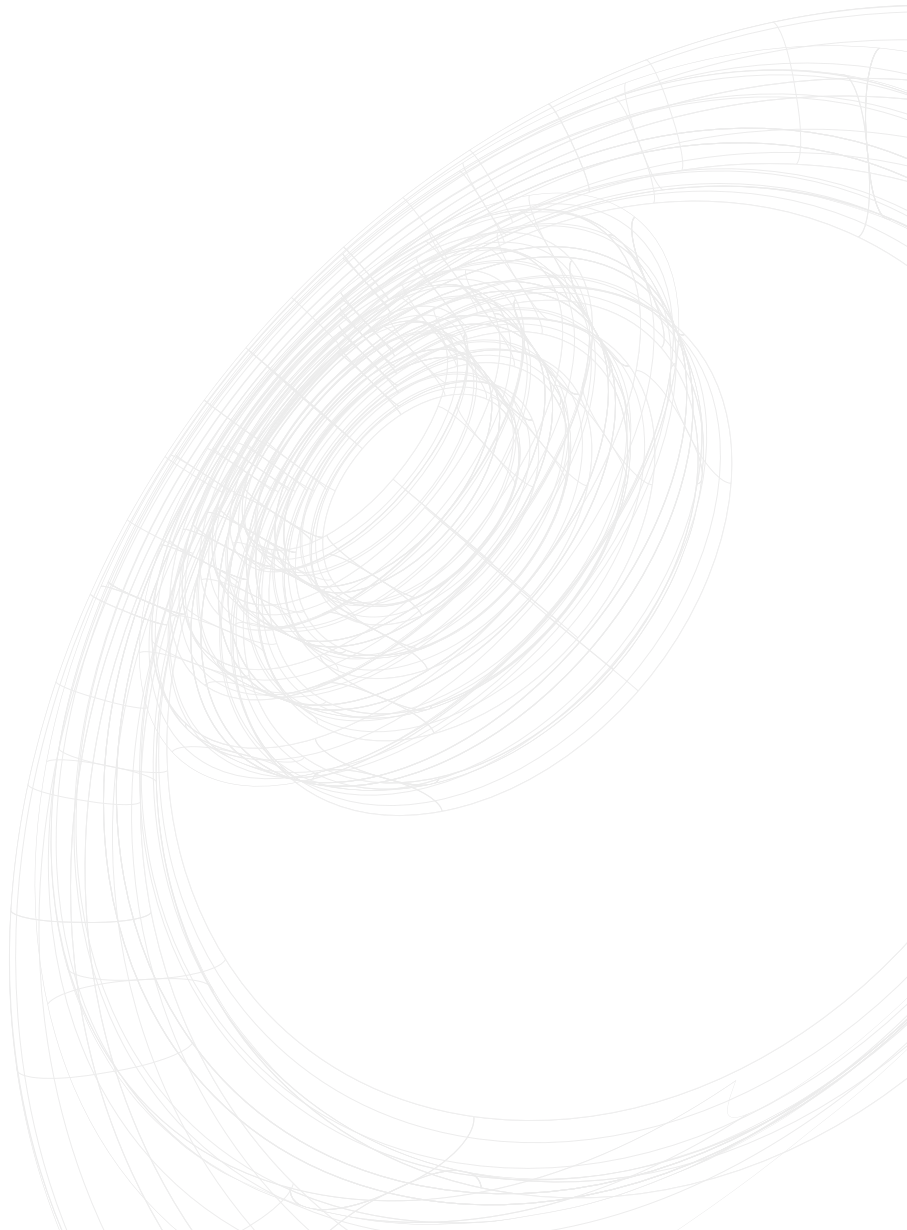


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FOREWORD



The transformation of our nation to developed country status has driven the need for higher levels of efficiency and productivity in order to redefine our place in an increasingly globalised world. Toward this end we have been continuously improving the capabilities of the Public Service to deliver goods and services in an effective, sustainable and equitable manner.

In November 2007, the portfolio of the Ministry of Public Administration and Information was split into two separate Ministries to allow improved focus on the two areas of Transformation and Government Communications. I was appointed to Public Administration in December 2007.

Accomplishments for this financial year include the enhancement of our nation's human resource capacity in critical areas through the increased portfolio of scholarships offered. This aims to fill specific skills/competencies gaps within our nation which are consistent with the Vision 2020 pillar of Developing Innovative People.

The accessibility and convenience of Government services to citizens have been enhanced through the establishment of two **ttconnect** Service Centres in St. James and Princes Town. The Ministry of Public Administration is also working towards the opening of five additional Centres by the end of 2009.

Concerted efforts have continued with regard to improving the physical work environment of public officers. The goal is to produce accommodation which is customer-friendly and induces productivity.

Furthermore, in order to continually gain insight on public feedback on the effectiveness of the delivery of public services, the 10th wave of the Opinion Leaders Panel Survey was completed.

Additionally, an improved process for the administration of the pensions is being developed and piloted in the Ministry of Public Administration to reduce the time in which retirees receive their separation benefits.

Progress has also been made toward telecommunications liberalization, with an additional concession and license issued to a new internet service provider, thus increasing competition within the industry. This has resulted in better service, higher speeds and lower rates for our business and household users, and has triggered an increase in the usage of internet services which continues to be an important objective of our National ICT Plan, fastforward toward the development of a knowledge-based society.

In the continuing effort to better meet our clients' needs, Ministry of Public Administration has successfully launched its website (www.mpa.gov.tt) in June 2008 to provide easier public access to information on our services. Internally, our intranet has been upgraded to an information centre where employees connect, work, share and learn. Not only does this facilitate collaboration but it also allows for fast dissemination of information among employees, thus enhancing their ability to efficiently deliver services to our clients.

In addition to this, the e-Government Portal (www.ttconnect.gov.tt) which provided information on 350 Government services online has now expanded to 380 this year, thus increasing the availability of information to the public. Efforts to offer services online are continuing as we move toward better serving the public.

The Ministry of Public Administration remains committed to building on its current achievements and to accelerating the pace of development for this coming fiscal year. Projects that would improve the capability of the public service to better deliver goods and services were conceptualized and a draft Strategic Plan for 2008-2013 was completed.

A handwritten signature in black ink, appearing to read 'Kennedy Swaratsingh'.

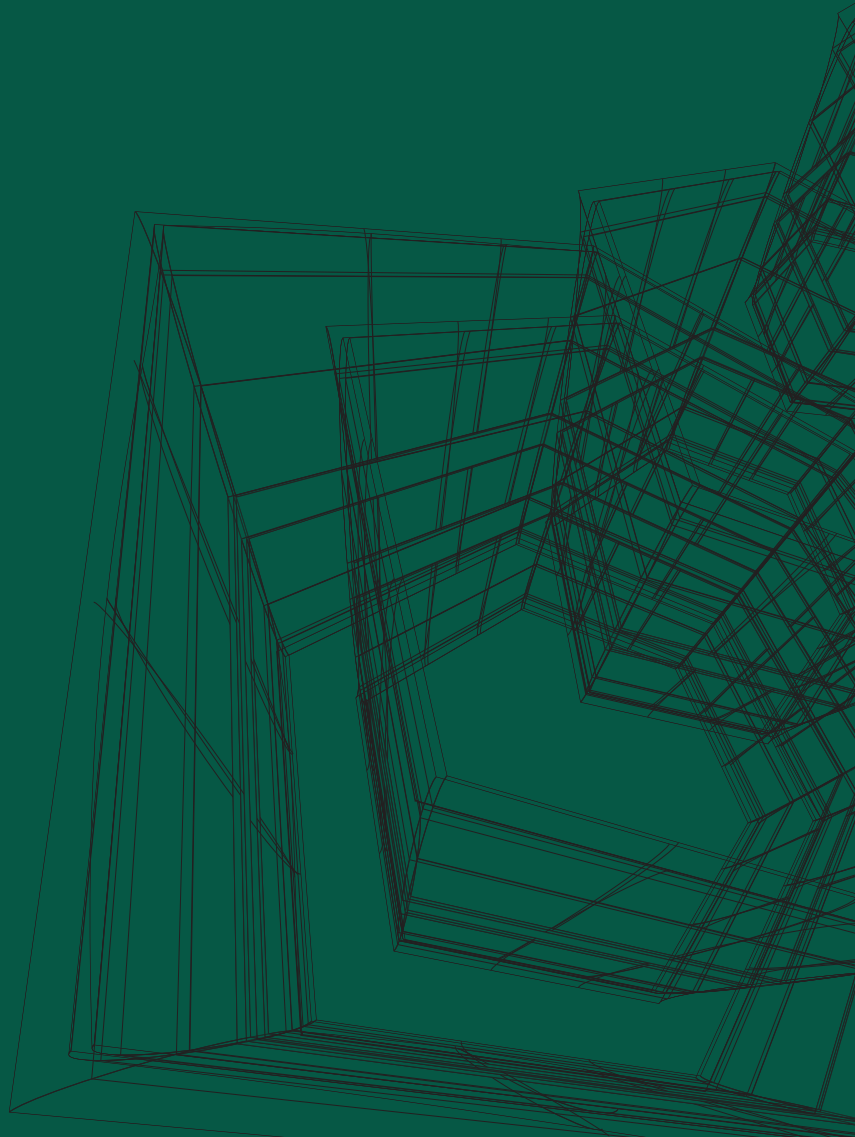
HONOURABLE KENNEDY SWARATSINGH
MINISTER OF PUBLIC ADMINISTRATION

1.0 ABOUT US

Mission

Values

Strategic Priorities



Public Service Modernisation has been the fundamental business of the Ministry of Public Administration since its inception. Achievement of public service transformation requires a holistic approach that incorporates a focus on the people issues (both organisational and individual) and the processes by which work is done, inclusive of enabling technology and a strong project management culture.

The primary objectives of public service transformation are to ensure coherent policy solutions and to improve service delivery.

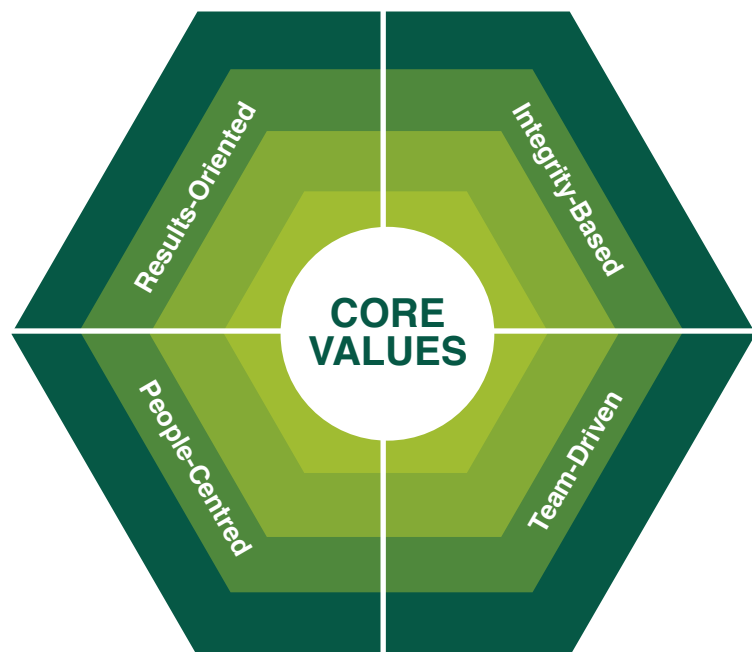
As such, by 2013, the Ministry of Public Administration aims to be recognized as the Champion of Service Delivery Excellence in the Public Service.

1.1 MISSION

To facilitate the development of the capacity of the public service to deliver quality goods and services in an effective, sustainable and equitable manner.

1.2 VALUES

We recognize that key transformative values are ingredients for us to accomplish our mission and vision. The Ministry is committed to the following core values in guiding its activities:



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 achievements along the way.

PEOPLE-CENTRED

We value and involve our stakeholders whether they are citizens, members of the business community or one of 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 honoring our commitments we conduct our affairs ethically to ensure that we meet all professional obligations.

TEAM-DRIVEN

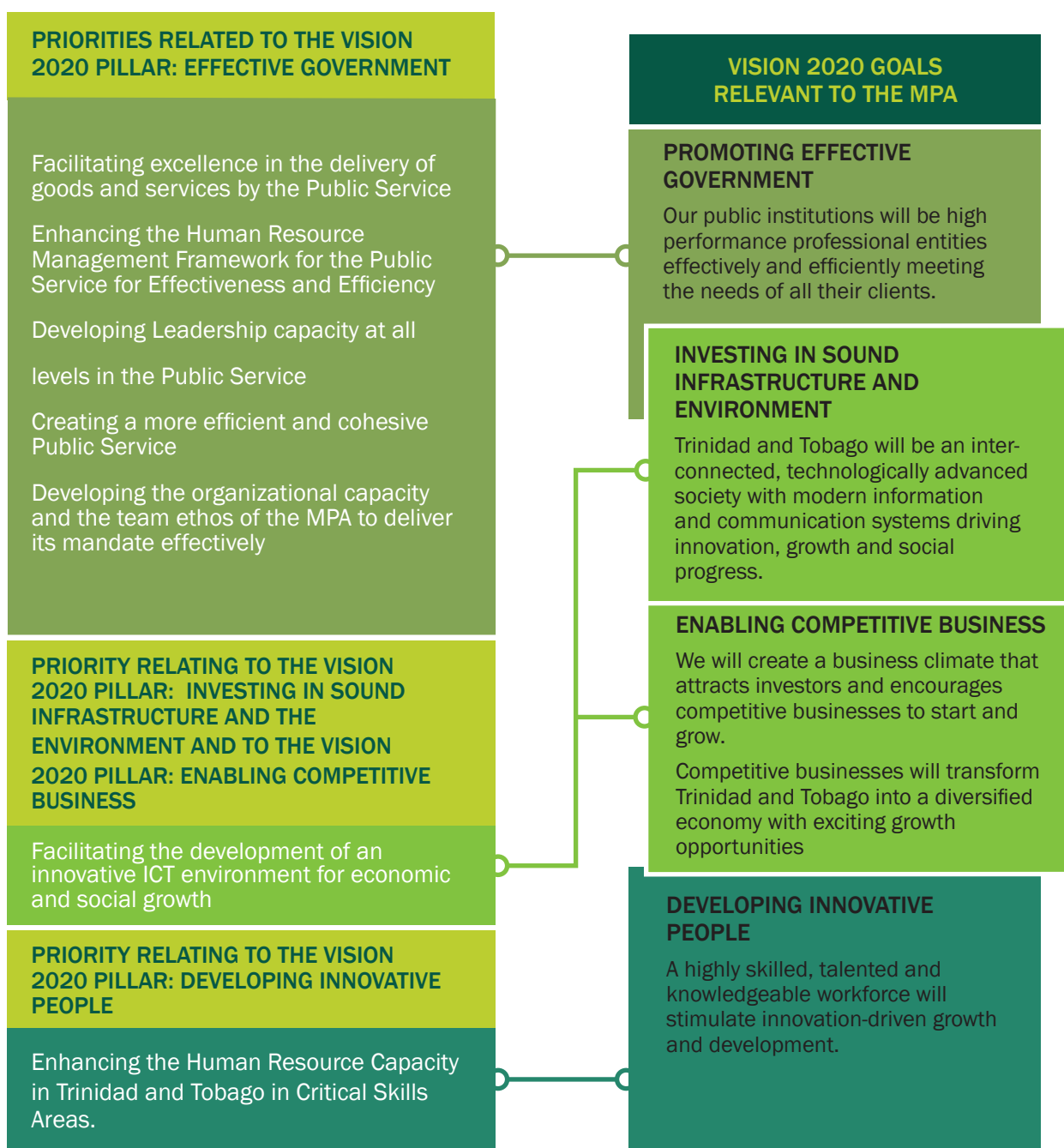
In the spirit of mutual respect and cooperation we partner amongst ourselves and with Ministries, Departments and other stakeholders to meet needs. We believe in harnessing diverse proficiencies and fostering commitment and discipline to achieve positive results.

1.3 STRATEGIC PRIORITIES

LINK TO VISION 2020

The Ministry of Public Administration champions four of the five 'Development Pillars' in the Vision 2020 Plan. The respective goals that our work is aligned with are as follow:

- » **Promoting Effective Government**
- » **Enabling Competitive Business**
- » **Investing in Sound Infrastructure and Environment**
- » **Developing Innovative People**



2.0 ORGANISATIONAL STRUCTURE

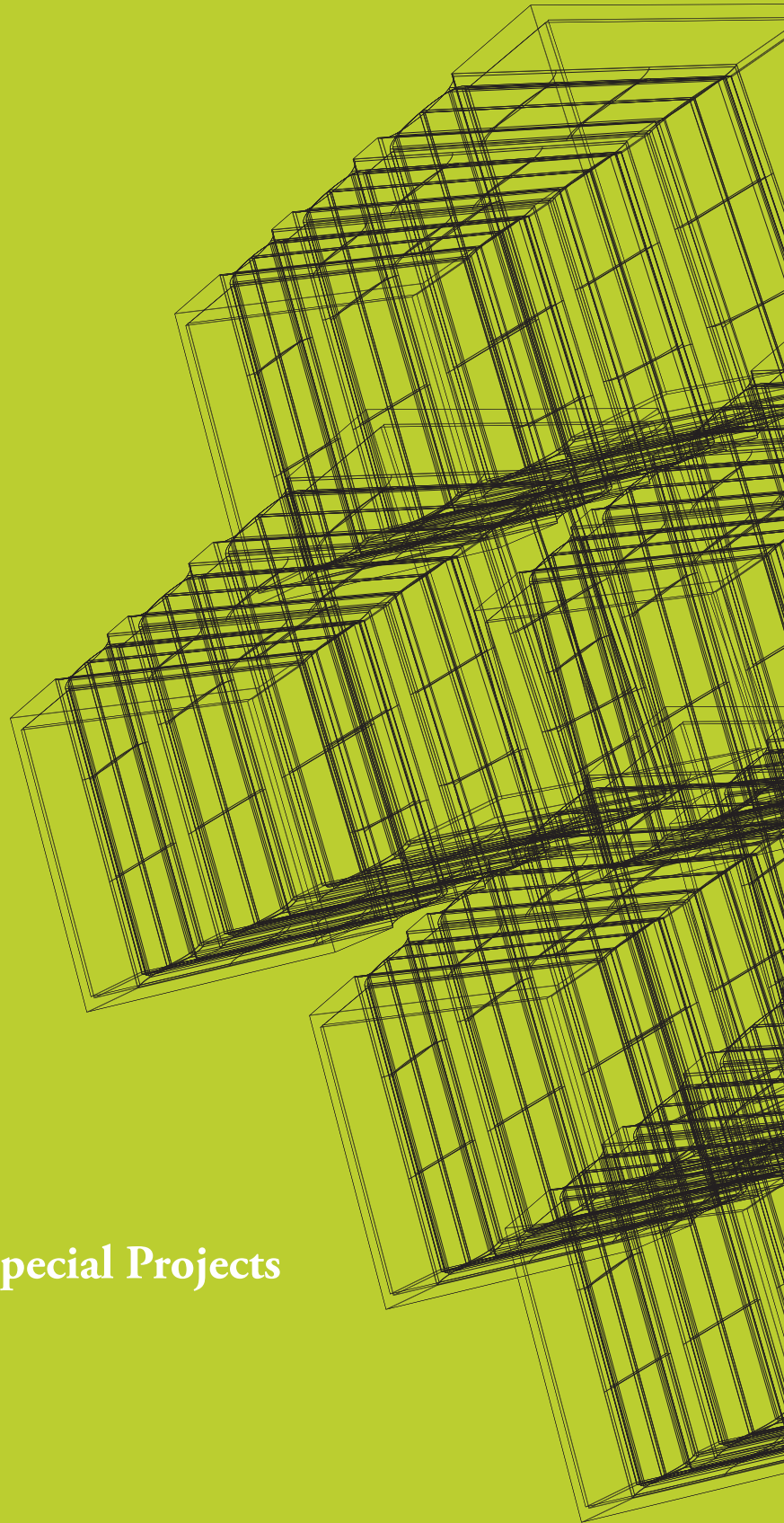
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2.1 CORPORATE STRUCTURE

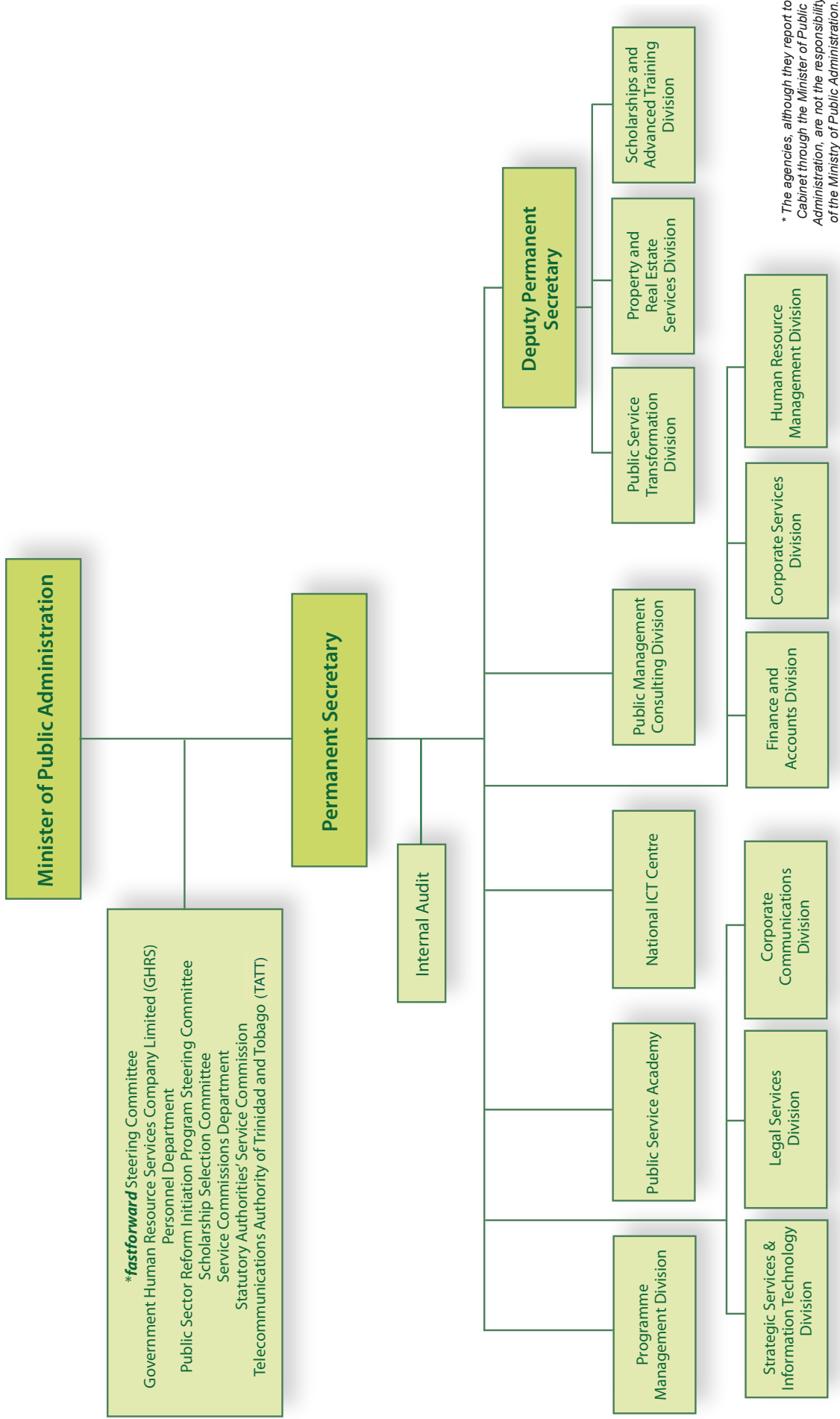
The Ministry of Public Administration is responsible for developing and coordinating policies which regulate the management, functioning and ability of the Public Service to deliver quality service. It spearheads administrative reforms to enable the delivery of timely and quality service to the public.

Below lists the thirteen (13) Divisions of the Ministry by functionality.

Core
Public Sector Transformation Division
Public Management Consulting Division
Public Service Academy
Scholarships and Advanced Training Division
National Information & Communication Technology Centre*
Property and Real Estate Services Division
Internal Support Services
Legal Services Division
Corporate Services Division
Human Resource Management Division
Corporate Communications Division
Programme Management Division
Strategic Services and IT Division
Finance & Accounts Division

* The National Information and Communication Technology Centre formed as a result of the merging in April 2008 of the National Information Systems Centre (NISC) and the Information and Communication Technology Division (ICTD).

Organisational Structure of the Ministry of Public Administration as at September 30, 2008



* The agencies, although they report to Cabinet through the Minister of Public Administration, are not the responsibility of the Ministry of Public Administration.

2.2 DIVISIONAL PROFILES

The Public Service Transformation Division (PSTD) provides guidance and support for transformation initiatives in the public service of Trinidad and Tobago. The Division monitors and evaluates transformation strategies in all Ministries. PSTD also engages in research on policy and change management and service alignment. The focus of PSTD is creating new solutions for the effective delivery of public goods and services in our country.

The Public Management Consulting Division (PMCD) offers advice and solutions to the Cabinet, Ministries/Departments and associated government agencies to enhance the Public Service contribution to national development. A major service is the provision of consulting advice on organisational structure design.

The Public Service Academy (PSA) is the provider of Human Resource Development Training and other interventions for Public Officers.

The Property and Real Estate Services Division (PRESD) is responsible for managing government properties, whether owned, leased or rented. It also ensures the provision of suitably designed workplaces, which meet the needs of contemporary organisations.

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 and are offered through open calls for applications via public notices.

The National Information and Communication Technology Centre (NICTC) is responsible for initiatives which provide government, private sector and civil society with access to ICT infrastructure, consistent with the National Connectivity Agenda - fastforward. NICTC also provides Information Technology (IT) support services and training, and establishes policies and standards regarding the use of Information Technology in the public service.

Internal Support Divisions

The Divisions, Unit and Department that provide required internal support and services in the Ministry of Public Administration are:

- » Corporate Communications Division
- » Corporate Services Division
- » Finance and Accounts Division
- » Human Resource Management Division
- » Legal Services Division
- » Programme Management Division
- » Strategic Services and Information Technology Division
- » Executive Secretariat
- » Internal Audit

2.3 OUR TEAM

Executive

Arlene McComie
Permanent Secretary



Donna Ferraz
Deputy Permanent Secretary, Ag.



Heads of Divisions

Natasha Ramnauth

Head, Corporate Communications Division

Lois Melville

Director, Corporate Services Division & Human Resource Management Division

Angela Lum Joseph

Director, Finance and Accounts Division

Harbanse Ramdath

Acting Auditor II, Internal Audit

Rudyard Davidson

Head, Legal Services Division

Cleveland Thomas

National Chief Information Officer, National Information and Communication Technology Centre

Wayne Maughan

Programme Manager, Programme Management Division

Dawne Wynter

Coordinator, Property and Real Estate Services Division

Waltrude Diaz

Ag. Director, Programme Management Consulting Division

Dave Kidney

Director, Public Service Academy

Claudelle McKellar

Director, Public Service Transformation Division

Jacqueline Johnson

Ag. Director, Scholarships and Advanced Training Division

Richard Madray

Ag. Director, Strategic Services and Information Technology Division

2.4 SERVICES PROVIDED AND SPECIAL PROJECTS

2.4.1 Services Provided

The Ministry of Public Administration provides the following services:-

- » Provision of consultation and advice to Ministries, Agencies, Departments and executives on Public Sector Transformation issues
- » Provision of various and relevant Human Resource training and development opportunities to public service staff
- » Provision of recommendations and advice to Cabinet, Ministries/Departments and associated Government Agencies on organisational designs and solutions for the public service
- » Facilitation and partnership with Ministries and other Government Departments and Units in business process re-design to improve service delivery to the public
- » Provision of Telecommunication and ICT Policies and the development of the national ICT sector of the country
- » Promotion of the National Connectivity Agenda
- » Provision of efficient government estate management and government property development services, including the provision of safe, suitable and adequate government office environments
- » Provision of scholarships and advanced training opportunities to citizens of Trinidad and Tobago

2.4.2 Delegated Levels of Authority

2.4.2.1 Administrative Functions

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

The table lists the functions devolved by the Chief Personnel Officer

Monthly Paid Employees	
1. Contract employment	7. Leave of Absence without pay
2. Secondment	8. Extension of Sick Leave, Injury Leave
3. Duty Leave, Special Duty Leave	9. Leave to pursue course in Trade Unionism
4. Special Leave	10. Compensation in lieu of uniforms not issued
5. Accumulation of Leave	11. Compensation in lieu of annual vacation leave
6. No Pay Study Leave	12. Separation Allowance

Functions Delegated by the Public Service Commission (PSC)

The following functions are delegated by the PSC:

- » 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 6 months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office except in offices that require consultation with the Prime Minister.
- » Confirmation of appointments.
- » Power to make transfers within the Ministry's Divisions up to Range 68.
- » Acceptance of Resignations.
- » Noting of Retirements – compulsory and voluntary after age 54.
- » The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct.

Infractions and their related regulations are set out in Table below.

Regulations related to Acts of Misconduct/Discipline

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

2.4.2.2 Financial Functions

The Permanent Secretary (Accounting Officer) is authorised to award contracts for the procurement of goods and services up to a limit of TT\$500,000 and for consultancy services up to a limit of TT\$200,000.

The Permanent Secretary's delegated responsibility, only in respect of the procurement of goods and services, are as follows:

- » Deputy Permanent Secretary - \$100,000.
- » Heads of Divisions - \$25,000.
- » Administrative Officer (NICTC) - \$ 10,000.

2.5 Reporting Functions

The Table below 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
Annual operating budgets; Strategic Plan	Line Minister Ministry of Planning, Housing and the Environment* Ministry of Finance Cabinet
Monthly Financial Reports	Ministry of Finance (Budget Division)
Monthly / Annual Performance Reports	Line Minister Ministry of Planning, Housing and the Environment* Ministry of Finance Cabinet Parliament
Status Reports on the Vision 2020 Operational Plan	Ministry of Planning, Housing and the Environment*
Annual Financial Report (Appropriation Account, Statements of Receipts & Disbursements and Statements 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	Ministry of Information Line Minister

*The Unit of the Ministry of Planning, Housing and Development that dealt with these reports now reside with the Ministry of Finance as of November 2007

3.0 PERFORMANCE HIGHLIGHTS

Promoting Effective Government

Developing Innovative People

Investing in Sound Infrastructure and Environment

Enabling Competitive Business

3.1 PROMOTING EFFECTIVE GOVERNMENT

The following performance highlights showcase the Ministry of Public Administration's efforts and achievements as they relate to the Vision 2020 pillar - Promoting Effective Government.

PUBLIC SERVICE TRANSFORMATION

Public Service Transformation Agenda

Arising out of the All-Employees Summit and Leadership Retreat held in February and March 2008 respectively, was an invigorated attempt at Public Service Reform in the form of the National Public Service Transformation Agenda (NPSTA). The NPSTA comprises two categories of projects, namely Enterprise-wide (whole of Public Service) projects and Ministry-specific projects. The governance of the NPSTA saw the creation of two entities, an Inter-Ministerial Steering Committee and a Transformation Secretariat (TSec).

Some of the key Enterprise-wide Priorities that have been identified are Human Resource Management, Leadership Development and Excellence in Service Delivery. In terms of the Ministry-specific agenda items, the Ministry of Public Administration is currently working alongside several Ministries including the Ministry of National Security (machine-readable passport project), Ministry of Legal Affairs (electronic Birth Certificate project) and the Ministry of Health (integrated Health Care Solution) to develop and implement practical solutions to existing challenges and to expedite several projects which will truly benefit the citizens of Trinidad and Tobago.

Public Sector Reform Initiation Programme (PSRIP)

A key ingredient to ensure successful Public Sector Reform is active stakeholder participation. This requires that stakeholders (both inside Government as well as citizens, the business sector and NGOs) appreciate the policy reform process, its objectives, nature and direction in specific reform areas. In addition to strengthening the institutional capacity of the Ministry of Public Administration to synchronize, execute, communicate and continuously monitor the transformation policy process, an engagement and communications strategy to illicit meaningful discussions and eventual execution of policy reform measures is critical.

In the fiscal year 2007/2008 both the National Dialogue Strategy and the Communications Strategy were completed and their implementation began in September 2008. This entails training key reform stakeholders in dialogue and communications to enable meaningful discussion and eventual execution of policy reform measures.

Opinion Leaders Panel

In order to continually gain insight into public feedback on the effectiveness of the delivery of public services, the 10th wave of the Opinion Leaders Panel Survey was completed. This is done to encourage results-based policy development. The results were released in July 2008 and are soon to be published pending Cabinet approval.

ttconnect - a Multi-channel Service Delivery Strategy

Multi-channel delivery of services refers to the delivery of services in different ways: via electronic channels (Internet or email access via PC, digital TV, mobile phones, etc) or traditional channels like face-to-face meetings or postal delivery. To ensure the access by all citizens, these services must be provided through different channels.

Pursuant to objectives outlined in the National ICT Strategy, **fastforward**, the Government of the Republic of Trinidad and Tobago (GoRTT) has developed the ttconnect initiative for the dissemination of Government information and provision of Government services. This initiative is intended to provide a single point of entry for end user access to Government information and services, whether delivered through electronic means or other channels.

The ttconnect programme for service delivery includes:

- » Availability of information on Government services to all citizens and domestic and foreign businesses through multiple channels, including electronic channels
- » Migration of user preferences to electronic channels and, in particular, the use of the National e-Government Portal, ttconnect online to interact with Government
- » Continuous improvement of services to the public
- » Positive user experience of interaction with GoRTT regardless of channel
- » Improvement of the image of Government domestically and internationally
- » Increasing the reach and accessibility of the services to the citizens
- » Optimization of the usage of the alternate electronic channels and reduction in expenditure by usage of shared resources
- » Providing service access to the citizens at their localities
- » Convergence of the alternate channels into a single integrated platform
- » Standardization of service delivery across Ministries/agencies



Some staff members of the ttconnect Service Centres

The ttconnect Service Centre Pilot Programme

In an effort to improve customer service and satisfaction, ttconnect Service Centres have been established to provide greater convenience and accessibility to Government information and services for the public. The establishment of One-Stop-Shop Service Counters throughout Trinidad and Tobago is geared towards providing Government services in a creative, dynamic and effective manner. Two service centres were established in November and December 2007 in St. James and Princes Town and five additional centres are expected to be opened by the end of the fiscal year 2009. An Exit Survey conducted in July 2008 revealed that customers rated their satisfaction with customer care at 98%.

e-Government Portal **ttconnect** Online

Trinidad & Tobago's National e-Government Portal, **ttconnect** online (www.ttconnect.gov.tt), is one of the key foundation elements of the Multi-channel service delivery strategy that is aligned with the wider **ttconnect** rubric, "Government at your service". Through use of the Internet, the **ttconnect** Online platform, when completed, will provide access to all appropriate Government information and services. This is consistent with Government's current transformation efforts to become more service-oriented, while at the same time increasing overall accessibility, availability, transparency and efficiency.

Information pertaining to over 380 Government services is currently available via www.ttconnect.gov.tt compared to 350 services from last year. Selected e-Services are currently available via **ttconnect** Online including:

- » Housing Application
- » Search for a Business
- » Registration a Business
- » Work Permit Application
- » Income Tax Self-Assessment
- » Laws of Trinidad and Tobago

Over the period 2007-2008, there were over 1 million hits to **ttconnect** Online.

With the objective of improving service delivery, discussions with Ministries on the provision of additional relevant, high demand Electronic Services (e-Services) are also in progress. Further, the development of a Government-wide e-Services Action Plan is currently being undertaken.

A local IT consultancy firm was awarded a contract in February 2008 to migrate the existing **ttconnect** Online environment to a significantly more robust, secure and scalable technological infrastructure. This work is in progress and preparations are currently underway to migrate the physical environment from the current model to one where Government has a greater level of autonomy and control.

Pension Re-engineering Project

An improved process for the administration of Pensions to Public Servants is being developed with the use of the Integrated Human Resource Information System (IhRIS) in order to reduce the time taken for the calculation of separation benefits. It is expected that this would allow for the calculation of separation benefits 3 months before the date of separation. The administration of the re-engineered process will optimise the use of the IhRIS application as the platform for the management of all pensions and leave data. Desk Manuals, Job Aids and Training of staff have been completed in order to deliver the new process. This is being piloted within the Ministry of Public Administration for eventual roll-out to other Ministries and Departments.

New Systems Facilitators

The shift to higher levels of efficiency and effectiveness within the public service has driven the need for internal change agents to aid in the transition process. These change agents, known as New Systems Facilitators (NSFs), were placed in Ministries and Departments to enhance the change management capacity within the Public Service. These agents help Ministries in dealing with and effecting change, hence making a smoother transition for a better and more productive public service. Some of the activities undertaken by NSFs this year include:

- » The presentation of a Change Management Workshop at the Trainers workshop for School-based Management held by the Restructuring and Decentralisation Action Unit. (RDAU) (Ministry of Education)
- » The development of a proposed structure for the RDAU commissioned by the Director RDAU. (Ministry of Education)
- » The conducting of a series of workshops by the NSFs about the urgent need for change change and to seek the establishment of change volunteer teams. (Ministry of Finance)
- » The training of a Receptionist / Telephone Operators were trained in the use of MS Outlook contact screen to be able to operate the internal electronic directory. (Ministry of Finance)
- » The administration of a survey was used to determine current competency and readiness of staff in relevant IT applications. The findings of this survey saw that people were willing to use the computer and that more innovative ways of doing the work needs to be sought using technology. (Ministry of Finance)
- » The facilitation of the installation at points of use in a collaborative effort with IT. (Ministry of Finance)
- » The completion of VSep (Voluntary Separation) counseling programme to give employees information and greater confidence in themselves. (Ministry of Health)
- » The coaching of the Executive Team on Intranet Website Benefits to the Executive Team. (Ministry of Tourism)
- » The development of a proposal for the review of Customer Service Cycles. (Ministry of Tourism)

Property and Real Estate Services

The Achievements of the Property and Real Estate Services Division for the 2007/2008 period are highlighted in the following table:

Area of Business	Achievements
Acquire Property by Private Treaty for a Public Purpose	<p>4 Agreements negotiated with owners and Cabinet approval received for purchase of properties Port of Spain, Mayaro and San Fernando.</p> <p>Agreement negotiated for purchase of property in Tunapuna.</p>
Sell uneconomic/surplus State property	<p>Completed 5 Sales to Public Officers in authorized occupation of Government quarters.</p> <p>2 Public auction sales of vacant Government quarters.</p>
Lease/Rent private property for Government use where State-owned property is unavailable	<p>Negotiations concluded with owners and Cabinet approval received for 12 new leases of private properties for Government Ministries and Departments.</p> <p>Agreements reached with landlords and Cabinet approval received for 50 renewals of existing leases.</p>
Allocate/Lease State-owned properties to Ministries/ Departments and NGOs	<p>15 suitable State properties identified and Cabinet approval received for allocation to Government Ministries and the Parliament (2 Constituency offices).</p> <p>1 Government Quarter approved by Cabinet for lease to a NGO.</p>
Provide appropriately designed and constructed/refurbished government accommodation in accordance with user and statutory requirements	<p>13-15 St Clair, Port of Spain: Construction and outfitting completed and premises handed over to Office of the Prime Minister.</p> <p>Corner New and St Vincent Streets, Port of Spain: Requests for Proposals issued for a modified Design-Build of the new Ministry of Public Administration and Chief Personnel Officer offices.</p> <p>17 Abercromby Street, Port of Spain: Demolition works and design completed for the refurbishment of the NBN Building.</p> <p>Chancery Lane Complex, San Fernando: Construction in progress.</p> <p>Red House, Port of Spain: Restoration of the South side, upgrade of the mechanical and electrical infrastructure and interior design of the facility in progress.</p> <p>Flagstaff, Port of Spain: 16 residential units refurbished.</p> <p>Richmond Street, Port of Spain: Construction and outfitting design of the Government Office Campus.</p>

Scholarships and Advanced Training Division

The Division is restructuring its internal processes to facilitate the development of a customer-focused agency in which scholars and potential scholars can liaise with the Division's staff members throughout the period of their Scholarship.

Additionally, the Scholarships and Advanced Training Division is conducting Process Mapping Exercises to improve their existing internal processes. The resulting Future State Maps, due to be completed in March 2009, are intended to ensure efficient and reliable service within the Division. The internal reengineering process has led to specialised training for staff in the following areas:

- » Service delivery
- » Leadership training
- » Excellent Customer Care
- » Communication

Furthermore, Scholarships and Advanced Training Division has successfully created a scholar database which allows the tracking and monitoring of scholars to make them available to fulfil their contractual obligations. In support of this, scholarship contracts have been modified to restrict the incidences of breaches in contract.

The Public Service Academy

The Public Service Academy is the provider of Human Resource Development training in the Public Service. Twenty one (21) courses were conducted in various technical areas such as Project Management and Public Sector Investment Programme (PSIP), Occupational Safety and Health Administration (OSHA), Disciplinary Procedures, Preparation of Terms of Reference and Request for Proposals and Process Mapping. All courses focused mainly on the development of senior officers in the public service and were aimed at meeting the needs of the development priorities of Vision 2020.

The Academy developed a partnership with the Immigration Division for the provision of training and development of their officers in the "Delivery of Quality Customer Service." This initiative involved collaborations with the Graduate School of the USDA and the International Organization of Migration (IOM).

In July, the Academy in collaboration with the Management Institute for National Development (MIND) of Jamaica and the Personnel Department hosted a Human Resource Management Symposium which focused on Competency-Based Learning: the Experience of the Management Institute for National Development, Jamaica.



The Academy, in collaboration with the College of Science, Technology and Applied Arts of Trinidad and Tobago, (COSTAATT) conducted a year long programme in Records Management during which forty (40) Public Officers were trained.

The Academy was also involved in a number of adhoc training interventions with various Ministries and organisations such as the Ministry of Health, The Ministry of Works and Transport, Public Transport Service Corporation (PTSC) and the St. Michaels' School for Boys.

The Academy coordinates Technical Cooperation Awards on behalf of the Government of Trinidad and Tobago. In the financial year 2007/2008, of the many offers received from foreign governments and international agencies, thirty-three (33) officers from fourteen (14) of our government agencies accessed training opportunities in twenty-three (23) programmes. Programmes addressed institutional strengthening such as “Trust in Government; Promoting Ethics, Integrity and Professional Standards in Public Services” and “Public Policy Analysis and Management” to specific line Agency business, such as “Integrated Water and Waste Water Resource Management” and “Coastal Recreational Tourism”. Programmes were conducted in the Caribbean, India, Singapore, Japan and even as far as New Zealand.

Strategic Services Division

Information Management Unit

In fiscal year 2007/2008 the Information Management Unit of the Strategic Services Division, began the process of upgrading the intranet infrastructure for the Ministry of Public Administration. The intranet upgrade facilitates improved records management processes, internal networking and document sharing. The new platform provides added functionality as it supports improved search, workflow automation and web forms.

Information Technology Services

This year the Ministry of Public Administration launched its corporate website, www.mpa.gov.tt. The purpose of this website is primarily to allow stakeholders to easily access basic information about the services and functions of the Ministry. The website will also serve to inform and update the public on the achievements of the Ministry. The Strategic Services and Information Technology Division collaborated with the Corporate Communications Division and many key staff of the Ministry in order to launch this website. The site was launched on Monday June 2nd 2008.

Legal Services

a. The Legislative Review Project

- » The Policy in respect of the Telecommunications Act Amendments was finalized after extensive discussions with the Telecommunications Authority of Trinidad and Tobago (TATT), and submission of the said Policy to Cabinet for approval. Upon approval, Policy is to be disseminated for Stakeholder Consultation, prior to drafting of Amendment Bill.



Dave Kidney, Director of the Public Service Academy, gives a brief address at the MIND training



Members of the Head Table at the Opening Ceremony of the MIND Training held on July 14, 2008 at the Hilton Hotel location (From left: Dave Kidney, Director, Public Service Academy, PS Arlene McComie, Hon. Minister Kennedy Swaratsingh, CPO Narieman Ahamad, and Beresford Riley, Director, Human Resource Services, Personnel Department)



Screen shot of the home page of the www.mpa.gov.tt website

b. Internal Activities

- » A comprehensive lease/rental legal database was created to streamline the method of managing and assessing information on Property Rental Leases and the like
- » A Guideline for Contract Preparation and Checklist was created and circulated throughout the Ministry
- » The backlog of expired leases was cleared
- » The contracts for goods, services and Service Providers were prepared and concluded
- » The assistance of Scholarships and Advanced Training Division with scholarship agreements
- » The collaboration with Divisions on procurement and projects

3.2 DEVELOPING INNOVATIVE PEOPLE

In this year's Report, the Ministry of Public Administration places the spotlight on the efforts and achievements as they relate to the Vision 2020 pillar – Developing Innovative People. Specific to this pillar is the work of the Scholarships and Advanced Training Division.

SCHOLARSHIPS AND ADVANCED TRAINING

The Scholarships and Advanced Training Division (SATD) has accomplished the following in the fiscal year 2007/2008:

Scholar Services

SATD (the Division) is pleased to report that of the 200 reported returning scholars, the Division was able to place 173 in fiscal year 2007/2008. Included were 65 Medical Doctors who were absorbed within the health sector.

This achievement was possible since in fiscal year 2006/2007, efforts were made to increase the number of job placements by partnering with the Government Human Resource Services Company Ltd. (GHRSC) and stakeholders in both the private and public sectors.

The Division was able to launch the Associate Professional Programme for returning scholars. This Programme is designed to employ scholars into the Public Service whilst permanent employment is being sought. In addition to benefitting the scholars with work experience, this Programme allows employers of the Associate Professionals to gain the services of an elite pool of graduates.



Cross Section of National Scholars

The Professional Development Programme was another programme aimed to encourage and empower scholars to realize their potential by developing their professional skills in the work environment. The Programme is geared to train and expose scholars to the world of work, equip them with specific leadership and professional skills, and make their services more marketable in an evolving environment. The first of these sessions was held on Tuesday 29th September 2008 at the HYATT Regency Hotel. During these sessions scholars were exposed to a series of motivational speakers, lectures on the basics of protocol and the benefits of a career in the public service.



Minister Swaratsingh addresses the National Scholars at the Launch of the Professional Development Programme



Minister Swaratsingh talks with National Scholars at the Launch of the Professional Development Programme



Above: Ms. Jacqueline Johnson Head of the Scholarships and Advanced Training Division speaks at the Annual Symposium for Returning Scholars



Right: Scholars ask questions of the panel at the Annual Symposium for Returning Scholars

The Division, in analysing its management problems, introduced in Fiscal Year 2006/2007 a more robust scholar monitoring system. This led to the Ministry being able to host its first Annual Symposium for Returning Scholars on Tuesday 12th August 2008 at the Trinidad Hilton, during which returning scholars were able to interact with fellow scholarship recipients, consult with staff from the Division, the Government Human Resource Services Company Ltd. and the Service Commissions Department concerning various contractual concerns.

The Division in an effort to enhance the learning environment and to interact with scholars more readily, through technological advancements created the Scholar e-group, Newsletter and Christmas e-card.

Cabinet was approached and approved an increase in the scholarship allowances and this has eased the financial burdens endured by the national scholars.

It may also be noted that over the past year the Scholarships Division has increased scholarship offerings from 407 to 461. It is therefore critical to note that all scholarships are offered based on a National needs assessment, which guides the Scholarship offerings and selections processes. The table above lists the scholarships awarded for 2007-2008.

Area of Study	# of Scholarships Awarded
Management Sciences	10
Behavioural Sciences	7
Earth Sciences	19
Education	106
Engineering	86
Medical Sciences	124
Physical Science	6
Social Sciences	86
Natural Sciences	17
Total	461

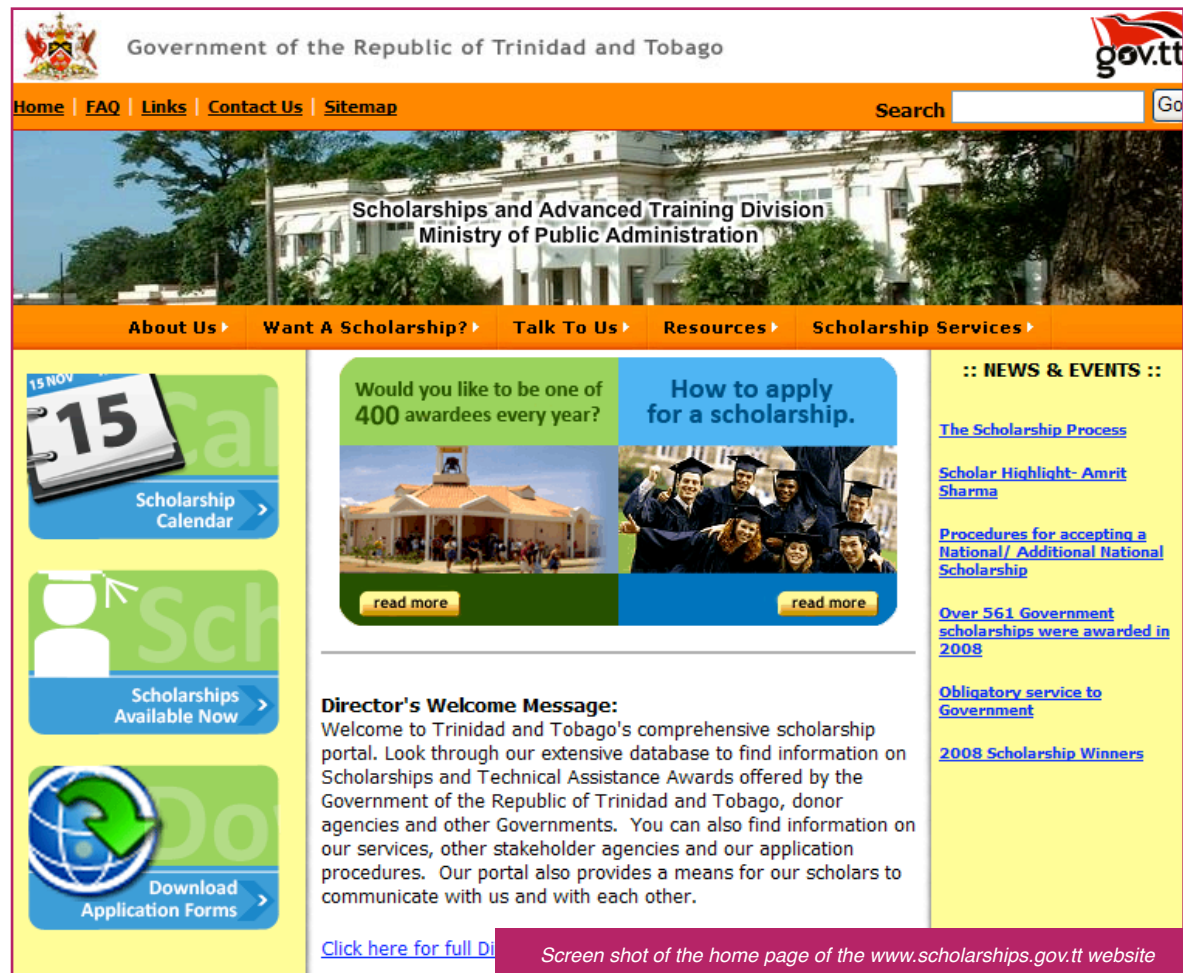
Partnerships

The Division has also been collaborating with different Divisions within the Government to improve the service to our national scholars. The Division pursued initiatives with the Comptroller of Accounts and the Ministry of Foreign Affairs to ensure that the Scholars pursuing programmes internationally receive their allowances, grants and salaries in a more time efficient manner.

In addition, the Division in its ongoing efforts to maximize the returns on the national scholarship programme, is a member of a Steering Committee, that is led by Ministry of Labour and Small and Micro Enterprise Development to conduct a National Needs Assessment. From this assessment, the Scholarships and Advanced Training Division will be able to determine the gaps in skills and competencies for which scholarships could be provided. This assessment project is on target and is expected to be completed by September 2009.

Fiscal year 2008/2009

In fiscal year 2008/2009 the Division intends to launch a Scholar Alumni Programme and continue to enhance its existing systems and find novel ways to serve our nationals as well as our scholars. The projected outlook for fiscal year 2008/2009 includes the development of a login system where scholars would be issued an ID to access certain information in the Division's database and the use of an electronic payment system for scholars.



3.3 INVESTING IN SOUND INFRASTRUCTURE AND ENVIRONMENT

The following performance highlights showcase the Ministry of Public Administration's efforts and achievements as they relate to the Vision 2020 pillar – Investing in Sound Infrastructure and Environment.

National Broadband Strategy

The National Broadband Strategy is designed to employ a multi-faceted approach that would make broadband services available on demand to at least 80% of the population in Trinidad and Tobago by 2010. To assist in the implementation of this Strategy, the establishment of a National Infrastructure Task Force was approved by Cabinet. This body is intended to provide strategic guidance on the advancement of ICT infrastructural objectives, with a particular focus on the future state of the domestic ICT landscape.

Additionally, as part of the National Broadband Strategy, a process was started to engage the services of a suitable firm to undertake an assessment of Trinidad and Tobago's readiness to host or induce the hosting of National Data Centres and Internet Exchange Points (IXPs).

Security and Assurance

The Government of the Republic of Trinidad and Tobago (GoRTT) is committed to maintaining the confidentiality, integrity, and availability of the information assets it owns or controls. To assist in this effort:

- » The strength of security on the e-Government Portal, **ttconnect Online**, was re-tested and identified weaknesses were addressed.
- » Policies on Clear Desk/Clear Screen, Computer Viruses, Data Classification, E-mail and internet usage, Laptop security, Network Security, Wireless Security, and Operating System security were prepared and submitted to Cabinet for approval.
- » An Information Security policy consultation/feedback team has been established which comprises IT staff members from various Government Agencies.
- » The Omnibus Technical Standards and e-GIF (e-Government Interoperability Framework) for GoRTT have been drafted and submitted for approval. This has established standards for use by agencies of GoRTT to ensure interoperability among the technological infrastructure of GoRTT.

In addition the Security and Assurance Unit, through the assistance of a specialized consultancy, is seeking to complete the drafting of the Information Security Manual of the GoRTT in accordance with ISO 27001/2 by September 2009. Also, collaboration has commenced to achieve the first draft of the Cyber Crime bill by September 2009.

e-Legislative Review

Review of Trinidad and Tobago's legislative environment with respect to what is needed to foster the goals of **fastforward**. This review makes recommendations on current Legislation that needs to be addressed and new legislation that needs to be developed.

Its objectives are:

- » To reduce transaction costs for businesses, consumers, and Government
- » To increase transparency; improve credibility or investors, and ensure adequate and low cost dispute resolution mechanisms
- » To support the right legal environment legislation, regulations, rules, policies, procedures and legal institutions
- » To facilitate and encourage a culture of transparency and consumer and business empowerment

Collaborative efforts with our Legal Services Division and the National ICT Centre yielded the following achievements for the Financial Year October 2007-September 2008:

- » Electronic Transactions Bill drafted and laid in Parliament
- » Data Protection Bill drafted and laid in Parliament
- » Implementation Plan for Office of the Data Commissioner drafted
- » Organisational Structure for the Office of the Data Commissioner drafted
- » Regulations for Data Protection drafted

3.4 ENABLING COMPETITIVE BUSINESS

The following performance highlights showcase the Ministry of Public Administration's efforts and achievements as they relate to the Vision 2020 pillar – Enabling Competitive Business.

National Information and Communication Technology

EnterpriseNett

EnterpriseNett is a secure electronic doorway to the global e-Marketplace, providing organizations in Trinidad and Tobago with business opportunities and the tools needed to effectively conduct business on the web. The establishment of this Online B2B Marketplace is considered to be particularly important to the development of domestic Electronic Commerce (e-Commerce) and the Online Micro, Small and Medium-Sized Enterprise (MSME). The initiative achieved the following:

- » The 'online home' of Small and Medium Enterprise (SME) Business to Business (B2) Marketplace, has entered its second Phase which will facilitate moving from Pilot to a 'live' trading environment.
- » In an effort to further advance e-business within our country, the Business Development Company's (BDC) e-marketplace website was expanded over the last year. A total 750 companies are registered and conduct business online. This website acts as a business portal which provides information on businesses locally and internationally. The website can also be accessed in Spanish and will soon be available in French.

e-Business RoundTable

The Trinidad and Tobago e-Business Roundtable is a private sector-led partnership with government that aims to map out a strategy for Trinidad and Tobago's economic growth and success by focusing on leadership, opportunity recognition, innovation and revenue generation through the use of Information and Communication Technologies (ICT's) in business. Some of the activities and achievements include:

- » In July 2008, the first e-Business Roundtable Annual Review was held in an attempt to raise awareness, foster communication, partnership and trust among business entities and sectors.
- » Furthermore, discussions have commenced regarding the addition of Trinidad and Tobago in the list of countries to be surveyed, form ranking in the Economic Intelligence Unit's (EIU) country competitive index. This ranking will serve as an indicator of our readiness and assist in monitoring our progress towards e-business development as well as attract investment in ICT.
- » The Roundtable was also actively involved in programmes geared towards exposing young people to the use and benefits of ICT. One initiative was the creation of a special project to fund entrepreneurial talent emerging from the University of Trinidad and Tobago (UTT).
- » Systems have been established to support student groups with the most promising ideas, and to reward winners of the recently concluded Business Plan Competition held by UTT's Centre for Innovation, Development Entrepreneurship and Strategy.

e-Business Policy

The draft e-Business Policy's aim is to develop a vibrant and sustainable e-Business environment that will contribute to the transformation of Trinidad and Tobago's economic paradigm towards one of a significant knowledge base through initiatives within the following areas:

- » Strengthening the nation's e-infrastructure
- » Clarifying marketplace rules
- » Developing networks

- » Increasing participation
- » Developing the nation's human resources
- » Developing the nation's Research and Development and innovation capacity



Panel at E-business Policy Annual Review 2008



Representatives of the business community at the e-Business Annual Review

This policy identifies actions that GoRTT should take in order to create an environment in which e-Business opportunities can thrive.

4.0 FINANCIAL OPERATIONS

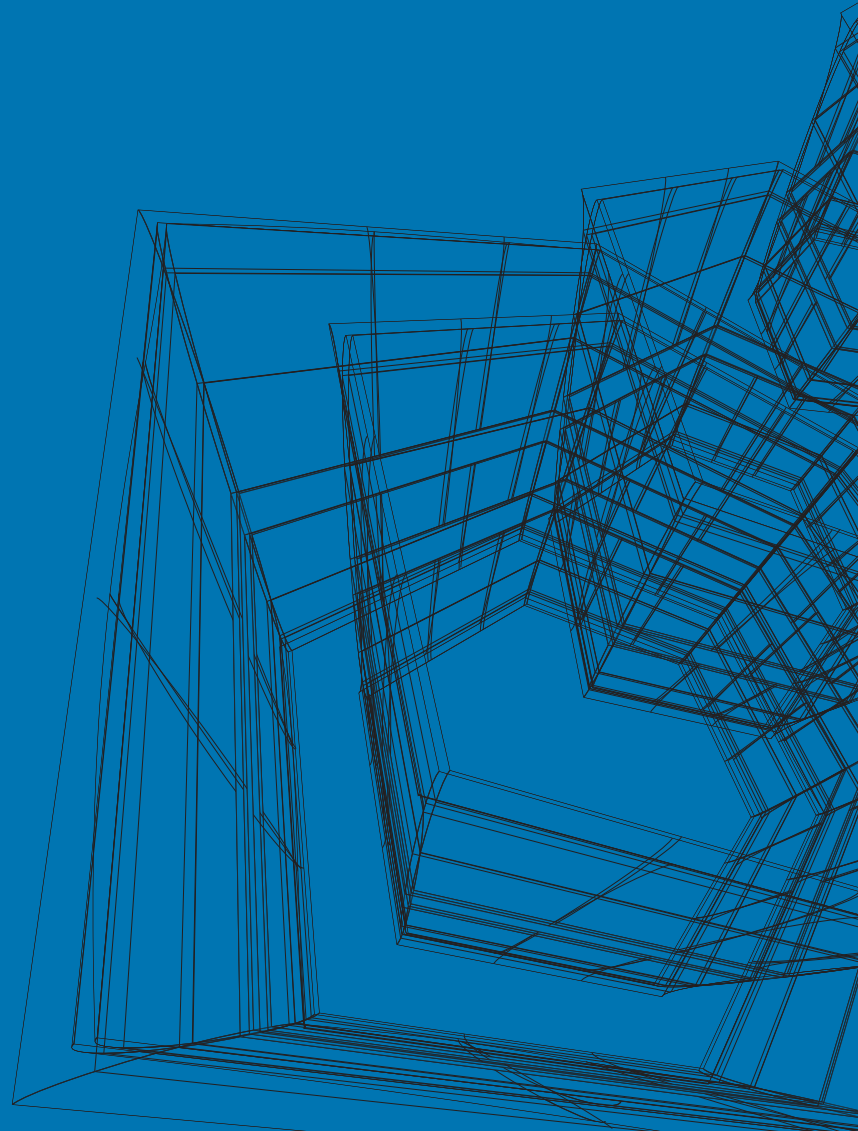
Budgetary Process

Expenditure

Revenue

Audit

Procurement Procedures



4.1 BUDGETARY PROCESS

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. The Ministry of Finance releases funds to the Ministry of Public Administration from the Consolidated Fund. Cheques can only be issued from the Exchequer Account on the receipt of the grant of credit, approved by the Comptroller of Accounts.

The Ministry of Public Administration and Information was restructured to form the Ministry of Public Administration and the Ministry of Information during the fiscal year. With this came challenges for the Finance and Accounts Division of the former Ministry of Public Administration and Information. The Division was now charged with the responsibility of finances for both Ministries. Two additional positions were created and four were transferred from other Ministries who went through the restructuring process. Although these positions were made available, the Division did not receive the first additional staff member until June 16, 2008. To date the Division has received three of the six officers.

4.2 EXPENDITURE

The allocation of the Ministry of Public Administration for the fiscal year 2008 was Six Hundred and Eighty Million Three Hundred and Seventy Thousand Four Hundred and Ninety-two Dollars (\$680,370,492.00). The actual expenditure was Six Hundred and Fifty-Five Million Three Hundred and Ninety Thousand One Hundred and Ninety-one Dollars and Ninety-three Cents (\$655,390,191.93) as compared to the actual expenditure for the previously combined Ministry of Public Administration and Information of Five Hundred and Ninety-two Million Six Hundred and Sixteen Thousand Eight Hundred and Ninety-Six Dollars and Thirty-Three Cents (\$592,616,896.33).

The increase in expenditure was largely due to the leased payment for the Waterfront Project in the sum of Ninety-Seven Million Nine Hundred and Seventy-Eight Thousand Nine Hundred and Forty-Six Dollars and Sixty-Six Cents (\$97,978,946.66) which accounts for fifty-three percent of the increase in Goods and Services and the increase in the number of scholarships awarded which accounts for sixty-one percent of the increase under Development Programme. It is to be noted at this juncture that the Division had to process approximately Six Hundred and Thirty (630) teachers on scholarship with no additional staffing.

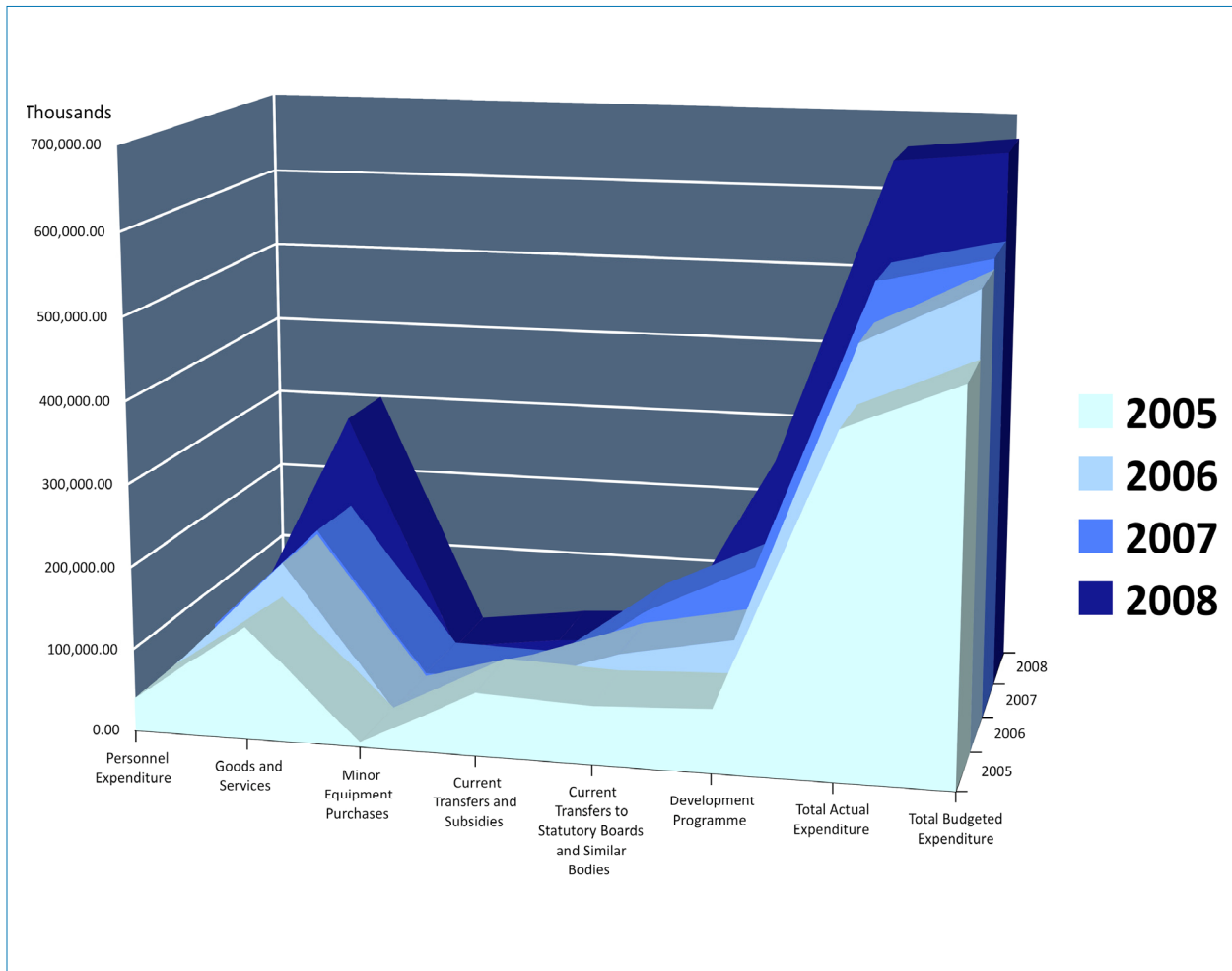
Table: Actual Expenditure versus Budget - October 2007 - September 2008

Financial Year	2005	2006	2007	2008
Personnel Expenditure	40,964,629.13	42,166,773.59	54,499,218.76	29,789,409.70
Goods and Services	136,914,650.31	179,447,688.65	184,245,130.02	299,950,229.58
Minor Equipment Purchases	6,252,262.83	4,060,954.41	7,824,069.60	2,838,019.14
Current Transfers and Subsidies	76,368,933.34	42,415,668.90	6,420,454.65	20,907,372.73
Current Transfers to Statutory Boards and Similar Bodies	70,741,005.00	92,075,656.00	105,166,813.00	29,647,337.00
Development Programme	77,008,018.49	119,041,940.28	170,590,716.30	272,257,823.78
Total Actual Expenditure	408,249,499.10	479,208,681.83	528,746,402.33	655,390,191.93
Total Budgeted Expenditure	466,612,325.00	547,995,504.00	560,171,608.00	668,699,368.00

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

- » 01 - Personnel Expenditure - Vacant posts not filled
- » 02 - Goods and Services - Releases of funds were not received in keeping with requests made.
- » 03 - Minor Equipment Purchases - Releases of funds were not received in keeping with requests made.
- » 09 - Development Programme - Non release of funds resulted in savings on Votes

Expenditure for the fiscal years 2005-2008



4.3 REVENUE

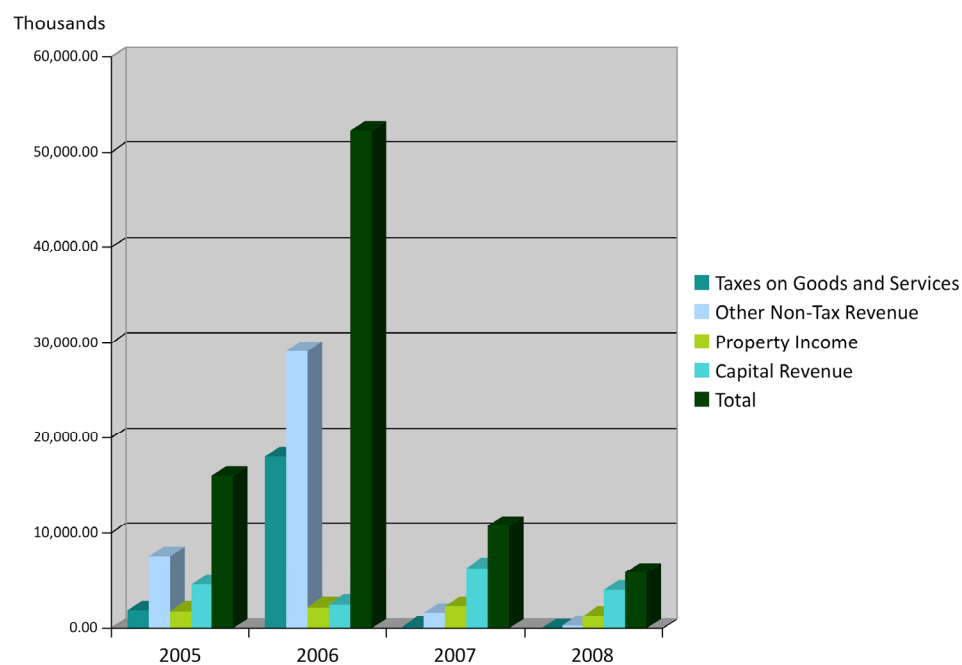
Revenue collected by the Ministry of Public Administration decreased substantially in 2007 due to the non collection of fees from the Telecommunications Services of Trinidad and Tobago (TSTT) which is now payable to the Telecommunications Authority of Trinidad and Tobago (TATT). For the period 2005 to 2008 the revenue collected by the Ministry of Public Administration accounts for less than one percent of the overall revenue collected by the Government of Trinidad and Tobago as shown in Table below. The revenue collected by the Ministry decreased even further in 2008 as compared to 2007 due to the transfer of revenue items to the Ministry of Information.

Table: Actual Revenue collected 2005-2006

Head and Sub-Head	Sub-Item	Financial Year	2005	2006	2007	2008
Head: 03 - Taxes on Goods and Services Sub-Head: 06 - Other	001 - Radio, Television and Cable Operators	03/06/001	1,961,446.00	18,040,228.00	269,169.00	0.00
		Sub Total Taxes on Goods and Services	1,961,446.00	18,040,228.00	269,169.00	0.00
Head: 07 - Other Non Tax Revenue Sub-Head: 01- Administrative Fees and Charges	001 - Sale of Airtime - Trinidad Broadcasting Co	07/01/001	0.00	0.00	1,318.00	0.00
	002 - Censor Cinematograph Film	07/01/002	34,984.00	35,678.00	37,174.00	0.00
	003 - Computer Service, National Information Systems	07/01/003	183,478.00	147,844.00	111,341.00	18,900.00
	004 - TSTT Annual Fee	07/01/004	6,568,435.00	27,860,800.00	0.00	0.00
Head: 07 - Other Non Tax Revenue Sub-Head: 02 - Fines and Forfeitures	001 - Penalties and Fines - NALIS	07/02/001	3,719.00	3,737.00	2,706.00	5,880.00
Head: 07 - Other Non Tax Revenue Sub-Head: 04 - Other Non Tax Revenue	001 - Printing and Stationery	07/04/001	595,773.00	567,996.00	722,990.00	0.00
Head: 07 - Other Non Tax Revenue Sub-Head: 06 - Other (Miscellaneous)	001 - Recoveries of Expenses from Government Scholars	07/06/001	207,919.00	483,243.00	860,951.00	387,663.00
		Sub Total Other Non-Tax Revenue	7,594,308.00	29,099,298.00	1,736,480.00	412,443.00
Head: 06 -Property Income Sub-Head: 01 - Rental Income	001 - Lease Payments/Rents of Government Buildings	06/01/001	1,824,143.00	2,193,173.00	2,286,342.00	1,319,460.00

Head and Sub-Head	Sub-Item	Financial Year	2005	2006	2007	2008
	002 - Rental of Finance Building (Roof Level)	06/01/002	44,850.00	38,985.00	45,480.00	39,060.00
	003 - Rental of Vacant Lots	06/01/003	0.00	74,000.00	0.00	0.00
Head: 06 -Property Income Sub-Head: 06 - Other Property Income	001 - Interest from the Sale of Government Quarters	06/06/001	67,603.00	63,649.00	59,359.00	0.00
	Sub Total Property Income		1,936,596.00	2,369,807.00	2,391,181.00	1,358,520.00
Head: 09 -Capital Revenue Sub-Head: 02 - Sale of Assets	001 - Sale of Government Buildings	09/02/001	4,423,009.00	2,640,323.00	6,241,766.00	3,942,627.00
	002 - Sale of Quarters of former Defence Officers - Diamond Vale	09/02/002	219,500.00	8,000.00	141,850.00	170,700.00
	Sub Total Capital Revenue		4,642,509.00	2,648,323.00	6,383,616.00	4,113,327.00
	Total Revenue collected		16,134,859.00	52,157,656.00	10,780,446.00	5,884,290.00
	Total Revenue		29,803,859,000.00	37,613,835,000.00	40,466,697,000.00	55,554,781,000.00
	Percentage of revenue collected to Total Revenue		0.054	0.139	0.027	0.011

Revenue for the fiscal years 2005-2008



4.4 AUDIT

For the financial year ended September 30, 2007 the Auditor General's Report highlighted the following shortcomings for the Ministry of Public Administration and Information as were constituted at the time:-

Contract Employment

- » In several instances signed agreements for persons engaged on contract were not produced for audit.

Other Contracted Services: Public Service Academy

- » Several contracts were awarded for training services. However, a contract register was not produced for audit.

Internal Controls

- » The signature of officers authorized to sign cheques and other financial documents were not received in the Auditor General's Department.
- » Schedules of Accounts and Abstract of Payments were not prepared on a timely basis.

Evidence was not seen of quarterly reconciliation of Pay Record Cards and the Personal Emoluments Vote as required by Instruction 125(3) of the Financial Instructions, 1965.

Internal Audit

- » The approved Programme of Work for the Internal Audit did not include significant areas such as Development Programme expenditure and expenditure incurred under the Infrastructure Development Fund.

GENERAL MATTERS

Return of Contract Positions

- » Contrary to financial directives, reconciliation statements of deposit accounts as at 2007 September 30 with supporting analyses of balances where necessary were not received in respect of one (1) account held by the Ministry of Public Administration and Information.
- » Financial Instruction 213 (1) requires that deposits which have remained unclaimed for three years shall be transferred to Revenue unless the Treasury otherwise directs. One (1) account in the amount of \$226,143.62 was held by the Ministry of Public Administration and Information.

Accounts of Receivers of Revenue

Examination of Revenue Records: Ministry of Public Administration and Information

- » A listing of scholars in breach of their loan agreements was presented for audit. However, there were instances where names were not recorded against balances and in other instances the effective date of the loan was omitted.
- » A comparison of the above mentioned list with the registers revealed that names on the list were not seen in the registers. In addition, there were instances where repayments were seen received from persons whose names were not in the registers.
- » Returns of Arrears of Revenue were not received by the Auditor General in respect of the following:
Director Property and Real Estate Management Services Ministry of Public Administration and Information for Head 06 Sub-Head 01 Items 001-003; Head 06 Sub-Head 06 Item 001; Head 09 Sub-Head 02 Items 001-002

Appropriate remedial actions have been taken to address these deficiencies in the system.

4.5 PROCUREMENT PROCEDURES

The Ministry of Public Administration operated within the legal and regulatory framework of the Central Tenders Board Ordinance 22 of 1961; the Central Tenders Board Regulations 1965, their amendments and subsidiary legislation are as follows:

4.5.1 GOODS AND RELATED SERVICES

- » The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of TT\$500,000 on the basis of at least three (3) quotes from bidders;
- » The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration (MPA) may award contracts ranging in cost from TT\$500,000 to TT\$1,000,000 by issuing public Tender Notices and/or selective letters of invitation with the relevant approvals; and
- » The Central Tenders Board (CTB) may award contracts costing over TT\$1,000,000 based on public advertising and/or selective tendering with the relevant approvals.

4.5.2 CONTRACTS AWARDED

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

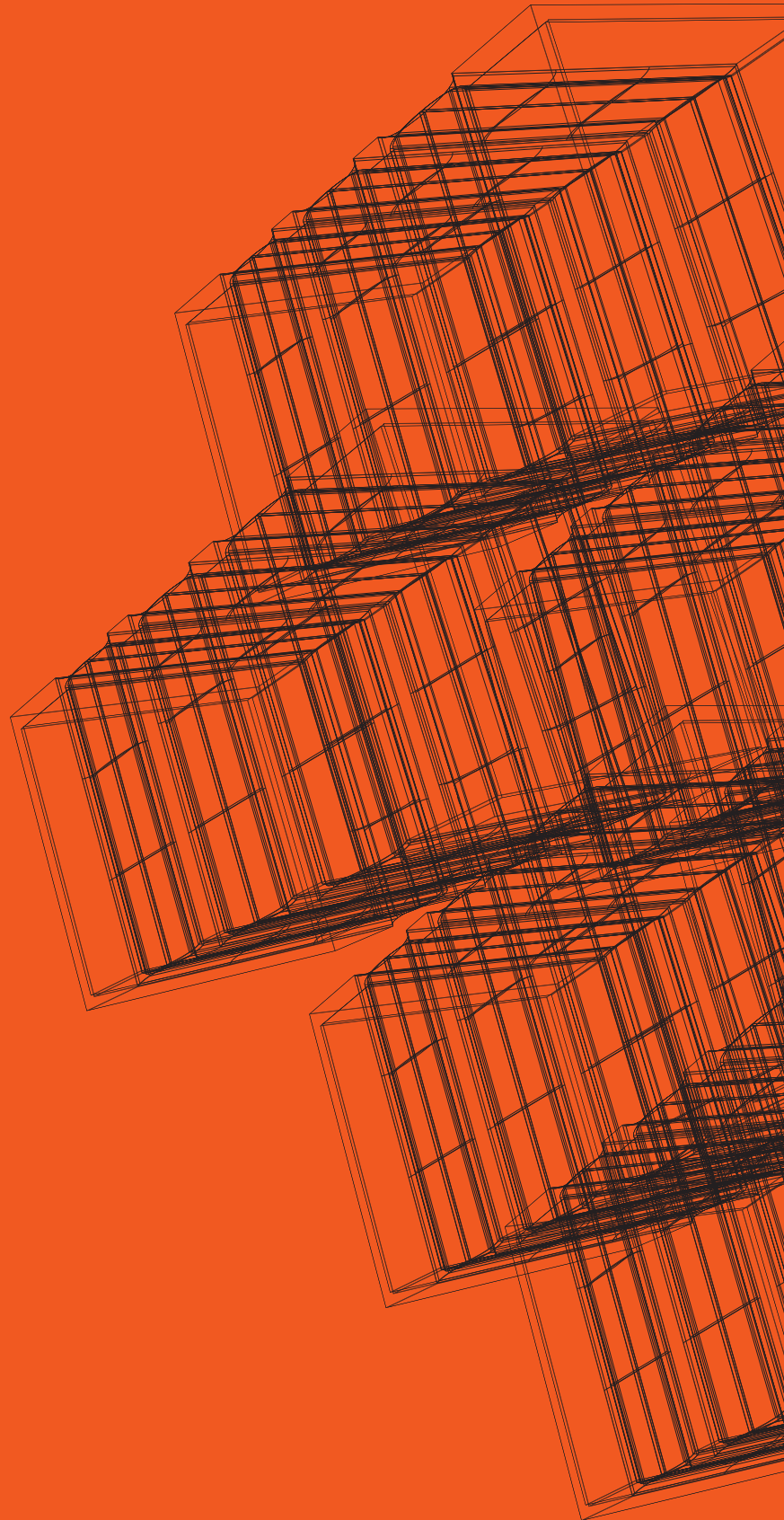
Contract Summary is as follows:

The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration (MPA) may award contracts ranging in cost from TT\$200,000 to TT\$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.

- » The CTB may award contracts costing over TT\$1,000,000 based on public advertising and/or selective tendering where the CTB is satisfied with the justification advanced.

5.0 HUMAN RESOURCE DEVELOPMENT PLAN

Career Path Systems
Training



5.1 CAREER PATH SYSTEMS

The Ministry of Public Administration (MPA) believes that Human Resources are the most vital component in creating a successful nation. At the Ministry, we continuously develop the skills and competencies of our staff to both improve individual, as well as organizational performance, to meet the ever-changing demands of today's dynamic environment.

The training and development opportunities that are selected for staff match identified needs and in appropriate instances, align with career progression.

5.2 TRAINING

For the reporting period, one hundred and ninety-two (192) staff members were trained in technical areas specific to core function and in administrative areas to enhance the support capacity of the MPA. Training also addressed strengthening of our Managerial, Human Resource Management and Performance Management competencies. The following table provides a list of training for the period.

Training for the period October 2007-September 2008	
Training Course	No. of Staff
Technical Areas	
Projects and Contract Management under the FIDIC contract	3
Orientation to Court Process	2
Corporate Fraud Prevention and Detection	1
Basic Accounting Principles	47
Best Practices in Auditing	2
Monitoring and Evaluation for Caribbean Countries	2
Process Mapping	5
Planning and Implementing Information Security According to ISO 7799/ISO 27001	4
Project Procurement in the Caribbean - The Pros and Cons	8
Senior Project Management	2
Executive Seminar on Digital Investigations and Security	2
Managing Corporate Events	1
Occupational Safety And Health	5
Defensive Driving	5
Administrative Areas	
Business Writing	1
Quality Service Delivery	1
Proposal Development and Evaluation	1
Preparation of Terms of Reference and Request for Proposals	2
Writing Proposals that Win	1
Professional Telephone Etiquette	3
Computer Literacy	6
Microsoft Outlook	45
Cabinet Note Writing	22

Training for the period October 2007-September 2008

Training Course	No. of Staff
Human Resource Areas	
Conducting Effective Interviews	2
Unlocking the Human Potential	7
Management Areas	
Managing Diversity in the Workplace	1
Advanced Mediation Skills Workshop	1
Managing Employee Performance in the Public Service	2
Conflict Management/ Resolution Skills	1
Managing Discipline in the Workplace	2
Creative Problem Solving	1
Leaders are Made not Born	4
Total	192

All the above courses were important for the development of the MPA team to carry out our functions, but of special mention is the training identified above, of 45 persons in Microsoft Outlook. This training supports the Ministry's thrust to be an organization that integrates technology into our everyday operations. The use of Outlook for work related email communication and calendaring is now extensive throughout all the Ministry's locations. This quickens the rate at which relevant information flows, reduces levels in the communication chain, and enables swifter decision-making.

Additionally, in-line with the mandate of the Public Service Academy to develop the capacity of the public service, members of staff of that Division were participants in the following International Programmes:

1. "Training for Trainers: Supporting Public Sector Reform," in New Zealand
2. "Quality and Productivity Management: Improving Service Quality" in Singapore
3. "Instructional Design and Multi Media Content Development" in Malaysia.

6.0 PHOTOS OF SPECIAL EVENTS

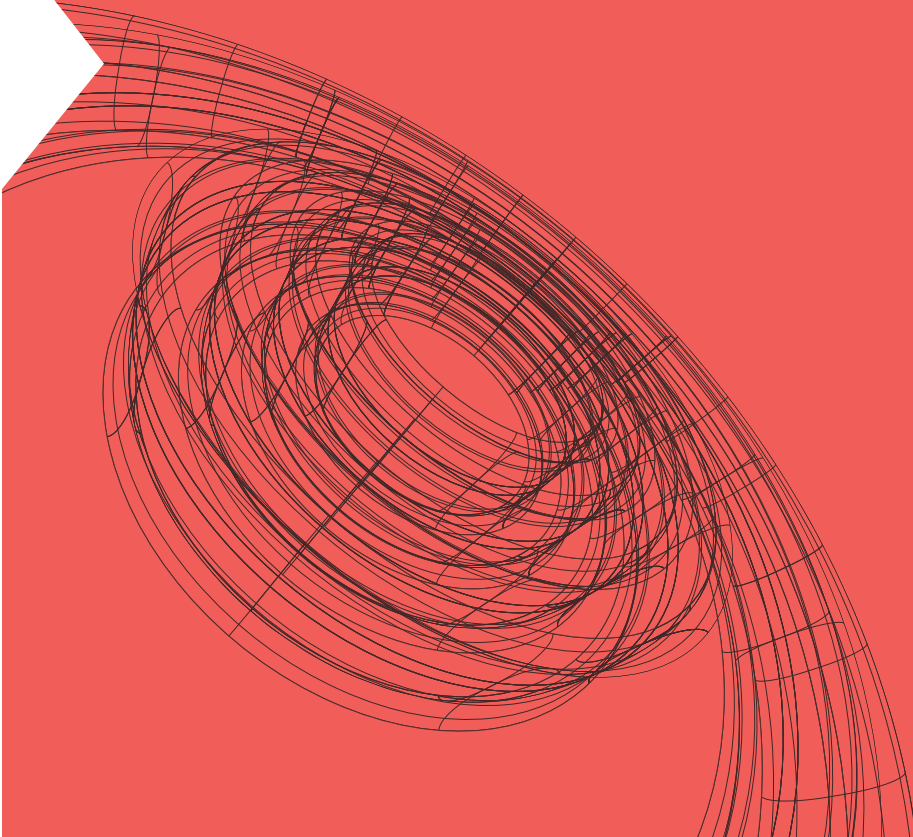
Staff Appreciation

Staff Summit - Strategic Intervention

Innovating for Service Excellence Awards

ICT Booth, NTA Career Fair

ICT Symposium





STAFF APPRECIATION

Based on the theme "Celebrating You!" the MPA staff gathering at the Pier 1, Chaguaramas was a tribute to the hard work and the success of the Ministry of Public Administration during 2007.



Above: Minister Kennedy Swaratsingh meets and greets the Ministry's staff at the Staff Appreciation Day Held at Pier One.

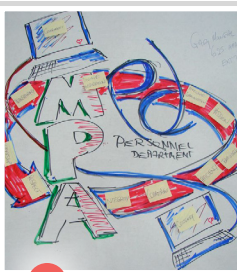
STAFF SUMMIT: STRATEGIC INTERVENTION

The newly created MPA held a Staff Summit in February 2008 facilitated by a consulting firm. This presented an opportunity for staff to share their thoughts on the role and functions of the MPA, and to determine the strategic priorities for the MPA. The consulting firm also conducted a Cultural Values Assessment (CVA) which produced a:-

- ^a list of personal values held by staff
- ^a list of values perceived by staff that the organisation holds
- ^a list of desired values that staff believe the organisation should hold.



Staff members work in group exercises during the Staff Summit



Ministry of Public Administration and Personnel Department Staff identify their core values and highlight areas for future transformation



Members of staff of the Ministry of Public Administration and the Personnel Department work on presentations at the Staff Summit, Chaguaramas Convention Centre, March 2008



Award Recipients listed from top

1. Ministry of Social Development- Social Inclusion
2. Ministry of National Security- Breaking New Ground
3. Ministry of Housing - Information and Communication Technology Service Delivery & Customer Service



Head of the Judging Panel Ms. Diana Mahabir-Wyatt

PRIME MINISTER'S INNOVATING FOR SERVICE EXCELLENCE AWARDS

Launched in 2004, the Prime Minister's Innovating for Service Excellence Awards has been consistent in the pursuing the goal of facilitating the creation of an innovative and creative public sector. While specifically honouring innovation and celebrating excellence, this initiative also acknowledges the efforts of all public officers who seek to improve the way they do their jobs, increase customer satisfaction and create added-value, and in so doing, change the perception of the public service.



Minister Swaratsingh presents The Making a Difference to People – The Social Inclusion Award on behalf of the Prime Minister at the PM's Innovating for Service Excellence Awards held in April 2008. The Award was won by the Ministry of Social Development for their Community Mediation Programme.



Permanent Secretary Arlene Mc Comie and Deputy Permanent Secretary Donna Ferraz greet Ms Sandra Marchack, Head of the Public Service

ICT'S BOOTH at the NATIONAL TRAINING AGENCY'S CAREER FAIR

The National Information and Communications Technology Centre participated in the annual Career Fair hosted by the National Training Agency. This event was aimed at students, graduates, youths and the public at large in an effort to provide guidance and opportunities in pursuing further education and learning, and developing careers.



Students and members of the public visit the Ministry's ICT booth at Career Fair, September 2008





Ministry of Public Administration personnel and guests at the ICT Symposium held at the Hyatt Regency in May 2008



Permanent Secretary Arlene McComie poses with staff at the ICT Symposium held in May 2008

ICT SYMPOSIUM

This Symposium is an ICT-lead Business Symposium showcasing both the Government's initiatives in the telecommunications, policy, e-governance and e-commerce spaces, and informing and raising awareness of up and coming technologies and initiatives that will shape the national, regional and global competitive environments.

