Ministry of Public Administration

ANNUAL REPORT
October 2008 - September 2009

Team   **Results**   **Integrity**   **People**

SERVICE

Transforming   Performance

Collaborate   Excellence

Human Resource   Enable

Connectivity

Opportunity   **Development**

PREFACE

On September 1, 2009 the Division of the Ministry known as the National Information and Communications Technology Centre became National Information and Communications Technology Company Limited (NICTCL), a state owned incorporated company. The company will continue to provide ICT Services to Ministries and Departments while retaining responsibility for the implementation of the National ICT Strategic Plan. A unit now known as the ICT Secretariat was established within the Ministry of Public Administration. This Unit is dedicated to monitoring and reviewing the development and implementation of ICT related policy measures, programmes and projects by agencies and state enterprises including the NICTC Ltd.

This Annual Report includes the work of the former Division up to August 30, 2009 and the September 2009 work of the ICT Secretariat.

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ABBREVIATIONS

ADR:	Alternnative Dispute Resolution
AP:	Associate Professional
ASI:	Adam Smith International
B2B:	Business to Business
CANTO:	Caribbean Association of National Telecommunication Organisations
CAPAM:	Commonwealth Association for Public Administration and Management
CAPSE:	Citizens Allied for Public Service Excellence
CCD:	Corporate Communication Division
CIDA:	Canadian International Development Agency
COMMSEC:	Commonwealth Secretariat
CPC:	Chief Parliamentary Counsel
CPO:	Chief Personnel Officer
CPR:	Cardio Pulmonary Resuscitation
CSD:	Corporate Services Division
CSO:	Central Statistical Office
CTB:	Central Tenders Board
DPA:	Director of Personnel Administration
eCommerce:	Electronic Commerce
eTeck:	Evolving TecKnologies and Enterprise Development Company Limited
EPC:	Engineering, Procurement and Construction
Exec Sec:	Executive Secretariat
FAD:	Finance and Accounts Division
FIDIC:	Federation Internationale des Ingenieurs Conseils
FY:	Fiscal Year
GAAP:	Generally Accepted Accounting Principles

GoRTT:	Government of the Republic of Trinidad and Tobago
GRM:	Government Revenue Management
GTC:	Government Training Centre
HRMD:	Human Resource Management Division
IA:	Internal Audit
IADB:	Inter American Development Bank
ICT:	Information & Communications Technology
IDPs:	Individual Development Plans
IHRIS:	Integrated Human Resource Information System
ILO:	International Labor Organization
IRD:	Inland Revenue Division
IT:	Information Technology
ITEC:	Indian Technical and Economic Corporation Programme
IXP:	Internet Exchange Point
JICA:	Japan International Cooperation Agency
LSD:	Legal Services Division
M&E:	Monitoring and Evaluation
MIND:	Management Institute for National Development
MNS:	Ministry of National Security
MOE:	Ministry of Education
MOF:	Ministry of Finance
MORI:	Market & Opinion Research International
MOT:	Ministry of Tourism
MoUs:	Memoranda of Understanding
MOWT:	Ministry of Works and Transport
MOWT-MD:	Ministry of Works and Transport-Maintenance Division

MPA:	Ministry of Public Administration	PMCD:	Public Management Consulting Division
MPMF:	Ministerial Performance Management Framework	PMD:	Programme Management Division
MRM:	Meeting Room Management	PREMISys:	Property & Real Estate Management Information System
MSME:	Micro, Small and Medium-Sized Enterprise	PRESD:	Property and Real Estate Services Division
MTCT:	Malaysian Technical Cooperation Programme	PSA:	Public Service Academy
MTI:	Ministry of Trade and Industry	PSC:	Public Service Commission
MTS:	National Maintenance Training and Security Company Limited	PSES:	Public Service Employee Survey
		PSIP:	Public Sector Investment Programme
NGC:	National Gas Company	PSRIP:	Public Sector Reform Initiation Programme
NICTC:	National Information and Communications Technology Centre	PSTD:	Public Service Transformation Division
NICTCL:	National Information and Communications Technology Company Limited	RDAU:	Restructuring and Decentralisation Action Unit
NIPDEC:	National Insurance Property Development Company Limited	SATD:	Scholarships and Advanced Training Division
NPSTA:	National Public Service Transformation Agenda	SBM:	School Based Management
		SCD:	Service Commissions Department
NSAATT:	National Scholars' Alumni Association of Trinidad and Tobago	SEW:	Single Electronic Window
		SIS:	Secretariat for the Implementation of Spanish
NSFs:	New Systems Facilitators		
OJTs:	On-the-Job Trainees	SMS:	Short Messaging System
OLP:	Opinion Leaders Panel	SSD:	Strategic Services Division
OPM:	Office of the Prime Minister	TATT:	Telecommunications Authority of Trinidad and Tobago
OSH:	Occupational Safety & Health	THA:	Tobago House of Assembly
PAR:	Performance Appraisal Report	UTT:	University of Trinidad and Tobago
PBX:	Private Branch Exchange	VOIP:	Voice Over Internet Protocol
PDP:	Professional Development Programme	VSOA:	Fifth Summit of the Americas
PETROTRIN:	Petroleum Company of Trinidad and Tobago Limited	WEF:	With Effect From

FOREWORD

I am pleased to report that for this financial year, the Ministry completed the revision of its Strategic Plan 2009-2013 and in so doing refocused and reenergized the organization to treat with its job of facilitating service delivery excellence.

This year saw the launch of our wholly-owned State Enterprise Company – National Information and Communications Technology Company Limited (NICTCL). This is a strategy to improve the institutional arrangements with respect to the implementation of government's ICT Programmes and Projects. In 2010, the Ministry will partner with Singapore's InfoComm Development Authority to further implement the National ICT plan.

To affirm the government's commitment to enhancing our human resource capacity, the number of scholarships granted increased from four hundred and sixty one (461) last year to five hundred and ninety one (591) this fiscal year. This investment remains the single largest capital expenditure item for the Ministry at $197M. Additionally, in order to develop returning scholars into well-rounded potential leaders, a certified work/study programme known as the Professional Development Programme (PDP) was established. This aims to fill specific skill/competency gaps within our nation consistent with the Vision 2020 pillar of Developing Innovative People.

Concerted efforts have also continued with regard to improving the accessibility and convenience of Government services to citizens through the establishment of four additional ttconnect Service Centres in Arima, Chaguanas, Tunapuna and Tobago. To date, there are six (6) fully operational **ttconnect** Service Centres. Two more Service Centres are expected to be established in 2010. In July 2009, we were especially proud that ttconnect Online (www.ttconnect.gov.tt), the e-Government Portal which provides citizens with information on over four hundred (400) Government services, won the Caribbean Association of National Telecommunication Organisations (CANTO) ICT Showcase Award for the best ICT Project after its launch in 2007/2008.

In order to continually gain public feedback on the effectiveness of the delivery of public services, the 11th to 14th waves of the Opinion Leaders' Panel were completed. Areas surveyed included Vision 2020, Government Performance and the Water Taxi Service.

The Ministry of Public Administration continues its work on government-wide reform initiatives to strengthen the Public Service and bring about improved service delivery to the citizens of Trinidad and Tobago. In light of financial constraints for the upcoming fiscal year, the Ministry has chosen to pursue certain key areas in accordance with its Strategic Priorities. Having focused on upgrading property management systems and the ICT governance in the last year, the Ministry's primary focus in 2010 will target reform of the Human Resource Management system, which is fundamental to a transformed Public Service.

Honourable Kennedy Swaratsingh
Minister of Public Administration

1.0
Who We Are

SERVICE

Team

Vision

Priorities   **Values**   Role

Configuration   **Goals**
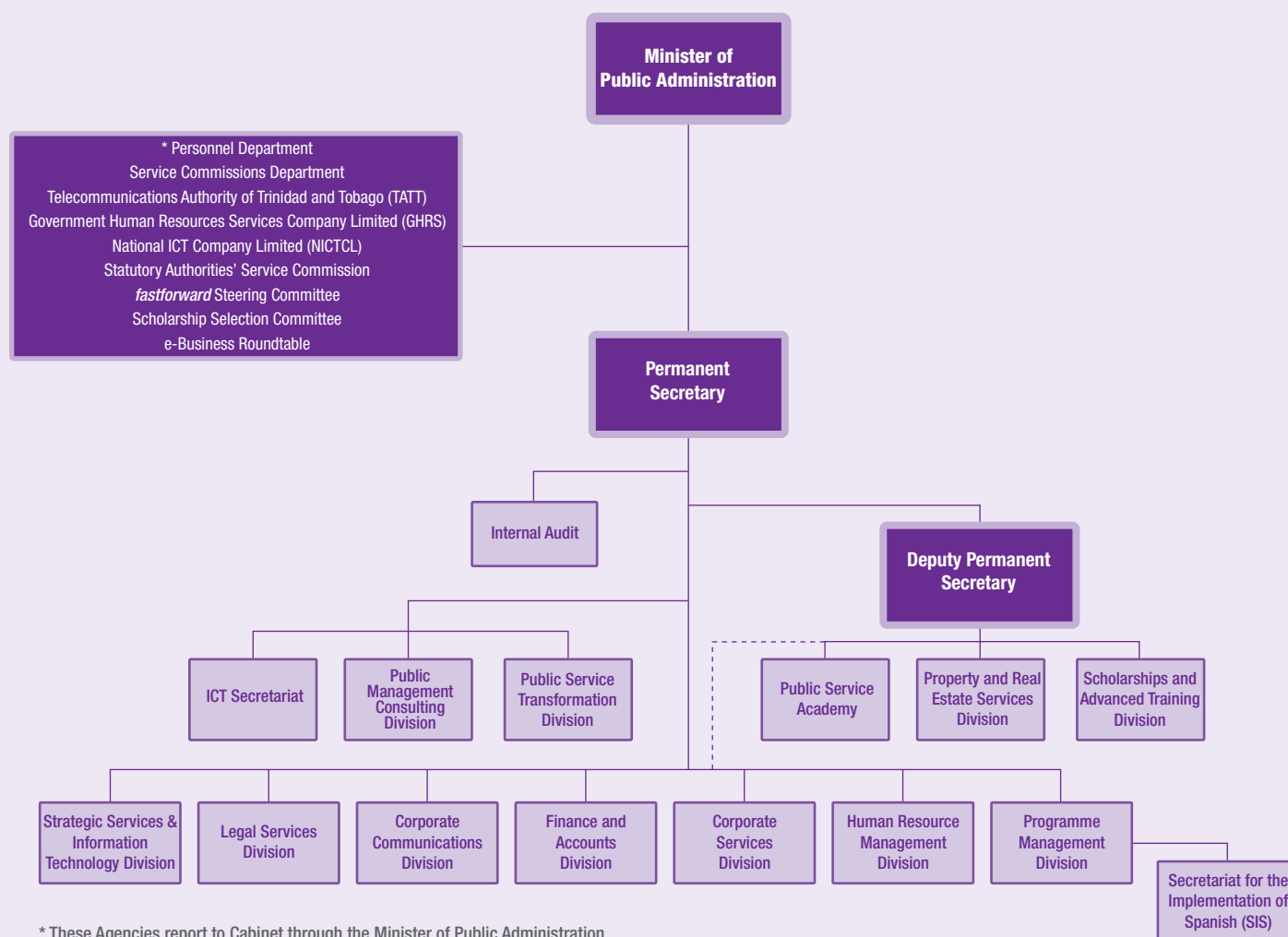
1.1 CORPORATE STRUCTURE

The Ministry of Public Administration is a facilitating partner to Government Ministries, Departments and Agencies dedicated to supporting and building a stronger and more versatile Public Service. It spearheads administrative reform to enable the delivery of timely and quality service to the public.

Since our inception, Public Service transformation has been our core mandate.

The aims of Public Service transformation are geared towards:

• Improving the delivery of public services to meet the needs of citizens;
• Building national human resource capacity in critical areas;
• Expanding the ICT Sector to better serve the needs of citizens and businesses; and
• Ensuring coherent policy solutions

Organisational Structure of the Ministry of Public Administration as at September 30, 2009

Minister of Public Administration

* Personnel Department
Service Commissions Department
Telecommunications Authority of Trinidad and Tobago (TATT)
Government Human Resources Services Company Limited (GHRS)
National ICT Company Limited (NICTCL)
Statutory Authorities' Service Commission
fastforward Steering Committee
Scholarship Selection Committee
e-Business Roundtable

Permanent Secretary

Internal Audit

Deputy Permanent Secretary

ICT Secretariat

Public Management Consulting Division

Public Service Transformation Division

Public Service Academy

Property and Real Estate Services Division

Scholarships and Advanced Training Division

Strategic Services & Information Technology Division

Legal Services Division

Corporate Communications Division

Finance and Accounts Division

Corporate Services Division

Human Resource Management Division

Programme Management Division

Secretariat for the Implementation of Spanish (SIS)

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

The Secretariat for the Implementation of Spanish (SIS) came under the Ministry via Cabinet decision during fiscal year 2008-2009.

1.2 DIVISIONAL PROFILES

The MPA is well positioned to facilitate transformation with support from our Core and Internal Divisions.

Core Divisions

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

The *Public Management Consulting Division (PMCD)* offers advice and solutions on public management issues to 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 to line Ministries, Departments, Statutory and other Agencies. The training opportunities delivered by the Academy are aligned with the skills and competencies required for a transformed Public Service. The training programme also 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.

The *Property and Real Estate Services Division (PRESD)* is responsible for the effective management of the government real estate portfolio, whether owned, leased or rented. It also ensures the provision of suitably designed workplaces to 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 through open calls for applications via public notices.

The *National Information and Communications 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.

As at September 1, 2009 the NICTC was dissolved with the formation of the state enterprise National ICT Company Limited. The responsibility for monitoring and reviewing the development and implementation of ICT related policy measures, programmes and projects by agencies and state enterprises was transferred to the Information and Communications Technology Secretariat.

Internal Support Divisions

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.

The *Corporate Services Division (CSD)* is one of the key Divisions supporting the overall business goals of the Ministry by providing a range of administrative and internal support services. The services provided by CSD are distributed among several Units namely Office Management, Registry and Facilities Management.

The *Finance and Accounts Division (F&A)* is responsible for management of the Ministry's financial resources, in keeping with financial laws, regulations, practices and procedures for the Public Service. The activities include 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 the preparation of all financial reports.

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 – who individually and collectively contribute to the achievement of the strategic objectives of the Ministry of Public Administration.

To fulfill this responsibility the HRMD is engaged in several core activities which involves planning, recruitment and employee support services to develop individuals' full potential and attain a team that is critical for successful organisations.

The *Legal Services Division (Legal)* provides essential legal input and support to the Ministry. Legal Services assists Divisions in the development of internal and Government-wide policies; the preparation of contracts for external consultants and multi-lateral agencies including the Inter-American Development Bank (IADB); and the preparation and reviewing of lease agreements between agencies of the state and private owners.

The *Programme Management Division (PMD)* is responsible for effectively promoting and supporting public sector transformation through efficient development, implementation and monitoring of internationally funded loan programmes namely, Public Sector Investment Programme (PSIP) projects for the Ministry. The current programmes supported by international agencies are the Public Sector Reform Initiation Programme (PSRIP) and Knowledge Brokerage.

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

The *Internal Audit Unit* is responsible for Audit Reviews on Ministry activities and planning as per the Annual Programme of Audit. This Department then reports their findings and recommendations directly to the Permanent Secretary. Audit provides independent and objective consulting services for the Ministry via a disciplined systematic approach towards governance controls and risk assessments. Duties of the Audit Department include but are not limited to authorizing the approval of several Human Resource payments related to Pension and Leave Records, Motor Vehicle Allowances, Gratuities, Pension Payment and Motor Vehicle Advances.

The *Executive Secretariat (Exec Sec)* is comprised of the Minister of Public Administration, the Permanent Secretary and the teams who assist them. The Exec Sec is responsible for the oversight of all strategic initiatives, projects and financial decisions within the Ministry.

1.3 OUR TEAM

Executive

Executive

Arlene McComie
Permanent Secretary

Donna Ferraz
Acting Deputy Permanent Secretary

Front row from left: Claudelle McKellar, Shelley-Ann Clarke-Hinds, Permanent Secretary Arlene McComie, Hon. Kennedy Swaratsingh, Acting Deputy Permanent Secretary Donna Ferraz, Angela Lum-Joseph, Richard Madray.

Back row from left: Jacqueline Johnson, Simone De Souza, Juliette Victor, Lois Melville, Sharon Morris Cummings*, Judith Edmund, Wayne Maughan, Natasha Ramnauth.

* Ms. Morris-Cummings joined the Ministry of Public Administration after the fiscal period.

Heads of Divisions

Natasha Ramnauth	Head, Corporate Communications Division
Lois Melville	Director, Corporate Services Division
Angela Lum-Joseph	Director, Finance and Accounts Division
Judith Edmund	Head, Human Resource Management Division (w.e.f. December 1, 2008)
Harbanse Ramdath	Acting Auditor II, Internal Audit
Rudyard Davidson	Head, Legal Service Division (up to December 31, 2008)
Cleveland Thomas	National Chief Information Officer, National Information and Technology Centre (up to August 31, 2009)
Shelley-Ann Clarke-Hinds	Head, ICT Secretariat (w.e.f. May 25, 2009)
Wayne Maughan	Programme Manager, Programme Management Division
Simone De Souza	Coordinator, Property and Real Estate Service Division (w.e.f. August 10, 2009)
Juliette Victor	Acting Director, Public Management Consulting Division
Dave Kidney	Acting Director, Public Service Academy
Claudelle McKellar	Acting Director, Public Service Transformation Division
Jacqueline Johnson	Acting Director, Scholarships and Advanced Training Division
Richard Madray	Acting Director, Strategic Services and Information Technology Division

1.4 VISION AND MISSION

The core business of the Ministry of Public Administration is that of Transformation. "Public Service Transformation" is the process of transforming laws, systems, structures, procedures and people to provide successive governments with the institutional capacity in developing and implementing programmes and, in particular, ensuring the delivery of high quality public services.

The end product is clear for the citizen, and that is "high quality public service". With this in mind, by 2013 the Ministry will be:

VISION
Recognised as the Champion of Service Delivery Excellence

Our Mission articulates how we intend to be the Champion of Service Delivery Excellence by:

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

1.5 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:

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.

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.

1.6 STRATEGIC PRIORITIES

The Ministry of Public Administration champions four of the five 'Development Pillars' in the Vision 2020 Plan. Our work is aligned with the following pillars:

i.   Promoting Effective Government
ii.   Investing in Sound Infrastructure and Environment
iii.   Enabling Competitive Business
iv.   Developing Innovative People.

VISION 2020 PILLAR & GOALS	MPA STRATEGIC PRIORITY	HIGHLIGHTED ACHIEVEMENTS
Promoting Effective Government *"Our public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients".*	1. Facilitating excellence in the delivery of goods and services by the Public Service 2. Enhancing the Human Resource Management Framework for the Public Service for Effectiveness and Efficiency 3. Developing Leadership capacity at all levels in the Public Service 4. Creating a more efficient and cohesive Public Service 5. Developing the organisational capacity and the team ethos of the MPA to deliver its mandate effectively	**ttconnect** Service Centres and Kiosks Draft Public Service Philosophy Training and development of Executives in key competencies Four (4) Permanent Secretary groups were formed to address enterprise areas of development Restructuring of HR Health and Wellness Programme
Investing in Sound Infrastructure *"Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communication systems driving innovation".* **Enabling Competitive Business** *"We will create a business climate that attracts investors and encourages competitive businesses to start and grow" . "Competitive business will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities".*	6. Facilitating the development of an innovative ICT environment for economic and social growth	e-Legislative Review EnterpriseNeTT
Developing Innovative People *"A highly skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development".*	7. Enhancing the Human Resource Capacity in Trinidad and Tobago in Critical Skills Areas	Increased placement of Returning Scholars

1.7 DELEGATED LEVELS OF AUTHORITY

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.

Functions devolved by the Chief Personnel Officer (CPO)

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

Infractions and their related regulations are set out in the 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) & (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

Financial Functions

With effect from 27th August 2009, the Permanent Secretary (Accounting Officer) is authorised to award contracts for the procurement of goods and services up to a limit of TT$1,000,000 and for consultancy services up to a limit of TT$200,000. Prior to this, the Permanent Secretary was authorised to award contracts for the procurement of goods and services up to a limit of TT$500,000 and TT$200,000 for consultancy services.

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:

- Deputy Permanent Secretary — $300,000.
- Heads of Divisions — $100,000.
- Assistant Executive Director — $50,000.
- Divisional Tenders Committees — $100,000 - $500,000.

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 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	Line Minister Ministry of Information

2.0
Performance
Highlights

SERVICE

Opportunity   Development   Results

Infrastructure

Technology

Convenience

Community

Professional

Collaborate   Excellence

2.0 PERFORMANCE HIGHLIGHTS

2.1 RELATED TO CITIZENS, BUSINESS AND THE PUBLIC SERVICE

The following performance highlights describe the efforts and achievements under the respective pillars that are related to the Ministry's external clients: citizens, businesses and the Public Service.

VISION 2020 PILLAR: PROMOTING EFFECTIVE GOVERNMENT

Public Service Transformation

Public Service Transformation Agenda

The National Public Service Transformation Agenda (NPSTA) is an initiative dedicated to developing an invigorated and re-focused strategy for modernising and improving the effectiveness of the Public Service. The impetus of the programme is to identify, coordinate and implement initiatives to develop the institutional capacity necessary for high quality service delivery. This will be achieved by facilitating the transformation of systems, people and culture. Based on feedback received from the Market & Opinion Reaserch International (MORI) Opinion Leaders' Panel Survey and Adam Smith International (ASI), areas for improvement have been identified. In addressing these areas for improvement the NPSTA is developing the following institutional capacity areas: Policy Development, Strategic and Financial Management, Performance Management, Human Resource Management, Service Delivery and Communications. The NPSTA comprises two categories of projects, namely Enterprise-wide projects and Ministry specific projects.

Enterprise-wide projects emerging from the Transformation Agenda for this fiscal year are Human Resource Management Modernisation, Improving Customer Service and Leadership Development. See Table 1 for further details.

Table 1 – Enterprise-wide Activities Undertaken

PRIORITIES	ACTIVITIES UNDERTAKEN
HR Management Modernisation	• A sensitisation session called "Modernising HRM Systems in the Public Service" was conducted on September 8, 2009 to engage all stakeholders. • A draft Public Service Philosophy has been completed and is currently being reviewed with stakeholders. **T&T PUBLIC SERVICE PHILOSOPHY** — *The Trinidad and Tobago Public Service must be that engine of growth which takes us towards the vision of the developed country status by the year 2020.*
Improving Customer Service	• A draft policy for Service Delivery Excellence for the Public Service has been completed.
Leadership Development	• Leadership Programmes have been identified to enhance the leadership capacity of all Permanent Secretaries and Deputy Permanent Secretaries throughout the Public Service. The design of the programmes is currently being done in collaboration with the University of Trinidad and Tobago (UTT).

In terms of the Ministry specific agenda items, the Ministry of Public Administration has been working alongside several Ministries with the aim of facilitating service delivery excellence as highlighted in Table 2 below:

Table 2 – Ministry specific Activities Undertaken

ENTITY AND PROJECT	ACTIVITIES UNDERTAKEN
Ministry of National Security: *"Implementation of the Machine Readable Passport"*	• Assisted with the recruitment of additional production staff • Secured new accommodation • Engaged the services of a call centre service provider • Provided project management support
Central Statistical Office (CSO): *"Strengthening of the Central Statistical Office"*	• Provided ongoing assistance in the organisational reform of the Central Statistical Office.
Ministry of Legal Affairs: Population Registration System (PRS) *"Implementation of the Electronic Birth Certificate"*	• Assisted in the Electronic Birth Certificate project in the form of business process reengineering done by PSTD and NICTC.

Public Sector Reform Initiation Programme

During the fiscal year 2008-2009, the Programme Management Division (PMD) continued its implementation of the Public Sector Reform Initiation Programme (PSRIP) with a focus on its National Dialogue and Communication Strategies. As essential pillars of the PSRIP, these Strategies seek to promote and create avenues for the engagement of internal (Government) and external (citizens, the business sector and NGOs) stakeholders in the transformation process.

The Ministry sought to increase communication with external stakeholders in the wider national community. These efforts have begun to show encouraging returns as support has been provided for the establishment of a Citizens' Allied for Public Service Excellence (CAPSE) to promote higher public service standards in the delivery of goods and services to clients. This multi-sectoral interest group will help to shape the services offered by the Public Service and serve as a sounding board for proposals and ideas regarding the improved delivery of new and existing services.

Opinion Leaders Panel Surveys

In order to continually gain insight into citizen feedback on the effectiveness of the delivery of public services, the 11th to 14th waves of the Opinion Leaders Panel were completed. The representative samples chosen for the panel surveys fell between six hundred and eighty (680) and seven hundred and fifteen (715) for these waves. Some of the areas surveyed include Government Performance, Vision 2020 and the Water Taxi Service. This process serves to promote and support results-based policy development. Survey results will be analyzed and then shared with relevant Ministries.

> Waves 11 to 14 of the Opinion Leaders Panel were completed.
>
> **Areas surveyed include:**
> • Government
> • Performance
> • Vision 2020
> • Water Taxi Service

Public Service Employee Surveys

In October 2008, a biennial Public Service Employee Survey (PSES) was conducted. This survey was completed by 9,896 employees across the Public Service. Respondents varied from employees in permanent establishment positions to On-the-Job Trainees (OJTs). The survey sought to capture employee concerns pertinent to the employees' respective Ministries/Agencies. The data also aids in tracking changes in employee attitudes and commitment over time.

An Action Planning Committee coordinated/led by the MPA was formed to develop implementation plans that will address the improvement areas identifi ed by the survey results.

PUBLIC SERVICE EMPLOYEE
SURVEY 2008

MORE THAN
JUST A JOB!

Public Officers
Please contribute to the continued improvement of the Public Service by filling out your survey form.

20TH - 31ST OCTOBER

FOR FURTHER INFORMATION:
627-5515 ext: 2238

Denean Rochford
Clerk I, Finance & Accounts
Ministry of Public Administration

## ttconnect – a Multi-channel Service Delivery Strategy

Pursuant to objectives outlined in the National ICT Strategy, *fastforward*, the Government of Trinidad and Tobago has developed the ttconnect initiative for the dissemination of government information and the provision of Government services, through multiple channels. This initiative is intended to improve customer satisfaction by providing greater convenience and accessibility of government information and services. The delivery channels which comprise the initiative are:

ttconnect Service Centres

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. To date, there are six (6) fully operational **ttconnect** Service Centres. Two (2) more Service Centres are to be established in 2010. According to the Opinion Leaders Panel Survey Wave 13, the government service with the highest likely demand in the Service Centres is Passport Applications; 54% of the surveyed public indicated that they or a member of their household might use the service within the next twelve (12) months.

TOBAGO

Four (4) new **ttconnect** Service centres were established during the period December 2008 – March 2009 in Arima, Chaguanas, Tunapuna and Tobago

ST. JAMES

TUNAPUNA

ARIMA

CHAGUANAS

PRINCES TOWN

Established in
fiscal year 2007

Established in
fiscal year 2009
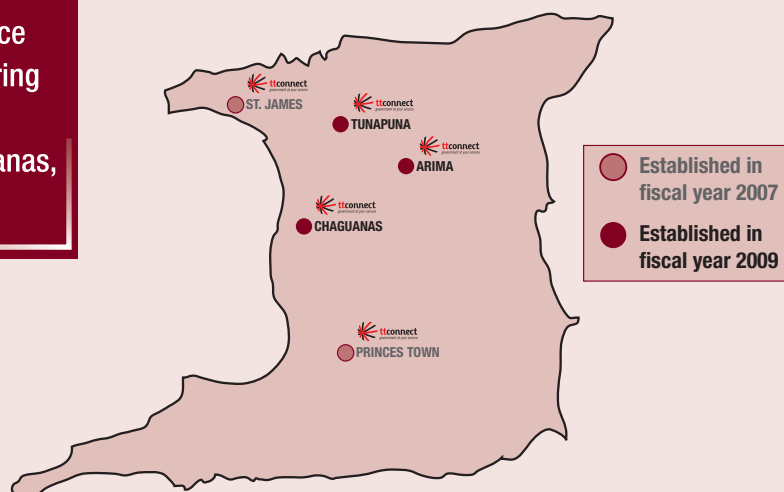
Arlene Mc Comie, Permanent Secretary of the Ministry of Public Administration, addresses guests at the unveiling of the **ttconnect** kiosks in Tobago April, 2009.

[1] The **ttconnect** centres are being moved to the administrative care of the National ICT Company Limited. Government remains committed to improving and enhancing service delivery, and ttconnect is being positioned to play a significant role in that service delivery process.

The following table provides a listing of the total transactions processed at all six (6) Service Centres since the inception of this project:

Table 3 – Number of Applicants per Ministry, Per Centre

	Total Number of Applications Per Ministry, Per Centre Reporting Period: November 2007 - September 2009								
Ministry	Type of Application	Location	Prince Town	St. James	Arima	Chaguanas	Tunapuna	Tobago	Total
		Date Established	01/12/2007	21/11/2007	20/12/2008	20/12/2008	24/01/2009	17/03/2009	
Ministry of Planning Housing & the Environment	(i) Home Improvement Grants/Subsidies (ii) Beneficiary-Owned Land Subsidy		133	21	115	58	130	9	466
Ministry of Legal Affairs	First Electronic Birth Certificates		13,834	10,311	2,181	1,820	2,061	314	30,521
Ministry of Public Administration	Scholarships		32	2	0	9	1	1	45
Service Commission Department	Advertised government employment opportunities		7	2	9	0	3	3	24
Ministry of Science, Technology & Tertiary Education	(i) MuST; (ii) OJT (iii) Life Skills facilitator, and (iv) Retraining		414	23	260	23	69	19	808
Total Number of Applications			14,420	10,359	2,565	1,910	2,264	346	31,864

ttconnect Kiosks

The **ttconnect** Self Serve Kiosks are similar in design to an ATM and utilize a touch screen interface to access information on over four hundred (400) government services via the e-Government portal (www.**ttconnect**.gov.tt) on a 24/7 basis. They can also be used to download, complete and print application forms for several of the 'high demand' government services including; birth certificate and passport application forms.

The kiosks are outfitted with the capacity to facilitate payment for services by Credit Card and phone-in functionality to appropriate departments for queries on services. These capabilities will take effect upon the passing of the relevant legislation.

The **ttconnect** Self Serve Kiosk initiative was launched with a Pilot Project in 2009, where four (4) kiosks were tested at carefully selected locations in both Trinidad and Tobago. These pilot locations were:

• Piarco International Airport
• Hi-Lo Food Stores, Point Fortin
• Gulf City Mall, La Romain
• Gulf City Mall, Lowlands- Tobago

Staff were deployed at these locations to build awareness, demonstrate functionality and encourage utilisation of the kiosks.

Launch of the **ttconnect** Kiosk at the ttconnect Service Centre Chaguanas, April 2009.

ttconnect **Mobile**

ttconnect Mobile is one of the most recent channels developed to disseminate information to the public through the utilisation of mobile telephone technology. This initiative was tested in April 2009 at the Fifth Summit of the Americas (VSOA) which took place in Port of Spain. During the week preceding the Summit of the Americas, the short messaging system (SMS) functionality of the ttconnect mobile channel was tested. Users were given the opportunity to subscribe and then receive summit information as well as traffi c advisories. Further functionality is being planned for roll-out in 2010.

In July 2009, ttconnect Online won the **CANTO ICT Showcase Award** for the best ICT Project as well as the **World Summit Award** for the best eConnect in the Region in 2009 after its launch in 2007/2008.

ttconnect **Online**

ttconnect online (www.**ttconnect**.gov.tt), is one of the key foundational elements of the multi-channel service delivery strategy. Through the use of the Internet, the **ttconnect** online platform provides access to all appropriate government information and will in the future, provide access to government services.

Delegates of the Caricom Nations at the 25TH Annual CANTO Awards, July 2009 including the Honourable Minister Kennedy Swaratsingh at the far right.

With the objective of improving service delivery, work under the **ttconnect** programme was also focused on the introduction of an e-services programme. This programme seeks to stimulate, guide and enable Ministries in the transformation of their service delivery (people/process/technology), to be accessible through electronic channels. Work is currently underway on six e-services projects. Two examples of proposed services are transactions for new/renewal of driver's permits and payment of Land and Building Taxes.

> Over the period 2007-2008, there were over 1 million hits to **ttconnect** online.
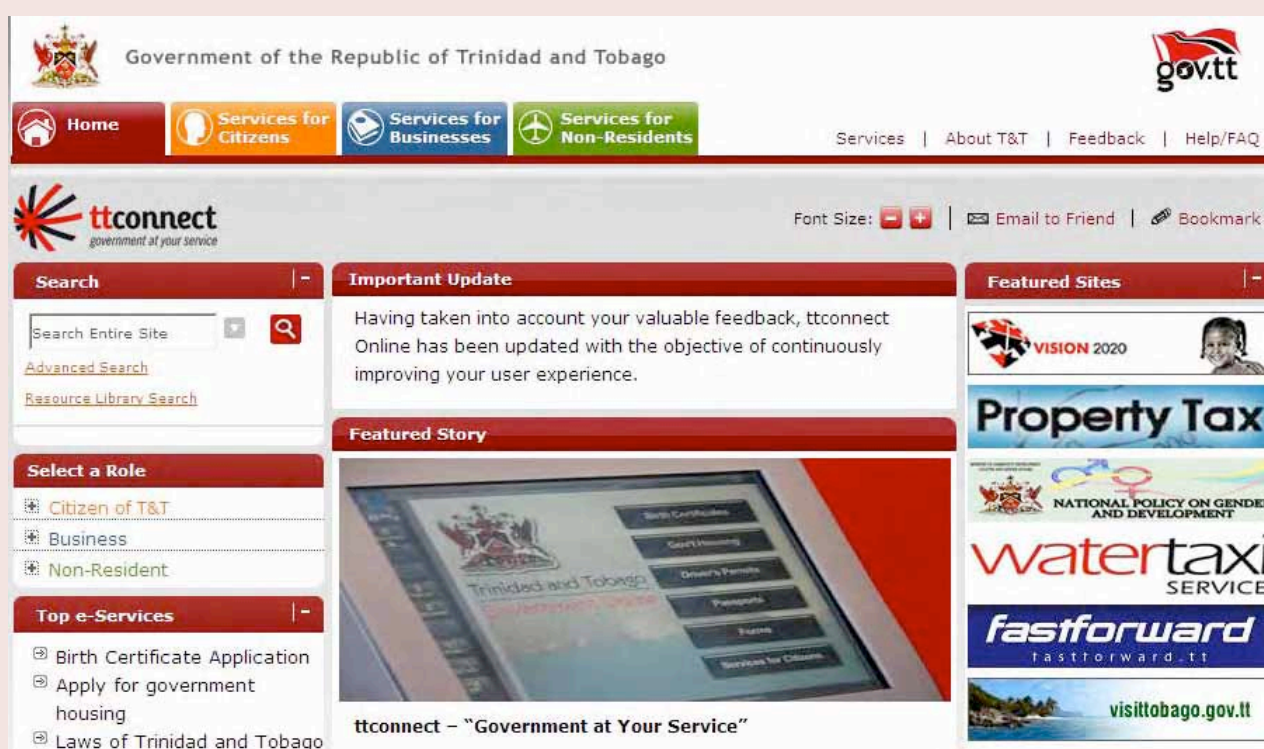
New Layout of **ttconnect** Online, w.e.f. 13th November, 2009.

New Systems Facilitators (NSF Programme)

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. Since 2003/2004 these change agents, known as New Systems Facilitators (NSFs), have been assigned to Ministries and Departments to enhance the change management capacity within the Public Service. These agents help their Agencies 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 during this reporting year are as follows:

Table 4 — Activities Undertaken by NSFs

MINISTRY / DEPARTMENT	ACTIVITIES UNDERTAKEN
Ministry of Education (MOE)	Work with the Restructuring and Decentralisation Action Unit (RDAU) to develop and conduct tracking instrument for assessing the status of the Institutionalisation of School-Based Management (SBM) in schools throughout T&T.
Ministry of Education	The preparation of the preliminary Change Readiness Assessment for MOE.
Ministry of Education	Work with the ICT Integration Committee to establish baselines and intended standards of ICT use in teaching and learning.
Ministry of Education	Work as part of the RDAU Process Reengineering Team to facilitate setting up and preparation of RDAU extended and District Teams.
Ministry of Public Administration (MPA)	The preparation and facilitation of the stakeholder and services stream of **ttconnect** self serve kiosk initiative.
Office of the Prime Minister (OPM)	The implementation of the training plan for the OPM that also addresses staff IT training needs.
Office of the Prime Minister	The facilitation of the implementation of Ministerial Performance Management Framework (MPMF).
Service Commissions Department (SCD)	The preparation and submission of a Policy Paper on the Assessment of Permanent Secretaries in the Public Service for the consideration of the Public Service Commission.
Ministry of Finance (MOF)	The sensitisation of Valuations staff on the new software for the Government Revenue Management (GRM) system.
Ministry of Finance	Working with the Communications Unit to plan a strategy for staff of the Collections Department of Inland Revenue Division (IRD) on the impact of the Property Tax project on their work.
Tobago House of Assembly (THA)	The facilitating of discussions on the implementation of project IHRIS and the development of Strategic Plans throughout the Divisions of the THA.
Ministry of Tourism (MOT)	The review of the Ministerial Performance Management Framework (MPMF) and Public Service Employees' Survey (PSES) Results for the Ministry of Tourism in order to develop action plans.

MINISTRY / DEPARTMENT	ACTIVITIES UNDERTAKEN
Ministry of Tourism	The Development of Change Management and Communication strategies for Intranet, Internet and Procurement Projects.
Ministry of Community Development, Culture and Gender Affairs	The preparation, submission and management of the Staff Development project to train persons in Occupational Safety & Health Administration.

MPA NSF's at **ttconnect** launch and walk-about in Chaguanas.

Public Service Training

In fulfilling its mandate of building the human resource capacity in the Public Service - in accordance with the Vision 2020 Goal of Promoting Effective Government - the Public Service Academy continues to provide training and development opportunities for Public Officers in various Ministries and Departments.

For the fiscal year 2008-2009, the Academy conducted a total of seventeen (17) training courses which were designed to address a range of performance, knowledge and skill requirements in numerous technical and management areas for the benefit of the four hundred and forty-nine (449) Senior and Technical Officers.

"As a supervisor I intend to pass on the knowledge to my junior staff and to improve my communication when dealing with internal and external customers"

Participant, Communication Skills in a Changing Environment, July 2009

Specialists in their respective technical subject areas were used to deliver the training. These courses were based on the desired competencies in the various areas, while ensuring their alignment to Vision 2020 goals. The courses can be classified into the following programmes:

- Business Communication
- Financial Management
- Organisational Enhancement
- Professional Development
- Project Management

In addition to its core offerings, the Academy facilitated several adhoc training programmes which were conducted for the Immigration Division, the Ministry of National Security and the Government Printery Division, of the Ministry of Information. The collaboration with the Immigration Division focused on a Quality Customer Service Module for fifty-five (55) new Immigration Officers I and one hundred and seven (107) newly recruited Immigration Operations Assistants, while Supervisory Skills Training was conducted for twenty-five (25) Immigration Officers II and III. A total of forty-eight (48) officers in the Government Printery Division also received Customer Service Training. These officers ranged from front line staff to supervisors.

Furthermore, the Technical Cooperation Unit of the PSA provided the requisite administrative services for all Technical Cooperation training offered to the Government of Trinidad and Tobago. These awards were presented by various governments and international agencies such as the Indian Technical and Economic Corporation Programme (ITEC), Commonwealth Secretariat (COMMSEC), Japan International Cooperation Agency (JICA), Canadian International Development Agency (CIDA), Commonwealth Association for Public Administration (CAPAM), and the Malaysian Technical Cooperation Programme (MTCT).

In so doing, several opportunities in specialised areas such as Management of Coastal Recreational Resources, Monitoring and Evaluation, Public Expenditure Management and Business Process Re-engineering for the Caribbean Region were awarded. A total of eighteen (18) awards were accepted by eleven (11) Ministries and Departments during the fiscal year. Such collaboration continues to provide Public Officers with unique opportunities to gain first-hand exposure and experience of the "best practices" in other jurisdictions.

The Academy, in collaboration with National ICT Centre assisted in the co-ordination of the workshop entitled "Towards e-Government" which was held on June 3, 2009. The target audience was Permanent Secretaries and Deputy Permanent Secretaries, as this workshop was designed and facilitated by Price Waterhouse Coopers and the NICTC with the intention of establishing a common understanding of the Trinidad and Tobago e-government context among leaders and decision makers in the Public Sector and to help identify the necessary requirements for Ministries to become e-ready.

Participants at an eGovernment Training Session held by the Public Service Academy, July 2009.

E-Legislative Review

As the Ministry continues to review Trinidad and Tobago's Legislative environment in order to facilitate the goals of *fastforward*; two pieces of legislation, The Electronic Transactions Bill and the Data Protection Bill were laid in Parliament and referred to the respective Joint Select Committees. It must be noted that the Ministry of Information became the lead Ministry for the Data Protection Bill, with technical support from two Divisions within the Ministry of Public Administration which were involved in the preparation of the Bill; National Information and Communication Technology Centre (NICTC) and Legal Services Division (LSD).

Other aspects of Legislative Review on which the LSD consulted include:

- Legislative Subcommittee with Ministry of Works and Transport (MOWT) and Chief Parliamentary Counsel (CPC) for the creation of the Draft Drivers' Licensing and Vehicle Registration Authority Bill. The Division also suggested draft amendments to the Motor Vehicles and Road Traffic Act, Chapter 48:50 January 2009.

- Draft Cybercrime Policy was circulated to the National Information and Communications Technology Center (NICTC) and Ministry of National Security (MNS) in July 2009.

- Amendments to Exchequer and Audit Act, with Ministry of Finance and the Chief Parliamentary Counsel (CPC) Chapter 69:01.

- Finalization of the Broadcasting Code, which was spearheaded by Telecommunications Authority of Trinidad and Tobago (TATT).

- Finalization of the Cabinet Note in respect of proposed amendments to the Telecommunications Act, 2001, September 2009.

Government Property and Real Estate Services

Acquisitions

The Property and Real Estate Services Division (PRESD) addressed twenty (20) acquisitions of property for the 2008/2009 period, eight (8) of which were submitted to Cabinet for approval. Of those submitted, five (5) were approved for payment and are awaiting funding by the Client (receiving) Ministry. Further details on the acquired property can be found at Table 5 below.

Table 5 – Cabinet-Approved Acquisitions for FY 2008 – 2009

PROPERTY ACQUIRED	RECEIVING MINISTRY
1. No. 20 Mary Street, St. Clair (land only)	Office of the Prime Minister
2. No. 52 Balthazar Street, Tunapuna (land and building)	Ministry of Education
3. St. Joseph's Convent, Corner Lord and Paradise Sts, San Fernando (land and building)	Judiciary – Office of the Attorney General
4. No. 52 Pembroke Street, Port of Spain (land and building)	Ministry of Public Administration
5. Toco Main Road, Sangre Grande (land only)	Office of the Attorney General

The Table below provides information on the on-going Acquisition Negotiations by the PRESD which are expected to be completed by June 2010.

Table 6 – Ongoing Acquisition Negotiations

PROPERTY TO BE ACQUIRED	RECEIVING MINISTRY
1. No. 131 Chickland, Caparo Road, Freeport (land and building)	Ministry of Social Development
2. St. Mary's Village, Oropouche (land only)	Ministry of National Security
3. No. 31 El Dorado Road, Tunapuna (land and building)	Ministry of Education
4. No. 54A Balthazar St, Tunapuna (land and building)	Ministry of Education
5. No. 83 Green St, Tunapuna (land and building)	Ministry of Education
6. No. 7-9 Circular Road, San Fernando (land)	Ministry of Labour, & Small & Micro Enterprise Development
7. No. 147 Tragarete Road, Woodbrook, Port of Spain (land only)	Ministry of Community Development, Culture & Gender Affairs
8. No. 80 Queen St, Port of Spain (land and building)	Ministry of Public Administration
9. 10-12 Edward St, Port of Spain (land only)	Ministry of Public Administration
10. Siparia Erin Road, Rancho Quemado, Los Bajos (land only)	Ministry of Education
11. Southern Side of the Churchill Roosevelt Highway, Arima (land only)	Judiciary, Office of the Attorney General
12. No. 23 Second Private Road, Mt. D'Or Rd, Champ Fleurs (land and building)	Ministry of Social Development
13. No. 7 Court Street, San Fernando	Judiciary/Magistracy
14. Nos. 1-3 Court Street, San Fernando	Judiciary/Magistracy
15. No. 98 Bhim Street, Chaguanas	Ministry of National Security

Lease and Rentals

The Lease and Rentals Section of PRESD delivered the following services over the period 2008-2009:

Table 7 – Lease and Rentals

ACTIVITY	VOLUMES
Administration of Lease and Rentals: • Responding to issues raised by tenants • The Renewal process through to Cabinet Approval	89
Requests for accommodation satisfied	44 out of 70
Site visits conducted to verify property information	43
Government Quarters Exercise – Audit of Government Quarters: • Site visits and preparation of documentation • Population of interim database with this data	1,100 400 out of 1,100

Further to the above, the Lease and Rental Section of the Division entered into a number of leases on behalf of the Government of Trinidad and Tobago. For the calendar year 2008, the PRESD entered into 86 Lease Agreements valued at $71,111,481.05, while for the calendar year 2009, it entered into thirty (30) Lease Agreements valued at $26,480,217.13.

Estate Management

The Estate Management Section of PRESD was involved in delivering the following services over this fiscal year:

1. Allocated nine (9) properties to recipients during the period. Recipients included the Ministry of Education, the Agricultural Development Bank and the Ministry of Works and Transport. The Division is also currently processing the allocation of four (4) other properties to identified recipients.

2. Successfully completed the retrieval of one (1) property at Federation Park.

3. Conducted twelve (12) site visits to six (6) different properties to:
   - verify the condition of the property and to determine proposed allocation;
   - verify bills levied on the property;
   - review maintenance issues with the property; and
   - determine the status of the occupancy of the property.

4. Evicted the illegal occupants of two (2) Government properties.

5. Identified the location of four hundred and fifty (450) lands, former estates and properties that were previously owned by the former Caroni (1975) Limited to include on the State inventory of properties in an attempt to determine the availability for State use.

6. Inspected and handed over Tower C located at the Water Front (The International Financial Centre) to the National Secretariat.

7. Liaised with Ministry of Works and Transport-Maintenance Division (MOWT-MD) as well as National Maintenance Training and Security Company Limited (MTS) to maintain seven (7) Government properties at Flagstaff Hill Development, and commenced restoration works at Government Quarters at Mayaro and Toco respectively.

8. Demolished one (1) uneconomical State-owned property.

9. Advised on the feasibility of acquiring one (1) property on #4 Mary Street, St. Clair to be added to the portfolio of Supergrade State-owned properties.

Public Management Consulting Services

The Public Management Consulting Division (PMCD) offers advice and solutions on public management issues to the Cabinet, Ministries/Departments and associated Government Agencies. A major service is the provision of consulting advice on organisational structural design. All assignments fall under the Vision 2020 pillar of Promoting Effective Government as the advice offered by the PMCD assists to make organisations more relevant, effective and efficient.

In formulating its recommendations, the PMCD utilizes current information on international best practices and industry standards including Generally Accepted Accounting Principles (GAAP) and the International Labor Organization (ILO) Convention. The PMCD also researches relevant organization-specific information such as the Strategic Intent and the alignment of such plans to Government of the Republic of Trinidad and Tobago's development plans. Consideration of these documents allows the PMCD to recommend solutions that keep the Public Service relevantly structured to deliver services to both the private sector and the citizenry of Trinidad and Tobago.

In reviewing and re-designing organisational structures, the Division, during the period October 2008 to September 2009, achieved the following:

- Recommended the employment of approximately five hundred and thirty-four (534) new persons, on contract, in fourteen (14) Ministries. These ranged from a Tourism Coordinator in the Ministry of Tourism to Legal Officers in the Attorney General's Department and Parliamentary Librarians for the Office of the Parliament and Pathologists in the Trinidad and Tobago Forensic Science Centre. The creation of approximately two hundred and eleven (211) permanent positions on the Staff Establishment of twelve (12) Ministries was also recommended.

- Sixteen (16) structural changes were completed in seven (7) Ministries, five (5) of which pertained to the creation of Monitoring & Evaluation (M&E) Units. The creation of these Units was mandated by Cabinet in order to provide support for evidence-based decision and policy-making. This will also track the progress and achievement of outcomes and impact of Government projects, programmes and policies. Further to this, an overarching Monitoring and Evaluation function has been given to the Ministry of Planning, Housing and the Environment, for which the employment of fifteen (15) persons, on contract, and the establishment of an M&E steering committee were recommended.

Additionally, for the Immigration Division of the Ministry of National Security, one hundred (100) clerical assistants were recommended to enhance the processing, production and delivery of machine readable passports; six (6) permanent and temporary officers were recommended to facilitate the assignment of six (6) appointed officers to Overseas Missions in Washington D.C, London, New York, Miami, Toronto and Caracas to strengthen operations; and fifty six (56) posts were recommended for the start-up of a Detention Centre at Aripo to temporarily house illegal immigrants. Other work involved:

- The extension of six (6) temporary positions in two (2) Ministries;
- The suppression of five (5) established positions in two (2) Ministries;
- The re-designation of five (5) positions in one (1) Ministry;
- The upgrade of two (2) positions in one (1) Ministry; and
- The reactivation of seventy seven (77) Clerk I positions in one (1) Ministry to address the problem of delays.

During the same period, the PMCD was also involved in Special Projects. The Division prepared and presented a Consultancy Proposal and Broad Work Plan for the execution of a Strategic Planning exercise for the Auditor General's Department. The Consultancy is intended to generate relevant information to enable the Department to prepare its Strategic Plan 2010 – 2012. This execution is scheduled for November/December 2009.

Additionally, four (4) officers were trained as Assessors for the Professional Development Programme (PDP). These officers facilitated the training of national scholars and in monitoring and assisting with the implementation of the Individual Development Plans (IDPs) of the three Associate Professionals assigned to the PMCD. They also provided status reports for the PDP. This monitoring will be completed in January 2010.

In keeping with the Cabinet's mandate the Division continued to maintain and update the IHRIS (Integrated Human Resource Information System) position management database, which provides valuable information in monitoring the growth and size of the Public Service.

IHRIS search page allows a user to search for information on a particular established position. By specifying a Job Title or Department Name, the system will return a list of matching positions. This can be used to answer queries such as: How many positions of Clerk I exist in the Public Service?

VISION 2020 PILLAR: DEVELOPING INNOVATIVE PEOPLE

The following performance highlights describe the efforts and achievements as they relate to the vision 2020 pillar of Developing Innovative People.

Scholarships and Advanced Training

The Scholarships and Advanced Training Division (SATD) of the Ministry of Public Administration is dedicated to developing an educated workforce to stimulate an innovative and growth driven environment in Trinidad and Tobago. During the 2008-2009 reporting period, approximately five hundred and ninety one (591) scholarships were awarded, representing a 30% increase in total scholarships from 2008. This investment remains the single largest capital expenditure item for the Ministry at One Hundred and Ninety-seven Million dollars. Scholarships were advertised through the following:

- Daily Newspapers
- MPA and affiliated **tt**connect websites
- Circular memoranda sent to the Tobago House of Assembly and all Ministries and Departments
- Emails also sent to all Permanent Secretaries, Deputy Permanent Secretaries and Human Resource Directors for dissemination to staff
- Overseas Missions
- Links made available to the University of Trinidad and Tobago (UTT) and St. Georges University

A breakdown of the scholarships awarded is represented in the table below.

Table 8 – Scholarships Awarded

Award	Description of Award	No.
Forensic Science	Government Scholarships intended to meet the specific needs of the Forensic Science Centre, Ministry of National Security	1
Social Work and Related Areas	Government Scholarships intended to meet Government's specific needs of the Social Services Sector and specifically the Ministry of Social Development	15
Real Property Administration	Government Scholarships intended to meet the training needs to support its real estate and local property tax system	3
Library and Information Science	Government Scholarships to support the human resource requirements of the National Library and Information System Authority for the next 20 years	15
Sport and Youth Affairs 2008	Scholarships to support the Ministry of Sport and Youth to support Sport and Youth development	9
Medicine	Government 'Tuition only' scholarships to increase the ratio of Medical Doctor per 10,000 population	25

Award	Description of Award	No.
Post Graduate 2008	Government scholarships awarded to nationals who have attained First Class Honours to encourage these students to continue their studies and explore new frontiers in research and development	55
Development	Government scholarships intended to meet specific human resource needs in the public sector in critical areas	23
Cuba	Scholarships awarded by the Republic of Cuba in support of Medical, Sport and Physical Education Training for Nationals of Trinidad and Tobago	6
Hindi Language	Scholarships awarded by the Government of India to foster cultural relations with the Nationals of Trinidad and Tobago	2
Foreign Countries/Organisations (OAS/Commonwealth) in Development Areas	Scholarships awarded to nationals for study abroad by Foreign Governments including, Austria, Italy, New Zealand, United Kingdom, India in support of critical human resource needs of the country	10
Teachers on Full Pay Study Leave	Government Scholarships to ensure that trained teachers are in all classrooms by 2015	168
Advanced Level Examination Awards (48 Open and 211 Additional)	Government merit scholarships awarded to nationals based on the result of the Advanced Level Examinations	259
Total		591

Returning Scholars

For the past few years, the Government of Trinidad and Tobago awarded over five hundred (500) scholarships every year. All scholars are required to report for service for a prescribed period upon completion of their studies in accordance with the terms stated in their contracts.

In fiscal 2009, there were three hundred and seventeen (317) returning government scholars and one hundred and ninety-three (193) scholars were employed within the public or private sector in Trinidad and Tobago.

Over one hundred and fifty (150) Scholars attended the Returning Scholars' Symposium hosted on September 30th, 2009. This Symposium, hosted by the Scholarships and Advanced Training Division assembled scholars who completed their course of study at various Universities.

"Thanks for the sustained professional effort in keeping my daughter Nadine informed of her Scholarship extension. Your care and individual attention is now becoming a rare quality in the Public Service, in which i also operate."

Allen Sammy
Father of Nadine Sammy

There was an overwhelming response from both returning scholars and employers at the Symposium/Job Fair. The intention was to contribute to a knowledgeable and innovative workforce in Trinidad and Tobago by placing scholars in both the private and public sector. The Fair included exhibition booths from various Ministries, Agencies and companies including the Ministry of Planning, Housing and the Environment, Ministry of Education, Ministry of National Security, Personnel Department, British Gas/BGTT, Royal Bank of Trinidad and Tobago and Telecommunication Services of Trinidad and Tobago.

FROM LEFT: Acting Deputy Permanent Secretary Donna Ferraz, Permanent Secretary Arlene Mc Comie, Minister Kennedy Swaratsingh of Ministry of Public Administration and Ms. Nadine Penny, Chair of the National Scholars' Alumni Association of Trinidad and Tobago (NSAATT) at the 2nd Annual Scholar Symposium in September 2009.

Scholars take advantage of the Career Fair set up at the Returning Scholars Symposium September 2009.

The Government of Trinidad and Tobago invests millions of dollars annually to fund academic scholarships for nationals. In order to allow Trinidad and Tobago to fully benefit from its investment in training over the years, the creation of employment opportunities through the Associate Professional (AP) Programme and the establishment of a Professional Development Programme (PDP) will provide the Government with the means to:
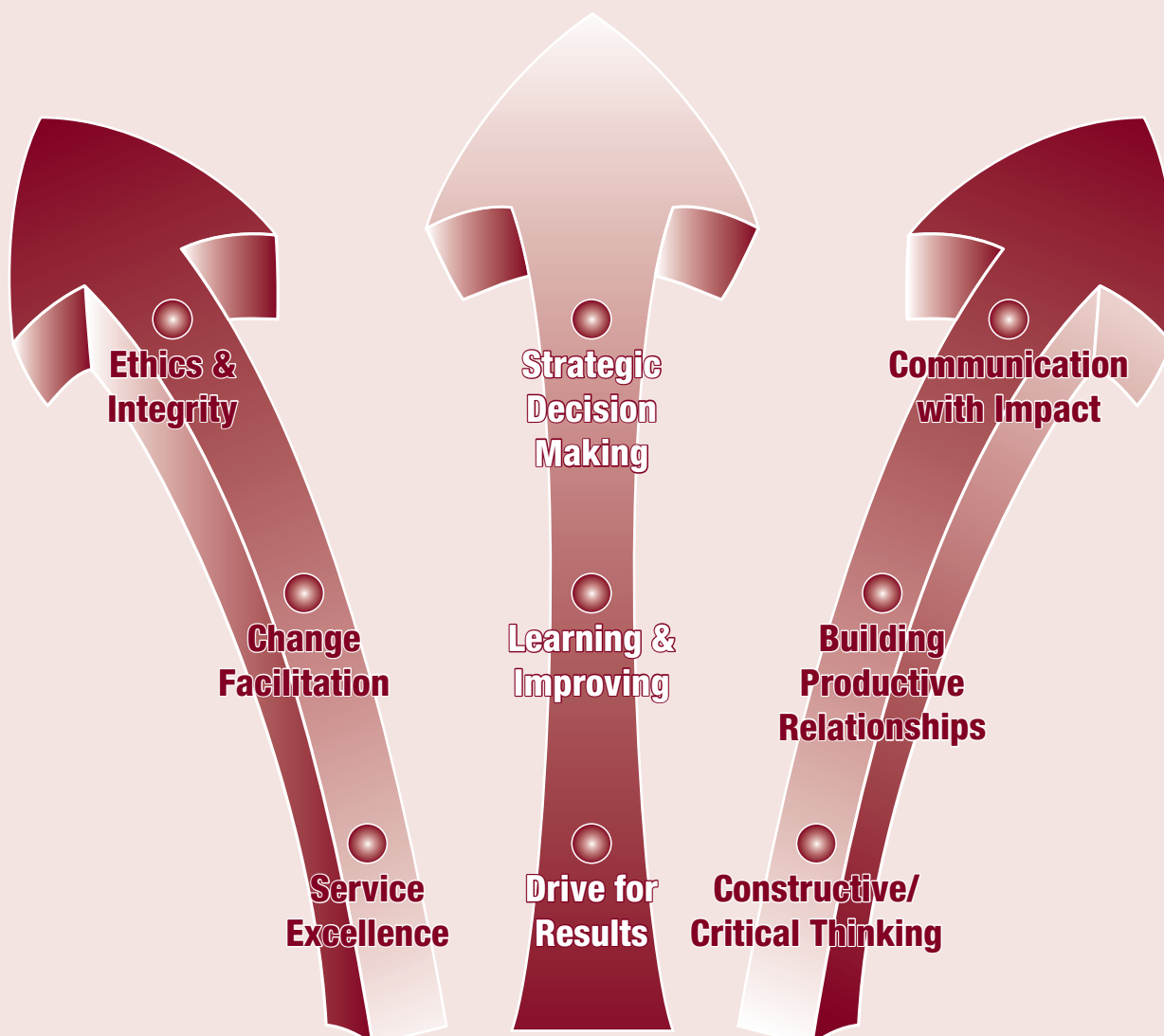
- Attract the scholars to, and retain them in the national service.
- Develop within the Public Service, and the country at large, a critical mass of resilient, high energy, innovative professionals capable of leading and facilitating various aspects of the Government's Vision 2020 and national transformation programme.

Associate Professionals (APs)

In September 2008, a programme was established to employ returning scholars as Associate Professionals (APs) on contract for two years in the public or private sectors. A total of eighty (80) returning scholars were placed as Associate Professionals in various Ministries and Departments.

Professional Development Programme (PDP)

A certified work/study programme referred to as the Professional Development Programme (PDP) was established to develop all scholars into well-rounded potential leaders. Several critical areas of human resource management were targeted for development including leadership, compensation management, organisational psychology, training and human resource planning. The targeted competencies to be built upon and covered under the nine modules of the Programme are as follows:

Ethics & Integrity

Strategic Decision Making

Communication with Impact

Change Facilitation

Learning & Improving

Building Productive Relationships

Service Excellence

Drive for Results

Constructive/ Critical Thinking

* These are based on a hybrid adaptation of the United Kingdom Civil Service and Management Institute for National Development - MIND (Jamaica) models.

The Development Centre concept will be employed in the assessment and training of the candidates and will involve psychometric cognitive tests, personality questionnaires, and job simulations and exercises. Benchmark assessments will be conducted on all participants at the first development centre at the start of the learning component. These will be followed by continuous assessments, which will be used to customize the development experience for the participants, as well as mid-programme and graduation development centres.

A total of thirty (30) persons from both the private and public sector participated in this programme for fiscal 2008-2009. This included participants from MPA, National Gas Company (NGC), Petrotrin, Ministry of Education and Ministry of Works and Transport, amongst others. Training for the second group is expected to commence in May 2010.

VISION 2020 PILLAR: INVESTING IN SOUND INFRASTRUCTURE AND ENVIRONMENT

The following performance highlights describe 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 the population in Trinidad and Tobago. For this fiscal, Terms of Reference were issued to engage consultants in conducting a feasibility study on broadband market to determine the potential of developing a buoyant broadband network-facilities/ operators' market (i.e. Data centre, IXP, collocation and unbundled local loop facilities). This is intended to stimulate broadband services and content providers into creating and investing in wholesale and retail services which are vital to the overarching ICT development initiative of the Government's 2020 Vision. Bids were received and evaluated and a selection was made. However, budget constraints led to a deferral of further action until fiscal year 2009-2010.

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. To assist in this effort, an Information Security Manual of the GoRTT in accordance with ISO 27001/2 commenced in July 2009. It is expected to be completed by December 2009. Further to this, engagement with Ministry of National Security on the development of a Cyber Crime Bill is expected to continue.

National Information and Communication Technology Company Limited

During the reporting period, the Ministry took steps to improve the institutional arrangements with respect to the implementation of Government's ICT Programmes and Projects. As a result, a new State Enterprise, the National Information and Communication Technology Company Limited (NICTCL), was incorporated in July 23, 2009. NICTCL was established principally to be responsible for the implementation and administration of Government's enterprise-wide Information and Communications Technology (ICT) Strategies and Programmes under the National ICT Plan and Vision 2020. The Information and Communication Technology (ICT) Secretariat was formed as a result of the incorporation of the former National Information and Communication Technology Centre into the state enterprise National ICT Company Limited on September 1, 2009.

Members of the NICTC Ltd. Board pose with the Minister and Permanent Secretary of the Ministry of Public Administration, September 2009

VISION 2020 PILLAR: ENABLING COMPETITIVE BUSINESS

The following performance highlights describe 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 organisations 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:

- New functions and features such as automated mobile text and fax message notification to members were tested on the pilot website.
- The approval of funds is currently being sought for staffing, marketing and technical (hosting and maintenance of web site, etc).
- Discussions are on-going with the Central Tenders Board (CTB) and the Ministry of Trade and Industry (MTI) with the goal of EnterpriseNeTT eventually hosting Central Tenders Board's contractor/vendor databases and tenders as well as the Ministry of Trade and Industry's exporter database respectively.

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 (ICTs) in business.

The Roundtable met twelve (12) times for this fiscal and is presently working on the production of its latest ICT Annual Report and Review.

ICT Business & Innovation Symposium

In November 2008, the first ICT Business & Innovation Symposium was held. Approximately four hundred (400) persons attended this session including regional and international representatives. The objective of the session was to create a forum for regional discussion and debate on matters relating to ICT Innovation and Country Competitiveness.

The symposium was focused on bringing the Public Sector, Private Sector and Academia together to discuss available technologies and to create awareness of the roles and benefits of ICT. This symposium was a collaborative effort among the e-Business Roundtable, the Ministry of Public Administration, e-Teck and the University of Trinidad and Tobago and featured international speakers to stimulate discussions and share country/market experiences. Planning is currently being undertaken for the 2nd ICT symposium which will be held in 2010. This will serve as a follow up from the first symposium and will be a collaborative effort between the e-Business Roundtable and the Ministry of Public Administration.

The First Annual ICT Symposium, November 2008

e-Business Policy

The e-Business Policy's aim is to cultivate a vibrant and sustainable e-Business environment which will contribute to the transformation of Trinidad and Tobago's economic paradigm by developing a signifi cant knowledge base. An initial draft Policy was prepared and discussed at a series of stakeholder consultations. An improved draft was developed and will be subject to a second round of consultations in the near future. This policy identifies actions that GoRTT should take in order to create an environment in which e-Business opportunities can thrive.

Memoranda of Understanding

The Ministry of Public Administration has partnered with institutions such as the Commonwealth Secretariat and United Nations agencies to build our public management systems. The Ministry has also championed the conclusion of Memorandums of Understanding with strategic partners, including the recent signing of MOUs with Singapore (December 2008) and the United Kingdom (September 2009). Initiatives under these MOUs are already in train, with the Ministry of Trade and Industry seeking to partner with CrimsonLogic of Singapore to bring that country's renowned TradeNet system to Trinidad and Tobago. Thus far, the Single Electronic Window (SEW) Project has been developed for Trinidad and Tobago under the auspices of this agreement. This mechanism is designed as a one-stop shop, where private stakeholders and approving Government Agencies can collaborate to process necessary permits and approvals online in a seamless and effi cient manner. The Ministry of Health is exploring the acquisition of technical assistance in various areas from the United Kingdom.

2.2 INSIDE THE MPA

The following performance highlights describe the Ministry's internal efforts and achievements to improve our efficiency and effectiveness. These activities fall under the Vision 2020 pillar of Promoting Effective Government.

Internal Restructuring

Scholarships and Advanced Training

The SATD continues to be dedicated and focused on improving their service delivery through the strengthening of their internal processes. Commencing in October 2008, the SATD in collaboration with Strategic Services Division, embarked upon an internal process reengineering exercise, which seeks to eliminate antiquated systems and provisos which often encumber the scholarship process. This will result in the automation of major processes which will improve the administration of scholarships, thus enhancing scholar satisfaction.

To this end, it may be noted that the implementation of the Alternative Payment System, which allows overseas students' funds to be transferred directly to their personal bank accounts was initiated in September 2009. This is only one aspect of a two (2) year reorganisation programme, which seeks to promote effective government. Currently, the SATD is awaiting confirmation of funding for a new Management Information System from the Inter American Development Bank (IADB).

Public Service Training

The PSA has started the process of re-examining itself and the way that it functions to ensure that the Division remains current and responsive to the needs of the Public Service. It has therefore engaged in a number of initiatives which will facilitate this process as it charts a way forward. During this period of transition, the PSA will revise its current programme offerings in order to be better aligned with the MPA's strategic objectives in the three critical areas of:

- Leadership Development
- Modernisation of the Human Resource Management System in the Public Service; and
- Customer Service Excellence.

Property & Real Estate Services

For the fiscal year 2009, the Properties and Real Estate Services Division (PRESD) was involved in the following:

PREMISys – A Property & Real Estate Management Information System

In collaboration with the PRESD, former National ICT Centre, now NICTC Ltd, and the Strategic Services Division, a state-of-the-art Property Management System called PREMISys was designed. In 2010, once this management information system is built and implemented it will capture all necessary data on Government-owned and leased properties, and will facilitate timely and accurate reporting of the status of these properties. As a result, this will deliver cost savings through better property management in the form of tracking lease renewals, highlighting negotiation issues and updating maintenance schedules.

In preparing the data for PREMISys, an Audit of the State-owned properties throughout Trinidad and Tobago was conducted by PRESD during the latter half of the period under review. The Audit has commenced with Government Quarters as Phase 1 which began in June 2009. In performing this audit, PRESD partnered with key stakeholders, such as the Commissioner of State Lands and the Ministry of Works and Transport. Phase 1 is scheduled to end in November 2009.

Corporate Services

During the recently completed fiscal year (2008-2009), the Corporate Services Division in collaboration with SSD-IT was engaged in a series of projects. These included:

Meeting Room Manager

The Meeting Room Management (MRM) system is a software solution which automates the scheduling of the Ministry's Meeting Rooms located at the National Library Building and Hospitality Services. This project is aligned with the MPA's mission of ensuring the delivery of quality goods and services in an effective manner. Through flexible online scheduling, users are able to instantly book meeting rooms with minimal room clashes and receive automated notifications with attendee confirmations.

For the period, the Division hosted an awareness campaign to introduce the project to the main users. The relevant policy was also developed and administrator training was conducted to allow for end user familiarisation with the software. The MRM system is scheduled to go live in the first month of the next fiscal year.

New PBX System (VOIP)

A new Internet Protocol (IP) based telephone system was installed at the head office. This new system enables telephone calls over IP data networks and has an initial capacity of one hundred and ninety (190) extensions.

Furthermore, with the new system, the employee's extension number is no longer attached to a fixed line, but rather to the PBX (Private Branch Exchange) itself. This feature provides crucial flexibility and minimum downtime in situations where desk/office relocation is required.

During the fiscal period, the new IP based PBX system was installed by TSTT and the Facilities Management Unit began the distribution of the new handsets.

Fixed Asset Registry

A fixed asset registry was developed in order to improve the ability of the Ministry to account for its fixed assets. In addition to housing an updated list of all the fixed assets, the register will facilitate speedy completion of the following:

- Purchasing order processing
- Fixed asset processing
- Assignment processing
- Maintenance issues

Due to the large number of fixed assets owned by the MPA, at the end of the fiscal year 2009 the Fixed Asset Register project was still in the data capture phase.

Contracts Registry

In order to improve the maintenance of contracts, planning and requirements specifications were undertaken for the establishment of an electronic register of contracts. The solution when developed in 2010, will capture basic information on the several contracts produced annually and allow various users to query the database and get summary reports to fulfil the Ministry's statutory and other reporting obligations.

Programme Management Services

Enterprise Project Management

The Ministry identified the creation of a project-management culture as one of its key transformational development areas to improve the effectiveness of implementation. As such, in 2009, the PMD in collaboration with SSD, developed a framework for project management. In 2010, a suitable solution will be implemented along with the roll-out of the framework to embed project management best practices in the MPA. The introduction of this system should enhance the MPA's ability to monitor its projects including PSIP projects.

Corporate Communications

In an effort to strengthen CCD's structure, the Public Management Consulting Division (PMCD) has submitted a report outlining the requisite recommendation for a new CCD organisational structure. The proposed structure is being reviewed by Minister Kennedy Swaratsingh before being sent to Cabinet for final approval.

mpower Internal Forum

The mpower Internal Forum is one of the initiatives of the Public Sector Reform Initiation Programme. This forum is an online avenue designed for staff to make anonymous suggestions and stimulate interaction on various MPA priority related topics/ initiatives. With assistance from the Adam Smith International Consultants and the Strategic Services Division the forum went online in June 2009. It is intended that this mechanism eventually be available to all of the Public Service. A New Systems Facilitator is currently assisting with the implementation of a similar forum in the Ministry of Labour.

Notice Boards

As the MPA moves forward in its bid to champion transformation in the Public Service, the Corporate Communications Division sought to bring recognition to internal and external stakeholders by highlighting MPA's achievements in a public forum. As such, Notice Boards were placed in the Head Office Lobbies which feature the various activities and accomplishments of the MPA team.

Executive Engagements

In 2008, the MPA held an employee summit which sought to capture staff's views on the Ministry's vision. Feedback received highlighted the need for an improved level of communication with the then new Executive. As such, the Corporate Communications Division (CCD) embarked upon a series of engagements which sought to strengthen the flow of communication between the Executive and all levels of staff. Initiatives include Minister's Town Hall Meeting and the PS Meet and Greet.

- Minister's Town Hall Meetings
  These meetings are dedicated to addressing issues of popular interest by staff both in the public domain, as well as matters which are internal to the Ministry. With the launch of the mpower staff forum, the Minister is also able to reply to staff concerns online. Staff are invited to attend Town Hall meetings each quarter.

- PS Meet and Greet
  This initiative provides staff with the opportunity to meet with the Permanent Secretary in an informal setting. The questions posed and the various issues raised are all recorded and followed up by meetings a few weeks later. Divisions involved for this fiscal included Public Service Transformation Division (PSTD), Human Resource Division (HR), Public Service Academy (PSA), Corporate Communications Division (CCD) and Finance and Accounts Division (FAD).

"CCD has improved tremendously over the past six months. The last edition of U Need 2 Know was excellent. I hope they keep up this trend."

Respondent to the CCD Client Survey

U Need 2 Know Newsletter

A survey was conducted in November 2008 to ascertain the effectiveness of the Ministry's newsletter. Survey results indicated that staff were interested in more details of ongoing MPA projects and activities.

As such, the U Need 2 Know Newsletter was revamped and two (2) 'special issues' on specific Divisions were released. These special issues were tailored to create a greater sense of community by introducing new staff to "Who We Are" as a Ministry and the initiatives within which we are currently involved. The newly revamped layout of the U Need 2 Know also features an interview of twenty (20) questions with a selected Head of Division.
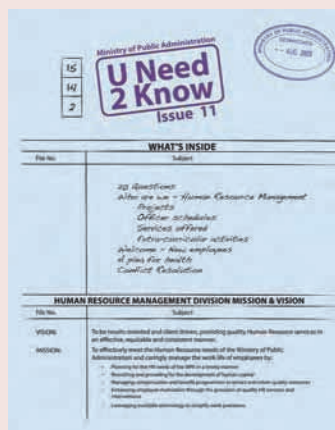
As evidenced by follow-up surveys, the overall readership levels have increased since the revamped U Need 2 Know, from 44% to 62%. Additionally, the majority of respondents remained satisfied with the newsletter with a satisfaction rate of approximately 70% being maintained between the time period of the two surveys. Regular surveys have been scheduled for the next fiscal year to further leverage on staff feedback as we continue to engage with our internal stakeholders.

MPAedia

Other initiatives include interactive segments through the utilisation of MPAedia, a new wiki site which allows staff to post information and inform employees about the terminology affiliated with various Divisions and the Public Service.

Strategic and Information Technology Services

The Strategic Services and IT Division completed several projects in-keeping with its role of enabling strategic improvements that boost the Ministry's productivity and support service delivery enhancements. In addition to the projects mentioned previously, SSD also worked on the following:

Enterprise Project Management

The MPA was able to complete its Strategic Plan 2009-2013 in March 2009, following a seven month process commencing August 2008.

This important exercise was internally driven by the SSD and involved participation of all Heads of Divisions, the Permanent Secretary and Deputy Permanent Secretary as well as senior members of staff from each division.

In addition to producing a Strategic Plan with a new vision, mission, values and seven strategic priorities with relevant objectives, cross-functional teams were formed and an Implementation Plan was produced. This plan articulates the major activities involved in achieving each of the objectives, the targeted outputs and outcomes with timeframes and indicators.

Following on from the Implementation Plan, Annual Operational Plans were produced and act as a guide to the MPA in pursuance of our strategic objectives.

Heads of Divisions were charged with the responsibility of sharing the Strategic Plan with their respective staff and highlighting the specific areas that their Divisions were leading and / or contributing towards. This led to awareness and buy-in of the Plan.

Further ongoing communication and engagement is planned for 2010 to keep the Plan alive and maintain focus on meeting our strategic objectives.

Customer Satisfaction Measurement

As follow-on to the 2008 Ministerial Performance Management Framework (MPMF) exercise, the Ministry, in 2009 was able to initiate the measurement of internal customer satisfaction through the administration of seven surveys covering almost all of our support Divisions. Appropriate actioning of the results is being undertaken which will see improvements in service delivery as well as reduction in barriers that affect staff ability to perform. This initiative will continue through 2010. External customer satisfaction will be captured and the second year of surveys will be completed to measure the anticipated improvement in customer satisfaction.

> *"The staff at SSD-IT provide very reliable service when needed. This is done with a high level of professionalism and friendlyness. Service with a smile is what you get from this team. Keep up the good work."*
>
> Respondent to the IT Client Survey

IT Infrastructure Upgrade

To ensure the continued extensive use and reliability of the IT infrastructure at the MPA several projects were undertaken. These include:

- the procurement and distribution of forty-eight (48) new desktop and thirth-four (34) laptop computers for staff;
- the provision of an additional two (2) terabytes of storage facilitating increased availability of applications and data through the installation of a Storage Area Network (SAN);
- the further 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 (MOI) 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. In doing so, services available through the intranet such as HelpDesk and Meeting Room Manager can be accessed along with Office Communicator. This remote access project also allows IT staff to provide security and network management services remotely.

"I like the frequent communication as well as the fact that frequent maintenance is done. Keep up the good work."

Respondent to the IT Client Survey

Service Desk

Three thousand, eight hundred and four (3804) out of three thousand, eight hundred and seventy one (3871) service requests for our various sites were resolved. These service requests range from handling paper jams to network-wide issues like loss of Internet connectivity.

Separation from MOI

With the recruitment of IT staff at the Ministry of Information, MPA was able to conclude its support services to that Ministry. In addition, regarding the creation of the National ICT Company Ltd, the MPA was able to identify IT assets for handover to the new entity.

Mobile Devices and Services

In 2009, twenty (20) Blackberry devices were configured and deployed to Heads of Divisions and selected senior staff. In an effort to extend the services offered on these devices, a server was procured as well as software solutions for document editing, file management and remote administration. In 2010 the services will be rolled out.

Human Resource Management

Ms. Judith Edmund assumed employment as Head, Human Resources in December 2008. Under her leadership, several initiatives were undertaken aimed at refreshing the knowledge and skills base of staff of the Human Resource Division in key HR functional areas to improve service delivery. These initiatives are highlighted below.

HR Organisation Effectiveness Assessment

An Organisation Effectiveness Assessment was conducted by a Consultant for the Human Resource Division in order to assess HR's effectiveness in meeting the needs of their internal customers (staff of MPA). The Assessment examined the following three (3) elements of HR: Strategic, Operational and Legal with emphasis being placed on the strategic and operational areas. Information was gathered through questionnaires, focus groups and discussions with HR staff. This Assessment allowed for crucial opportunities to be identified in the areas of HR restructuring and the re-engineering of HR work processes. Discussions have since been held and plans are already well on the way to further define the HR restructuring process.

Building Internal Capacity

Specifi c training programmes were conducted to build capacity. These included:
- Structured Interview Training
- Strategic HR Management
- Increment Administration
- Managing Workplace Diversity
- Dispute Resolution

Other Training consisted of the following:

- **Contract Administration- Gratuities**
  Sessions were held with representatives from the Comptroller of Accounts and Auditor General's Department, Audit and Accounting staff in June 2009. These sessions sought to provide guidance and clarification on issues which were resulting in delays in the payment of contract gratuity. It must be highlighted that contract gratuities are now being processed more efficiently and a backlog of fifty-six (56) contract gratuities have since been processed.

- **Pensions Administration**
  In preparation for the roll out of the improved Pensions Administration process, staff of the HR Division participated in a number of activities which served to provide a deeper understanding of the Pensions cycle, the roles of the various central Agencies such as CPO, DPA, Ministry of Finance and Auditor General and the relationship that should govern HR's role in the process. As a result of this engagement, a number of issues have been clarified and HR staff members are now better equipped to perform Pension Administration duties.

- **Integrated Human Resource Information System (IHRIS)**
  Training was conducted for the use of the Integrated Human Resource Information Systems (IHRIS) Modules – Absence Management and Recruitment. IHRIS allows for the automated processing of HR matters and these modules are now being applied to facilitate more efficient HR planning and payroll accounting.

"Bring a Youth to Work- Realising the Dream"

As a Division, collective efforts were made at engendering and maintaining team spirit. Of special note is the collective hosting of an all day activity in honour of the National Youth Month in July 2009, championed by the Ministry of Sport and Youth Affairs. The HR Division hosted approximately thirty (30) young people between the ages of thirteen and seventeen years. The theme of the day was entitled "Bring a Youth to Work-Realising the Dream". These young persons were given a tour of the work environment and they seized opportunities to glean pertinent information that furthered their understanding of the role of the MPA. Motivational talks were delivered by speakers who impressed on the youth the need for aiming high and realizing their dreams.

Left: Permanent Secretary Arlene McComie addresses young people at the "Bring a Youth to Work- Realising the Dream" session, July 2009.
Right: Cleveland Thomas, National Chief Information Officer, NICTC addresses young people at the "Bring a Youth to Work- Realising the Dream" session, July 2009.

Regular Staff Meetings

During the fiscal 2008/2009, regular meetings of the HR team were convened to generate discussions on the way forward as it related to the day to day functioning of the Division and to ensure that the input of all was considered in Divisional plans. Through increased communication, this approach resulted in a greater degree of amity within the Division.

Legal Services

For the fiscal year, internal activities included the development of two (2) Draft Associate Professional (AP) contracts to be the precedents utilized for the preparation of contracts for all Associate Professional contracts public service wide.

The Legal Services Division (LSD) was also responsible for the settlement of Legal Claims on the following leased properties:

- Nicholas Development-September 2009
- 114 Frederick Street, Port of Spain-September 2009
- 3, Melbourne Street, Port of Spain-September 2009

"My interactions with the professional / legal staff of the LSD have always been courteous and fruitful…I look forward to continuing and building the relationship that I have with the staff of the LSD!"
Respondent to the LSD Client Survey

Also, co-ordination of the legal aspects of Mega-Construction projects e.g. Red House, Waterfront, Hyatt was conducted and included:

- Negotiated Agreements to Lease, Sub-Leases for the Developments
- Followed up on legal claims relating to project
- Reviewed draft Cabinet Notes
- Reviewed and Executed Legal instruments including contracts, mortgage, trust deed
- Attended meetings on behalf of MPA

Through its supportive role, the LSD also engaged in the following activities:

- Legal Advice was provided to the Scholarships and Advanced Training Division (SATD) on the AP Programme, Teacher Scholar Programme and Breach Action for Defaulting Scholars
- Offered Advice on Procurement
- Improved processes for legal aspects of lease/rental process as follows:
- Revised offer letter which is sent to Landlords, to include more security for the State
- Revised Cabinet Notes as per above
- Negotiated with Landlords to include more protective clauses for the State's Benefit
- Created an Inventory of expired leases which were submitted to the Property and Real Estate Services Division (PRESD)
- Changed policy on acceptance of keys by tenant Ministries
- Worked with Commissioner of State Lands and PRESD on establishing a process for evictions of illegal occupants from State Lands, and securing State Property
- Negotiation, composition and execution of Memoranda of Understanding and multiple contracts pursuant to requests from the Executive and MPA Divisions, and well as negotiation and drafting assistance in the contract in respect of the cross-Ministry/Agency project (with the Ministry of Works and Transport (MOWT) & the National Insurance Property Development Company Ltd (NIPDEC) for the Modernisation of the Licensing Department.

3.0
Financial
Operations

SERVICE

Allocation   Implementation

Funds

Revenue   **Integrity**

Compliance

Capital

Investment   **Accountability**

3.0 FINANCIAL OPERATIONS

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 former Ministry of Public Administration and Information was restructured to form the Ministry of Public Administration (MPA) and the Ministry of Information (MOI) during the fiscal year 2007-2008. This split caused some challenges for the Finance and Accounts Division of the former Ministry of Public Administration and Information which continued into fiscal year (FY) 2008-2009. For fiscal year 2009, the Finance and Accounts staff, with only two (2) additional members supported both Ministries. They were housed at the MPA's Head Office where separate financial records were kept for the MPA and the MOI. However, the MPA printed cheques for both Ministries. As at the beginning of fiscal year 2010, the MOI handled all matters relating to its own finances.

In addition to the staffing issue, the Division also faced difficulty with regards to accommodation as office space was limited at the MPA's Head Office.

3.1 EXPENDITURE

The allocation of the Ministry of Public Administration for the fiscal year 2009 was **Eight Hundred and Sixty Nine Million, Eight Hundred and Ninety Eight Thousand, One Hundred and Fourteen Dollars ($869,898,114.00)** to facilitate both operational and capital expenditure. This allocation represents approximately 2% of the total sum provided to all Ministries for this period. It also represents an increase of approximately 28% from the previous fiscal year.

The actual expenditure for the period amounted to **Seven Hundred and Sixty Million, Five Hundred and Forty Two Thousand, Eight Hundred and Seventy Five Dollars and Ninety Three Cents ($760,542,875.93)**, an increase of approximately 16% from the last fiscal period.

See Table 1 for a breakdown of the 2009 fiscal year allocation and expenditure for the Ministry.

Table 1 – A Breakdown of Allocation and Expenditure for Fiscal Year 2009

EXPENDITURE CATEGORY	ALLOCATION	ACTUAL EXPENDITURE	VARIANCE
Recurrent Expenditure	$562,210,295.00	$491,376,402.45	$70,833,892.55
Development Programme (DP)	$282,030,940.00	$249,027,428.26	$33,003,511.74
Infrastructure Development Fund (IDF)	$25,656,879.00	$20,139,045.22	$5,517,833.78
TOTAL	**$869,898,114.00**	**$760,542,875.93**	**$109,355,238.07**

3.1.1 Recurrent Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred during the day-to-day operations of the Ministry.

Approximately 65% of the total annual allocation was allocated to Recurrent Expenditure. This amounted to **Five Hundred and Sixty Two Million, Two Hundred and Ten Thousand, Two Hundred and Ninety Five Dollars ($562,210,295.00)**.
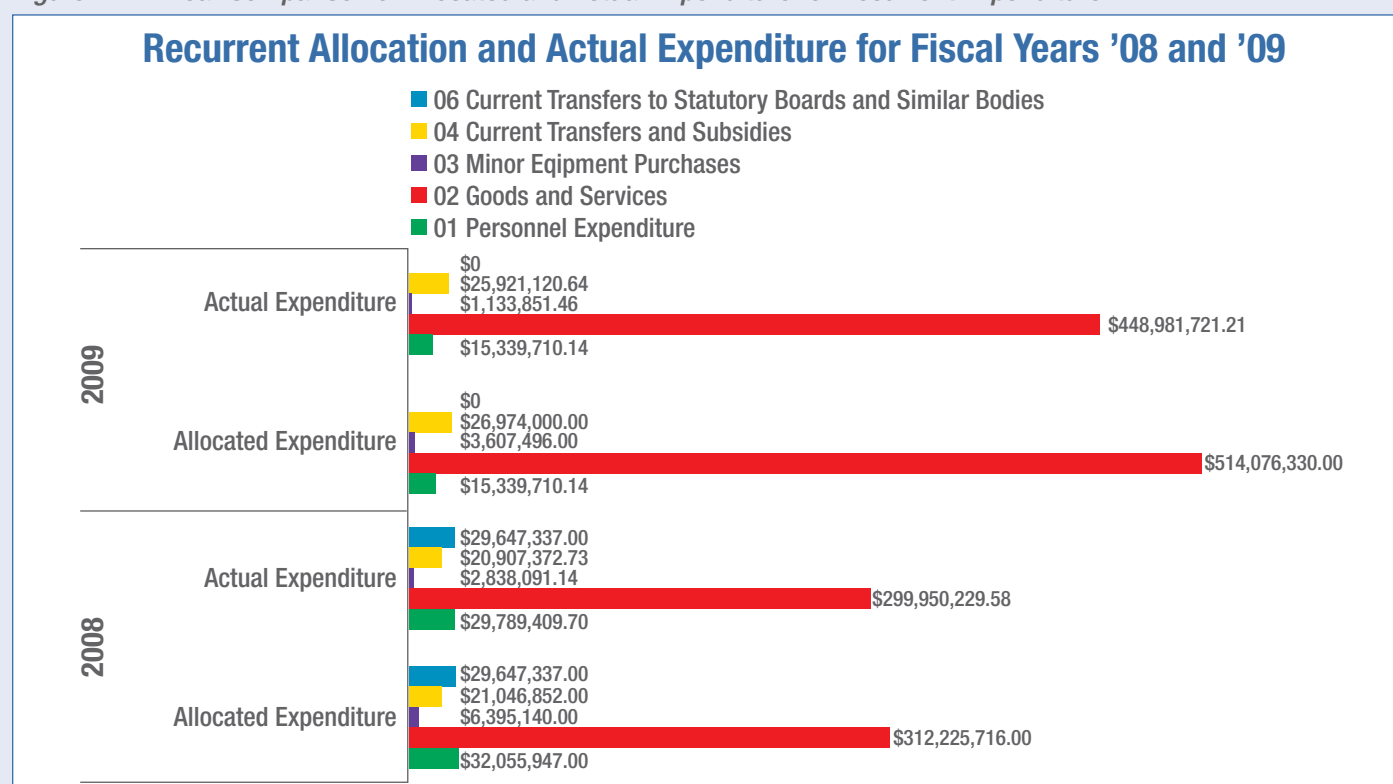
The Actual Expenditure for the period was **Four Hundred and Ninety One Million, Three Hundred and Seventy Six Thousand, Four Hundred and Two Dollars and Forty Five Cents ($491,376,402.45)**, an increase of approximately 28% from the last fiscal period.

The following Table 2 provides further information on the Allocated and Actual Recurrent Expenditure for the last two (2) fiscal periods for the Ministry.

Table 2 -Budgeted versus Actual Recurrent Expenditure for Fiscal Year 2008 to 2009

Sub- Head & Item	FISCAL YEAR			
	2008		2009	
	Allocation	Expenditure	Allocation	Expenditure
01 Personnel Expenditure	$32,055,947.00	$29,789, 409.70	$16,922,469.00	$15,339,710.14
02 Goods and Services	$312,225,716.00	$299,950,229.58	$514,706,330.00	$448,981,720.21
03 Minor Equipment Purchases	$6,395,140.00	$2,838,019.14	$3,607,496.00	$1,133,851.46
04 Current Transfers and Subsidies	$21,046,852.00	$20,907,372.73	$26,974,000.00	$25,921,120.64
06 Current Transfers to Statutory and Similar Bodies	$29,647,337.00	$29,647,337.00	$0	$0
Grand Total	$401,370,992	$383,132,368.15	$562,210,295.00	$491,376,402.45

Figure A: A 2-Year Comparison of Allocated and Actual Expenditure for Recurrent Expenditure

Recurrent Allocation and Actual Expenditure for Fiscal Years '08 and '09

■ 06 Current Transfers to Statutory Boards and Similar Bodies
■ 04 Current Transfers and Subsidies
■ 03 Minor Eqipment Purchases
■ 02 Goods and Services
■ 01 Personnel Expenditure

2009

Actual Expenditure
$0
$25,921,120.64
$1,133,851.46
$448,981,721.21
$15,339,710.14

Allocated Expenditure
$0
$26,974,000.00
$3,607,496.00
$514,076,330.00
$15,339,710.14

2008

Actual Expenditure
$29,647,337.00
$20,907,372.73
$2,838,091.14
$299,950,229.58
$29,789,409.70

Allocated Expenditure
$29,647,337.00
$21,046,852.00
$6,395,140.00
$312,225,716.00
$32,055,947.00

3.1.2 Development Programme

The Development Programme is a Capital Expenditure programme aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes Human Resources, Economic and Social Development.

Approx 32% of the total annual allocation was assigned to the Developmental Programme of the Ministry. This amounted to **Two Hundred and Eighty Two Million, Thirty Thousand, Nine Hundred and Forty Dollars ($282,030,940.00)**.

The actual expenditure for the period was **Two Hundred and Forty Nine Million, Twenty Seven Thousand, Four Hundred and Twenty Eight Dollars and Twenty Six Cents ($249,027,428.26)**, a decrease of approximately 9% from the last fiscal period.

Under the Development Programme for the Ministry, there are three (3) categories under which projects were funded for fiscal year 2009:

1. **Education Services:** this Sub-Head funds various scholarship programmes under the Ministry. For the period under consideration, seven (7) such programmes were funded as shown below.
    i.   Scholarships – President's Medal and Non-Advanced Level Examinations;
    ii. Scholarships/ Full Pay Study Leave for Teachers;
    iii. National/ Additional Scholarships based on Advanced Level Examinations;
    iv. Annual Scholarship and Technical Assistance Programme
    v.   Undergraduate Scholarships for Students with Disabilities;
    vi. Programme of Development Scholarships; and
    vii. Post Graduate Scholarships.

2. **Administrative Services:** this Sub-Head funded ten (10) programmes for the fiscal year. Some of these included the:
    i.   Development of a Communications Backbone;
    ii. E-Government and Knowledge Brokering Programme; and
    iii. **ttconnect** Programme

3. **Public Buildings:** this Sub-Head funded property and building related activities such as acquisition, relocation and outfitting. For the period, 2 projects were funded under this sub-head. These were:
    i.   Acquisition of Properties; and
    ii. Relocation & Outfitting of Divisions of the MPA.

The following Table 3 provides further information on the Budgeted and Actual Development Programme Expenditure for the last two (2) fiscal periods for the Ministry.
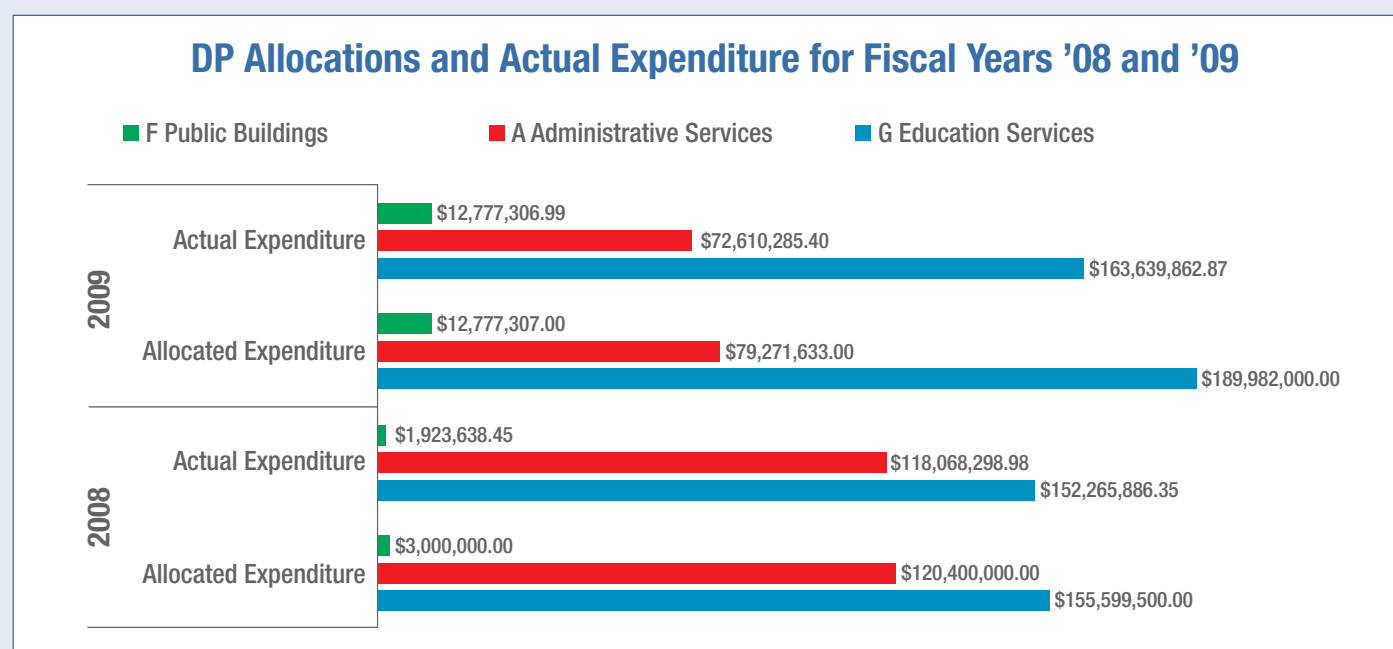
Table 3 - Budgeted versus Actual Development Programme Expenditure for Fiscal Years 2008 and 2009

Sub-Head & Item	Description	FISCAL YEAR (FY)			
		2008		2009	
		Allocation	Expenditure	Allocation	Expenditure
09 DEVELOPMENT PROGRAMME					
004	Social Infrastructure				
04	Education				
G	Educational Services	$155,599,500.00	$152,265,886.35	$189,982,000.00	$163,639,862.87
Sub-Total		$155,599,500.00	$152,265,886.35	$189,982,000.00	$163,639,862.87
005	Multi Sectoral and other Services				
06	General Public Services				
A	Administrative Services	$120,400,000.00	$118,068,298.98	$79,271,633.00	$72,610,258.40
F	Public Buildings	$3,000,000.00	$1,923,638.45	$12,777,307.00	$12,777,306.99
Sub-Total		$123,400,000.00	$119,991,937.43	$92,048,940.00	$85,387,565.39
GRAND TOTAL		$278,999,500.00	$272,257,823.78	$282,030,940.00	$249,027,428.26

The sharp increase in expenditure for Public Buildings during fiscal year 2009 was due to the following:

1) The design and outfitting services for the relocation of the units of the NICTC of MPA at Gaston Court, Chaguanas.

2) The outfitting and refurbishment of eleven (11) state-owned townhouses and apartments and one (1) Family Unit at Flagstaff Villas.

3) The outfitting and upgrades of sixteen (16) state-owned townhouses at Federation Villas.

Figure B: A 2-Year Comparison of Allocated and Actual Expenditure for Development Programme (DP)

DP Allocations and Actual Expenditure for Fiscal Years '08 and '09

■ F Public Buildings   ■ A Administrative Services   ■ G Education Services

2009

Actual Expenditure
- $12,777,306.99
- $72,610,285.40
- $163,639,862.87

Allocated Expenditure
- $12,777,307.00
- $79,271,633.00
- $189,982,000.00

2008

Actual Expenditure
- $1,923,638.45
- $118,068,298.98
- $152,265,886.35

Allocated Expenditure
- $3,000,000.00
- $120,400,000.00
- $155,599,500.00

3.1.3 Infrastructure Development Fund

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 which are created for a specific purpose.

For this Fiscal Year, the Ministry was allocated Twenty Five Million, Six Hundred and Fifty Six Thousand, and Eight Hundred and Seventy Nine Dollars ($25,656,879.00) for the Infrastructure Development Fund. For the period, Actual Expenditure amounted to Twenty Million, One Hundred and Thirty Nine Thousand, Forty Five Dollars and Twenty Two cents ($20,139,045.22), a decrease of approximately 41% from the last fiscal period. For this period, funds were expended on one Sub-Head – Public Buildings.

Under the Sub-Head of Public Buildings, 3 projects were funded in this fiscal period. They were:

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, $14, 806, 411.06 was spent on this project. Some of the works included the:
    *   Design Works on South Wing, Rotunda, and North Wing;
    *   Demolition of ceiling from the South Chamber; and
    *   Procurement of copper roofing material and associated products, as well as materials for the Electrical Supply Change Over for the Red House (associated with the Plant Room)

2. Refurbishment of NBN Buildings; and

3. Outfitting of Federation Villas.

The following Table 4 provides further information on the Budgeted and Actual IDF Expenditure for the last two (2) fiscal periods for the Ministry.

Table 4 - Budgeted versus Actual Infrastructure Development Fund Expenditure for FY 2008 to 2009

Sub-Head & Item	Description	FISCAL YEAR (FY)			
		2008		2009	
		Allocation	Expenditure	Allocation	Expenditure
005	MULTI SECTORAL AND OTHER SERVICES				
006	General Public Services				
F	Public Buildings	$48,500,000.00	$34,383,367.84	$25,656,879.00	$20,139,045.22
Total					
GRAND TOTAL		$48,500,000.00	$34,383,367.84	$25,656,879.00	$20,139,045.22

Figure C: A 2-Year comparison of Allocated and Actual Expenditure for IDF
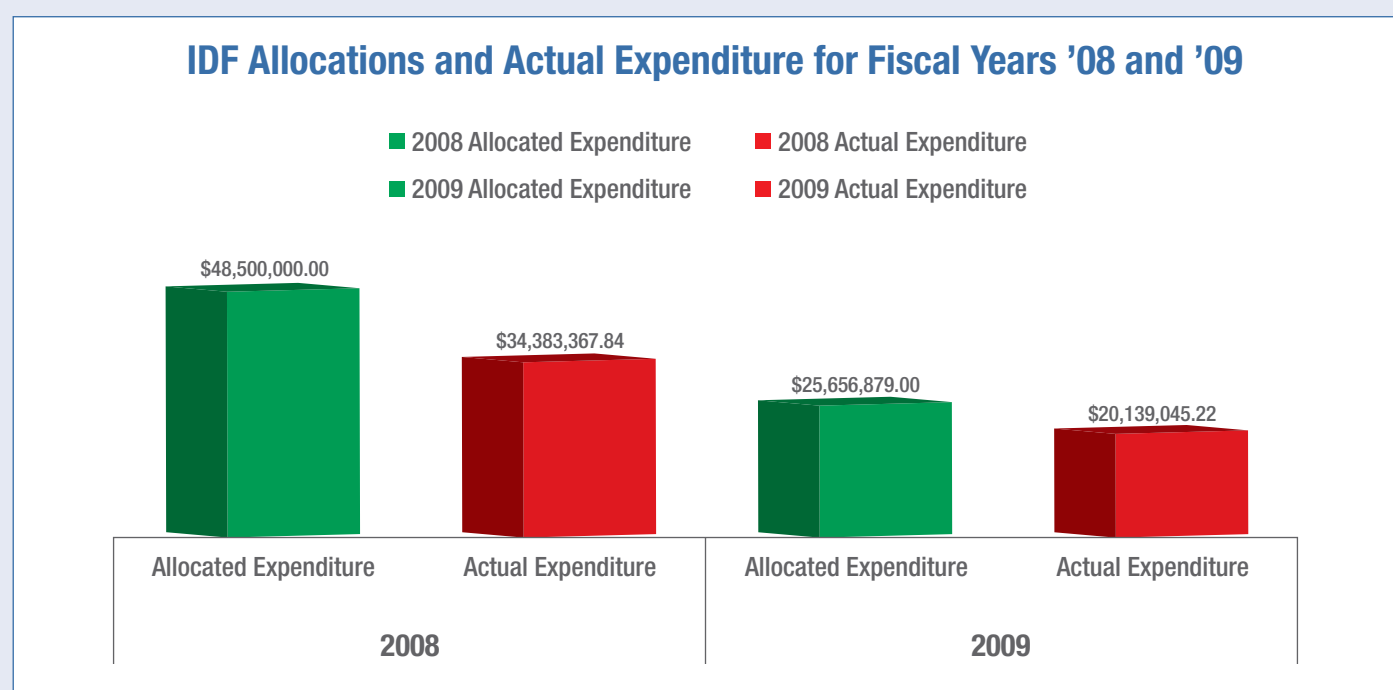
3.2 REVENUE

In the Ministry of Public Administration, one (1) Division, 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 recoveries of expenditure from Government Scholars. The main source of revenue for the Ministry is from the Sale and/or Rental of Government Buildings, and any associated Interest payable to the Ministry. These transactions fall under the PRESD portfolio.

For the period under review, the revenues collected by the Ministry of Public Administration amounted to Three Million, Eight Hundred and Fourteen Thousand, Twelve Dollars and Fifty One cents ($3,814,012.51) which represented an approximate 35% decrease from the previous year. The main cause for the change in revenues earned by the Ministry was due to the introduction of the Telecommunications (Fees) Regulation on September 6, 2006 which relieved the Permanent Secretary of the Ministry of Public Administration from the collection of and accounting for revenue due and payable to Telecommunications Authority of Trinidad and Tobago (TATT). As such, no revenues were collected after 2007. Further reductions of revenues were due to the transfer of other Revenue items to the Ministry of Information.

Figure D – Revenues earned for fiscal year 2009 by the Ministry of Public Administration

Actual Revenues for Fiscal Year '09

Recoveries of Expenditure from Govt Scholars
8%

Sale of Qtrs of former Defense Officers – Diamond Vale
3%

Lease Payments/ Rental of Gov't Buildings
26%

Rental of Finance Buildings – Roof
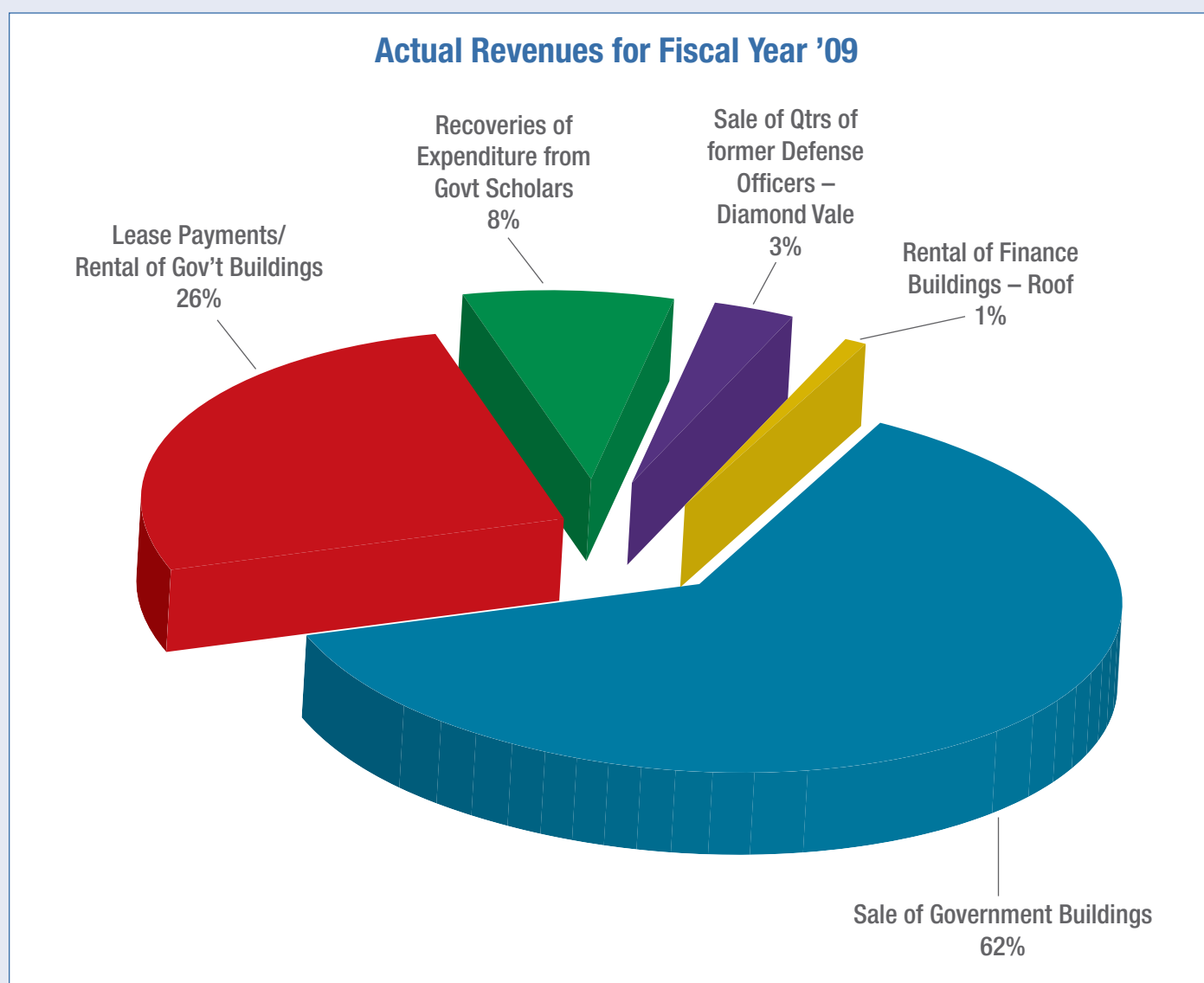1%

Sale of Government Buildings
62%

Table 4 shows the revenue collected by the Ministry for the last two (2) fiscal periods.

Table 4 – Revenue collected by the Ministry of Public Administration for the fiscal year 2008 to 2009

Head and Sub-Head	Sub-Item	Fiscal Year 2008	Fiscal Year 2009
Head: 03 – Taxes on Goods and Services **Sub-Head:** 06 - Other	001 – Radio, Television and Cable Operators*	—	—
Head: 07 – Other Non-Tax Revenue **Sub-Head:** 01-Administrative Fees & Charges	001 – Sale of Airtime – Trinidad Broadcasting Co*	—	—
	002 – Censor Cinematograph Film**	—	—
	003 – Computer Service, National Information Systems	$18,900.00	—
Head: 07 – Other Non-Tax Revenue **Sub-Head:** 02 – Fines and Forfeitures	001 – Penalties and Fines-NALIS**	$5,880.00	—
Head: 07 – Other Non-Tax Revenue **Sub-Head:** 04 – Other Non-Tax Revenue	001 - Printing & Stationery**	—	—
Head: 07 – Other Non-Tax Revenue **Sub-Head:** 06 – Other (Miscellaneous)	001 – Recoveries of expenses from Government Scholars	$387,663.00	$312,922.08
Head: 06 – Property Income **Sub-Head:** 01 – Rental Income	001 – Lease Payments/Rents of Government Buildings	$1,319,460.00	$982,770.43
	002 – Rental of Finance Building (Roof Level)	$39,060.00	$42,220.00
	003 – Rental of Vacant Lots	—	—
Head: 06 – Property Income **Sub-Head:** 06 Other Property Income	001 – Interest from the Sale of Government Quarters	—	—
Head: 09 – Capital Revenue **Sub-Head:** 02 – Sale of Assets	001 – Sale of Government Buildings	$3,942,627.00	$2,378,000.00
	002 – Sale of Quarters of former Defense Officers – Diamond Vale	$170,700.00	$98,100.00
Grand Total		**$5,884,290.00**	**$3,814,012.51**

*The introduction of the Telecommunications (Fees) Regulation on September 6, 2006 relieved the Permanent Secretary of the Ministry of Public Administration from the collection of and accounting for revenue due and payable to Telecommunications Authority of Trinidad and Tobago (TATT). As such, no revenues were collected after 2007.
**Transferred to the Ministry of Information.

3.3 AUDIT

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 that where they are not, the weaknesses are identified and corrective measures are recommended. The Unit is directed by and reports to the Accounting Officer.

The structure of this Unit requires five (5) persons – two (2) Auditors and three (3) Auditing Assistants. During the period of this report, the Unit operated with a 60% capacity. In addition to this staffing issue, the Unit also faced accommodation issues. In spite of this, the Unit delivered its Programme of Work on time.

Audit by the Auditor General

For the financial year ended September 30, 2008, the Auditor General's Report highlighted the items in Table 5. The Table also provides information the steps taken by the Ministry to address the issues.

Table 5 – Findings of the Auditor General and corrective steps taken

2008 AUDIT QUERY	ACTION/S TAKEN BY THE MINISTRY
Issues raised in the Interim Audit	
PERSONAL EMOLUMENT RECORDS	
Non-payment of Salary due. There was no evidence that one (1) month's salary for a Temporary Clerk I was paid.	The payment was made in August 2008 and the appropriate notation has since been made on the pay record card.
Non-compliance with Financial Regulation and Financial Instructions re Overpayments i. There was no evidence on officer's personal file that the officer had been informed of an overpayment of salary & COLA in the amount of $2,045.87 ii. There was no evidence that the overpayment was reported to the Comptroller of Accounts and the Auditor General Dept.	The officer was advised of the overpayment by letter dated April 28, 2009. The officer is due increments and acting allowances with effect from 2003 to 2008 which is in excess of the indebted amount. The officer has indicated that debt can be deducted from the increments yet to be paid. The overpayment has also been reported by memorandum dated April 29, 2009 to the Comptroller of Accounts.
Instance of a Personal File not being maintained as required by Financial Directives.	Personal File was located and is now available for scrutiny.
Incremental Credits due to two (2) officers in their substantive post were not awarded.	i. Approval has been obtained for the award of increments; and ii. The Ministry requested information from the Ministry of Education to determine incremental date which is required for the award of increments to the officer.

2008 AUDIT QUERY	ACTION/S TAKEN BY THE MINISTRY
FILING AND RETRIEVAL OF RECORDS	
Issues raised in the Interim Audit	
Seven (7) vouchers totaling $31,352.40 were not produced for Audit	The Internal Controls have been improved by placing a system where officers must sign for the Vouchers they receive. Vouchers have been located and are now available for audit inspection.
Invoices in support of Requests for Funds totaling $3,643,214.39 was not seen as required	The Internal Controls have been improved by placing a system where officers must sign for the Vouchers they receive. The invoices are now available for examination.
A formal Contract of Agreement between the Ministry and UDeCOTT was outstanding at the time of the Audit	There is no contract between the Ministry of Public Administration and UDeCOTT. The parties relied on the Letter of Intent. Contractual arrangements will exist between UDeCOTT and third parties.
UPDATE ON MINISTRY'S OPERATIONS	
Non-submission of the Ministry's Profile Update	The Ministry's Profile was sent to the Auditor General Department on May 15, 2009.
Issues raised in the Final Audit Report	
OTHER	
Non-Submission of Statements of Receipts and Disbursements for the Financial Year ended September 2008	All issues were addressed in Memorandum forwarded, dated June 25, 2009.
Non-Submission of Statements of Arrears of Revenue for the Financial Year ended September 2008	All issues were addressed in Memorandum forwarded, dated May 25, 2009.
Deposits unclaimed for over three (3) years as at September 30, 2008	The queried amounts were transferred to Revenue – Interdepartmental Adjustment Voucher dated 04-09-09.
Appropriation Account for the Financial Year ended September 30, 2007 was submitted late to the Auditor General	Appropriation Accounts were submitted on February 02, 2009 with apologies.

3.4 PROCUREMENT PROCEDURES

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

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
PriceWaterhouse Management Consultants Limited – for the Provision of Contracted Services for the Conduct of an ICT Assets and Inventory Exercise for a total of twenty-five (25) Government Ministries.	January 16, 2009	TT $197,250.30
Integrated Management Services Limited – for the Provision of Consultancy Services for the Design of New Information Design Requirements for the PRESD of MPA.	January 30, 2009	TT $198,924.70 VAT Inclusive
ODYSSEY CONSULTinc LIMITED – for the Provision of Facilitation Services for a two (2) day Strategic Leadership Meeting.	February 18, 2009	TT $37,950.00
T3 Technologies – Professional Services To provide Telephone Support for level 1 and Problem Determination Support for FLEX-ES based Mainframe Server and Fundamental Software provided hardware items, and to procure an annual Level 2 & 3 Support and Maintenance contract from Fundamental Software, Inc. and continued support for the 1 port Channel Adapter.	April 01, 2009	USD $10,750.00
CIPHERQUEST (Trinidad) Limited – for the Provision of Specialist Consulting Services to Draft Information Security Policy Documents in accordance with ISO/IEC 270001/2 Standards for GORTT.	June 24, 2009	TT $123, 751.50
EPM LIVE LLC – for the Provision of Services Relating to data Migration & Configuration of EPM LIVE Software Solution.	June 24, 2009	US $7,850.00
ODYSSEY CONSULTinc LIMITED – for a two (2) day Team Building Staff Retreat for the Strategic Services Division.	July 30, 2009	TT $57,270.00
TTPOST Local Courier Services (Corporate Client) – for the Provision of Specialised Courier Service to for six (6) **tt**connect Service Centres.	September 18, 2009	TT $75,000.00 and eah additional location TT $3,833.33
Supplemental Agreement IBM – Lot 2-System Integrator for the Development, Implementation, Maintenance and Ongoing Support of the National e-Government Full Service Enterprise Portal Solution.	September 25, 2009	US $3,999,670.00 plus VAT TT $2,684,565.00

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. Summary of contracts awarded during the reporting period is as follows:

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Boynings Consulting Ltd. - Provision of Consulting Services for the Development of a Framework for e-Government Omnibus Technical Standards in Support of Ongoing e-Government Development	October 10, 2008	US $114,500.00
Trinidad Systems Limited – for Installation and Implementation of a Hardware Storage Area Network	February 16, 2009	TT $278,629.28
GHRS – for the Design and Delivery of the Professional Development Programme for National Scholars (Associate Professionals)	August 28, 2009	TT $277,000.00
Aegis Management Solutions Limited – Executive Coaching Contract for Ag. Permanent Secretaries	September 08, 2009	TT $409, 549.50

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. Summary of contracts awarded during the reporting period is as follows:

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Canadian Commercial Corporation Supplemental Agreement No. 4 – for the Provision of Specialist Consulting Services to assist the GORTT in Implementing Phase 2 of the e-Government Portal	December 29, 2008	US $390,000.00
GHRS – Provision of Design and Outfitting Services for the Relocation of Units of the NICTC of MPA at Gaston Court, Chaguanas	March 27, 2009	TT $16,934,595.74 VAT Inclusive
Canadian Commercial Corporation Supplemental Agreement No. 5 – for the Provision of Specialist Consulting Services to assist GORTT in Implementing Phase 2 of the e-Government Portal	July 02, 2009	US $195,000.00
National Insurance Property Development Company Limited (NIPDEC) – for Outfitting and Minor Upgrade of sixteen (16) State-owned Townhouses at Federation Villas	July 20, 2009	TT $4,094,454.00 plus TT $562, 425.00 (VAT)
National Insurance Property Development Company Limited (NIPDEC) – for the Outfitting and Refurbishment of eleven (11) State-owned Townhouses and Apartments and one (1) Family Unit at Flagstaff Villas	October 28, 2009	TT $3,106,312.00 plus TT $465,946.80 (VAT)

4.0
Human Resource Development Plan

SERVICE

Employees   **Strengthen**

People

Fairness   **Motivation**

Evaluation

Skills

Promotion   **Performance**

4.0 HUMAN RESOURCE DEVELOPMENT PLAN

4.1 Staffing

Staffing at the MPA as at September 30, 2009 is as follows:-

Established Positions	Employees/ Positions
Actual persons serving on the establishment	183
Vacant established positions	84
Total MPA Established Permanent Positions	**267**

Established Positions

- Actual persons serving on the establishment
- Vacant established position
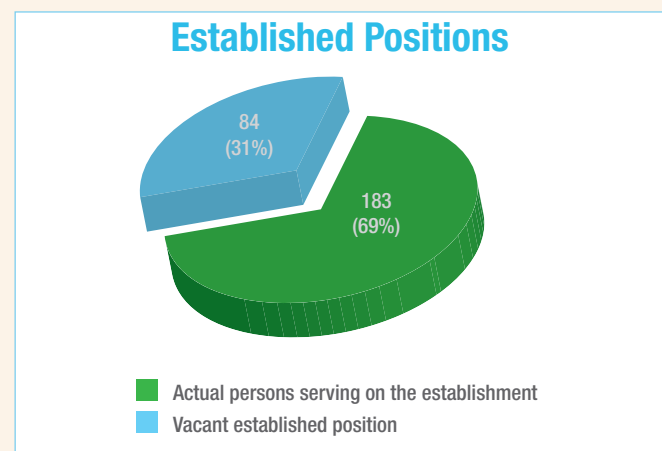
Contract Positions	Employees/ Positions
Contract Employees currently serving	356
Vacant Contract Positions	128
Total MPA Contract Positions	**484**

Contract Positions

- Contract employees currently serving
- Vacant contract positions

Number of MPA Employees	Employees
Actual persons serving on the establishment	183
Contract Employees currently serving	356
Total MPA Employees	539
Ratio - Permanent: Contract	1: 1.95

Total MPA Employees

- Total persons currently serving on establishment
- Total contract employees currently serving
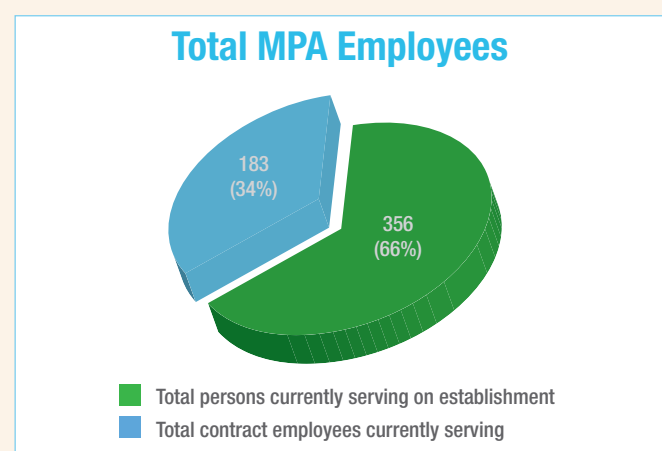
Note: As of September 30, 2009, staff of the NICTC was still attached to the Ministry and are thus reflected in the above figures.

4.2 Training

Training Activities

As expressed in their Vision Statement, the Human Resource Division of the MPA aims to be "results oriented and client driven, providing quality HR services in an effective, equitable and consistent manner." As part of its efforts in ensuring that this vision is achieved, the HR Division engaged in training activities targeting members of MPA staff.

The HR Training Plan for the MPA for fiscal year 2009 formed part of a wider Training Plan that was devised for a three year period, 2006 to 2009. The expenditure for training for this fiscal was One Million and Seventy-One Thousand, Six Hundred and Eight Dollars and Seventy-two cents ($1,071,608.72).

"They were two days well spent, very instructive and informational. the service was excellent."

Participant
Microsoft Word 2007,
10th-11th November, 2008

This Training Plan sought to address the gaps between required and existing technical and behavioural skills of MPA employees. In order to bridge the gaps identified, the Plan aimed to ensure that all MPA employees not only intimately understood the processes associated with their jobs but also that they were able to make the necessary process improvements in order to achieve greater efficiencies.

"Officer is preparing notes much better. Structures information with ease!"

Supervisor of Participant,
Cabinet Note Writing
May, 2009

The Training Needs Analysis took into consideration the Ministry's clientele, the processes involved in serving its clientele and the development of appropriate training programmes to ensure quality service to both internal and external customers.

During this reporting period the Ministry undertook the development of its 5-year Strategic Plan (2009-2013). As a result, adjustments were made to the training needs identified in the original Training Plan with greater emphasis being placed on the need for service delivery improvements in 2008.

The training programmes undertaken included Personal Development, Professional Development, Career Path Facilitation, and Organisational Change and Development. These programmes were geared toward the creation of a quality-focused MPA capable of ensuring a higher quality of service delivery

"This seminar was very interesting and informative. The facilitators really held my interest...Thumbs up to the whole seminar and to the organizers. Well done!"

Participant
Preparation for Retirement,
5th-6th November, 2008

Outlined below are the training programmes accessed by staff during the fiscal year 2008/2009.

TRAINING FOR THE PERIOD OCTOBER 2008 - SEPTEMBER 2009	
Training Courses	No. of Staff
Technical/Professional	
Policy Development	2
Introduction to Monitoring and Evaluation	3
Fraud Risk Assessment	2
Corporate Fraud Prevention and Detection	1
Precision Drafting Intensive	3
Preparation of Budgets	3
Risk-Based Approach to Auditing and Implementing Internal Controls	2
Alternative Dispute Resolution (ADR) Workshop	3
Public Sector Investment Programme (PSIP) Implementation	1
Practical Use of the 1999 Federation Internationale des Ingenieurs Conseils (FIDIC) Conditions of Contract for Engineering, Procurement and Construction (EPC) Turn-key Projects	3
Preparation of Terms of Reference and Requests for Proposals	2
Monitoring and Evaluation	1
Contract Negotiation and Management Intensive	4
Total Technical/Professional	**30**
Administrative	
Training to serve the One Man Disciplinary Tribunals as a Note taker	3
Records Classification Retention and Disposition	1
Proposal Writing	3
Event Management	2
Cabinet Note Writing	10
Microsoft Word 2007	109
Open Forum for Administrative Professionals Theme " Programmed for Success"	9
Role of the Administrative Professional	3
Administrative Professional Workshop	2
Total Administrative	**142**
Human Resource	
Competency Certification Workshop	3
Salary Administration – The Award of Increments	1
Presenting the Evidence	5
Structured Interview Workshop	3
Investigating Officer	5
Strategic Human Resource Management Organising for Effective Delivery	6
Certified Employee Assistance Programme	1
Total Human Resource	**24**

TRAINING FOR THE PERIOD OCTOBER 2008 - SEPTEMBER 2009	
Training Courses	No. of Staff
Management	
Project Management	10
Managing Workplace Diversity	2
Leaders are Made Not Born	7
Inventory Management	1
Project Management - An Overview	6
Preventing Corruption in Construction Projects	2
Industrial Relations	1
Total Management	**29**
Organisational Change and Development	
Dispute Resolution	2
Communication in a Changing Environment	4
Delays, damages and disputes	4
Negotiation Skills	1
Banking for Non Bankers	2
Total Organisational Change and Development	**13**
Personal Development	
Basic First Aid and Cardiopulmonary Resuscitation (CPR)	30
Defensive Driving	1
Preparation for Retirement	52
Total Personal Development	**83**
TOTAL PERSONS TRAINED	**321***

At the end of the training, 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 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 the 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.

Comments received from a cross section of course participants indicated that the various training activities were useful in equipping staff with the requisite skills. This in turn reflected improved performance at individual levels and contributed to the MPA's ongoing efforts in ensuring that the Ministry is adequately equipped to achieve its vision.

* Please note that persons may have attended more than one training course during the fiscal year.

Training Plan 2010

In order to ensure that there continues to be a structured and strategic approach to training and development within the Ministry, a draft Training Plan for 2010 was developed. The Plan was developed arising out of the training needs identified by Heads of Divisions and is aligned to the new strategic direction of the MPA, as highlighted in the 2009-2013 Strategic Plan. The Training Plan also makes provisions for areas of improvement as outlined in individual Performance Appraisal Reports.

It must also be noted that Ministry funding received for the fiscal year 2008-2009 was significantly lower than the funds requested. In this regard, there was a need to prioritise the training programmes that were undertaken in light of the scarce financial resources. Consequently, Heads of Divisions were required to indicate their priorities in keeping with the areas of need identified by them.

4.3 PERFORMANCE APPRAISALS

The Performance Appraisal System

The Performance Appraisal System established within the MPA 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 Appraisal System improved significantly during the fiscal year 2008-2009 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 in salary below Range 60. The successful completion of PARs resulted in the entiliement of 83% of staff (133 of 161 employees) to increments.

b) **Acting Appointments**
    PARs are also critical components needed to facilitate the processing of all acting appointments for all eligible staff. As a result, 74% of acting appointments were approved in 2008/2009.

c) **Permanent Appointments and Promotions**
    The timely completion of PARs is also critical to ensuring that officers in line for promotion are actually promoted by the Public Service Commission when they become due. During the fiscal year 2008-2009, recommendations submitted to the Director of Personnel Administration (DPA) for permanent appointments and promotions were predicated on the production of positive PARs.

d) **Training and Development**
    Training needs were also addressed based on an 'on the job' assessment of performance. The Performance Appraisal system was utilized 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**
    All officers of 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.

5.0
Photo
Highlights

SERVICE

Achievements   Recognition

                                        Awards

Partnership   **Celebration**   **Green**

          Innovation
Health   Engagemant   **Outreach**

ICT BUSINESS AND INNOVATION SYMPOSIUM

The Ministry of Public Administration's National Information Communication and Technology Centre (NICTC) held its fi rst annual ICT Business and Innovation Symposium from November 16-18, 2008 at the Hyatt Regency, Port of Spain Trinidad. The event centred on learning about the role of ICT and innovation in transforming Trinidad & Tobago and encouraging all participants to discover increasing investment opportunities in Trinidad & Tobago and the wider Caribbean.

Permanent Secretary, Arlene McComie presents Prime Minister Patrick Manning with a token at the ICT Business & Innovation Symposium, November 2008

Guest Speakers at the ICT Business & Innovation Symposium, November 2008

STAFF CHRISTMAS FUNCTION

Minister of Public Administration,
Kennedy Swaratsingh opens
the festivities at the Annual MPA
Christmas function, December 2008

Parang band 'Los Alumnos de San
Juan' serenades the MPA staff

MINISTRY OF PUBLIC ADMINISTRATION HOST
THE SINGAPORE DELEGATION FROM IDA

On December 15th 2008, Trinidad and Tobago signed a Memorandum of Understanding (MOU) with Singapore in the area of ICT. During their subsequent visit to Trinidad and Tobago in January, the IDA International Team was hosted by the National ICT Centre of the Ministry of Public Administration and held discussions with a wide cross section of Government Agencies.

Representatives from the Ministry of Public Administration with the Singapore Delegation from IDA in January 2009.

LAUNCH OF THE TTCONNECT KIOSKS

On Tuesday 7th April 2009, the Ministry of Public Administration formally launched the **ttconnect** brand to the public. **ttconnect** Self Serve Kiosks are similar in design to an ATM and utilise a touch screen interface to access information on over 400 government services.

Minister of Public Administration, Kennedy Swaratsingh demonstrates the use of the **ttconnect** Kiosk at its launch in Chaguanas, April 2009.

HEALTH AND WELLNESS SEMINAR

The Health and Wellness Committee was envisioned by the Permanent Secretary in the Ministry of Public Administration, Arlene McComie, following the employee summit and the MPMF programme of 2008. Mrs. McComie recognised the need for proper maintenance of the health and well-being of persons employed in the Ministry and appointed a team to lead the initiative. Since the establishment of the programme, the Committee has had several seminars and presentations to staff and has also facilitated an after work exercise programme. The Committee also held the fi rst MPA Health fair (facilitated by the Ministry of Health), wherein staff was able to have several medical examinations; including immunizations, HIV testing, prostate exams, pap smears and many others.

A staff member learns a few techniques at the Health and Wellness Seminar – Self Defence, April 2009.

Members of Staff at a Health and Wellness Seminar-Workplace Relationship Health, June 2009.

Members of Staff at the First MPA Health Fair, June 2009.

MPA's GREEN TEAM SEEDLING DISTRIBUTION

During the fiscal year, a voluntary committee, dubbed the "Green Team" was formed by several environmentally conscious members of staff. The mission of the Green Team is to encourage a culture of environmental awareness by their colleagues in the office and in their personal lives. Since its inception, the Green Team has been supported by the MPA Executive and the Ministry has been steadily reforming its procedures to become more environmentally friendly.

Members of the MPA Green Team share a light moment.

Permanent Secretary, Arlene McComie visits MPA employees at Lord Harris Court to distribute the seedlings donated by the Ministry of Agriculture, June 2009.

MPA's GREEN THUMB PHOTO CONTEST

The Green Team asked members of staff who received seedlings to submit photos of their planting for a Green Thumb Contest. The Contest prize was sponsored by the volunteers in the Green Team.

Entries for the Green Thumb Photo Contest, June 2009

Chair of MPA's Green Team, Ms. Abigail Bynoe presents Green Hamper to Photo Contest winner Renee Barclay, June 2009

25TH ANNUAL CANTO AWARDS

In July 2009, **ttconnect** Online won the Caribbean Association of National Telecommunication Organisation (CANTO) ICT Showcase Award for 'Best ICT Project'. The theme of this year's event was "Advancing the Caribbean through Innovation and Communication."

Minister of Public Administration, Kennedy Swaratsingh delivers the feature address at the 25TH Annual CANTO Awards, July 2009

Representatives of the NICTC accept the Award at the 25TH Annual CANTO Awards, July 2009

2ND ANNUAL SCHOLAR SYMPOSIUM

The 2009 Returning Scholars' Symposium was held at the Old Fire Station Building in September 2009. This initiative introduced Returning National Scholars to possible career paths in various Ministries and State Agencies throughout Trinidad and Tobago and allowed them to match their skills, academic training and experience to available posts. Scholars were also able to explore various networking opportunities in both the private and public sectors at the Symposium.

Minister Kennedy Swaratsingh, Minister of Public Administration interacts with some of the national scholars at the 2nd Annual Scholar Symposium in September 2009.

Scholars take advantage of the Career Fair set up at the returning Scholars Symposium in September 2009.

"HELP A FAMILY" INITIATIVE

Employees of the Corporate Services Division willingly partnered with the Rotary Club of Maraval to assist needy families through the 'Help a Family Initiative'. This voluntary outreach programme encouraged employees of the Ministry to donate non perishable food and other essential materials to families in need.

More importantly, this opportunity was used to educate these underprivileged citizens about the multitude of Ministry programmes that are available to support their own sustainable development.

Employees of the Corporate Services Division prepare boxes to be sent to needy families with items donated by MPA staff.