



**Government of the Republic of Trinidad & Tobago**

**Ministry of Public Administration  
and Information**

**Annual Report  
OCTOBER 2005 TO  
SEPTEMBER 2006**

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## **FOREWORD**

It is my pleasure to present to Parliament this Annual Report on the administration and achievements of the Ministry of Public Administration and Information (MPAI) for the financial year 2005-2006. The Ministry's has a dual mandate of leading transformation efforts in the public service and the implementation of the government's national connectivity agenda.

This report has been prepared in accordance with Act No. 29 of 1999. Section 66D cited as the Constitution (Amendment) Act 1999 requires that after the end of the financial year the Minister must give a report to the Cabinet on the Ministry's activities for presentation to the Parliament by the President.

Included in this report, are performance highlights, as well as details of the work of the Ministry, under the leadership of the Executive Secretariat, its management team and dedicated staff.

**Senator the Honorable Dr. Lenny K. Saith**

Minister of Public Administration and Information (MPAI)

## 1.0 Context

### 1.1 Policy

Since its creation in 2000, the Ministry of Public Administration (MPAI) has focused on building a foundation to enable and sustain the delivery of a wider and more accessible range of quality public services to citizens.

Over the last five and one-half (5 ½) years, this has been done through the development, implementation and use of modern public sector management systems, practices and methods.

The Ministry has carefully tailored its activities to support Government's commitment to ensure that the public service develops the capacity to provide the highest degree of citizen satisfaction possible.

In June 2006, the Draft Vision 2020 National Strategic Plan was published by the Ministry of Planning and Development. The Five Development Priorities with goals and objectives were identified as a guide to focus and direct Government Ministries. However, this year's Annual Report will be delivered in the context of the three policy objectives identified, namely:

- I. **The Creation of a Knowledge-Based Society** - To work towards the creation of the appropriate environment for Information and Communications Technology (ICT) through policy initiatives and the introduction of pathfinder projects which would accelerate the development of entrepreneurship, innovation and competitiveness in our citizens.

- II. **Enhancing Human Resource Management Capacity** - To undertake complementary work to strengthen the Human Resources and Information Systems to facilitate the Public Service transformation efforts, and to contribute to National Human Resource Development through the effective management of scholarships and other training awards designed to produce a well trained and motivated workforce committed to serve Trinidad and Tobago.
  
- III. **Enhancing the Quality and Delivery of Public Services** - To develop a roadmap for the transformation of the Public Service and improvements in service delivery.

## 1.2 Mission, Core Values and Principles

The Mission of the Ministry Public Administration and Information is:

***“To facilitate the development of the capacity of the public service to deliver quality goods and services in an effective, sustainable and equitable manner and the implementation of the national connectivity agenda which is designed to move Trinidad and Tobago to a prominent position in the global information society”.***

In support of the above, the Ministry continued to promote a corporate ethos which values the contribution of staff and the effective management of resources. It remained committed to values and principles, which guide its activities and provide the foundation for the Ministry’s success.

## Values

- Integrity
- Teamwork
- Responsibility
- Honesty
- Fairness
- Accountability
- High Quality
- A stimulating and caring environment

## Principles

Client focus	We value and involve our clients and strive to remain responsive to their needs.
Results Oriented	We recognize the importance of measuring our performance providing demonstrable value for our clients and remaining accountable for results.
Best Practice	We champion best practices to achieve high quality standards of service and efficiency.
Partnerships	We appreciate the importance and benefits of partnerships internally and with other Ministries, Agencies and the Private Sector.
Professionalism	We promote mutual respect, integrity and a culture of personal and professional development.

### 1.3 Corporate Plan

In pursuit of the Ministry's mission and in the context of specific national objectives, the main elements of the Ministry's **projected** deliverables/outputs for Fiscal Year 2006 were:

#### A. Creating a Knowledge-Based Society

##### *fastforward Plan*

1. Develop ICT Governance capability: [App. I: A (1) refers].
2. Regular meetings of the National Information and Communication Technology (NICT) Steering Committee: [App. I: A (2) refers].

3. Increase access to the Internet and information technology services in communities throughout Trinidad & Tobago: [App. I: A (3) refers].
4. Implement Knowledge, Innovation and Development Programme: [App. I: A (4) refers].
5. Develop a National Broadband Strategy: [App. I: A (5) refers].
6. Improve public access to Government information and the delivery of Government services to the public through an e-Government Portal: [App. I: A (6) refers].
7. Conduct a Legislative Review and policy framework: [App. I: A (7) refers].
8. Conduct Promotion and Awareness Campaigns: [App. I: A (8) refers].
9. Develop an integrated e-Justice and Security Network project proposal: [App. I: A (9) refers].
10. Develop e-Commerce / e-Business with a particular focus on the MSME Sector [App. I: A (10) refers].
11. Establish an e-Business Roundtable: [App. I: A (11) refers].
12. Develop Measurements and Indicators to monitor and evaluate projects with regard to aligning **fastforward** objectives and adherence to project management methodology: [App. I: A (12) refers].

## **B. Enhancing Human Resource Management Capacity**

1. Re-introduce a programme of Development Scholarships in the Scholarships and Advanced Training Division (SATD) to fill specific training needs in the Public Service [App. I: B (1) refers].
2. Consolidate the existing administration of the "A" Level scholarship programme (MOE) with SATD's programmes [App. I: B (2) refers].
3. Facilitate and coordinate specialized management training programmes [App. I: B (3) refers].

4. Enhance the administration of the Human Resource Management functions in the Ministry [App. I: B (4) refers].
5. Enhance the skills and abilities of Public Officers through professional training [App. I: B (5) refers].
6. Facilitate the processing of overseas on-line training and other awards [App. I: B (6) refers].
7. Provide in-house training to build capacity in Human Resource Units in line Ministries [App. I: B (7) refers].
8. Conduct evaluation of training programme effectiveness [App. I: B (8) refers].
9. Provide technical training in Microsoft development tools for Public Officers [App. I: B (9) refers].
10. Provide end user training in Microsoft products for Public Officers [App. I: B (10) refers].

### **C. Enhancing the Quality and Delivery of Public Services**

#### ***Policy***

1. Develop policies to guide the transformation of the Public Service [App. I: C (1) refers].
2. Develop MPAI Information Technology Policies and Guidelines [App. I: C (2) refers].
3. Collaborate with the Ministry of Legal Affairs, Office of the Attorney General and Parliament on the Legislative Review and Reform Agenda [App. I: C (3) refers].
4. Collaborate with the Chief State Solicitor on the preparation and execution of contracts [App. I: C (4) refers].
5. Review draft policies submitted by the Telecommunications Authority of Trinidad and Tobago (TATT) and where necessary, proffer counter recommendations [App. I: C (5) refers].



## ***Programmes / Projects / Services***

6. Complete the Government Communications Backbone [App. I: C (6) refers].
7. e-Information & Heritage Project [App. I: C (7) refers].
8. Deploy Intranet Portal and Collaboration Solutions pilot project with MPAI [App. I: C (8) refers].
9. Implement the Public Sector Reform Initiation Programme (PSRIP). Part A: [App. I: C (9) refers].
10. Implement the Public Sector Reform Initiation Programme (PSRIP). Part B: [App. I: C (10) refers].
11. Produce Public Sector Investment Programme (PSIP) monthly reports, and an Annual Mid-Term Review of the Public Sector Reform Initiation Programme (PSRIP) [App. I: C (11) refers].
12. Increase the number of television and radio programmes as well as the number of radio stations broadcasting Government Information Service (GIS) radio programmes [App. I: C (12) refers].
13. Modernize and restore facilities at the Government Printery [App. I: C (13) refers].
14. Restructure the Government Printery [App. I: C (14) refers].
15. Construct, restore and refurbish government buildings [App. I: C (15) refers].
16. Institutional strengthening of the National Archives of Trinidad and Tobago (NATT) and delivery of other services [App. I: C (16) refers].
17. Make available IT/IS products for the use of Public Service & Public Service Agencies [App. I: C (17) refers].
18. Make available Antivirus Solutions for the use of Public Service & Public Service Agencies [App. I: C (18) refers].
19. Develop a Business Continuity and Disaster Recovery Plan for the Ministry [App. I: C (19) refers].

20. Provide IT technical support to other Ministries/Departments in respect of hardware, software, networking and antivirus solutions [App. I: C (20) refers].
21. Provide data bureau services to Ministries/Departments and a private sector client [App. I: C (21) refers].
22. Provide help desk facility for the Communications Backbone [App. I: C (22) refers].
23. Provide applications development and maintenance services to other Ministries/Department. [App. I: C (23) refers].
24. Facilitate IT acquisitions, development and maintenance services to Ministries and Departments [App. I: C (24) refers].
25. Provide IT consultancy services to Ministries and Departments [App. I: C (25) refers].
26. Enhance the IT capacity of the Ministry [App. I: C (26) refers].
27. Develop and Implement Strategic Plan [App. I: C (27) refers].
28. Prepare Draft MPAI Business Plan 2005-2006 [App. I: C (28) refers].
29. Prepare MPAI Annual Report. [App. I: C (29) refers].
30. Prepare MPAI's input into Vision 2020 Operational Plan 2007-2010 [App. I: C (30) refers].
31. Provide management consulting advice to Cabinet, Ministries and Departments [App. I: C (31) refers].
32. Review organizational requirements for Finance and Accounts. [App. I: C (32) refers].
33. Review accounting, pension and leave, audit functional areas. [App. I: C (33) refers].
34. Review File Classification System for the Ministry. [App. I: C (34) refers].
35. Develop a File Retention and Disposal Schedule for files and documents. [App. I: C (35) refers].

## **Systems**

36. Government Information Service (GIS) – Classification and Cataloguing Project [App. I: C (36) refers].
37. ICT Accounting System Project [App. I: C (37) refers].
38. Develop a functional Asset Management System [App. I: C (38) refers].
39. Ministry of Public Administration and Information Website Project [App. I: C (39) refers].
40. National Archives of T&T Website Project [App. I: C (40) refers].
41. Scholarships and Advanced Training Division Website Project [App. I: C (41) refers].
42. Prepare a “Vision and Scope” document outlining System Architecture, Project Phases, and System Functionality for the MPAI Intranet Portal Project [App. I: C (42) refers].
43. Migrate the Integrated Human Resource Information System (IhRIS) to the Government Communications Backbone Infrastructure [App. I: C (43) refers].

## 2.0 Organizational Structure

### 2.1 Corporate Structure

The Ministry of Public Administration and Information consists of two inter-connected arms to implement its functions, namely: The Public Administration arm; and the Information arm.

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

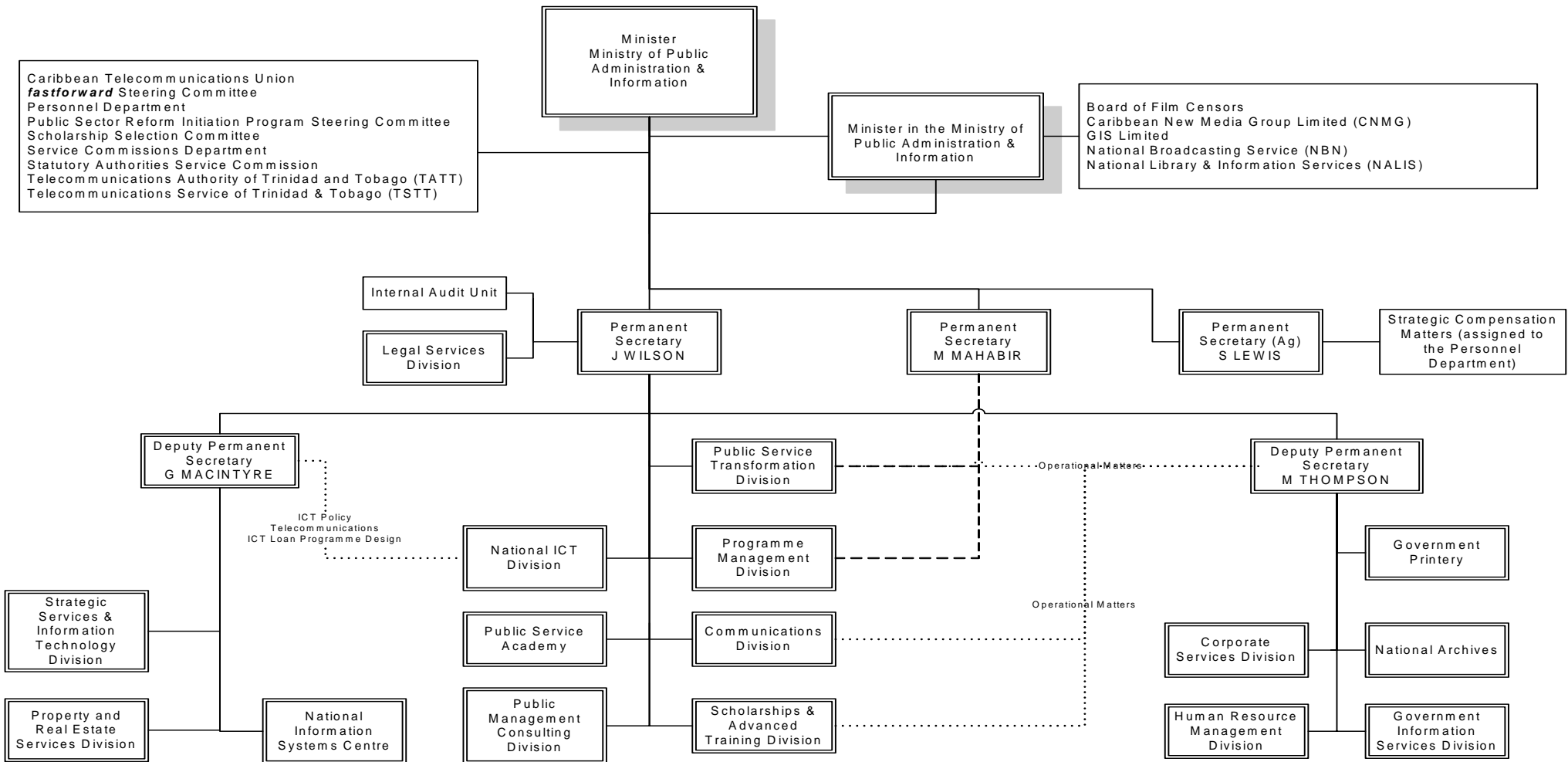
**The Information** arm of the Ministry was responsible for providing strategic guidance on national ICT development and the implementation of programmes and projects under the National ICT Plan, otherwise known as **fastforward**. This arm also focused on the development and roll out of information technology, systems and services to the Ministry's internal customers.

The revised "Top Level Organization Structure" at **Diagram (1)** illustrates the reporting relationships of the Ministry's Divisions. **Table 1** describes the sixteen (16) Divisions of the Ministry by functionality.

**Table 1: MPAI's Divisions by functionality:**

<b>Function</b>	<b>Divisions</b>
Transformation	<ol style="list-style-type: none"> <li>1. Public Sector Transformation</li> <li>2. Public Management Consulting</li> <li>3. Public Services Academy</li> <li>4. Scholarships and Advanced Training</li> <li>5. Information &amp; Communications Technology</li> </ol>
External Services	<ol style="list-style-type: none"> <li>6. Government Printery</li> <li>7. National Archives of Trinidad and Tobago</li> <li>8. Government Information Services</li> <li>9. National Information Systems Centre,</li> <li>10. Property and Real Estate Services</li> </ol>
Internal Support Services	<ol style="list-style-type: none"> <li>11. Legal Services</li> <li>12. Corporate Services</li> <li>13. Human Resource Management.</li> <li>14. Corporate Communications.</li> <li>15. Program Management</li> <li>16. Strategic Services</li> </ol>

# Diagram I: Ministry of Public Administration and Information – Top Level Organizational Structure



August 14, 2006

## **2.2 Services/ Products provided and Special Projects**

### ***Services / Products***

1. Dissemination of information, on behalf of the Government, via Government website, print, audio and visual media and provision of related services.
2. Promotion of the national e-commerce policy and strategy and development of an appropriate legal and regulatory framework that will encourage e-commerce to conform to global standards.
3. Provision of access to documented national heritage.
4. Provision of printing and publishing services for the Government of Trinidad and Tobago.
5. Estate Management and Property Development services - manage government's property & real estate portfolio and provide appropriate office accommodation for government's ministries and departments.
6. Provision of consultation and advice to agencies, departments and executives on Public Sector Transformation issues.
7. Facilitation and partnership with Ministries/Departments in re-engineering their operating systems and business processes to improve service delivery to the public.
8. The management of scholarships and other training awards
9. Provision of quality Information Technology consultancy and data bureau services, training and technical support in the Public Service.
10. Provision of quality management consulting services to the Public Service.
11. Provision of short term training courses/programmes to Public Servants.
12. Provision of information to the general public under the Freedom of Information Act (FOIA) and the preparation of the Public Service FOIA Annual Report to Parliament.

## ***Special Projects***

The Ministry is currently engaged in two major initiatives for which special organizational arrangements have been made: the **Public Sector Reform Initiation Programme (PSRIP)**, and the implementation of the National Information and Communications Technology Plan, branded ***fastforward***.

The **Public Sector Reform Initiation Programme** was developed by the GORTT and the IDB to facilitate the development and implementation of a long term strategy to reform the Public Sector. The general objective of the Program is to support the initial development and implementation of a long-term strategy to reform the Public Sector and the national goal of achieving developed country status by the year 2020. This strategy involves increasing the volume of Government resources and improving efficiency and effectiveness in the delivery of public goods and services.

The NICT ***fastforward*** Plan seeks to leverage the power of people, innovation, education, information technology and infrastructure to accelerate social, economic and cultural development for all elements of society. ***fastforward*** complements and builds upon Vision 2020 and the National Development Plan, and will continue to play a central role in Trinidad and Tobago becoming a knowledge-based society. The objectives of the ***fastforward*** agenda are to:

- Provide all citizens with Internet access;
- Focus on the development of children and adult skills to ensure a sustainable solution and a vibrant future;
- Promote citizen trust, access, and interaction through good governance; and
- Maximize the potential within all citizens, and accelerate innovation, to develop a knowledge-based society.



Full information regarding **fastforward** and all of its associated programmes and projects can be found at [www.fastforward.tt](http://www.fastforward.tt). Information on the Ministry and its special projects can be found at [www.opinionleaders.gov.tt](http://www.opinionleaders.gov.tt); [www.foia.gov.tt](http://www.foia.gov.tt); [www.gov.tt](http://www.gov.tt)

### ***New Project***

The e-Information and Heritage project was initiated in response to challenges faced by various divisions and statutory bodies within the Ministry, which are responsible for managing the national heritage information resources of Trinidad and Tobago. With such invaluable cultural content available in both paper and digital forms, the creation of a National Trinidad Heritage Internet Portal was envisioned as a natural result.

The initial goal of the e-Information and Heritage project is to create a management framework to enable MPAI to develop, manage and make available electronic heritage content in the most effective and cost-efficient way.

## 2.3 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. **Table 2** describes the functions devolved by the Chief Personnel Officer.

**Table 2: Functions Devolved by the Chief Personnel Officer**

Monthly Paid Employees	Daily-rated Employees
Contract employment	Duty Leave
Secondment	No Pay Leave
Duty Leave, Special Duty Leave	Time off/Leave for Union sponsored seminars or other similar activities
Special Leave	Study Leave
Accumulation of Leave	No Pay Study Leave
No Pay Study Leave	Special Leave
Leave of absence without pay	Leave for Union Business
Extension of Sick Leave, Injury Leave	Normal Sick Leave
Leave to pursue course in Trade Unionism	Extension of Sick Leave
Compensation in lieu of uniforms not issued	Time off as Union Representative
Compensation in lieu of annual vacation leave	
Separation Allowance	

## Functions Delegated by the Public Service Commission (PSC)

The following functions are delegated by the PSC:

- i. Acting appointments up to Range 68 for a period not exceeding 6 months except in offices that require consultation with the Prime Minister.
- ii. Appointments on a temporary basis for periods not exceeding 6 months, on the expiration of that person's first (1<sup>st</sup>) appointment on a temporary basis by the Public Service Commission to that office, except in offices that require consultation with the Prime Minister.
- iii. Confirmation of appointments.
- iv. Power to make transfers within the Ministry's Divisions up to Range 68.
- v. Acceptance of Resignations.
- vi. Noting of Retirements – compulsory and voluntary after age 54.
- vii. The exercise of disciplinary control in respect of minor infractions set out in the *Code of Conduct*. Infractions and their related regulations are set out in **Table 3** below.

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

## Financial Functions

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

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

- Permanent Secretary (not accounting officer) – \$ 200,000.
- Deputy Permanent Secretary - \$ 100,000.
- Heads of Divisions - \$ 25,000.

## 2.4 Reporting Functions

Figure 1: Reporting functions of the Ministry 2005 -2006

	Line Minister	Ministry of Planning	Ministry of Finance	Auditor General	Chief Personnel	Public Service	Cabinet	Parliament
Annual operating budgets; strategic plan	X	X	X				X	
Monthly Financial Reports			X					
Monthly/Annual Performance Reports	X	X	X				X	X
Quarterly Status Reports on the SEPF			X					
Annual Audit Report				X				
Monthly reports on Devolved Functions					X			
Annual Administrative Report							X	X
Monthly reports on Delegated Functions						X		

## 3.0 Performance Highlights

During fiscal year 2006, some of the significant accomplishments of the Ministry in furtherance of the national policy agenda and its strategic objectives were:

### 3.1 Creating a Knowledge-based Society

#### **fastforward**

- Full establishment of the organization structure as approved for the ICT Division.
- Development of mechanisms for ongoing monitoring and evaluation of outputs and outcomes of ***fastforward***.
- Advanced the following Pathfinder Projects:
  - Development of a Broadband Strategy – Six (6) point action plan for Broadband developed and presented to the MPAI executive for approval and implementation
  - Commenced the first phase of the e-Government Portal Project to provide all appropriate Government information online by December 2006,
  - Conducted the Legislative Review and Policy Framework in order that the appropriate enabling environment exists for the implementation of ***fastforward***.
  - Community Access Project Pathfinder Project - Commenced the Community Access Centre Project with the location of three (3) model Community Access Centres at Diego Martin, Couva and Belle Garden in Tobago.
  - Business to Business (B2B) Portal pilot and Micro Small and Medium Enterprises (MSME) guide to getting business on-line developed.
  - e-Business Roundtable established with reports and guidance for the sectors concerned.

- Promotion and Awareness – A national campaign “A Chief Information Officers (CIO) Forum to engage IT professionals across Government” was launched in May, 2006.
- Develop Measurements and Indicators – Terms of Reference (TORs) drafted and published to hire consultant to administer Business Survey; Field work began to interview businesses on ICT usage and behaviors.
- Implement Knowledge, Innovation and Development Programme - TOR for SchoolNet programme with Ministry of Education (interactive school network) finalized, and Ministry of Education in early implementation stage.
- The NICT Steering Committee convened three times during the year with presentations on ICT related projects.

## **3.2 Enhancing Human Resource Management Capacity**

### **3.2.1 Scholarships and Advanced Training**

- A programme of development scholarships was reintroduced for the Public Service of Trinidad and Tobago and thirteen (13) awards were granted.
- The consolidation of the existing administration of “A” Level scholarship programme at the Ministry of Education (MOE) with SATD’s programmes was completed in September 2006.
- Work progressed (website testing) on the establishment of the SATD web site. Scheduled completion date - January 2007.

### **3.2.2 Public Service Academy**

- The Public Service Academy conducted a total of forty-six (46) courses and other interventions over the period September 2005 – July 2006. A total of 869 public servants attended these courses at the Government Training Center and other venues in Trinidad & Tobago.

- Seventy (75) persons accessed sixty (60) courses / workshops /training programmes at venues mainly in the Caribbean, Singapore, Japan, Malaysia, India, Australia, and New Zealand over the period September 2005 – July 2006.

### **3.2.3 Programme Management - Assessment Centre Project**

- Conducted an orientation programme for twenty seven (27) Deputy Permanent Secretaries during the period November 2005 - January 2006.

### **3.2.4 National Information Systems Centre**

- Provided technical training in Microsoft development tools and end user training in Microsoft products to Public Officers.

### **3.2.5 Human Resource Management**

- Consultant's report on a three (3) year Training and Development Plan (2006 - 2008) for the Ministry submitted and approved.
- Draft Desk Manuals prepared for Human Resource Planning, Human Resource Development, and Employee Relations.
- The Human Resource Management Division held a workshop/retreat in June 2006 in the form of a Process Improvement Workshop "Fix the Process, Eliminate the Problem - Transforming the HR Process".



### **3.3 Enhancing the Quality and Delivery of Public Services**

#### **3.3.1 Communications Backbone Project and e-Government Portal**

- Government Communications Backbone Project completed in 2006.

#### **3.3.2 Public Sector Reform Initiation Programme (PSRIP)**

- Audit for Financial Year 2005 completed.
- Completed the procurement of and commenced Consultancy Services for Governance and Institutional Assessment.
- Firms selected and negotiations completed for the Development of Consensus Building Strategy and National Dialogue Strategy (Scheduled to start January 2007).
- Firms selected and negotiations completed for the Development and Implementation of a Communication Strategy. (Scheduled to start January 2007).
- Firm selected and negotiation completed for commencement of the study (October 2006) on the Optimization of the Central Statistical Office.
- Pre-qualified firms invited to submit proposals for the study – Strengthening of the MPAI and THA.
- Proposal evaluated for the Development of a Compensation Policy.
- Study in progress on the Strengthening of the HRM system at the Service Commission Department to support the Implementation of IhRIS.
- Evaluated proposals for the Information and Communication Readiness study.
- Monitoring and Evaluation Workshop conducted in April 2006 for senior members of the Public Service.
- Consultancy for the First Phase of the mid-term review and evaluation of the PSRIP commenced in June 2006 and is scheduled to be completed in October 2006.

### **3.3.3 Public Service Transformation**

- The New-systems Facilitator (NsF) Programme was reinforced with approval by Cabinet of twenty-three (23) new positions and seven (7) Team Leader positions in August 2006. Recruitment commenced in September 2006.
- The Prime Minister's "Innovating for Service Excellence" Award Scheme was successfully staged in November 2005.
- Hosted T&T Senior Leadership Development Programme for Deputy Permanent Secretaries (CAPAM/GORTT) November 2005.

### **3.3.4 Government Information Service**

- The production of television and radio programmes as well as the number of radio stations broadcasting Government Information Service (GIS) radio programmes were increased as follows:
  - One Thousand, Eight Hundred (1,800) assignments were covered including conferences, state visits and the inauguration of the Caribbean Court of Justice.
  - Six Hundred (600) copies of radio and television programmes on VHS, DVD and CD provided for Ministries/Departments, State Enterprises, NGO's, Caribbean Court of Justice, Caribbean Single Market Unit and members of the public.
  - Two Hundred and Seven (207) Television and Four Hundred and Five (405) Radio programmes were produced.
  - Government Information Service is part of the core team to provide media services for security arrangements for ICC World Cup in the Caribbean in March 2007.
- GIS News and Info Magazine. Twenty Thousand (20,000) copies produced and distributed for two (2) quarters delivered by unaddressed mail focusing on Government Services and Hurricane Tips.
- Negotiations completed to provide programmes to: CCTV, CNC3, IETV and Channel 25.

- Government Information Services Limited formed in May 2006. An alternative service delivery model is required to undertake effective Government communications. It will subsume the functions of Government Information Service Division.
- Ten (10) meetings were held for Communication Officers on topics such as protocol, advertising and events management.
- Provided audio visual services, conference facilities and recordings for two hundred and twenty-five (225) events including Post Cabinet Press Conferences, CARICOM and Presidents and Governors General of the Caribbean meeting.

### **3.3.5 Modernization and restoration of facilities at the Government Printery:**

- Electrical Kiosk building works completed.
- Transformers delivered and installed.
- Contract awarded to Service Provider to establish a maintenance policy for cleaning at the Government Printery.
- Publication Statistics for FY 2006 (see **Table 4**).

**Table 4: Government Printery Publication Statistics FY 2006**

<b>Jobs</b>	<b>No. of Job Orders</b>	<b>Total No. of Copies</b>
Gazette	204	204,000
Legal notices	335	435,500
House of Representatives Bills	31	29,450
Senate Bills	16	15,200
Acts	30	39,000
<b>Other Major Jobs Miscellaneous</b>	72	4,090,000
<b>Total</b>	688	4,813,150

### **3.3.6 Properties and Real Estate**

- IT equipment supplied and installed at the Siparia Administrative Complex and the design of the District Revenue Office completed.
- Town and Country approval received for the design of the Ministry of Public Administration and Information building at New and St. Vincent Streets POS.
- The Information Channel refurbishment in progress and completion scheduled for March 2007.
- Rationalisation of Government housing at Flagstaff Hill.
- TT\$6,851,754.73 in revenue collected including arrears (60% of the total due).

### **3.3.7 National Archives of Trinidad and Tobago (NATT)**

- State of the art archival equipment and materials purchased improving quality and productivity in restoration work.
- Work progressed (Website testing) on the establishment of the NATT Website, scheduled completion date January 2007.

### **3.3.8 (a) Strategic Services - IT**

- Enhanced the IT capacity of the Ministry as follows
  - 13 of 16 Divisions connected to the GORTT Backbone using firewall, antivirus and Internet services; Three (3) more physical sites to be completed by March 2007.
  - Installed and deployed ePolicy Ochestrator (EPO) to manage automated updates of antivirus on the server and client networks connected to the GORTT Backbone.
  - Completion of First (1<sup>st</sup>) Phase of the Intranet Portal Project: Consultant prepared and submitted the “Vision and Scope” document outlining System Architecture, Project Phases, and System Functionality for the Intranet Portal Project in April 2006. The Second (2<sup>nd</sup>) Phase began in August 2006 deploying communication and collaboration functionality to the eight (8) pilot Divisions.

### **(b) Strategic Services – Strategic Planning**

- Draft MPAI Corporate Plan prepared in November 2005
- Draft MPAI Business Plan prepared in June 2006
- MPAI Annual Report prepared in June 2006

### **3.3.9 Public Management Consulting**

- Provided the following management consulting assistance:
  - Policies for the Administration and Management of the 2005-2006 Unemployment Relief Programme.
  - Realignment of staffing positions in the Ministry of Public Administration and Information.
  - Employment on contract of 31 New-systems Facilitators (NsF) in the Ministry of Public Administration and Information.
  - Employment on contract of Human Resource Assistants in the Ministry of Public Administration and Information.

### **3.3.9 Public Management Consulting (continued)**

- Establishment of a Statistical Division of the Central Statistical Office in Tobago.
  - Restructuring of the Secretariat for the Permanent Double Taxation Team, Ministry of Finance.
  - Establishment of a Division of Occupational Safety and Health within the Industrial Court.
- 
- Successfully conducted the following exercises in Organizational Design/Reviews:
    - Introduction of a Community Outreach Family Medicine Programme.
    - Establishment of an Institutional Mechanism for implementation, monitoring, evaluation and revision of the Vision 2020 Draft National Strategic Plan.
    - Establishment and staffing of a National Health Information and Technology Transformation Project Unit.
    - Establishment of a Parliamentary Broadcast Unit and a review of the Communications Unit.
    - Establishment of an Advisory Group on Policy Review, Oversight and Monitoring of Services (AGPROMS) for the Police Service.
    - Establishment of a Project Preparation and Coordinating Unit for a Seamless Education Project to be partially funded by the Inter American Development Bank.
    - Establishment of a Local Content Unit in the Ministry of Energy and Energy Industries.
    - Organizational Restructuring and Expansion of the Factory Inspectorate Unit, Ministry of Labour and Small and Micro Enterprise Development.

### **3.3.9 Public Management Consulting (continued)**

- Design of an Organizational Structure to undertake the Administrator's functions for Trinidad and Tobago Country Code Top Level Domain (.ttccTLD) in the Ministry of Public Administration and Information.
- Facilitated the Financial Management Sector Reform Process as follows:
  - Review of Accounting Units at the Ministry of Public Administration and Information, the Zoological Society of Trinidad and Tobago, NALIS and the Office of the Attorney General.
  - Review of Internal Audit Units at the Ministry of Housing, Social Development and NALIS.
- Internal IT focused on:
  - Interconnection of PMCD to the GORTT Backbone Infrastructure has been completed.
  - Upgraded hardware to facilitate improved performance.
  - Installed and upgraded antivirus software for increased network security.

### **3.3.10 Legal Services**

- In collaboration with the Ministry of the Attorney General and Parliament on the Legislative Review and Reform Agenda the following Regulations were laid in Parliament subject to negative resolution:
  - Interconnection Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended.
  - Access to Facilities Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended.
  - Fees Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended.

- In collaboration with the Chief State Solicitor the following contracts were prepared and executed:
  - Variation of contract for the development, implementation and maintenance of the Communications Backbone.
  - Pathfinder Projects: e-Legislative Review, e-Government Portal, Community Access Centres, Governance and Programme Management, National Survey (on ICT usage and awareness).

**Appendix I** provides further details on the performance of the Ministry for fiscal year 2006.



## 4.0 Financial Operations

### 4.1 Budgetary Process

The Ministry of Public Administration and Information is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance. The Ministry of Finance releases funds to the Ministry of Public Administration and Information from the Consolidated Fund. Cheques can only be issued on the Exchequer Account on receipt of credit, approved by the Comptroller of Accounts.

### 4.2 Expenditure versus Budget

For the financial year October 01, 2005 to September 30, 2006, the Ministry of Public Administration and Information was allocated Five Hundred and Forty-seven Million Nine Hundred and Ninety-five Thousand Five Hundred and Four Dollars (\$547,995,504.00) to execute its mandate. Actual expenditure was Four Hundred and Seventy-nine Million Two Hundred and Eight Thousand Six Hundred and Eighty-one Dollars and Eighty-three Cents (\$479,208,681.83) as shown in **Table 5** below.

**Table 5: Actual Expenditure versus Budget – October 2005 to September 2006**

Sub-Head		Estimates Revised \$	Actual Expenditure \$	Variance \$
01	Personnel Expenditure	63,045,880.00	42,166,773.59	20,879,106.41
02	Goods and Services	200,269,258.00	179,447,688.65	20,821,569.35
03	Minor Equipment	5,781,500.00	4,060,954.41	1,720,545.59
04	Current Transfers and Subsidies	42,677,100.00	42,415,668.90	261,431.10
06	Current Transfers and to Statutory Boards and Similar Bodies	99,318,766.00	92,075,656.00	7,243,110.00
<b>Total Recurrent Expenditure</b>		<b>463,126,004.00</b>	<b>360,166,741.55</b>	<b>50,925,762.45</b>
09	Development Programme	136,903,000.00	119,041,940.28	17,861,059.72
<b>Total Expenditure</b>		<b>547,995,504.00</b>	<b>479,208,681.83</b>	<b>68,786,822.17</b>

The variance arose due to the following:

- Non-receipt of acting approvals.
- Compensation package for 2005 – 2007 not being finalized.
- Vacant posts and contract positions not being filled.
- Training plan approved late in the fiscal year.
- Fees re Oracle license not utilized.
- Contract for Market and Opinion Research International was not finalized.
- Funding not requested by NALIS.
- Procurement delays with respect to projects.

Increased expenditure under Development Programme arose due to the increase in the number of scholarships awarded for the fiscal year 2006 and the **fastforward** project. Under Goods and Services the increase in expenditure was as a result of increased fees being paid for software licenses and the repayment of finance charges in respect of the Backbone project.

### 4.3 Audit

For the financial year ended September 30, 2005 the Auditor General's Report highlighted details of overpayments, outstanding commitments, differences between Revenue collected and Statement of Receipts and Disbursements reported and outstanding returns of Arrears of Revenue under PAI/07/01/002-003; 07/02/001; 07/04/001 and 07/06/001. There were no comments by the Auditor General on the Appropriation Accounts, the Statement of Receipts and Disbursements and the system of accounting.

Proposals to strengthen the financial establishment are being developed by the Public Management Consulting Division.

Some work has commenced to improve the Ministry's file register during 2006. This exercise is ongoing with the employment of contracted persons. See Comment at **Table 6** *Appropriation (ii)* on the page opposite.

**Table 6: Findings of the Auditor General**

<b>Comments</b>	<b>Auditor General's Recommendations</b>	<b>Action taken by the Ministry</b>
<p><b>Revenue:</b></p> <p>Monthly returns of revenue and biennial returns of arrears of revenue were not prepared and submitted to the Comptroller of Accounts (Financial Regulations 56 (1) refers).</p>	<p>As a support to the revenue base an Abstract of Revenue should be used as a supplemental record. (Financial Regulations 55 refers).</p>	<p>Steps have been taken by the Receiver of Revenue to correct this situation in Fiscal 2005-2006.</p>
<p><b>Appropriation:</b></p> <p>i) A Deposit Account was not reconciled for the financial year 2004.</p> <p>ii) Inventory Registers were not maintained at sub-Divisions of the Ministry.</p> <p>iii) Pension and Leave Records were not up-dated and submitted to the Comptroller of Accounts.</p>	<p>i) That the provisions of Financial Instruction 212 be adhered to at all times</p> <p>ii) Inventory Registers should be introduced and maintained at all Sub-Divisions falling under the purview of the Ministry for overall completeness of the Ministry's records.</p> <p>iii) The Ministry should make every effort to comply with the requirements of the Comptroller of Accounts.</p>	<p>i) The account has since been reconciled.</p> <p>ii) The Ministry is actively pursuing the up-dating and maintenance of all its Assets Registers in fiscal 2005-2006.</p> <p>iii) There has been a significant improvement in the compliance in this area with the assignment of dedicated staff to the function.</p>

## **5.0 Human Resource Development Plan**

### **5.1 Career Path Systems**

There is no defined policy and system in the Public Service. The Ministry of Public Administration and Information has been working with the Service Commission Department (SCD) to develop and implement a system for Career and Succession Planning in the Public Service.

### **5.2 Performance Measurement Tools**

Implementation of the New Performance Management System continued:

- **512** Performance Appraisal Reports completed for 2005 and submitted to Service Commission Department.
- 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Quarterly Discussion Performance Reports for all employees completed and final reports for 2006 to be completed and submitted by January 2007.
- All employees awarded increments entered at correct incremental point on IhRIS.
- Award of Increments submitted to accounts for payment of arrears.

### **5.3 Promotion - selection procedure**

Officers are recommended for promotion to the Service Commission Department based on:

- Performance Appraisal Reports.
- Seniority.

## 6.0 Procurement Procedures

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

### 6.1 Goods and related services

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

### 6.2 Consulting services

- 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;
- The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration & Information (MPAI) 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; and
- 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.

## MPAI ACHIEVEMENTS - OCTOBER 2005 - SEPTEMBER 2006

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
<p><b>Information &amp; Communications Technology Division:</b></p> <p><b>1. Develop ICT Governance capability:</b></p> <ul style="list-style-type: none"> <li>• Address issues for post production of IhRIS, Payroll (IGP), Government Communications Backbone and e-Government Portal.</li> <li>• Redefine the role of the National Information Systems Centre (NISC).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Full establishment of the organization structure as approved for the ICT Division.</li> <li>➤ Development of mechanisms for ongoing monitoring and evaluation of outputs and outcomes.</li> <li>➤ Consultancy conducted to review Project IhRIS and recommendations made for continuation.</li> <li>➤ Ongoing.</li> </ul>	

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
<p><b>2. Regular meetings of the NICT Steering Committee:</b></p>	<ul style="list-style-type: none"> <li>➤ NICT Steering Committee convened three times during the year with presentations on ICT related projects from the Ministries of Public Administration &amp; Information, Science Technology &amp; Tertiary Education, Trade &amp; Industry, and Education.</li> <li>➤ Recommendations made for continuation of programmes and projects by the Steering Committee.</li> </ul>	
<p><b>3. Increase access to the Internet and information technology services in communities throughout Trinidad and Tobago:</b></p>	<ul style="list-style-type: none"> <li>➤ Commencement of the Community Access Center Pathfinder Project with 3 model Community Access Centres, analyzed global best practices and designed roll-out strategy for implementation nationally.</li> <li>➤ Deliverables completed, include:               <ul style="list-style-type: none"> <li>- Current state assessment.</li> <li>- International Best Practice Report.</li> <li>- Pilot CAC launched at Couva, Belle Gardens and Diego Martin Youth facility.</li> <li>- Detailed roll-out plan and strategic plan launched.</li> <li>- CAC Portal developed as a common interface</li> </ul> </li> </ul>	



## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
	<p>for use at all CACs.</p> <ul style="list-style-type: none"> <li>- Online registration system completed as an interactive monitoring and evaluation tool for the CAC project.</li> </ul>	
<p><b>4. Implement Knowledge, Innovation and Development Programme:</b></p> <ul style="list-style-type: none"> <li>• Finalize TOR for SchoolNet programme with Ministry of Education (interactive school network).</li> </ul>	<ul style="list-style-type: none"> <li>➤ TOR for SchoolNet programme with Ministry of Education (interactive school network) finalized.</li> <li>➤ Ministry of Education in early implementation stage.</li> </ul>	
<p><b>5. Develop Broadband Strategy:</b></p> <ul style="list-style-type: none"> <li>• Study best practices, analyze present market conditions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 6 point action plan for Broadband developed and presented to the MPAI executive for approval and implementation.</li> </ul>	
<p><b>6. Improve public access to government information and the delivery of government services to the public through an e-Government portal:</b></p>	<ul style="list-style-type: none"> <li>➤ Commencement of the first phase of the e-Government Portal Project to provide all appropriate Government information online by December 2006, this included: <ul style="list-style-type: none"> <li>- Survey of all government services.</li> <li>- Pilot an e-Government Portal prototype.</li> </ul> </li> </ul>	

**A. Creating a knowledge-based society**

<b>Work Programme Deliverables</b>	<b>Status/Achievements</b>	<b>Issues/ Remedial Plans</b>
	<ul style="list-style-type: none"> <li>- Design a strategy to make all appropriate government services available online by 2008.</li> </ul> <p>Activities included:</p> <ul style="list-style-type: none"> <li>- Created e-government resource teams.</li> <li>- Developed Methodology &amp; tools.</li> <li>- Engaged ministries in content development &amp; electronic services - 200 pieces of content /services developed, estimated completion date - November 2006.</li> <li>- Rollout Release 1 content.</li> <li>- Proposal evaluation and award.</li> <li>- Rollout release 2 content.</li> <li>- Rollout release 3 content.</li> <li>- Tested and Implementation of interim portal.</li> <li>- Policy for governance of portal established.</li> </ul>	

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
<p><b>7. Conduct Legislative Review and policy framework to ensure that the appropriate enabling environment exists for the implementation of <i>fastforward</i></b></p>	<ul style="list-style-type: none"> <li>➤ The Legislative Review of the Pathfinder Project included:               <ul style="list-style-type: none"> <li>- Gap analysis of existing legislation and formulation of legislative policy framework.</li> <li>- An Assessment report.</li> <li>- An International Best Practice Report.</li> <li>- A Rollout and implementation strategy.</li> </ul> </li> <li>➤ Cabinet approved policies for Electronic Transactions and Data Protection.</li> </ul>	
<p><b>8. Conduct Promotion and awareness campaigns:</b></p>	<ul style="list-style-type: none"> <li>➤ A national campaign “A Chief Information Officers (CIO) Forum to engage IT professionals across Government” was developed.</li> <li>➤ Consultations were held with specific stakeholder groups on various ICT policies.</li> <li>➤ The re-design of the <i>fastforward</i> website commenced.</li> <li>➤ A Youth Programme concept was developed to engage youth audience on ICTs and <i>fastforward</i>.</li> </ul>	

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
<p><b>9. Develop an integrated e-justice and security network project proposal:</b></p> <ul style="list-style-type: none"> <li>• Design an inter-agency justice network relative to deterrence, prevention and prosecution of crimes in conjunction with the relevant agencies (Judiciary, Police, and Prison).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Coordinated kick off meeting in September 2006 with representatives from the Judiciary and the Ministries of Works &amp; Transport, and National Security.</li> </ul>	
<p><b>10. Develop e-Commerce/e-Business with particular focus on MSME sector:</b></p>	<ul style="list-style-type: none"> <li>➤ A Business to Business (B2B) Portal pilot and Micro Small and Medium Enterprises (MSME) guide to getting business online developed.</li> <li>➤ SME e-advisory services content in conjunction with the Access Centre programme developed.</li> <li>➤ Developed Pathfinder B2B MSME marketplace to include:               <ul style="list-style-type: none"> <li>- A Current State Assessment.</li> <li>- An International Best Practice Assessment.</li> <li>- The development and operation of pilot marketplace.</li> <li>- MSME B2B e-Readiness.</li> </ul> </li> </ul>	

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
	<ul style="list-style-type: none"> <li>- A B2B Marketplace strategy report/document.</li> <li>- The B2B marketplace implementation roadmap and B2B Pilot market place online document.</li> </ul>	
<p><b>11. Establish an e-Business roundtable:</b></p> <ul style="list-style-type: none"> <li>• The Roundtable is a forum for leaders from Government, industry and technology to provide vision and guidance for traditional industries to be strengthened through increased levels of ICT.</li> </ul>	<ul style="list-style-type: none"> <li>➤ e-Business roundtable established with reports and guidance for the sectors concerned, this included:               <ul style="list-style-type: none"> <li>- Cabinet Approval of e-Business Roundtable.</li> <li>- Establishment of an Agenda and Working Groups.</li> <li>- Appointment of Members and launching of Roundtable.</li> <li>- Development of Draft Operational Guidelines.</li> <li>- Convening of two successful working sessions.</li> </ul> </li> <li>➤ The assignment of the ICT Business Symposium and e-Business Report Card as Roundtable projects.</li> </ul>	

## A. Creating a knowledge-based society

Work Programme Deliverables	Status/Achievements	Issues/ Remedial Plans
<p><b>12. Develop Measurements and Indicators:</b></p> <ul style="list-style-type: none"> <li>• Conduct 2005 Household and Business ICT usage and awareness surveys.</li> </ul>	<ul style="list-style-type: none"> <li>➤ TORs drafted and published to hire consultant to administer Business Survey.</li> <li>➤ Field work began to interview business on ICT usage and behaviors.</li> <li>➤ Project Management Office established to monitor and evaluate projects with regards to alignment to <b>fastforward</b> objectives and adherence to project management methodology.</li> </ul>	

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans																										
<p><b><u>Scholarships &amp; Advanced Training Division (SATD):</u></b></p> <p><b>1. Reintroduce a programme of Development Scholarships to fill specific training needs in the Public Service.</b></p>	<p>➤ Cabinet approved the plan and scholarships were advertised, interviews conducted and 13 awards were granted. The programme would next be advertised in 2007.</p> <p><u>Distribution &amp; Number of SATD Scholarships FY 06</u></p> <table data-bbox="730 805 1367 1239"> <tr><td>Legislative Drafting</td><td>3</td></tr> <tr><td>Archives &amp; Heritage Studies</td><td>1</td></tr> <tr><td>Education</td><td>1</td></tr> <tr><td>Environmental Science/Ecology</td><td>2</td></tr> <tr><td>Meteorology</td><td>3</td></tr> <tr><td>Forensic Pathology</td><td>1</td></tr> <tr><td>Medicine</td><td>33</td></tr> <tr><td>Energy Awards (Various Areas)</td><td>16</td></tr> <tr><td>Forestry</td><td>7</td></tr> <tr><td>Developmental Needs for Public Service</td><td>13</td></tr> <tr><td>Advanced Level (Various Areas)</td><td>263</td></tr> <tr><td></td><td>-----</td></tr> <tr><td><b>TOTAL</b></td><td><b>343</b></td></tr> </table>	Legislative Drafting	3	Archives & Heritage Studies	1	Education	1	Environmental Science/Ecology	2	Meteorology	3	Forensic Pathology	1	Medicine	33	Energy Awards (Various Areas)	16	Forestry	7	Developmental Needs for Public Service	13	Advanced Level (Various Areas)	263		-----	<b>TOTAL</b>	<b>343</b>	
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## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>2. Consolidate the existing administration of “A” Level scholarship programme in Ministry of Education (MOE) with SATD’s programmes.</b></p>	<p>➤ Consolidation completed in September.</p>	
<p><b><u>Programme Management Div:</u></b></p> <p><b>3. Facilitate and Coordinate specialized management training programmes as follows:</b></p> <ul style="list-style-type: none"> <li>• Conduct training in Project Cycle and Procurement.</li> <li>• Manage sessions to support the training of the Senior Management Level in the Public Service to enhance leadership capability.</li> <li>• Orientation programme for DPS.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conducted a number of training sessions at Chaguaramas.</li> <li>➤ Conducted one session on Procurement in Tobago.</li> <li>➤ Trained 75 persons in July/August 2006 at the senior management levels.</li> <li>➤ Skill enhancement of twenty-seven (27) Deputy Permanent Secretaries November 2005 to January 2006.</li> </ul>	



## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>Executive Development programme for DPS and Senior Management.</li> <li>Management Development Trainee Programme.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Planned Development Incomplete.</li> <li>➤ Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>- Judicial review of the 1<sup>st</sup> wave.</li> <li>- HR Constraints.</li> </ul>
<p><b><u>Human Resource Management Division:</u></b></p> <p><b>4. Enhancing the administration of the Human Resource Management function:</b></p> <p><u>Human Resource Planning:</u></p> <ul style="list-style-type: none"> <li><b>Implement</b> lhrIS and lhrIS Payroll in the Ministry of Public Administration and Information.</li> </ul>	<ul style="list-style-type: none"> <li>➤ All Information entered on lhrIS on a monthly basis with regards to Workforce Administration.</li> <li>➤ Access given to Government Printery/Archives for lhrIS Payroll.</li> </ul>	<ul style="list-style-type: none"> <li>- Closing of lhrIS for two week period each month hampers the efficient and timely entry of data on the system.</li> <li>- Access to lhrIS to be implemented in other outside divisions in financial year 2006/2007.</li> </ul>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><u>Human Resource Planning</u> <b>(continued):</b></p> <p>• <b>Process re-engineer HRM</b></p>	<ul style="list-style-type: none"> <li>➤ New employees entered upon arrival to Ministry. All requests for employee records from other Ministries/Departments submitted.</li> <li>➤ <u>Employee Self Service</u> (ESS) Rollout to all staff members.</li> <li>➤ Absence Management system developed for acquiring information on monthly balances for all employees.</li> <li><u>Roll out of system for Employee Self Service (ESS)</u></li> <li>➤ Computer access needs identified in each Division.</li> <li>➤ All establishment books for public officer positions created and updated.</li> <li>➤ Reconciliation of Establishments to data on IhRIS completed.</li> <li>➤ HR Teambuilding and Process Mapping Retreat held in May 2006.</li> <li>➤ Establishments updated to reflect IhRIS information such as position no. and employee ID no.</li> </ul>	<ul style="list-style-type: none"> <li>- Timely transfer of records from other Ministries/ Departments.</li> <li>- Currently under review, high turnover of staff of the HR Div. impacting on completion.</li> <li>- Under Review.</li> </ul>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Process all outstanding acting approvals</b> from Service Commission Department (SCD).</li>   <li>• <b>Regularize</b> daily paid establishment.</li> </ul> <p><u>Training &amp; Development:</u>  <b>Develop</b> a 3-year Training and Development Plan 2006 – 2008.</p>	<ul style="list-style-type: none"> <li>➤ Draft Desk Manuals prepared in each functional area:               <ul style="list-style-type: none"> <li>- Human Resource Planning</li> <li>- Human Resource Development</li> <li>- Employee Relations</li> </ul> </li>   <li>➤ All outstanding requests for acting approvals submitted to Service Commission Department (SCD) up to June 2006 as well as missing periods of approval for previous years.</li>   <li>➤ One Hundred and sixty-seven (167) acting arrangements and temporary appointments approved under new delegation of authority from SCD for the period July – Sept 2006.</li>   <li>➤ All arrangements entered on IhRIS.</li>   <li>➤ Note for Cabinet prepared and submitted to the Chief Personnel Officer for recommendations.</li>   <li>➤ Training Plan approved.</li> </ul>	<ul style="list-style-type: none"> <li>- On going meetings with the CPO office.</li> </ul>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><u>Employee Relations:</u></p> <ul style="list-style-type: none"> <li>• <b>Implement</b> an Employee Assistance Programme (EAP).</li> <li>• <b>Implement</b> and manage the Public Service Health Plan.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Committee formed consisting of representative staff of the Ministry.</li> <li>➤ Officers added as they become eligible.</li> </ul>	<ul style="list-style-type: none"> <li>- CPO instructed Ministries/Departments to await their selection of a consultant to lead the process for the entire public service.</li> </ul>
<p><u>Public Service Academy</u></p> <p>5. <b>Enhance</b> the skills and abilities of Public Service Officers through professional training.</p>	<ul style="list-style-type: none"> <li>➤ Conducted a total of forty-six (46) courses in Trinidad and Tobago and other interventions of which the Fundamentals of Procurement Course was conducted nineteen (19) times. A total of eight hundred and sixty-nine (869) officers attended these courses at the Government Training Centre and other venues in Trinidad &amp; Tobago.</li> </ul>	<ul style="list-style-type: none"> <li>- The PSA continues to operate with a skeletal staff - a situation which does not allow the Division to operate at its optimum. Plans are in train to create contract positions for HRD Specialists I and II.</li> </ul>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>6. Facilitate</b> the processing of overseas on-line training and other awards through the Technical Co-operation Unit.</p> <p><b>7. Support</b> Human Resource Units in line Ministries in their HR efforts thereby enabling them to build capacity while ensuring that the Ministry's staff is adequately trained to effectively and efficiently perform their jobs.</p>	<ul style="list-style-type: none"> <li>➤ Seventy-five (75) persons accessed over sixty (60) courses/workshops/training programmes at venues mainly in the Caribbean, Singapore, Japan, Malaysia, India, Australia, and New Zealand.</li> <li>➤ In some of the HR Units some initiative has been demonstrated as training and staff development activities have been started. The Academy is currently working with some Ministries, assisting them in conducting in-house training.</li> </ul>	<ul style="list-style-type: none"> <li>- Again, the scarcity of resources impacts negatively on the provision of desirable support to these Units. Additional staff will be required to ensure that all Ministries are adequately serviced over any given year.</li> <li>- The ideal situation here is to have a dedicated team of officers work in the area of research, development measurement and evaluation so that evaluation, in particular, as a process will be on-going and can therefore influence the patterns of training. As it stands, officers have this responsibility as an "add on " to their busy and</li> </ul>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>8. Commence</b> the process of evaluating the effectiveness of training.</p>	<p>➤ Work commenced in November 2006 on the process of evaluating the effectiveness of training done by the PSA. The model being used is the Kirkpatrick Model for programme evaluation. To date we are at the “reaction level” where the participants’ responses are collated.</p> <p>It is anticipated that work at this level will be completed by end February 2007 and work on the “assessment of learning,” the second stage in the model, will commence in the second quarter of 2007.</p>	<p>demanding training schedules.</p>

## B. Enhancing Human Resource Management Capacity

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>National Information Systems Centre</u></b></p> <p><b>9. Provide technical training in Microsoft development tools for Public Officers.</b></p> <p><b>10. Provide end user training in Microsoft products for Public Officers.</b></p>	<ul style="list-style-type: none"> <li>➤ Courses offered were Visual Basic Programming, Exchange Server Management, Security for Server 2003, Security for Networks, and Access Development. Seventy-nine (79) participants were trained.</li> <li>➤ Training was offered to all Ministries &amp; Departments in courses as follows Word (Basic &amp; Intermediate), Excel (Basic &amp; Intermediate), Access (Basic &amp; Intermediate), Project, Outlook, Publisher and PowerPoint. Seven hundred and sixty-one (761) participants were trained during the period October 2005 – September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>- Projected amount of persons not trained due to rescheduling of courses by Training Provider.</li> <li>- To maximize use of training opportunity under the MS Enterprise Agreement, training was organized at additional sites outside the NISC.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Policy</u></b>  <b><u>Public Service Transformation</u></b>  <b><u>Division:</u></b>  <b>1. Policies to guide the transformation of the Public Service.</b></p> <ul style="list-style-type: none"> <li>• <b>Develop a philosophy and policy for Value for Money.</b></li> <li>• <b>Develop a policy for Monitoring and Evaluation in the Public Service.</b></li> <li>• <b>Develop a policy for Innovation in the Public Service.</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Discussions on the way forward for the development of both the philosophy and policy have been initiated.</li> <li>➤ Technical officers’ capacity building workshop and senior executives’ sensitizations held April 2006.</li> <li>➤ Research ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> <li>- The Policy will be developed as part of “Institutional Performance Data” project of the PSRIP.</li> <li>- HR constraints.</li> </ul>



### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Establish mechanisms that facilitate the development of client-responsive policies and delivery systems.</b></li> <li>• <b>Develop a policy for Retention and Exit at the Executive level of the Public Service.</b></li> <li>• <b>Review the administering and monitoring policy and system for Freedom of Information (FOI).</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Cabinet approval obtained in August 2006 for the implementation of “TTServe”, a project to establish Multi-Service Government Delivery Centres. Work ongoing.</li> <li>➤ Not completed.</li> <li>➤ FOIA Annual Report for 2004 being prepared for submission to Cabinet by November 2005.</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Strategic Services Division:</u></b></p> <p><b>2. MPAI IT Policies and Guidelines</b></p>	<p>➤ Work commenced on developing IT Policies and Guidelines.</p>	<p>- Two members of staff migrated; consequently this activity was put on hold.</p>
<p><b><u>Legal Services:</u></b></p> <p><b>3. Collaborate with the Ministry of Legal Affairs, Office of the Attorney General and Parliament on the Legislative Review and Reform Agenda:</b></p> <ul style="list-style-type: none"> <li>• Interconnection Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended.</li> <li>• Access to Facilities Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended.</li> </ul>	<p>➤ Completed. Regulations laid in Parliament subject to negative resolution.</p> <p>➤ Completed. Regulations laid in Parliament subject to negative resolution.</p>	

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• Fees Regulations made under Section 78(1) of the Telecommunications Act 2001, as amended</li> <li>• The Electronics Transactions Bill.</li> <li>• The Data Protection Bill.</li> <li>• Tender Rules made under Section 28 of the National Library and Information Systems Act of 1999.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Completed. Regulations laid in Parliament subject to negative resolution.</li> <li>➤ Electronic Transaction Policy approved by Cabinet January 2006.</li> <li>➤ Terms of Reference (TOR) to draft enabling legislation and propose institutional requirements for the implementation of a Electronic Transaction and Data Protection Policy awaiting relevant agency to execute</li> <li>➤ Bill drafted by the Legal Drafting Department/Office of the Chief Parliamentary Counsel (CPC). Submitted to Legal Division for comment. Bill, as amended, to be then considered by the Legislation Review Committee (LRC).</li> <li>➤ Rules vetted by Legal Division and submitted by NALIS to the CPC for drafting.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• Amendment to the National Library and Information System Act of 1999 [NALIS Act].</li>   <li>• Regulations made under the NALIS Act.</li>   <li>• Legal Deposit Regulations made pursuant to the Legal Deposit Act and the NALIS Act.</li>   <li><b>4. Collaborate with the Chief State Solicitor on the preparation and execution of contracts.</b></li>   <li>• Variation of contract for the development, implementation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Amendments approved by the LRC and Cabinet. Laid and passed in the Upper House.</li>   <li>➤ Policy and Draft Regulations to be settled and vetted by Legal Division.</li>   <li>➤ Policy and Draft Regulations to be settled and vetted by Legal Division.</li>   <li>➤ Contract settled and executed between the parties.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>Constraint</u>: Regulations relating to Fees and Charges have not been approved in concept by the Minister, MPAI, and therefore have not been laid in Parliament.</li>   <li>- <u>Remedial Plan</u>: Re-submit Regulations for Minister's attention &amp; decision.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>and maintenance of the Communications Backbone.</p> <ul style="list-style-type: none"> <li>• Implementation of Pathfinder Projects under <i>fastforward</i> agenda.</li> <li>• Regulations made under the Freedom of Information Act (FOIA).</li> <li>• Amendments to FOIA.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Contracts executed for various Pathfinder projects, including:               <ul style="list-style-type: none"> <li>- e-Legislative Review</li> <li>- e-Government Portal</li> <li>- Community Access Centres</li> <li>- Governance and Programme Management</li> <li>- National Survey (on ICT usage and awareness)</li> </ul> </li> <li>➤ Policy positions to be developed by the Public Service Transformation Division (PSTD) and vetted by the Legal Division. Draft Regulations (based on said Policy) to be developed by the Legal Division.</li> <li>➤ Policy informing amendments to be developed by PSTD and vetted by Legal Division. Draft amendments (based on said Policy) to be developed by the Legal Division.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Policy

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Information &amp; Communication</u></b></p> <p><b><u>Technology:</u></b></p> <p><b>5. Review draft policies submitted by Telecommunications Authority of Trinidad and Tobago (TATT) and where necessary, proffer counter recommendations.</b></p>	<p>➤ <b>The following Policies were reviewed:</b></p> <ul style="list-style-type: none"> <li>• Inter-connection and Access to Facility Policy.</li> <li>• Spectrum Management Policy.</li> <li>• Authorization Framework.</li> <li>• Fee methodology and Structure.</li> </ul>	

**C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services**

<b>Work Programme Deliverables</b>	<b>Status/Achievements</b>	<b>Constraints/ Remedial Plans</b>
<p><b><u>Infrastructure</u></b> <b><u>Programmes / Projects</u></b> <b><u>/Services</u></b> <b><u>Information &amp; Communication</u></b> <b><u>Technology Division</u></b> <b>6. Completion of the Government Communications Backbone Project.</b></p>	<ul style="list-style-type: none"> <li>➤ Twenty (20) main ministries connected.</li> <li>➤ Ministries can communicate due to e-mail access, internet access and instant messaging.</li> <li>➤ Ministries can function well in new connected environment from increased support.</li> <li>➤ Six hundred and eighty-nine (689) Tickets Open and Closed (Help Desk).</li> <li>➤ Ten (10) main ministries migrated services from their LANs to the Backbone (GWAN).</li> <li>➤ One thousand, three hundred and fourteen (1314). Tickets Open and Closed (NOG).</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/ Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>7. e-Information and Heritage project</b></p>	<ul style="list-style-type: none"> <li>➤ A study establishing a coordinated programme was initiated.</li> <li>➤ The needs and present state of national heritage content owned by GIS, NATT, NALIS and CNMG and their electronic information initiatives were investigated.</li> <li>➤ The study was undertaken with the assistance of the latter groups including the office of the Deputy Permanent Secretary and the Strategic Services Division.</li> </ul>	
<p><b><u>Strategic Services Division</u></b></p> <p><b>8. Deployment of Portal and Collaboration Solutions to eight (8) pilot Divisions</b> (Strategic Services, Programme Management, Public Sector Transformation, Human Resources Management, Corporate Services, Corporate</p>	<ul style="list-style-type: none"> <li>➤ Completed Engagement 1 - May 2006 re: Vision, Scope, Infrastructure and Security Design, Software and Hardware configuration.</li> <li>➤ Engagement 2 – In the process of deploying the communications and collaboration functionality to the pilot divisions: <ul style="list-style-type: none"> <li>- Training of staff in pilot Divisions ongoing, 20% training completed.</li> </ul> </li> </ul>	



**C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/ Services**

<b>Work Programme Deliverables</b>	<b>Status/Achievements</b>	<b>Constraints/ Remedial Plans</b>
<p>Communications, Information &amp; Communications Technology, Legal Services).</p>	<ul style="list-style-type: none"> <li>- 15% out of a total of Thirty-three thousand (33,000) Electronic Documents migrated to the Intranet.</li> <li>- Corporate News and Announcements content manager available online via portal home page</li> <li>- Analysis and design of online services for PSIP reporting and electronic leave application, adventure seekers sports and recreational club electronic application form, electronic suggestion box, online staff directory, online submissions for Intranet issues &amp; feedback.</li> </ul>	
<p><b><u>Programme Management/Public Sector Transformation</u></b></p> <p><b>9. Implement the Public Sector Reform Initiation Programme (PSRIP): Part A</b></p> <ul style="list-style-type: none"> <li>• Audit for FY 2005</li> <li>• Completed procurement of and commenced the consultancy services for:</li> </ul>	<p>➤ Completed.</p>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>○ Governance and Institutional Assessment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Worked commenced on the Issues and Policy Option Study in January 2006 and ongoing to May 15th 2006 when contract was terminated.</li> </ul>	<ul style="list-style-type: none"> <li>- Ministry examining alternative arrangements for undertaking this study.</li> </ul>
<ul style="list-style-type: none"> <li>○ Optimization of the Central Statistical Office</li> <li>○ Development of a Consensus Building and National Dialogue Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Firm selected and negotiation completed for commencement of the study in October 2006.</li> <li>➤ Firms selected and negotiations completed. Project scheduled to start in January 2007.</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> </ul>
<ul style="list-style-type: none"> <li>○ Development and Implementation of a Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Firms selected and negotiations completed. Project scheduled to start in January 2007.</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> </ul>
<ul style="list-style-type: none"> <li>○ Strengthening of the MPAI and Tobago House Assembly (THA).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pre-qualification evaluation completed and pre-qualified firms selected. Pre-qualified firms invited to submit proposals for the study.</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> </ul>
<ul style="list-style-type: none"> <li>○ Development of a compensation policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Evaluated proposals.</li> </ul>	<ul style="list-style-type: none"> <li>- No appropriate proposal for selection. Ministry examining alternative arrangements for</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>○ Strengthening of the HRM system at the Service Commission Department to support the implementation of IhRIS.</li> <li>○ Information &amp; Communication Readiness.</li> <li>○ Training of Key Decision Makers</li> <li>○ Complete procurement of and commence consultancy services for the conduct of the mid term review and evaluation of the PSRIP.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Completed draft Terms of Reference. TOR to be finalized on receipt of completed final report for the TATA study on IhRIS.</li> <li>➤ Evaluated proposals.</li> <li>➤ Monitoring and Evaluation training workshop conducted in April, 2006 for senior members of the Public Services.</li> <li>➤ Consultancy for the First Phase commenced in June 2006 and was completed in October 2006.</li> </ul>	<p>undertaking this study.</p> <p>– No appropriate proposal for selection. Ministry examining alternative arrangements for undertaking this study.</p>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Public Service Transformation Division</u></b></p> <p><b>10. Implement the Public Sector Reform Initiation Programme (PSRIP): Part B</b></p> <ul style="list-style-type: none"> <li>• <b>Restructuring</b> of the Public Service Transformation Division.</li> </ul> <p><b>Establish</b> the New-systems Facilitator (NsF) programme in all Ministries and Departments</p>	<ul style="list-style-type: none"> <li>➤ Revised organizational structure approved in May 2005. Recruitment continued in 2006.</li> <li>➤ Draft Report and recommendations on the way forward prepared and submitted to Cabinet. Twenty-three (23) new positions and seven (7) Team Leader positions approved by Cabinet in August 2006. Recruitment commenced in September 2006.</li> <li>➤ Training of first group of NsFs ongoing. Training in Process Mapping undertaken in December 2005.</li> </ul>	<ul style="list-style-type: none"> <li>- Due to HR market factors, to date, recruitment of the full complement of staff has not been completed. This has negatively affected the completion of the deliverables.</li> <li>- Some resistance on the part of Key stakeholder. Consultations planned and avenues for collaboration being explored.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Undertake</b> activities for new contractual arrangements with MORI for the “Research Consultancy for the Improvement and Effectiveness in the Delivery of Government Services”</li> <li>• <b>Design</b> and implement a Management Trainee Development Programme.</li> <li>• <b>Implement</b> the Prime Minister’s Innovating for</li> </ul>	<ul style="list-style-type: none"> <li>➤ Process for Public Service Pension Administration researched, mapped and redesigned in August 2006.</li> <li>➤ Note for Cabinet approval to implement pilot submitted in September 2006.</li> <li>➤ Proposal submitted by MORI evaluated recommendations for award of contract prepared by September 2006.</li> <li>➤ Incomplete.</li> <li>➤ 2005 Awards Ceremony successfully completed in November 2005.</li> </ul>	<ul style="list-style-type: none"> <li>- Clarification was needed by evaluation team re proposals submitted by MORI.</li> <li>- HR constraints.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>Service Excellence Award Scheme.</p> <ul style="list-style-type: none"> <li>• Leadership Level Capacity Building</li> </ul>	<ul style="list-style-type: none"> <li>➤ Submissions for 2006 Awards received, with Adjudication and Award ceremony plans well advanced by September 2006.</li> <li>➤ Hosted T&amp;T Senior Leadership Development Programme for Deputy Permanent Secretaries (CAPAM/GORTT) November 2005.</li> </ul>	
<p><b><u>Programme Management</u></b></p> <p><b><u>Division:</u></b></p> <p><b>11. Monthly PSIP Reports and Annual Mid-Term Review</b></p> <ul style="list-style-type: none"> <li>• <b>Prepare</b> monthly PSIP status reports for Ministry of Planning &amp; Development (MoPD) and Ministry of Finance (MoF).</li> <li>• <b>Conduct</b> annual Mid-Term review of the Ministry's PSIP.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prepared and submitted twelve (12) PSIP status reports.</li> <li>➤ Review conducted and report submitted to the MoPD and MoF in April 2006.</li> </ul>	<ul style="list-style-type: none"> <li>- HR constraints.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Government Information</u></b> <b><u>Service:</u></b> <b>12. Programming &amp; Print</b> <b>Increase</b> the production of television and radio programmes as well as the number of radio stations broadcasting Government Information Service (GIS) radio programmes.</p>	<ul style="list-style-type: none"> <li>➤ One thousand, eight hundred (1,800) assignments were covered including conferences, state visits and the inauguration of the Caribbean Court of Justice.</li> <li>➤ Six hundred (600) copies of radio and television programmes on VHS, DVD and CD provided for Ministries/Departments, State Enterprises, NGO's, Caribbean Court of Justice, Caribbean Single Market Unit and members of the public.</li> <li>➤ Two hundred and seven (207) Television programmes produced.</li> <li>➤ Four hundred and five (405) Radio programmes produced.</li> <li>➤ Government Information Service is part of the core team to provide media services for security arrangements for ICC World Cup in the Caribbean in March 2007.</li> <li>➤ New Services introduced included: GIS News and Info Magazine. Twenty thousand (20,000) copies produced</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Programming &amp; Print Increase (continued)</b></p>	<p>and distributed for two (2) quarters delivered by unaddressed mail focusing on Government Services and Hurricane Tips.</p> <ul style="list-style-type: none"> <li>➤ Negotiations completed to provide programmes to: CCTV, CNC3, IETV and Channel 25.</li> <li>➤ Media Management provided for CARICOM conference.</li> <li>➤ Media Centre and support provided for Carifesta Media Centre.</li> <li>➤ Arranged for broadcast of six (6) addresses to the Nation including The Prime Minister and Presidents.</li> <li>➤ Discussions to begin with IBN, Tempo and Synergy TV to increase programming.</li> <li>➤ Government Information Services Limited formed. An alternative agency model is required to more effectively undertake government communications.</li> <li>➤ Training of Government communications professionals in the preparation of Corporate Communications Strategies.</li> </ul>	



### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Programming &amp; Print Increase (continued)</b></p>	<ul style="list-style-type: none"> <li>➤ Ten (10) meetings were held for Communication Officers on topics such as protocol, advertising and events management.</li> <li>➤ Provided audio visual services, conference facilities and recordings for two hundred and twenty-five (225) events including Post Cabinet Press Conference, CARICOM and Presidents and Governors General of the Caribbean meeting.</li> </ul>	
<p><b><u>Government Printery:</u></b></p> <p><b>13. Modernize and restore facilities at the Government Printery.</b></p>	<ul style="list-style-type: none"> <li>➤ Supply and installation of: <ul style="list-style-type: none"> <li>▪ Roof sheeting, frames and glass panels (general).</li> <li>▪ Suspended ceiling - Press Room.</li> <li>▪ Air-conditioning – Press, IT &amp; Store rooms.</li> <li>▪ Upgrade of electricals &amp; refurbishment of IT room.</li> <li>▪ Upgrade rest-room facilities (general).</li> <li>▪ Electrical Kiosk building works completed.</li> <li>▪ Transformers delivered and installed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Delays in commissioning due to pending electrical upgrade.</li> <li>- T&amp;TEC to make final connection.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>14. A restructured Government Printery dedicated to cost effectiveness and high quality printed products:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop</b> a Succession Planning Management Programme aimed at equipping middle managers for upward mobility.</li> <li>• <b>Develop</b> a Training Policy Plan that ensures equity in the application of training throughout the organization.</li> <li>• <b>Increase</b> productivity in the production area by 25% over a one (1) year period.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Middle managers and other senior officers were sent on Supervisory Management Training.</li> <li>➤ A Team is engaged in tailoring the Training Policy and Plan to suit the present needs.</li> <li>➤ Production Supervisors to submit proposals to increase production by 25% in their section. The proposals will be studied so as to develop an overall</li> </ul>	<ul style="list-style-type: none"> <li>- Cable to be connected from sub-panels to main panels.</li> <li>- Service Providers are being consulted.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Re-design</b> the use of floor space to accommodate the identified change in the Work Control functions.</li>   <li>• <b>Re-design</b> the pre-press functions.</li>   <li>• Prepare Publication Statistics</li> </ul>	<p>action plan to effectively boost production.</p> <ul style="list-style-type: none"> <li>➤ Assessment made of the existing floor space and a draft prepared of the new design.</li> <li>➤ Request made to the Ministry of Works and Transport to assist with the development of a “Scope of Work”.</li>   <li>➤ National Information Service Centre developed a report and action plan on the redesign of pre-press functions.</li> <li>➤ Gazette – Two hundred and four (204) job orders. Total number of copies 204,000.</li> <li>➤ Legal notices – Three hundred and thirty five (335) job orders. Total number of copies 435,500.</li> <li>➤ Head of Representatives Bills – Thirty one (31) job orders. Total number of copies 29,450.</li> <li>➤ Senate Bills – Sixteen (16) job orders. Total number of copies 15,200.</li> </ul>	<ul style="list-style-type: none"> <li>- Awaiting assistance from the Ministry of Works to develop a “Scope of Work”.</li>   <li>- Further action is pending a report from the “Rationalization of the Gazette Committee” and its impact on the NISC Plan.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
	<ul style="list-style-type: none"> <li>➤ Acts – Thirty (30) job orders. Total number of copies 39,000.</li> <li>➤ Other major miscellaneous jobs (Inland Revenue, Comptroller of Accounts, Ministry of Health, Ministry of Finance etc) – Seventy two (72) job orders. Total number of copies 4,090,000.</li> </ul>	
<p><b><u>Properties &amp; Real Estate</u></b> <b><u>Division:</u></b> <b>15. Construction, restoration, and refurbishment of government buildings:</b> <b><u>Red House Restoration</u></b></p> <ul style="list-style-type: none"> <li>• <b>Monitor</b> preparation of the conceptual design for the restoration in collaboration with the Office of the Prime Minister.</li> <li>• <b>Monitor</b> construction of Plant Room.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conceptual design completed.</li> <li>➤ Location and design revised to incorporate LPG gas tank, facilitate T&amp;TEC connection, etc.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Monitor</b> preparation of final design for the South Chamber and Link structural retrofit and commencement of construction.</li> </ul> <p><b><u>Siparia Administrative Complex</u></b></p> <ul style="list-style-type: none"> <li>• <b>Monitor</b> completion of the IT equipment supply and installation and the design for integration of the District Revenue Office.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Invitations to tender invited for construction of the facility in accordance with the revised design.</li> <li>➤ Construction re-scheduled to commence by December 2006.</li> <li>➤ Design completed and demolition (clearing/stripping) works commenced.</li> <li>➤ IT equipment supplied and installed.</li> <li>➤ Design of the District Revenue Office completed.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Government Office Campus and Car Park, Richmond Street</u></b></p> <ul style="list-style-type: none"> <li>• Monitor construction of office and car parking facilities.</li> </ul> <p><b><u>NBN Building Refurbishment</u></b></p> <ul style="list-style-type: none"> <li>• Obtain Cabinet approval for refurbishment of the building by EFCL.</li> <li>• Monitor production of the final design and tender documents and start of construction.</li> <li>• Vet Letter of Intent/contract between EFCL and the State in collaboration with the Legal Services Division.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Car park, Customs and Excise, Board of Inland Revenue, Ministry of Legal Affairs and Ministry of Education buildings under construction.</li> <li>➤ Project scheduled for completion by March 2008.</li> </ul> <ul style="list-style-type: none"> <li>➤ Cabinet approval received for refurbishment of the building by EFCL.</li> <li>➤ Final design completed.</li> <li>➤ Draft contract submitted by EFCL under review by MPAI.</li> </ul>	<ul style="list-style-type: none"> <li>- Accident on site (collapse of scaffolding) contributed to the delay in construction. Health and safety measures reviewed and improved.</li>   <li>- Project delayed as no funds initially allocated under the 2005 – 2006 PSIP. Payment for the preliminary design, which was completed in September 2005, delayed until receipt of funds further to the mid-year review.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>MPAI Building 13-15 St. Clair Avenue Port-of-Spain</u></b></p> <ul style="list-style-type: none"> <li>• Monitor completion of construction and outfitting works.</li> </ul> <p><b><u>MPAI Headquarters Building, New and St. Vincent Streets, Port-of-Spain</u></b></p> <ul style="list-style-type: none"> <li>• Monitor design, tender and award of contract for construction.</li> <li>• Monitor preparation of the site lease to UDeCott</li> <li>• Vet Letter of Intent/Contract in</li> </ul>	<ul style="list-style-type: none"> <li>➤ User requirements prepared and approved by the Office of the Prime Minister (OPM) for the temporary occupation of the building by that Office.</li> <li>➤ Ground and Third floor office layouts re-designed.</li> <li>➤ Security requirements revised in consultation with the Special Branch, Ministry of National Security, to accommodate the OPM.</li> <li>➤ Completion of the building scheduled for February 2007.</li> </ul> <ul style="list-style-type: none"> <li>➤ Town and Country Planning approval received for the design.</li> <li>➤ Tender documentation in progress and scheduled for completion by March 2006.</li> <li>➤ Survey plan submitted by UDeCott for approval by the Lands and Surveys Division.</li> </ul>	<ul style="list-style-type: none"> <li>- Design changes required to accommodate the OPM.</li> <li>- Direct contracts for security and other works to be executed by UDeCott due to delay by the Contractor in completion of the project.</li> </ul> <ul style="list-style-type: none"> <li>- Amendments to the design were required for Town and Country Planning approval</li> <li>- Approved survey plan required for preparation of the site lease to UDeCott.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>collaboration with the Legal Services Division.</p> <p><b><u>Salvatori Building</u></b></p> <ul style="list-style-type: none"> <li>• <b>Monitor</b> demolition of the existing structure; identify users and requirements.</li> </ul> <p><b><u>The Information Channel Refurbishment</u></b></p> <ul style="list-style-type: none"> <li>• Appoint Consultant, complete the design and refurbishment of the facility to provide accommodation for the GIS radio and television units.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Demolition completed except for party wall with Voyager Mall.</li> <li>➤ User brief being prepared by UDeCott.</li> </ul> <ul style="list-style-type: none"> <li>➤ Consultant proposals invited, evaluated and Consultant appointed.</li> <li>➤ Design completed and revisions instructed to include Head Office personnel.</li> <li>➤ Construction in progress and scheduled for March 2007 completion.</li> </ul>	<ul style="list-style-type: none"> <li>- National Archives to be relocated prior to the start of construction.</li> <li>- Demolition stopped due to the risk of damage to the Voyager Mall. Acquisition of this property being pursued by UDeCott.</li> <li>- Building occupied while refurbishment in progress. Scheduling, separate access, and other measures applied to allow for occupation while refurbishment in progress.</li> </ul>



### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Revenue Collection</u></b></p> <ul style="list-style-type: none"> <li>• Collect revenue due, including arrears</li> </ul> <p><b><u>Lease/Rentals</u></b></p> <ul style="list-style-type: none"> <li>• Requests for accommodation</li> <li>• Continued Lease/Rentals</li> <li>• New Lease/Rentals</li> </ul> <p><b><u>State-Owned Allocation/Lease</u></b></p> <ul style="list-style-type: none"> <li>• State-owned buildings allocated/leased for Government/Non Government Organization (NGO) use</li> </ul>	<ul style="list-style-type: none"> <li>➤ \$6,851,754.73 in revenue collected including arrears (60% of the total due).</li> <li>➤ 88 processed.</li> <li>➤ 48 completed and approved by Cabinet.</li> <li>➤ 24 completed and approved by Cabinet.</li> <li>➤ Requests for occupation of Government Quarters processed.</li> <li>➤ Quarters approved by Cabinet for allocation to Ministries.</li> <li>➤ Two (2) Quarters approved by Cabinet for NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>- Arrears largely accounted for the shortfall. State agencies to be requested to apply legal remedies to collect outstanding revenue.</li> <li>- 10 awaiting technical reports from State approval agencies.</li> <li>- Alternative accommodation being sourced for 6 as technical reports unfavorable.</li> <li>- Four (4) NGO requests awaiting recommendation from the line Ministry.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Acquisition</u></b></p> <ul style="list-style-type: none"> <li>• Negotiate the acquisition of private property for a public purpose.</li> </ul> <p><b><u>Sale of Government Quarters</u></b></p> <ul style="list-style-type: none"> <li>• Sale of Government Quarters to legal occupants</li> <li>• Sale of Government Quarters by Public Auction</li> </ul> <p>\</p>	<ul style="list-style-type: none"> <li>➤ Twenty-five (25) requests being processed.</li> <li>➤ Approved by Cabinet.</li> <li>➤ One (1) no longer being pursued as directed by Cabinet.</li> <li>➤ Awaiting confirmation of funds by Ministries.</li> <li>➤ Seventeen (17) awaiting survey plans, etc, from State agencies.</li> <li>➤ Thirty-nine (39) requests being processed.</li> <li>➤ Fourteen (14) paid 10% deposit.</li> <li>➤ Two (2) paid in full.</li> <li>➤ Awaiting property data for Twenty-three (23).</li> <li>➤ Cabinet approval received for sale of 6 by Public Auction.</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in receipt of property data and/or funds from State agencies. Meetings and closer collaboration instituted with State agencies.</li> <li>- Chief State Solicitor requested to apply legal remedies to 28 delinquent purchasers in arrears prior to February 2006.</li> <li>- Liaising with the relevant State agencies to expedite the receipt of property data.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>Rationalisation of Government accommodation at Flagstaff Hill</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet approval received for the rationalisation</li> </ul>	
<p><b><u>National Archives of Trinidad and Tobago (NATT):</u></b></p> <p><b>16. Institutionally strengthen the National Archives of Trinidad and Tobago (NATT).</b></p> <ul style="list-style-type: none"> <li><b>Preserve</b> documentary heritage.</li> <li><b>Provide</b> access to official and historical information.</li> <li><b>Provide</b> storage and access to</li> </ul>	<ul style="list-style-type: none"> <li>State of the art archival equipment and materials purchased improving quality and productivity in restoration work resulting in the restoration of two hundred and fifty-two (252) documents; filming and cleaning of forty (40) documents;</li> <li>Staff training in IT.</li> <li>Successfully served one thousand seven hundred (1700) researchers accessing four thousand (4000) documents.</li> <li>Staged five (5) exhibitions based on National Holidays.</li> <li>Filled one hundred and eighty (180) requests for files</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate staff in microfilm unit (one person attached at present).</li> <li>Absence of a National Records Management Policy and Legislation.</li> <li>Inadequate staff, storage space and poor facilities at the</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>records of Government Ministries/Departments/ Agencies.</p> <ul style="list-style-type: none"> <li>• <b>Appraisal</b> of official records of the Tobago House of Assembly (THA).</li> <li>• <b>Continued</b> clearance of backlog of records at Records Centre Special Acquisitions.</li> </ul>	<p>from the Records Centre.</p> <ul style="list-style-type: none"> <li>➤ Received one (1) consignment from the Office of the Ombudsman.</li> <li>➤ Records of the THA appraised over a period of three (3) months.</li> <li>➤ 65% of backlog of records cleared.</li> <li>➤ Acquired information of special historical significance – Blue Book and Indian Immigration Records.</li> <li>➤ Acquired archival journals and professional literature on archiving.</li> </ul>	<p>Centre.</p> <ul style="list-style-type: none"> <li>- Insufficient time; inadequate staff.</li> <li>- Poor accommodation and facilities. No support staff.</li> </ul>
<p><b><u>National Information Services Center:</u></b></p> <p><b>17. Provide IT/IS Products for the use of the Public Service &amp; Public Service Agencies.</b></p> <p><b>18. Provide Antivirus Solution for the use of Public</b></p>	<ul style="list-style-type: none"> <li>➤ Developed and coordinated a new Microsoft Enterprise Agreement (EA) for the Public Service for the period July 2006 – June 2007.</li> <li>➤ Administered and managed the EA in accordance with the terms and conditions contained therein.</li> <li>➤ Developed and coordinated a new Mc Afee Antivirus Solution for the Public Service for the period</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Service &amp; Public Service Agencies.</b></p> <p><b>19. Develop a Business Continuity Plan for the Public Service. A Pilot in the Ministry of Public Administration &amp; Information.</b></p> <p><b>20. Provide IT technical support to Ministries/Departments in respect of hardware, software network and antivirus solutions.</b></p> <p><b>21. Provide data bureau services to Ministries, Departments and a private sector client.</b></p>	<p>December 2005 – December 2007.</p> <ul style="list-style-type: none"> <li>➤ Administered and managed the Agreement in accordance with the terms and conditions contained therein.</li> <li>➤ Financial proposal of the preferred bidder was evaluated and a report submitted to Ministerial Tenders Committee. Negotiations were held with the selected bidder PWC, and CTB awarded the tender in July. Contract preparation was completed in December and is awaiting execution by the Chief State Solicitor.</li> <li>➤ A total of five thousand and sixteen (5,016) technical support issues were successfully addressed.</li> <li>➤ These services are on-going at the data bureau centre as listed: <ul style="list-style-type: none"> <li>- Ministry of Education examinations.</li> <li>- Service Commissions examinations.</li> </ul> </li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>22. Participate in providing help desk facility for the Communication Backbone.</b></p> <p><b>23. Provide application development and maintenance services to Ministries/Departments.</b></p>	<ul style="list-style-type: none"> <li>- Monthly &amp; Fortnightly Systems: with the exception of three agencies, monthly payrolls have been taken over by the lhrIS/IGP payroll system. Fortnightly payrolls remain the responsibility of the NISC.</li> <li>- National Lotteries Ticketing System.</li> <li>➤ One Computer technician is assigned to the Communications Helpdesk on a full time basis.</li> <li>➤ Exercise ongoing in respect of:               <ul style="list-style-type: none"> <li>i. those applications that are processed in the data bureau centre in addition to</li> <li>ii. niche applications for particular Ministries/Departments, namely: Education, Works &amp; Transport, Foreign Affairs, Service Commissions Department, Cocoa &amp; Coffee Industry Board (CCIB), Police Complaints Authority Central Tenders Board and</li> <li>iii. File Registry System for all Ministries/Departments</li> </ul> </li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>24. Facilitate IT acquisitions, development and maintenance services to Ministries and Departments.</p> <p>25. Provide IT consultancy services to Ministries and Departments.</p>	<p>as required.</p> <ul style="list-style-type: none"> <li>➤ Throughout the year requests for equipment approvals were received from Ministries and Departments. Matters were processed within one week of receipt, except in instances where incoming information was insufficient, or research had to be conducted.</li> <li>➤ As required equipment specifications were prepared, quotations/tender documents were evaluated, recommendations and approvals were prepared.</li> <li>➤ Assistance was also provided as required in the selection of IT personnel for employment in Ministries &amp; Departments.</li> </ul>	
<p><b><u>Strategic Services Division:</u></b></p> <p>26. Enhancing the IT Capacity of the Ministry.</p>	<ul style="list-style-type: none"> <li>➤ Purchase of IT hardware – Desktops, Laptops, Tablets, and Computer Peripherals.</li> <li>➤ Delivery of hardware to Divisions 80% complete.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Enhancing the IT Capacity of the Ministry (continued)</b></p>	<ul style="list-style-type: none"> <li>➤ Thirteen (13) of Sixteen (16) Divisions connected to the GORTT Backbone using firewall, antivirus and Internet services; Four (4) more physical sites to be completed by March 2007.</li> <li>➤ Contract signed with Service Provider for Third Level Support Service Agreement in September 2006.</li> <li>➤ Installed and deployed ePolicy Ochestrator (EPO) to manage automated updates of antivirus on the server and client networks connected to the GORTT Backbone.</li> <li>➤ Server rollout at Lord Harris Court site completed.</li> <li>➤ Installed and implemented Systems Management Server to all Divisions connected to the GORTT Backbone.</li> <li>➤ A total of Six Thousand Three Hundred and Eight (6,308) support calls were logged, responded to, and completed satisfactorily.</li> </ul>	



## C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p>27. MPAI Strategic Plan</p> <p>28. Preparation of Draft MPAI Business Plan 2005 – 2006.</p> <p>29. Preparation of MPAI Annual Report 2004- 2005.</p> <p>30. Preparation of MPAI's input into the Vision 2020 Operational Plan 2007-2010.</p>	<ul style="list-style-type: none"> <li>➤ Negotiations continuing with 1<sup>st</sup> ranked Bidder.</li> <li>➤ Draft Business Plan prepared June 2006.</li> <li>➤ Annual Report 2004-2005 prepared.</li> <li>➤ Input prepared and submitted in September 2006.</li> </ul>	
<p><b><u>Public Management Consulting Division:</u></b></p> <p>31. Provide Management Consulting advice to Cabinet, Ministries and Departments as follows:</p> <ul style="list-style-type: none"> <li>• Strengthen capacity in the following core areas:</li> </ul>	<ul style="list-style-type: none"> <li>➤ Finance, Local Government, Public Administration and Information, Sports and Youth Affairs, Education,</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>◦ Human Resource Management</li> <li>◦ Information Technology</li> <li>◦ Legal</li> <li>◦ Communications</li> <li>◦ Other core areas</li> </ul>	<p>Public Utilities and the Environment, Public and Police Service Commission, Service Commission Department, NALIS, Queen’s Hall, Ombudsman, Office of the Parliament, New Library Cipriani College of Labour and Cooperative Studies, Attorney General, Legal Affairs, National Security, Judiciary, Agriculture, Land and Marine Resources.</p> <ul style="list-style-type: none"> <li>➤ Local Government, Housing, Health, Agriculture, Land and Marine Resource, Judiciary, National Security</li> <li>➤ Community Development and Gender Affairs, Attorney General, Legal Affairs.</li> <li>➤ Local Government, Public Administration and Information, Community Development and Gender Affairs.</li> <li>➤ Review of the Staff Establishment at the Official Residence of the Prime Minister (on-going)</li> <li>➤ Review of the Staff Establishment of the Student Support Services Division of the Ministry of Education.</li> </ul>	<ul style="list-style-type: none"> <li>- Scope of consultancy has been expanded to cater for the establishment of a Diplomatic Centre.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>◦ Other core areas (continued)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Employment on contract of forty-three (43) persons in the Office of Disaster Preparedness and Management, Ministry of National Security.</li> <li>➤ Request from the Auditor General to fill eighty-four (84) vacant posts.</li> <li>➤ Extension of the Family Court Pilot Project and strengthening of the Family Court Management Structure.</li> <li>➤ Increased strengthening of the Trinidad and Tobago Fire Services.</li> <li>➤ Staffing for the Local Area and Regional Planning and Development Unit, Ministry of Local Government.</li> <li>➤ Staffing of the 'Spanish as the First Foreign Language' Secretariat.</li> <li>➤ Regularization of Staff at the Piparo Empowerment Centre. Strengthening of the Human Resource and General Administration Divisions of the Ministry of Health.</li> <li>➤ Proposals for the Top Structure of the Office of the Integrity Commission.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>◦ Other core areas (continued)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Staffing for Municipal Corporations - Ongoing</li> <li>➤ Proposed administrative arrangements to support the selection and appointment process for the filling of teaching, administrative and technical vacancies in the Teaching Service.</li> <li>➤ Establishment of an interim Production team for the Payroll/IhRIS system.</li>   <li>➤ Policies for the Administration and Management of the 2005-2006 Unemployment Relief Programme</li> <li>➤ Realignment of staffing positions in the Ministry of Public Administration and Information.</li> <li>➤ Employment on contract of thirty-one (31) New Systems Facilitators in the Ministry of Public Administration and Information.</li> <li>➤ Employment on contract of Human Resource Assistants in the Ministry of Public Administration and Information.</li> </ul>	<ul style="list-style-type: none"> <li>- Determination of an appropriate governance and post implementation structure for IhRIS and IGP is still to be finalized.</li> <li>- Specific monitoring and evaluation mechanisms should be developed.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>◦ Other core areas (continued)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Made recommendations on the Draft to appoint a Board of Management for the Terminal Malls, Ministry of Community Development and Gender Affairs.</li> <li>➤ Building Organizational capacity to manage the National HIV/AIDS Programme - Ongoing</li> <li>➤ Establishment of a Statistical Division of the Central Statistical Office in Tobago.</li> <li>➤ Staffing of Procurement Units in Ministries/Departments – On-going.</li> <li>➤ Revision and variation of the structure of the Building Management Unit, Ministry of Finance.</li> <li>➤ Restructuring of the Secretariat for the Permanent Double Taxation Team, Ministry of Finance.</li> <li>➤ Employment of HIV Coordinators in specific Ministries/Departments.</li> <li>➤ Proposal for temporary posts to facilitate the assignment of officers to the Integrated Tax Processing System Project - Ongoing</li> <li>➤ Proposals for Programme Strengthening and the Enhancement of the On-the-Job Training Programme -</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Conduct</b> exercises in Organizational Design/Reviews</li> </ul>	<p>Ongoing</p> <ul style="list-style-type: none"> <li>➤ Establishment of a Division of Occupational Safety and Health within the Industrial Court.</li> <li>➤ Introduction of a Community Outreach Family Medicine Programme.</li> <li>➤ Establishment of an Institutional Mechanism for implementation, monitoring, evaluation and revision of the Vision 2020 Draft National Strategic Plan.</li> <li>➤ Establishment and staffing of a National Health Information and Technology Transformation Project Unit.</li> <li>➤ Establishment of a Parliamentary Broadcast Unit and a review of the Communications Unit.</li> <li>➤ Establishment of an Advisory Group on Policy Review, Oversight and Monitoring of Services (AGPROMS) for the Police Service.</li> <li>➤ Establishment of a Project Preparation and Coordinating Unit for a Seamless Education Project to</li> </ul>	

## C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Conduct</b> exercises in Organizational Design/Reviews (continued)</p>	<p>be partially funded by the Inter American Development Bank.</p> <ul style="list-style-type: none"> <li>➤ Establishment of a Local Content Unit in the Ministry of Energy and Energy Industries.</li> <li>➤ Organizational Restructuring and Expansion of the Factory Inspectorate Unit, Ministry of Labour and Small and Micro Enterprise Development.</li> <li>➤ Design of an Organizational Structure to undertake the Administrator’s functions for Trinidad and Tobago Country Code Top Level Domain (.ttccTLD) in the Ministry of Public Administration and Information.</li> <li>➤ Establishment of a Restructured and Decentralized Ministry of Education – Ongoing.</li> <li>➤ Proposal for the creation of Heads of Departments and Deans in Public Secondary Schools and Heads of Departments in Primary Schools – Ongoing.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Facilitate</b> the Financial Management Sector Reform Process as follows:</p> <ul style="list-style-type: none"> <li>◦ <b>Review</b> of Accounting Units</li> <li>◦ <b>Review</b> of Internal Audit Units</li> <li>• <b>Improve</b> the quality of Records Management Systems and Procedures</li> <li>• <b>Position</b> Management</li> <li>• <b>Internal</b> IT Focus</li> </ul>	<ul style="list-style-type: none"> <li>➤ Public Administration and Information, Sport and Youth Affairs – On-going, Zoological Society of Trinidad and Tobago, NALIS, Attorney General.</li> <li>➤ Housing, Social Development, NALIS.</li> <li>➤ Discussions have been held with the National Agricultural and Management Development Company and the Cocoa and Coffee Board to determine their needs. Training Programmes are to be developed.</li> <li>➤ Completed validation and entry of approximately 70% of position management data for all Ministries and Departments on lhrIS system.</li> <li>➤ Interconnection of PMCD to the GORTT Backbone Infrastructure has been completed.</li> <li>➤ Initiated implementation of a Document Management System (EDMS).</li> </ul>	



### C. Enhancing the Quality and Delivery of Public Services – Programmes/Projects/Services

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<ul style="list-style-type: none"> <li>• <b>Internal IT Focus</b> (continued)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Upgraded hardware to facilitate improved performance.</li> <li>➤ Installed and upgraded anti-virus software for increased network security.</li> </ul>	
<p><b><u>Corporate Services:</u></b></p> <p><b>32. Review</b> organizational requirements for Finance and Accounts.</p> <p><b>33. Review</b> accounting, pension and leave, audit functional areas.</p> <p><b>34. Review</b> File Classification System for the Ministry.</p> <p><b>35. Develop</b> a File Retention and Disposal schedule for files and documents</p>	<ul style="list-style-type: none"> <li>➤ Work in progress.</li> <li>➤ Exercise in progress.</li> <li>➤ Exercise is in progress and being conducted by officers of the Ministry's central registry.</li> <li>➤ Exercise is in progress.</li> </ul>	<ul style="list-style-type: none"> <li>- Exercise to be completed by December 2006.</li> <li>- Experienced accounting/auditing personnel hired on contract to conduct the exercise.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Systems

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>Systems</b></p> <p><b>Strategic Services Division</b></p> <p><b>36. Government Information Service (GIS) - Classification and Cataloguing project</b></p> <p><b>37. ICT Accounting System</b></p> <p><b>38. Develop a functional Asset Management System</b></p>	<ul style="list-style-type: none"> <li>➤ Re-conceptualized a “Content Management” proposal for the organization and management of GIS information resources as a “Classification and Cataloguing” project. Also provided inputs on the preparation of the RFP for the latter and participated on the GIS team to evaluate proposal submissions for the award of the Consultancy. Subsequent to the commencement of the contract in July 2006, further inputs continue on the monitoring and evaluation of the project.</li> <li>➤ Evaluation of consultants’ responses to RFP ongoing.</li> <li>➤ Reorganized manual files for easier access.</li> <li>➤ Created an electronic index of IT equipment by location, user and type.</li> <li>➤ Access Database developed.</li> <li>➤ Audit Ministry’s infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>- Estimated completion date is June 2007.</li> </ul>

### C. Enhancing the Quality and Delivery of Public Services – Systems

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b>39. Ministry of Public Administration and Information (MPAI) Website.</b></p>	<ul style="list-style-type: none"> <li>➤ Data entry on going.</li> <li>➤ Evaluation of consultants' responses to RFP in progress. (Estimated Project completion May 2007).</li> </ul>	
<p><b>40. National Archives of Trinidad &amp; Tobago (NATT) Website.</b></p>	<ul style="list-style-type: none"> <li>➤ Website testing in progress. (Estimated Project completion date – May 2007).</li> </ul>	
<p><b>41. Scholarships and Advanced Training Division (SATD) Website.</b></p>	<ul style="list-style-type: none"> <li>➤ Website testing in progress.</li> <li>➤ Communicated changes to screens in August 2006.</li> </ul>	
<p><b>42. Preparation of Vision and Scope document for the Intranet Pilot project.</b></p>	<ul style="list-style-type: none"> <li>➤ Vision and Scope document outlining System Architecture, Project Phases and System Functionality for eight (8) pilot Divisions submitted by Consultant in April 2006.</li> </ul>	

### C. Enhancing the Quality and Delivery of Public Services – Systems

Work Programme Deliverables	Status/Achievements	Constraints/ Remedial Plans
<p><b><u>Information &amp; Communications</u></b></p> <p><b><u>Technology:</u></b></p> <p><b>43. Migrate the Integrated Human Resource Information System (IhRIS) to the Backbone infrastructure.</b></p>	<p>➤ Reviewed the process of implementation and made recommendations to optimize the system.</p>	

## APPENDIX II

### PHOTO HIGHLIGHTS



MPAI Staff Sensitization Session - "Feeling the Spirit", Chaguaramas Convention Centre  
July 5, 2006



The Couva Community Access Centre – a *fastforward* Pathfinder Project



**National E-Business Roundtable launched October 11, 2006**  
**From the right seated:** Atiba Phillips, Cleveland Thomas, Jacqueline Wilson, Larry Howai, and Edwina Leacock.  
**Standing from left:** Vishnu Dhanpaul, Ashmeer Mohammed, Lorcan Camps, Roger Bertrand, Denyse Thompson, Sonia Letchie, Herbert Alleyne & Ronald Hinds.







**Prime Minister Innovating for Service Excellence Awards Ceremony, November 2005:  
Judges' Special Award - The Ministry of Agriculture, Lands and Marine Resources: Development of a Livestock Database Management Information System**



**Prime Minister Innovating for Service Excellence Awards Ceremony, November 2005:  
Breaking New Ground - The Ministry of Housing: Home Application and Fulfillment System**



**Senator The Honourable Dr. Lenny Saith addresses the audience at the Prime Minister Innovating for Service Excellence Awards Ceremony**





**Programme Management Division  
joint winners of the Soca Warriors  
“Feeling the Spirit” Competition**



**ICT joint winners of the  
Soca Warriors “Feeling the Spirit”  
Competition**



**Emancipation Day 2006, Cooking Competition  
ICT presentation**



**Emancipation Day 2006, Cooking Competition  
Legal Services presentation**



**Indian Arrival Day 2006, Cooking  
Competition, ICT presentation**



