



REPUBLIC OF TRINIDAD AND TOBAGO



2008 ANNUAL REPORT

OF THE MINISTRY OF PUBLIC UTILITIES

June 2009

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2008 ANNUAL REPORT ON THE MINISTRY OF PUBLIC UTILITIES TO THE JOINT SELECT COMMITTEE OF PARLIAMENT

1.0 Executive Summary

This 2007/2008 Annual Report on the Ministry of Public Utilities has been prepared in keeping with the statutory obligations under Sections 66A (1)(a) and 66D of the Constitution (Amendment), Act 29 of 1999 of the Republic of Trinidad and Tobago.

In accordance with Section 66D, the Ministry is required 'to submit to the President before July 1st in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith...'

The Ministry of Public Utilities came into existence on December 18 2007 as a result of the re-alignment of Ministerial portfolios by the present administration. In the operations and governance of its affairs, the Ministry was guided by Statutes, Public Service Regulations, manuals and Circular Memoranda issued from time to time.

The Ministry had responsibility for two (2) statutory bodies, and four (4) state enterprises, which were engaged in providing water, sewerage, electricity, postal, waste management and telecommunications services to the people of Trinidad and Tobago. One (1) statutory body was engaged in the regulation of the utilities. The outcomes of the several projects implemented by those agencies were positive, impacting the lives of thousands of persons.

The Ministry did experience challenges in the execution of its duties during the reporting period. Some of the challenges arose as a result of the Ministry's structure, its staffing constraints and the absence of a Strategic Plan. The recommendations in this report therefore speak to developing a Strategic Plan for the Ministry, and recruiting suitable and adequate staff to deliver on its mandate.

2.0 Introduction

This Report on the Ministry of Public Utilities has been prepared in keeping with the statutory obligations under Sections 66A (1)(a) and 66D of the Constitution (Amendment), Act 29 of 1999 of the Republic of Trinidad and Tobago, which state that:

Section 66A (1)(a):

Subject to subsection (2), it is hereby declared that-

(a) in addition to any other Joint Select Committee which Parliament is empowered to appoint under its Standing Orders, Parliament shall, within calendar month-

(i) after the commencement of the Constitution (Amendment) Act 1999;

(ii) of the first meeting of the House of Representatives after any General Election, or such time as the Parliament may resolve not being later than three months thereafter, appoint Joint Select Committees, to inquire into and report to both Houses of Parliament in respect of –

- (A) Government Ministries;
- (B) Municipal Corporations;
- (C) Statutory Authorities;
- (D) Enterprises owned or controlled by or on behalf of the State or which received funding from the State or more than two thirds of its total income in any one year; and
- (E) Service Commissions,

In relation to their administration, the manner of the exercise of their powers, their methods of functioning and any other criteria adopted by them in the exercise of their powers and functions;

Section 66D:

A body listed at (A) to (D) in 66A. (1)(a) shall submit to the President before July 1st in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith, and the President shall cause the report to be laid within sixty days thereafter in each House.

Further, **Section 79B(13) and 71B(13)** of the Standing Orders of the House of Representatives and the Senate respectively, stipulate that:

“The Minister responsible for the ministry/body under review shall, not later than ninety days after a report from the Joint Select Committee, relating to the ministry/body, has been laid upon the Table, present a paper to the House responding to any recommendations/comments contained in the report which are addressed to it...”

3.0 The Ministry of Public Utilities

The Ministry of Public Utilities came into existence on December 18 2007 as a result of the re-alignment of Ministerial portfolios by the present administration. Prior to that date, there existed a ‘Ministry of Public Utilities and the Environment.’ The business, departments and agencies which made up the environment portfolio were re-assigned to the Ministry of Planning Housing and the Environment, the Ministry of Works and Transport and the Ministry of Agriculture Land and Marine Resources.

Business departments and entities:

The schedule of the Ministry of Public Utilities now consists of the following business and departments of Government:

Ministry of Public Utilities

Electrical Inspectorate
Electricity
Meteorological Services
Postal Services
Water

Waste Water Management
Water Resource Management.

Statutory Boards and Other Bodies

Regulated Industries Commission (RIC)

Water and Sewerage Authority (WASA)

- Water Resources Agency
- Water Resource Management Unit

Wholly Owned State Enterprises

Trinidad and Tobago Electricity Commission (T&TEC)

Trinidad and Tobago Postal Corporation (TTPost)

Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL)

Majority Owned Enterprises

Telecommunications Services of Trinidad and Tobago Limited (TSTT).

The **core business** of the Ministry of Public Utilities is therefore;

- Water resource management
- Water and waste water services
- Production and distribution of electricity
- Electrical inspection and certification
- Postal services
- Telecommunications services
- Solid waste management services
- Regulation of the utilities.

The Ministry's mandate:

To provide effective leadership and governance in the delivery of public utilities to the citizenry of Trinidad and Tobago.

The Vision:

An organization dedicated to excellence in the delivery of public utilities for the sustainability of our country and an improved quality of life of its citizenry.

The Mission:

To facilitate the effective delivery of affordable and quality public utilities through a committed, resourceful team of professionals in close collaboration with all partners.

The core values:

Integrity

Service excellence

Trust and mutual respect

Partnership.

Structure of the Ministry:

The 2008 Ministry structure (shown in the Appendix), comprised the following:

Head Office:

Office and Secretariat of the Minister of Public Utilities

Office and Secretariat of the Permanent Secretary

Deputy Permanent Secretary

General Administration Division, which included;

- Human Resource Management Unit
- Administrative Support Services
- Finance and Accounts
- Business Services Unit

Economic Research and Policy Planning Division, which had responsibility for monitoring the following Agencies of the Ministry;

- Water and Sewerage Authority (WASA)
- Trinidad and Tobago Electricity Commission (T&TEC)
- Telecommunications Services of Trinidad and Tobago Ltd (TSTT)
- The Trinidad and Tobago Postal Corporation (TTPost)
- The Trinidad and Tobago Solid Waste Management Company Ltd (SWMCOL)
- The Regulated Industries Commission (RIC).

Units Implementing Ministry-generated Programmes, namely;

- Postal Sector Reform Unit, which had responsibility for managing the Postal Sector Reform Project.
- National Social Development Programme (NSDP) Unit, which managed the National Social Development Programme.
- Project Management Unit, which had oversight responsibility for projects which were funded under the Government's Public Sector Investment programme (PSIP).

Communications Unit

Legal Services Unit

Information Technology (IT) Unit

Internal Audit.

Divisions outside the Head Office:

*Electrical Inspectorate Division, and the
Meteorological Services Division.*

The organogram depicting the Ministry's structure is appended to this Report..

Levels of Authority and Reporting Functions:

The Minister of Public Utilities has executive authority in the Ministry and his areas of responsibilities include;

- Visioning and policy direction
- Leadership
- Monitoring of policy implementation
- Securing budgetary requirements
- Public accountability.

The Minister is accountable to the Cabinet and Parliament for matters relating to those responsibilities.

The Permanent Secretary is the Accounting Officer of the Ministry with responsibilities including;

- Financial and administrative management and control
- Leadership
- Policy implementation
- Providing timely and appropriate advice to the Minister.

The Permanent Secretary is accountable to the Minister of Public Utilities, the Head of the Public Service and the Parliament of Trinidad and Tobago, by the under-mentioned legislation;

- i. The Exchequer and Audit Act Ch 69:01 and the attendant Financial Regulations made under Section 45(1) of the said Act.
- ii. Expenditure in Advance of Appropriation Act Ch 69:02
- iii. The Civil Service Act Ch 23:01.

The Permanent Secretary used the financial legislations at (i) and (ii) above for the purposes of control, management and accountability for monies appropriated under the Ministry. The Civil Service Act provided guidance with respect to the administrative affairs of the Public Servants under the charge of the Permanent Secretary.

In addition, the Permanent Secretary relied on policy documents from the Office of the Chief Personnel Officer to assist in the effective discharge of her responsibilities. Two main documents from that Office which were used were;

- Guidelines for contract employment in Government Ministries/Departments/Statutory Authorities and the Tobago House of Assembly, and
- Guidelines for the administration of devolved functions in the Public Service.

Further, the Permanent Secretary relied on Circular Memoranda issued from time to time by the under-mentioned Departments of Government, for the carrying out of her duties and responsibilities;

- Ministry of Finance
- Comptroller of Accounts
- Office of the Chief Personnel Officer, and
- Director of Personnel Administration.

The Directors of the Electrical Inspectorate and Meteorological Services Division, and the Head of Units and Departments within the Ministry were all accountable to the Permanent Secretary for their administrative responsibilities.

Where expenditure was concerned, only selected Directors were authorized by the Permanent Secretary, under delegated authority to incur expenditure up to the financial limit of the authority given. Reporting on performance was done at bi-monthly meetings of Heads of Units and Divisions. These meetings were chaired by the Minister or the Permanent Secretary.

Agencies of the Ministry

The Ministry had responsibility for two (2) statutory bodies, and four (4) state enterprises. Brief outlines of these agencies and bodies are provided below:

Statutory Bodies:

i. Water and Sewerage Authority (WASA)

The Water and Sewerage Authority is governed by the Water and Sewerage Act, No. 16 of 1965, Ch 54:40 of the laws of the Republic of Trinidad and Tobago.

The Authority was managed by a Board of Commissioners headed by a Chairman, and an Executive Management Team headed by a Chief Executive Officer. There were two supporting bodies to the Authority, the Water Resources Agency and the Water Resource Management Unit.

The Water Resources Agency's responsibility was to effectively manage and control the use of the country's water resources and to promote conservation, development and protection of these resources in a cost-effective manner. Some of the major activities included monitoring:

- Rainfall levels
- Extraction of water from wells,
- Stream flow, and
- Pollution in main water-courses which feed into WASA's intakes.

The Water Resource Management Unit focused on:

- Water supply management
- Groundwater management
- Water quality management, and
- River basin management.

The Mission of the Authority:

- Deliver consistent, reliable, quality water and wastewater services;
- Achieve sustainable financial self-sufficiency;
- Enable employees to be motivated and well trained, providing a platform for future growth and delivery of excellence; and
- Improve the organization's impact on the environment.

The services provided WASA were:

- New water connections
- Clearance certificates
- New sewer connections
- Water resource maps, survey reports and graphs
- Chemical or bacteriological analyses
- Mapping and GIS information
- Visits to dams and plants.

ii. The Regulated Industries Commission (RIC)

The Regulated Industries Commission is governed by the Regulated Industries Commission Act No. 26 of 1998, Ch 54:73 of Laws of the Republic of Trinidad and Tobago. The RIC which replaced the previous regulatory body, the Public Utilities Commission (PUC), was established to regulate and monitor the operations of the service providers named in the RIC Act.

The service providers that fell under the purview of the RIC Act include:

- The Water and Sewerage Authority (WASA)
- The Trinidad and Tobago Electricity Commission (T&TEC)
- The Power Generation Company of Trinidad and Tobago (PowerGen)
- Trinity Power Limited (formerly InnCogen Limited).

The Commission consists of a Chairman, Deputy Chairman and at least three (3) other members, who are appointed by the President for a maximum of five (5) years in each case. The RIC Act also provides for an Executive Director, who is presently contracted for two (2) years.

The **Mission Statement** of the Regulated Industries Commission:

- Be a dynamic institution, responsible for promoting the sustainability of Service Providers of the Regulated Industries.
- Ensure that the Regulated Industries provide reliable and efficient services at fair and reasonable rates.
- Build a credible and transparent regulatory regime that responds adequately to stakeholders' concerns.

The role of the Commission included:

- Making Recommendations to the Minister on the awarding of licences.
- Monitoring and enforcing compliance with licence conditions and imposing penalties for non-compliance.
- Prescribing and monitoring standards of service.
- Establishing the principles on which tariffs will be based and conducting periodic reviews of rates.
- Conducting studies of efficiency and economy of operation and performance by service providers.
- Investigating consumer complaints and facilitating relief in respect of rates, billing and unsatisfactory service.
- Facilitating competition among service providers, where desirable.
- Collection of licence fees.

State Enterprises: Wholly Owned

i. Trinidad and Tobago Electricity Commission (T&TEC)

The Trinidad and Tobago Electricity Commission is a body corporate established by Trinidad and Tobago Electricity Commission Act No. 42 of 1945, Ch 54:70 of the Laws of the Republic of Trinidad and Tobago.

The Act vests T&TEC with the powers to:

- a) manage and operate works acquired by the Commission pursuant to the Act;
- b) establish, manage and operate such works as the Commission may consider expedient to establish;

- c) promote and encourage the use of energy with a view to the economic development of Trinidad and Tobago;
- d) advise the Government on all matters relating to the generation, transmission, distribution and use of energy.

A Board of Commissioners which was appointed by the President of the Republic of Trinidad and Tobago, and an Executive Management Team headed by a General Manager, were responsible for the management of the Commission.

T&TEC's Mission:

“To provide a safe, reliable, high quality electricity supply, in an environmentally responsible manner, utilizing best practices, through empowered employees committed to excellence and customer satisfaction.”

The services provided T&TEC are:

- Supply of electrical power
- Electrical installations
- Isolation of electrical supply
- Safe cutting of trees
- Erection of banners
- Installation of pennants or rental of poles for the erection of pennants
- Decorative and festive light installation
- Hurricane recovery assistance
- Consultancy services in power system analysis and design.

ii. Trinidad and Tobago Postal Corporation (TTPost)

The Trinidad and Tobago Postal Corporation is a body corporate established by Trinidad and Tobago Postal Corporation Act No. 1 of 1999, Ch 54:70 of the Laws of the Republic of Trinidad and Tobago.

The Company is managed by a Board of Directors and a management team headed by a Managing Director.

The **Mission** of the Corporation was to:

- Transform TTPost into a successful commercial business
- Become a world class postal service.

The services provided by TTPost were:

- Delivery of mail
- Bill pay facilities
- Philatelic products (stamps)
- Money transfer
- Local and international courier services
- Stationery supplies.

iii. The Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL)

The Trinidad and Tobago Solid Waste Management Company Ltd is a State owned company established on November 12 1980, under the Companies Act No. 35 of 1995, Ch 81:01 of the Laws of the Republic of Trinidad and Tobago. The Company is managed by a Board of Directors and a management team headed by a Managing Director.

The **Vision** of SWMCOL was: ‘To be the premier environmental services company in the region.’

The Company was established with specific responsibility to manage the collection, handling, treatment and disposal of solid waste in Trinidad and Tobago. In 1983, SWMCOL was given responsibility for the development and management for three landfill sites-

- Beetham which serves the North West region
- Guanapo which serves the North East region, and
- Forres Park which serves the Central and Southern regions.

In addition to the above named services SWMCOL provides a wide range of waste management services, namely;

- Liquid and bulky waste services
- Portable products e.g. toilets, urinals, wash sinks
- Faecal waste disposal
- Recycling services e.g. paper, dry cell batteries, computer parts
- e-waste services.

State Enterprise: Majority Owned

i. Telecommunications Services of Trinidad and Tobago Limited (TSTT).

Telecommunications Services of Trinidad and Tobago Ltd, a majority-owned State Company was formed in 1981 as a result of a merger of the Trinidad and Tobago Telephone Company (TELCO) and the Trinidad and Tobago Telecommunications Company Ltd (TEXTTEL). The Company was managed by a Board of Directors and a corporate leadership team, headed by a Chief Executive Officer.

TSTT provided a complete suite of telecommunications services throughout Trinidad and Tobago which included;

- Fixed line services
- Mobile services
- e-services
- Internet /Broadband services, and
- Enterprise services i.e. business solutions and services for corporate and small to medium enterprises.

The monitoring and regulatory function of the telecommunications sector was the responsibility of the Telecommunications Authority of Trinidad and Tobago (TATT), a body corporate established by Act No. 4 of 2001, Ch 47:31 Laws of the Republic of Trinidad and Tobago, The TATT was under the portfolio of the Ministry of Public Administration.

Reporting Functions of Statutory Bodies and State Enterprises

Statutory Bodies:

The Boards of WASA and the RIC were accountable to the Minister of Public Utilities for policy formulation and the general direction of the respective Agencies that they governed. For operational and financial matters, the heads of the management teams of those Agencies were accountable to the Permanent Secretary of the Ministry of Public Utilities.

State Enterprises:

With respect to the wholly owned and majority owned enterprises, i.e. T&TEC, TTPost, SWMCOL and TSTT, they carried out dual reporting functions. Their reporting relationship was governed by the Ministry of Finance's 'State Enterprises Performance Monitoring Manual.' They reported to the Minister of Finance in her capacity as Corporation Sole as was required under Section 7 (1) (b) of the Minister of Finance (Incorporation) Act, Ch 69:03 of the Laws of the Republic of Trinidad and Tobago.

The Corporation Sole exercised corporate powers over those agencies in keeping with the directives from the Government. The Corporation Sole was also responsible for monitoring the performance of those agencies, and the Investment Division of the Ministry of Finance carried out those corporate and monitoring functions on behalf of the Corporation Sole.

Those State Enterprises also reported to the Minister of Public Utilities, their line Minister, who had responsibility for their technical supervision and to ensure that they complied with Government's sectoral policies. The Minister of Public Utilities was assisted by his Permanent Secretary in carrying out those duties.

The main documents through which reporting was done by those State Enterprises were their:

- Strategic Plans
- Annual budgets
- Annual financial statements

- Board minutes
- Cash statement of operations
- Monthly financial reports
- Quarterly reports, and
- Status of loan and overdraft portfolio.

4.0 Financial Operations

Budget Formulation:

The official start of the Ministry's budgetary process was marked with the receipt of the 'Call' Circular from the Minister of Finance in March 2008. However, the Ministry started preliminary discussions on its budget even before that official notice was received.

The 'Call' Circular is the instrument whereby Ministries are given notice to submit their Draft Estimates of Revenue and Expenditure. It provides the guidelines by which the Ministries must prepare their Estimates, including the format, the dates of submission, and the specific Division of the Ministry of Finance to which the documents were to be submitted.

The Ministry of Public Utilities followed the guidelines laid out in the 'Call' Circular in the preparation of its annual Draft Estimates. Divisions and Agencies were required to submit their Estimates to the Permanent Secretary of the Ministry by the end of March. Those submissions were reviewed at meetings of the Ministry's budgetary committee, which included the Permanent Secretary, and representatives of the specific Divisions or Agencies.

The Ministry's internal budgetary meetings were chaired by the Permanent Secretary. The focus of discussions was justification of proposed expenditure and prioritization of projects. The necessary adjustments were made and the Ministry's budget was then finalized.

The main element of the Ministry's budget was expenditure, broken down into Recurrent and Capital. The Recurrent Estimates were guided by the previous year's allocations and expenditure, with adjustments made for expansion or reduced levels of recurrent activities in the Ministry.

Capital Estimates were justified by the submission of project profiles which gave among other things, project justification as relevant to Vision 2020 objectives, details of activities, cost and benefits, and implementation schedules.

Three (3) printed copies and a soft copy (on 3.5 inch diskette) of the Ministry's Recurrent Estimates were submitted to the Ministry of Finance by the stipulated deadline of April 30 2008. Two (2) printed copies and soft copies (on CD) of the Capital budget were submitted to the Ministry of Finance in May 2008; one (1) copy was sent to the of the Project Planning and Reconstruction Division and the other was sent to the Budget Division.

Expenditure:

Since the budgetary allocations to the Ministry as approved by Parliament were based on estimates of revenue and expenditure, the realization of which were uncertain, those allocations were not treated by the Ministry as cash in the Consolidated Account. In like manner, the Minister of Finance exercised discretion by reserving all expenditure on Votes. Consequently, the Ministry of Public Utilities followed the under-mentioned procedure for expenditure as laid down by the Ministry of Finance:

- Monthly projections of recurrent expenditure and income were submitted to the Ministry of Finance, to indicate cash flow needs.
- Implementation schedules for capital projects were submitted to the Project Planning and Reconstruction Division of the Ministry of Finance, to be used for the monitoring of project performance and funding requirements.
- Quarterly requests for funds, covering each of the three months of the Quarter, were made to the Ministry of Finance.
- On the basis of releases given to the Ministry of Public Utilities, invoices for goods and services were issued.

- Cheque preparation by the Ministry was done **only** after the corresponding credits to the releases previously granted, had been received from the Ministry of Finance.

Expenditure was made under specific Votes to ensure that there was control, tracking of expenditure and observance of budgetary limits. When there were surpluses in some Votes and shortfalls in others, the Ministry used the approved mechanisms of transfers and virements to facilitate expenditure as needed.

The Ministry had been timely in the submission of its monthly Expenditure Returns to the Ministry of Finance. Also, the Ministry's Final Accounts Report (Appropriation Report) for 2007/2008 was submitted to the Ministry of Finance before the January 31 2008 deadline.

A breakdown of the Ministry's allocation and expenditure for the reporting period is provided in the Table below.

Expenditure of the Ministry of Public Utilities 2007/2008

Votes	Estimates \$	Expenditure \$	Variance \$
Personnel Expenditure	31,490,933.00	30,198,925.26	1,292,007.74
Goods and Services	148,075,953.00	138,901,198.82	9,174,754.18
Minor Equipment	2,709,725.00	1,426,907.41	1,282,817.59
Current Transfers and Subsidies	434,005,507.00	429,436,292.16	4,569,214.84
Current Transfers to Statutory Boards and Similar Bodies	1,453,828,000.00	1,453,828,000.00	0.00
Development Programme	227,585,509.00	213,009,770.71	14,575,738.29
Total	2,297,695,627.00	2,266,801,094.36	30,894,532.64

In 2008, the Ministry was involved in a change over of accounts exercise arising out of the re-alignment of Ministerial portfolios. The movement of the Environment Division, the Horticultural Services Division and the Community-based Environmental Protection and Enhancement Programme (CEPEP) from the former Ministry of Public Utilities and the Environment in December 2007, to create the Ministry of Public Utilities, resulted in the movement of the funds for those business activities, which were originally appropriated under the Ministry of Public Utilities and the Environment, to the following Ministries:

- Ministry of Planning Housing and the Environment, to fund the business of the Environment Division and related agencies
- Ministry of Agriculture Land and Marine Resources, to fund the business of the Horticultural Services Division, and the
- Ministry of Works and Transport, to fund the business activities of CEPEP.

The change over of accounts exercise was successfully completed by the Ministry by the stipulated deadline of May 31 2008.

5.0 Internal Audit

During the financial year 2007/2008, the Internal Audit Unit conducted periodic audits of the Ministry's financial system to ensure that the necessary controls were being observed, and the Unit was satisfied that operations were conducted in compliance with all statutory requirements and financial regulations.

6.0 Programmes

The Ministry of Public Utilities implemented capital and social Programmes. The projects under the capital programme were funded under the Public Sector Investment Programme (PSIP). The social programmes, the National Social Development Programme (NSDP) and Hardship Relief Programme, were funded under the Recurrent budget.

All the programmes and projects of the Ministry were credited under the Government's Vision 2020 Plan and were linked under Developmental Pillar, "Investing in Sound Infrastructure and the Environment."

6.1 Capital Programme

Indicated below, are the relevant Vision 2020 Goals to which the Ministry's capital projects were linked, the list of projects being implemented, their objectives, output and outcome to year 2007/2008:

Telecommunications and Postal Services – Implemented by TSTT and TTPost

Vision 2020 Goal No. 2:

Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communications systems driving innovation and social progress.

Related Vision 2020 objectives:

- i. Develop a modern and competitive Information and Communication Technology (ICT) sector
- ii. Ensure that all citizens have access to efficient and affordable telecommunications and postal services
- iii. Promote ICT acculturation among all citizens.

Telecommunications and postal Projects:

- i. Establishment of Community Access Centres
- ii. Deployment of a robust technologically savvy ICT network in the country
- iii. Deployment of Broadband services throughout the country.
- iv. Improvement in the retail network and delivery operations of the postal sector
- v. Upgrade of postal infrastructure.

Outputs/Achievements:

- i. High-speed broadband network commissioned in Trinidad and Tobago with speed in excess of 10 mbps
- ii. Fixed line telephone customers migrated to 1900 Mhz from 1800 Mhz
- iii. Robust techno savvy network including Fibre to the Home (FTTH), Fibre to the Node (FTTN), 3G (Third Generation) and WiMax network deployed.
- iv. Low cost Broadband services available in 90 exchanges
- v. 'Blink on the go' wireless internet service deployed in areas that did not have Broadband service.
- vi. Seven (7) Community Access Centres established in rural and low income Areas.
- vii. 99.9% of the population had access to postal services
- viii. 80% of the population had on-time postal delivery service (day plus 2).

Outcomes:

- i. A society more inter-connected in real-time
- ii. A more enlightened and knowledgeable society
- iii. A society equipped with cutting-edge technology to take advantage of opportunities locally, regionally and internationally.

Water, Sewerage (Sanitation) and Electricity - Implemented by WASA and T&TEC

Vision 2020 Goal No. 3:

The utility sector (water, sewerage and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality service to all citizens.

Related Vision 2020 objectives:

- i. Improve the financial viability and operational efficiency of WASA and T&TEC
- ii. Expand the coverage and improve the quality of public utilities.

Water and Sewerage Projects:

- i. Development of a Water and Wastewater Master Plan
- ii. Rehabilitation of service reservoirs, booster pumping stations and wells
- iii. Development of new water sources
- iv. Drilling and equipping of new wells.
- v. Improvement in water quality

- vi. Leak management through bulk metering
- vii. Construction of transmission and distribution mains
- viii. Refurbishment of water treatment plants
- ix. Construction of booster stations
- x. Maintenance of pipelines and service connections
- xi. Pipe laying and plumbing training programme
- xii. Rehabilitation of wastewater treatment plants including private plants
- xiii. Study on the Greater Port of Spain Sewerage system
- xiv. South West Tobago environment and wastewater project.
- xv. Institutional strengthening of WASA.

Outputs/Achievements: (Many of the projects were at the design or procurement phase of implementation).

- i. Inception report feasibility study for the Moruga water supply system completed
- ii. Magnetic flow meters and telemetric data loggers purchased
- iii. Pipelines installed in North and South Trinidad
- iv. Staff trained in project management, health and safety and networking
- v. Computers, hardware and software purchased.

Outcomes:

- i. Enhanced capacity of WASA to distribute water to areas previously not served.
- ii. Staff more equipped for greater output, efficiency, and effective performance.

Electricity and Electrification Projects/Programmes:

- i. Extension of electricity supply to rural areas
- ii. National Street lighting Programme
- iii. Lighting of the grounds of public areas, parks and recreation grounds
- iv. Construction of new power stations
- v. Upgrade of electricity infrastructure
- vi. Expansion of bulk power
- vii. Training of new electricians

Output/Achievements:

- i. Electricity supply extended to previously un-served and remote rural areas
- ii. Major roads, parks recreation grounds illuminated
- iii. Electricity infrastructure upgraded
- iv. Increased power added to the national electricity grid

Outcomes:

- i. People in previously un-served and in remote rural areas empowered to enjoy all the benefits of having electricity
- ii. Relatively safer night driving through improved visibility
- iii. Citizens able to enjoy longer hours in open air recreation at nights
- iv. Improvement in the quality and reliability of the electricity supply.

Waste Management - Implemented by SWMCOL

Vision 2020 Goal No. 4:

The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community.

Related Vision 2020 objective:

Prevent, reduce or where possible, recycle all forms of waste.

Projects:

- i. e-Waste collection recycling and disposal
- ii. Monitoring the impact of leachate on the Beetham, Guanapo and Forres Park landfill sites
- iii. Closure and rehabilitation of landfills
- iv. Evaluation of the study of hazardous chemicals in secondary schools.

Outputs/Achievements:

- i. Storage areas for dismantling of e-waste identified
- ii. Site for biomedical waste collection identified
- iii. Results from borehole testing available.

Outcome:

- i. Information available to assist in leachate monitoring.

6.2 Social Programmes

Indicated below, are the relevant Vision 2020 Goal to which the Ministry's social projects are linked, the list of projects being implemented, their objectives, output and outcome to year 2007/2008:

National Social Development Programme (NSDP) – Implemented by WASA and T&TEC

This Programme was designed to meet the needs of low-income communities throughout the country by providing/improving their supply of water and electricity.

Vision 2020 Goal No. 3:

The utility sector (water and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality service to all citizens.

Related Vision 2020 objective:

Expand the coverage and improve the quality of public utilities.

NSDP Water projects:

- i. Laying of pipelines
- ii. Drilling of wells
- iii. Construction of booster pumping stations
- iv. Training in pipe laying.

Output/Achievements:

195 pipeline projects were completed and 98 pipeline projects were in progress for the period October 2007-September 2008

- i. North East region – 2 wells completed and 5 in progress
- ii. North West/Central region – 1 well completed and 1 in progress. 1 booster station in progress
- iii. South region – 1 well completed and 3 wells in progress. 1 booster station in progress
- iv. Tobago region - 81 pipeline projects completed and 20 in progress
- v. A total of 10,466 km of pipeline laid
- vi. 5 training centres established, with 136 participants in Trinidad, and 41 in Tobago.

Outcomes:

- i. Enhanced supply of potable water for distribution to areas previously not served
- ii. Enhanced capacity of WASA to distribute water to areas previously not served
- iii. Capability to provide improved quality of service to approximately 23,000 beneficiaries in areas previously with low levels of service.
- iv. Available cadre of trained persons to install and maintain pipelines.

NSDP Electrification projects:

- i. Supply of electricity to un-served and remote rural areas
- ii. House wiring.

Output/Achievements:

- i. 644 electrification projects completed
- ii. 1,978 households (approximately 7,120 beneficiaries), from previously un-served and remote rural areas of the country connected to the national electricity grid
- iii. North East region - 1263 house wiring projects completed
- iv. North West/Central region - 401 house wiring projects completed
- v. South region - 609 house wiring projects completed

- vi. Tobago region - 43 house wiring projects completed.

Outcomes:

- i. People in previously un-served and remote rural areas now empowered to enjoy the benefits of having electricity
- ii. Low income persons who previously could not afford to wires their homes were able to enjoy the benefits of having electricity.

Hardship Relief Programme – Implemented by the Ministry of Public Utilities in collaboration with WASA

Vision 2020 Goal No. 3:

The utility sector (water) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality service to all citizens.

This Programme is implemented under the Ministry of Public Utilities. While the Programme does not have a direct and obvious link to Vision 2020 Goal No. 3 and the objective stated above, it is part of the strategy under Goal No. 3, that is, to 'improve accessibility of water for vulnerable groups.' The target population for the Programme comprises qualified recipients of the Senior Citizens, Public Assistance and Disability Grants.

Output/Achievement:

A total of 10,659 qualified beneficiaries received the Hardship Relief benefit or annual credit on their water bill at a total cost to the State of \$1,035,570.

Outcome:

10,659 qualified recipients of the Senior Citizens, Public Assistance and Disability Grants received State assistance to meet part of the cost of their water bill.

7.0 Administrative Services

Meteorological services:

In 2007/2008, the Meteorological Services Division continued work towards the delivery of the following meteorological services to all stakeholders:

- Monitoring the atmosphere and providing weather information to navigators and sea goers
- Providing early warnings of severe weather
- Providing weather forecast
- Investigating climatic trends from store of weather data
- Monitoring and recording elements of weather and other climatic variables to analyse weather trends which may impact resources or sectors of the economy, e.g. agriculture, industry, water resources, the environment etc
- Engaging in educational outreach programmes , particularly with schools.

In addition, the Meteorological Services Division enhanced its human resource capability by facilitating the training of 10 persons as Meteorological Technicians and 5 persons at the degree level in Meteorology.

Work had continued in the planning stage for the construction of a new state-of-the-art building at Piarco to house both the Applied Meteorology section and the Synoptic Branch of the Meteorological Services Division.

In April 2008, the physical facilities to house the Doppler Radar at Brasso Venado were completed. The Doppler radar facility, when fully operational will provide real-time coverage of weather events through coloured images.

Electrical Inspectorate Division:

The Electrical Inspectorate Division in 2007/2008 continued its work in the following areas;

- Inspection and certification all forms of electrical work, including installation, upgrades or repairs to ensure that all wirings were electrical installations were safe
- Certification and issuing of licences to electricians who were qualified to become wiremen
- Visiting scenes of fires upon requests from the Police, and carrying out investigations with the intent of determining if fires were due to an electrical faults
- Collaboration with importers, distributors and manufacturers with regard to the design, application and acceptable standard of electrical products.

- Administering the grant and renewal of licenses to cinema operators.

For the period under review, the number of licences and certificates issued/renewed, and the number of inspections done by the Electrical Inspectorate Division are indicated below:

- Electrical Inspection – 34,915
- Wireman licences issued – 130
- Wireman licences renewed – 1,022
- Cinema operator licences issued – 0
- Cinema operator licences renewed - 15
- Fire investigations done – 85.

Communications:

The Communications Unit of the Ministry aimed to:

- Promote understanding of the Ministry's Vision, Mission and Programmes by the national community
- Establish and the maintain communication channels between the Ministry and its publics
- Encourage and sustain good relations between the Ministry and its staff.

Over the reporting period, the Communications Unit accomplished the following;

- Issues several media releases
- Held public education exhibitions across the country
- Sustained the publication of the Ministry's Newsletter, 'Focus on MPU'
- Held training seminars for service providers of the Ministry
- Hosted Calendar events, e.g. Mothers' Day and Fathers' Day, and observed of our national days e.g. Spiritual Baptist Day, Arrival day, Emancipation Day
- Facilitated the Ministry's Sports day
- Facilitated the hosting of the Ministry's Long Service Award Function
- Partnered with Ministry's agencies in all of their events, particularly those involving the Honourable Minister of Public Utilities

Information Technology Unit:

In 2007/2008, the IT Unit continued work on having all operations in the Ministry fully computerized. The systems and facilities in operation include:

- The Ministry having its own e-mail server
- All staff having access to e-mail facility
- All staff having access to the Internet with monitored usage, and
- Senior managers being equipped with communication devices with both voice and data capabilities.

Emphasis was placed on developing databases for monitoring the implementation of Cabinet decisions, and management of the National Social Development Programme.

Business Services Unit:

For the reporting period, this Unit continued work in the under-mentioned areas:

Parliamentary Questions:

All of the 10 Questions, two (2) in the Senate, and eight (8) in the House of Representatives, that were posed to the Minister of Public Utilities were responded to in the respective House in a timely manner. The topics of the Questions were:

Senate:

- Doppler radar facility in the Central Range
- Advances made in the Meteorological Services Division with respect to weather forecasting, from 2002 to present

House of Representatives:

- Use of utility poles for erection of banners
- Projects undertaken under the Rural Electrification Programme in 2006 and 2007, and proposed for 2008
- Non-functioning street lights
- Projects undertaken under the NSDP in Penal/Debe from 2006 to 2007
- Companies awarded contracts under the National Street Lighting Programme from 2007 to 2008
- Pipe laying in Princess Town North
- Funding of the NSDP from inception to 2008, and criteria for accessing the Programme

- Installation of lights on recreation grounds in Princes Town

Matters under the Freedom of Information Act 1999:

Requests: The Unit received two (2) requests for information in the third Quarter of 2008. One (1) request was finalized within that Quarter, and was done in the 31-60 days period. This occurred because the request was a complex one, requiring detailed information on past work done. During the processing period, the Ministry was in constant verbal and written contact with the applicant, who agreed to the extension of time for the response.

Quarterly Reports: All 2008 Quarterly Reports for the Ministry and its Agencies, (except SWMCOL's), were done and submitted to the Ministry of Information.

Annual Statements: During the reporting period, 2008 Annual Statements were completed for the Ministry, WASA, T&TEC, TTPost, the Meteorological Services and Electrical Inspectorate Divisions. Up to the end of the reporting period, those completed Statements were not published in a daily newspaper and the Gazette. That was due to administrative changes that were taking place in the Ministry of Information, which, at the time, had to vet the Statements prior to the line Minister giving approval to publish.

For the reporting period, the RIC was still awaiting Board approval of its Annual Statement.

Hardship Relief Programme:

All of the 10,659 beneficiaries on the Programme received their annual credit on their water bills during the 2007/2008 period.

Complaints:

Statistics on complaints received in the Business Services Unit are provided below:

Table 1

Agency	Complaints (Jan 2008 to Sept 2008)		
	Received	Resolved	Unresolved
WASA	50 (56%)	7 (30.5%)	43 (64%)
T&TEC	28 (31%)	9 (39%)	19 (28%)
TTPOST	2 (2%)	0 (0%)	2 (3%)
TSTT	10 (11%)	7(30.5%)	3 (5%)
Total	90	23 (25.6%)	67 (74.4%)

Table 2

Agency	Complaints by Types (Jan 2008 to Sept 2008)			
	Billing	Supply/Service	Other	Total
WASA	6 (12 %)	39 (78 %)	5 (10 %)	50
T&TEC	4 (14.3%)	17 (60.7%)	7(25 %)	28
TTPOST	-(%)	2(100 %)	0(%)	2
TSTT	0 (0%)	9 (90 %)	1(10 %)	10
Total				90

Information drawn from the two Tables is as follows:

- i. The majority of complaints that reached the Business Services Unit in 2007/2008 were unresolved.
- ii. The majority of complaints were WASA related, followed by T&TEC and TSTT
- iii. Postal related complaints were the least in number
- iv. The majority of complaints were supply/ service related, followed by the 'other' category, which related to claims for compensation, staffing problems etc
- v. Billing complaints were from WASA and T&TEC. There were no billing complaints from TSTT for the reporting period.

The WASA complaints which were not resolved were the ones which were related to poor levels and quality of the water supply. Complaints were also received from recipients of the Hardship Relief Programme when credits were not made to their WASA accounts. However, those were resolved quickly through reference to the Hardship Relief database.

The T&TEC unresolved matters were related to claims for compensation for damaged appliances and low or fluctuating voltage. TSTT's complaints related to non-functioning telephones, mainly land lines. Billing complaints were resolved relatively quickly by WASA and T&TEC.

Standby Generator Licences:

For the reporting period, the Ministry processed all of the 196 new requests for standby generator licences. The revenue collected from those licences and the ones which were renewed amounted to \$2.22Mn.

Reporting on Vision 2020:

The Unit prepared reports on the Ministry's progress of work towards Vision 2020 to the Programme Management Unit of the Ministry of Planning Housing and the Environment, and to the Ministry of Finance for the 2008/2009 Budget Speech. The Unit developed targets for the Vision 2020 objectives and reported on Agencies' progress in relation to those targets.

Ministry's website:

For the reporting period, the Unit continued work on the procurement process to secure a suitable vendor to develop and host the Ministry's website.

Updating of the Ministry's content on the Government Portal:

The Ministry of Public Utilities met the deadline of September 30 2008, as set by the Ministry of Public Administration for all Ministries to have accurate and relevant information on the Government Portal – ttConnect, following the re-alignment of portfolios in December 2007.

e-Service on the Government portal:

With respect to Government's Fastforward programme, the Ministry commenced work in Phase III of the Portal project which aimed at implementing of a robust portal solution which would enable online transactions. The Business Services Unit coordinated the work of a Ministry team, and under the guidance of the eGovernment Resource team from the Ministry of Public Administration, agreed on the specific services of the Ministry of Public Utilities that would be suitable for online transaction on the Portal. Those services were related to:

- The National Social Development Programme
- The Hardship Relief Programme
- Complaints
- Electrical inspection and certification
- Issue and renewal of wireman licences.

Work was completed on mapping the processes involved for each service with a view to determining the level of process re-engineering that would be needed to facilitate transactional services online.

8.0 Research and Policy Development

For the reporting period, the Ministry's focus was on the development of policy initiatives for the water and electricity sectors, and the regulation of those sectors. The areas of focus were as follows:

Water

- Development of a Strategic Water Supply Plan aimed at accelerating the availability of a 24/7 water supply to citizens by 2012
- Disposal of properties owned by WASA
- Board appointments
- Emergency funding of water projects
- South West Tobago Wastewater Environmental project
- Retroactive salary payments for Estate Police Officers employed by WASA, and
- A procurement framework for Programme Managers and contractors for four (4) desalination plants and the Beetham Wastewater Reuse project.

Electricity

- Implementation (with effect from April 01 2008) of the new tariff structure for customers in the residential class in accordance with the Final Determination for the Regulation of Electricity Transmission and Distribution, June 01 2006 to May 31 2011, by the Regulated Industries Commission.
- Funding of special Government initiated (ring fenced) projects identified in the RIC's Final Determination for the Regulation of Electricity Transmission and Distribution, June 01 2006 to May 31 2011.
- Lighting of the grounds of public areas – health facilities, police stations, taxi stands, parks and recreation grounds
- Board appointments
- Compulsory acquisition of lands under the Land Acquisition Act No. 28 of 1994, Ch 58:01 of the Laws of the Republic of Trinidad and Tobago, for the installation of electricity infrastructure.

Regulation of the Utilities

- Funding for the Regulated Industries Commission and publication of the Cess Order, and
- Board appointments.

9.0 Challenges

For the reporting period, the Ministry and its Divisions experienced several challenges which, to a large extent, impacted on the level of performance attained. These are identified below.

The Ministry

i. Structure:

In 2007/2008, the Ministry continued to operate with the structure that was developed in 2004, and which consisted of several small Units that were not adequately and appropriately staffed. A rapid diagnostic of the Ministry was done by the consulting firm, Pricewaterhouse Coopers in January 2008, and the findings were as follows;

- The Ministry's strategic direction was generally in line with Vision 2020
- Its plans and operations did not fully grasp its leadership role for the utility sector
- The Ministry was performing in a reactive and supporting role to the agencies under its purview, and
- The Ministry lacked proper structure, and its units were under resourced.

ii. Performance standards, targets and indicators

The Ministry did not develop performance standards by which it could monitor and measure worker performance. Also, targets and indicators were not developed to monitor project and programme outcomes.

iii. Availability of contractors:

The high demand for the services of the National Social Development Programme outstripped the supply of available contractors to undertake jobs, and that hindered the implementation rate of the Programme.

iv. Office accommodation

There was need for a South office to facilitate the large number of persons in South Trinidad who were desirous of accessing the services that were available under the National Social Development Programme.

v. Training opportunities

There were limited opportunities for staff to be trained.

Meteorological Services Division

i. Positions on the Establishment

There were existing positions on the Establishment which were created in 2002 and those were still not classified, thereby creating seniority and promotional issues.

ii. Delays in filling vacant positions.

iii. Land issues

There were legal issues with the Airports Authority with respect to the release of the parcel of land which was earmarked for the construction of the Meteorological Services Division building at Piarco.

Electrical Inspectorate Division

i. Office accommodation

The Main office of the Electrical Inspectorate Division located in Tunapuna was no longer suitable for the level of accommodation that was required for that office, given its increased workload.

ii. Staff

The complement of staff of Electrical Inspectors was extremely inadequate for the workload that was expected from the Division in light of the increased construction activity in the country.

10. Recommendations

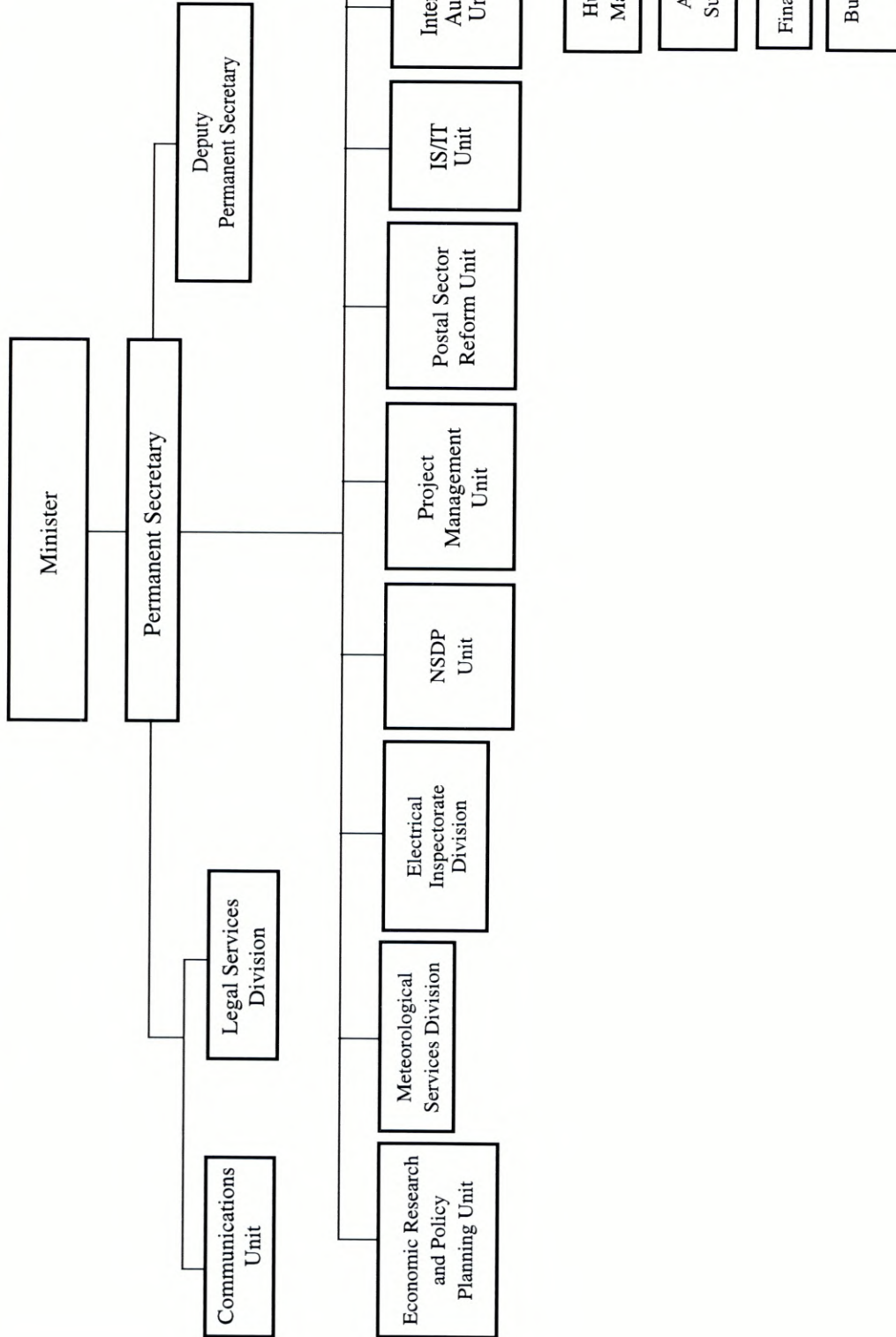
i. Develop a Strategic Plan for the Ministry of Public Utilities, as well as other core business unit plans, e.g., a Communications Plan, a Human Resource Plan, and a Ministry Training Plan.

ii. Review and revise the Ministry's recruitment strategy so as to arrive at a system which would generate the right skill-mix that would be appropriate for the Ministry's needs.

iii. Ensure steps are taken that the Ministry is adequately staffed to deliver on its mandate.

MINISTRY OF PUBLIC UTILITIES

MINISTRY OF PUBLIC UTILITIES - Top Level Organisation Structure



STATUTORY BOARDS AND AGENCIES

- Trinidad & Tobago Electricity Commission
- Water and Sewerage Authority
- Regulated Industries Commission
- Trinidad and Tobago Postal Corporation
- Trinidad and Tobago Solid Waste Management Company Ltd
- Telecommunications Services of Trinidad and Tobago

