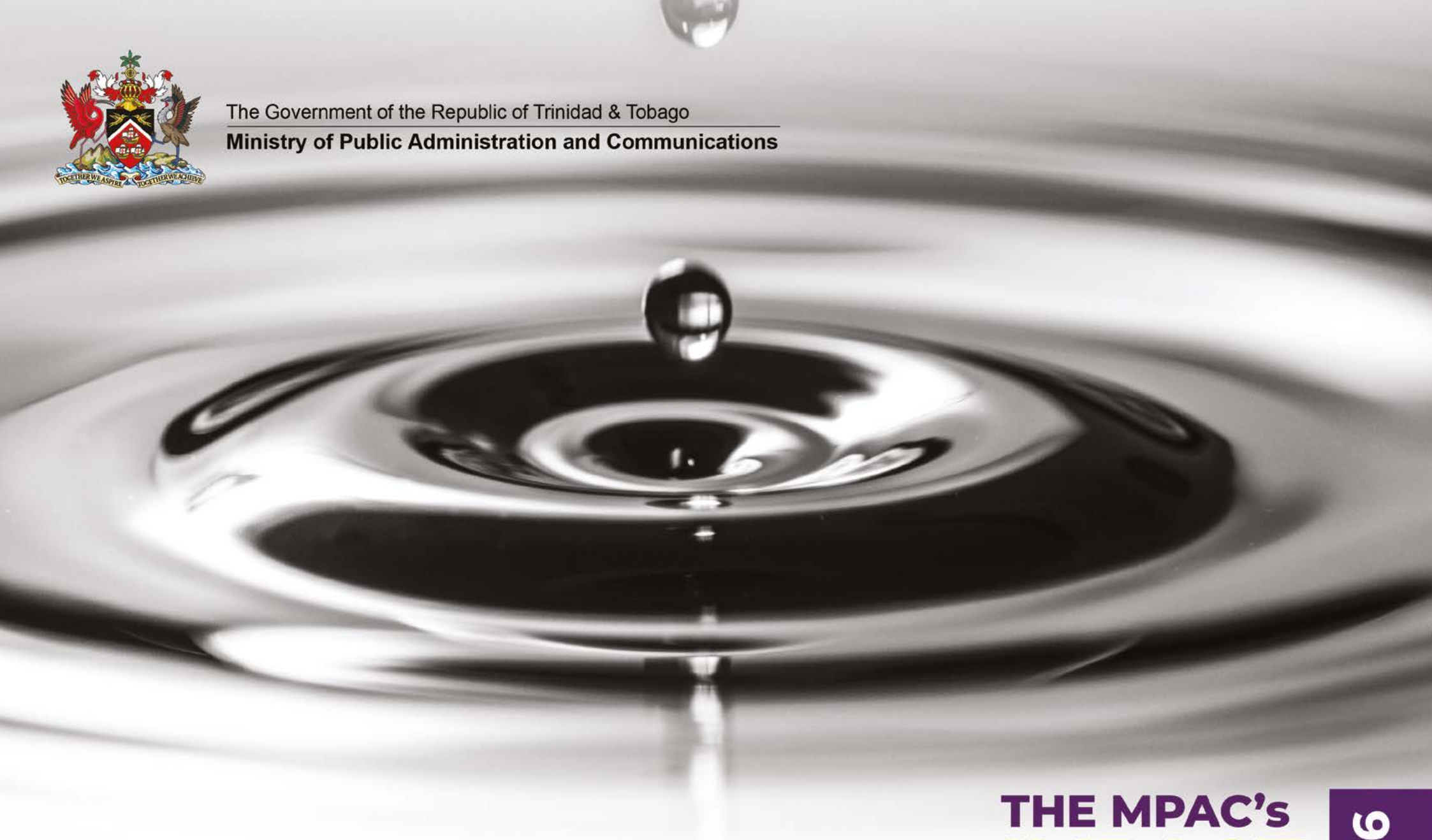




The Government of the Republic of Trinidad & Tobago  
**Ministry of Public Administration and Communications**



**THE MPAC's**  
**IMPACT**  
ON TRINIDAD & TOBAGO  
**ANNUAL REPORT**  
October 2015 - September 2016

**2016**

# **ANNUAL REPORT**

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October 2015 - September 2016

# MPAC AT A GLANCE

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## MANDATE, VISION, MISSION

### MANDATE

By Gazette Notice #35 dated March 17th 2016, the Minister of Public Administration and Communications (MPAC) was assigned responsibility for:

- The Public Service, more specifically, Public Service Administration and Management – programmes centred on modernisation and renewal initiatives that improve the capacity and capability of the Public Service to better deliver government services;
- National ICT policy, strategy and management, including oversight of Telecommunications and Broadcasting; and
- Government Communications: informing and engaging citizens on government policy and programmes.

### MPAC VISION

To be the regional leader in public service transformation and the use of ICT for development that contributes to the well-being of citizens.

### MPAC MISSION

Building a best in class public service by developing our ICT sector and utilising innovative service improvement, human resource management, property management, public administration and communications solutions.

\* Mission and Vision taken from the draft Strategic Plan for the Ministry of Public Administration and Communications FY 2017-2020

# ABBREVIATIONS

<b>Ag</b>	Acting	<b>HRM</b>	Human Resource Management
<b>AP</b>	Associate Professional	<b>IAP</b>	Independent Advisory Panel
<b>BCM</b>	Business Continuity Management	<b>ICT</b>	Information and Communication Technology
<b>BIR</b>	Board of Inland Revenue	<b>IDB</b>	Inter-American Development Bank
<b>BPM</b>	Business Process Management	<b>iGovTT</b>	National Information and Communication Technology Company Limited
<b>CCD</b>	Corporate Communications Division	<b>IhRIS</b>	Integrated Human Resource Information System
<b>CLP</b>	Caribbean Leadership Project	<b>IRD</b>	Inland Revenue Division
<b>CMIS</b>	Cadastral Management Information Systems	<b>IT</b>	Information Technology
<b>CNMG</b>	Caribbean New Media Group	<b>ITEC</b>	Indian Technical and Economic Cooperation Programme
<b>CoP</b>	Community of Practice	<b>LMS</b>	Learning Management System
<b>CPO</b>	Chief Personnel Officer	<b>LSD</b>	Legal Services Division
<b>CSD</b>	Corporate Services Division	<b>MDAs</b>	Ministries, Divisions and Agencies
<b>CSO</b>	Central Statistical Office	<b>MFE</b>	Ministry of Finance and the Economy
<b>DPS</b>	Deputy Permanent Secretary	<b>MHLMA</b>	Ministry of Housing, Land and Marine Affairs
<b>eGIS</b>	Enterprise Geographic Information System	<b>MNS</b>	Ministry of National Security
<b>EGKBP</b>	E-Government and Knowledge Brokering Programme	<b>MoH</b>	Ministry of Health
<b>EWMSC</b>	Eric Williams Medical Sciences Complex	<b>MHUD</b>	Ministry of Housing and Urban Development
<b>Exec Sec</b>	Executive Secretariat	<b>MLA</b>	Ministry of Legal Affairs
<b>F &amp; A</b>	Finance and Accounts Division	<b>MPAC</b>	Ministry of Public Administration and Communications
<b>FMS</b>	Faculty of Medical Sciences	<b>MPSD</b>	Ministry of Planning and Sustainable Development
<b>FY</b>	Fiscal Year	<b>NALIS</b>	National Library and Information System Authority
<b>GHRS</b>	Government Human Resource Services Company Limited	<b>NAMDEVCO</b>	National Agricultural Marketing Development Company
<b>GISL</b>	Government Information Services Limited	<b>NCRHA</b>	North Central Regional Health Authority
<b>GoRTT</b>	Government of the Republic of Trinidad and Tobago		
<b>GTC</b>	Government Training Centre		

# ABBREVIATIONS cont'd

<b>NIBTT</b>	National Insurance Board of Trinidad and Tobago	<b>SSITD</b>	Strategic Services & Information Technology Division
<b>NIHERST</b>	National Institute of Higher Education, Research, Science and Technology	<b>SWRHA</b>	South West Regional Health Authority
<b>NSI</b>	National Statistical Institute	<b>T&amp;T</b>	Trinidad and Tobago
<b>NWRHA</b>	North West Regional Health Authority	<b>TAC</b>	Technical Advisory Committee
<b>OGP</b>	Open Government Partnership	<b>TCU</b>	Technical Co-operation Unit
<b>OLP</b>	Opinion Leaders Panel	<b>TEST</b>	Tertiary Education and Skills Training
<b>OSH</b>	Occupational Safety and Health	<b>TTDS</b>	Trinidad and Tobago Diamond Standard
<b>PD</b>	Personnel Department	<b>TTPS</b>	Trinidad and Tobago Public Service
<b>PDP</b>	Professional Development Programme	<b>UAV</b>	Unmanned Area Vehicles
<b>PMCD</b>	Public Management Consulting Division	<b>UWI</b>	The University of the West Indies
<b>PMD</b>	Programme Management Division	<b>WoG</b>	Whole of Government
<b>PMU</b>	Programme Management Unit		
<b>POSGH</b>	Port of Spain General Hospital		
<b>PS</b>	Permanent Secretary		
<b>PSA</b>	Public Service Academy		
<b>PSRIP</b>	Public Sector Reform Initiation Programme		
<b>PSTD</b>	Public Service Transformation Division		
<b>RFP</b>	Request for Proposal		
<b>RIM</b>	Records Information Management		
<b>SATD</b>	Scholarships and Advanced Training Division		
<b>SCD</b>	Service Commissions Department		
<b>SFGH</b>	San Fernando General Hospital		
<b>SHRM</b>	Strategic Human Resource Management		
<b>SIDSTEC</b>	Small Island Developing States Technical Cooperation Programme		

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# PREFACE

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This report presents an account of the undertakings of the Ministry of Public Administration and Communications (MPAC) over the fiscal period October 1st, 2015 to September 30th, 2016. This report was compiled from performance data collected by the Ministry and published in March, 2023. This report is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 that states that Government Ministries:

“Shall submit to the President before 1st July, 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.”

**For further information on the services, activities, projects and/or programmes of the Ministry of Public Administration and Communications, please contact:**

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Ministry of Public Administration and Communications  
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Corner Hart and Abercromby Streets,  
Port-of-Spain  
Trinidad and Tobago, West Indies  
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Website: [www.mpa.gov.tt](http://www.mpa.gov.tt)  
Email: [mpacommunicationsdivision@gov.tt](mailto:mpacommunicationsdivision@gov.tt)

## IMPORTANT NOTE:

**Effective March 17, 2016, the Ministry of Communications was merged with the Ministry of Public Administration to form the Ministry of Public Administration and Communications.** Public Administration Minister Mr. Randall Mitchell was appointed to the Ministry of Housing and Urban Development and the Communications Minister, Mr. Maxie Cuffie was appointed as the Minister of Public Administration and Communications.

On April 4, 2016, Permanent Secretaries of the Ministry of Public Administration and Communications – Mr. Richard Madray and Ms. Angela Edwards were replaced by Ms. Lydia Jacobs, who took over as Acting Permanent Secretary.

Refer to **Appendix I – Extract of Gazette No.35 dated March 17, 2016** for the responsibilities of the Minister of Public Administration and Communications.

# Minister's Foreword



The Honourable Maxie Cuffie, M.P.  
Minister of Public Administration and  
Communications with effect from March 17, 2016

It is my privilege to present a report on the operations of the MPAC for fiscal 2016. I recognise that it does not capture the routine work of the Ministry and affirm that the report diligently covers the key performance results and other important administrative information in keeping with the prevailing public accountability requirements.

As Minister of a merged Ministry, I immediately set about to establish a shared vision and priorities for the MPAC with a strong emphasis on:

- *Results that enhance the public service infrastructure, systems and processes and effect improved service delivery to you, the citizens of Trinidad and Tobago*
- *Continuous information and communications that provide for the meaningful engagement of and dialogue with varied stakeholders on public policy – governments programmes and projects; and*
- *Results that create opportunities for citizens and businesses to prosper as we develop National ICT – employ data as the new oil - in pursuance of economic diversity*

A critical measure for me as Minister and for this administration, was addressing appointments to various Boards under my purview and the setting up of mandates to achieve Government's policy in a year of difficult economic circumstances. We also opened or re-purposed critical infrastructure for the public service and in public education with the Government Plaza and Rio Claro and Couva Public Libraries, just to name a few.

I was guided, and continue to be guided by regional and international commitments, new trends and measures, and proven best fit practices to chart our way forward. The 2016 fiscal is just a preview for the new approach to public administration and communications.

I wish to express my sincere appreciation to the staff and stakeholders of the MPAC for rallying through the transition and for their hard work. The journey continues and I greatly look forward to your support as partners in service.





Mr. Richard Madray

## **Permanent Secretary for the period October 1, 2015 - April 3, 2016**

# Executive Summary

Mid-year of this fiscal period saw the merger of the Ministries of Public Administration and Communications. This followed the adjustment in September 2015 where the responsibilities for National ICT and Property and Real Estate were added to the Ministry of Public Administration. Changes at the leadership and management levels accordingly occurred. The newly constituted MPAC, however, is similar to the configuration of the Ministry of Public Administration and Information in 2003. The team at the MPAC is therefore focussed on three interconnected areas – **Public Service Administration and Management, National Information Communications Technology, and Government Communications.**

The theme for the 2016 Annual Report is The MPAC's Impact on Trinidad and Tobago and reflects the new paradigm for public management which is characterised by an open, ICT-enabled government with a closer focus on results.

## Public Service Administration and Management

Highlights under this pillar relate to strengthening the capacity of the public service, to improve service delivery. Through the Public Service Academy, one thousand, two hundred and eighty-three (1,283) public officers received training in disciplines critical to improving how the public service functions. Additionally, via our public management consulting services, we provided advice on renewal, extension, suppression, abolishment and creation of approximately Eighteen Hundred (1,800) positions. One Thousand, Four Hundred and Thirty-Six (1,436) public officers

also benefitted from newly completed office space, as the Property and Real Estate Services Division handed over major buildings such as the Immigration building at the Government Plaza and the Ministry of Education Towers.

There was also the completion of the e-Government Knowledge and Brokering IDB loan programme, where we oversaw fourteen (14) projects in Fiscal 2016, that facilitated reform and restructuring efforts in several public service agencies.

Of special note was the international recognition from the Commonwealth Association for Public Administration (CAPAM), which gave the International Innovation Award 2016 to the Diamond Buzz initiative. This initiative was created to drive the development of innovative, technology based solutions within the public sector by young software developers.

## National Information and Communications Technology

A major achievement was the rollout of the first phase of the flagship project of the Ministry, the TT Wi-Fi initiative, on selected PTSC buses. This was done in line with government's commitment to foster an "ICT literate" society and to provide government services at the push of a button.

Another achievement by the Ministry, through iGovTT, was the interim renegotiation of GoRTT's Software Enterprise Agreement with Microsoft that was completed with an average savings per year of **One Million, Six Hundred and Fifteen Thousand, Nine Hundred and Eighty-Nine Dollars and Ninety-Three Cents (\$1,615,989.93) when compared with the previous agreement.**

## Government Communications

Rounding up the Ministry's mandate is the Government Communications portfolio. The success and sustainability of efforts to strengthen public sector systems depend, by and large, on

legitimate public authority. The Ministry, and the Government by extension, recognises that this legitimacy must be earned by demonstrating the ability to "get things done" in ways that are responsive to citizens' needs, while being open to public criticism and scrutiny. It must also be earned by communicating a clear vision for the country and the capacity to carry out two-way communication with citizens that are both meaningful and ongoing.

To this end, Government Communications began the work of creating a Community of Practice for government communications officials, with a view towards formulating government communications strategies and policies, guiding the implementation of such through the line agencies and measuring the performance and impact of initiatives. The executing arms of the Government Communications portfolio have also had measurable successes such as the weekly radio productions and photographic assignments of the Information Division, the hundreds of thousands of documents printed and produced by the Government Printery and the enduring work of the National Archives to preserve the documentary heritage of the nation, while providing professional expertise to the public service on the management of government records.

This is just a brief glimpse into the current trajectory and achievements for FY 2016. The scale and complexity of the task to place the nation on track for sustainable development is evident, yet realized daily by the many public officers who strive to improve and deliver services faster, better and more cost effectively.

2016 was a year of further change for the MPAC, but also a year for embracing each other to generate a revitalized and synergistic team. We thank all our clients, stakeholders and staff who took up the challenge that change brings and we look forward to receiving your continued support on this most important agenda.



# 1 ABOUT THE **MPAC**



# 1 ABOUT THE MPAC

## 1.1 History

The portfolio of Public Administration was first established in 1991 in the Office of the Prime Minister. Since then the portfolio has undergone several changes in name, size and configuration, involving the addition and removal of Information/Communications, ICT, Telecommunications and Broadcasting and Property and Real Estate. In March 2016, the portfolio became Public Administration and Communications, with a composition very much the same as it was during the period 2003 to 2011, when it was the Ministry of Public Administration and Information.

## 1.2 MPAC Portfolio

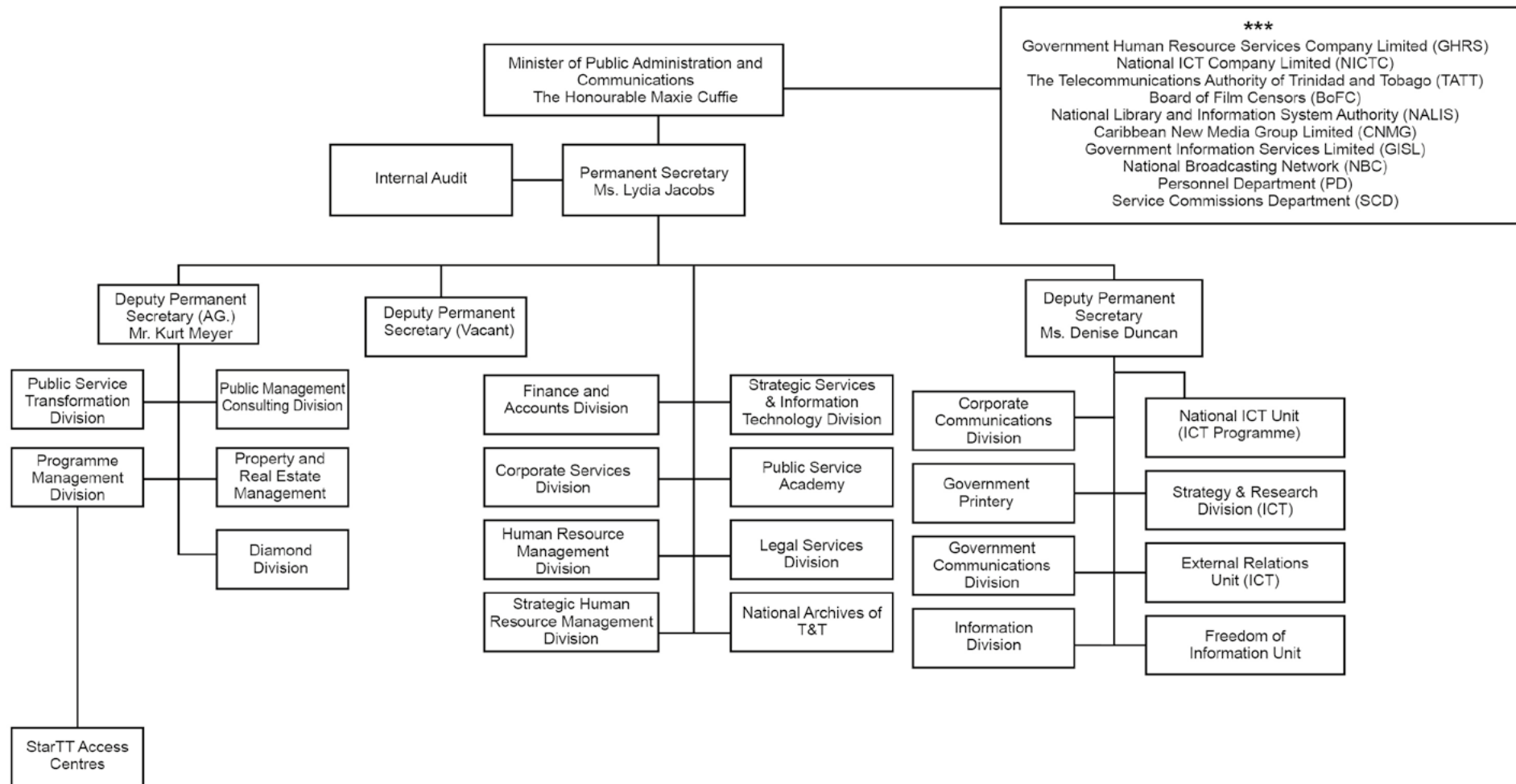
The MPAC portfolio has three (3) main components as follows:-

Portfolio Component	Public Service Administration and Management	National ICT	Government Communications
Description	<p>Facilitates and leads the Public Service Reform agenda including Public Service policy and legislation and HRM modernisation policy and strategy coordination.</p> <p>There is also the provision of Institutional Strengthening services such as :-</p> <ul style="list-style-type: none"> <li>• Redesigning organisational structures;</li> <li>• Increasing competency through training and development;</li> <li>• Business Process Reengineering;</li> <li>• Service Improvement/certification;</li> <li>• e-Government;</li> <li>• Property and facilities management</li> </ul>	<p>Builds the National ICT sector by developing and coordinating National ICT policy and strategy including legislation. This includes:-</p> <ul style="list-style-type: none"> <li>• Oversight of ICT-related agencies;</li> <li>• ICT stakeholders relations</li> </ul>	<p>Creates a more open government, through the development and coordination of Government Communications policy and strategy including Data Protection, Freedom of Information and Cinematograph legislation; and the provision of public information and communications services via the:-</p> <ul style="list-style-type: none"> <li>• Printery</li> <li>• National Archives</li> <li>• National Library</li> <li>• Information Division</li> </ul>
Impact	Improved public service delivery and ease of doing business in Trinidad and Tobago	Economic diversification	Improved public trust and confidence

Table showing MPAC's main components

## 1.3 MPAC Organisational Structure as at September 30, 2016

### Ministry of Public Administration and Communications Organisational Chart



\*\*\* Agencies and Departments that report to the Honourable Minister of Public Administration and Communications

## 1.4 Divisions and Services of the MPAC

The Ministry of Public Administration and Communications is comprised of the following core Divisions and support Divisions:

MPAC DIVISION	SERVICE OVERVIEW	MPAC DIVISION	SERVICE OVERVIEW
Diamond Division	Coordination of the Trinidad and Tobago Diamond Standard (TTDS) Certification Programme and consultancy services / advice on service delivery improvement.	Information Division (formerly Government Information Services Division)	Provides radio, television, newspaper and social media communications services to Ministries and Departments. The Information Division is also the custodian of and repository for various government media products.
Freedom of Information Unit	Administration of the Freedom of Information Act, Chapter 22:02 (FOIA).	National Archives of Trinidad and Tobago (NATT)	NATT acquires, preserves and makes accessible thousands of records, of various formats, to the public. These include government records, immigration records, photographs, books, maps and more. Many of these records reveal our heritage and enable us as a nation to have a better understanding of Trinidad and Tobago and our ancestors.
Government Communications	Responsible for developing, designing and implementing government communications policy / strategy.	National Information and Communication Technology Unit	Responsible for the provision of technical and policy oversight in the area of National ICT as well as responsible for external ICT stakeholder relations.
Government Printery	Providing reliable printing, binding and other related services for the government and the public.		
Programme Management Division	Management of a portfolio of interdependent projects aimed at advancing public sector transformation and e-government services and the management of four (4) Star.tt ICT Access Centres.	Public Service Academy	Responsible for training and development within the Public Service. It aims to maximise the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with its strategic partners.

Table showing MPAC's Core Divisions and their services

## 1.4 Divisions and Services of the MPAC cont'd

MPAC DIVISION	SERVICE OVERVIEW	MPAC DIVISION	SERVICE OVERVIEW
Programme Management Division (Cont'd)	It was the executing agency and focal point for the Inter - American Development Bank (IDB) Loan Programme, Public Sector Reform Initiation Programme (PSRIP) and the e-Government Knowledge Brokering Programme (eGKBP). The Division provided project management and oversight support for these projects.		The Academy is charged with the responsibility of reviewing the training plans of Ministries and Departments. It also administers offers of technical cooperation training from foreign governments and international agencies to the Government of Trinidad and Tobago.
Property and Real Estate Services Division	The Property and Real Estate Services Division is responsible for providing mainly office and to a lesser extent, residential accommodation in accordance with statutory, policy and user requirements for Ministries and other government agencies. It also manages the stock of State-owned properties towards ensuring that these are developed and maintained to achieve maximum socio-economic returns from assets. It has an advisory role to the State on property matters.	Public Service Transformation Division	Facilitation of the transformation agenda for the Public Service of Trinidad and Tobago by engaging in policy, strategy and monitoring and evaluation activities that guide and support the development and implementation of innovative solutions for improved public service governance and for the delivery of consistently high quality public goods and services.
Public Management Consulting Division	Provision of management consulting services to the Cabinet, Ministries/ Departments and associated agencies. Its primary mandate is the review of submissions from Ministries relating to their organisational structures.	Strategic Human Resource Management Division	Coordination of a programme for the enhancement of the Public Service Human Resource Management (HRM) function. These responsibilities are achieved through collaboration with the central HRM agencies and the line HRM Divisions in the Public Service. The Division's mandate is the renewal and modernization of the HRM Architecture (structures, systems, processes and people) in the Public Service.

Table showing MPAC's Core Divisions and their services

### The Support Divisions of the MPAC are:

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



## 1.5 MPAC Leadership Team

For the period October 1, 2015 to September 30, 2016:

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Permanent Secretary	Mr. Kurt Meyer (Ag.)	September 5, 2016 – September 30, 2016
		Ms. Lydia Jacobs	April 4, 2016 – September 4, 2016
		Mr. Richard Madray	October 1, 2015 – April 3, 2016
	Deputy Permanent Secretary	VACANT	September 5, 2016 – September 30, 2016
		Mr. Kurt Meyer (Ag.)	October 1, 2015 – September 4, 2016
	Deputy Permanent Secretary	Mrs. Denise Duncan	June 1, 2016 – September 30, 2016
		VACANT	February 16, 2016 – May 31, 2016
		Mrs. Angela Sinaswee-Gervais	October 1, 2015 – February 15, 2016
	Deputy Permanent Secretary	VACANT	October 1, 2015 – September 30, 2016
	Corporate Communications Division	Director	VACANT
Ms. Rae Ann Harper-Walters			October 1, 2015 – April 3, 2016
Manager Corporate Communications		VACANT	July 25, 2016 – September 30, 2016
		Mr. Dike Noel	October 1, 2015 – July 24, 2016
Corporate Services Division	Director (Ag.)	Ms. Angela Lum-Joseph	February 17, 2016 – September 30, 2016
		VACANT	October 1, 2015 – February 16, 2016
Diamond Division	Programme Director	Ms. Colleen Gallazzi	October 1, 2015 – September 30, 2016
Finance and Accounts Division	Director (Ag.)	Ms. Bhagwati Manick	July 12, 2016 – September 30, 2016
		Mrs. Angela Lum-Joseph	December 7, 2015 – July 11, 2016
		Mr. Christopher Ramsey	October 1, 2015 – December 6, 2016
Freedom of Information	Executive Director FOI	VACANT	October 1, 2015 – September 30, 2016
	FOI Officer (Research)	Mr. Chadwick Noel	May 31, 2016 – September 30, 2016
		VACANT	May 1, 2016 – May 30, 2016
		Mr. Chadwick Noel	October 1, 2015 – April 30, 2016
Government Communications	Director Government Communications	Ms. Marsha Caballero	August 22, 2016 – September 30, 2016
		VACANT	October 1, 2015 – August 21, 2016

Table showing MPAC Leadership Team from October 1, 2015 to September 30, 2016

## MPAC Leadership Team cont'd

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Government Printery	Government Printer	Mr. Rolly Parahoo	October 1, 2015 – September 30, 2016
Human Resource Management Division	Director (Ag.)	Mrs. Laura Daniel	October 1, 2015 – September 30, 2016
Information Division	Director of Information	Mr. Michael Granderson	October 1, 2015 – September 30, 2016
Internal Audit	Auditor II (Ag.)	Mrs. Indira Frank	October 1, 2015 – September 30, 2016
Legal Services Division	Head	VACANT	October 1, 2015 – September 30, 2016
	Senior Legal Officer	Ms. Annalisa Sankar	October 1, 2015 – September 30, 2016
National Archives	Government Archivist	Ms. Avril Belfon	October 1, 2015 – September 30, 2016
National ICT	Manager, External Relations Unit	Mrs. Shelley-Ann Clarke-Hinds	October 1, 2015 – September 30, 2016
	Manager, Telecommunications Strategy and Services	Mrs. Michelle Baptiste-Williams	January 4, 2016 – September 30, 2016
	Director, Strategy and Research Division	Mr. Roopchand Raghunanan	October 1, 2015 – September 23, 2016
Programme Management Division	Programme Manager	VACANT	October 1, 2015 – September 30, 2016
	Senior e-Government Advisor	Mr. Pernel Roberts	October 1, 2015 – September 30, 2016
Property and Real Estate Services Division	Coordinator	Ms. Shelly Sultanti-Maharaj	October 1, 2015 – September 30, 2016
Public Management Consulting Division	Director (Ag.)	Mrs. Savitri Balkaran	October 1, 2015 - September 30, 2016
Public Service Academy	Director (Ag.)	Ms. Denise Phillip	October 1, 2015 - September 30, 2016
Public Service Transformation Division	Director (Ag.)	VACANT	October 1, 2015 – September 30, 2016
	Research and Development Coordinator	Mrs. Denise Mohammed-Coker	October 1, 2015 – September 30, 2016
Strategic Human Resource Management Division	Head	VACANT	October 1, 2015 – September 30, 2016
	Senior Project Management Coordinator	Ms. Carol Mapp	October 1, 2015 – September 30, 2016
Strategic Services and Information Technology Division	Director	Mrs. Angela Lum-Joseph	October 1, 2015 – September 30, 2016
	ICT Director	Mr. Gary Turpin	October 1, 2015 – September 30, 2016

Table showing MPAC Leadership Team from October 1, 2015 to September 30, 2016



# PUBLIC SERVICE **TRANSFORMATION**



## 2 PUBLIC SERVICE TRANSFORMATION

In this Section, we highlight the work undertaken in fiscal 2016 to improve public service infrastructure and processes as well as human capital development, which would lead to the delivery of enhanced services to citizens and businesses.

### 2.1 2016 CAPAM International Innovation Awards (IIA) – Diamond Buzz – Winner of the Innovation Incubation Prize

The CAPAM International Innovations Awards (IIA) celebrate the spirit of innovation in the public service by recognizing organizations across the Commonwealth that have made significant contributions to improving governance and services in the public sector. In so doing, the awards inspire and encourage public service innovators to continue exploring, creating and implementing new ideas in order to enhance the quality of life for citizens, communities and nations.

**The Ministry of Public Administration and Communications was the recipient of a Certificate of Distinction and the 2016 Award for Innovation Incubation for its Diamond Buzz initiative.** The Ministry was also a recipient of a Certificate of Distinction for the Trinidad and Tobago Diamond Standard Programme, after making it to the Semi-Finals of the Citizen-Focused Innovation category. The prizes were awarded at the prize giving ceremony in Malaysia at the CAPAM President's Dinner on August 20, 2016.

The MPAC won the top prize in the Innovation Incubation category with its submission of the Diamond Buzz initiative, competing against four (4) finalists and many more international Commonwealth contenders. The Innovation Incubation prize recognises innovation and is described as

the category that “represents early thinking and promotes unproven innovative ideas... and highlights amazingly radical and promising forward thinking that can ignite further ideas for innovative practices”.

The **‘Diamond Buzz’** project was an incubator initiative designed to drive the development of innovative, technology based solutions within the public sector by leveraging young citizens to solve problems that face the public service. This project is the genesis of an effort to help public services meet the technology criterion of the Diamond Standard programme and promotes technology absorption and integration. This is done by harnessing the talents of a team of young, burgeoning software developers working alongside targeted public service agencies to conceptualize and create information and communication technologies.



*The Trinidad and Tobago Diamond Standard, Diamond Buzz, was announced as the winners of the Innovation Incubation category at the CAPAM President's Dinner on Saturday 20th August, 2016 and received a Certificate of Distinction and the 2016 Award for Innovation Incubation*

## 2.2 Certification of Public Services: The Trinidad and Tobago Diamond Standard

The **'Diamond'** Division in the Ministry is responsible for administering the Trinidad and Tobago Diamond Standard (TTDS). The TTDS programme has been utilised by MPAC as a tool for driving change, centred on improving the client experience when doing business with and receiving services delivered by the Government.

The TTDS engagement approach is one that allows for the unearthing of service delivery issues and the design of strategies to effect requisite improvement in the quality of service delivered. Between October 2015 and September 2016, the Diamond Division worked with over forty (40) services that participated in the TTDS Programme. The services span a wide cross-section of sectors including national security, public health, education, local government and trade, among others.

These services underwent a number of diagnostic assessments to determine critical service delivery issues and subsequently applied corrective actions aimed at improving the quality of service delivered to the Trinidad and Tobago public. Highlights are as follows;

### Improvements in ICT

#### Strengthened ICT Integration ICT in Education

Five (5) Early Childhood Care and Education (ECCE) Centres received tablets and laptops as a result of efforts geared towards meeting the technology criterion of the Diamond Standard. The intention is that they will be utilised by the ECCE teachers for improved integration of ICT in the classroom, and improved quality of teaching. The laptops and tablets were provided by the Ministry of Education after ongoing discussions with the MPAC team.

#### Diamond Buzz ICT Projects

The Diamond Buzz Team which is the arm of the Diamond Division with sole focus on improving ICT integration and partnership also worked on the following ICT projects:

#### Websites & Website Upgrades:

- A website for the South West Regional Health Authority (SWRHA) to make it easy for patients to find information about SWRHA services online and to improve the existing structure and aesthetics of the entire website.
- A website for Tobago Information Technology Limited (TITL) including features that allow interested persons to register for classes online, with a backend database to allow for the management of class scheduling, student and teacher profiles, course histories, grades and certifications earned.

#### Scholar Indebtedness Calculator

- A web based calculator application that allows recipients of government scholarships to check the balance of service (time) or money owed to the government.

#### Stores Management System

- A solution for the National Archives of Trinidad and Tobago (NATT) built on an open source platform that can be used for tracking, purchasing and issuing of consumable stock items, including monitoring of inventory levels.

## Health Information Management System

The Health Information Management System (CELLMA) was also integrated within three of nine participating health services after being prioritised for CELLMA integration, due to their participation in the TTDS programme. CELLMA has been implemented to facilitate electronic record keeping and improved and integrated records management across the health sector. The TTDS participating health services benefitting from CELLMA implementation in fiscal 2016 included:

### South West Regional Health Authority

- Outpatient Pharmacy (San Fernando Teaching Hospital)
- Emergency Department, San Fernando

### North West Regional Health Authority

- San Juan Health Centre

## Service Environment Improvements

Many improvements were also made to the service environment provided to customers and visitors accessing public services. These improvements ranged from simply providing additional seating, air-conditioning of reception areas, installation of televisions for customer viewing, to more extensive work including roofing repairs, installation of alarm and fire systems and other health and safety corrective actions. Over the period, three (3) TTDS participating services attained Fire Certification after undergoing required health and safety improvements. These services were the Water Taxi - North and South Terminals; the San Juan Health Centre and the El Socorro Health Centre. Since the programme inception, over forty (40) participating government offices have been inspected by the Trinidad and Tobago Fire Service as a result of participating in the programme.

## Wait Time Analysis- Service Improvement in the Health Sector of Trinidad and Tobago

The Diamond Division engaged a number of agencies in the health sector across all Regional Health Authorities. Based on preliminary research, key challenges were highlighted that possibly impact overall customer satisfaction with the delivery of healthcare among these services. In particular, long wait times to access many of these services appeared to be one of the recurrent issues based on feedback from patients and customers utilising these services.

As a result, a Wait Time Project was initiated in collaboration with the North West Regional Health Authority and South West Regional Health Authority. The following services participated in the wait time project:

### North West Health Authority:

- St. James Accident and Emergency
- San Juan Health Centre
- El Socorro Health Centre

### South West Health Authority:

- Out-Patient, Pharmacy (San Fernando Teaching Hospital)
- Emergency Department, San Fernando

Phase I of the wait time project kicked off in fiscal 2016 and was developed to gather more extensive and reliable information regarding satisfaction with wait time, supplemented by an analysis of the actual wait time.

As part of Phase I, patient satisfaction surveys were disseminated and wait time data collection initiated. This sought to establish baseline data that allowed for better performance monitoring and which aided reporting on key performance indicators (KPIs) for the health sector. A report on the data collected, along with recommendations for improving wait time will be prepared and submitted in fiscal year 2017, with the intended objective of identifying opportunities for corrective actions ranging from process re-engineering, strengthened ICT integration and optimising resource allocation among other initiatives. For Phase II of the project, other priority health services will be targeted. These will be selected based on expressed citizen dissatisfaction with the wait time for accessing these critical health services, in particular, where the patient requires some type of medical treatment or procedure. The criteria for selection will also include high demand/high impact services e.g. those with long wait lists, as well as those services that deal with the treatment of more urgent health conditions.

## Formal Pre-Assessments

In order to garner a better understanding of how far services have progressed over the period of TTDS engagement and their journey of service improvement, a select number of eleven (11) services were pre-assessed by the Diamond Division. The pre-assessments traditionally take place prior to formal TTDS assessments and allow the service to experience a scaled down version of a formal assessment. In so doing, services have the opportunity to better prepare for a formal assessment. Furthermore, the pre-assessment allows for a more independent view of opportunities for improvement and additional insights to allow the service to better be positioned for achieving the targeted Diamond Standard. The eleven (11) pre-assessed services were as follows:

MINISTRY	SERVICE
Ministry of Health	South West Regional Health Authority - Out-Patient Pharmacy
	South West Regional Health Authority - Emergency Department
	North West Regional Health Authority - St. James Accident & Emergency
Ministry of Education	Phoenix Park Early Childhood Care and Education Centre (ECCE)
	Salybia Early Childhood Care and Education Centre (ECCE)
	Maraval Early Childhood Care and Education Centre (ECCE)
	North Trace Early Childhood Care and Education Centre (ECCE)
	Strange Village Early Childhood Care and Education Centre (ECCE)
	Sacred Heart Girls R.C Government Primary School
Ministry of Rural Development	TTConnect, Chaguanas Service Centre
Ministry of National Security	Belmont Police Station

*Table showing the Ministries and their respective services pre-assessed for achieving Diamond Standard*

### Common opportunities highlighted for improvement included:

- Strengthened use of technology in delivering services
- Development and tracking of key performance indicators (KPIs) for improved performance reporting and international benchmarking
- Implementation of staff recognition programmes for improved staff morale
- Strengthened customer consultation for improved customer engagement and communication
- Continued service environment improvements particularly in the area of health and safety towards attainment of Fire Certification



## 2.3 Service Delivery Improvement: Business Process Management

Business Process Management (BPM) is a systematic approach to making an organisation's workflow more effective, more efficient and more capable of adapting to an ever changing environment. In early 2015, the Ministry of Public Administration (MPA) engaged the services of KPMG Consultants to execute the BPM Initiative. This consultancy was for one (1) year, it commenced on January 30, 2015 and ended on January 29, 2016.

The expected main benefit of this consultancy was the effective management of business processes, not only services within individual Ministries and Departments, but also services spanning multiple Ministries/Departments. It was expected to encourage and promote collaboration between and among Ministries /Departments which have an input in the outcome of a service. A cluster approach was therefore utilized for the training workshops.

The Consultant was required to deliver the following major deliverables:

- I. An Inception Report
- II. Sensitization sessions to key stakeholders to elaborate on and validate the objectives of the BPM Initiative
- III. Seven (7) BPM training workshops
- IV. Technical support to Ministries on their respective BPM projects
- V. A framework for institutionalizing BPM in the Public Service
- VI. A final report

Deliverables I, II, and III were delivered during the 2014/2015 fiscal year.

The following are achievements for the fiscal 2016 period:-

Provision of technical support by KPMG to Ministries on their respective projects commenced April 15, 2015 and ended on January 28, 2016. The following table represents these BPM projects:

NO.	MINISTRY/AGENCY	PROJECT	EXPECTED OUTCOMES	NO. OF TECHNICAL SUPPORT SESSIONS
1.	Ministry of Housing and Urban Development	Home Improvement Grant Administration – An Electronic File Transfer Solution	<ul style="list-style-type: none"> <li>• The processing time for the provision of the two tranches for the Home Improvement Grant will be reduced from the current time period, seven to nine (7-9) months to three (3) months</li> <li>• Officers' accountability will be increased through this system</li> <li>• Field visit reports will be standardized resulting in accurate statistical information</li> <li>• Reduction in file loss risk by removing the need for a physical file being transported from Head Office to the District Office and to Inspectors in the field</li> </ul>	6

Table showing BPM Projects undertaken in various Ministries for the fiscal 2016 period

## Service Delivery Improvement cont'd

NO.	MINISTRY/AGENCY	PROJECT	EXPECTED OUTCOMES	NO. OF TECHNICAL SUPPORT SESSIONS
2.	Ministry of Finance - Valuation Division	Valuation Process Improvement Project	<ul style="list-style-type: none"> <li>The processing time for providing valuation advice to customers will be reduced due to the readily available data on the Market Analysis System and utilization of the File Tracking System</li> <li>Accountability of officers with respect to work performance and productivity will be increased through the File Tracking System</li> <li>The optimal utilization of the File Tracking System will lay the foundation for an e-based, paperless process</li> </ul>	12
3.	Office of the Parliament Ministry of Trade and Industry Ministry of Community Development, Culture and the Arts	Payment of Pension to Public Officers	<ul style="list-style-type: none"> <li>Officers will receive their terminal benefits in a timely manner</li> <li>Reduction in the number of queries from Treasury Division</li> <li>Officer's Circulating Personal File will be forwarded to officer's new place of employment within three (3) months of their departure</li> </ul>	12 7 5
4.	Ministry of Education – Scholarships and Advanced Training Division	Payment of international scholars' University Fees and Allowances	Timely payments of scholars' university fees and allowances	9

Table showing BPM Projects undertaken in various Ministries for the fiscal 2016 period

### Framework for Institutionalizing BPM in the Public Service

This framework provides guidance, support and insight on how to institutionalize BPM within the Public Service. It includes:

- Details of the BPM approach and methodology;
- Identification of BPM tools and techniques;
- Governance structure identifying the role of MPAC and the mechanism for overseeing the implementation of a BPM programme;
- Recommended team structure with the requisite skills and competencies for managing individual BPM projects;
- A change management framework; and
- An action plan for implementation.

### Final Report

This report provided a description of:

- The approach and methodology utilized during the consultancy;
- Details of the tasks performed;
- The challenges and constraints encountered;
- The potential benefits of the various BPM projects;
- A summary of the training sessions and support sessions provided; and
- Recommendations.

Among recommendations provided, it was suggested that the MPAC should re-engage with and provide support to Ministries that attended the BPM training and are currently implementing change initiatives. Additionally, it was recommended that MPAC continue to work with Ministries/Agencies to inculcate a culture of continuous process improvement within the Public Service utilizing the Action Plan described in the Framework for Institutionalization of BPM Report.

### MINISTRY OF PUBLIC ADMINISTRATION AND COMMUNICATIONS

## 2.4 Simplifying Life for Citizens - Citizens' Index

Trinidad and Tobago participated in a regional pilot project organized by the Inter-American Development Bank (IDB) to develop a Citizens' Index that will measure the quality of services delivered by public agencies and the level of citizen satisfaction with the services delivered. A total of six (6) countries, primarily Latin American, participated in this Technical Cooperation initiative during 2015, with Trinidad and Tobago being the only English-speaking member.

The Citizens' Index project was also identified as one of Trinidad and Tobago's commitments to the Open Government Partnership (OGP) National Action Plan 2014-2016 that was approved by Cabinet, vide Minute No. 2833 of October 09, 2014. The Project is focused on the OGP thematic area of Public Service Improvement: *the creation of capacity within the public sector to be able to deliver high quality public services in an efficient way and involving the users and key stakeholders throughout the whole service delivery cycle.*

**The following six (6) transactional services in each of the pilot countries were assessed through key informant interviews and an external survey utilizing social media:**

- (i) Registering a child in a public primary school
- (ii) Making a doctor's appointment in the public health system
- (iii) Registering a birth
- (iv) Applying for a disability allowance
- (v) Reporting a minor crime
- (vi) Renewing an Identification card

The Citizens' Index initiative will provide a platform for development of a performance Index and a means for comparing the performance of selected services against similar regional bodies.

**The following are the achievements for the fiscal 2016 period:**

- (i) Circulation of the Executive Summary of IDB Report on the Findings from the Pilot Project for comment/input among agencies in November 2015
- (ii) Executive Summary of Findings (Preliminary) and Synopsis of Findings pertinent to Trinidad and Tobago were received from the IDB in June 2016
- (iii) PSTD conducted key information interviews during June 2016 with stakeholders from each of the participating services to obtain feedback on the initiative
- (iv) PSTD developed a Presentation of Trinidad and Tobago's feedback on the initiative for the IDB Workshop "Measurement of Quality of Public Services" Washington, DC, June 20 – 21, 2016; and
- (v) Note to Cabinet on Findings & Recommendations from Citizens' Index Pilot was prepared and submitted by PSTD in July 2016.

The cost of this phase of the initiative was borne by the IDB. It is expected that following the publication of the findings, there will be stakeholder engagement on charting a way forward based on those findings, followed by another round of public consultation.

## 2.5 CARICAD Charter for Public Services

In 2015, the Ministry hosted the first CARICAD-CLAD Ministerial Symposium on Public Administration. The primary objectives of the symposium were to forge closer working relationships and knowledge exchange with public administration agencies in Latin America and to receive policy direction from Ministers of the CARICOM Members and Associates with respect to priorities for public administration.

This First Ministerial Symposium on Public Administration by the Caribbean Centre for Development Administration (CARICAD), Latin American Centre for Development Administration (CLAD) and the Organization of American States (OAS) entitled “Symposium on the Public Service as a Mechanism for Strengthening Public Administration: Building Bridges of Solidarity and Cooperation – CARICAD-CLAD Partnership”, was held over the period July 15 to 17, 2015. At this symposium, a decision was taken to pursue the development of a Charter for Caribbean Public Services.

The Charter identified components of a professional and effective public service. It established a general framework of guiding principles, policies and management mechanisms reflecting a common commitment of the Public Services of the Caribbean Region. It is intended to serve as a catalyst for the reform, modernization and transformation of national public sector entities within the context of each country’s realities and priorities.

Subsequent to the Symposium, it was agreed that all participating member states should conduct national consultations in their respective countries as an input to the development of a Charter for Caribbean Public Services.

The Public Service Transformation Division (PSTD), coordinated the national consultations during the period October 7 – 16, 2015.

Twelve (12) focus groups and four (4) interviews were administered by the Ministry to obtain feedback from the following stakeholder groups:

- Public Sector Employees
- Business Community
- Civil Society Organizations
- Unions
- Academia

An online survey was also developed and distributed via the Ministry’s social media platforms and e-mail service, with approximately seventy (70) valid responses being collected. All responses were collated and condensed into a report using the reporting template provided by CARICAD.

The findings from the national consultation were reported to CARICAD in May 2016 for incorporation into the Draft Charter for Caribbean Public Services.

At the end of fiscal 2016, the Ministry was awaiting feedback from the Ministry of Foreign Affairs, the Ministry of the Attorney General and Legal Affairs and the Office of the Prime Minister on the Draft Charter for Caribbean Public Services and Implementation Plan.

## 2.6 Organisational structures and staffing

In fiscal 2016, the Public Management and Consulting Division (PMCD) worked on the preparations of comments affecting the creation, abolishment, suppression, reassignment, extension and renewal of one thousand, eight hundred and seventy (1,870) permanent, temporary and contract positions. PMCD collaborated with nineteen (19) public service agencies to review strategic mandates, business processes, workflows, job descriptions, actual work undertaken, workloads and other organisational factors towards improving service delivery in these organisations.

The overall summary of the change in positions from the work completed by PMCD for fiscal 2015/16 is as follows:

Established Positions				Temporary	Contract Positions			
Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal	Covering Approval
114	89	13	10	0	37	852	744	11

*Table showing Summary of work completed by PMCD for fiscal 2016  
(A detailed list of the projects/proposals with the respective Ministry/Department is at Appendix II).*

## 2.7 Property and Real Estate Services

Accommodation is a key factor in supporting public service delivery and administration. Providing safe, healthy and quality work spaces fosters productivity for public officers, as well as to service excellence for citizens. Rented premises are a significant recurrent annual financial commitment of the State. The Government therefore pursues a policy to find the optimum balance between rental and owned buildings. Highlights of work undertaken in fiscal 2016 are as follows:-

### Management of Office Space in State-Owned Buildings.

A major achievement in this fiscal was the completion of outfitting, followed by the handing over of buildings for occupation after several years since the completion of construction. Buildings handed over in fiscal 2016 were as follows:-

No.	Recipient Ministry	No. of Persons expected to be accommodated	Handover date
1	Ministry of Education Complex, St. Vincent Street, Port of Spain (Building A and B); two (2) buildings comprising 272,790 sq. ft. Building A comprises sixteen floors (16) floors plus a pent house and Building B comprises five (5) floors	893	June 29, 2016
2	Immigration Division Building, Government Plaza, Richmond Street, Port of Spain; 10 storey building providing 92,655 sq. ft. of office space	410	July 08, 2016

*Table showing Buildings that were handed over for occupation in fiscal 2016*

The savings in rental expenditure is estimated to be TT\$559,500.00 per month for the recipient agencies.

### Negotiation of lease/rental of office accommodation, storage, residential and other private property uses on behalf of Ministries and other State agencies:

- The Property and Real Estate Services Division (PRESD) received fifteen (15) requests for new leases and thirty-five (35) requests for lease renewals. Of these, the following were approved by Cabinet. It is important to note that the PRESD works with the requesting Ministries to ensure full compliance to the requirements.

### NEW

- Corner Fyzabad and Delhi Roads, Fyzabad to accommodate the Judiciary
- Caribana Building, Bacolet Street, Tobago to accommodate the Police Complaints Authority
- One Alexandra Street, St Clair to accommodate the Ministry of Public Utilities

**RENEWALS**

- Paradise Civic Center, San Fernando to accommodate the Ministry of National Security
- No. 11 Charles Street, Port of Spain to accommodate the Office of the Parliament
- Corner Hobson and Kelshall Street, San Fernando to accommodate the Office of the Ombudsman

The PRESD received twelve (12) requests for Notices to Vacate and during this period, all twelve (12) were issued and delivered in fiscal 2016. These were as follows:

NO.	MINISTRY/ DEPARTMENT	PROPERTY ADDRESS	DATE VACATED
1	Ministry of Tobago Development (formerly)	Pump Mill Crown Trace, Scarborough, Tobago	January 31, 2016
2	Elections and Boundaries Commission	1326 SS Erin Road, Penal	July 31, 2016
3	Ministry of Community Development Culture and the Arts	35 Wrightson Road, POS	September 30, 2016
4	Ministry of Social Development and Family Services formerly (Gender, Youth and Child Development)	LP No. 383 Lower High Street, Siparia	September 30, 2016
5	Ministry of Labour and Small Enterprise Development	Corner of Elie and Mota Streets, Rio Claro	May 31, 2016
6	Personnel Department	19, 29 & 29A Estate Trace, Barataria	August 31, 2016
7	Land Settlement Agency	No. 321 EMR, El Dorado, Tacarigua	October 31, 2016
8	Ministry of Health (Insect Vector Control Division)	Nos. 102-104 Coffee Street, San Fernando	August 31, 2016
9	Ministry of National Security (Immigration Division)	116 Frederick Street, POS	September 30, 2016
10	Ministry of Planning and Development	76 Henry Street, POS	October 31, 2016
11	Ministry of Housing and Urban Development – Sugar Industry Labour and Welfare Committee (SILWC)	86 Independence Avenue, San Fernando	November 30, 2016
12	Ministry of Energy and Energy Industries	MASKA Building, MASKA Compound, South Trunk Road, Gulf View, La Romain	November 30, 2016

Table showing the Ministries that received Notices to Vacate in fiscal 2016

It is important to note that while the PRESD would have approved all twelve (12) in fiscal 2016, the actual vacated date may have occurred in early fiscal 2017. In addition, during this period the PRESD provided advice, oversaw the outfitting, customization works on approximately twelve (12) privately owned properties.

#### **Establishment of Policies Governing the Design, Use, Maintenance and Disposal of Government Owned or Occupied Facilities**

By Minute No. 84 of October 8, 2015, the Cabinet agreed inter alia, to the establishment of an Inter-Ministerial Committee to rationalize government accommodation. Subsequently, sub-committees were established for the development of the following policies and guidelines:

NO.	DRAFT POLICIES COMPLETED	STATUS AS AT SEPTEMBER 30, 2016
1.	Revised Government of Trinidad and Tobago Office Outfitting Policy	Draft completed, currently under review
2.	Policy relevant to the development of accommodation demands, with particular reference to centralization/decentralization	Draft completed, currently under review
3.	Policy on owning vs. leasing real property in the public sector	Draft completed, currently under review
4.	Policy with respect to the lease/rental of privately-owned properties by the State (Process Review and Policy Development)	Draft completed, currently under review

Table highlighting the Draft policies completed by sub-committees created to rationalize government accommodation

#### **MINISTRY OF PUBLIC ADMINISTRATION AND COMMUNICATIONS**

## 2.8 HRM Modernisation and Renewal

Ensuring that each public officer across the public service is equipped with the necessary skills through training and the application of modern management standards and systems is what drives service delivery improvement. The Strategic Human Resource Management Division and Public Service Academy are the principals in this modernisation agenda and the following captures the work which they have continued building upon from previous years to the current Fiscal Year 2016.

### E- Based Competency Development Programme

This programme was developed after focus group meetings were held across Ministries/Departments to determine the issues and concerns of the Clerical/ Secretarial Class. Suggestions for areas of professional development were raised and these suggestions were validated in a second round of focus groups in the needs analysis phase of the project. Initial training modules focused on four competencies: computer skills, business writing, customer service and supervisory skills. The content modules were developed so they could be delivered as stand-alone units of instruction, with an open architecture that avoided the use of proprietary sources and thus allows for facile modification in the future and in accordance with the specific training needs identified by MPAC.

The feedback from participants about the usefulness and effectiveness of the online training was generally very positive with seventy-nine percent (79%) of the respondents agreeing or strongly agreeing that the training materials allowed them to improve their on-the-job performance, and seventy-eight percent (78%) of respondents confirming that they have a deeper understanding of the subject matter after going through the training exercise.

The following activities were completed in this fiscal year 2016:

PHASE	DATE
1. Launched pilot phase of the e-based competency development programme. 72 public officers from the following Ministries participated in the training <ul style="list-style-type: none"> <li>• Ministry of Public Administration</li> <li>• Ministry of Finance</li> <li>• Ministry of Works and Transport</li> <li>• Ministry of Trade and Investment</li> </ul>	January - March 2016
2. Held a recall session whereby 36 participants were given the opportunity to provide feedback on the programme. Whilst opportunities for programme improvement were suggested, participants generally expressed that they enjoyed the programme and they saw an improvement in the performance of their daily duties.  Showcased the e-based training programme during Public Service Week whereby members of the public were given the opportunity to participate in an interactive demo of the system.	June 2016
3. Renewed the licence for the learning management system Canvas for Two Hundred and Fifty (250) users for the next fiscal year. Formed the e-based transition team to refine the pilot instance for roll-out to phase 1 Ministries.	September 2016

Table highlighting the E-based Competency Development Programme activities completed in the fiscal year

## HRM Modernisation and Renewal cont'd

### Standardisation of Job Descriptions

Phase 2 of the “Standardisation Project” is on-going. The MPAC is still awaiting the finalisation of the job descriptions and determination of standard terms and conditions from the Personnel Department in respect of positions in the following streams:

- Facilities Management
- Procurement
- Monitoring and Evaluation
- Project Management
- Legal (Central Agencies)
- Information and Communications Technology

### Communities of Practice

Cabinet by Minute No. 1202 of May 2, 2013, agreed to the establishment of a number of Communities of Practice (CoP) in the Public Service. Communities of Practice are groups of people who share a concern, a set of problems, or a passion about a topic and who deepen their knowledge and expertise by interacting on an ongoing basis. This initiative seeks to encourage collaboration, improve overall organisational performance, generate exposure and facilitate integration to new systems and foster inter-connectedness and collaborative methods which would enable the valuable sharing of knowledge.

Since its **official launch on June 23, 2015**, the Human Resource Leaders Network Forum (HRLNF) as a Community of Practice, now conscientiously liaises with each other on HRM issues, finding solutions, standardising processes and is progressing steadily to the institutionalizing of agreed common procedures. In doing so, cultural barriers which have been highlighted between Ministries and Divisions are being addressed. Organisational learning and knowledge management within the HRLNF occurs physically, on a monthly basis and is efficiently supported via an IT Platform which enables a single, secure and accessible repository, that allows for the upload and storage of relevant information and the communication of ideas and information within the Community.

The Community of Practice approach has since been extended to two (2) additional disciplines within the Public Service, namely information and communications technology (ICT) and communications. A sensitisation session was held with the Director of Government Communications who opted to engage all communications managers individually on the CoP concept, then collectively engage them for a “kick-off” meeting. With regard to the ICT CoP, an initial meeting was held on September 29, 2016 to define the CoP concept and explore its benefits to the ICT fraternity. Consideration is being given to the re-establishment of the Government Information Technology Leadership Advisory Council (GILAC) which served in a similar capacity in the past. Follow-up sessions are to be scheduled to plan the way forward for both disciplines.

### Institutional Strengthening of the Service Commissions Department

A critical element of this modernisation programme is the strengthening of the institutional capacity of the central Human Resource Management (HRM) agencies, to facilitate the improved performance and effectiveness of the HRM function. Institutional strengthening is recommended as a result of increased attention to sustainability of organisations through HRM, increased attention to localised capacity building, a rapidly changing technological environment, the professionalization of HR management, and an increased need for coordination of activities.

The HRM function in the Public Service is administered by three (3) central HRM Agencies, namely the Service Commissions Department (SCD), the Personnel Department (PD) and the Ministry of Public Administration and Communications (MPAC).



This project will assist in strategically repositioning the Service Commissions Department to more effectively contribute to the success/achievement of Government's national objectives and will enhance the capacity of the Service Commissions Department to provide quality HRM service and facilitate improved service delivery to its clients/stakeholders.

The contract was awarded to Deloitte & Touche on December 10, 2014 in association with the Institute of Public Administration Canada (IPAC), and commenced on March 8, 2015 for a value of **Nine Million, Sixty-Eight Thousand and Eighty-Nine Dollars and Sixty cents (TT\$9,068,089.60)** Vat Inclusive. The expected completion period is twenty-four (24) months.

Project activities completed up to fiscal 2016 were as follows:

PHASE	DATE
Signing of Contract	March 10, 2015
Project Plan and Inception Report	May 19, 2015
Stakeholder identification and Analysis, Engagement Plan, Comparative Analysis Report, Needs Assessment Reports, Organisational Development Knowledge Transfer Plan	August 19, 2015
Current and future state process maps, Proposed Organisational Structure and detailed jobs description, completed short term strategies - Phase I Report	September 19, 2015
Change Management Plan; Communication Plan; ICT Plan; Final Report and one year Transition Plan	November 24, 2015
<p>Transition Phase</p> <p>Eight active work teams listed as follows:</p> <ol style="list-style-type: none"> <li>1. Policy and Regulation/Research</li> <li>2. Training and Mentoring</li> <li>3. Organisational Realignment</li> <li>4. Communications</li> <li>5. Vacancy Reduction/Backlog Solutions</li> <li>6. Customer Service Improvement</li> <li>7. Monitoring/Oversight, Delegation and Reporting</li> <li>8. Electronic Establishment Database</li> </ol> <p>These working teams are led by senior officers of the Department and are focused on areas that would drive implementation momentum. The teams do this by examining critical areas of the Department's work with a view of resolving hitherto intractable issues/problems and by proposing solutions. In executing the approved recommendations that are currently leading to improved conditions and positive impacts within the Department, as well as improve the Department's service delivery.</p>	Started January 2016

*Table summarizing the project activities completed in fiscal 2016*

## 2.9 Public Service Learning and Development

The Public Service Academy is the Government's central agency with the responsibility for human resource development and training.

### Training Delivered

Outlined below are the training and development programmes delivered to public officers during Fiscal Year 2016 in alignment with the mandates of Ministries/Departments and public service needs:

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016		
Protocol for Public Officers	Oct 19 - 21, 2015	19
Mediation Skills	Oct 21 - 23, 2015	13
Preparation of Estimates	Oct 27 - 30, 2015	16
Registry Procedures	Oct 27 - 29, 2015	19
HR Forum	Oct 16, 2015	24
Administration of Government Contracts	Nov 3 - 5, 2015	17
Accounting Procedures in Government	Nov 3 - 6, 2015	19
Corporate Imaging and Business Etiquette	Nov 26 - 27, 2015	15
Ethical Issues in the Public Service	Nov 16 - 17, 2015	14
Project Management Overview	Nov 9, 11, 12, 13, 2015	11
Anger Management Techniques	Nov 12 - 13, 2015	10
Presentation Skills for Senior Managers (Group 1)	Nov 18, 19, 2015	9
Presentation Skills for Senior Managers (Group 2)	Nov 24, 25, 2015	9
Designing Orientation Programmes	Nov 23 - 25, 2015	23
Emotional Intelligence	Nov 9, 11, 13, 2015	18
Proposal Writing	Nov 17 - 19, 2015	15
HR Forum	Nov 20, 2015	23

*Table showing the Local Courses conducted for the period October 1, 2015 - September 30, 2016*

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016		
Conducting Effective Performance Appraisals	Dec 7, 8, 10, 2015	17
Supervisory Management	Dec 1, 3, 7, 8, 10, 2015	14
Introduction To Ethics in the Public Service	Jan 14 -15, 2016	17
Preparation of TORs and RFPs	Jan 6 - 8, 2016	13
Emotional Intelligence	Jan 12, 13, 15, 2016	17
Cabinet Note Writing	Jan 12 - 14, 18, 20, 2016	16
Registry Procedures	Jan 25 - 27, 2016	22
HR Forum	Jan 22, 2016	23
Critical Thinking	Jan 26 - 28, 2016	19
Project Management Toolkit: Preparation of Logical Frameworks	Jan 27 - 28, 2016	19
Protocol for Senior Officers	Jan 25 - 26, 2016	17
Audit Report Writing	Feb 2 - 3, 2016	16
Preparation of Estimates	Feb 15 - 18, 2016	17
Leading Change and Transition	Feb 15 - 19, 2016	21
HR Forum	Feb 19, 2016	27
Effective Speech Writing	Feb 16 - 18, 2016	20
Records Management	Feb 22 - 24, 2016	11
Working Paper Analysis	Feb 22 - 24, 2016	13
Mediation Skills	Feb 23 - 25, 2016	20
Corporate Imaging & Business Etiquette	Feb 25 - 26, 2016	16
Cabinet Note Writing for Senior Officers	Feb 29, 2016, 1 & 3 Mar, 2016	14
Service Improvement	Mar 8 - 10, 2016	21
Developing Leadership Skills for Middle Level Officers (Group 1)	Mar 8, 11, 16 & 18, 2015	12
Developing Leadership Skills for Middle Level Officers (Group 2)	Mar 14, 17, 21 & 23, 2015	13
Managing Public Sector Programmes	Mar 14 - 18, 2016	19
HR Forum	Mar 18, 2016	22
Records Management Recall Session	Apr 6, 2016	6

Table showing the Local Courses conducted for the period October 1, 2015 - September 30, 2016

## Public Service Learning and Development cont'd

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016		
Office Etiquette for Administrative Support	Apr 11 - 13, 2016	20
Preparation of Pension and Leave Records	Apr 11 - 13, 2016	22
Problem Solving and Decision Making	Apr 13 - 15, 2016	16
HR Forum	Apr 18, 2016	14
Accounting Procedures in Government	Apr 18 - 21, 2016	21
Supervisory Management	Apr 18 - 21, 2016	20
Block Training Tobago - Making Powerful Presentations	Apr 25 - 29, 2016	9
Block Training Tobago - Financial Management for Non-Accounting Officers	Apr 25 - 29, 2016	12
Block Training Tobago - Preparation of Increments and Pension & Leave Records	Apr 25 - 29, 2016	23
Improving Workplace Productivity	May 10 - 12, 2016	17
Financial Management for Non-Accounting Officers	May 10 - 12, 2016	19
Supervisory Management	May 17 - 20, 2016	19
Preparation of TORs and RFPs	May 18 - 20, 2016	17
HR Forum	May 20, 2016	14
Ethics, Accountability and Good Governance	May 23 - 25, 2016	11
Leadership Development: Coaching and Mentoring	May 23 - 25, 2016	14
Service Improvement	Jun 1 - 3, 2016	19
Building Emotionally Intelligent Leaders	Jun 7 - 8, 2016	13
Administration of Government Contracts	Jun 7 - 9, 2016	15
Preparation of Pension and Leave Records	Jun 8 - 10, 2016	23
Succession Planning in the Public Service	Jun 13 - 15, 2016	13
Ethical Issues in the Public Service	Jun 15 - 16, 2016	18
HR Forum	Jun 17, 2016	17
HR Forum	Jul 15, 2016	24
Presentation Skills for Senior Managers (Group 1)	Jul 19 - 20, 2016	12
Monitoring and Evaluation	Jul 18 - 22, 2016	21
Office Etiquette for Administrative Support	Jul 25 - 27, 2016	19

Table showing the Local Courses conducted for the period October 1, 2015 - September 30, 2016

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016		
HR Forum	Aug 19, 2016	14
Presentation Skills for Senior Managers (Group 2)	Sept 5 - 8, 2016	13
Managing Work life Balance	Sept 7 - 8, 2016	13
Risk Based Auditing	Sept 12 -14, 2016	18
HR Forum	Sept 16, 2016	19
Strategic Communication	Sept 20 - 22, 2016	20
	<b>TOTAL</b>	<b>1,283</b>

Table showing the Local Courses conducted for the period October 1, 2015 - September 30, 2016

### Technical Cooperation Awards

The Public Service Academy is also responsible for the administration of Technical Cooperation Awards, which are short term awards offered to the Government of Trinidad and Tobago by foreign governments and international funding agencies. These international training opportunities are a welcome source of increased knowledge transfer to complement local proficiency. These are posted on the ministry's website: [www.mpa.gov.tt](http://www.mpa.gov.tt). The following are the Technical Cooperation Awards administered by the PSA in fiscal 2016:

FOREIGN TRAINING COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016					
TRAINING COURSE	TYPE	COURSE DATES	NUMBER OF PERSONS TRAINED	MINISTRY/AGENCY OF TRAINEE	COST TO GoRTT in TT\$
Investment & Trade Facilitation	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	October 5 - 9, 2015	1	Ministry of Trade, Industry, Investment & Communications	\$42,052.00
Chief Information Officers Training Programme On The Strategic Management Of Information Technology	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	October 12 - 16, 2015	1	Ministry of Science & Technology - National Information & Communication Technology Unit	\$25,408.00
Standardization & Quality Assurance For Developing Countries	The Indian Technical and Economic Cooperation (ITEC)	October 12 - December 04, 2015	2	Ministry of Trade, Industry, Investment & Communications- Trinidad and Tobago Bureau of Standards	\$44,473.10

Table showing the Foreign Training Courses conducted for the period October 1, 2015 – September 30, 2016

## Public Service Learning and Development cont'd

FOREIGN TRAINING COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016					
TRAINING COURSE	TYPE	COURSE DATES	NUMBER OF PERSONS TRAINED	MINISTRY/AGENCY OF TRAINEE	COST TO GoRTT in TT\$
Disaster Risk Reduction	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	October 19 - 23, 2015	1	Ministry of National Security	\$35,590.00
Performance Audit Training Course	The Indian Technical and Economic Cooperation (ITEC)	November 02 - 27, 2015	1	Auditor General's Department	\$11,840.00
CARICOM Special - Training on Electronic Government	Korea International Cooperation Agency (KOICA)	November 22 - December 05, 2015	1	Ministry of Public Administration - iGovTT	\$10,013.70
Strategies Of Case Management: Challenges, Solutions & Innovation	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	April 4 - 8, 2016	1	Ministry of Attorney General & Legal Affairs - Solicitor General	\$33,043.00
Enabling Private Sector Growth And Attracting FDIs	Small Island Developing States Technical Co-operation Programme (SIDSTEC) Singapore	May 9 - 13, 2016	1	Ministry of Trade and Industry	\$33,400.00
Singapore's Anti-Corruption Strategies	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	June 27 - July 1, 2016	1	Integrity Commission of Trinidad and Tobago	\$34,863.75
Integrated Urban Transport & Town Planning	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	June 13 - 17, 2016	1	Ministry of Rural Development and Local Government - Port of Spain City Corporation	\$21,360.00
China's Development Experience & Cases	CHINA	July 6 - July 26, 2016	1	Ministry of Social Development and Family Services	\$7,504.00

Table showing the Foreign Training Courses conducted for the period October 1, 2015 – September 30, 2016

FOREIGN TRAINING COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2015 - SEPTEMBER 30, 2016					
TRAINING COURSE	TYPE	COURSE DATES	NUMBER OF PERSONS TRAINED	MINISTRY/AGENCY OF TRAINEE	COST TO GoRTT in TT\$
End-to-End Court Technology	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	July 11 - July 15, 2016	1	Judiciary - Court Information Technology Unit	\$43,996.40
Energy Efficiency and Management: Policies, Preferences and Practices	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	July 18 - July 22, 2016	1	Ministry of Energy and Energy Industries	\$38,139.00
Sustainable Development and Environmental Management	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	August 15 - August 26, 2016	1	Solid Waste Management Company Limited (SWMCOL)	\$28,140.00
Infocomm Media Executive Programme: Sharing the Singapore Experience	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	August 22 - August 26, 2016	1	Telecommunications Authority of Trinidad & Tobago (TATT)	\$30,730.00
Port, Navigation Planning and Management for Developing Countries	Ningbo Polytechnic China	September 1 - 21, 2016	1	Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)	\$33,500.00
Health Policy and the Role of Data and Technology in Healthcare	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	September 19 - 23, 2016	2	Ministry of Health – ICT Division and Research & Planning Division	\$21,079.00
Quality Early Childhood Education	Small Island Developing States Technical Cooperation Programme (SIDSTEC) Singapore	September 19 - 23, 2016	1	Ministry of Education	\$80,252.00
<b>Total</b>			<b>20</b>		<b>\$575,383.95</b>

Table showing the Foreign Training Courses conducted for the period October 1, 2015 – September 30, 2016

## 2.10 Completion of the E-Government Knowledge and Brokering Programme

### Goal and Initiative

The EGKBP was a ten (10) year Inter-American Development Bank (IDB) loan programme (IDB #1808/OC-TT) whose goal was to improve the quality of public services by strengthening the institutional and human capacities of the public service and by the provision of a more effective means to deliver public services through the use of ICT.

### General Strategic Objectives

The EGKBP aims to increase the effectiveness and efficiency of public services via (i) the transfer of knowledge on international best practices (Knowledge Brokering) and (ii) the expanded and more effective development and implementation of e-government solutions.

The following is an outline of the key projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme:

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATES	PROJECT OUTCOMES
1. Purchase of General Tax Upgrade Electronic Services Application and Configuration Services	A project to implement an upgrade to GenTax, the Division's tax processing application, and to implement electronic tax services such as electronic payments, electronic filing of returns, taxpayer registration and the viewing of account information.	<ul style="list-style-type: none"> <li>• The rollout of an upgraded version of GenTax</li> <li>• The implementation of configured software and hardware required to facilitate e-services</li> <li>• Development and implementation of new processes and procedures</li> <li>• Delivery of training to staff in the use of new software and the conduct of new procedures</li> <li>• Education of taxpayers to promote and encourage use of e-services</li> </ul>	Oct 1, 2014 - Oct 31, 2015 (12 months)	<ul style="list-style-type: none"> <li>• Upgraded GenTax, the Division's tax processing application</li> <li>• Electronic tax services such as electronic payments, electronic filing of returns, taxpayer registration and the viewing of account information</li> </ul>

*Table highlighting Key Projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme*



PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATES	PROJECT OUTCOMES
2. Upgrade of Cadastral Management Information System (CMIS) for Lands and Surveys Division	A Geospatial Information System (GIS) solution that will replace the existing GIS system and management application, such that it will support the Lands and Surveys Division business processes of entry, manipulation, maintenance, retrieval and dissemination of cadastral information to both its internal and external clients	<ul style="list-style-type: none"> <li>• The upgrade of hardware and software</li> <li>• The facilitation of interoperability with other information systems currently under development</li> <li>• The improvement of the functionality of the system to support changes within the Division and its external users</li> <li>• The provision of access to the parcel index map and other information in a timely manner from the CMIS through a web interface</li> <li>• The provision of training and support necessary for the operation of the system</li> <li>• The recruitment of drafting staff for entry of survey plans into the CMIS and IT staff for the maintenance of the system</li> </ul>	<p>Sep 29, 2014 - Mar 29, 2016 (18 months)</p> <p>Contract extended to May 29, 2016 (20 months)</p>	<ul style="list-style-type: none"> <li>• An improved system for the management of cadastral records which meets the users identified needs and caters for the interoperability between stakeholders</li> <li>• Updated 18 years of information on the national geospatial data which feeds into several agencies which depend on spatial data</li> <li>• Online access of geospatial data by stakeholders</li> </ul>

Table highlighting Key Projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme

## Completion of the E-Government Knowledge and Brokering Programme cont'd

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATE	PROJECT OUTCOMES
3. Institutional Strengthening of the Public Service Academy	Provision of much needed in-house expertise to give the PSA staff new knowledge, skills and systems to manage human resource development (HRD) in the public service. The project concurrently is to develop a strategic direction for the PSA	<ul style="list-style-type: none"> <li>To strategically reposition the PSA to more effectively contribute to the success/achievement of Government's national objectives</li> <li>To increase training and human resource development and to provide more effective training and development of GoRTT's public officers</li> <li>To establish a PSA that fully supports the needs of a modern Public Service</li> <li>To build knowledge, skills and systems in the PSA and in the line HRM Divisions for sustained service delivery</li> </ul>	<p>Dec 1, 2014 - Dec 1, 2015 (12 months)</p> <p>Contract extended to Jan 31, 2016</p>	To chart a way forward for the transformation of the Public Service Academy as a new and modernized training institute to service the needs of the public service
4. Provision of Business Process Management Support in the Public Service	Engagement of a consultancy to provide technical expertise and advice and capacity building in Business Process Re-engineering	<ul style="list-style-type: none"> <li>Increase in the level of sensitization of stakeholders of the contribution of BPM and its usefulness to agencies within the Public Service</li> <li>Increase in knowledge of the BPM concepts, methodology and tools</li> <li>Increase in competencies in modelling existing systems and processes</li> <li>Enhancement in ability to propose appropriate process changes</li> </ul>	<p>Sep 15, 2014 - Sep 15, 2015 (12 months)</p> <p>Revised contract: Jan 30, 2015 - Jan 29, 2016</p>	Sound technical expertise and advice which will enable public officers to fundamentally rethink how they do their work and dramatically improve customer service, operational efficiency, and become world-class service providers

Table highlighting Key Projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATE	PROJECT OUTCOMES
		<ul style="list-style-type: none"> <li>Enhancement in ability to develop BPM implementation plans</li> <li>Increase in knowledge and capacity of the MPA team/s to ensure to the provision of sound advice, guidance and support to Ministries/ Departments/Agencies in the area of BPM</li> </ul>		
5. Human Resource System Modernization	Modernization of the Human Resource Management System	The business objective of this consultancy is to create and manage a holistic and cohesive HRM Modernization programme	Sep 29, 2014 - Mar 29, 2016 (18 months)  (Project Terminated)	Developed capacity and a modernized HRM legislation, regulation, policies, organisational structures, systems and procedures
6. Geospatial Datasets	Update and standardization of the geospatial data required for the implementation of an enterprise geographic information system (eGIS) solution at the Ministry of National Security	The provision of geospatial data that is up-to-date, standardized, cleansed, and accurate and contains the relevant meta-data that is required for the implementation of an enterprise eGIS solution at the Ministry of National Security	Dec 14, 2015 - Dec 14, 2016 (12 months)	Provision of geospatial information to agencies under the MNS that will aid in: crime fighting and emergency and disaster response
7. Envisioning and Planning for Enterprise Wide Records and Information Management (RIM) System	Engagement of consultancy services for the conduct of a records and information management (RIM) Readiness Assessment and the development of a strategy for Information Management for the Public Service	<ul style="list-style-type: none"> <li>Recommendation of a Structure and Function of Governance Body for RIM</li> <li>Development of a Vision for the New Information Environment</li> <li>Establishment of compatibility and interoperability standards for the RIM related systems</li> <li>Phased implementation of RIM suite across GoRTT</li> </ul>	Mar 20, 2015 - Oct 20, 2015 (7 months)  Contract expired	<ul style="list-style-type: none"> <li>Improved quality and quantity of services delivered to citizens</li> <li>Increased efficiency of operations and business processes within the Public Service</li> <li>Preservation of Vital Records</li> <li>Greater Transparency and Accountability</li> </ul>

Table highlighting Key Projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme

## Completion of the E-Government Knowledge and Brokering Programme cont'd

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATES	PROJECT OUTCOMES
8. Engagement of an Individual Consultant for the Provision of Project Coordination Services for the Ministry of Public Administration	Engagement of a Project Coordinator for the Programme Management Division of the Ministry of Public Administration.	To facilitate project coordination for the Programme Management Division of the MPAC's EGKBP	Jul 22, 2015 - Jul 21, 2016 (12 months)	<ul style="list-style-type: none"> <li>Effective coordination and implementation of assigned projects within the Ministry, inter alia by monitoring, tracking and managing project results in collaboration with the respective client Ministries/ Departments/Agencies</li> <li>Capacity building in the area of project management within the Ministry</li> </ul>
9. Reengineering of the Ministry of Health (MoH) - Implementation Support	Transformation Agenda – Implementation Support for the Reengineering of MOH.	To provide implementation support (operational and advisory) to the MOH so as to allow the MOH to continue with the successful implementation of its transformation agenda, which is geared towards the strengthening of its policy, planning and regulatory capacity	Oct 16, 2012 - Apr 15, 2014 (18 months)  (Project Terminated)	<ul style="list-style-type: none"> <li>To build the capability of the MOH to lead the health sector, regulate and set standards and guide and support the management and development of healthcare in Trinidad and Tobago</li> <li>To support the strategic repositioning, reorientation and reorganisation of the Vertical Services and National Health Programs within the context of a “transformed” MOH</li> </ul>
10. Supply and installation of Mobile and Stationery Shelving for the Vault at the Registrar General's Department	Provision of mobile shelving for the vault at the Registrar General's Department.	Supply and installation of specialized shelving to improve storage of vault documents at the Registrar General's Department	Oct 1, 2014 - Nov 30, 2014 (8 weeks)  Contract expired	Improved shelf life of documents and integrity of state-owned data

Table highlighting Key Projects undertaken in fiscal 2016 under the E-Government Knowledge Brokering Programme

Administrative projects funded included:

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATES	PROJECT OUTCOMES
1. External Auditing of Financial Statements for the E-Government and Knowledge Brokering Programme	Audit of the E-government and Knowledge Brokering Programme	Audit of the E-government and Knowledge Brokering Programme for the period 2012 - 2013, 2013 - 2014, 2014 - 2015	Feb 10, 2014 - Jan 21, 2015 (6 weeks) Dec 14, 2015 - Jan 29, 2016 Contract extended to Apr 8, 2016 (3 months 24 days)	To express opinion on financial statements based on audit conducted ensuring compliance with the IDB
2. Engagement of a Financial Management Specialist at the Ministry of Public Administration	Engagement of a Financial Management Specialist for the Programme Management Division of the Ministry of Public Administration who is responsible for the administration of project funds from the Government of Trinidad and Tobago under the Public Sector Investment Programme and the Inter-American Development Bank	The specialist needs to formulate and implement a project accounting system acceptable to the GoRTT and where applicable the IDB. She must ensure that all projects funds are accounted for in TT\$ and where applicable US\$ and will be required to develop an appropriate chart of accounts according to project specifications	Dec 12, 2012 - Dec 11, 2014 (24 months) Dec 17, 2014 - Mar 31, 2016 (15 months)	<ul style="list-style-type: none"> <li>Improved Management Accounting of project funds</li> <li>Compliance of financial requirements associated with the E-GKBP Loan between MPA and the IDB</li> </ul>
3. Final Evaluation of the E-government and Knowledge Brokering Programme	A Final Evaluation of the E-government and Knowledge Brokering Programme	The consultant was hired to conduct a Final Evaluation of the E-government and Knowledge Brokering Programme i.e. an evaluation of each individual project in order to assess the outputs and outcomes as defined by the programme metrics	Sep 9, 2015 - Dec 8, 2015 (13 weeks)	<ul style="list-style-type: none"> <li>Satisfaction as it pertains to the contractual obligation regarding the loan</li> <li>Identification of the successes and failures of the programme to inform future similar programmes</li> </ul>

Table highlighting Administrative projects funded during fiscal period

## Completion of the E-Government Knowledge and Brokering Programme cont'd

Administrative projects funded included:

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	CONTRACT DURATION DATES	PROJECT OUTCOMES
4. Engagement of an Individual Consultant for the Provision of Project Coordination Services for the Ministry of Public Administration	Engagement of a Project Coordinator for the Programme Management Division of the Ministry of Public Administration	To facilitate project coordination for the Programme Management Division of the MPAC's EGKBP	Jul 22, 2015 to Jul 21, 2016 (12 months)	<ul style="list-style-type: none"> <li>Effective coordination and implementation of assigned projects within the Ministry, inter alia by monitoring, tracking and managing project results in collaboration with the respective client Ministries/ Agencies/ Divisions</li> <li>Capacity building in the area of project management within the Ministry</li> </ul>

*Table highlighting Administrative projects funded during fiscal period*

## 2.11 Business Continuity Management

On August 4, 2011, the Cabinet of the Government of the Republic of Trinidad and Tobago agreed to the establishment of Business Continuity Management (BCM) capacity throughout the Public Service, to ensure seamless continuance of critical public services, in the event of a unique business interruption in a Ministry, Department or Agency. In this regard, PricewaterhouseCoopers Advisory Limited (PwC), through competitive tender, was contracted by the MPA to assist with the project in 2014.

The project was undertaken using PricewaterhouseCoopers' SMART BCM Framework and methodology. The approach was guided by the six (6) key foundational elements and the work was organized over 8 stages. In the financial years 2014 and 2015, work related to Stages 1 to 6 was completed by the MPA and PwC and stage 7 was initiated. Stage 7 entailed the conduct of facilities risk and vulnerability assessments and the subsequent development of Business Continuity (BC) and Disaster Recovery (DR) plans for each of the four (4) Cabinet approved Pilot Ministries. In 2015, BCM implementation was initiated for the Ministry of Education (Victoria Education District Office) and the Ministry of Finance (Treasury Division) which was successfully completed in the first quarter of the 2016 financial year. In 2016, implementation was

initiated for the remaining two (2) Pilot Ministries – the Ministry of Trade (Trade License Unit) and the Ministry of Social Development and Family Services (Social Welfare Division).

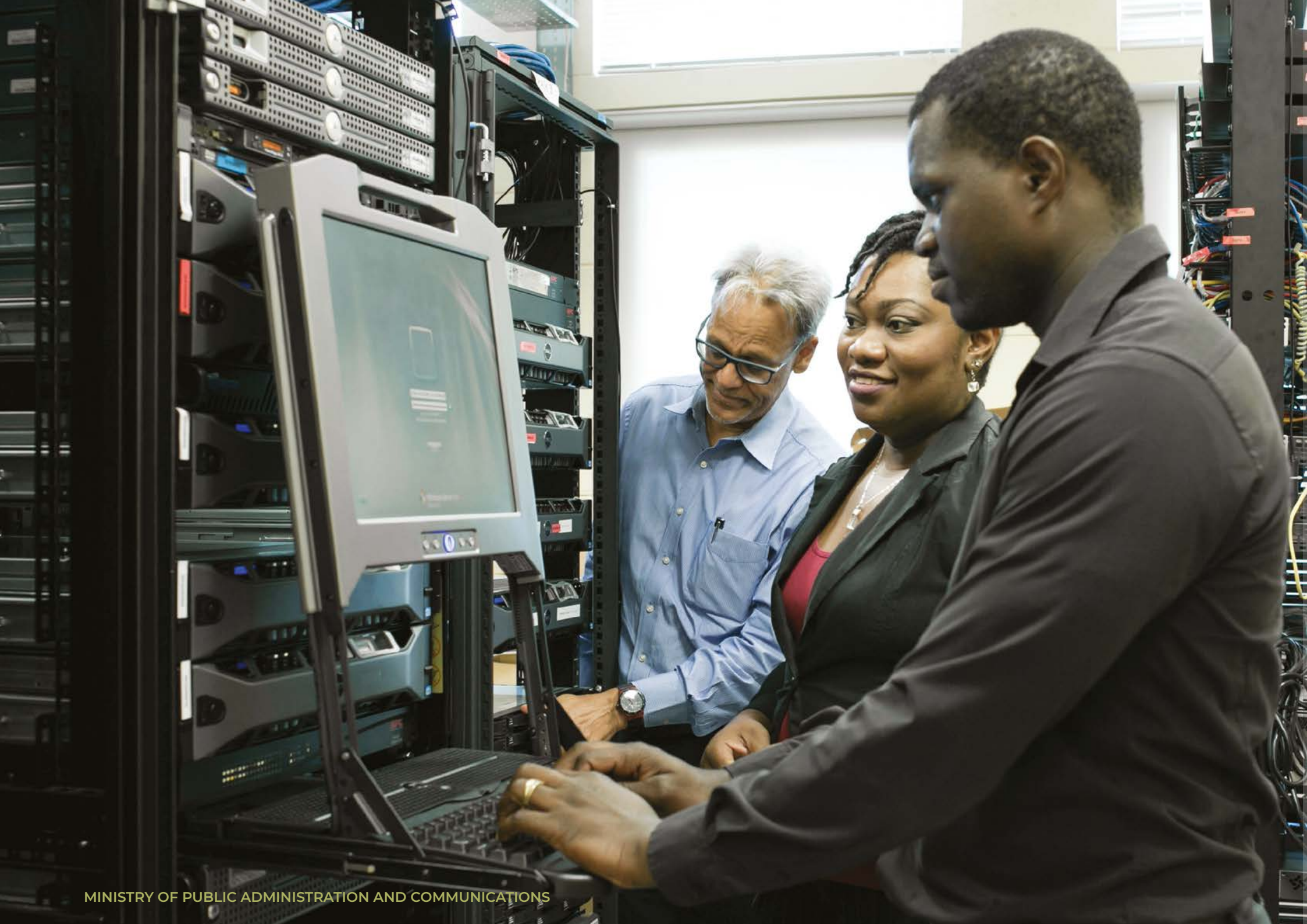
Following the successful close-out of the project for all four (4) Pilot Ministries, the first phase of BCM was officially closed in February, 2016. A close-out Report was also provided by PwC to each Pilot Ministry which summarised the approach to the project and the recommendations to sustain and manage implementation of BC and DR Plans at the relevant Pilot Ministry.

The MPAC is to continue to lead the roll-out of BCM across the Public Service and ensure sustainability. Accordingly, PwC developed a roadmap that describes the way forward for creating a robust BCM function across the Public Service. Such components include the following:

- Readiness planning with each organisation prior to implementation
- Ongoing communications
- Development of a robust organisational framework institutionalize business continuity planning and support the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP)
- Ongoing management and monitoring by the MPAC



# NATIONAL **ICT**





## 3 NATIONAL ICT

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New developments in Information and Communications Technology (ICT) are fundamentally changing the way we live, work and interact with each other. Shifts to digital technology such as the rapid rise in the use of mobile devices and widespread information sharing, as well as, experiences with other industries such as banking, travel, retail and entertainment, mean that citizens' expectations for technology enabled government services have risen significantly in recent years. This shift in expectations coupled with the financial pressure on Government to transform and “do more and better with less”, presents new opportunities to deliver better outcomes for citizens, businesses and public servants. This section of the report seeks to showcase the work and impact of the Ministry as it sought to develop and enhance the National ICT infrastructure, the regulatory framework, and ICT adoption in society at large, that is, “ICT literacy”.

### 3.1 Innovation and Human Capital Development

#### Girls in ICT Day 2016

The International Telecommunications Union's Girls in ICT Day is a global initiative aimed at raising awareness among girls and young women about the importance of digital skills for a successful professional career in all sectors and encouraging them to consider studies and careers in ICT.

The promotion of this programme by MPAC was deemed to be in keeping with the Ministry's line responsibility for ICT with specific emphasis in National ICT Planning and ICT Policy, Strategy and Management. While the international commemoration date was April 28, 2016 with the theme "Expanding Horizons and Changing Attitudes", the Ministry's commemoration took place on May 8th and comprised a Coding Workshop entitled "Tech Savvy". The Workshop comprised two sessions: a morning session involving Form 4 Students of Bishop Anstey High School, Port of Spain and an afternoon session for female Officers of the Ministry. In addition to the coding elements, the session for the students also included a feature address by the then Permanent Secretary Lydia Jacobs, a presentation by Ms. Denyse White, ICT Consultant entitled, "How ICTs are Changing Trinidad and Tobago and the World" and, a presentation on cybersecurity and online safety by the External Relations Unit. The elementary training in coding was facilitated by Aura-Tech Solutions Ltd.

As part of the Ministry's celebration, four women were featured from "non-traditional" ICT/IT Divisions who are forging their own paths in the ICT field in the public service. These women are part of the award-winning Diamond Buzz initiative.

Ministry of Public Administration and Communications  
commemorates

## International #GirlsInICTDay 28 April 2016

*Expand horizons,  
change attitudes*



**ALANA ALI, 32**

**Girls in ICT are:  
"VERSATILE"**

At A Levels, Alana studied English Literature and Economics but English has always been her first passion. However, she decided to pursue a Diploma in Computer Technology at The University of Trinidad & Tobago. She then acquired a B.Sc. in Information Technology at CTS College of Business and Computer Science, which is affiliated with the University of Hertfordshire. Her academic and professional journeys have exposed her to both software technology and hardware-based infrastructure and she hopes that young girls explore their options in IT with a view to marketing themselves holistically and globally. She notes with disappointment that in the private sector, it appears that there are more positions available for Systems Support as opposed to System Developers, as she believes companies choose to import already developed systems from international vendors. Her work at Diamond Buzz in the public sector has been her first opportunity specifically focused on software development.



**SHARDA JAGGAN, 24**

**Girls in ICT are:  
"FOCUSED"**

Sharda holds a B.Sc. with First Class Honours in Business Computing from the School of Accounting and Management and will start her M.Sc. in Computer Science at The University of the West Indies in September 2016. As the Team Lead for a project partnered with TITIL, she is helping to implement a new system for digitising the application process for clients, so that online sign-up and recording will be possible. She loves creating software and has her sights set on becoming an Analyst Consultant and Designer and does not take lightly to detractors from her goals and accomplishments. While discussing her interest in game development at work one day, one of her male colleagues turned to another male colleague to question "She scould do that?" Her advice for other girls in ICT: If you like something, go for it. Work hard, overcome boundaries and keep looking forward. The rest can be ignored.

## 3.2 Access and Digital Inclusion

### **Star.tt Access Centres: Assistance to rural and underserved areas that lack ICT Infrastructure**

In March 2013, the Social Transformation Achieving Results Through Technology (Star.tt) Community-based Information and Communication Technology (ICT) Access Centre Initiative was conceptualised in collaboration with the Commonwealth Telecommunications Organisation (CTO), the Telecommunications Authority of Trinidad and Tobago (TATT) and the Ministries of Science and Technology (MST) and Community Development (MoCD).

Its aim was to provide access to ICT and related services, most notably high-speed or broadband Internet, in select communities in predominantly un-served and underserved areas throughout Trinidad and Tobago. In particular, these centres aimed at bringing e-Government services within close proximity, providing critical information on government social services and development programmes, qualification criteria for participating in same, improving transparency and efficiency within programmes as well as increased development opportunities for un-served and underserved communities.

During fiscals 2014 and 2015, four (4) centres were established and became operational. These centres serve the following communities: Penal, Cumana, Marac and Guayaguayare.

**During fiscal 2016, an estimated Four Thousand, Three Hundred and Forty (4,340) persons in these rural and underserved areas that lack ICT Infrastructure, accessed the centres and the services provided. Nine Hundred and Eleven (911) persons were trained in the use of information and communications technology.**

During fiscal 2016, the following four (4) centres were constructed and are soon to be opened: Waterloo, Navet, Sisters Road and Barrackpore.

### 3.3 e-Business and ICT Sector Development



Minister Cuffie at the 32nd Annual Conference and Trade Exhibition of CANTO

#### 32nd Annual Conference and Trade Exhibition of CANTO

CANTO, previously the Caribbean Association of National Telecommunication Organisations, is a key regional trade association through which telecommunication and ICT organizations in the Caribbean Region exchange information and expertise aimed at facilitating the development of the telecommunications/ICT sector and the achievement of the Region's wider development objectives. Trinidad and Tobago is one of thirty-four Member States of CANTO, which represent roughly one-third of the total One Hundred and Forty-one (141) members.

Recognising the importance of multi-stakeholder engagement in enabling the achievement of national and regional ICT development goals, Trinidad and Tobago has participated in CANTO's flagship event, the Annual Conference and Trade Exhibition over the years.

As a panellist on the first Ministerial Roundtable of the Conference that was held on August 1, 2016, Minister Cuffie acknowledged the varied membership of CANTO including major international telecommunications/ICT providers who had a significant presence in the Caribbean region. He called upon these providers to make a greater effort in developing solutions that meet the specific needs of Caribbean countries and urged them to avoid pre-determined solutions that may have been utilized elsewhere and which had not resulted in expected benefits despite significant investments on the part of governments.

The Ministerial Panel included the Hon. Medford Nicholas, Minister of State and Information, Antigua and Barbuda; the Hon. Catherine Hughes, Minister of Communications, Guyana; and the Hon. Vincent Byron, Attorney General and Minister of Communications, St. Kitts and Nevis.

Minister Cuffie noted that despite the significant investment made by Trinidad and Tobago in ICT, there was barely any movement on the World Economic Forum's Network Readiness Index in which the country is ranked at 67th in the world. The Minister expects that the recently re-constituted e-Business Roundtable, as well as further Public-private partnership on development of a new ICT plan, will allow for greater coordination and facilitate alignment of various ICT activities that will also contribute to cost reduction and realisation of value for money proposition.

## 32nd Meeting of the Executive Council of the Caribbean Telecommunications Union (CTU) and the 56th Special Meeting of COTED on Information and Communications Technologies (ICTs)



One of the decisions arising from CANTO was an agreement by Caribbean ICT/Telecommunications Ministers to convene a Special Meeting of the Council on Trade and Economic Development (COTED) on ICT. This meeting would allow the Special COTED on ICT to adhere to the directive of CARICOM Heads of Government that the body meet by the end of September 2016 to consider the ICT Roadmap and make recommendations at the Conference. These sessions were to help on the margins of the CTU Executive Council Meeting on September 19-22, 2016 in Bridgetown, Barbados.

At this forum, the CTU General Conference of Ministers agreed to the establishment of a Standing ICT Collaboration Committee. The Committee is intended to address the fragmented approaches to ICT which have resulted in inefficient use of limited resources both within countries and the wider region; and to establish communities of practice to support ICT projects.

Another landmark achievement is the endorsement of the Roadmap for the Region's Single ICT Space. The Single ICT Space will allow for the harmonisation of the ICT and other legislative frameworks, the removal of roaming charges, the encouragement of digital entrepreneurship and the equipping of all citizens as Digital citizens and looking at ICT financial solutions among other regional benefits. It is conceptualised as the digital layer of the CARICOM Single Market and Economy (CSME), the Region's flagship programme and encompasses the management of Regional information, human resources, legislation and infrastructure in the sector to elicit maximum benefit for the Region's populace. The Roadmap is expected to go for approval before Heads of Government at their intersessional meeting in 2017.

## 3.4 e-Government

### Microsoft Enterprise Agreement

The Government of the Republic of Trinidad and Tobago has a long standing arrangement with Microsoft for automation software for use throughout the Public Service. It was agreed that acquiring enterprise-wide licences for use of a suite of Microsoft products, software assurances and services by GoRTT provide streamlining of automated productivity tools that would be easy to implement, monitor, support and upgrade at a cost that leveraged economies of scale through volume purchasing. The cost for the maintenance of this service however became a financial strain on the public purse and warranted immediate review.

From 2012 to 2015, a total of **Fifty-Six Million, Four Hundred and Sixty-Two Thousand, Seven Hundred and Fifty-Two Dollars and Sixty-Two Cents (US\$56,462,752.62)** was spent by Government Ministries, Departments and Agencies on Microsoft products and services. At the end of the last contractual period in 2015, the then Ministry of Science and Technology engaged iGovTT to provide procurement and management services for the Microsoft Enterprise Agreement (MEA). This was revisited in a more holistic manner by the MPAC in August 2016 through a Cabinet approved multi-disciplinary Negotiation Committee, comprising officials of MPAC and iGovTT, who engaged representatives of Microsoft in negotiations to ensure that GoRTT received the best value based on the need for cost containment, while ensuring business continuity.

This was realised by the MPAC and iGovTT negotiating a new MEA for the period June 1, 2015 – June 1, 2016, which aimed at reducing the cost of GoRTT's Twenty-Six Thousand, Six Hundred and Five (26,605) licences through pricing, based on a step down from the complete (100%) Enterprise Client Access License (eCAL) and Office Pro, to a 70/30 ratio of Core Client Access (coreCAL) / Enterprise Client Access License and Office Pro (eCAL) with Software Assurance (SA) on all Microsoft products which resulted in significant savings. The contracted cost under this interim agreement was **Eight Million, Three Hundred and Six Thousand, Two Hundred and Sixty-Five Dollars and Forty-Four Cents (US\$8,306,265.44)**.

The MPAC and iGovTT team intends to seek further savings to the public purse as it works toward developing a new terms of reference (TOR) document, detailing the new MEA between the GORTT and Microsoft for the period July 2016 to June 2019. These negotiations are expected to be completed very early in the next fiscal year.

## 3.5 Infrastructure Development

### From Drums to Wi-Fi: TT Wi-Fi

On Friday July 29, 2016 at City Gate, Port of Spain, the MPAC launched the first phase of the GoRTT's free Wi-Fi initiative with much fanfare. This initiative, branded TT Wi-Fi, was born out of a need to provide citizens and visitors with sufficient connectivity and access and to get on-line and stay connected en route to various destinations across Trinidad and Tobago.

Members of the public using any of the thirteen buses outfitted with Wi-Fi can enjoy connectivity in comfort, courtesy Digicel, in Tobago and along the following routes: from Port of Spain to Arima, Sangre Grande, Chaguanas, San Fernando, Diego Martin and one in Tobago.

In his remarks, Minister Cuffie spoke of the greater intended impact of the initiative, which was that the continued development and rollout of the TT Wi-Fi platform has the power to change the face of Port of Spain into a wireless city, with Wi-Fi facilities at designated government premises, such as hospitals and health centres, as well as passport and licensing offices. He envisioned that with this initiative:

- People could surf the web freely for study, leisure or to access government information while commuting;
- Government agencies and other organisations who have not yet done so, would now be encouraged to extend their services to a wireless platform to reach and connect with all citizens; and
- ICT industry players could make use of this new wireless platform to develop and provide more Wi-Fi applications (apps), products and supporting services to citizens

As the project progresses, government will seek to introduce more hotspots available for all citizens and visitors to connect in high traffic buildings, squares and public transportation outlets across the country. The Minister stated that this formed part of the GoRTT's legislative agenda, which includes not only the proliferation of TT Wi-Fi but the passage and implementation of the Electronic Transactions Act and its companion, the Proceeds of Crime Act, in an effort to bolster the political and regulatory environment as it relates to ICT and ICT policy.





(L-R and back) Minister of Transport, Fitzgerald Hinds, Minister of Public Administration and Communications, Maxie Cuffie, Chief Executive Officer of Digicel Trinidad and Tobago, Sacha Thompson, Minister of Social Development and Family Services, Cherrie-Ann Crichlow-Cockburn, Minister of Health, Terrence Deyalsingh and Minister of Sport, Darryl Smith (back) all pose before cutting the ceremonial ribbon for the TT Wi-Fi initiative.





# GOVERNMENT **COMMUNICATIONS**



# 4 GOVERNMENT COMMUNICATIONS

Democracy works best with an informed citizenry. Providing citizens with adequate information on priorities, programs and activities, ensures not only the legitimacy of a government, but also institutes regimes of transparency and accountability. The Government has a duty to ensure that information about its programmes and services which affects the benefits, rights and obligations of its citizens, can be easily accessed through a range of communication channels that take into account the needs of its targeted audiences.

Government communication performs three basic functions which comprise informing the citizenry, advocating/persuading for policies and reforms; and engaging citizens. This evolving mandate is shared among the Ministry's Government Communications Division, the Information Division, Corporate Communications Division, and the Government Printery.

This section of the report seeks to highlight how the Ministry is working to adopt a 'whole of government' (WoG) approach, to set and influence adherence to standards for an effective government communication system, to drive coherent government messaging and to proactively communicate with the public about government policies, plans, programmes and achievements.

## 4.1 Government Communications Division (GCD)

This Division's core responsibility is the development and coordination of government's communications strategy. It is the communications policy and brand

messaging centre of the government and has an overarching responsibility for ensuring message dissemination through the right communication channels.

As a matter of transparency and accountability, GCD develops the policies, standards and communication plans for and throughout ministries and agencies. The various government activities developed by GCD are all aimed at enhancing the brand image of GoRTT and facilitating increased access to public information for citizens and all stakeholders.

To efficiently achieve its mandate, GCD has firstly embarked on the establishment of a community of practice to serve as an intergovernmental forum for all communications divisions/units of various ministries and departments. This forum is intended to be utilised as the main platform for the synchronisation of GoRTT's communications strategy, communications mechanisms, protocols and sharing of best practices.

### National Communication Plans

GCD supports Ministries/Departments/Agencies in the development of national communication plans and campaigns that have a WoG approach. This guidance allows for greater alignment to overarching government communication key messages, as well as enhanced synergies for greater impact.

### Communications Policy

The Division has embarked on a review of the Communications Policy to enhance its relevance to the digital world and dynamic communications

landscape. The revised policy will allow for more appropriate guidance to communication practitioners in the government. Other WoG policies include Internal Communications Policy, Crisis Management Policy and Sensitive Situations Policy.

### Digital Brand Management

As a portal for relevant information on the various Ministries, the website is an important brand communication medium for the government. The visual display and identity should therefore engage and inform visitors of the value of a Ministry's service offerings. GCD has begun reviewing Ministry websites with the intention of developing a best practice toolkit to support the government's digital presence inclusive of social media.

### National Campaigns

National campaigns focus on advertising strategy to promote an event, activity, policy or programme of national interest. GCD is responsible for national campaigns and have committed to at least two (2) national campaigns per year to promote key areas under Government's communications mandate. The Division helped to coordinate the National Day of Prayer and Thanksgiving on Republic Day as announced by the Prime Minister and which was held on Republic Day at the Queen's Park Savannah, Port of Spain. This interfaith service, scheduled to take place annually, saw hundreds of persons of many different faiths and backgrounds and took on special significance as the country celebrated its fortieth anniversary as a Republic.

## 4.2 Government Printery

For Fiscal 2016, there was an increase in the sale of publications at the Printery when compared with the corresponding period for the last fiscal. For Fiscal 2015, total revenue amounted to One Hundred and Forty-Seven Thousand, Five Hundred and Forty-One Dollars and Twenty-Six Cents (TT\$147,541.26). For the corresponding period October 1, 2015 to September 30, 2016, the figure was Three Hundred and Nineteen Thousand, Three Hundred and Forty-Seven Dollars and Fifty-Seven Cents (TT\$319,347.57). This increase was accounted for by the payment made by the Elections and Boundaries Commission (EBC) of One Hundred and Nineteen Thousand, Two Hundred and Four Dollars and Fifty-Two Cents (TT\$119,204.52) for services provided for the last General Election and an increase in the sale of the laws, due to its availability.

With respect to printing, records indicated that Twenty-Three Million, Three Hundred and Sixty-Two Thousand, Four Hundred and Forty-Three (23,362,443) A4 pages of printed work, for Sixty-Two (62) Ministries/Departments/Statutory Authorities and paying customers were produced.

In addition, One Hundred and Forty-Five (145) weekly and extraordinary Gazette, One Hundred and Eighty-One (181) Legal Notices, Nine (9) Acts and Fourteen (14) Bills were published.

The Binding Section also produced a large number of miscellaneous jobs that comprised of Eight Thousand (8,000) registers, One Thousand, Five Hundred and Twelve (1,512) loose-leaf binders, One Hundred (100) folders, Twenty-Five Hundred (2,500) envelopes and Two Thousand, Eight Hundred and Fifty (2,850) note pads.

## 4.3 Information Division

The television unit successfully provided post production support to the Office of the Prime Minister's television feature, the OPM Report and recently their web based productions. Other productions were produced on behalf of the Ministry of Labour and the Global Medical Response ambulance service. During the month of February 2016, the unit supported the Ministry of Tourism, Social Development, National Alcohol and Drug Abuse Prevention Programme (NADAPP) and the Ministry of Sport.

The radio unit's Public Address service, is in heavy demand providing this support to government consultations and events. The radio unit produces a weekly schedule of programmes on radio stations of Twelve (12) programmes per day, sixty (60) per week.

The Photographic unit has also provided support to numerous government departments when requested.

## 4.4 National Archives

Some events held by the National Archives of Trinidad & Tobago (NATT) during fiscal 2016 were as follows:-

<b>Archives Awareness Week</b>	<b>November 2015</b>
<p>This annual event was held under the theme “Honouring our Industrial Roots”. The focus was given to industries which shaped Trinidad and Tobago’s development, namely cocoa, sugar, asphalt and oil. Collaboration was sought with key players such as UWI’s Cocoa Research Centre and Lake Asphalt Co. Ltd. in the hosting of all the outreach activities that saw some Two Thousand (2,000) persons in foot traffic.</p>	
<b>Launch of the Commemoration of the International Decade for People of African Descent (2015-2024)</b>	<b>April 2016</b>
<p>NATT launched its commemoration of the International Decade for People of African Descent 2015-2024, by celebrating the 200th Anniversary of the Arrival of the Merikins and the re-publication of the seminal work by Dr. Maureen Warner Lewis’ “Guinea’s Other Suns” on April 28, 2016. The event, which was held in collaboration with the Merikins Heritage Foundation and the Emancipation Support Committee, supported NATT’s outreach programme and ongoing efforts to build an inclusive history and archives for Trinidad and Tobago. The re-publication of Dr. Warner-Lewis’ book and her presentation at the event, brought focus to the contributions of the Merikins as free Africans, as well as other Africans who came to Trinidad and Tobago, and their legacy. The exhibition “Celebrating the Merikins: our heritage, our faith, our future” was officially opened and continued at the National Archives until May 20, 2016.</p>	
<b>UNESCO Memory of the World (MOW) School Caravan</b>	<b>June 2016</b>
<p>This event was hosted with UNESCO to highlight Two (2) of the Archives’ collections which are listed on the UNESCO International MOW Register – Slave Registers and Indian Indentureship Records. School tours to NATT and visits to schools engaged approximately Four Hundred and Fifty (450) students across the country.</p>	
<b>UNESCO, MOW in Tobago</b>	<b>August 2016</b>
<p>Of particular significance this year was NATT’s collaboration with organisations in Tobago. NATT and the Scarborough Library, Tobago mounted an exhibition on Tobago’s slave registers, listed on UNESCO’s Memory of the World International Register, at the library in August, while an exhibition on Emancipation was mounted at the Emancipation Village at the Pigeon Point Heritage Park. The feedback was positive and discussions are underway for continued collaboration in the promotion of national history in Tobago.</p>	

*Table highlighting events held by NATT during fiscal year*

## 4.5 Freedom of Information Unit

We all have a right to know about how our government works and what it is doing. The Freedom of Information Act, acknowledged by the United Nations General Assembly, is another major plank in building and maintaining a culture of accountability and transparency in government.

The FOI Unit also produces its own Annual Report which is available on its website ([www.foia.gov.tt](http://www.foia.gov.tt)). Some of the highlights for fiscal 2016 are as follows:

Training delivered:

AGENCY	DATE	TYPE OF TRAINING
Ministry of Communications	January 12, 2016	In-house Session – 19 Participants
Ministry of Public Administration and Communications	September 14, 2016	In-house Session – 15 Participants
Ministry of Planning and Development	September 28, 2016	FOIA & Data Protection Act Training. Divisional Training accessed by 10 Public Authorities: <ul style="list-style-type: none"> <li>• Environmental Management Authority</li> <li>• Town and Country Planning Division - Legal Services Unit</li> <li>• Technical Capacity Unit</li> <li>• Economic Development Advisory Board</li> <li>• Green Fund Executing Unit</li> <li>• Institute of Marine Affairs</li> <li>• Central Statistical Office (CSO)</li> <li>• Caribbean Industrial Research Institute (CARIRI)</li> <li>• Chaguaramas Development Authority (CDA)</li> </ul>

*Table highlighting Training conducted by FOI Unit during fiscal 2016*

## 4.6 CNMG and GISL: Working Towards Dynamic Public Service Media

The Government has always publicly stated that State broadcast assets must be independent of Government. When then Minister of Communications, Maxie Cuffie appointed the same Chairman and Board of Directors for both the Caribbean New Media Group (CNMG) and the Government Information Services Limited (GISL), it also became the mandate of the incoming executives to find ways to reduce the ballooning expenditure of both state companies and rationalise the operations of the two companies through public consultations.

From November 2 – 18, 2015, the Board invited the public to call CNMG and GISL's television and radio networks and new media to engage citizens across the country and from November 15-18, 2015 live panels were also conducted in studio at a cost of Sixty-Nine Thousand, Four Hundred and Fifty-Seven Dollars (TT\$69, 457.00). Following more than one thousand (1,000) documented responses (radio calls and posts to social media sites other than those highlighted could not be tracked) from a wide cross-section of society, the Board developed a working document with its recommendations to the Minister and Cabinet of Trinidad and Tobago. It is expected that a decision will be made soon after careful deliberation by Government.



# INSIDE THE **MPAC**





# 5 Inside the MPAC

## 5.1 MPAC HR report:

MPAC Staffing as at September 30, 2016 was as follows:

	Establishment	Contract	Associate Professionals	OJTs	Short Term	Service Providers	Total
Filled	363	165	6	18	66	0	618
Vacant	521	302					
Total Positions	884	467					

*Table showing MPAC Staffing as at September 30, 2016*

### Functions devolved by the CPO

The HRM Division is responsible for activities related to functions devolved by the Chief Personnel Officer (CPO) in respect of monthly paid employees. These are as follows:

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

## Contract Management

Guidelines for Contract Employment dictate that once Cabinet has given approval for a contract position, the appropriate Minister may approve the selection of the person, after ensuring, where applicable, that a fair and transparent process was utilized in the selection. The process should include advertisement of the position and the conducting of interviews by a committee set up for the process.

The MPAC uses a competency based process for recruitment. Contract positions are advertised in the print media and on the GHRS website. Applications received are sifted according to the minimum requirements for the position. Those candidates who meet the minimum requirements are invited for a written assessment. Candidates with the highest scores are shortlisted for an interview. Candidates are then invited to be interviewed by a panel consisting of a senior human resource officer, a representative from the respective Division and experts in the required field.

The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments. Reference checks are conducted for the highest scoring candidates. One (1) position was filled in 2016. All others were either on hold or were renewals.

## Training & Development

The Ministry's employees are trained to enhance organisational performance and/or to learn new ideas and methodologies that can streamline processes and lead to greater efficiency. At the MPAC, employees are encouraged to share knowledge gained in training with the rest of the organisation via briefs, storage of resources on the MPAC intranet and internal workshops. In so doing, the entire Ministry benefits.

Outlined below are the training and development programmes accessed by the staff of the MPAC during the fiscal year 2015-2016.

Course	Dates	Number of Participants from MPAC
Registry Procedures	Oct 27 - 29, 2015	5
Project Management Overview	Nov 9, 11, 12 & 13, 2015	3
Preparation of Estimates	Oct 27 - 30, 2015	3
Accounting Procedures in Government	Nov 3 - 6, 2015	2
Administration of Government Contracts	Nov 3 - 5, 2015	1
Protocol for Public Officers	Oct 19 - 21, 2015	4
Anger Management	Nov 12 - 13, 2015	1
Mediation Skills	Oct 21 - 23, 2015	1
Ethical Issues in the Public Service	Nov 16 - 17, 2015	2
Emotional Intelligence Workshop	Nov 9, 11 & 13, 2015	1
Designing Orientation Programmes	Nov 23 - 24, 2015	1
Corporate Image & Business Etiquette	Nov 26 - 27, 2015	1
Conducting Effective Performance Appraisals	Dec 7, 8, 10, 2015	1

Table outlining the training courses accessed by MPAC staff during the fiscal year 2015 - 2016

## MPAC HR report cont'd

Course	Dates	No. of Participants from MPAC
Managing Conflict In the Workplace - A Public Sector Initiative	Dec 9, 2015	6
Introduction to Ethics in the Public Service	Jan 14 - 15, 2016	3
Cabinet Note Writing	Jan 12 - 14, 2016	2
Registry Procedures	Jan 25 - 27, 2016	2
Emotional Intelligence Workshop	Jan 12, 13 & 15, 2016	1
Protocol for Senior Officers	Jan 25 - 26, 2016	2
Project Management Toolkit Series Preparation of Logical Frameworks	Jan 27 - 28, 2016	3
Critical Thinking Skills	Jan 26 - 28, 2016	2
Audit Report Writing	Feb 2, 3, 2016	2
Mediation Skills	Feb 23 - 25, 2016	1
Preparation of Estimates	Feb 15 - 18, 2016	3
Leading Change and Transition	Feb 15 - 19, 2016	3
Corporate Image and Business Etiquette	Feb 25 - 26, 2016	1
Cabinet Note Writing for Senior Officers	Feb 29, Mar 1, 3, 2016	2
Managing Work-Life Balance	Mar 22 - 23, 2016	2
Leadership Development Programme	May 16, 2016	1
Managing Public Sector Programmes	Mar 14 - 18, 2016	2
Unmask the Corrupt	Mar 8, 2016	2
Developing Leadership Skills for Middle Level Officers	Mar 8, 11, 16, 18, 2016 and Mar 14, 17, 21, 23, 2016	2
Distinguished Leadership & Innovation Conference	Apr 11, 2016	3
Preparation of Pension and Leave Records	Apr 11 - 13, 2016	2
Management & Labour	Mar 23, 2016	1
Office Etiquette for Administrative Support	Apr 11 - 13, 2016	2
Supervisory Management	Apr 18 - 21, 2016	2
Problem Solving and Decision Making	Apr 13 - 15, 2016	1
Supervisory Management	May 17 - 20, 2016	3

Table outlining the training courses accessed by MPAC staff during the fiscal year 2015 - 2016

Course	Dates	No. of Participants from MPAC
Mastering Competency-Based Interviewing Techniques	May 3 - 4, 2016	1
Terms of Reference and Requests for Proposals	May 18 - 20, 2016	1
Ethics Accountability and Good Governance	May 23 - 25, 2016	1
Customer Service Strategy Conference	May 24, 2016	3
Service Improvement	Jun 1 - 3, 2016	2
Leadership Development Coaching and Mentoring	May 23 - 25, 2016	1
Ethical Issues in the Public Service	Jun 15 - 16, 2016	1
Preparation of Pension and Leave Records	Jun 8 - 10, 2016	4
Succession Planning in the Public Service	Jun 13 - 15, 2016	1
National Risk Assessment Workshop	May 24 - 25, 2016	1
Implementing Sustainable Change	Jun 22 - 23 & 27 - 28, 2016	2
Monitoring and Evaluation	Jul 18 - 22, 2016	2
FIDIC Short Form of Contract Green Book	Jul 25, 2016	1
Professionalism in the Workplace	Jul 26 - 28, 2016	29

*Table showing MPAC Staff trained during fiscal 2016*

### **Performance Management and Increment Administration**

For the fiscal 2016 period, the Ministry's Human Resource Management Division successfully completed and submitted Forty (40) performance appraisals. The total number of performance appraisals submitted includes public officers who would have submitted more than one performance appraisal which also corresponded to a previous financial year. Within the same period, the Ministry prepared and dispatched Twenty (20) increment certificates for payment.

## MPAC HR report cont'd

### Pension and Leave Processing

The Division has also been working towards the timely processing of employees' human resource records through the formation of a pension and leave unit to address the backlog of outstanding pension and leave records to be updated for retired public officers and public officers who have been awarded government scholarships. Under the period of review, fifty (50) personnel files and fifty-two (52) contract gratuities were processed.

### Functions Delegated by the Public Service Commission

The following functions were delegated by the Public Service Commission (PSC) and have been reported to the PSC accordingly:

- Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister
- Appointments on a temporary basis for a period not exceeding six (6) months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office, except in offices that require consultation with the Prime Minister
- Confirmation of appointments
- Power to make transfers within the Ministry's Divisions up to Range 68
- Acceptance of Resignations
- Noting of Retirements – compulsory and voluntary after age 54
- The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct

In respect of the following regulations related to acts of misconduct/discipline, there were no offences to report for the fiscal year.

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 without 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

*Table showing List of PSC Delegated Regulations for Acts of Misconduct/Discipline*

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE
149 (1) (d)	Behaviour that is prejudicial to, or discredits the Service
149 (2) (b)	Disobedience to orders
149 (2) (d) & (f)	Neglect of duty
149 (2) (g)	Unlawful or unnecessary exercise of duty
149 (2) (a)	Absence without leave from office or habitually irregular arrival/departure from office
149 (2) (a)	Persistently unpunctual
149 (2) (c)	Unfit for duty through drunkenness or use of drugs

*Table showing List of PSC Delegated Regulations for Acts of Misconduct/Discipline*

## 5.2 MPAC Strategic Plan 2015-2020

The MPAC embarked on an internally-driven strategic plan exercise in June 2016. A draft document covering the period FY 2017-2020 was prepared and submitted to the MPAC Executive at the close of FY 2016.

## 5.3 MPAC InfoLOUNGE upgrade

During the last fiscal year, the Ministry's InfoLOUNGE was upgraded from SharePoint 2010 to SharePoint 2013. After the upgrade, it was determined that a survey needed to be done to ensure that users were satisfied with the new system which included a new homepage and user interface. To allow adequate time for staff to learn and become accustomed to the new system, the survey was conducted in June 2016.

The survey contained nineteen (19) questions which were designed to solicit information on:

1. Respondent demographics
2. Usage of various features and sites
3. Overall satisfaction with the upgraded system

The survey was launched to staff via email on June 1, 2016 and closed on June 10, 2016. Tokens were sourced from the Corporate Communications Division to encourage users to complete the survey fully. Once the survey was concluded, Five (5) users were chosen at random to receive one of the tokens.

## MPAC InfoLOUNGE upgrade cont'd

In total, One Hundred and Eleven (111) responses were received with One Hundred and Ten ( 110) missing no more than one response. The survey results revealed that:

1. 79% of staff use the InfoLOUNGE several times a day
2. 89% use their Divisional Libraries at least once per day with 79% saying that they use it several times a day
3. 47% of respondents say that they never use Project Sites with 45% reporting that they never use their My Site/OneDrive
4. Most staff use the InfoLOUNGE to:
  - Manage documents
  - Organise their work/tasks
  - Collaborate on Projects
5. 78% of users say that they are satisfied with using the InfoLOUNGE outside the office via the extranet feature
6. Satisfaction with the InfoLOUNGE has increased by 5% since the upgrade to SharePoint 2013; with 85% saying they are satisfied this year as opposed to 80% in 2013
7. 57% of staff who attended InfoLOUNGE training found it useful with 43% saying it was very useful
8. Only 2% of respondents said that they were dissatisfied with the support provided by the InfoLOUNGE Team. 98% were either satisfied (45%) or very satisfied (53%)

## 5.4 Financial Highlights

The MPAC is funded through the system of Parliamentary appropriations where approved funds identified under various sub-heads are disbursed through the Ministry of Finance and the Economy. Funds are also disbursed directly from the Infrastructure Development Fund established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01.

### ALLOCATION – MPAC (HEAD 31)

The revised funds budgeted and approved by the Ministry of Finance and the Economy to facilitate operating expenditure (recurrent) during fiscal year 2015-2016 was One Billion, Two Hundred and Thirty-Nine Million, Three Hundred and Forty-Two Thousand, Eight Hundred and Twenty-Two (TT\$1,239,342,822.00) Dollars. The MPA also received the sum of Sixty-Five Million, Nine Hundred and Seventy Thousand, One Hundred and Fifteen (TT\$65,970,115.00) Dollars under the Development Programme and Four Million (TT\$4,000,000.00) Dollars under the Infrastructure Development Fund. The total funds available for the MPA's programme was therefore One Billion, Three Hundred and Nine Million, Three Hundred and Twelve Thousand, Nine Hundred and Thirty-Seven (TT\$1,309,312,937.00) Dollars. This was an overall increase of Eight Hundred and Twelve Million, Twenty-Eight Thousand, One Hundred and Thirty-One (TT\$812,028,131.00) Dollars from the previous fiscal. The revised Recurrent sum of One Billion, Two Hundred and Thirty-Nine Million, Three Hundred and Forty-Two Thousand, Eight Hundred and Twenty-Two Dollars (TT\$1,239,342,822.00) reflects a transfer from MOC Head 70 of One Hundred and Fourteen Million, One Hundred and Forty-Six Thousand, Eight Hundred and Sixty-Nine Dollars (TT\$114,146,869.00).

The following table summarises allocations for fiscals 2015 and 2016:

Category of Allocation	Fiscal 2015	Revised Fiscal 2016	Variance in allocation
Recurrent	154,974,500	1,239,342,822	+1,084,368,322
Development Programme	337,900,000	65,970,115	-271,929,885
Infrastructure Development Fund	4,410,306	4,000,000	-410,306
<b>Total</b>	<b>497,284,806</b>	<b>1,309,312,937</b>	<b>+812,028,131</b>

*Table summarizing the Allocations for fiscal 2015 and fiscal 2016 in TT\$*



The following portfolio changes in September 2015 account for the significant allocation differences from fiscal 2015 to fiscal 2016:

- Transfer of Scholarships and Advanced Training to Ministry of Education – Last DP for this programme was \$201.3M
- Addition of the Property and Real Estate Services Division from the Ministry of Housing – Recurrent for this programme in fiscal 2016 was over \$500M
- Addition of the National ICT from Ministry of Science and Technology – Recurrent for this programme in fiscal 2016 was over \$340M
- Addition of Communications - Recurrent for this programme in fiscal 2016 was over \$100M

## INCOME

The actual income for the period was Twelve Million, Two Hundred and Five Thousand, Six Hundred and Sixty-Seven Dollars and Sixty Cents (\$12,205,667.60). A breakdown is provided in the table below:

Receiver of Revenue	Category of Income FY 2016	Actual Income (TT\$)
PA1 - MPAC	01 – Lease Payments/Rents of Government Building	11,852,372.03
CM1 - MoC	07 – Other Non-Tax Revenue: 003 – Censor Cinematograph Film	33,948.00
CM1 - MoC	07 – Other Non-Tax Revenue: 001 – Printing and Stationery	319,347.57
	<b>Total</b>	<b>12,205,667.60</b>

Table indicating breakdown of Actual Income for fiscal 2016 in TT\$

Category of Expenditure FY 2016	Revised Allocation	Actual Expenditure	Variance/ Unutilised funds
Recurrent	1,239,342,822	898,174,384	341,168,438
Development Programme	65,970,115	49,032,225	16,937,890
Infrastructure Development Fund	4,000,000	0	4,000,000
<b>Total</b>	<b>1,309,312,937</b>	<b>947,206,609</b>	<b>362,106,328</b>

Table indicating breakdown of Actual Expenditure for fiscal 2016 in TT\$

## Financial Highlights cont'd

### ALLOCATION AND EXPENDITURE BY SUB-HEADS:

The budgetary allocations are further classified by sub-heads according to the type of product or service that is acquired. The information for fiscal 2016 is provided below:

Category of Expenditure	Fiscal 2016	
	Allocation	Actual Expenditure
Sub-head		
Personnel Expenditure	43,041,220.00	34,166,489.00
Goods and Services	962,816,736.00	731,274,364.00
Minor Equipment Purchases	2,831,036.00	545,311.00
Current Transfers and Subsidies	161,441,105.00	62,975,495.00
Current Transfers and Subsidies to Statutory Boards	69,212,725.00	69,212,725.00
<b>Total Recurrent</b>	<b>1,239,342,822.00</b>	<b>898,174,384.00</b>
004 SOCIAL INFRASTRUCTURE 04 EDUCATION G EDUCATIONAL SERVICES: 005-023 Library	5,903,500.00	5,903,500.00
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES A ADMINISTRATIVE SERVICES: 001 - 060 Public Service Transformation Initiatives	60,066,615.00	43,128,725.00
F Public Buildings	0.00	0.00
<b>Total DP</b>	<b>65,970,115.00</b>	<b>49,032,225.00</b>
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES F PUBLIC BUILDINGS: 029 - Construction of Office Building – Old NBN Building	4,000,000.00	0.00
<b>Total IDF</b>	<b>4,000,000.00</b>	<b>0.00</b>

Table highlighting Actual Allocation and Expenditure by sub-head for fiscal 2016 in TT\$

### Variations under Recurrent Expenditure

The MPA did not utilise 27.5% of recurrent expenditure, denoted by a variance of Three Hundred and Forty-One Million, One Hundred and Sixty-Eight Thousand, Four Hundred and Thirty-Eight (TT\$341,168,438.00) Dollars. This variance was largely attributable to the following:

- Personnel Expenditure: TT\$8,874,731.00 - \$1M for vacant posts was not utilized and there was TT\$7.5M less expenditure for salaries
- Goods and Services: TT\$231,542,372.00 - ICT contracts were not awarded in Fiscal 2016 amounting TT\$146.3M
- Minor Equipment Purchases: TT\$2,285,725.00 – No vehicles were purchased resulting in savings of TT\$315k, less than anticipated expenditure was undertaken in respect of office equipment, furniture and fittings and minor equipment to the sum of TT\$1.97M
- Current Transfers and Subsidies: TT\$98,465,610.00; TT\$94.2M of Subvention to iGovTT was not paid in respect of ICT contracts not undertaken

### Variations under Development Programme

The Sixteen Million, Nine Hundred and Thirty-Seven Thousand, Eight Hundred and Ninety (TT\$16,937,890.00) Dollars difference between the budgeted and actual DP expenditure was largely due to the following:

- Administrative Services: TT\$16,937,890.00; TT\$8.5M unutilized re: TT Wi-Fi project.

### Variations under the Infrastructure Development Fund

There was no expenditure since a decision was made to defer costly construction of the MPAC building and utilise the site as a temporary car park.

## ALLOCATION – MOC (Head 70)

The revised funds budgeted and approved by the Ministry of Finance and the Economy to facilitate operating expenditure (recurrent) during fiscal year 2016 was One Hundred and Fifty-Five Million, Three Hundred and Seventy-Four Thousand, Five Hundred and Eleven (TT\$155,374,511.00) Dollars. The MOC also received the sum of Twenty-Two Million, Four Hundred and Sixty-Five Thousand, Four Hundred and Twenty-Three (TT\$22,465,423.00) Dollars under the Development Programme and Fifteen Million, Seven Hundred and Ninety-One Thousand (TT\$15,791,000.00) Dollars under the Infrastructure Development Fund. The total funds available for the MOC's programme was therefore One Hundred and Ninety-Three Million, Six Hundred and Thirty Thousand, Nine Hundred and Thirty-Four (TT\$193,630,934.00) Dollars.

The revised Recurrent sum of TT\$155,374,511.00 reflects a transfer of \$114,146,869.00 to MPAC Head 31.

The following table summarises allocations for fiscal 2016:-

Category of Allocation	Fiscal 2016
Recurrent	155,374,511
Development Programme	22,465,423
Infrastructure Development Fund	15,791,000
<b>Total</b>	<b>193,630,934</b>

*Table showing Summary of Allocations for fiscal 2016 in TT\$*

## EXPENDITURE SUMMARY

The actual expenditure for the period was One Hundred and Forty Million, Three Hundred and Forty Thousand, Nine Hundred and Sixty-Two dollars (\$140,340,962.00). This represents 72.48% of the total sum allotted. A breakdown is provided in the following table:-

## Financial Highlights cont'd

Category of Expenditure FY 2016	Revised Allocation	Actual Expenditure	Variance/ Unutilised funds
Recurrent	155,374,511	117,082,438	38,292,073
Development Programme	22,465,423	8,509,560	13,955,863
Infrastructure Development Fund	15,791,000	14,748,964	1,042,036
<b>Total</b>	<b>193,630,934</b>	<b>140,340,962</b>	<b>53,289,972</b>

Table showing Breakdown of Actual Expenditure for fiscal 2016 in TT\$

### ALLOCATION AND EXPENDITURE BY SUB-HEADS:

The budgetary allocations are further classified by sub-heads according to the type of product or service that is acquired. The information for fiscal 2016 is provided below:

Category of Expenditure	Fiscal 2016	
	Allocation	Actual Expenditure
Sub-head		
Personnel Expenditure	20,391,916	11,990,846
Goods and Services	31,480,399	11,652,682
Minor Equipment Purchases	2,872,664	42,680
Current Transfers and Subsidies	19,842,257	16,200,000
Current Transfers and Subsidies to Statutory Boards and Similar Bodies	80,787,275	77,196,230
<b>Total Recurrent</b>	<b>155,374,511</b>	<b>117,082,438</b>
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES A ADMINISTRATIVE SERVICES 001-006 Library Books etc. and Digitization Projects	22,465,423	8,509,560
<b>Total DP</b>	<b>22,465,423</b>	<b>8,509,560</b>
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES F PUBLIC BUILDINGS 001 – 031 Construction of Various Libraries	15,791,000	14,748,964
<b>Total IDF</b>	<b>15,791,000</b>	<b>14,748,964</b>

Table showing Actual Expenditure by sub-head for fiscal 2016 in TT\$

### Variances under Recurrent Expenditure

The MOC did not utilise 24.65% of recurrent expenditure, denoted by a variance of Thirty-Eight Million, Two Hundred and Ninety-Two Thousand and Seventy-Three (TT\$38,292,073.00) Dollars. This variance was largely attributable to the following:

- Personnel Expenditure: TT\$8,401,070.00 - TT\$2.4M for vacant posts was not utilized and there was TT\$4M less expenditure for salaries
- Goods and Services: TT\$19,827,717.00 – there was less expenditure of TT\$5.1M for Rent/Lease – Office Accommodation and Storage, TT\$4.4M for Contract Employment and TT\$2.9M for Promotions, Publicity and Printing
- Minor Equipment Purchases: TT\$2,829,984.00 – there was no expenditure for Furniture and Fittings resulting in savings of TT\$1M and very little expenditure for other minor equipment where expenditure was TT\$1.2M less
- Current Transfers and Subsidies: TT\$3,642,257.00 – Subvention to CNMG was TT\$1.9M less than allocation and the subvention to GISL was TT\$1.5M less reflective of 7% budget cut measure
- Current Transfers and Subsidies to Statutory Boards and Similar Bodies: TT\$3,591,045.00 – Subvention to NALIS was TT\$3.5M less than the allocation reflective of 7% budget cut measure

### Variances under Development Programme

The Thirteen Million, Nine Hundred and Fifty-Five Thousand, Eight Hundred and Sixty-Three (TT\$13,955,863.00) Dollars difference between the budgeted and actual DP expenditure was largely due to the following:

- Administrative Services: TT\$13,955,863.00 – there was TT\$6.6M less expenditure than allocated in respect of Library books and materials, upgrade of public library facilities and procurement of mobile libraries. \$7M was not expended on projects at the Government Printery and the establishment of a Government Production House

## 5.5 Audit

The Internal Audit Unit completed the Programme of Work for the 2015/2016 Financial Year. No major issues were encountered in the performance of these reviews.

## 5.6 Contracts Awarded

The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of Five Hundred Thousand (TT\$500,000.00) Dollars for consultancy services and up to One Million (TT\$1,000,000.00) Dollars for goods, works and related services.

The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration and Communications (MPAC) may award contracts ranging in cost from Five Hundred Thousand (TT\$500,000.00) Dollars to Two Million (TT\$2,000,000.00) Dollars on the basis of public advertising and/ or at least three (3) proposals from consultants/ consulting firms in cases where MTC is satisfied with the justification advanced.

The Central Tenders Board (CTB) may award contracts costing over Two Million (TT\$2,000,000.00) Dollars based on public advertising and or/ selective tendering where the CTB is satisfied with the justification advanced.

## Contracts Awarded cont'd

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
GHRS - to facilitate Recruitment and Selection services for the position of Graphic Designer	November 13, 2015	TT\$22,994.25
El Technologies, LLC – for the supply of Geospatial Datasets for the Ministry of National Security	November 25, 2015	US\$2,253,619.00
MTS Co. Ltd - for the renting and maintenance of plants at Levels 5 to 7, National Library Building, POS and at Gaston Court, Chaguanas	December 15, 2015	Monthly: TT\$11,550.00 plus VAT of TT\$1,732.56
PKF Limited - for the provision of External Auditing of Financial statements for the E-Government and Knowledge Brokering Programme for the period October 01, 2014 to November 30, 2015	December 15, 2015	TT\$143,500.00 plus VAT of TT\$21,525.00
JWB Clemens Consulting Inc. to conduct a five (5) day workshop on Leading Change and Transition for the Public Service Academy, Ministry of Public Administration	February 17, 2016	USD\$9,000.00 inclusive of VAT
Ashsingh General Contractors Limited for Remedial Repairs at the Penal ICT Access Centre	February 23, 2016	TT\$116,500.00 plus VAT of TT\$14,562.50
Metalcon (2007) Limited for Remedial Repairs at the Guayaguayare ICT Access Centre	February 23, 2016	TT\$153,400.00 plus VAT of TT\$23,010.00
Nigel Sookram Electrical Services for Remedial Repairs at the Marac ICT Access Centre	February 23, 2016	TT\$69,800.00 plus VAT of TT\$8,725.00
MTS Services Limited for Janitorial, Ground maintenance and Security services for the Tunapuna and Siparia Administrative Complexes	February 25, 2016	Tunapuna Administrative Complex: TT\$3,246,978.00  Siparia Administrative Complex: TT\$3,812,274.00
GHRS to facilitate Advertisement Services for the positions of Management Specialist and Procurement Specialist	April 1, 2016	TT\$3,144.38
TSTT for the provision of Mobile Cellular handsets and Telecommunications Services inclusive of Voice and Data	April 15, 2016	Less fifty percent discount Handsets: TT\$61,972.35  Total Yearly cost (VAT Inclusive) Services: TT\$83,490.00

Table showing Contracts awarded by MPAC for fiscal 2016

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
LSA Healthcare Services Ltd. for the supply, installation and servicing of Four (4) sanitary bins at the Tunapuna Administrative Complex	June 30, 2016	Annual Amount of TT\$4,275.00
Premier Metals Ltd. for the provision of Disposal Services for Unserviceable Articles belonging to the Government Printer, Ministry of Public Administration and Communications	September 19, 2016	TT\$48,000.00 plus VAT in the sum of TT\$6,000.00
Danny's Enterprises Co. Ltd. to plan and execute civil and paving works, supply security fence, guard booth, sliding gates, drains and signage and such other related services (Car Park No. 17 Abercromby Street, POS)	September 27, 2016	TT\$437,539.99

*Table showing Contracts awarded by MPAC for fiscal 2016*

## Appendix I – Extract from Gazette No. 35 dated March 17, 2016

<i>Minister</i>	<i>SCHEDULE</i> <i>Business and Departments of Government</i>
Ministry of Public Administration and Communications	<p>PUBLIC ADMINISTRATION</p> <p>Data Classification</p> <p>e-Government Systems Integration</p> <p>HRM Policy Development and Monitoring</p> <p>Information and Communication Technology</p> <p>—National ICT Planning</p> <p>—ICT Policy, Strategy and Management</p> <p>Open Government</p> <p>Personnel Department</p> <p>—Daily-rated Workforce Management</p> <p>—Employee Assistance Programme</p> <p>—Industrial Relations</p> <p>—Compensation and Benefits Management</p> <p>—Employee Relations</p> <p>—Performance Management</p> <p>The Public Service</p> <p>Public Service Administration and Management</p> <p>Public Management Consulting</p> <p>Public Service Legislative Framework</p> <p>Public Service Transformation</p> <p>Property and Real Estate</p> <p>Strategic Human Resource Management</p> <p>Technology Centres</p> <p>Technical Cooperation (training)</p> <p><i>Wholly Owned Enterprises:</i></p> <p>Government Human Resource Services Company Limited</p> <p>National Information and Communication Technology Company Limited (iGovTT)</p> <p>Telecommunications Authority of Trinidad and Tobago (TATT)</p> <p><i>Indirect:</i></p> <p>Personnel Department</p> <p>Service Commissions</p> <p>COMMUNICATIONS</p> <p>Archives</p> <p>Centralised Government Communications</p> <p>Content Generation</p> <p>Data Protection</p> <p>Freedom of Information Monitoring</p> <p>Government Information</p> <p>Government Printery Services</p> <p>Issues Management/Crisis Communication</p> <p>National Library Services</p> <p>Rationalisation of Government Owned Media</p> <p><i>Statutory Boards and Other Bodies</i></p> <p>Board of Film Censors</p> <p>National Library and Information System Authority (NALIS)</p> <p><i>Wholly Owned Enterprises</i></p> <p>Caribbean New Media Group Limited (CNMG)</p> <p>Government Information Services Limited (GISL)</p> <p>National Broadcasting Network (NBN)</p>



## Appendix II – List of Projects/Proposals completed by the PMCD during Fiscal 2015-2016

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Office of the Prime Minister	Re-establishment of a National AIDS Coordinating Committee and Secretariat in the Office of the Prime Minister							7		
Office of the Prime Minister	The Restructuring of the Policy, Research and Planning Unit in the Office of the Prime Minister	7						31	2	
Office of the Prime Minister	The Renewal and Creation of Contract positions in the Child Development Unit, Office of the Prime Minister (Gender and Child Affairs)							3		
Office of the Prime Minister	The Restructuring of the Policy, Research and Planning Unit in the Office of the Prime Minister	39						8	2	
Office of the Prime Minister	Creation of Contract Positions in the Office of the Prime Minister (Gender and Child Affairs)							7		
Office of the Parliament	The Establishment of a Project Management and Evaluation Office in the Office of the Parliament							4		
Office of the Parliament	Continued Employment, on contract, of Staff in the Hansard Department and the Inter- Parliamentary Relations Co-ordination Unit, Office of the Parliament							1	8	
Office of the Parliament	Continued employment, on contract, of one (1) Business Operations Assistant I in the Human Resource Management Unit, Office of the Parliament								1	

## Appendix II – List of Projects/Proposals completed by the PMCD during Fiscal 2015-2016 cont'd

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Office of the Parliament	Employment, on Contract, of Graduate Research Assistants in the Office of the Parliament							6		
Ministry of Finance and the Economy	Employment, on contract, of Senior Investment Officer, Investment Analyst and Investment Policy Analyst in the Investments Division								4	3
Ministry of Finance and the Economy	Employment, on contract, of Staff in the Information Technology (IT) Unit of the Inland Revenue Division, Ministry of Finance and the Economy							29		
Ministry of Finance and the Economy	Employment on contract, of one (1) Director and five (5) Senior Audit Analyst, in the Central Audit Committee, Investments Division, Ministry of Finance and the Economy								7	
Ministry of Finance and the Economy	Strengthening of the Financial Intelligence Unit (FIU), Ministry of Finance and the Economy							7		
Ministry of Finance and the Economy	Renewal of Contract Positions for staff of the Financial Intelligence Unit (FIU), Ministry of Finance and the Economy							1	14	
Ministry of Finance and the Economy	Employment, on contract, of Staff for the Building Management Unit, Ministry of Finance and the Economy							2	15	
Ministry of Finance and the Economy	Employment, on contract, of one (1) Project Engineer in the Public Private Partnership Unit, Ministry of Finance and the Economy							1		

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Ministry of Health	Establishment of a Six (6) Year Contract Employment Staffing Plan in the Ministry of Health							228		
Ministry of Health	Establishment of a National Breast-feeding Co-ordinating Unit within the Directorate of Women's Health in the Ministry of Health							13		
Ministry of Health	Establishment and Staffing of a Facilities Management Unit in the Ministry of Health							6		
Ministry of Health	Establishment of a Six (6) Year Contract Employment Staffing Plan in the Ministry of Health							208		
Ministry of Labour and Small Enterprise Development	Employment, on contract, of Conciliation and Labour Relations Officer I and II in the Labour Administration Division (Conciliation Unit) of the Ministry of Labour and Small Enterprise Development			13					13	
Ministry of Labour and Small Enterprise Development	Extension of the life of three (3) positions of Work Permit Support Officer, National Employment Service Unit of the Ministry of Labour and Small Enterprise Development								3	
Ministry of Labour and Small Enterprise Development	Extension of the life of the International Affairs Unit in the Ministry of Labour and Small Enterprise Development and related Staffing Arrangements								3	
Ministry of Labour and Small Enterprise Development	Employment, on contract, of one (1) Legal Officer I (formerly Legal Research Counsel) in the Legal Services Unit of the Ministry of Labour and Small Enterprise Development							1		

## Appendix II – List of Projects/Proposals completed by the PMCD during Fiscal 2015-2016 cont'd

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Entire Public Service	Further Adjustments to the Structure of the Public Service	16	22					26	6	
Ministry of the Attorney General and Legal Affairs	Creation of Contract Employment for the Ministry of the Attorney General and Legal Affairs							7		
Ministry of National Security	Further Employment on Contract of twenty-one (21) Positions in the Immigration Sections of the Trinidad and Tobago Overseas Missions								21	
Ministry of National Security	Retention of Eight (8) Temporary Positions of the Staff Establishment of the Ministry of National Security (General Administration Division)	8					8			
Ministry of Public Administration	Renewal of Contract of Thirteen (13) Positions in the Property and Real Estate Services Division, Ministry of Public Administration							1	12	
Ministry of Public Administration and Communications	Renewal of Contract Positions for Corporate Support and Core Business Positions in the National Library and Information System Authority (NALIS)							4	3	8
Ministry of Public Administration and Communications	Short Term Employment in the ICT Access Centre of the Ministry of Public Administration and Communications- Penal and Guayaguayare District							2	2	

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Judiciary	Employment, on contract, of staff in the Judiciary for allocation to the Family Court of Trinidad and Tobago						25	42	121	
Service Commissions Department	Restructuring of the Service Commissions Department	43	53		1					
Service Commissions Department	Revised Comments re Renewal of fourteen (14) contract positions and re-designation of one (1) contract position of Assistant Director, Audit to Assistant Director, Monitoring and Evaluation in the Police Service Commission Secretariat, Service Commissions Department							3	14	
Service Commissions Department	Further employment, on Contract of an HIV/AIDS Co-ordinator, Service Commissions Department								1	
Service Commissions Department	Employment, on contract, of Business Operations Assistants (Pension and Leave) at the Service Commissions Department							2		
Statutory Authorities Service Commission	Transfer of positions with body from the Establishment of the Disbanded Cocoa and Coffee Industry Board to the other Authorities within the Statutory Authorities Service Commission and the wider Public Service		14		9					
Statutory Authorities Service Commission	Employment, on contract, of a Driver/Messenger at the Statutory Authorities Service Commission (SASC)							1		

## Appendix II – List of Projects/Proposals completed by the PMCD during Fiscal 2015-2016 cont'd

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Ministry of Education	Further employment, on contract, of Four Hundred and Ninety (490) Business Operations Assistant I positions in the Public Primary Schools, Ministry of Education								490	
Ministry of Education	Request for the employment on contract of personnel to support the management of Health, Safety, and Security Policy including school discipline initiatives in Government Secondary schools - Ministry of Education							189		
Ministry of Education	Further employment, on contract, of nine (9) Pension and Leave Officers (formerly Pension/Option Assistant) Pension and Leave Unit, Ministry of Education							9		
Ministry of Education	Continuation of the Partnership between the Ministry of Education and BG Trinidad and Tobago Ltd, in the Science Bus Project and the extension of Temporary Teaching positions on the establishment of the Ministry of Education						4			

Ministry/Department Project/Proposal		Established Positions				Temporary		Contract Positions		
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Covering Approval
Ministry of Foreign and CARICOM Affairs	Rationalisation of Locally Recruited Staff at the Trinidad and Tobago Consulate General, New York Employment, on contract, of One (1) Driver/Courier and One (1) Hospitality Attendant in the Ministry of Foreign and CARICOM Affairs	1						1		
Ministry of Foreign and CARICOM Affairs	Retention of the Positions, on Contract, of a Specialist Research Officer and a CSME Specialist in the CARICOM Single Market and Economy (CSME) Unit, Ministry of Foreign and CARICOM Affairs								1	
Equal Opportunity Tribunal	Retention and Re-designation of the position of Information Technology Manager, Equal Opportunity Tribunal							1		
Auditor General's Department	Employment, on contract, of One (1) Information and Communications Technology (ICT) Technical Officer (formerly System Support Technician), in the Auditor General's Department							1		
Ministry of Public Utilities	Further employment, on contract, of One (1) position of Manager, Corporate Communications in the Communications Unit, Ministry of Public Utilities								1	
<b>TOTAL</b>		<b>114</b>	<b>89</b>	<b>13</b>	<b>10</b>	<b>0</b>	<b>37</b>	<b>852</b>	<b>744</b>	<b>11</b>



**Government of the Republic of Trinidad and Tobago**

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**Ministry of Public Administration and Communications**

**Head Office**

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