



Government of the Republic of Trinidad and Tobago  
Ministry of Public Administration and Digital Transformation

# ANNUAL REPORT 2020

RESILIENCE • COMPETENCE • INFLUENCE



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

Ministry of Public Administration and Digital Transformation

# **ANNUAL REPORT**

**Fiscal Year 2020**

**October 1, 2019 - September 30, 2020**



# PREFACE

This report presents an account of the undertakings of the Ministry of Public Administration and Digital Transformation over the fiscal period October 1, 2019 to September 30, 2020.

This report was compiled from performance data collected by the Ministry and is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act which 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.”*

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**IMPORTANT NOTE RE: MINISTRY CHANGE OF NAME AND EXECUTIVE:**

Pursuant to the National General Elections held on August 10, 2020, and by Gazette Notice No. 158 of 2020, the Ministry of Public Administration was redesignated to the Ministry of Public Administration and Digital Transformation (MPDAT). MPADT was however re-aligned in July 2021 to the Ministry of Public Administration (MPA) and the Ministry of Digital Transformation in accordance with Gazette Notice No. 111 of 2021.

Senator the Honourable Allyson West retained the assignment of the Ministry for the entire fiscal.

There was no change in the Accounting Officer; Mr. Claudelle McKellar was the Permanent Secretary for the entire fiscal period.



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# ABBREVIATIONS

|           |  |
|-----------|--|
| AGLA      | Office of the Attorney General and Ministry of Legal Affairs                             |
| AIBO      | Academy for International Business Officials   |
| BYOD      | Bring-Your-Own-Device  |
| CARIRI    | Caribbean Industrial Research Institute  |
| CCD       | Corporate Communications Division  |
| COTED-ICT | Council for Trade and Economic Development on Information and Communication Technologies |
| CoP       | Community of Practice  |
| COVID-19  | Coronavirus Disease 2019   |
| CPO       | Chief Personnel Officer  |
| CSD       | Corporate Services Division  |
| EDP       | Executive Development Programme  |
| ERU       | External Relations Unit  |
| GILAC     | Government ICT Leadership Advisory Council   |
| GoRTT     | Government of the Republic of Trinidad and Tobago  |
| GTC       | Government Training Centre   |
| HoD       | Head of Department   |
| HRM       | Human Resource Management  |
| ICT       | Information Communication Technology   |
| IDF       | Infrastructure Development Programme   |
| IFMIS     | Integrated Financial Management Information System                                       |
| iGovTT    | National Information and Communications Technology Company Limited                       |
| IhRIS     | Integrated Human Resource Information System   |
| IPSAS     | International Public Sector Accounting Standards   |
| IPU       | Interim Procurement Unit   |
| ITU       | International Telecommunication Union  |

|       |  |
|-------|--|
| JICA  | Japan International Cooperation Agency                       |
| LSD   | Legal Services Division                                      |
| MDAs  | Ministries, Departments and Agencies                         |
| MFCA  | Ministry of Foreign and CARICOM Affairs                      |
| MoU   | Memorandum of Understanding                                  |
| MPADT | Ministry of Public Administration and Digital Transformation |
| MSID  | Modernization and Service Improvement Division               |
| MTI   | Ministry of Trade and Industry                               |
| NALIS | National Library and Information System Authority            |
| NGO   | Non-Government Organization                                  |
| NICT  | National Information and Communication Technology            |
| NLB   | National Library Building                                    |
| OJT   | On-the-job Training  |
| OSH   | Occupational Safety and Health                               |
| PMCD  | Public Management Consulting Division                        |
| PMIS  | Property Management Information System                       |
| PPP   | Public-Private Partnership                                   |
| PRESO | Property and Real Estate Services Division                   |
| PSA   | Public Service Academy                                       |
| PSC   | Public Service Commission                                    |
| PSIP  | Public Sector Investment Programme                           |
| PSPMS | Public Sector Performance Management System                  |
| SSD   | Strategic Services Division                                  |
| T&T   | Trinidad and Tobago  |
| TATT  | Telecommunications Authority of Trinidad and Tobago          |
| UNPSA | United Nations Public Service Award                          |
| UWI   | University of the West Indies                                |



**Senator, The Honourable Allyson West**  
Minister of Public Administration and Digital  
Transformation effective August 14, 2019

## MINISTER'S FOREWORD

**A**s I present the Ministry of Public Administration and Digital Transformation's Annual Report for the fiscal year 2020, it is important for me to acknowledge how life as we know it in 2020 was significantly transformed and there is no going back. The COVID-19 pandemic presented some disruptions to our work but it accelerated our adoption of technology. It brought to the fore all the digital capacity that we have to bear on the situation. Hence the theme for this fiscal's Annual Report is **"Resilience, Competence, Influence"** as my Ministry harnessed these developments to lead the charge towards a Digital Trinidad and Tobago.

The inclusion of **'Digital Transformation'** in the name of the Ministry gave visibility to our existing mandate to support and drive the National ICT Development, in addition to the assignment of Senator the Honourable Hassel Bacchus as Minister in the Ministry of Public Administration and Digital Transformation. His expertise in Information Technology and Telecommunications and overall passion for change, will further empower this Ministry towards achieving its goals of Digital Nation and Digital Government.

In the previous year's report, I would have indicated that technology is but an enabler, but it will continue to change the way we live and work in many ways. I therefore rededicate myself and the Ministry to accelerate Public Service Modernisation

for improved delivery of services to our citizens and ensuring a robust ICT governance structure and infrastructure for economic recovery and national digital transformation.

I wish to thank the staff of my Ministry for their dedicated and consistent work throughout this challenging year. Despite the pandemic and the ensuing disruptions, the losses of loved ones, and the economic hardships; we have survived, adapted and delivered. I know that we will someday look back on this year as the beginning of a digital rebirth for our nation and the world. I signal to our stakeholders that we are embarking on a renewed drive and their valuable cooperation with us is essential to making the most of the opportunity in the crisis for the sustainable development of Trinidad and Tobago.



**Senator, The Honourable Hassel Bacchus**  
Minister in the Ministry of Public Administration  
and Digital Transformation effective  
August 19, 2020

## MESSAGE FROM THE MINISTER IN THE MINISTRY

Digital Transformation is firstly about people! I am truly honoured to join the Executive team of the Ministry of Public Administration and Digital Transformation in service to the people of Trinidad and Tobago at such a critical time in history, as we face the COVID-19 pandemic.

Our role as a Ministry is to bring to bear the positive impacts of technology on the daily lives of citizens, to improve the ease of doing business and to build our economy. I have noted the enabling ecosystem of legislation, infrastructure and solutions, which the GoRTT has been building since 2004 with the help of the ICT sector. While that work continues, there is also now a direct focus within the Ministry to ensure key projects are successfully implemented in accordance with the mandate for national digital transformation and digital government, including the development of a unique digital identity for each member of the population.

I am encouraged by how we as a country and a Public Service have responded to the pandemic and the 'new normal'. In this fiscal, restrictions in movement and physical contact placed a high demand on online transactions and the need for remote work and school. The accelerated adoption and use of ICTs allowed for business continuity, connectivity and the emergence of more online delivery of goods and services by the private sector, as well as the government to the population. No

effort will be spared in the coming fiscal to increase the pace in as efficient a manner as possible, considering the need for economic recovery.

The programmes and projects presented in this Annual Report for 2020, are demonstrative of the commendable talent which exists at the MPADT. However, it is critical that all staff, regardless of their level in the organisation, fully internalise and understand that the outcome of all activities undertaken must produce tangible results in improving the lives of the people of Trinidad and Tobago.



## LETTER FROM THE PERMANENT SECRETARY (AG.)



**Mr. Claudelle McKellar**  
Permanent Secretary (Ag) effective  
October 2, 2019

Note: Mrs. Joan Mendez was the  
Permanent Secretary for the period  
October 10, 2016 to October 01, 2019

2020 was a historic year for Public Servants and Public Service institutions globally. Trinidad and Tobago was no different due to the life-threatening effects and disruption caused by the COVID-19 virus and the **'new normal'**. The Ministry of Public Administration and Digital Transformation (MPADT) has been charged with enabling a Digital T&T inclusive of a Digital Government. A Digital T&T is aligned with the National Development Strategy (Vision 2030) and the Post COVID-19 Pandemic Recovery Roadmap to improve quality of life and economic prosperity.

GoRTT through the MPADT and its related agencies, took measures to ensure digital inclusion, robust and secure infrastructure, so that no one was left behind. Hence the message for 2020 is one of Resilience, Competence and Influence.

Resilience is the ability to recover from or adjust easily to misfortune or change. Before the first reported case of COVID-19 in Trinidad and Tobago and cognizant of the global and regional situation, the MPADT Management initiated an Action Plan and Strategy to respond and quickly adapt to the disruption that would come, to ensure that our most valuable asset - our staff – were safe. This involved a coordinating team to prepare the facilities, establish work place guidelines and effectively maintain collaboration within the Ministry and with our publics.

Additionally, the fiscal year was a defining moment to demonstrate our internal Competencies. As Permanent Secretary, my two key priorities

were on **'Fostering a Culture of Excellence'** and **'Transforming into a more Digital MPADT'** which were reliant on the quality and level of knowledge, skill and capacity within the Ministry. The Ministry's Strategic Plan (2018-2020), focused on strengthening our internal operational architecture by enabling a **'get it right at MPADT'** in order to apply/share best practice solutions with the wider Public Service. One of the core responsibilities of the Ministry is training and development of public officers. Additionally, the internal ICT Division was able to deploy in-house built solutions across the GoRTT for improved operations and access to services by citizens.

Moreover, central to our vision and mission is leading Public Service transformation and building an ICT ecosystem that contributes to the well-being of citizens, by harnessing our capacity and realising our power to make a positive difference. MPADT's Influence at a national level was not only reinforced by the Honourable Prime Minister, Dr. Keith Rowley, but was actually realised through our Access Centres and the TTWIFI initiatives. Universal access to the internet and adoption of technology are critical to a Digital Society. In consideration of our clients across the GoRTT, we were also able to design and develop a draft Succession Planning Framework/Model for the Public Service and plan for the roll out of the Public Sector Performance Management System.

Despite 2020's challenges, the MPADT's Resilience and Competencies have sought to reinforce our Influence on shaping a more digitally advanced T&T.

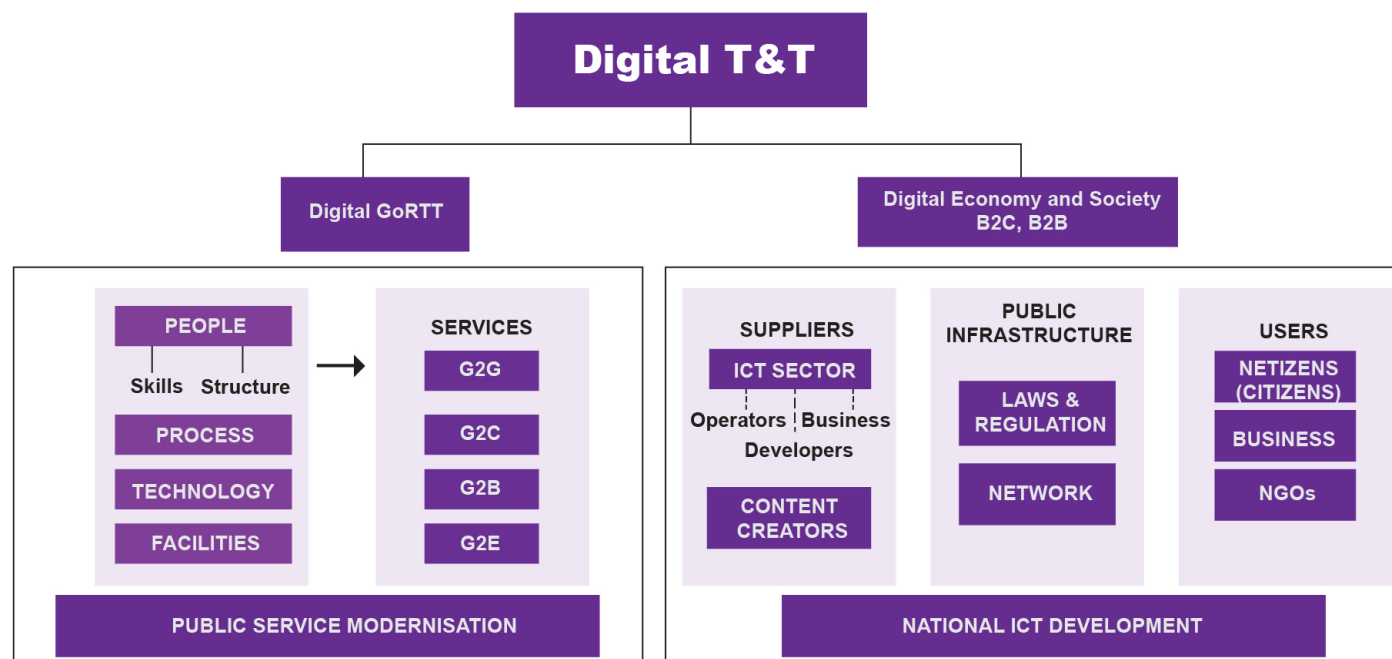
# 1 MPADT PROFILE

## 1.1 MANDATE

The portfolio of Public Administration was first established in 1991 in the Office of the Prime Minister. Since then, the Ministry with the portfolio of Public Administration has undergone several changes in name, size and configuration involving the addition and removal of Information/Communication, ICT, Telecommunications and Broadcasting and Property and Real Estate responsibilities. In August 2020, 'Digital Transformation' was added to the name of the Ministry in recognition of the country's thrust towards a Digital Economy through the realisation of a more Digital Government. In accordance with Gazette No. 158 of 2020 (refer to Appendix 1), the responsibilities of the MPADT fall into two main categories which seek to achieve Vision 2030 strategic goals within the **Theme II - "Delivering Good Governance & Service Excellence"** and **Theme III - "Improving Productivity through Quality Infrastructure and Transportation"**.



Ministry of Public Administration and Digital Transformation





## 1.2 STRATEGIC FOCUS

### VISION

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

### MISSION:

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

Mission, Vision and Mandate taken from the draft Strategic Plan for the Ministry of Public Administration FY 2018-2020



## CONNECTING

### ***Creating Shared Purpose***

Engagement and motivation is the name of the game. We can do this by communicating our purpose in a way that others can understand.

### ***Connecting with Others***

We build relationships by considering what is important and challenging to others and how we may assist.

## CORE VALUES



## COLLABORATING

### ***Working Together***

We believe that holistic change for the development of our nation can only happen if we work together as a team.

### ***Being Accountable***

We can make a better Trinidad and Tobago with dedicated performance and improving our credibility in the eyes of those we work with.



## MAKING AN IMPACT

### ***Making it Happen***

We deliver on our promises. We do so by encouraging and supporting others. When it comes to getting things done, we are not afraid to ask for help.

### ***Shaping the Future***

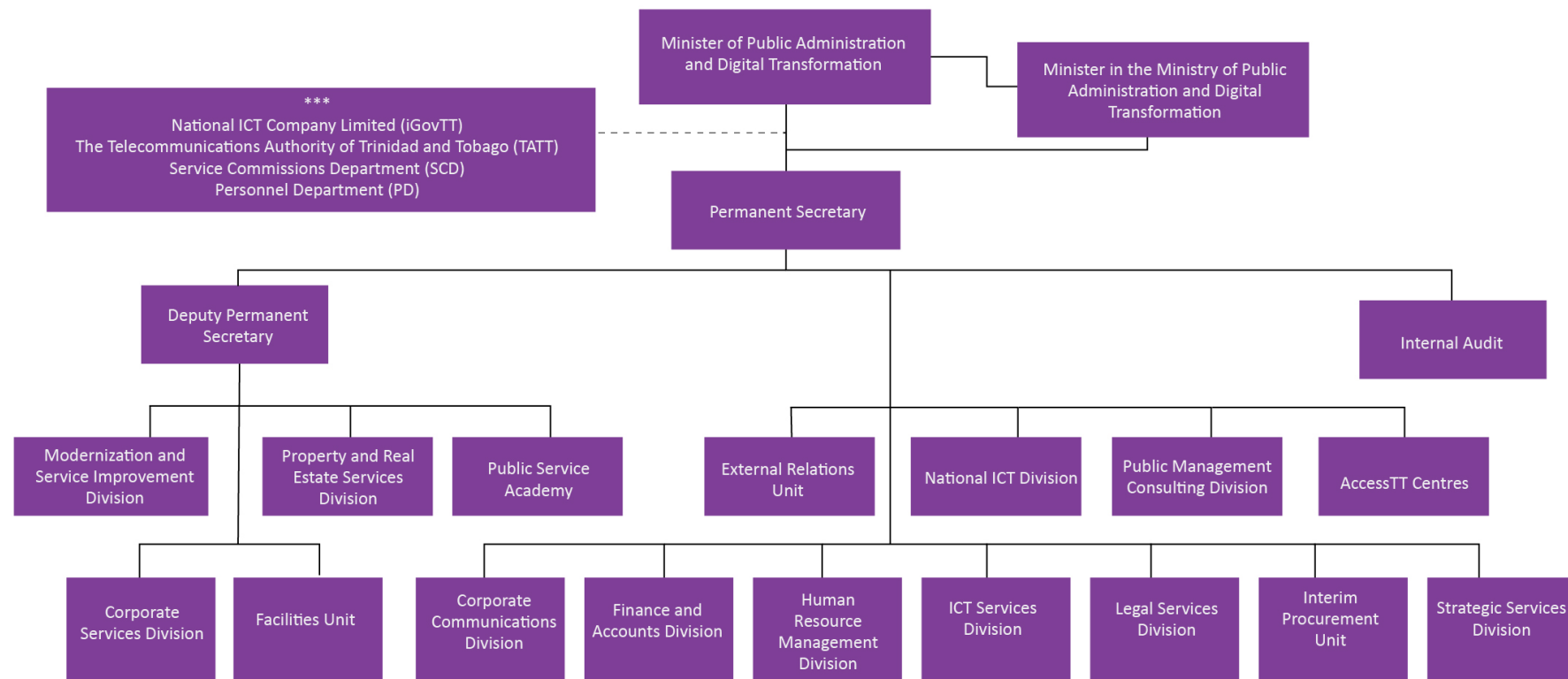
Every achievement is a brick in the bridge of tomorrow.



## 1.3 ORGANISATIONAL STRUCTURE AS AT SEPTEMBER 30, 2020

### MINISTRY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

### ORGANISATIONAL CHART



\*\*\* Agencies and Departments that report to the Minister of Public Administration and Digital Transformation

## 1.4 DIVISIONS AND SERVICES OF THE MPADT

As at September 30, 2020, the Ministry of Public Administration and Digital Transformation comprised of the following Core and Support divisions:

### CORE DIVISIONS

**The Property and Real Estate Services Division (PRESD)** is responsible for providing mainly office and, to a lesser extent, residential accommodation in accordance with statutory, policy and user requirements for Government Ministries and Agencies. It manages the portfolio of state-owned properties towards ensuring that these are developed, utilized and maintained to achieve maximum socio-economic returns from assets. It has an advisory role to the State on property matters.

**The Modernization and Service Improvement Division's (MSID)** strategic objective is to facilitate a fit-for-purpose and client-centric public service. Accordingly, the MSID develops policy, legislation, guidelines and standards, facilitates service improvement in key public services and establishes and operates whole-of-government solutions.

**National Information and Communication Technology Division (NICT)** is responsible for supporting the implementation, monitoring and evaluation of the National ICT Plan. The Division's three functional areas are ICT Governance, Policy and Strategy; Public Sector ICT; and ICT Regulatory Compliance and Standards. The ICT Governance, Policy and Strategy functional area is responsible for policy and strategy development to address gaps in terms of national hardware and software requirements as well as providing strategic coordination and oversight of the National ICT planning process. The Public Sector ICT functional area provides oversight for the growth and development of the ICT Sector, the advancement of the ICT knowledge sector through capacity building and the integration and standardiation of e-services across the Trinidad and Tobago Public Service. The ICT Regulatory Compliance and Standards functional area is responsible for providing regulatory review for the TATT and iGovTT and develops ICT standards for all Ministries and Departments.

**AccessTT Centres** provide computers with internet access, a Wi-Fi pavilion for those with their own devices and ICT training to rural underserved communities. Sessions focused on remedial education, homework support as well as fun, practical interactive sessions are also provided.

The **Public Service Academy (PSA)** is the agency with the primary responsibility 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. 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.

**The Public Management Consulting Division (PMCD)** provides management consulting services to the Cabinet, Government Ministries and Departments and Agencies. Its primary mandate is the review of submissions from Ministries relating to their organisational structures.

## SUPPORT DIVISIONS

The **Executive Secretariat (Exec Sec)** is comprised of the Minister of Public Administration and Digital Transformation, the Minister in the Ministry, the Permanent Secretary, the Deputy Permanent Secretary and the secretarial staff who assist them. The Executive Secretariat is responsible for the oversight of all strategic initiatives, projects and financial decisions within the Ministry. The Executive Secretariat reviews and submits Notes for the consideration of Cabinet which have been prepared by the Ministry's Divisions and receives and distributes Cabinet Minutes for action or information within the Ministry. Among their various activities, the secretarial support staff in the Executive Secretariat coordinates all meetings and schedules of the Executive.

**Corporate Communications Division (CCD)** is responsible for developing and guiding the Ministry's corporate communications strategy. Its activities include internal communications, public relations, media relations, events management, branding, and crisis and issues management. The Division's primary purpose is to enhance the image and reputation of the Ministry and to help establish and maintain beneficial dialogue and understanding between the Ministry and its main stakeholders both internally and externally.

**Corporate Services Division (CSD)** provides a range of administrative and internal services (office management, file/document registry, and customer service) that support the business goals of the Ministry and contributes to its efficiency.

The **External Relations Unit (ERU)** has primary responsibility for the Ministry's regional and international engagements, international cooperation

activities and related policy coherence with specific focus on Public Administration and Management (PAM) and Information and Communication Technology (ICT), two complementary areas of the Ministry's mandate which are identified nationally and internationally as critical success factors for economic diversification and sustainable development.

**Facilities Unit** provides services and support related to the maintenance, upgrades, asset management and security of property occupied by the Ministry.

**Finance and Accounts Division** is responsible for the financial management practices and procedures of the Ministry. The Division processes payments for suppliers and payroll for employees with the attendant financial recording. The Division also coordinates the submission of budgets and prepares the Ministry's financial statements.

The **Human Resource Management Division (HRM)** aims to enhance the Ministry's effectiveness and capability to provide excellent client and customer services by retaining and building a human resource skills/knowledge/behaviour base which can deliver on the Ministry's mandate. The Division has as its core responsibility staff issues such as hiring for contract positions, performance management, organisational development, training and development and employee relations of the Ministry's employees.

**Information Communication Technology Services Division (ICT)** is responsible for coordinating and providing strategic and operational support for internal Information and Communications Technology projects and systems.

The **Interim Procurement Unit (IPU)** was established

in October 2017 in preparation for the full proclamation of the Procurement Act No. 1 of 2015. The Unit, spearheaded by the Permanent Secretary, is responsible for governing all Procurement Activities carried out by the Ministry, proactively meeting the mandate of the Public Procurement and Disposal of Public Property Act (2015), standardising and guiding procurement practices and procedures throughout the Ministry, maintaining good governance and creating an environment of compliance as it relates to procurement, adhering to Public Procurement best Practices, and ensuring transparency and fairness and the attainment of Value for Money in the expenditure of Public Funds.

**Internal Audit** ensures that there is accountability, efficiency and transparency in the financial operations of the Ministry. The Unit is responsible for audit reviews of the Ministry's activities and accounts.

**Legal Services Division (LSD)** performs general transactional legal work and provides legal advice and support to the Ministry, its various Divisions, and other agencies which fall under its purview.

**Strategic Services Division (SSD)** is responsible for research, policy, planning and organisational performance management. SSD's work includes coordinating the Ministry's Strategic Plan, developing various Ministry policies and reviewing GoRTT policies. SSD collaborates with the other Divisions in the Ministry and agencies under the purview of the Ministry to monitor and evaluate/measure performance and meet statutory reporting requirements. SSD is also responsible for managing the Ministry's PSIP and other projects to ensure proper design, implementation and monitoring and evaluation mechanisms are in place.







## 1.5 MPADT LEADERSHIP TEAM FOR THE PERIOD OCTOBER 1, 2019 TO SEPTEMBER 30, 2020

| DIVISION  | POSITION                                 | OFFICER                       | PERIOD OF LEADERSHIP                  |
|---|--|-------------------------------|---------------------------------------|
| Executive Secretariat                                   | Permanent Secretary (Ag.)                | Mr. Claudelle McKellar        | October 1, 2019 - September 30, 2020  |
|   | Deputy Permanent Secretary (Ag.)         | Mrs. Angela Lum-Joseph        | June 15, 2020 - September 30, 2020    |
| Corporate Communications Division                       | Senior Corporate Communications Officer  | Ms. Sharon Farrell            | October 1, 2019 - September 30, 2020  |
| Corporate Services Division                             | Administrative Officer IV                | Ms. Marlene Inniss-Joseph     | October 1, 2019 - September 30, 2020  |
| External Relations Unit                                 | Manager, Policy, Strategy and Monitoring | Ms. Abigail Bynoe             | October 1, 2019 - September 30, 2020  |
| Facilities Unit   | Facilities Maintenance Technician        | Mr. Leon Sealy                | October 1, 2019 - September 30, 2020  |
| Finance and Accounts Division                           | Director (Ag.)                           | Ms. Latchmin Rampersad        | October 1, 2019 - September 30, 2020  |
| Human Resource Management Division                      | Director (Ag.)                           | Ms. Rautie Boodram            | October 1, 2019 - January 30, 2020    |
|   |  | Mrs. Sherry Ann Smith-Simmons | January 31, 2020 - September 30, 2020 |
| Information Communications Technology Services Division | ICT Director                             | Mr. Gary Turpin               | October 1, 2019 - September 30, 2020  |
| Interim Procurement Unit                                | Administrative Assistant                 | Ms. Sushma Ramsumair          | October 1, 2019 - September 30, 2020  |

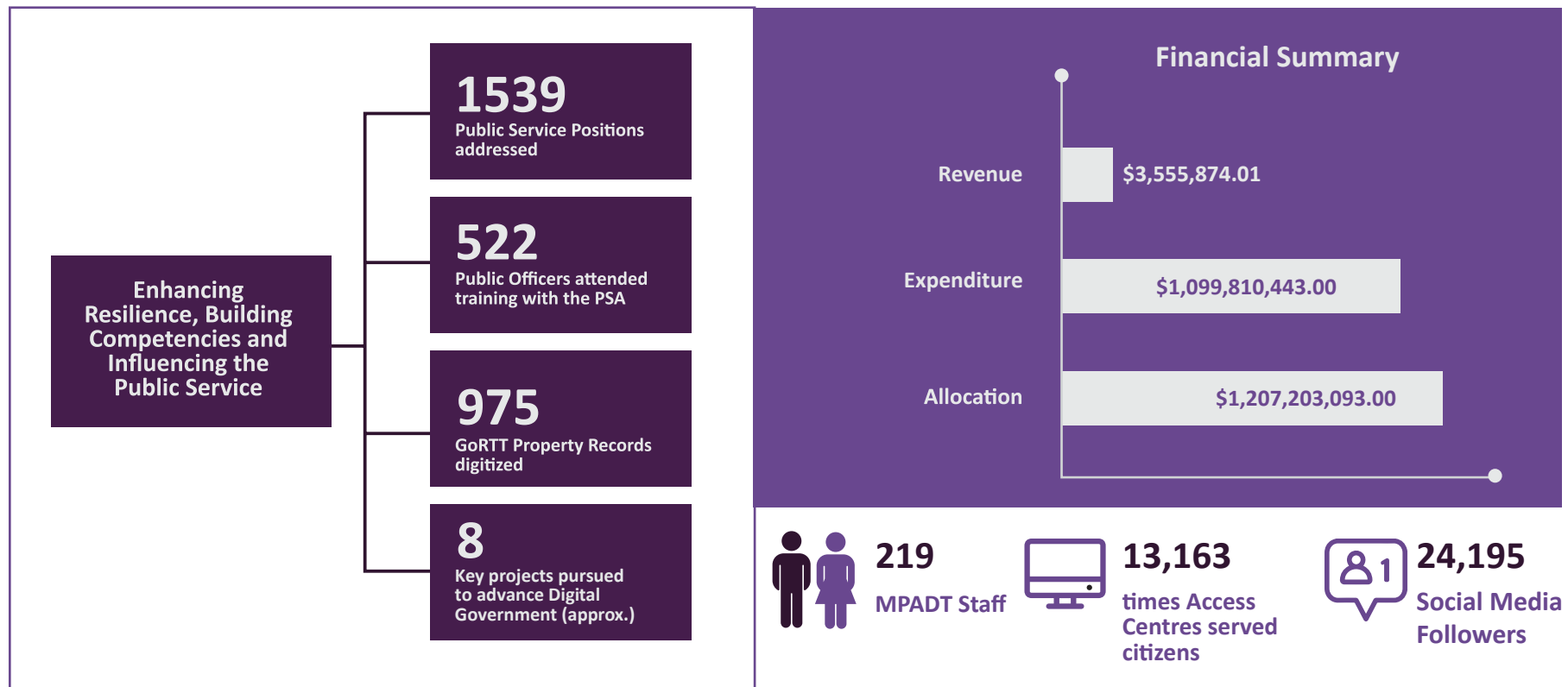
| DIVISION                                      | POSITION                                      | OFFICER                     | PERIOD OF LEADERSHIP                  |
|---|---|-----------------------------|---------------------------------------|
| Internal Audit                                | Auditor II (Ag.)                              | Ms. Denise Mahabir          | October 1, 2019 - October 23, 2019    |
|   |   | Ms. Sharlene Pedro-Baksh    | October 24, 2019 - September 30, 2020 |
| Legal Services Division                       | Director, Legal Services                      | Ms. Annalisa Sankar         | October 1, 2019 - September 30, 2020  |
| National ICT Division                         | ICT Director                                  | Mr. Gary Turpin             | October 1, 2019 - September 30, 2020  |
| Property and Real Estate Services Division    | Director Public Management (Ag.)              | Mrs. Angela Lum-Joseph      | October 1, 2019 - June 14, 2020       |
|   | Director, Property and Real Estate (Ag.)      | Mrs. Susette McLean-Maxwell | June 15, 2020 - September 30, 2020    |
| Public Service Academy                        | Director (Ag.)                                | Mr. Ajodia Rattansingh      | October 1, 2019 - September 30, 2020  |
| Moderniation and Service Improvement Division | Programme Director                            | Ms. Colleen Gallazzi        | October 1, 2019 - September 30, 2020  |
| Strategic Services Division                   | Manager - Policy Strategy & Monitoring        | Ms. Abigail Bynoe           | October 1, 2019 - September 30, 2020  |
| ICT Access Centres (AccessTT Centres)         | Facilities Maintenance Technician             | Mr. Leon Sealy              | October 1, 2019 - September 30, 2020  |
|   | Senior Information Systems Support Specialist | Mr. Dorian Dyer II          | October 1, 2019 - September 30, 2020  |
| Public Management Consulting Division         | Director, Public Management Consulting (Ag.)  | Ms. Candice Mohan           | October 1, 2019 - September 30, 2020  |

Table 1: MPADT Leadership

## 2 EXECUTIVE SUMMARY

This Annual Report presents achievements of the Ministry under the mandated areas of Digital Government and Digital Society which require Public Service Modernisation and NICT Development. The Vision, Mission and Strategic Goals of the Ministry of Public Administration and Digital Transformation's Strategic Plan for 2018 to 2020, have provided the framework for the programmes and initiatives undertaken by the Ministry. The Report is divided into two main sections – External Performance and Internal Performance. External Performance demonstrates the impact of the MPADT's endeavours on the Public Service and on citizens directly. An account of financial, HR and other internal areas are expressed under the Internal Performance section.

The following infographic presents the key performance highlights for Fiscal 2020:



## 2.1 STRATEGIC PLAN 2018-2020 SUMMARY OF ACHIEVEMENTS

| STRATEGIC GOALS                             | STRATEGIC OBJECTIVES  | NO. OF STRATEGIC OUTPUTS/ PROJECT AREAS | SUMMARY OF WORK UNDERTAKEN (up to September 2020)  |
|---|---|---|--|
| Enhanced MPA: People, Processes and Systems | 1.1. To improve employee satisfaction and morale<br>1.2. To improve organisational learning and growth<br>1.3. To improve key operational processes and infrastructure  | 9                                       | 1. An OSH policy was developed for approval;<br>2. The HR Division facilitated approximately 21 job rotations of staff;<br>3. Ongoing training opportunities in specialised technical areas offered to MPADT staff;<br>4. An online job application solution was developed in house as well as an Inventory/Asset Management system which has been deployed to other MDAs;<br>5. Adoption and compliance with a Charter for Internal Audit Units within the Central Government of Trinidad and the Tobago House of Assembly which was developed by Ministry of Finance |
| Client-centric MPA                          | 2.1 To optimise MPA organisational function and structure<br>2.2 To establish and operate effective inter and intra Ministry<br>2.3 To integrate ICT for improved MPA service delivery<br>2.4 To enhance MPA infrastructure | 9                                       | 1. Multiple Cross functional teams were established within the Ministry to deliver projects;<br>2. The PMIS was established and became operational – over 1600 property records digitized to date;<br>3. Public Service Delivery Framework policy developed (Draft);<br>4. Several hardware and software infrastructure upgrades completed to enhance data storage and performance of staff  |
| Improved public service architecture        | 3.1 To produce policy, legislation, regulations, guidelines and standards<br>3.2 To facilitate service improvement in key public services<br>3.3 To establish and operate whole-of-government solutions                     | 9                                       | 1. Telecommunications Act amendments;<br>2. Leadership development, Customer service and Technical training delivered to Public Officers (over 3000 attendees) across the GoRTT;<br>3. Whole of government asset management deployment;<br>4. Customer satisfaction research led by the MSID team in collaboration with GoRTT service providers such as the Social Welfare Division  |
| Regional leader                             | 4.1 To establish and operate knowledge centres and communities of practices<br>4.2 To facilitate and provide technical support to regional governments in ICT   | 6                                       | 1. Three (3) Communities of Practice functional and led by the MPADT by the end of Fiscal 2020;<br>2. data.gov.tt published with GoRTT policies  |







## 3 EXTERNAL PERFORMANCE REPORT

The strategy of the Ministry towards achieving Public Service Modernisation and National ICT Development involves the improvement in the capacities and capabilities related to the People, Processes, ICTs and Facilities across the GoRTT as are required for the enhanced delivery of services to the Government's varied categories of users. Achievements are as follows according to the MPADT's programme of work and its influence both on the Public Service as well as Citizens directly:

### 3.1 INFLUENCE ON THE PUBLIC SERVICE

#### 3.1.1 ORGANISATIONAL STRUCTURING

The activities of the PMCD contributed to the MPADT's

**Strategic Goal 3:**  
Improved Public  
Service Architecture

PMCD collaborated with twenty-eight (28) 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. As a consequence, one thousand five hundred and thirty-nine (1,539) positions were affected. Appendix II – PMCD Achievement Report for the period October 1, 2019 to September 30, 2020 provides a detailed list of the projects/proposals executed by the PMCD based on the respective Ministry/Department. Table 2 provides a summary of the affected positions based on the assignments completed by PMCD in collaboration with client MDAs for the 2020 fiscal.



| ESTABLISHED POSITIONS |           |            |            | TEMPORARY POSITIONS |          | CONTRACT POSITIONS |         |           |             |                   |               |             |
|-----------------------|-----------|------------|------------|---------------------|----------|--------------------|---------|-----------|-------------|-------------------|---------------|-------------|
| Created               | Abolished | Suppressed | Reassigned | Created             | Extended | Approved           | Renewed | Rescinded | Transferred | Covering Approval | Re-designated | Non-Renewal |
| 73                    | 0         | 11         | 5          | 0                   | 43       | 475                | 843     | 2         | 11          | 3                 | 24            | 43          |

Table 2: PMCD Organisational Structuring

### 3.1.2 HUMAN RESOURCE DEVELOPMENT

The activities of the PSA contributed to the MPADT's

#### Strategic Goal 3: Improved Public Service Architecture

PSIP Allocation:  
\$500,000.00

For the fiscal 2019 – 2020, the Public Service Academy (PSA) conducted twenty-nine (29) workshops of which twenty-five (25) fell under Recurrent Training with four hundred and forty-four (444) persons being trained and four (4) under the Leadership and Management Development Programme with seventy-eight (78) persons being trained.

For fiscal 2019-2020 there was an attendance total of five hundred and twenty-two (522). The percentage of Male (22%) to Females (78%) who accessed training for the Fiscal is presented in Figure 1.

The advent of COVID-19 and consequential closure of schools by the Government in March 2020 effectively brought a halt to training workshops offered by the Academy which was conducted through face to face methodology.

#### PIVOTING TO ACHIEVE OBJECTIVES

Several workshops, some of which were previously outsourced to external consultants, were conducted by staff of the PSA resulting in cost savings to the Ministry of approximately four hundred and thirty-eight thousand dollars (\$438,000.00) for the fiscal 2019-2020. The workshops that were conducted by PSA staff included:

1. *Introduction to Ethics and Values*
2. *Ethical Issues in the Public Service*
3. *Ethics, Accountability and Good Governance*
4. *Supervisory Management*
5. *HR for Non HR Professionals*
6. *Designing Orientation Programmes*
7. *Communication for Effective Customer Service*
8. *Creativity and Innovation for Leadership*

\* Total does not reflect unique number of individuals

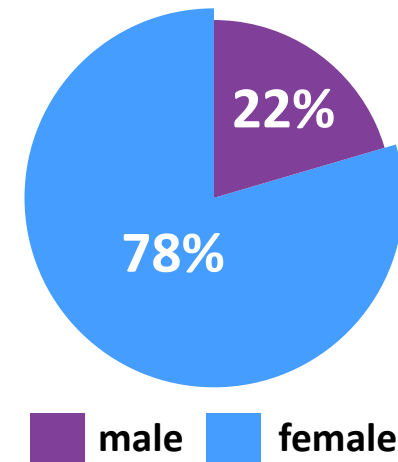
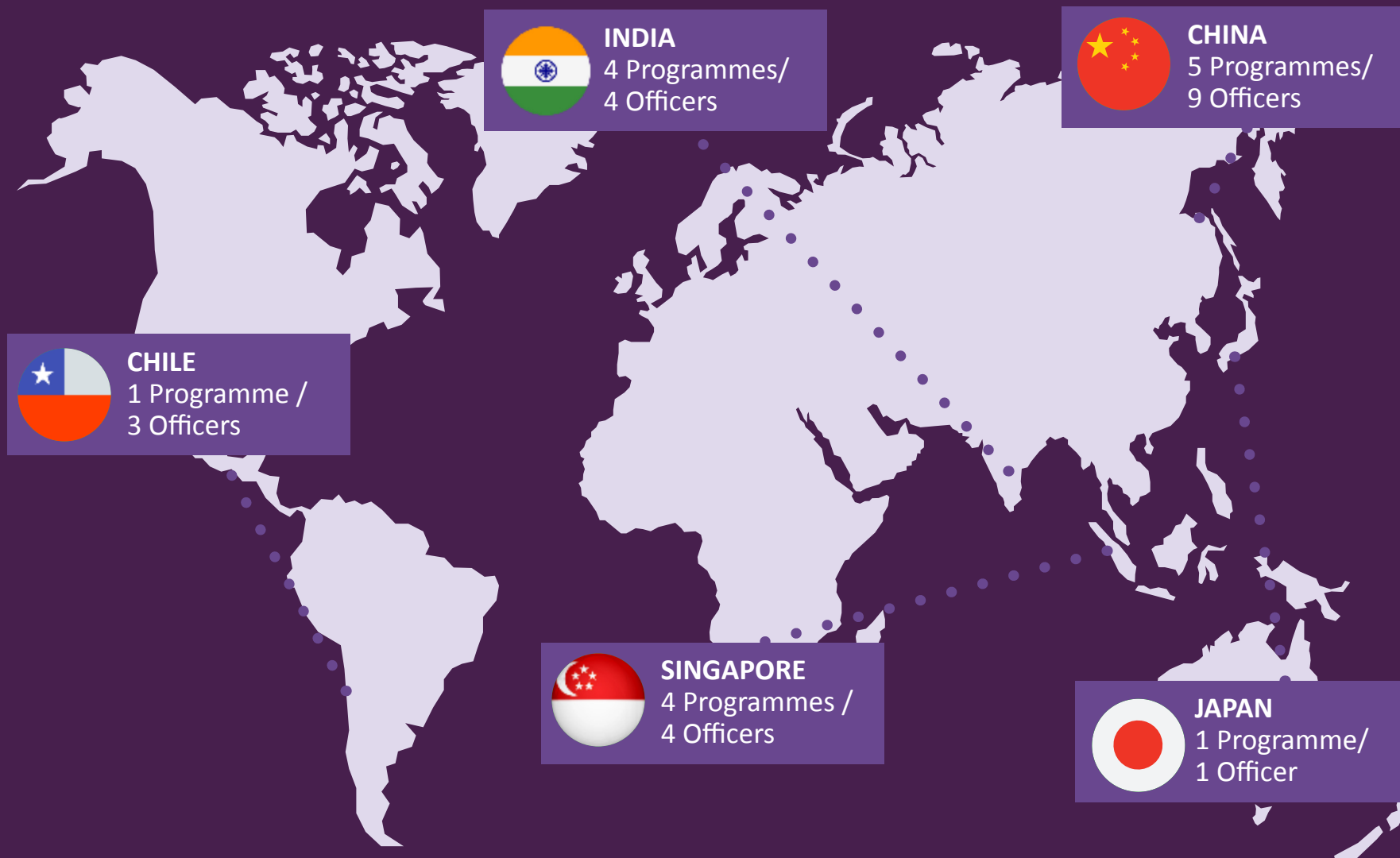


Figure 1: Training attendance by gender for FY 2020



## TECHNICAL CO-OPERATION TRAINING

The Public Service Academy is also responsible for the administration of Technical Co-operation Awards, which are short-term training awards offered to the Government of Trinidad and Tobago by foreign governments and international funding agencies. Fifteen (15) Technical Cooperation Awards were attended by twenty-one (21) Public Officers across GoRTT between October 2019 and September 2020 as shown below. See Table IV in Appendices for more details.

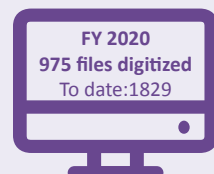


### 3.1.3 GOVERNMENT OFFICE AND OTHER ACCOMMODATION

The activities of the PRESD contributed to the MPADT's

#### Strategic Goal 3: Improved Public Service Architecture

The provision of safe, healthy and quality work spaces encourages greater productivity by Public Officers and facilitates the delivery of service excellence to citizens. As rented premises are a significant recurrent annual financial commitment of the State, the Government continuously pursues a policy to find the optimum balance between rented and owned buildings. Highlights of work undertaken in Fiscal 2019 - 2020 are as follows:



The work of the PRESD has been improved through the use of a Property Management Information System (PMIS) to house all property records.

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

The completion of outfitting and handing over of buildings for occupation to the relevant tenants in fiscal 2019 - 2020 are outlined in Table 3.

| NO. | RECIPIENT MINISTRY/DEPARTMENT/AGENCIES   | NO. OF PERSONS EXPECTED TO BE ACCOMMODATED |
|-----|--|--|
| 1   | National Insurance Board of Trinidad and Tobago - April 14, 2020                       | 38   |
| 2   | Financial Intelligence Bureau of the Trinidad and Tobago Police Service - May 22, 2020 | 49   |

Table 3: Buildings handed over for occupation



**Negotiation of rental of office accommodation, storage, residential private property on behalf of Ministries and other State Agencies:**

The Property and Real Estate Services Division (PRES D) processed requests for New and Renewed rental agreements. Of these, the following (see Table 4) were approved by Cabinet. It is important to note that the PRES D works with the requesting Ministries to ensure full compliance with the statutory requirements. There were four (4) New lease/rentals while Renewals amounted to two (2) properties for fourteen (14) lease periods.

| NEW   | RENEWALS   |
|---|--|
| Rental of Property located at No. 124-126 Carnbee Main Road, Carnbee, Tobago, to accommodate the Scarborough Fire Station, Ministry of National Security (CM# 714 dated 2020/04/23) | Office Space on the Ground and First floors of a building located at 48 Eastern Main Road, Arouca, to accommodate the Electrical Inspectorate Division, Ministry of Public Utilities (CM# 1308 dated 2020/07/30) |
| Rental of Office space at the Gulf City Complex to accommodate the Office of the Director of Public Prosecutions. (CM# 692 dated 2020/04/23)  | Rental of Apartment located at 63 Bon Accord, Tobago (CM# 1353 dated 2020/07/30)   |
| Rental of a Property located at Belmont Circular Road, Belmont to accommodate the Office of the Prime Minister (Gender and Child Affairs) (CM# 1352 dated 2020/07/31)               |  |
| Rental of Property located at Sun Haven, Beaumont, Mayaro, to accommodate the Life Guard Division, Ministry of National Security (CM# 334 dated 2020/02/13)                         |  |

Table 4: Cabinet approved lease/rentals for Fiscal 2020

## DESIGN, USE, MAINTENANCE AND DISPOSAL OF GOVERNMENT OWNED OR OCCUPIED FACILITIES

| NO. | ITEM   | STATUS AS AT SEPTEMBER 30, 2020   |
|-----|--|---|
| 1   | Management of construction/ refurbishment projects   | <ol style="list-style-type: none"> <li>Minor repairs were completed on Government Quarters at the following locations: <ul style="list-style-type: none"> <li>Victoria Keyes</li> <li>Flagstaff Hill Residential Complex</li> </ul> </li> <li>Minor repairs were conducted on the Tunapuna and Siparia Administrative Complexes</li> <li>As a cost saving measure, PRES D collaborated with the Ministry of National Security, Ministry of Rural Development and Local Government (CEPEP, URP) and the Ministry of Works and Transport to assist in landscaping and conducting minor repair works of government properties across Trinidad.</li> </ol>  |
| 2   | Management of Stock of Government Quarters (State-owned properties used for commercial and residential purposes)<br><b>The PRES D manages the stock of approximately 1126 Government Quarters.</b> | <ol style="list-style-type: none"> <li>The Inventory of Government Quarters exercise was completed in July 2020. Over 1000 sites were visited during the course of the data collection project. PRES D is in the process of reviewing the outputs of the Inventory of Government Quarters Exercise with a view to developing recommendations to Cabinet on the use, maintenance and disposal of the State-owned properties.</li> <li>Five (5) Government Quarters under the purview of the Ministry of Public Administration and Digital Transformation were allocated to: <ul style="list-style-type: none"> <li>One (1) Ministry of National Security</li> <li>Three (3) Office of the Prime Minister</li> <li>One (1) Non-Government Organisation</li> </ul> </li> </ol> |
| 3   | Allocations of State property for residential and office use   | <ol style="list-style-type: none"> <li>Four (4) government quarters were vacated at the undermentioned locations: <ul style="list-style-type: none"> <li>Victoria Keys</li> <li>Flagstaff Hill Residential Complex</li> </ul> </li> <li>Lease of State-owned property located at Chancellor Hill to the Shelter was approved by Cabinet. The Lease for said property is currently being processed by the Office of the Attorney General and Ministry of Legal Affairs</li> </ol>  |

| NO. | ITEM   | STATUS AS AT SEPTEMBER 30, 2020   |
|-----|--|---|
| 4   | Negotiation of Private Treaty Property Acquisitions (CM# 1126 of 2020/07/02) | <ol style="list-style-type: none"> <li>1. The Property and Real Estate Services Division (PRESD) successfully completed the acquisition of lands utilized for the Reconstruction of Bridge 1/9 Talparo Main Road under the Bridges Reconstruction Program for the Ministry of Works and Transport.</li> <li>2. There are eleven (11) on-going matters in various stages of the acquisition process. The PRESD has also provided advice/guidance to several Ministries with respect to the proposed acquisition of property (land/building) for various purposes.</li> </ol> |

Table 5: Projects related to the Design, Use, Maintenance and Disposal of Government Owned or Occupied Facilities

## PRIVATELY OWNED PROPERTIES VACATED

For the period, three (3) properties were vacated as shown below in Table 6.

| NO. | MINISTRY/ DEPARTMENT  | PROPERTY ADDRESS                       |
|-----|---|--|
| 1   | Specialized Youth Service Program - Ministry of National Security | 55 Edward Street, Port of Spain        |
| 2   | Office of the Attorney General and Ministry of Legal Affairs      | 72-74 South Quay, Port of Spain        |
| 3   | Legal Aid and Advisory Authority                                  | TTMA Building - 42 10th Ave. Barataria |

Table 6: Properties Vacated for Fiscal 2020





The activities of the MSID contributed to the MPADT's

### Strategic Goal 3: Improved Public Service Architecture

PSIP Allocation:  
\$1,000,000.00

## 3.1.4 SERVICE IMPROVEMENT AND MANAGEMENT

MSID's core activities involve facilitating a fit-for-purpose and client-centric public service. During Fiscal 2020, the MSID developed whole-of-government guidelines and standards to facilitate service improvement in key public services.

1

### IHRIS Diagnostic Assessment & Optimization (Phase II)

The purpose of this project is to optimise the capability and increase the use of the Integrated HR Information System across the Public Service within a two (2) year period.

#### ACHIEVEMENTS:

IHRIS Evaluation committee formed

Report for engaging Service Provider completed

2

### Succession Planning Framework

Design and development of a Succession Planning Framework/Model for the Public Service of Trinidad and Tobago. Succession planning is a critical aspect of Human Resource Management that enables organisations to ensure continuity through identification, preparation and evaluation of suitably qualified resources for filling critical/key positions.

#### ACHIEVEMENTS:

Draft Framework completed and submitted to Director for the approval of the Executive for cabinet approval

Succession Planning Survey Report

3

### Public Sector Performance Management System (PSPMS)

PSPMS is a formalized cyclical system for measuring, reporting and continuously improving the results of public sector organizations based on five (5) perspectives (Strategic Results; Governance & Accountability; Citizen Experience; Service Delivery and Learning & Growth). It is a fact-based approach to assessing organizational performance and developing and reporting on performance improvement plans.

#### ACHIEVEMENTS:

Procurement of two (2) Service Providers to guide approach

Developed the Governance Model to be communicated, operationalized and implemented

Drafted Communication Plan

Developed a workshop to engage counterpart teams entitled "How to Manage Citizen Centered Service"

The activities of the NICTD and ICTD contributed to the MPADT's

**Strategic Goal 3:**  
Improved Public Service Architecture  
& **Strategic Goal 4:**  
Regional Leader

PSIP Allocation:  
\$8,000,000.00

### 3.1.5 NATIONAL ICT DEVELOPMENT

The NICTD is identified as the custodian of the NICT Plan 2018-2022 with the responsibility for its strategic oversight and successful implementation. The five strategic thrusts of the current Plan are aimed at Improving Connectivity, Increasing Human Capital, Advancing Digital Government, Fostering Economic Development and Advancing the Environment for Societal Benefit. For the fiscal year in review, this was achieved through the programmes and projects identified below.



#### MoU with Estonia

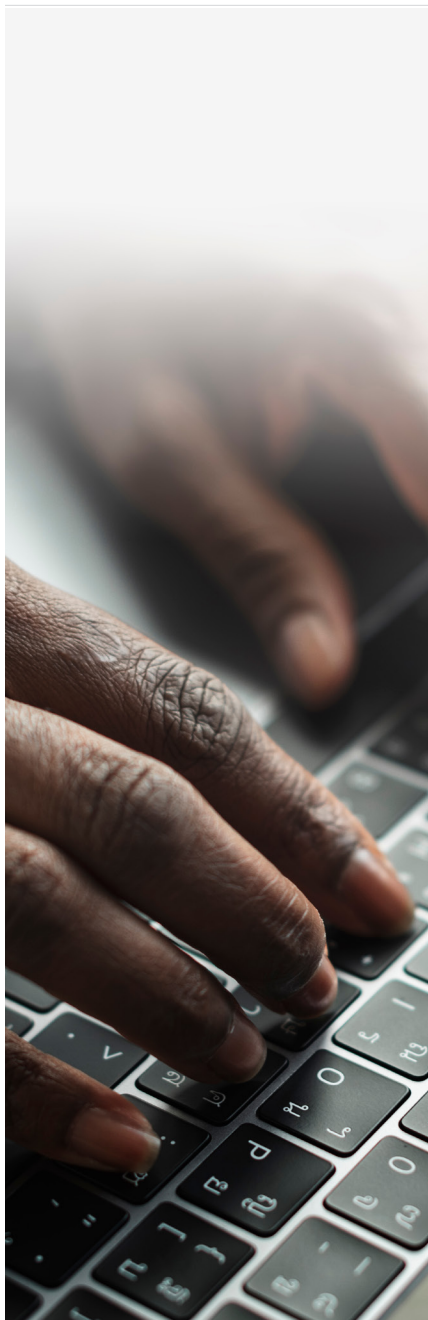
In November 2019, Cabinet accepted the recommendation by the Minister of Public Administration to pursue signing a Memorandum of Understanding (MoU) between the Republic of Trinidad and Tobago and the Republic of Estonia to advance the National Information and Communication Technology agenda of T&T. The MoU was prepared in collaboration with Trinidad and Tobago's Ministry of Foreign and CARICOM Affairs and the Ministry of Planning and Development. It was subsequently finalised through negotiations with the Republic of Estonia.

As a small country with a similar population size to Trinidad and Tobago, Estonia has established itself as a digital leader in Europe and is recognized globally. The nation has leveraged technology to improve government and private sector service delivery, enhance efficiency and create a more organised and interconnected society. The Estonian experience is a model for electronic-governance which, through the MoU, is intended to assist the GoRTT in realizing its vision to transform into a digital society as part of implementing the NICT Plan. The MoU promotes training and capacity building of local talent and will contribute to improving operations with the GoRTT, to ultimately improve external service delivery.

MEMORANDUM OF UNDERSTANDING BETWEEN THE REPUBLIC OF TRINIDAD AND TOBAGO AND  
THE REPUBLIC OF ESTONIA  
For Co-operation in the Area of Information and Communication Technology

#### Projects to be pursued in Fiscal 2021 under the MoU:

1. e-Identity – A management solution that will enable the GoRTT to digitally authenticate each citizen / user of GoRTT services, irrespective of their location.
2. Interoperability – Enterprise wide interoperability solution to improve the delivery of Government services through secured data sharing protocols among MDAs.
3. Establishment of a Data Centre – As part of the e-Identity rollout, MPADT will pursue the creation of a GoRTT Data Centre, and has conducted initial site visits to the UTT campus and the Tamana InTech Park.



02

### Microsoft Enterprise Agreement (MEA) between GoRTT and the Microsoft Cooperation

The MPADT acquires enterprise-wide licenses for the use of office automation software among Government Ministries, Departments and Agencies (MDAs). The engagement of Microsoft under the MEA was established for the provision of products, software assurances and services to GoRTT MDAs. During the fiscal year in review, Cabinet approved a three (3) year Microsoft Enterprise Agreement (MEA) for the period 2020 to 2023 between the GoRTT and Microsoft Corporation (Cabinet No. 1355, July 28, 2020).

03

### GoRTT Digital Governance Framework

For the fiscal year in review, the GoRTT Digital Governance Framework was drafted and submitted to Cabinet for approval. This framework is designed to facilitate the optimal implementation of the Government's policy to transform Trinidad and Tobago into a digital nation. It proposes to include a dedicated Cabinet Sub-Committee as well as a Digital Transformation Advisory Committee responsible for reviewing and reporting on the impact of active investment in ICT on the quality of life and standard of living of citizens.

04

### GoRTT ICT Research and Appraisal Exercise

During the fiscal year in review, a number of data sourcing activities were conducted by MPADT to identify GoRTT's ICT initiatives that are priority for service delivery improvements:

1. An ICT workshop was conducted to engage all GoRTT MDAs to discuss and gather information on their ICT initiatives and programmes.
2. A review of Draft Estimates of Development Programmes for Financial Year 2020, to extract all the projects which contained ICT components. These components were listed using an index of ICT service delivery, internal efficiency, to replace and upgrade IT infrastructure.
3. A survey of twenty-one (21) GoRTT MDAs to capture and validate the previous sources of data as well as provided additional data on ICT projects that were not otherwise captured.

05

### Whole - of - Government Solutions

Digital Government requires measures to improve the operational efficiency of Ministries, Departments and Agencies. The Information and Communications Technology (ICT) Services Division undertook the following projects to benefit the whole-of-government. See Table 7 below.

| ITEM NO. | SOLUTION/SERVICE  | DESCRIPTION/ OBJECTIVES   | COMPLETION STATUS  |
|----------|---|---|--|
| 1        | <b>Implementation of Asset Management solution</b><br>MPADT was mandated by the Public Administration and Appropriations Committee (PAAC) to work with Ministry of Finance and the Auditor General Department to standardise Asset Management. GoRTT entities targeted during Fiscal 2020 included: <ol style="list-style-type: none"> <li>1. Ministry of Social Development and Family Services (MSDFS)</li> <li>2. Chief Personnel Office (CPO*)</li> <li>3. Ministry of Trade and Industry (MTI)</li> <li>4. Tobago House of Assembly (THA-DIQE)</li> <li>5. Ministry of Rural Development and Local Government</li> </ol> | <ol style="list-style-type: none"> <li>1. To develop and implement an Electronic Asset Management System for across government capable of managing assets and meets with the mandates/requirements/objectives identified in COA Circular No. 5 2017 and with the Public Procurement and Disposal of Property Act (2015). Implementation of an Asset Management solution was recommended as an interim solution prior to the implementation of the IFMIS as recommended by the Auditor General Report of 2017.</li> <li>2. To provide an effective means of centrally managing fixed asset data information for MDAs.</li> <li>3. To provide an Operational framework to MDAs, i.e. to provide the description of the Software, the Auditor General/Ministry of Finance compliance, and the implementation plan of the Asset Management Solution.</li> </ol> | 100% - MSDFS<br>90% - CPO (Relocation of building. Therefore, awaiting new environment)<br>100% - MTI<br>99% - THA-DIQE (Only Training to be done)<br>100% - MRDLG |
| 2        | <b>Implementation of the National Archives Digital Collections System</b><br>The system facilitates access to the online archival materials removing the need to make an appointment to visit National Archives in person   | <ol style="list-style-type: none"> <li>1. To implement an archival web application software, provide training of staff and to provide support of the software.</li> <li>2. To provide an easy-to-use repository for staff to store digital archival materials in a more standardized format.</li> <li>3. To improve the accessibility of the country's archival material by providing the international public online access to these archival materials through web-based technologies.</li> </ol>   | 70%  |
| 3        | <b>South West Regional Health Authority (SWRHA) - Website upgrade</b>   | <ol style="list-style-type: none"> <li>1. To upgrade the website that was first developed in 2016 under MSID's Diamond initiative.</li> </ol>   | 40%  |
| 4        | <b>Open Data Platform</b>   | <ol style="list-style-type: none"> <li>1. To make Government data available in a convenient and modifiable form.</li> <li>2. The data must be provided under the terms that permits re-use and redistribution.</li> <li>3. To allow universal participation, i.e. no restrictions of the use of data for certain purposes (example: only for educational applications is allowed)</li> </ol>  | 90%  |

Table 7: ICTD Whole - of - Government Solutions



### 3.1.6 COMMUNITIES OF PRACTICE

By Cabinet Minute No. 1202 of May 2, 2013, Cabinet agreed to the enhancement of the Institutional Framework to support the Modernisation of the Human Resource Management Architecture of the Public Service through the establishment of the Communities of Practice (CoP) in the professional discipline of Policy, among others. The Ministry has identified the establishment and operationalising of knowledge centres and CoPs as a key programme under its Strategic Plan, Goal 4 of becoming a Regional Leader. In Fiscal 2020 there were three (3) CoPs being led by the MPADT.

#### Human Resource Leaders' Network Forum

During Fiscal 2019-2020, the PSA successfully conducted monthly meetings with the HR Directors from Ministries/ Departments in the Public Service. The main goal of the HR Leaders' Forum is to standardize HRM practices across the Public Service while contributing towards the professional development of HRM leaders through a platform for knowledge transfer.

Monthly meetings are hosted by the MPADT on the third Friday of each month. A Chairperson is elected every six months. For the period October 2019 to September 2020, there were five (5) official meetings held. The emergence of COVID-19 resulted in the reduction of meetings held during the months March to May 2020. See Table 8.

| DATE OF MEETING    | NUMBER OF PARTICIPANTS PER SESSION              |
|--------------------|---|
| October 18, 2019   | 15  |
| January 17, 2020   | 20  |
| February 28, 2020  | 15  |
| March – May 2020   | Meetings suspended due to COVID-19 restrictions |
| July 17, 2020      | 18  |
| September 18, 2020 | 20  |

Table 8: Participation in the HR Leaders' Network Forum for Fiscal 2020





GILAC

The Government Information Technology Leadership Advisory Council (GILAC), brings together the ICT leadership throughout GoRTT to encourage and support meaningful participation in an environment that is conducive to collaboration, networking and knowledge sharing. It serves as a technical advisory council to the GoRTT on matters relating to ICT development, technical policies, standards and guidelines. For fiscal year 2019 – 2020, the following are some achievements of the GILAC in Table 9:

| REVIEWS COMPLETED BY WORKING GROUPS                                     | CABINET APPROVED POLICIES DELIVERED |
|---|-------------------------------------|
| 1. Enterprise Architecture Paper  | 1. Cloud Computing Policy for GoRTT |
| 2. iGovTT Cloud Services Document                                       |                                     |
| 3. Comparative Matrix : Budapest Convention vs T&T Cybercrime Bill 2017 |                                     |
| 4. Information Security Policy  |                                     |
| 5. Internet and Email Usage Policy                                      |                                     |
| 6. Data Classification Policy   |                                     |
| 7. Network Access and Control Policy                                    |                                     |

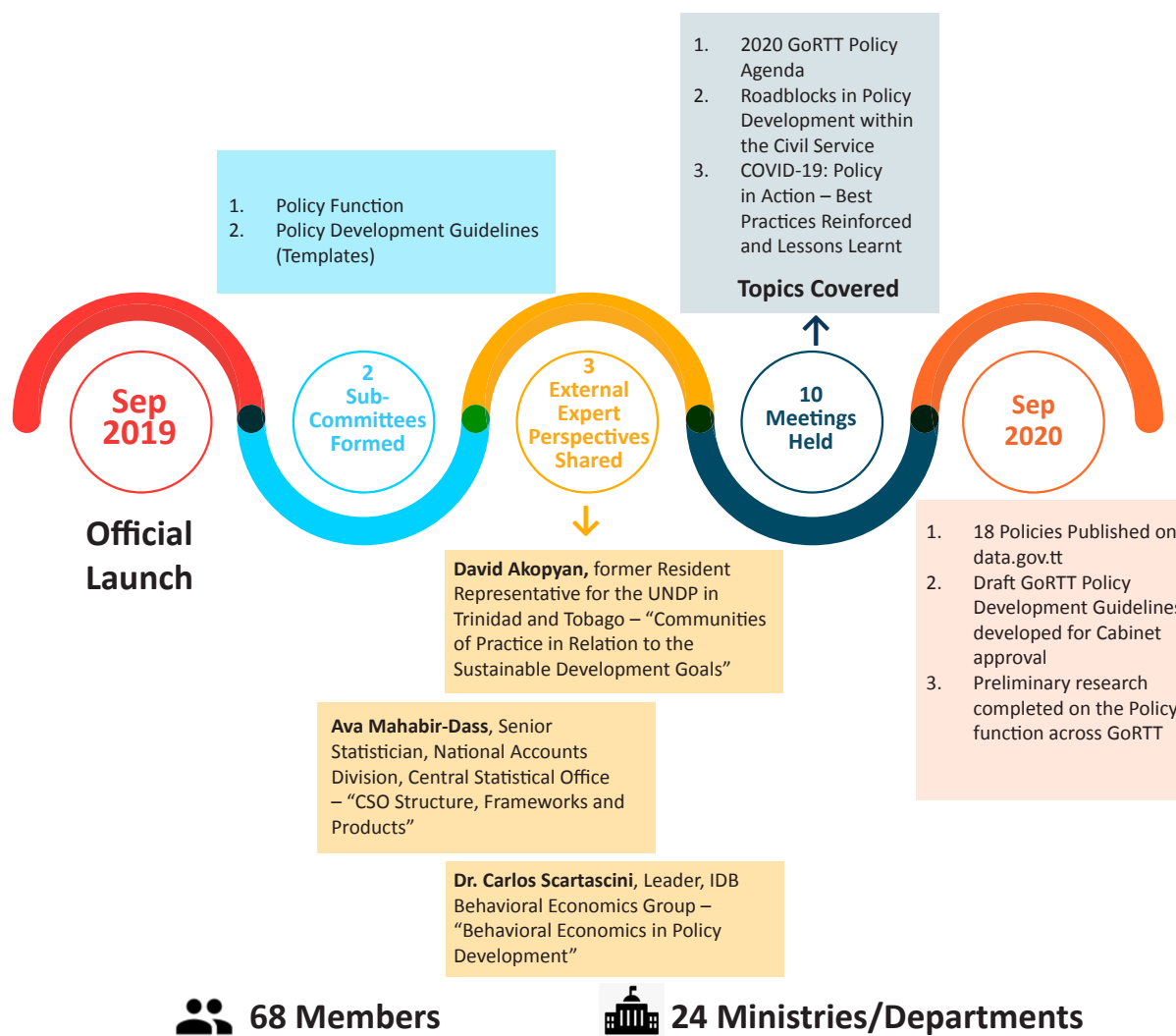
Table 9: GILAC projects 2020

**GOVPOP**

On September 10, 2019, the Community of Practice for Policy Development and Management branded as the Government of the Republic of Trinidad and Tobago Policy Practitioners (GovPoP) was launched by the Ministry of Public Administration and Digital Transformation in alignment with the Government's National Development Strategy, Vision 2030, which identified a need for greater evidence-based decision making in the Public Sector. The launch event pioneered the hybrid meeting format (partly physical and virtual) which carried throughout the disruption caused by the pandemic. Achievements of the GovPoP as at its one-year anniversary on September 10, 2020 are as follows:

**Objectives:**

1. Provide a shared context for practitioners to communicate and share information, stories and personal experiences in a way that builds understanding and insight;
2. Generate meaningful work, enhance personal and professional development and foster an amicable working environment;
3. Support organisational development and research;
4. Transfer and develop best practices in the field of policy formulation;
5. Identify, gather, and seek agreement on their particular user community requirements;
6. Provide a forum for cooperation of activities where policy professionals can add value to existing initiatives, to identify linkages and opportunities for collaborative strategic and technical projects.
7. Provide a forum to assist with consultation involved in the decision making process for the government.



## 3.2 INFLUENCE ON CITIZENS

### AccessTT

The MPADT is responsible for establishing Community – based ICT Access Centres (branded as AccessTT) with the aim of bridging the digital divide in underserved and less – developed areas in Trinidad and Tobago. The Access TT Centres comprises a Cyber Café, printing and copying facilities, fully equipped Training/Conference facilities, and a WiFi Patio, promoting a Bring-Your-Own-Device (BYOD) environment.

As at September 30, 2020, there were five (5) Access Centres open and operational to the public. Table 10 shows the number of times services have been accessed at each of the five (5) Centres for the period October 1, 2019 – September 30, 2020.

| SERVICE PROVIDED     | GUAYAGUAYARE | MARAC | PENAL | CUMANA | TODD'S ROAD | TOTAL  |
|----------------------|--------------|-------|-------|--------|-------------|--------|
| Cyber Café           | 237          | 1,645 | 3,010 | 919    | 942         | 6,753  |
| Training             | -            | 133   | 416   | 134    | 474         | 1,157  |
| Printing and copying | -            | 657   | -     | -      | 45          | 702    |
| WiFi Patio           | 176          | 351   | 3,795 | 169    | 60          | 4,551  |
| Total                | 413          | 2,786 | 7,221 | 1,222  | 1,521       | 13,163 |

**Due to the COVID-19 Pandemic the AccessTT Centres were closed for the period April – May 2020**

Table 10: Access Centre Usage Fiscal 2020



Furthermore, in fiscal 2020, Cabinet approved the following five (5) locations for the establishment of AccessTT Centres in the next fiscal by the MPADT:

- Carenage
- La Horquetta
- Mt. Hope
- Beetham Gardens
- La Pastora



**TTWiFi**

The TTTWiFi programme is a National Free Wi-Fi initiative of the MPADT in collaboration with the Telecommunications Authority of Trinidad and Tobago (TATT). TTTWiFi is mainly funded under the Universal Service Fund which is based on the National Universal Service Policy that promotes access to information and knowledge through ICTs to all citizens. However, the roll-out to locations that are “densely populated” but do not qualify as a site under the Universal Service Regulations are undertaken by the Ministry through the use of PSIP funds.

The overarching goals of the Programme are to provide free, secure wireless internet access across Trinidad and Tobago.

TTWiFi (Phase II) Services are currently available at the following locations:

- Scarborough Ferry Terminal
- San Fernando PTSC Bus Terminal
- POS Water Taxi Terminal
- POS PTSC Bus Terminal
- Chaguanas Bus Terminal

TTWiFi (Phase III) MPADT met with representatives from multiple Ministries to discuss the rollout the of the following selected sites:

- Government Campus Plaza
- Ministry of Education Building
- Office of the Attorney General and Ministry of Legal Affairs
- Ministry of Finance / Inland Revenue Division



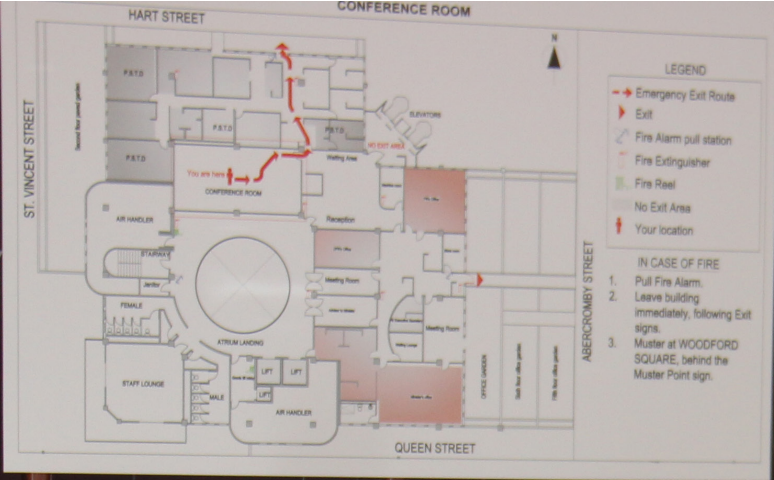
### **Universal Service Fund (TTWiFi)** **Expenditure**

Transportation Hubs = TT\$373,924.00

National Libraries = TT\$196,088.00

*Based on the Telecommunications Authority of  
Trinidad and Tobago USF Accounting Report as at  
September 2020*







## 4 INTERNAL PERFORMANCE REPORT



People, Process, Technology and Facilities are considered to be the elements necessary for successful operational transformation. According to the MPA Strategic Plan 2018-2020, it is imperative to strengthen internal operations as a cohesive unit for application among external entities. Therefore, in order for the MPADT to deliver on its strategic goals, there must be alignment with the four elements required to enable a best in class public service.

## SPECIAL SPOTLIGHT – SUPPORTING RESILIENCE FOR SUSTAINED INFLUENCE

### 4.1 BUSINESS CONTINUITY MANAGEMENT

The Ministry of Public Administration and Digital Transformation has been mandated as the Ministry with responsibility for Business Continuity Management (BCM). The activities undertaken seek to support the following Strategic Goals:

**STRATEGIC GOAL 1:**  
Enhanced MPA:  
People, Processes and  
Systems  
&

**STRATEGIC GOAL 3:**  
Improved Public  
Service Architecture

PSIP Allocation:  
\$242,000.00

According to the Business Continuity Management Policy for the Public Service (2015-2020), there is need for the continuance of critical services by Ministries, Departments and other Agencies across the Public Service, in the event of a unique business debilitating incident. This became highly relevant during Fiscal 2020 as a result of the pandemic. As part of its BCM programme to ensure timely, effective and sustained operations, the MPADT enhanced its capabilities and competencies in the following ways:

1. Six (6) MPADT Officers PECB certified in ISO 31000 Lead Risk Manager - Training took place on 6-10 January, 2020
2. Four (4) MPADT Officers PECB certified in ISO 22301 BCM Implementer - Training took place on 14,17,18 and 19 August, 2020
3. Purchased ISO Standards and Manual
4. Provision of advice and related templates from Business Crisis Consultants

Total Expenditure for A064 - \$120,750.00; Expenditure reduced since the proposed number of trainees was reduced due to COVID-19.



## 4.2 PEOPLE – LEVERAGING COMPETENCIES TO MAKE AN IMPACT

The activities of the Human Resource Management Division contributed to the MPADT's

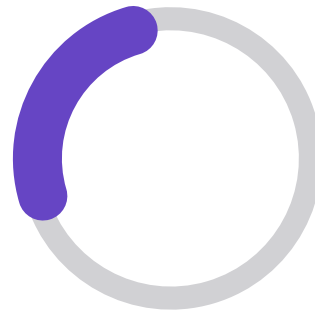
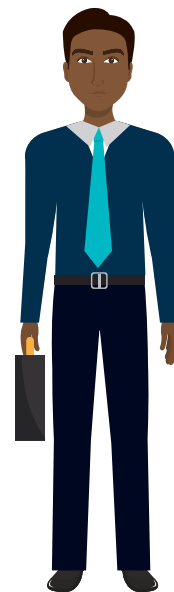
### Strategic Goal 1: Enhanced MPA

#### Staffing

As at September 30, 2020, there were 219 staff operating in various types of positions at the MPADT as depicted in Table 11.

|                 | ESTABLISHMENT                                   | CONTRACT | OJT | SHORT TERM | SERVICE PROVIDER |
|-----------------|---|----------|-----|------------|------------------|
| Filled          | 101   | 60       | 21  | 40         | 2                |
| Vacant          | 139:<br>76 (with bodies)<br>63 (without bodies) | 156      |     |            |                  |
| Total Positions | 240   | 216      |     |            |                  |

Table 11: MPADT Staff Count



**72**

Males

Data as at  
July 2020



**192**

Females

Data as at  
July 2020

**Contract Employment 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 MPADT uses a Competency Based process for recruitment. Contract positions are advertised in the print media and on the Ministry’s 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 with a panel consisting of a Human Resource representative, a representative from the respective Division and Subject Matter 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.

For the fiscal 2019-2020 MPADT did not recruit any new contract employees; instead thirteen (13) existing contracts were renewed upon expiration.



**Performance Management and Increment Administration**

For the fiscal 2019-2020 period, the Ministry’s Human Resource Management Division processed Performance Appraisal Reports and Increments as follows in Table 12:

|   | ESTABLISHED STAFF | CONTRACT STAFF |
|---|-------------------|----------------|
| Performance Management Appraisal Reports Completed                            | 149               | 72             |
| Performance Appraisal Reports Requested                                       | 122               | 115            |
| OUTSTANDING<br>(Performance Appraisal Reports requested but not yet received) | 06                | 43             |
| Increments Approved   | 211               | N/A            |

Table 12: Performance Management & Increment Administration

### Pension and Leave / Gratuity Processing

The HRM Division has continued to work arduously to ensure employees' pension and leave records are processed on a timely basis. A monthly reporting system was developed for closer monitoring of retirees up to ten (10) years prior to retirement. A similar system was introduced to monitor queries from the Comptroller of Accounts and other Ministries. This has led to more networking and has shortened the timeframe required in some instances for the completion of pension and leave records. The status of Pension and Leave records and Gratuities processed during the period of review is as follows in Table 13:

|                   | PROCESSED | OUTSTANDING |
|-------------------|-----------|-------------|
| Pension and Leave | 133       | 53          |
| Contract Gratuity | 69        | NIL         |

Table 13: Pension and Leave / Gratuities Processed Fiscal 2020

### Training & Development

Outlined below in Table 14 are the training and development programmes accessed by the staff of the MPADT during the fiscal year 2019-2020:

| NO. | COURSES   | DATE   | NO. OF PARTICIPANTS |
|-----|---|--|---------------------|
| 1   | EDP for Senior Public Officers                            | Nov. 4, 2019 – Nov. 29, 2019                 | 3                   |
| 2   | Chile Diploma Programme in Public Management              | Nov. 4, 2019 – Nov. 22, 2019                 | 1                   |
| 3   | Freedom of Information                                    | Nov. 5, 2019<br>Dec. 3, 2019 – Dec. 19, 2019 | 4<br>1              |
| 4   | Ethical Issues in the Public Service                      | Nov. 6, 2019 – Nov. 7, 2019                  | 1                   |
| 5   | Creativity & Innovation for Leadership                    | Nov. 20, 2019 – Nov. 22, 2019                | 1                   |
| 6   | Risk Based Auditing                                       | Nov. 20, 2019 – Nov. 21, 2019                | 1                   |
| 7   | Inter - American Development Bank – Behavioural Economics | Nov. 13, 2019 – Nov. 16, 2019                | 1                   |
| 8   | Diploma in Public Management                              | Nov. 4, 2019 – Nov. 22, 2019                 | 1                   |

| NO.  | COURSES  | DATE                         | NO. OF PARTICIPANTS |
|--|--|------------------------------|---------------------|
| 9  | ICT Policy and Strategy Development Specialist | Jan. 8, 2020 – Jan. 10, 2020 | 1                   |
| Total Participants to attend Training and Development Programmes |  |                              | 15                  |

Table 14 - MPADT staff Training and Development for Fiscal 2020

**AUDIT UNIT** reported - Two members of staff were trained in the areas Risk-based Auditing and Risk Management during the fiscal year 2019-2020



### 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

These responsibilities were all executed in compliance with defined procedures.



### Functions Delegated by the Public Service Commission

The following functions were delegated by the PSC and have been reported to the PSC accordingly:-

1. *Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister*
2. *Appointments on a temporary basis for 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*
3. *Confirmation of appointments*
4. *Power to make transfers within the Ministry's Divisions up to Range 68*
5. *Acceptance of Resignations*
6. *Noting of Retirements – compulsory and voluntary after age 54*
7. *The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct.*

Table 15 lists the Acts of Misconduct/ Discipline as per regulations of which there were no offences reported 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   |
| 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 15: List of Acts of Misconduct/Discipline

## 4.3 TECHNOLOGY – ADVANCING COMPETENCIES IN DIGITIZATION AND DIGITALIZATION

The activities of the ICTD contributed to the MPADT's

### STRATEGIC GOAL 1:

Enhanced MPA:

PSIP Allocation:

\$1,000,000.00

The Information and Communications Technology Services Division (ICTD) plays a critical role in supporting the operational efficiency of the Ministry. Table 16 shows the projects that were completed for Fiscal 2020.

| NO. | MAJOR PROJECTS                             | DESCRIPTION / OBJECTIVES  | % COMPLETED                          |
|-----|--|---|--------------------------------------|
| 1   | Microsoft Upgrade to MPADT Client Machines | Upgrade of Windows 7 and Office 2013 to Windows 10 Office 2016 on staff machines due to imminent expiration of support for Office 2010:<br>1. To improve usability and user satisfactions for computer users at the MPADT<br>2. To improve safety and security for MPADT information  | 98%<br>Total number of computers=207 |
| 2   | HCI-IT Infrastructure Upgrade              | Server Hardware and Operating System (O/S) Software Upgrade to Hyper-converged (Server) Infrastructure, which reduced the number of Servers installed:<br>1. To improve Data storage reliability and capacity of Information Technology Infrastructure services of the Ministry and reduce the risk of data loss.<br>2. To meet client demand for better performance, availability, manageability, and security of data storage assets. | 100%                                 |
| 3   | Active Directory Clean-up                  | 1. To improve the process for creating and maintaining user accounts in the Active Directory by documenting the Hierarchy for email groups and the removal of redundant and unused 'data' in the Active Directory.  | 100%                                 |

| NO. | MAJOR PROJECTS                       | DESCRIPTION / OBJECTIVES  | % COMPLETED |
|-----|--------------------------------------|---|-------------|
| 4   | NLB PBX upgrade                      | <p>The PBX hardware core circuitry was replaced with a newer version and the Firm-ware was upgraded to facilitate greater functionality and accountability as well as a reduction in cost for telephony services at the MPADT.</p> <ol style="list-style-type: none"> <li>1. To improve the phone system at Ministry's head office location.</li> <li>2. To enable call accountability through the use of a per user code system.</li> <li>3. To improve manageability of the PBX system.</li> <li>4. To create the potential for cost reduction on recurring telephone expenses.</li> <li>5. To relocate the PBX system from the basement room due to flooding.</li> </ol> | 100%        |
| 5   | LAN/WAN                              | <p>The upgrade of the LAN/WLAN was necessary because the Network performance no longer satisfied the increasing data traffic, which now included increased Virtual Meetings, Online Training, Wireless Access (WLAN) and other similar demands:</p> <ol style="list-style-type: none"> <li>1. To assess, document and redesign MPADTs internal network.</li> <li>2. To replace equipment as necessary to ensure optimal functioning of the network.</li> <li>3. To improve network throughput capacity to the employee desktop from 100MB to 1GB.</li> </ol>  | 50%         |
| 6   | MPADT Website Improvement            | <ol style="list-style-type: none"> <li>1. Strategies on improving mpadt.gov.tt are discussed every fortnight and executed. This will bring new functionality, aesthetics and other improvements to the website every two weeks.</li> </ol>  | Ongoing     |
| 7   | Disaster Recovery Solution for MPADT | <ol style="list-style-type: none"> <li>1. Provision of a solution for the MPADT to be resilient in the face of any business interruptions which will facilitate the continuance of access to services for internal and external clients.</li> </ol>   | 15%         |
| 8   | Hardware Refresh                     | <ol style="list-style-type: none"> <li>1. To refresh the client hardware across MPADT. Reason being is that most of the current hardware is out of support, have reached end of life and is starting to fail.</li> </ol>  | 15%         |
| 9   | Sharepoint 2019 Upgrade              | <ol style="list-style-type: none"> <li>1. To update MPADTs Sharepoint installation from Sharepoint 2013 to Sharepoint 2019.</li> </ol>  | 10%         |

Table 16: IT Division Projects Fiscal 2020

## 4.4 PROCESS – ENABLING RESILIENCE

The activities of the Legal Division contributed to the MPADT's

### Strategic Goal 2: Client-Centric MPA

The work of the Legal Services Division impacts the ability of the MPADT to perform its strategic objectives on target. It provides oversight and guidance on Non-Disclosure Agreements, MOUs, Employment Contracts, Service Provider Contracts, Confidentiality Agreements and Lease arrangements of the PRES. A summary of executed contracts at a total value of TTD\$1,781,682.76 and a total value of US\$4,975,060.04 is placed at Appendix V. The LSD also collaborates with other MDAs to provide advisory services and deliver training workshops. Key work completed for fiscal 2020 are as follows in Table 17:

#### Litigation and Pre-Action Protocols

- Pre-Action Protocol letter: Air Link Communications Limited
- CV 2020-01628: Air Link Communications vs the Minister, MPADT and the Attorney General of Trinidad and Tobago

| LEGISLATIVE AGENDA  | POLICY REVIEW AND PREPARATION   |
|---|---|
| <ul style="list-style-type: none"> <li>• Reviewed the Whistleblower Protection Bill</li> <li>• Reviewed the Truck Act</li> <li>• Proposed amendments to the Telecommunications Act, Electronic Act and Copyright Act to treat with online piracy</li> <li>• Reviewed the Cybercrime Comparative Matrix – Cybercrime Bill, 2017 to ensure alignment with the Articles of the Budapest Convention Submission of Information Regulations</li> <li>• Payment System Council-review of Gaps and Recommendations</li> <li>• Data Protection Act ITU Stakeholder Consultation</li> <li>• Commented on the Foreign Labour Contracts Act, Chap. 88:11</li> </ul> | <ul style="list-style-type: none"> <li>• Meeting with Interim OSH Committee of the MPADT on OSH policy</li> <li>• Reviewed and commented on the Public Service Delivery policy</li> <li>• Reviewed and commented on the Work from Home Policy, Form and Agreement</li> <li>• Response to TATT's Request on Government's Data Privacy policies; Data Security; Cloud policy</li> <li>• Preparation of recommendations and Legal Opinions</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Social Development request for comments on Draft Cabinet Note for settlement of trade disputes out of court</li> <li>• Review of proposed bilateral cooperation between Colombia and Trinidad: Best practices in the management of COVID-19 global pandemic in mechanisms for digital security in teleworking (Data Protection and Data Culture policy)</li> <li>• International Monetary Fund Strategic Review of the Inland Revenue Division (IRD) to discuss Government's policy position on e-Payments and ttConnect</li> </ul>  | <ul style="list-style-type: none"> <li>• Sector seminar - ePayment Transformation - Citizen to Government payments</li> <li>• Legal advice: Applicability of Electronic Funds Transfer Regulations 2015</li> <li>• TOR - Advisory and Technical Services to modernize the Electronic Transactions Act in support of the Strengthening of the Single Electronic Window for Trade and Business Facilitation – review of comments and submission of amendments</li> <li>• Advice on Ministry's role in e-signatures</li> </ul> |

Table 17: Highlights of the Legal Services Division for Fiscal 2019-2020



## 4.5 FACILITIES – SUPPORTING RESILIENCE

The activities of the Corporate Services Division, Interim Procurement Unit and Facilities Management Unit contributed to the MPADT's

### Strategic Goal 2: Client-Centric MPA

The Corporate Services Division is mandated to provide efficient and effective support to the Executive Secretariat of the Ministry of Public Administration and Digital Transformation, as well as the various Divisions within the Ministry and its external satellite Divisions. The onset of the pandemic in Trinidad and Tobago resulted in the passage of Legislation for which compliance by the Ministry was priority.

As a result, the Corporate Services Division effectively retrofitted all high traffic physical spaces at the NALIS Building and other satellite facilities with hand sanitizing dispensers, wash sinks with taps, liquid soap dispensers, thermal thermometers, paper towel holders and other miscellaneous items needed to meet the Ministry of Health's Workplace Guidelines & Protocol for treating with the COVID - 19.

During Fiscal 2019-2020, the Interim Procurement Unit, in collaboration with the Legal Services Division (LSD), was successful in undertaking procurement activities for projects undertaken by the Divisions of the Ministry. Apart from securing Stationery Items and other Consumables, the following key assignments in relation to Procurement were completed for Fiscal 2020.

1. *Tenders Flagstaff Apartments and Federation Villas - Research of Financial Regulations*
2. *Completed Office of Procurement Regulator Readiness Assessment and request for information on disposal of public property*
3. *Review of Terms of Reference – Hiring of service providers for a Public Sector Performance Management System Project*
4. *Advised on the Tender for the supply of Condensers and AC units - Siparia Administrative Complex*
5. *Procurement Governance – Drafting of Procurement Form and Guidelines*
6. *Review of Request for Proposal for the provision of Internet and Voice services for Carenage ICT Access Centre (AccessTT)*
7. *Procurement of plexi shields for Ministry's reception areas*
8. *Review of RFP for Integrated Human Resource Information System (IhRIS) Diagnostic Assessment and Optimization in the Public Service*

The Facilities Management Unit (FMU) employs a digital tracking system for its service requests made by internal Ministry clients at the National Library Building as well as remote MPADT locations such as PRES, PMCD, GTC and Federation Villas. During Fiscal 2020, the FMU was able to close 70 out of 72 requests. The Requests categories include: Building Repairs, Janitorial, Plumbing Issues, Relocation of staff or furniture and Sourcing new furniture/fixtures. A major project undertaken by the Unit was the reconfiguration of staff lounges and departments throughout the Ministry's building in alignment with the COVID-19 regulations so each member of staff can be safe while they were at work.



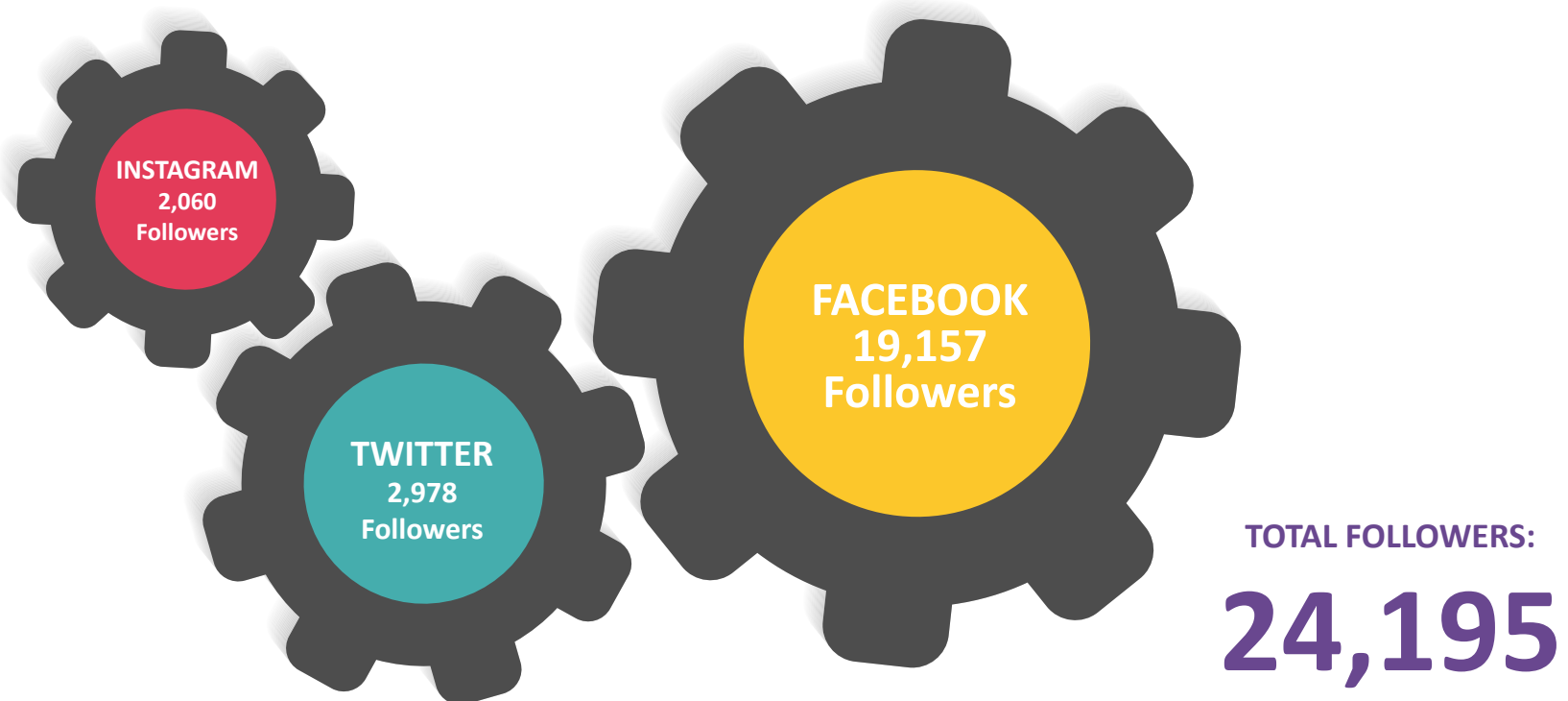




## 5 COMMUNICATIONS AND EXTERNAL RELATIONS – DEMONSTRATING OUR INFLUENCE

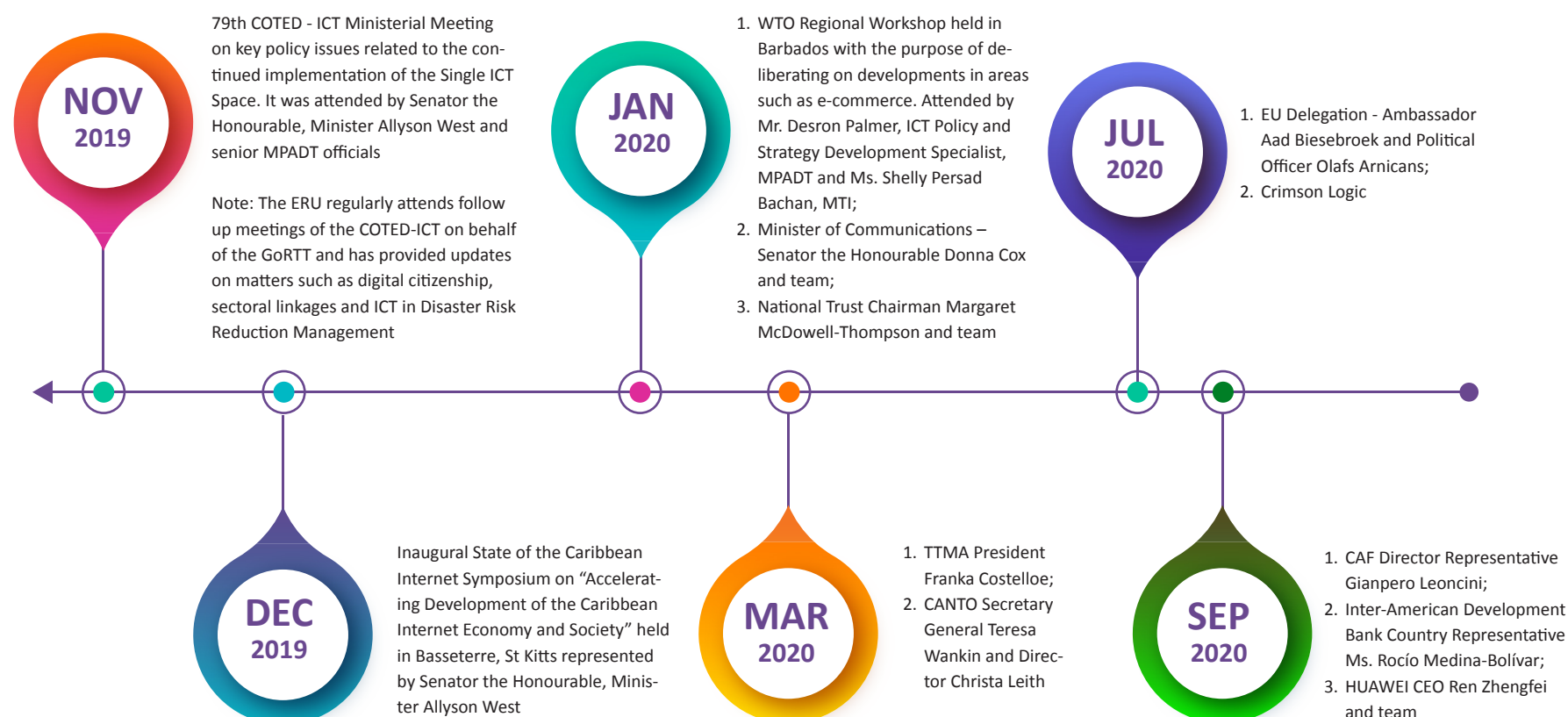
### 5.1 SOCIAL MEDIA PERFORMANCE

The Ministry of Public Administration and Digital Transformation has an active presence on Social Media through Twitter, Instagram and Facebook accounts. The Corporate Communications Division manages these platforms and provides information on the work of the Ministry as well as on work of other Ministries/Departments/Agencies. The following illustrates the key performance indicators as at September 30, 2020:



## 5.2 EXECUTIVE ENGAGEMENTS

In fiscal 2020, the Executive of the MPADT and other Ministry representatives participated in events and hosted other Government officials and diplomats at its main office or virtually. The overarching purpose of these visits/presentations were to strengthen ties and demonstrate a commitment to achieving similar goals. A summary of engagements is provided in the timeline below:





## 5.3 COMMITTEES & MEMBERSHIPS

The Ministry of Public Administration and Digital Transformation and its members of staff hold membership on a variety of inter-governmental committees at the local, regional and international level. Representation on committees are usually occupied by technical officers who provide support on working groups, planning and policy development as well as consultations. In fiscal 2020, MPADT entered into new as well as maintained its membership in the following committees:

1. *International Telecommunications Union – Representation and support from the ERU (TATT is a member of the ITU-T and ITU-D Study Groups)*
2. *Ministry of Trade and Industry, Evaluation Committee for Electronic Transactions Act consultancy – Representation from the Legal Department*
3. *Central Bank of Trinidad and Tobago, National Payments Council – Representation from the NICTD*
4. *Ministry of Tourism, National Tourism Policy – Representation from the SSD*
5. *Office of the Prime Minister, Gender Affairs Division, Gender Focal Point – Representation from the SSD*
6. *CARICOM: Single ICT Space - Innovation and Future Technologies Working Group – Representation from the External Relations Unit*
7. *Digital Agenda for Latin America and the Caribbean (eLAC2020) – Representation from the External Relations Unit*

## 5.4 SPECIAL EVENTS

### World Radio Communication Conference (WRC-19)

The event was held in Sharm el-Sheikh, Egypt from October 28 to November 22, 2019. The ERU coordinated the Trinidad and Tobago delegation which was represented by three (3) officers from TATT. The conference focused on the harmonious use of radio frequency spectrum as well as modifications to the Radio Regulations which constitute one of the primary international treaties of the ITU Convention.

### World Telecommunications and Information Society Day

The MPADT collaborated with the TATT and CARIRI to host a Virtual Online App Development Workshop for children ages 12 to 15 years on May 26 and 28, 2020. Over 200 children participated on both days with presentations by Technologists from CARIRI on understanding mobile app creation and coding. Participants were awarded Certificates of Participation for attending.

### Organisation of American States (OAS) – Inter-American Prize for Innovation in Effective Public Management

Submissions of Digital Initiatives were reviewed and coordinated by the MPADT on behalf of the following entities:

**2019**

- **Ministry of Trade and Industry - TTBizlink:** voted the winner under the category of **Innovation on Institutional Coordination**
- **Eastern Regional Health Authority** - Transforming from a Manual Health Records System to an automated Client Health Information System under the category of Innovation on Institutional Coordination

**2020**

- **Directorate of Women's Health, Ministry of Health** - In the category of **Innovation in the Promoting a Gender Equality, Diversity and Human Rights approach**









# 6 FINANCIAL PERFORMANCE

## 6.1 ALLOCATION, INCOME, EXPENDITURE

The MPADT is funded through the system of Parliamentary appropriations where approved funds identified under various sub-heads are disbursed through the Ministry of Finance. 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 – MPADT (Head 31)

The total funds available for the MPADT's programme was one billion, two hundred and seven million, two hundred and three thousand and ninety-three dollars and zero cents (TT\$ 1,207,203,093.00). This was an overall increase of four hundred and forty-five million, one hundred and fifty-eight thousand and seventy-three dollars and zero cents (TT\$ 445,158,073.00) from the previous fiscal ending September 30, 2019.

Allocations under Recurrent Expenditure facilitate the operating expenses of the Ministry such as Personnel Expenditure, Goods & Services, Minor Equipment Purchases and Current Transfers & Subsidies. Table 18 summarises allocations for Fiscal 2020.



| CATEGORY OF ALLOCATION          | FISCAL 2019 | REVISED FISCAL 2020 | VARIANCE     |
|---------------------------------|-------------|---------------------|--------------|
| Recurrent                       | 757,950,020 | 1,192,703,093       | +434,753,073 |
| Development Programme           | 4,095,000   | 14,500,000          | +10,405,000  |
| Infrastructure Development Fund | 0           | 0                   | 0            |
| Total                           | 762,045,020 | 1,207,203,093       | +445,158,073 |

Table 18: Allocations Fiscal 2020

**INCOME**

The actual income for the period was three million, five hundred and fifty-five thousand, eight hundred and seventy-four dollars and one cent (\$3,555,874.01). A breakdown is provided in Table 19 below:

PA1 – MPADT

| REVENUE HEAD          | SUB HEAD / SUB ITEM   | ACTUAL INCOME            |              |
|-----------------------|---|--------------------------|--------------|
| 06<br>Property Income | 01 Rental Income:<br>001 - Lease Payments/Rental of Government Buildings<br>002 - Rental of Finance Building (Roof Level) | 3,546,724.01<br>3,450.00 | 3,550,174.01 |
| 09<br>Capital Revenue | 02 Sale of Assets:<br>002 – Sale of Quarters of Defence Officers  | 5,700.00                 | 5,700.00     |
| TOTAL                 |   |                          | 3,555,874.01 |

Table 19 Breakdown of Actual Income for fiscal 2019-2020

**Actual Expenditure Summary**

The actual expenditure for the period was one billion, ninety-nine million, eight hundred and ten thousand, four hundred and forty-three dollars (\$1,099,810,443.00). A breakdown is provided in Table 20 below:

| CATEGORY OF EXPENDITURE FY 2020 | REVISED ALLOCATION   | ACTUAL EXPENDITURE   | VARIANCE/UNUTILISED FUNDS |
|---------------------------------|----------------------|----------------------|---------------------------|
| Recurrent                       | 1,192,703,093        | 1,098,996,661        | 93,706,432                |
| Development Programme           | 14,500,000           | 813,782              | 13,686,218                |
| Infrastructure Development Fund | 0                    | 0                    | 0                         |
| <b>Total</b>                    | <b>1,207,203,093</b> | <b>1,099,810,443</b> | <b>107,392,650</b>        |

Table 20: Actual Expenditure Summary for Fiscal 2020



**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 2020 is provided in Table 21.

| CATEGORY OF EXPENDITURE  | FISCAL 2019-2020 TT\$ |                      |                    |
|--|-----------------------|----------------------|--------------------|
|  | Estimates             | Actual Expenditure   | Variance           |
| Sub-Head   |                       |                      |                    |
| Personnel Expenditure  | 24,449,550            | 20,019,031           | 4,430,519          |
| Goods and Services   | 688,764,870           | 600,943,376          | 87,821,494         |
| Minor Equipment Purchases  | 782,100               | 39,749               | 742,351            |
| Current Transfers And Subsidies  | 478,706,573           | 477,994,505          | 712,068            |
| <b>Total Recurrent</b>   | <b>1,192,703,093</b>  | <b>1,098,996,661</b> | <b>93,706,432</b>  |
| 09 DEVELOPMENT PROGRAMME   |                       |                      |                    |
| 005 Multi Sectoral And Other Services  |                       |                      |                    |
| 06 General Public Services   |                       |                      |                    |
| A Administrative Services:   |                       |                      |                    |
| 001 Implementation of ICT Plan   | 8,000,000             | -                    | 8,000,000          |
| 041 Improvement of Information Technology Infrastructure of the Ministry       | 1,000,000             | -                    | 1,000,000          |
| 063 Modernisation of the Public Service Academy                                | 500,000               | 165,500              | 334,500            |
| 064 Implementation of the Business Continuity Management in the Public Service | 242,000               | 120,750              | 121,250            |
| 065 Public Sector Performance Management System (PSPMS)                        | 1,000,000             | 64,778               | 935,222            |
| F Public Buildings:<br>013 Establishment of Activity Centres                   | 3,758,000             | 462,754              | 3,295,246          |
| <b>Total Development Programme</b>   | <b>14,500,000</b>     | <b>813,782</b>       | <b>13,686,218</b>  |
| Total IDF  | -                     | -                    | -                  |
| <b>Grand Total</b>   | <b>1,207,203,093</b>  | <b>1,099,810,443</b> | <b>107,392,650</b> |

Table 21: Expenditure by Sub Heads for Fiscal 2020

### Variances between Estimates and Actual Expenditure

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

#### 02 – Goods and Services

Insufficient releases were received. Purchases were restricted to only essential items.

#### 03 – Minor Equipment Purchases

Purchases were restricted to only items which required replacement and were necessary to avoid disruption in the operations of the Ministry.

#### 09 – Development Programme

There were no new projects in 2020. All other projects were brought forward from previous years.

#### IMPORTANT NOTE:

Insufficient releases were received which restricted expenditure to mainly essential items



## 6.2 AUDIT

During the period October 1, 2019 to September 30, 2020, the Internal Audit team completed the following examinations as shown in Table 22. No major issues were discovered in these reviews.

| ITEM NO. | AUDIT ASSIGNMENT   | AUDIT ASSURANCE |
|----------|--|-----------------|
| FINANCE  |  |                 |
| 1        | Verification of Allocation/Release of Funds/Virements            | Substantial     |
| 2        | Verification of Applications for Credit on the Exchequer Account | Substantial     |
| 3        | Examination of Vouchers/ Schedules of Accounts/ Vote Books       | Satisfactory    |
| 4        | Verification of Commitments                                      | Satisfactory    |

| ITEM NO. | AUDIT ASSIGNMENT  | AUDIT ASSURANCE |
|----------|---|-----------------|
| 5        | Verification of Expenditure Notifications   | Substantial     |
| 6        | Verification of Daily Abstract of Payments  | Substantial     |
| 7        | Verification of Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques  | Satisfactory    |
| 8        | Verification of Register of Blank Cheque Forms  | Substantial     |
| 9        | Verification of Monthly Returns of Invoice Orders Used  | Satisfactory    |
| 10       | Verification of Counterfoil Receipt Books   | Satisfactory    |
| 11       | Verification of Revenue Account   | Satisfactory    |
| 12       | Verification of Monthly IPSAS Statement   | Substantial     |
| 13       | Review of Contract Employees Pay Records  | Satisfactory    |
| 14       | Review of Personal Emolument Records  | Satisfactory    |
| 15       | Verification of National Insurance Contributions  | Satisfactory    |
| 16       | Examination of Motor Vehicle Advances Ledgers   | Satisfactory    |
| 17       | Verification of Overpayments/ Overpayment Registers   | Satisfactory    |
| 18       | Review of preparation and Submission of Deposit Vouchers in respect of Head 111 – Treasury Deposits, Sub – Head 71 Expenditure Recovered. | Satisfactory    |

| ITEM NO.           | AUDIT ASSIGNMENT   | AUDIT ASSURANCE |
|--------------------|--|-----------------|
| 19                 | Verification of Comptroller of Accounts Notifications re: Motor Vehicle Advances                           | Substantial     |
| 20                 | Review of Submission of Deduction Cheques in respect of salaries   | Satisfactory    |
| 21                 | Verification of List of Void Cheques/ Void Cheques Register FY 2018-2019                                   | Substantial     |
| 22                 | Verification of Travelling/ Travelling Claims Registers  | Satisfactory    |
| 23                 | Audit assignment   | Satisfactory    |
| CORPORATE SERVICES |  |                 |
| 1                  | Verification of Imprest Cash   | Limited         |
| 2                  | Review of Fleet Card System  | Satisfactory    |
| 3                  | Verification of Motor Vehicle Log Books  | Limited         |
| 4                  | Verification of Assets Register – Office Equipment & Furniture<br>ICT Access Centres (Penal & Todd's Road) | Satisfactory    |
| 5                  | Verification of Register of Cell Phones and iPads issued to members of staff                               | Satisfactory    |
| 6                  | Examination of Stores/ Stock Register  | Limited         |
| 7                  | Examination of Register for IT Equipment (wireless devices) issued to members of staff                     | Satisfactory    |



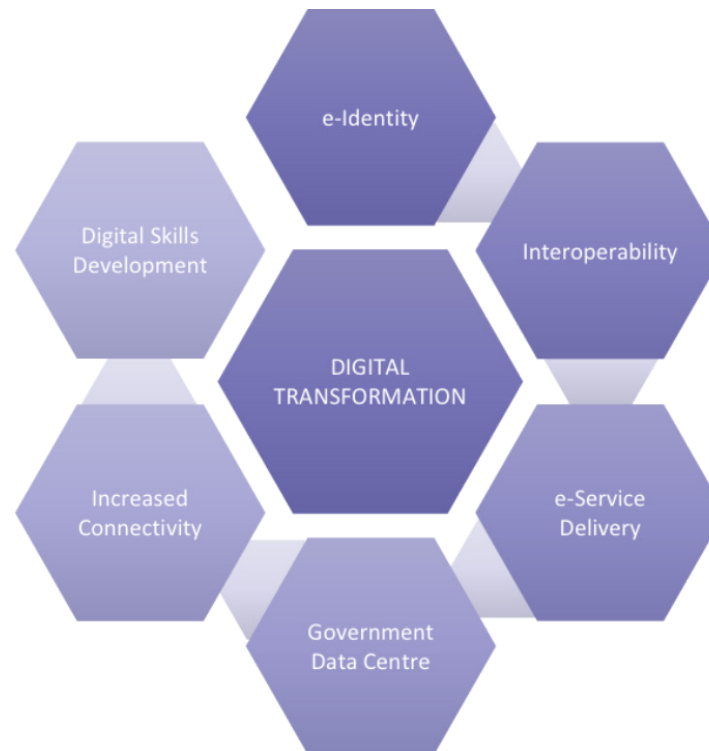
| ITEM NO.        | AUDIT ASSIGNMENT   | AUDIT ASSURANCE                                     |
|-----------------|--|---|
| HUMAN RESOURCES |  |   |
| 1               | Inspection of Personnel Establishment  | Satisfactory  |
| 2               | Verification of Pension and Leave Records  | Satisfactory  |
| 3               | Verification of Applications for Contract Gratuity   | Satisfactory  |
| PROCUREMENT     |  |   |
| 1               | Review of Procurement System   | Level of assurance not yet reported for this review |
| OTHER           |  |   |
| 1               | Verification of Occupancy of Federation Villas   | Satisfactory  |
| 2               | Verification of Previous Year Payments (namely – arrears of salary, allowances and increments) | Satisfactory  |

Table 22: Audit Examinations Fiscal 2019



## 7 OUTLOOK FOR 2021

2020 has taught us that as a country we can be very successful once we prioritise and work together. The Ministry of Public Administration and Digital Transformation has a clear path for 2021 which will encompass a focus on the following inter-related elements/projects:



A strong commitment to effective partnerships and alliances with other Ministries, Departments and Agencies as well as other best in class Governments will enable us to fulfil our promises to the nation. The overall objective is to retool and repurpose the Public Service so that is ready and able to proactively meet the needs of the people and create smart spaces in Trinidad and Tobago which will ultimately enhance the quality of life and ease of doing business.







## 8 APPENDICES

### 8.1 APPENDIX I – EXTRACT FROM GAZETTE NO. 158 DATED SEPTEMBER 9, 2020

1158

#### ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

##### DIRECTIONS:

IN EXERCISE of the power vested in me the President by section 79(1) of the Constitution of the Republic of Trinidad and Tobago and acting in accordance with the advice of the Prime Minister, I hereby assign to the SENATOR THE HONOURABLE ALLYSON WEST responsibility for the Ministry of Public Administration and Digital Transformation, including the administration and the business of the Departments of Government, as specified in the attached Schedule hereto, with immediate effect.

Dated this 28th day of August, 2020.

PAULA-MAE WEEKES O.R.T.T.  
*President*

##### SCHEDULE

##### *Minister*

##### *Business and Departments of Government*

Business Continuity  
Digital Government  
Digital Transformation  
—Cyber-security  
—E-identity

1406

**TRINIDAD AND TOBAGO GAZETTE**

[September 9, 2020]

1158—*Continued*ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF PUBLIC ADMINISTRATION  
AND DIGITAL TRANSFORMATION

DIRECTIONS: DIRECTIONS:—CONTINUED

## SCHEDULE

| <i>Minister</i>  | <i>Business and Departments of Government</i>                              |
|--|--|
| Minister of Public<br>Administration and Digital<br>Transformation | —Government Services On-line   |
|  | —Public Service ICT Governance   |
|  | —Systems Interoperability  |
|  | HRM Policy Development and Monitoring                                      |
|  | ICT Access Centres   |
|  | Information and Communication Technology                                   |
|  | —ICT Policy, Strategy and Management                                       |
|  | —National ICT Planning   |
|  | Information and Data Protection  |
|  | Open Government  |
|  | Public Management Consulting   |
|  | Public Service Administration and Management                               |
|  | Public Service Legislative Framework                                       |
|  | Public Service Modernisation   |
|  | Public Service Training and Development                                    |
|  | Property and Real Estate   |
|  | Strategic Human Resource Management  |
|  | <i>Wholly Owned Enterprises:</i>   |
|  | National Information and Communication Technology Company Limited (iGovTT) |
|  | <i>Statutory Boards and Other Bodies:</i>                                  |
|  | Telecommunications Authority of Trinidad and Tobago (TATT)                 |
|  | ttconnect Service Centre   |
|  | <i>Indirect:</i>   |
|  | Personnel Department   |
|  | Service Commissions  |

## 8.2 APPENDIX II – PMCD ACHIEVEMENT REPORT FOR THE PERIOD OCTOBER 1, 2019 TO SEPTEMBER 30, 2020

Managing the Size of the Public Service (Assignments for which Cabinet has granted approval)  
Report for the period October 1, 2019 to September 30, 2020

| MINISTRY/<br>DEPARTMENT  | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Ministry of<br>Agriculture, Land<br>and Fisheries                                    | Employment, on Contract, of Staff in the Praedial Larceny Squad, Ministry of Agriculture, Land and Fisheries |                          |           |            |            |           |          | 2                  |         |           |             | 2                    |               |                 |
|  | Renewal of Two (2) Contract Positions in the Zoological Society of Trinidad and Tobago                       |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |
|  | Employment, on Contract, of a Health and Safety Officer in the Ministry of Agriculture, Land and Fisheries   |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Youth Affairs Division, Ministry of Sport and Youth Affairs         |                          |           |            |            |           |          |                    | 23      |           |             |                      |               |                 |
| Office of the<br>Attorney General<br>and Ministry<br>of Legal Affairs<br>(Judiciary) | Staffing arrangements to facilitate the Provision of Services by the Family Court, Tobago                    | 5                        |           |            |            |           |          | 72                 |         |           |             |                      |               |                 |
|  | Re-designation of certain contract positions in the Judiciary  |                          |           |            |            |           |          |                    |         |           |             |                      | 3             |                 |

| MINISTRY/<br>DEPARTMENT  | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| <b>Office of the<br/>Attorney General<br/>and Ministry<br/>of Legal Affairs<br/>(Judiciary)<br/>cont'd</b> | Employment, on Contract, of Staff in the Civil Division Court Administration Department of the Judiciary   |                          |           |            |            |           |          | 13                 |         |           |             |                      |               |                 |
|  | Additional Staffing in the Judiciary for assignment to the ICT Unit to support the Judiciary's Virtual Court Environment and e-Platform, as well as its Legislative Operational Framework to improve the Administration of Justice | 1                        |           |            |            |           |          | 46                 |         |           |             |                      |               | 43              |
|  | Employment, on Contract, of Staff in the Central Authority Unit, AGLA  |                          |           |            |            |           |          | 4                  |         |           |             |                      |               |                 |
|  | Establishment of a Criminal Justice Unit in the AGLA, and Staffing thereof   |                          |           |            |            |           |          | 8                  |         |           |             |                      |               |                 |



| MINISTRY/<br>DEPARTMENT  | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Office of the At-<br>torney General<br>and Ministry<br>of Legal Affairs<br>(Judiciary)<br>cont'd | Ratification of the Approval Granted for the Employment, on Contract, of Staff in the ICT Unit of the Judiciary to support the Implementation of Video Conferencing Facilities at the Golden Grove Prison in Arouca, Virtual Courts and other remote Services |                          |           |            |            |           |          | 8                  |         |           |             |                      |               |                 |
|  | Creation of Twenty-Eight (28) Positions in the Legal Aid and Advisory Authority   | 16                       |           |            |            |           |          | 12                 |         |           |             |                      |               |                 |
|  | Establishment of the Attorney General's Secretariat in the Office of the Attorney General and Ministry of Legal Affairs   |                          |           |            |            |           |          | 8                  |         |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT   | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|---|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|   |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Ministry of<br>Community<br>Development,<br>Culture and<br>the Arts | Grant of Covering Approval for the Employment, on Contract, of Eighteen (18) Apprentice Players for the National Theatre Arts Company of Trinidad and Tobago in the then Ministry of the Arts and Multiculturalism (now Ministry of Community Development, Culture and the Arts) |                          |           |            |            |           |          | 18                 |         |           |             |                      |               |                 |
|   | Employment, on Contract, of Staff of the Naparima Bowl   |                          |           |            |            |           |          | 23                 | 4       |           |             |                      |               |                 |
| Ministry of<br>Education  | Employment on Contract, of 489 Business Operations Assistant I in the Ministry of Education for Allocation to Primary and Special Schools in Trinidad and Tobago   |                          |           |            |            |           |          |                    | 489     |           |             |                      |               |                 |
|   | Employment, on contract, of staff in the Health, Safety and Security Services Unit of the Education Facilities Planning and Procurement Unit, Ministry of Education  |                          |           |            |            |           |          |                    | 146     |           |             |                      |               |                 |
|   | Employment, on Contract, of One (1) Director, Legal Services, Legal Services Division, Ministry of Education   |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT                           | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|---|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|   |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Ministry<br>of Energy<br>and Energy<br>Industries | Matters related to the Permanent Local Content Committee and its Secretariat  |                          |           |            |            |           |          | 10                 |         |           |             |                      |               |                 |
|   | Employment, on Contract, of Staff in the Legal Services Unit of the Ministry of Energy and Energy Industries                                      |                          |           |            |            |           |          | 6                  |         |           |             |                      |               |                 |
|   | Employment, on Contract, of a Manager, Auditing Services, in the Production Sharing Contract Audit Unit, Ministry of Energy and Energy Industries |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
|   | Employment, on Contract, of a Senior Energy Adviser (Upstream) to the Minister of Energy and Energy Industries                                    |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
| Ministry of<br>Finance                            | Strengthening of the Human Resource Capacity of the Compliance and Outreach Division, Financial Intelligence Unit of the Ministry of Finance      | 25                       |           |            |            |           |          | 11                 |         |           |             |                      |               |                 |
|   | Employment, on Contract, of Staff in the Information Technology Unit, Inland Revenue Division, Ministry of Finance                                |                          |           |            |            |           |          |                    | 20      |           |             |                      |               |                 |
|   | Employment, on Contract, of One (1) Director, Central Audit Committee, Investments Division, Ministry of Finance                                  |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT       | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|-------------------------------|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|                               |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Ministry of<br>Finance cont'd | Re-designation of Contract Positions in the Debt Management Division of the Ministry of Finance   |                          |           |            |            |           |          |                    |         |           |             |                      | 20            |                 |
|                               | Employment on Contract of Staff in the Information Technology Unit of the Customs and Excise Division, Ministry of Finance  |                          |           |            |            |           |          |                    | 3       |           |             |                      |               |                 |
|                               | Matters relating to the Employment, on Contract, of Staff in the Economic Management Division and the Debt Management Division, Ministry of Finance   |                          |           |            |            |           |          | 21                 |         |           |             |                      |               |                 |
|                               | Employment, on Contract, of Four (4) Pension and Leave Officers, Treasury Division, Ministry of Finance   |                          |           |            |            |           |          |                    | 4       |           |             |                      |               |                 |
|                               | Employment, on Contract, of staff in the ICT Division, Ministry of Finance  |                          |           |            |            |           |          |                    | 4       |           |             |                      |               |                 |
|                               | Employment, on Contract, of Staff in the Information Systems Unit, Treasury Division Ministry of Finance and the Redeployment of One (1) Position of Clerk II on the Staff Establishment of the Treasury Division |                          |           |            |            |           |          |                    | 7       |           |             |                      |               |                 |



| MINISTRY/<br>DEPARTMENT                                    | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| <b>Ministry of Health</b>                                  | Employment on Contract, of Port Health Control Officers in Trinidad and Tobago  |                          |           |            |            |           |          | 64                 |         |           |             |                      |               |                 |
| <b>Ministry of Housing and Urban Development</b>           | Employment, on Contract, of Staff in the Legal Unit of the Ministry of Housing and Urban Development  |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Corporate Communications Unit, Ministry of Housing and Urban Development   |                          |           |            |            |           |          |                    | 3       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Housing Programme Facilitation and Implementation Unit, Ministry of Housing and Urban Development                      |                          |           |            |            |           |          | 22                 |         | 1         |             |                      |               |                 |
| <b>Ministry of Labour and Small Enterprise Development</b> | Employment, on Contract, of Two (2) Legal Officers I in the Legal Services Unit of the Ministry of Labour and Small Enterprise Development                      |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the On-the-Job Training Division of the Ministry of Labour and Small Enterprise Development                                |                          |           |            |            |           |          |                    | 38      |           |             |                      |               |                 |
|  | Regularization of the Employment, on a part-time Basis, of Ms. Akida Mohammed as Registrar of Trade Unions, Ministry of Labour and Small Enterprise Development |                          |           |            |            |           |          |                    |         |           |             | 1                    |               |                 |

| MINISTRY/<br>DEPARTMENT             | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|-------------------------------------|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|                                     |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
|                                     | Employment, on Contract, of One (1) Work Permit Support Officer in the Work Permit Section, National Employment Service Unit, Manpower Division, Ministry of Labour and Small Enterprise Development |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
|                                     | Employment, on Contract, of Two (2) Labour Market Specialists in the Labour Market Information Unit, Ministry of Labour and Small Enterprise Development   |                          |           | 10         |            |           |          |                    | 2       |           |             |                      |               |                 |
|                                     | Revised Organisational Structure and Staffing in the OJT Division, Ministry of Labour and Small Enterprise Development   | 5                        |           |            |            |           |          | 44                 | 1       |           |             |                      |               |                 |
|                                     | Revised Organisational Structure and Staffing in the OJT Division, Ministry of Labour and Small Enterprise Development   | 7                        |           |            |            |           |          |                    |         |           |             |                      |               |                 |
| Ministry of<br>National<br>Security | Employment, on Contract, of Additional Staff in the Electronic Monitoring Unit, Ministry of National Security  |                          |           |            |            |           |          | 18                 |         |           |             |                      |               |                 |
|                                     | Employment, on Contract, of Staff in the Immigration Sections of the Trinidad and Tobago Overseas Missions in the United States of America and the United Kingdom                                    |                          |           |            |            |           |          |                    | 10      |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT   | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|---|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|   |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| <b>Ministry of<br/>Planning and<br/>Development</b>                             | Institutional Arrangements for the National Process for Trinidad and Tobago's Voluntary National review of the Sustainable Development Goals   |                          |           |            |            |           |          | 6                  |         |           |             |                      |               |                 |
| <b>Ministry of Public<br/>Administration<br/>and Digital<br/>Transformation</b> | Report on the Review of the Functional and Organisational Structure of the Property and Real Estate Services Division, Ministry of Public Administration, and Approval of the Recommendations emanating therefrom  | 13                       |           |            | 5          |           |          |                    |         |           |             |                      |               |                 |
|   | Further Adjustments to the Structure of the Public Service   |                          |           |            |            |           |          |                    |         |           | 10          |                      |               |                 |
| <b>Ministry of<br/>Public Utilities</b>   | Re-designation of the Contract Position of Financial Analyst in the Economic Research, Policy and Planning Division, Ministry of Public Utilities  |                          |           |            |            |           |          |                    |         |           |             |                      | 1             |                 |
|   | Employment on Contract, of Staff in the Sectoral Programmes and Projects Unit of the Ministry of Public Utilities  |                          |           |            |            |           |          | 3                  |         |           |             |                      |               |                 |
|   | Status Report on the Utilities Assistance Programme of the Ministry of Public Utilities for the Period October 2014 to September 2018 (ii) Approval of the Utilities Assistance Programme Policy to be implemented by the Ministry of Public Utilities with effect from October 2019 |                          |           |            |            |           |          | 2                  |         |           |             |                      |               |                 |
|   | Employment, on Contract, of Staff in the Economic Research, Policy and Planning Division, Ministry of Public Utilities   |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT  | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Ministry<br>of Rural<br>Development<br>and Local<br>Government | Employment, on Contract, of Staff in the Municipal Police Service, Ministry of Rural Development and Local Government  |                          |           |            |            |           |          | 5                  | 1       |           |             |                      |               |                 |
|  | Employment, on Contract, of a Municipal Senior Superintendent of Police, Strategic Training and Development, Municipal Police Service, Ministry of Rural Development and Local Government  |                          |           |            |            |           |          | 1                  |         | 1         |             |                      |               |                 |
| Ministry<br>of Social<br>Development<br>and Family<br>Services | Transfer of the Contract Position of Parliamentary Affairs Adviser to the Leader of Government Business in the House of Representatives, from the Ministry of Planning and Development to the Ministry of Social Development and Family Services |                          |           |            |            |           |          |                    |         |           | 1           |                      |               |                 |
|  | Employment, on Contract, of One (1) Public Procurement Officer in the Procurement Unit of the Ministry of Social Development and Family Services   |                          |           |            |            |           |          | 1                  |         |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Parenting Unit of the National Family Services Division, Ministry of Social Development and Family Services   |                          |           |            |            |           |          |                    | 5       |           |             |                      |               |                 |
| Ministry of<br>Trade and<br>Industry                           | Employment, on Contract, of Staff in the MTI   |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |
| Auditor General<br>Department                                  | Employment, on Contract, of One (1) Information and Communications Technology Technical officer in the Auditor General Department  |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |



| MINISTRY/<br>DEPARTMENT                            | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|--|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|  |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| <b>Elections and<br/>Boundaries<br/>Commission</b> | Employment, on Contract, of One (1) Business Operations Assistant II in the Office of the Chairman, Elections and Boundaries Commission |                          |           |            |            |           |          | 1                  |         |           |             |                      |               |                 |
| <b>Equal<br/>Opportunity<br/>Tribunal</b>          | Employment, on Contract, of Staff in the Equal Opportunity Tribunal   |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |                 |
| <b>Office of the<br/>Parliament</b>                | Employment on Contract, of a Manager, Public Procurement, in the Procurement Unit, Office of the Parliament                             |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Office of the Parliament   |                          |           |            |            |           |          |                    | 7       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Office of the Parliament   |                          |           |            |            |           |          |                    | 8       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Office of the Parliament   |                          |           | 1          |            |           |          |                    | 7       |           |             |                      |               |                 |
|  | Employment, on Contract, of Staff in the Office of the Marshal, Office of the Parliament  |                          |           |            |            |           |          |                    | 4       |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT         | PROJECT/PROPOSAL   | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |                 |
|---------------------------------|--|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|-----------------|
|                                 |  | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non-<br>Renewal |
| Office of the<br>President      | Employment, on Contract, of One (1) Special Projects Liaison Officer in the Office of the President  |                          |           |            |            |           |          | 1                  |         |           |             |                      |               |                 |
|                                 | Employment, on contract, of One Protocol and International Relations Adviser in the Office of the President  |                          |           |            |            |           |          | 1                  |         |           |             |                      |               |                 |
| Office of the<br>Prime Minister | Employment, on Contract, of Staff in the Secretariat to the Commission of Enquiry into all Aspects of the Management of the Land Acquisition Process by NIDCO for the Construction of the Sir Solomon Hochoy Highway Extension from San Fernando to Point Fortin |                          |           |            |            |           |          | 9                  |         |           |             |                      |               |                 |
|                                 | Employment, on Contract, of One (1) Health and Safety Officer in the Office of the Prime Minister, Central Administrative Services, Tobago   |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |                 |
|                                 | Employment, on Contract, of Staff in the Office of the Prime Minister  |                          |           |            |            |           |          |                    | 3       |           |             |                      |               |                 |
|                                 | Matters related to the Operationalization and Management of Two (2) custom-built female Domestic Violence Shelters by the Office of the Prime Minister (Gender and Child Affairs)  |                          |           |            |            |           |          | 26                 |         |           |             |                      |               |                 |
|                                 | Staffing Arrangements at the St. Jude's School for Girls   | 1                        |           |            |            |           |          | 3                  | 8       |           |             |                      |               |                 |
|                                 | Employment, on Contract, of Staff in the Office of the Prime Minister (Gender and Child Affairs)   |                          |           |            |            |           |          |                    | 7       |           |             |                      |               |                 |

| MINISTRY/<br>DEPARTMENT                   | PROJECT/PROPOSAL  | ESTABLISHED<br>POSITIONS |           |            |            | TEMPORARY |          | CONTRACT POSITIONS |         |           |             |                      |               |              |
|---|---|--------------------------|-----------|------------|------------|-----------|----------|--------------------|---------|-----------|-------------|----------------------|---------------|--------------|
|   |   | Created                  | Abolished | Suppressed | Reassigned | Created   | Extended | Approved           | Renewed | Rescinded | Transferred | Covering<br>Approval | Re-designated | Non- Renewal |
| Office of the<br>Prime Minister<br>cont'd | Employment, on Contract, of One (1) Business Operations Assistant I in the Office of the Prime Minister, Central Administrative Services, Tobago  |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |              |
|   | Employment, on Contract, of a Senior Legal Adviser in the Office of the Prime Minister (Gender and Child Affairs)   |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |              |
| Personnel<br>Department                   | Staffing Arrangements for the Job Evaluation Project Office, Personnel Department, to support the Conduct of a Job Evaluation Exercise and Compensation Exercise for Officers of the Civil Service including the Tobago House of Assembly and the Statutory Authorities Service Commission, subject to the Statutory Authorities Act, Chap. 24:01 |                          |           |            |            |           |          |                    | 11      |           |             |                      |               |              |
|   | Employment, on contract, of staff in the Legal Services Division, Personnel Department  |                          |           |            |            |           |          | 6                  | 2       |           |             |                      |               |              |
| Service<br>Commissions<br>Department      | Extension of Life of Temporary Positions on the Staff Establishment of the Service Commissions Department   |                          |           |            |            |           | 43       |                    |         |           |             |                      |               |              |
|   | Employment, on Contract, of a Facilities Technician in the Service Commissions Department   |                          |           |            |            |           |          |                    | 1       |           |             |                      |               |              |
|   | Employment, on Contract, of Staff in the Service Commissions Department, Tobago   |                          |           |            |            |           |          |                    | 2       |           |             |                      |               |              |
| TOTAL                                     |   | 73                       | 0         | 11         | 5          | 0         | 43       | 475                | 843     | 2         | 11          | 3                    | 24            | 43           |

## 8.3 APPENDIX III – PUBLIC SERVICE ACADEMY TRAINING DATA (FISCAL 2020)

| SUBJECT AREA               | WORKSHOP CONDUCTED                           | NO. TIMES PER YEAR | DATE CONDUCTED  | NUMBER OF PERSONS TRAINED |
|----------------------------|--|--------------------|---|---------------------------|
| Human Resource Management  | HR for Non HR Professionals                  | 2                  | October 23 – 25, 2019<br>January 21 – 23, 2020                            | 16<br>19                  |
|                            | Designing Orientation Programmes             | 1                  | October 22 – 24, 2019   | 10                        |
|                            | Preparation of Pension and Leave Records     | 1                  | December 4 – 5, 2019  | 20                        |
|                            | Disciplinary Procedures: One Man Tribunal    | 1                  | January 30, 2020  | 20                        |
|                            | <b>Total</b>                                 |                    |   | <b>85</b>                 |
| Organisational Improvement | Introduction to Ethics and Values            | 2                  | October 30 – 31, 2019<br>February 12 – 13, 2020                           | 20<br>20                  |
|                            | Ethical Issues in the Public Service         | 2                  | November 6 – 7, 2019<br>March 9 – 10, 2020                                | 13<br>19                  |
|                            | <b>Total</b>                                 |                    |   | <b>72</b>                 |
| Service Delivery           | Communication for Effective Customer Service | 2                  | November 14 – 15, 2019<br>January 27 – 28, 2020                           | 18<br>18                  |
|                            | <b>Total</b>                                 |                    |   | <b>36</b>                 |
| Leadership                 | Creativity and Innovation for Leadership     | 2                  | November 20 – 22, 2019<br>March 4 – 6, 2020                               | 20<br>19                  |
|                            | Mastering Emotional Intelligence             | 1                  | December 3 – 5, 2019  | 16                        |
|                            | Ethics, Accountability and Good Governance   | 1                  | January 29 – 30, 2020   | 17                        |
|                            | <b>Total</b>                                 |                    |   | <b>72</b>                 |
| Professional Development   | Supervisory Management                       |                    | November 12 – 15, 2019<br>January 27 – 30, 2020<br>February 10 – 13, 2020 | 20<br>21<br>18            |
|                            | Conflict Resolution                          | 21                 | December 3 – 5, 2019  | 0                         |
|                            | <b>Total</b>                                 |                    |   | <b>80</b>                 |



| SUBJECT AREA                          | WORKSHOP CONDUCTED   | NO. TIMES PER YEAR | DATE CONDUCTED  | NUMBER OF PERSONS TRAINED |
|---------------------------------------|--|--------------------|---|---------------------------|
| Financial Management and Procurement  | Inventory Control and Management                           |                    | November 20 – 22, 2019  | 18                        |
|                                       | Risk Based Auditing  |                    | November 20 – 21, 2019  | 18                        |
|                                       | Ethics for Government Internal Auditors                    |                    | December 4, 2019  | 18                        |
|                                       | <b>Total</b>   |                    |   | <b>54</b>                 |
| Business Communication                | Freedom of Information                                     |                    | November 5, 2019<br>November 19, 2019<br>December 3, 2019   | 19<br>14<br>12            |
|                                       | <b>Total</b>   |                    |   | <b>45</b>                 |
| Leadership and Management Development | Executive Development Programme for Senior Public Officers | 4                  | October 1 – 30, 2019<br>November 4 – 27, 2019<br>January 6 – 30, 2020<br>February 3 – March 3, 2020 | 19<br>20<br>21<br>18      |
|                                       | <b>Total</b>   |                    |   | <b>78</b>                 |
|                                       | <b>GRAND TOTAL IN PARTICIPATION</b>                        |                    |   | <b>522</b>                |

## 8.4 APPENDIX IV – TECHNICAL COOPERATION AWARDS FOR FISCAL 2020

Technical Cooperation Awards offered by Donor countries to the Government of the Republic of Trinidad and Tobago for the period October 2019 – September 2020 are as follows:

| COUNTRY   | AGENCY  | PERSONS PARTICIPATED | MDA  | PROGRAMME NAME   |
|-----------|---|----------------------|--|--|
| SINGAPORE | Singapore Cooperation Programme Training Award (SCPTA)                              | 1                    | Ministry of Housing and Urban Development          | Public-Private Partnership for Infrastructure Projects<br>October 7-11, 2019                           |
|           | Singapore Environment Institute - Singapore   | 1                    | Ministry of Works and Transport                    | Managing Coastal Biodiversity under Urbanisation and Climate Change Resources<br>October 14 - 18, 2019 |
|           | Singapore Cooperation Programme Training Award (SCPTA) - Cybiant Asia               | 1                    | Ministry of Rural Development and Local Government | Public-Private Partnership: Infrastructure Projects Development<br>August 3 - 6, 2020                  |
|           | Singapore Cooperation Programme Training Award (SCPTA) - Singapore Judicial College | 1                    | Industrial Court of Trinidad and Tobago            | Technology and Courts of the Future<br>September 14 - 18, 2020   |

| COUNTRY | AGENCY   | PERSONS PARTICIPATED | MDA   | PROGRAMME NAME  |
|---------|--|----------------------|---|---|
| CHINA   | Human International Business Vocational College - China                              | 1                    | Ministry of Energy and Energy Industries  | Mechanism of Renewable Energy Utilization and Development for Developing Countries 2019<br>October 14 - 23, 2019              |
|         | International Cooperation Centre, National Development and Reform Commission - China | 2                    | Ministry of Planning and Development  | Seminar on Digital Economy International Cooperation for Belt and Road<br>October 18 - 22, 2019                               |
|         | Beijing Jiaotong University - China  | 2                    | Ministry of Works and Transport   | Seminar on Synergy Development between Public Transportation and Urban Planning<br>October 10 - 30, 2019                      |
|         | Jiangxi College of Foreign Studies - China   | 1                    | Ministry of Energy and Energy Industries  | Training Seminar on Mineral Resources Development and Management Officials from Developing Countries<br>November 7 - 27, 2019 |
|         | Chinese Red Cross National Training Centre - China                                   | 3                    | Ministry of Rural Development and Local Government and Trinidad and Tobago Fire Services, Ministry of National Security | Seminar on Emergency Response and Rescue in Earthquake for Developing Countries<br>December 3 - 23, 2019                      |
| JAPAN   | Japan International Agency (JICA)  | 1                    | Ministry of Rural Development and Local Government  | Comprehensive Disaster Risk Reduction in Small Islands<br>November 4 - December 18, 2019                                      |

| COUNTRY | AGENCY  | PERSONS PARTICIPATED | MDA  | PROGRAMME NAME   |
|---------|---|----------------------|--|--|
| CHILE   | University of Chile - Chile   | 3                    | Ministry of Planning and Development and Ministry of Public Administration | Diploma in Public Management<br>November 4 - 22, 2019  |
| INDIA   | Human Settlement Management Institute - ITEC - India                                  | 1                    | Ministry of Housing and Urban Development                                  | Formal Solutions to Informal Settlements<br>November 4 - 13, 2019  |
|         | International Centre for Environment Audit and Sustainable Development - ITEC - India | 1                    | Ministry of Energy and Energy Industries                                   | Environment Audit<br>February 10 - March 06, 2020  |
|         | Bankers Institute of Rural Development - ITEC - India                                 | 1                    | Ministry of Agriculture, Land and Fisheries                                | International Program on Financing Inclusive Agriculture and Rural Development<br>February 10 - 22, 2020 |
|         | Bureau of Parliamentary Studies and Training - ITEC - India                           | 1                    | Ministry of the Attorney General and Legal Affairs                         | 35th International Training Programme in Legislative Drafting<br>January 15 - February, 2020             |



## 8.5 APPENDIX V – SUMMARY OF EXECUTED CONTRACTS IN FISCAL YEAR 2020

| ITEM NO. | SUMMARY OF CONTRACT   | CONTRACT DATE      | TOTAL             |
|----------|---|--------------------|-------------------|
| 1        | Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) - Acquisition and Management of Enterprise-Wide Licenses for the use of Microsoft Software in Ministries/Departments/Agencies of the Government of the Republic of Trinidad and Tobago                              | November 25, 2019  | US\$4,975,060.04  |
| 2        | Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) - Procurement Services for the Implementation of the Carenage Community-based ICT Access Centre   | June 26, 2020      | TTD \$332,782.76  |
| 3        | Agreement between MPADT and Media Mill Ltd. – For the Development and Implementation of a Public Awareness Campaign for TTWiFi  | August 10, 2020    | TTD \$198,900.00  |
| 4        | Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) – Acquisition of ICT equipment and services for three (3) Community-based ICT Access Centres  | September 11, 2020 | TTD\$1,000,000.00 |
| 5        | Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) – Provision of Business and Technical Advisory, Procurement and Project Management Services for the engagement of a Firm to Assess, Document and provide recommendations for the Redesign of the Ministry's Network | September 16, 2020 | TTD \$250,000.00  |



# MINISTRY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

## Head Office

Levels 5-7 National Library Building,  
Corner Hart and Abercromby Streets, Port of Spain

## Public Management Consulting Division

Park Plaza, St. Vincent Street, Port of Spain

## Property and Real Estate Services Division

CIC Building, Level One,  
122-124 Frederick Street, Port of Spain

## Government Training Centre

2nd North Coast Road,  
Western Main Road, Chaguaramas

## AccessTT

Penal, Cumana, Guayaguayare, Marac, Todd's Road



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