



**ADMINISTRATIVE REPORT**  
**OFFICE OF THE PRIME MINISTER**  
**2015-2016**

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## EXECUTIVE SUMMARY

The Office of the Prime Minister (OPM) supports the Prime Minister in the delivery of effective and efficient Government business for Trinidad and Tobago. During this Fiscal period, 2015 – 2016, the OPM's portfolio expanded with the inclusion of several functions: Gender and Child Affairs (GCA), with mandates for promoting national gender and child development through policy development, service delivery, and project implementation; and National HIV/AIDS Coordination, which sets priorities, goals and targets, and monitor and evaluate the HIV national response.

The 2015 – 2016 Administrative Report presents the accomplishments borne from consistent work and collaboration among the various Divisions at Head Office, the Gender and Child Affairs and the National AIDS Coordinating Secretariat, to implement decisions taken by the Prime Minister and the Cabinet to create an environment that stimulates the best possible outcomes for the people of Trinidad and Tobago. Each section of this Report presents information on various aspects of the OPM in Fiscal 2016.

The OPM aims to be the hallmark of excellence in the Public Service. In 2016 the Strategic Plan which will govern the operations of the organization from 2017 – 2021 was prepared. The introductory sections present additional insight into the strategic goals for each of the OPM's functions, and the organizational structure that supports the work to achieve these goals.

The section dedicated to the performance/accomplishments highlights the achievements across the Secretariats, Divisions, Sections and Units. Noteworthy achievements include:

- The **Cabinet Secretariat**, which supported the Cabinet/Sub-Committees with respect to the following:
  - 57 **Cabinet** Meetings at which 2,220 decisions were taken;
  - 50 **Finance and General Purposes Committee** Meetings at which 1,007 recommendations were submitted to Cabinet;
  - The **Implementation Section** pursued the implementation of decisions which included:
    - Instruments of Appointment to Statutory Boards; and
    - Nine (9) proclamations.
- The recommendation of thirty three (33) of eighty eight (88) nominations for **National Awards**.
- The **Human Resource Management Division** facilitated the attendance of officers in thirty two (32) internal and external training programmes. In managing contract

employment the Division created new employment contracts, recruited new staff, completed Terms and Conditions, and liaised with the Comptroller of Accounts to facilitate the payment of contract gratuity to officers.

- **Gender Affairs Division and Child Affairs Division** worked collaboratively with other stakeholders to deliver a broad range of high quality services and programmes toward achieving gender equality and holistic child development. Contributions included:
  - Training programmes for both men and women through the **Defining Masculine Excellence and Women in Harmony Programmes**;
  - **The National Domestic Violence Hotline 800 Save** received and addressed **five thousand one hundred and eighty nine (5,189)** calls;
  - The **Central Registry on Gender-Based/Domestic Violence** was launched;
  - The construction of **two (2) safe homes, three (3) domestic violence shelters** and **one (1) administrative building** were near completion by the end of the Fiscal period;
  - The provision of Financial Assistance and Subventions to six (6) civil society organizations and (12) state and private community residences were completed; and
  - The launch of several campaigns including the **Child Rights Campaign** and **Break the Silence Child Protection Campaign in Tobago**.
- Through **the Project Implementation (Physical Infrastructure) Unit**, Cabinet approved financing for the completion of the restoration of historical buildings including the Red House, White Hall, President's House, Cabildo Chambers, Stollmeyer's Castle and Mille Fleur. Construction works on all other infrastructure projects also continued.

The OPM experienced some challenges amidst these achievements. Attempts were made to mitigate risk associated with these challenges. However, the absence of adequate and/or trained staff did present a serious challenge given the strategic intent of the OPM. Central to the work of any institution is its human resource capacity and the ability to ensure sufficient capacity to meet organisational needs and fulfil its mandate. The OPM's Human Resource Development Plan is elaborated as a separate section, detailing the career path systems, performance measurement tools, promotion and recruitment and selection procedures. It should be noted that during Fiscal 2015-2016, while eleven (11) positions became vacant, eight (8) were filled.

The OPM is also responsible for efficient and effective financial management. The report presents the financial summary of the allocations and expenditure for Fiscal 2016. In support of Government's strategy to manage expenditure, the OPM cut its expenditure by 7%, as instructed by the Ministry of Finance. Further, unfilled vacancies, coupled with no additional Commissions of Inquiry, resulted in **the OPM spending fifty five (55) % of its 2016 allocation**, or two hundred and thirty million, seven hundred and forty one thousand, seven hundred and thirty eight dollars and fifty four cents (**\$230,741,738.54**) of

the allocated four hundred and twenty two million, eight hundred and eighty thousand, and three hundred and twenty five dollars (**\$422,880,325.00**).

Lastly, the OPM exercises its accountability through its reporting functions which are also detailed in this report. A list of twenty six (26) external reports were prepared and dispatched to various agencies. A high frequency of financial reports to the Ministry of Finance, regarding releases and transfers of funds, and expenditure should be noted.

In conclusion, the OPM 2016 Administrative Report ultimately presents a succinct insight into the continued agenda and work towards the developmental goals in keeping with the approved national policy of 2015.

## FOREWORD

The Administrative Report for the Office of the Prime Minister for the period 1<sup>st</sup> October 2015 to 30<sup>th</sup> September, 2016 is hereby presented. It is produced in accordance with Act No. 29 of 1992, Section 66D of the Constitution which states, in part, that:

***“a Body listed at (A) to (D) in 66A (1) (a)<sup>1</sup> shall submit to the President before 1<sup>st</sup> 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 (60) days thereafter in each House.”***

This Report is a compilation of all activities and accomplishments achieved by each Division within the Office of the Prime Minister for the aforementioned period. This document was prepared by collaborating with all Divisions at the Office of the Prime Minister.

**Mrs. Sandra Jones**  
**Permanent Secretary to the Prime Minister**

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<sup>1</sup> Such bodies are “Government Ministries; “Municipal Corporations”; “Statutory Authorities”; and “Enterprises owned or controlled by or on behalf of the State or which receive funding from the State or more than two thirds of its total income in any one year”.

## 1 INTRODUCTION

The Office of the Prime Minister (OPM) provides support to the Prime Minister of Trinidad and Tobago in the execution of his responsibilities. On September 7<sup>th</sup> 2015, a new administration assumed office as a result of the General Elections. Following this, the Gender Affairs and Child Affairs Divisions from the former Ministry of Gender, Youth and Child Development, and the National HIV/AIDS Co-ordinating Secretariat from the Ministry of Health were incorporated into the OPM's portfolio.

In 2016, the OPM embarked on an organisation diagnosis and strategic planning exercise to ensure that it shares a common vision and reconciles its operations with the Government's Strategic Policy Framework. Fiscal 2016 was spent preparing the new strategies to guide the OPM's future operations. The OPM Strategic Plan would, when completed, articulate a redefined vision and mission statements, goals and strategic objectives guiding the implementation of proposed and continuing projects through the core functional areas of the OPM – Head Office, Cabinet Secretariat, Gender and Child Affairs, and the National HIV/AIDS Co-ordination Secretariat. However, the new Strategic Plan was not completed within Fiscal 2016, and as a result is not used as an exact framework for this report.

The OPM sought a structured approach in executing its agenda through incorporating project management, risk management and monitoring and evaluation principles to ensure accountability, transparency, institutional learning and improvement across the organisations. The achievements of the OPM in Fiscal 2016 are reported in the following Secretariats/Divisions/Units/Sections of the organization.

- Cabinet Secretariat;
- National Security Council Secretariat;
- National Operations Centre;
- National Awards Committee;
- Project Implementation (Physical Infrastructure) Unit;
- Sports and Culture Fund Secretariat;
- Corporate Services:
  - General Administration;
  - Human Resource Management;
  - Procurement and Office Management;
  - Registry and Records Management;
  - Facilities Management;
  - Health and Safety;
  - Public Information and Communication;
  - Office of the Prime Minister Security Unit;
  - Management Information Systems;
  - Finance and Accounts; and
  - Citizens' Facilitation Unit;
- Internal Audit;
- Policy, Research and Planning Unit;



- International Relations and Protocol Unit ;
- International Cooperation Desk;
- Legal Services;
- Gender Affairs;
- Child Affairs;
- National AIDS Coordinating Secretariat; and
- Commissions of Enquiry.

## 2 MANDATE AND PRIORITIES OF THE OFFICE OF THE PRIME MINISTER

The following sections highlight the vision, mission, core values, mandate and goals for the Office of the Prime Minister. In early Fiscal 2016 the OPM recognized the need to engage in an organization diagnosis (OD) and a strategic planning exercise to chart the way forward for the organization in the next five years. The structured approach was adopted to both exercises. The OD exercise led to the adoption of a vision, mission and core values for the OPM. These were developed by a cross section of the staff. It was shared with all staff for their comments before being accepted as a shared vision, mission and core values in 2016 for the OPM. These are outlined as follows:

### 2.1 VISION 2016

To be the hallmark of excellence in the Public Service.

### 2.2 MISSION 2016

We provide professional coordinated, administrative and other support services to the Prime Minister in executing his constitutional responsibilities to Trinidad and Tobago.

### 2.3 CORE VALUES

- **Integrity:** we are honest in all our dealings and we can be depended on to demonstrate complete harmony in what we say and do;
- **Accountability:** we accept and observe the obligation to account for our activities, to accept responsibility for them, and to disclose the results in a transparent manner. This includes the responsibility for money and other entrusted property;
- **Transparency:** we function without hidden agendas and conditions, and in our interactions we make available all information required for collaboration, cooperation, and collective decision making;
- **Equity:** we operate with fairness and impartiality towards all concerned;
- **Professionalism:** we perform our duties with competence, good judgement and politeness;
- **Empathy:** we place ourselves in the position of others in order to understand their thoughts and feelings;
- **Commitment:** we are dedicated to the mission, vision and values of the Office of the Prime Minister;
- **Confidentiality:** we can be trusted not to disclose private and secret information;
- **Diversity:** we respect, accept, and value differences among members of staff and the members of the many publics with whom we interact.

The OPM continued its strategic planning exercise throughout 2016 focusing its operations on the achievement of the following outcomes:

- Effective and efficient support to the Prime Minister;
- Enhanced operational capacity of the Cabinet Secretariat;
- Improved operations of the Divisions and Units focusing on service delivery, gender equality and equity;
- Care and protection of the nation's children; and
- Reduced the incidence of HIV infections in Trinidad and Tobago.

## 2.4 MANDATE

### **OPM Head Office**

The OPM provides professional and other support to assist the Prime Minister of Trinidad and Tobago in the execution of his duties. It is responsible for the coordination and implementation of decisions taken by the Prime Minister and the Cabinet, in order to ensure and promote the effective and efficient business of the Government of Trinidad and Tobago.

### **Gender and Child Affairs**

The mandates of the Gender Affairs and Child Affairs Divisions cover pivotal areas of national development through service delivery, policy development and project implementation. Both Divisions play critical roles across the governmental and non-governmental landscape as issues affecting gender and child affairs are cross-cutting throughout society. Consequently, in implementing its mandate, each Division works in collaboration with key stakeholders throughout the country.

### **The National AIDS Coordinating Secretariat**

The Secretariat is a multi-sectoral coordination Division. It provides secretarial and other support for the National Aids Coordinating Committee (NACC). The NACC through the Secretariat advises the Government of Trinidad and Tobago on HIV/AIDS policy, coordinates the national multi-sectoral response, set priorities, goals and targets, and monitors and evaluates the HIV response.

The NACC comprise major stakeholder groups including NGOs, persons living with HIV (PLHIVs), Civil Society Organizations (CSOs) and key population advocates, trade unions, government, international and regional agencies, academic and private sector organisations. The multi-sectoral thrust reflects the idea that HIV and AIDS impacts on every dimension of society and is not only a public health issue but also a social, economic and sustainable development concern which affects individuals, families, communities, systems and the national landscape. The response to this issue is not limited to a medical, clinical and health component but is centred on the social aspect of care and prevention.

## 2.5 GOALS

The Strategic Goals for each of the OPM's functions are presented below in Figure 1.

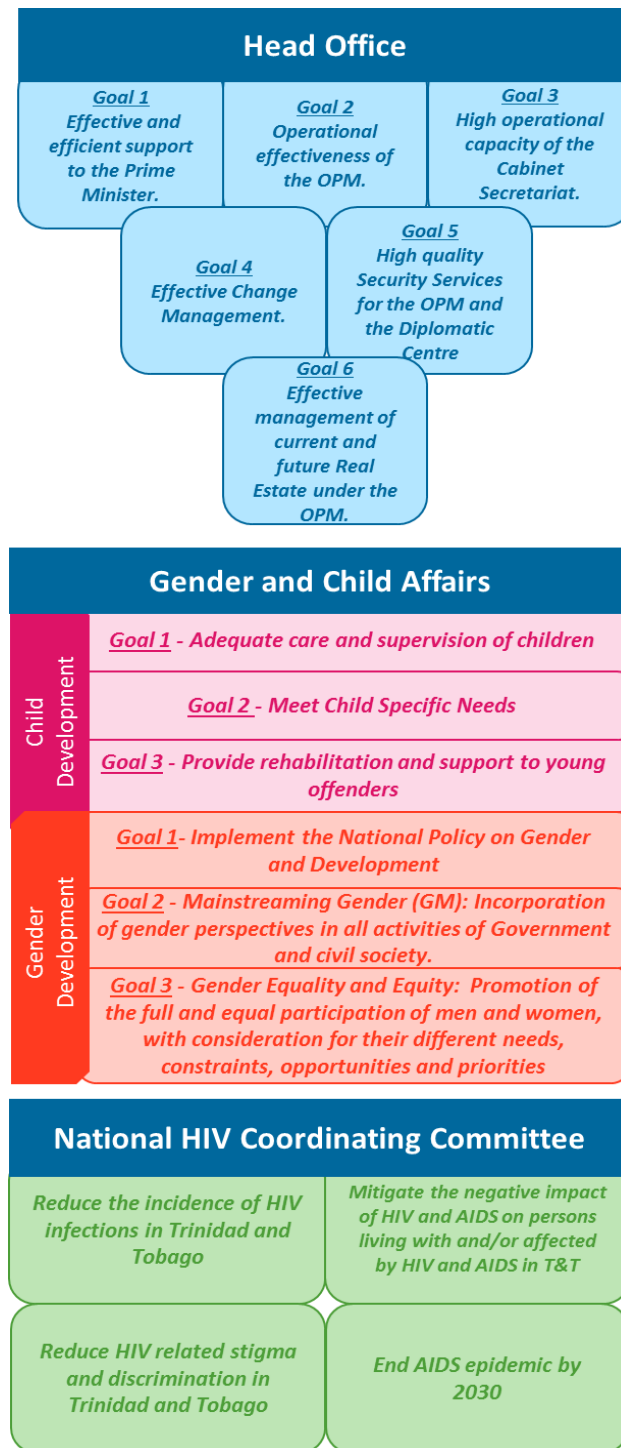


Figure 1: OPM Strategic Goals

### 3 ORGANISATIONAL STRUCTURE OF THE OFFICE OF THE PRIME MINISTER

The Top Level Organisational Structure of the Office of the Prime Minister is detailed in Figure 2 hereunder:

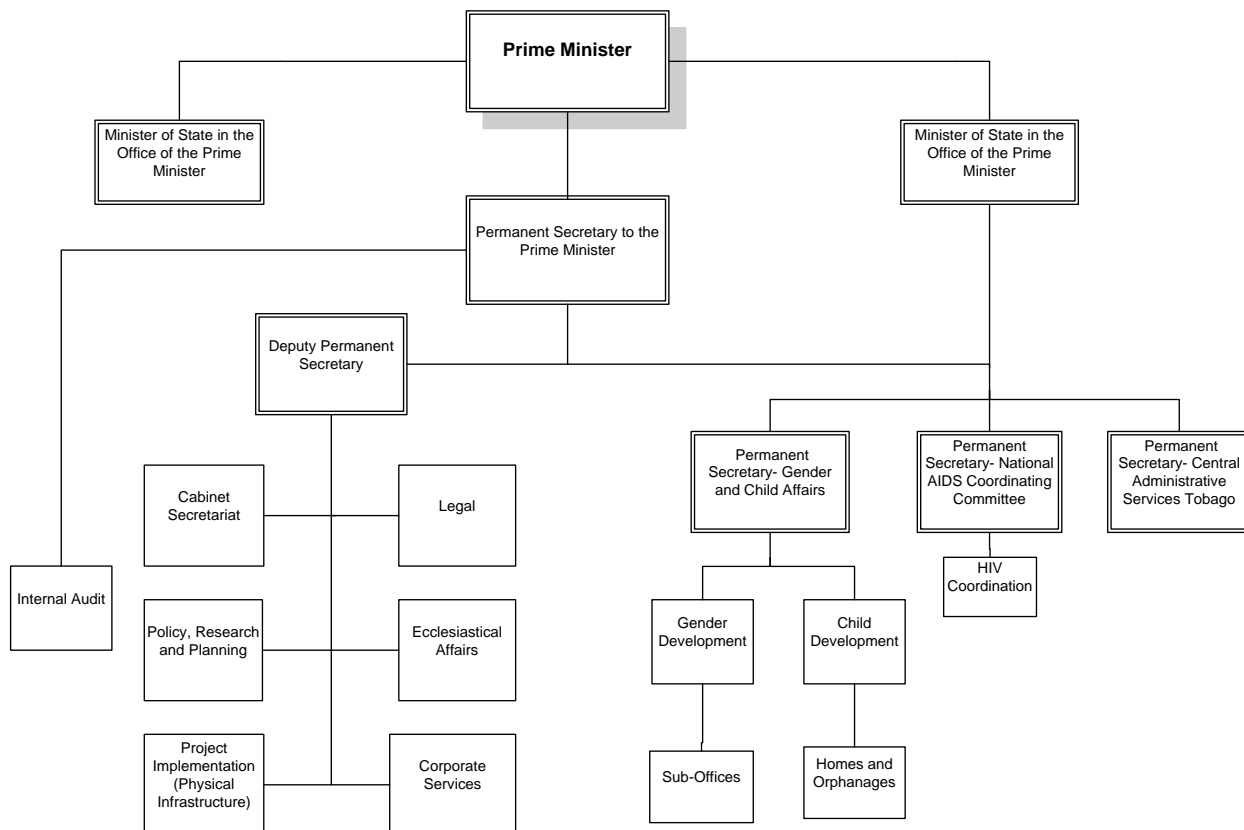


Figure 2

#### 3.1 SECRETARIATS/DIVISIONS/UNITS OF THE OFFICE OF THE PRIME MINISTER

The Secretariats/Divisions/Units that constitute the OPM and their respective locations in 2016 are indicated hereunder:

- **Location -13-15 St Clair Avenue, St Clair-**
  - Prime Minister and Secretariat;
  - Permanent Secretary to the Prime Minister Office and Secretariat;

- Cabinet Secretariat;
  - Sport and Culture Fund Secretariat;
  - National Awards Committee;
  - Project Implementation (Physical Infrastructure) Unit.
  - Policy, Strategy and Government Performance Management Division  
**(This Division was replaced by the Policy, Research and Planning (PRP) Division in the second quarter of 2016 and relocated to Tower D of the International Waterfront Centre);**
  - Corporate Services:
    - General Administration Division;
    - Human Resource Management Division;
    - Procurement and Office Management Unit;
    - Registry and Records Management Unit;
    - Health and Safety Unit;
    - Public Information and Communications Unit;
    - Office of the Prime Minister Security Unit; and
    - Management Information Systems Section;
  - International Relations and Protocol Unit; and
  - Legal Services Division.
- ***Location-Levels 5-7 Nicholas Tower, 63-65 Independence Square, Port of Spain-***
    - Permanent Secretary in the Office of the Prime Minister;
    - National HIV/AIDS Coordinating Secretariat;
    - Finance and Accounts Division;
    - Facilities Management Unit;
    - Management Information System Sub-Unit; and
    - Internal Audit Unit.
- ***Location-Levels 20-21, International Waterfront Centre, 1A Wrightson Road, Port of Spain-***  
*(It should be noted that the transition of Gender and Child Affairs to the OPM saw several sub units created to support their operations at the International Waterfront Centre).*
    - Minister of State in the Office of the Prime Minister, Gender and Child Affairs, HIV/AIDS, Central Administrative Services;
    - Permanent Secretary, Office of the Prime Minister, Gender and Child Affairs;
    - Gender Affairs Division;
    - Child Affairs Division;
    - Policy, Research and Planning Division;
    - Project Management Sub-Unit;
    - Management Information Systems Sub-Unit;
    - Human Resource Management Sub-Unit;
    - The Corporate Communication Sub-Unit; and
    - General Administration Sub-Unit.

### 3.2 COMMISSIONS OF ENQUIRY

The Commission of Enquiry into the Las Alturas Tower, Morvant was established in December 2014, under the OPM. The Office of the Commission of Enquiry was located at No 12 Pembroke Street, Port of Spain. The Commission submitted its Report to the President of the Republic of Trinidad and Tobago during the first week of September 2016 and was decommissioned on September 9, 2016. During the Fiscal years 2015 and 2016 the State's expenditure on the Enquiry amounted to **\$24,255,027.41**.

The Commission of Enquiry into CLICO was established in 2010 under the OPM. The Office of the Commission of Enquiry was located at 11 Albion Court, Port of Spain. The Commission submitted its Report to the President on June 22, 2016 and was decommissioned on September 30, 2016. During the Fiscal years 2010 to 2016 the State's expenditure on the Enquiry amounted to **\$109,338,997.00**.



### 3.3 FUNCTIONS OF THE CORE DIVISIONS

The following table summarizes the functions and services of the various Secretariats/Divisions/Units of the Office of the Prime Minister in Fiscal 2016:

Secretariat/ Division/Unit	Functions and Services
<b>OPM HEAD OFFICE</b>	
<b>Cabinet Secretariat</b>	<p>According to Section 75(1) of the Constitution, the Cabinet has the general direction and control of the Government of the Republic of Trinidad and Tobago and is responsible collectively to Parliament. Cabinet is served by the Cabinet Secretariat which provides specialized administrative support to the Cabinet as well as support for Cabinet Subcommittees. The major committees which operated in 2016 are listed below:</p> <ul style="list-style-type: none"> <li>• The Finance and General Purposes Committee (FGPC);</li> <li>• The Parliamentary Questions Committee (PQC).</li> </ul> <p>The Secretariat receives submissions from all Ministers of Government in the form of Cabinet Notes for consideration by the Cabinet. The Cabinet Secretariat records the decisions of Cabinet and transmits those decisions to the relevant public authorities in the form of Cabinet Minutes for implementation within the relevant Ministries. The Secretariat is also the traditional communication link between Ministries/Departments and the Cabinet, as well as between the Public Service and the President and Parliament.</p>
<b>National Security Council Secretariat</b>	<p>The National Security Council comprises the Prime Minister as Chairperson, the Attorney General, Minister of National Security, Minister of Foreign and CARICOM Affairs, Minister of Energy and Energy Industries, Minister of Social Development and Family Services and one other Minister appointed at the discretion of the Prime Minister. The National Security Council is responsible for monitoring matters which relate to defense of the country.</p> <p>The National Security Council Secretariat provides administrative support to the National Security Council, by inter alia, the preparation of strategic national security reports, select policy products and budgetary requirements. The Secretariat also provides objective strategic threat assessments, through the Integrated Threat Assessment Centre (ITAC), to the Council.</p>

<b>Secretariat/ Division/Unit</b>	<b>Functions and Services</b>
<b>National Operations Centre</b>	<p>The National Operations Centre provides coordination and situational awareness to facilitate strategic operational planning, the sharing of real time information and the integration and collaboration of multiple agencies at the national, regional and international levels.</p>
<b>National Awards Committee</b>	<p>The National Awards Committee considers and makes selections from nominations received from the general public for National Awards based on set selection criteria. The Committee's recommendations are then forwarded to the Prime Minister who submits the final list to the President.</p> <p>The composition of the Committee in 2016 comprised the following officials:</p> <ul style="list-style-type: none"> <li>• Chief Justice of the Republic of Trinidad and Tobago;</li> <li>• Chairman, Public Service Commission;</li> <li>• Chairman, Teaching Service Commission;</li> <li>• Chairman, Elections and Boundaries Commission;</li> <li>• Permanent Secretary, Office of the Prime Minister;</li> <li>• Acting Administrative Officer V, Office of the Prime Minister;</li> <li>• Two (2) Representatives from the General Public.</li> </ul> <p>A secretary provides administrative support to the National Awards Committee and is responsible for the annual advertisement of the awards and collating of the nominations received for submission to the National Awards Committee.</p>
<b>Project Implementation (Physical Infrastructure) Unit</b>	<p>This Unit performed specialized infrastructure project management functions of the OPM, specific to the historical buildings and other projects considered critical for national development.</p>
<b>Sport and Culture Fund Secretariat</b>	<p>The Sport and Culture Fund Act Chapter 40:54 of the Laws of the Republic of Trinidad and Tobago provides for the establishment and administration of the Sports and Culture Fund for the purpose of funding sporting and cultural activities. All bona fide sport and cultural groups in communities in Trinidad and Tobago have access to the fund.</p> <p>The duties and functions of the Board are as follows:</p>

Secretariat/ Division/Unit	Functions and Services
<b>Sport and Culture Secretariat (continued)</b>	<ul style="list-style-type: none"> <li>• To determine the eligibility of individuals and organisations engaged in activities related to Sport and Culture for financial assistance from the Fund;</li> <li>• To determine the feasibility of undertaking projects and enterprises;</li> <li>• To process and determine applications for loans or grants; and</li> <li>• To advise the Prime Minister on the withholding or further disbursement of grants or loans to individuals or organisations engaged in activities related to sport and culture.</li> </ul> <p>The Secretariat received all requests for financial assistance from the Fund on prescribed application forms addressed to Chairman or Secretary.</p>

**Corporate Services** The Corporate Services is responsible for the provision and delivery of critical support services to the Prime Minister and OPM. The following Divisions/Units fall under the ambit of Corporate Services:

***General Administration Division:***

The Division provides administrative support in the preparation of Notes to Cabinet and Notes to the Prime Minister, responding to parliamentary questions and questions under the Freedom of Information Act (FOIA) and enquiries from citizens. In addition, the Division provides secretarial support to the Ministerial Tenders Committee and Sport and Culture Board of Management. The Unit also monitors and maintain the human resource principles and policies for all Permanent Secretaries, Deputy Permanent Secretaries and other senior officers in the Public Service and processes matters pertaining to former Prime Ministers.

***Human Resource Management Division:***

The core function of the Division is to adopt, implement and maintain human resource management principles, policies and practices within the OPM. The Unit is responsible for continuously improving and building capacity of personnel within the OPM, implementing human resource management policies particularly the performance management and appraisal system and addressing grievances/representations made by members of staff. Additionally, the Division is responsible for the human resource planning, training and development and employee relations for public officers and contract personnel of the OPM.

**Corporate Services  
(continued)**

In tandem with the main Human Resource Management Unit of the OPM, the sub-unit at Gender and Child Affairs provides a range of human resource services to ensure institutional capacity and competencies required to undertake its core mandate. The functions and responsibilities of the sub-unit include:

- Recruitment and selection;
- Human resource planning;
- Training and development;
- Salary and benefits administration; and
- Managing industrial and employee relations.

***Procurement and Office Management Unit:***

The Procurement and Office Management Unit's primary function is the management and provision of the required goods and services for the efficient running of the Office on a daily basis. This Unit ensures compliance with proper procurement processes and is also responsible for monitoring the inventory of office supplies, furniture and equipment.

***Registry and Records Management Unit:***

The Registry and Records Management Unit is responsible for the creation and maintenance of systems and procedures for the control and flow of records to and from the Divisions/Units within the OPM. Other duties of the Unit include the retention and disposal of such records. This Unit is the repository of all documents, correspondence and files within the Office, with the exception of those managed by the Cabinet Records Section.

***Facilities Management Unit:***

The Facilities Management Unit provides an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of the OPM in order to create an environment that strongly supports the primary objectives of the Government. The Unit also ensures building safety and comfort through the provision of quality services via planning, designing, engineering, constructing, and maintaining in a responsive, service-oriented, effective, and environmentally-conscious manner.

The Facilities Management Unit is responsible for the general maintenance and management of all facilities within the OPM. These facilities include:

Secretariat/ Division/Unit	Functions and Services
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**Corporate Services  
(continued)**

- 13-15 St. Clair Avenue, St. Clair;
- Levels 6 and 7 Nicholas Towers, Independence Square, Port of Spain;
- Commission of Enquiry (CLICO et al) Secretariat, Level 2 Hamel-Smith Building, Albion Street, Port of Spain;
- Commission of Enquiry (Las Alturas Tower, Morvant) No. 12 Pembroke Street, Port of Spain;
- Commission of Enquiry, Caribbean Court of Justice, Henry Street, Port of Spain;
- Car park facility at No. 86 Maraval Road;
- Ground Floor CIC Building, Frederick Street, Port of Spain;
- Trade Zone, El Socorro (Records and fixed assets); and
- No. 9 Mary Street, St. Clair.

***Health and Safety Unit:***

The Health and Safety Unit is responsible for providing health and safety support to all Units/Departments of the OPM by developing and implementing policy and other strategies to ensure statutory compliance and adherence to industry best practices.

***Public Information and Communication:***

The Public Information and Communication Unit is responsible for developing and implementing strategies for communicating the activities of the Prime Minister and the OPM to the media, general public and other target audiences. It is also responsible for all public relations matters.

***Office of the Prime Minister Security Unit (OPMSU):***

The Unit provided security-related services to the Prime Minister, staff and visitors, both foreign and local, within the perimeter and boundaries of the OPM, the Diplomatic Centre and the Residence. Cabinet in the 2<sup>nd</sup> half of Fiscal 2016, reviewed the operations of the OPMSU and subsequently in August 2016, agreed, inter alia, that the Unit cease to exist and that the Trinidad and Tobago Police Service (TTPS) assumes the responsibility for the provisions of security services at the OPM. The TTPS, Guard and Emergency Branch, began operations on November 21, 2016.

***Management Information Systems Division:***

The Management Information Systems Unit is responsible for the planning, operation, support and management of the information system services and network facilities. Additionally, the Unit is responsible for management of the local area networks and peripheral systems of the OPM.

**Corporate Services  
(continued)**

***Finance and Accounts Division:***

This Division is responsible for managing the financial affairs of the OPM as directed by the Permanent Secretary, and in accordance with the Financial Instruction and Regulations, Comptroller of Accounts Circulars and all other directives from the Comptrollers of Accounts and Ministry of Finance. Duties include:

- Payment of salaries;
- Payment to suppliers and contractors;
- Maintenance of vote books and overpayment, travelling and invoice orders registers;
- Submission of revenue and expenditure returns;
- Submission of estimates; and
- Preparation of all accounting reports.

***Citizens' Facilitation Unit:***

The Unit was established to facilitate greater support to the citizenry, in obtaining services from various Government Agencies, departments, institutions and private organizations.

**Internal Audit Unit**

Internal Audit Unit has auditing oversight for the OPM and is responsible for the effective monitoring of special projects that are often undertaken. It provides management with information about the adequacy and effectiveness of the organization's system of internal control and also has responsibility for ensuring that the necessary audit systems and procedures continue to be maintained in strict accordance with the Financial Regulations.

The Unit conducts audit surveys in the following areas of the OPM's activities:

- Accounts - payroll and expenditures;
- Human Resource Management;
- Information Technology;
- Stores;
- Procurement and Office Management;
- Registry and Records Management;
- Sports and Culture Fund;
- Other entity or activity that the Permanent Secretary (Accounting Officer) may direct to be audited.

Secretariat/ Division/Unit	Functions and Services
<b>Policy, Strategy and Government Performance Management Division (PSGPMD) &amp; Policy Research and Planning Unit (PRP)</b>	<p>The Policy, Strategy and Government Performance Management Division (PSGPMD) was responsible for monitoring and evaluating Government performance as well as the preparation of policies and strategies to contribute to the effective and improved governance of all Government Ministries. The Division's work was halted in November 2016, in order to ensure alignment with Government's national policy and to integrate the Policy Research and Planning Unit, Gender and Child development portfolios, which were assigned to the Prime Minister.</p> <p>The Policy Research and Planning Unit, Gender and Child Affairs, conducted research to facilitate evidenced-based policy making, programme planning and project development in the Gender and Child Development Division. The Unit also monitored and evaluated projects and core services delivered by Gender and Child Affairs. The work of this Unit continued at the Tower D location, treating with its original mandate. The Unit also supported requests from other Divisions within the OPM in policy, research and planning.</p> <p>Subsequently, a review of policy research and planning functional area of the OPM was undertaken and on May 5, 2016 a recommendation was made to integrate the PSGPMD and the PRP Unit. In October 2016, the Division and Unit were formally integrated with the establishment of the Policy, Research and Planning Division of the OPM, as approved by the Cabinet.</p>
<b>Policy, Research &amp; Planning (PRP) Division</b>	<p>This Division is now responsible to conduct research to facilitate evidenced-based policy making, programme planning and project development across the various functions of OPM, and also develops policy. The Division further provides the Monitoring and Evaluation (M&amp;E) function for all projects and core services delivered by the OPM. It also reviews projects and initiatives by civil society organisations and recommends the award of Government subventions.</p>
<b>International Relations and Protocol Unit</b>	<p>The International Relations Unit (IRU) in the OPM monitors relations with States, and international, hemispheric, regional and sub-regional organizations in close collaboration with the Ministry of Foreign and CARICOM Affairs, Public Administration and Communications, Trinidad and Tobago's Embassies, High Commissions and Consulates. The Unit also provides guidance and support for the OPM in matters relating to protocol.</p>

<b>Secretariat/ Division/Unit</b>	<b>Functions and Services</b>
<b>International Cooperation Desk</b>	<p>The Desk provides international research and support services for various convention and international agreements. It also:</p> <ul style="list-style-type: none"> <li>• Facilitates participation of officers of the OPM at international conferences, seminars, workshops, etc.;</li> <li>• Facilitates preparation and submission of periodic reports on the implementation of international conventions and other agreements specific to gender and child affairs;</li> <li>• Facilitates payment of annual contributions to international organisations;</li> <li>• Liaises between foreign missions, Ministry of Foreign and CARICOM Affairs, international affairs units of other government Ministries and departments, and international organisations;</li> <li>• Advises the Executive of the OPM on international matters; and</li> <li>• Monitor the relationship between OPM and various international organisations particularly as it relates to funding.</li> </ul>
<b>Legal Services Division</b>	<p>The Division provides legal advice to the OPM and represents the Permanent Secretary in all legal matters. Duties include:</p> <ul style="list-style-type: none"> <li>• Providing legal advice and opinions;</li> <li>• Mitigating against potential litigation by providing legal guidance;</li> <li>• Assisting in effecting good corporate governance practices by advising on and ensuring adherence to regulatory requirements;</li> <li>• Preparing and reviewing or settling of accurate legal instruments to govern the Ministry's relationships with internal, external or international stakeholders;</li> <li>• Maintaining a contracts registry and legal library;</li> <li>• Safeguarding an accurate repository of legal instruments and case files;</li> <li>• Reviewing legislation or amendments to existing legislation;</li> <li>• Tracking trends and international developments;</li> <li>• Collaborating with relevant stakeholders in the attainment of government policy objectives; and</li> <li>• Assisting with the processing of application made under the Freedom of Information Act 1999.</li> </ul>



**GENDER AND CHILD AFFAIRS**

**Gender Affairs  
Division (GAD)**

This Division promotes gender equity and equality for all persons in Trinidad and Tobago through the process of gender mainstreaming in all Government policies, projects and programmes. Its roles include:

- The identification of gender gaps in Trinidad and Tobago;
- The formulation and execution of policies and initiatives to address these gaps; and
- The promotion of gender awareness and sensitivity.

**Child Affairs  
Division (CAD)**

The Division coordinates a holistic and integrated approach to child development. This involves implementing strategies of the UNICEF Convention on the Rights of the Child, developing comprehensive, coherent and harmonized policies and initiatives to promote, protect and respect child rights. The Division collaborates and coordinates with stakeholders to ensure children’s rights are promoted and realized in Trinidad and Tobago.

The CAD also plays a critical role in guiding the transition and efficient operations of Community Residences.

**THE NATIONAL AIDS COORDINATING SECRETARIAT**

**The National AIDS  
Coordinating  
Secretariat**

The Secretariat was established to support the National AIDS Coordinating Committee (NACC). The Secretariat is responsible for operationalizing the decisions of the NACC and for the day to day management and coordination of the national HIV and AIDS response viz. reporting on progress, coordinating stakeholder efforts, providing advice and technical assistance to implementing agencies and acting as a clearinghouse for information. Specifically its functions and roles include:

- Developing annual work and action plans for implementation as directed by NACC;
- Reporting to the OPM, partners, other entities and the public on the multi-sectoral response and implementation;
- Monitoring and evaluation which will include a framework of performance monitoring and evaluation of implementing agencies’ activities;

Secretariat/ Division/Unit	Functions and Services
<b>The National AIDS Coordinating Secretariat (continued)</b>	<ul style="list-style-type: none"> <li>• Formulating updates on the HIV and AIDS situation in collaboration with other Ministries e.g. Ministry of Health for the political directorate and other stakeholders;</li> <li>• Assisting in policy development;</li> <li>• Helping source technical assistance for implementing agencies to develop project proposals;</li> <li>• Mobilizing resources, writing proposals and providing other needed support for the implementing agencies;</li> <li>• Development the capacity of stakeholders e.g. HIV Coordinators, CSOs etc.;</li> <li>• Negotiating new partners and NGO engagements;</li> <li>• Maintaining a library of HIV and AIDS-related information and material; and</li> <li>• Liaising with key technical agencies local, regional and international and develop partnerships.</li> </ul>

The Terms of Reference identifies the following functions of the NACC:

- Building and deepening multi-sectoral partnership (public, private, non-government) to achieve national commitment, support and ownership of the response to HIV and AIDS;
- Coordinating and supporting activities pursuant to the reduction of the population's susceptibility to HIV and AIDS;
- Establishing national goals and targets of the priority strategic areas and action plans;
- Monitoring and evaluating the implementation and attainment of national goals, objectives and targets with respect to HIV and AIDS as identified in the national strategic plan;
- Approving budgets required for implementation of HIV response processes;
- Defining a National HIV Policy and providing guidance on sectoral policies;
- Identifying training gaps and building capacity of stakeholders to mount an effective and sustainable response to HIV and AIDS;
- Championing and accelerating the legislative agenda required to support HIV and AIDS responses, programmes and plans;
- Undertaking multidisciplinary research on issues related to the social, economic and psychological antecedents and the impacts of HIV and AIDS on individuals, families, communities, businesses and other sectors;

Secretariat/ Division/Unit	Functions and Services
<b>The National AIDS Coordinating Secretariat (continued)</b>	<ul style="list-style-type: none"> <li>• Collating information and preparing reports and briefs for local and international bodies;</li> <li>• Monitoring and evaluating all aspects of the NGOs response to HIV and AIDS and establishing systems to ensure accountability and achievement of stated goals and objectives;</li> <li>• Coordinating and providing guidance on the activities of the HIV and AIDS Coordinators in various Ministries; and</li> <li>• Integrating of HIV research with other areas such as sexually transmitted infections and sexual and reproductive health and wellness.</li> </ul>

## 4 PERFORMANCE/ACCOMPLISHMENTS

The performance/accomplishments of each Secretariat/Division/Unit for the 2015-2016 Fiscal Year are summarized below:

### 4.1 SUPPORT TO THE PRIME MINISTER

The major accomplishments are outlined in the following table:

Secretariat/Division/Unit	Performance/Accomplishments
<b>Cabinet Secretariat</b>	<ul style="list-style-type: none"> <li>• The Cabinet held <b>fifty-seven (57)</b> Meetings and made <b>two thousand, two hundred and twenty (2,220)</b> decisions;</li> <li>• The Finance and General Purposes Committee held <b>fifty (50)</b> Meetings and made <b>one thousand and seven (1,007)</b> recommendations to Cabinet;</li> <li>• Secretariat services were provided to the Parliamentary Questions Committee on a weekly basis;</li> <li>• The Implementation Section pursued, with the Ministry of the Attorney General and Legal Affairs and the Ministry of Rural Development and Local Government, the implementation of those decisions of Cabinet which required the preparation of legal documents for the signature and/or Seal of the President, or the signature of the Secretary to Cabinet. In that regard, documents vetted and transmitted to the President for his signature and/or Seal included:             <ul style="list-style-type: none"> <li>○ Instruments of Appointment to Statutory Boards;</li> <li>○ Proclamations in respect of:                 <ul style="list-style-type: none"> <li>▪ The call out of the Trinidad and Tobago Volunteer Defence Force for the period March 24, 2016 to June 21, 2016 to assist and supplement the Trinidad and Tobago Defence Force in its operations in the Laventille Hills to curb the crime situation in the area;</li> <li>▪ The Trinidad and Tobago Panama Partial Scope Trade Agreement Act, 2015;</li> <li>▪ The termination of electoral registration in relation to a general election of</li> </ul> </li> </ul> </li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<b>Cabinet Secretariat (continued)</b>	<p>members of the House of Representatives;</p> <ul style="list-style-type: none"> <li>▪ The commencement of electoral registration in the electoral district of Malabar South;</li> <li>▪ The termination of electoral registration in the electoral district of Auzonville/Tunapuna;</li> <li>▪ The termination of electoral registration in the electoral district of Malabar South;</li> <li>▪ Prorogation of the 1<sup>st</sup> Session of the 11<sup>th</sup> Parliament (midnight on September 19, 2016);</li> <li>▪ Commencement of the 2<sup>nd</sup> Session of the 11<sup>th</sup> Parliament (September 23, 2016).</li> </ul> <ul style="list-style-type: none"> <li>○ Orders: <ul style="list-style-type: none"> <li>▪ The Election and Boundaries Commission (Local Government and Tobago House of Assembly) Order, 2016;</li> <li>▪ Declaration of Existing List of Electors (Preliminary List for Electoral Registration(No. 2)) Order, 2015 pertaining to the electoral districts of Malabar South and Auzonville/Tunapuna;</li> </ul> </li> <li>○ Notification in respect of the festival of Divali 2015 (November 10, 2015);</li> <li>○ Notification in respect of the festival of Eid-ul-Fitr 2015 (July 06, 2016);</li> <li>○ Consent of the President for the lease of land in the City of Port of Spain</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<b>Cabinet Secretariat (continued)</b>	<p>(Woodbrook and Gonzales Estates and St. James);</p> <ul style="list-style-type: none"> <li>○ Consent of the President for the Trinidad and Tobago Electricity Commission to borrow, secure or raise money by the issue of debentures or debenture stock, or other security.</li> </ul> <ul style="list-style-type: none"> <li>● Documents signed by the Secretary to Cabinet included: <ul style="list-style-type: none"> <li>○ Orders in respect of Special Events in Trinidad and Tobago under the Liquor Licences Act, Chap. 84:10 regarding, inter alia, Carnival, Point Fortin Borough Day Celebrations, Indian Arrival Day, Labour Day, Tobago Heritage Festival, Emancipation Day, Great Race Weekend, Independence Day and Republic Day;</li> <li>○ Orders in respect of the Variation of Duty on certain Goods;</li> <li>○ Other Miscellaneous Orders/Regulations;</li> <li>○ Notification of Pensionable Offices (Personnel Department);</li> <li>○ Notification of Recognition of Hindu Organizations.</li> </ul> </li> <li>● The Implementation Section also pursued, with the Government Printer, the publication of all legal documents which were required to be gazetted.</li> <li>● The Records Section: <ul style="list-style-type: none"> <li>○ Digitized all Cabinet Notes received and Minutes generated, and maintained same in electronic storage for reference/retrieval</li> <li>○ Processed <b>two hundred and twenty-nine (229)</b> requests from Ministries/Departments for copies of</li> </ul> </li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments																
<b>Cabinet Secretariat (continued)</b>	<p>Cabinet Minutes and relevant Notes from previous years; these were processed within twenty four (24) hours of receipt of request;</p> <ul style="list-style-type: none"> <li>In accordance with Section 81 of the constitution, the President was informed of the general conduct of business of the Government of Trinidad and Tobago.</li> </ul>																
<b>National Security Council Secretariat</b>	<p>The Secretariat pursued several strategies to support the security challenges faced by the country. These included:</p> <ul style="list-style-type: none"> <li>Recruitment of additional staff;</li> <li>Upgrading of the information Services;</li> <li>Production of strategic reports;</li> <li>Development of policy documents;</li> <li>Facilitation of strategic meetings;</li> <li>Participation in Government fora.</li> </ul>																
<b>National Awards Committee</b>	<p>In Fiscal 2016, the National Awards Committee received <b>eighty-eight (88)</b> nominations for National Awards; <b>thirty-three (33)</b> were selected and forwarded as recommendations to the Prime Minister.</p> <p><b>Thirty-two (32)</b> recipients received Awards in the following categories:-</p> <table border="0"> <tr> <td>The Chaconia Medal (Gold)</td> <td>- 8</td> </tr> <tr> <td>The Chaconia Medal (Silver)</td> <td>- 1</td> </tr> <tr> <td>The Humming Bird Medal (Gold)</td> <td>- 7</td> </tr> <tr> <td>The Humming Bird Medal (Silver)</td> <td>- 6</td> </tr> <tr> <td>The Humming Bird Medal (Bronze)</td> <td>- 1</td> </tr> <tr> <td>The Public Service Medal Of Merit (Gold)</td> <td>- 6</td> </tr> <tr> <td>The Public Service Medal of Merit (Silver)</td> <td>- 1</td> </tr> <tr> <td>Medal for the Development of Women (Gold)</td> <td>- 2</td> </tr> </table>	The Chaconia Medal (Gold)	- 8	The Chaconia Medal (Silver)	- 1	The Humming Bird Medal (Gold)	- 7	The Humming Bird Medal (Silver)	- 6	The Humming Bird Medal (Bronze)	- 1	The Public Service Medal Of Merit (Gold)	- 6	The Public Service Medal of Merit (Silver)	- 1	Medal for the Development of Women (Gold)	- 2
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<b>Project Implementation (Physical Infrastructure)</b>	<p>The details of the achievements of this Unit can be viewed on pages 54- 55 of the Report.</p>																

Secretariat/Division/Unit	Performance/Accomplishments																		
<p><b>Sport and Culture Secretariat</b></p>	<p>A new Sport and Culture Board of Management was appointed by His Excellency, President Anthony Carmona with effect from April 4, 2016 for a period not exceeding three (3) years.</p> <p>In December 2016, the Sport and Culture Board of Management presented a Report to the Honourable Prime Minister and the Cabinet on the disbursements of grants to individuals/organisations for the period April to September 2016.</p> <p><b>Fifty-six (56)</b> applications were received, <b>twenty (20)</b> in Sport, <b>thirty four (34)</b> in Culture and <b>two (2)</b> were not within the mandate of the Sport and Culture Fund Board. 24 applications approved, 31 denied and 1 cancelled.</p>																		
<b>Corporate Services</b>																			
<ul style="list-style-type: none"> <li><b>General Administration Unit</b></li> </ul>	<p><b><u>Customer Relations Matters</u></b></p> <p>For the period October 01, 2015 to September 30, 2016 a total of ninety-one (91) letters requesting assistance and other pieces of correspondence were received by the OPM. The letters comprised complaints from members of the public, complaints from public sector organizations, public officers and community groups/charitable and cultural organizations. Of this number eighty six (87) were recorded as being received for action purposes and four (4) were for information.</p> <p>All letters were acknowledged and forwarded to the relevant Ministries/Institutions for action accordingly.</p> <p><i><u>Note for the Prime Minister and Note for Cabinet</u></i></p> <p>The OPM, Auditor General's Department, Public Service Appeal Board, Elections and Boundaries Commission, the Integrity Commission, and the Office of the President submitted a total of sixty-seven (67) Notes to the Prime Minister for submission to Cabinet as follows:</p> <table data-bbox="646 1585 1307 1843"> <tr> <td>Office of the Prime Minister</td> <td>-</td> <td>45</td> </tr> <tr> <td>Auditor General</td> <td>-</td> <td>6</td> </tr> <tr> <td>Elections and Boundaries Commission</td> <td>-</td> <td>2</td> </tr> <tr> <td>Integrity Commission</td> <td>-</td> <td>3</td> </tr> <tr> <td>Office of the President</td> <td>-</td> <td>7</td> </tr> <tr> <td>Public Service Appeal Board</td> <td>-</td> <td>4</td> </tr> </table>	Office of the Prime Minister	-	45	Auditor General	-	6	Elections and Boundaries Commission	-	2	Integrity Commission	-	3	Office of the President	-	7	Public Service Appeal Board	-	4
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Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li><b>General Administration Unit (continued)</b></li> </ul>	<p>The Auditor General’s Department and the Public Service Appeal Board submitted ten (10) Notes to the Prime Minister for Ministerial approval. The Permanent Secretary to the Prime Minister submitted eighty-six (86) Notes to the Prime Minister for Ministerial approval.</p> <p><u>Parliamentary Questions</u> A total of five (5) questions were posed to the Prime Minister for which replies were provided.</p> <p><u>Request for Information under the Freedom of Information Act</u> A total of twenty five (25) requests for information were received under the Freedom of Information Act. In all cases responses were sent to the persons requesting information within the stipulated time frame.</p>
<ul style="list-style-type: none"> <li><b>Human Resource Management Unit (HRMU)</b></li> </ul>	<p><u>Contract Employment</u> The following were achieved for the period 2015-2016:-</p> <ul style="list-style-type: none"> <li>• New contract positions created – twenty four (24)</li> <li>• Persons recruited – six (6)</li> <li>• Terms and conditions completed – twelve (12)</li> <li>• The preparation of all the information necessary for the payment of contract gratuity were completed and forwarded to the Comptroller of Accounts for the payment to be executed to eleven (11) officers. Further details on the accomplishments of the HRMU can be seen at pages 84 to 90 of the Report.</li> </ul>
<ul style="list-style-type: none"> <li><b>Procurement and Office Management Unit</b></li> </ul>	<ul style="list-style-type: none"> <li>• Distributed newspapers;</li> <li>• Managed Maid and Reception Services;</li> <li>• Provided Courier Mail Services;</li> <li>• Purchased goods and services via Invoice Orders;</li> <li>• Assisted the Facilities Manager with office maintenance and facilities management responsibilities at all sites, in collaboration with UDeCOTT and other agencies;</li> <li>• Telephone services and maintenance undertaken at all locations;</li> <li>• Maintained fleet of vehicles;</li> <li>• Managed Imprest Cast <b>(\$1,000.00)</b>;</li> <li>• Managed Invoice Order Books, gas books, vehicle log books;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Procurement and Office Management Unit (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Maintained inventory of furniture, equipment and supplies;</li> <li>• Issued ID badges;</li> <li>• Issued laptop, cellular phones, wireless internet equipment, tablets etc. to entitled officers and collected same when officers exit the Office of the Prime Minister;</li> <li>• Addressed disposal of furniture, equipment and vehicles;</li> <li>• Renewed Leases for Trade Zone, El Socorro (storage);</li> <li>• Supported needs of the Prime Minister's Residence;</li> <li>• Issued PBR Permits annually;</li> <li>• Preparation of Annual Estimates in conjunction with Accounts Unit;</li> <li>• Managed staff parking arrangements;</li> <li>• Prepared for meetings at various venues;</li> <li>• Prepared for Official visits of the Prime Minister as well as visits to the Prime Minister.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Registry and Records Management Unit</b></li> </ul>	<p>The Unit processed the following:</p> <ul style="list-style-type: none"> <li>• Ten Thousand, Four Hundred and Fifty-One (10,451) pieces of correspondence were received;</li> <li>• One Thousand and Seventy Two (1,072) documents were scanned in batches;</li> <li>• Thirteen Thousand, Two Hundred and Twenty Seven (13,227) documents scanned;</li> <li>• One Thousand, One Hundred and Thirty Seven (1,137) pieces of correspondence were dispatched via post;</li> <li>• Seventy Two (72) envelopes were dispatched by diplomatic bag;</li> <li>• Two Hundred and twenty One (221) envelopes were sent by local courier;</li> <li>• Two hundred and Seventy Five (275) temporary files were opened;</li> <li>• Three Hundred and Forty-One (341) Cabinet Notes were dispatched;</li> <li>• Eighty Three (83) Ministerial Minutes were dispatched.</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Facilities Management Unit</b></li> </ul>	<ul style="list-style-type: none"> <li>• Relocated the Physical Advisory Unit (Physical Infrastructure) from Head Office to Tower D – March 2016;</li> <li>• Relocated the Commission of Enquiry (Las Alturas Tower, Morvant) from Level 2, Princess Court, Corner Keate and Pembroke Streets to #12 Pembroke Street, Port of Spain – June 2016;</li> <li>• Decommissioning of both Commissions of Enquiry (Las Alturas and CLICO) - September 2016;</li> <li>• Refurbishing of the kitchenette at Head Office, Ground Floor;</li> <li>• Continued cleaning of storage area at Trade Zone for Board of Survey exercise being undertaken – March 2016;</li> <li>• Initiated a Board of Survey exercise to remove all defective assets;</li> <li>• Relocated Staff from the former Policy, Strategy and Government Performance Management Division to Nicholas Tower – September 2016;</li> <li>• Relocated the Physical Advisory Unit (Physical Infrastructure) from Tower D to Head Office – September 2016;</li> <li>• Relocated the Legal Services Unit from Tower D to Head Office – September 2016;</li> <li>• Assisted Gender and Child Affairs Division with outfitting of Safe Homes – August 2016;</li> <li>• Assist with the installation and relocation of CCTV cameras at Head Office – September 2015;</li> <li>• Draft Floor Plans for all Level of Head Office for space management – November 2015.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Health and Safety Unit</b></li> </ul>	<ul style="list-style-type: none"> <li>• Installed mechanism to broadcast emergencies throughout the Head Office building;</li> <li>• Conducted accident investigations;</li> <li>• Managed the evacuation of St. Clair (Head Office) building -August 2015;</li> <li>• Conducted emergency evacuation drill;</li> <li>• Strengthened protocols for safe contractor engagement;</li> <li>• Improved the safety at the entrance to floors at St. Clair (Head Office);</li> <li>• Trained Safety Wardens;</li> <li>• Improved the OPM First Aid response;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Health and Safety Unit (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Requested Fire Certificate for St. Clair (Head Office);</li> <li>• Prepared Safety Committee Training Programme for Gender Division;</li> <li>• Reviewed and updated Safety Policy.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Public Information and Communication Unit</b></li> </ul>	<p><b>Technical:</b></p> <ul style="list-style-type: none"> <li>• Provided videotaping, editing and photographic services to the Prime Minister at all official engagements and visits hosted/undertaken by the Prime Minister:- <ul style="list-style-type: none"> <li>○ Courtesy calls by the Prime Minister of Grenada; the US Commander of the Southern Command and the Ambassador of the People's Republic of China to Trinidad and Tobago;</li> </ul> </li> <li>• Provided support to and supervision of media personnel invited to cover press conferences.</li> </ul> <p><b>Full coverage was given to the Honourable Prime Minister at the following events:</b></p> <ul style="list-style-type: none"> <li>• Attendance at the Commonwealth Heads of Government Meeting, Malta (November 26-29, 2015);</li> <li>• Visits to BG &amp; BP, London (t December 1, 2015);</li> <li>• Attendance at the 27<sup>th</sup> CARICOM Inter-Sessional Heads Meeting, Belize (February 14-18, 2016);</li> <li>• Courtesy call by the new US Ambassador to Trinidad and Tobago, Ambassador John Estrada, Diplomatic Centre (April 19, 2016);</li> <li>• Attendance at the US/Caribbean/Central American Energy Summit, Washington DC (May 4, 2016);</li> <li>• Official visit to Ghana (May 8-11, 2016)</li> <li>• Participation at the Anti-Corruption Summit, London (May 12, 2016);</li> <li>• Bilateral talks with the President of Venezuela, President Nicolas Maduro, Diplomatic Centre (May 23, 2016);</li> <li>• Attendance at the 37<sup>th</sup> Regular Meeting of the Heads of Government of CARICOM, Guyana (July 4-6, 2016);</li> <li>• Official visit to Jamaica (July 17-21, 2016);</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Public Information and Communication Unit (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>• The launch of the Cazabon Legacy Collection, Diplomatic Centre (August 20, 2016); and</li> <li>• Day of Prayer and Thanksgiving hosted by the Prime Minister, Queen’s Park Savannah (September 24, 2016).</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• Upon the assumption of office by the new administration, the Unit successfully created, managed and monitored an official Facebook page (October, 2015) for the Office of the Prime Minister; and</li> <li>• Twitter (October, 2015), You Tube (October, 2015) and Instagram (January, 2016) pages for the Office of the Prime Minister was also established and managed.</li> </ul> <p><b>Other Public Relations Initiatives</b></p> <ul style="list-style-type: none"> <li>• <i>The OPM Quarterly</i> – supported the production of the quarterly magazine which targeted staff of the OPM and the wider public service. Two editions of the magazine have been printed and distributed - <b>Issue # 1 – July, 2016 and Issue #2- September, 2016.</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Management Information Systems Section</b></li> </ul>	<p><b>ICT OPERATIONS Development:</b> The ICT systems continued to perform and there were no significant disruptions in functional areas.</p> <p><b>Production Environment</b></p> <ul style="list-style-type: none"> <li>• <b>Hardware Procurement</b> - Switches were procured to replace aging and problematic hardware for the production environment;</li> <li>• <b>Switch-room Organisation</b> -Reconfigured the cable runs and other equipment at Head Office;</li> <li>• <b>Own-Cloud Deployment</b> – Secure Internal Own Cloud Server deployed in collaboration with IGovTT, for testing secure document sharing of large documents which cannot be emailed;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li><b>Management Information Systems Section (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Data Capture Server Deployment-</b> the Optic Character Recognition (OCR) scanned capture machine of the Electronic Content Management Solution was decommissioned and deployed onto a dedicated data capture server in keeping with upgrade efficiencies of the application;</li> <li><b>Full Text Catalogue Server Upgrade</b> – The aged technology of the Verity Indexing System on the Electronic Document Management System (EDMS) Solution was upgraded onto a newer and more efficient IDOL Server Environment, which improved the capabilities of OnBase users, particularly the Cabinet Secretariat and the Records and Registry Unit;</li> <li><b>Virtualisation Server Environment Upgrades</b> - The vSphere Servers were upgraded from version 5.0 to vSphere 6.0;</li> <li><b>New Virtual Server Deployments</b> - 6 additional Virtual Machines were deployed on new ESXI environment;</li> <li><b>SQL Upgrades</b> - the SQL 2008 R2 on the ESXI hosts was upgraded to SQL 14;</li> <li><b>Symantec Health Check Audit by IGovTT</b> – a health check audit was conducted on site in July 2016. A report was submitted with a view to address the shortcomings of the Antiviral Application;</li> <li><b>Government Microsoft Enterprise Licensing Agreement Downgrade (MELAD)</b> –in 2016 the OPM downgraded <b>thirty (30)</b> % of targeted and prioritized end user office applications which were not being used or maximized;</li> <li><b>Drafting of Helpdesk workflows</b> - In anticipation of budgets in 2017 to implement a Service Desk Solution, the process/workflow diagrams and narratives were prepared to guide how the service desk would work in real-time;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Management Information Systems Section (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>SQL Server Project</b> – Purchased a SQL Licence and migrated several key databases;</li> <li>• <b>Business Continuity Management</b> – procured hardware and software to upgrade and co-locate the OPM production environment into the government datacentre. The project is due to be completed by mid-Fiscal 2017;</li> <li>• <b>Unity Client EDMS Application Upgrades</b> - On-base Client Application was upgraded enabling enhanced functionality and connectivity to all On-Base users;</li> </ul>
	<p data-bbox="602 821 1430 863"><b>GENDER AND CHILD AFFAIRS (GCA)</b></p> <ul style="list-style-type: none"> <li>• Implemented four (4) virtual servers to reduce cost and improve reliability and efficiency at GCA;</li> <li>• Installed a Windows Update Server to automatically and periodically update our sever farm;</li> <li>• Designed and implemented a comprehensive backup and data recovery solution for GCA network and data infrastructure;</li> <li>• Upgraded the server farm for impending network infrastructure modifications;</li> <li>• Upgraded the server farm to Windows Server 2012 R2 and the Domain controllers to the Windows 2012 R2 Domain Schema.</li> <li>• Fully implemented the Central Registry on Domestic Violence through training of users and installation of hardware at external stakeholder agencies, continuous monitoring and system re-configuration;</li> <li>• Designed, developed and implemented a Grant Funding Database;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li><b>Management Information Systems Section (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>Re-designed the GCA website and social media presence.</li> </ul> <p><b>Strategic Partnerships</b></p> <p><b>Integrated Human Resource Information system (IhRIS) Application Functionality-</b> Dialog was held with the IhRIS Division to determine what functional modules of the IhRIS System could be expanded in keeping with the Ministry of Public Administration and Communication’s ICT Leadership committee’s view that Government agencies ought to be maximising efficiencies rather than reinventing silo solutions across the Public Service.</p> <p><b>Partnerships/Support to other Units/Divisions</b></p> <ul style="list-style-type: none"> <li><b>Support to Prime Ministers Transition Team -</b> The team was provided with on-going technical and other related support to plan the new structures for the incoming government;</li> <li><b>Access Control System –</b> Assistance was rendered to the Security Unit in the development of a proposal to enhance the security monitoring systems at Head Office;</li> <li><b>Research and Advise on the IPMS/CFP applications -</b> Advised the Permanent Secretary on the IPMS and Citizen Facilitation Portal (CFP) projects.</li> <li><b>Electronic HR Employee Directory -</b> A prototype for demo on ONBASE was prepared by the final week of September 2016 and the solution was ready for data population by the HR Division;</li> <li><b>Sports and Culture Online Application Solution –</b>Developmental work began on the various forms required based on samples currently utilised by the Sport and Culture Fund Secretariat;</li> <li><b>Cabinet Secretariat Courier Solution -</b> Conceptual and prototyping work began on a</li> </ul>



Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li><b>Management Information Systems Section (continued)</b></li> </ul>	<p>solution for electronic tracking for the Cabinet Secretariat. Hardware requirements were determined and vendor quotes obtained;</p> <ul style="list-style-type: none"> <li><b>Support to Cabinet for external Meetings</b> - Supported the Cabinet Secretariat in facilitating the hosting of Cabinet Meetings at the Diplomatic Centre;</li> <li><b>Commissions of Enquiries</b> – Supported the ICT needs of the two existing Commissions of Enquires including the relocation of the offices. Later in the Fiscal year, with the decommissioning of the Commissions of Enquiry, the retrieval and cancellation of related hardware were conducted;</li> <li><b>Support to Prime Ministerial Meetings</b> – Technical support was provided for various meetings and State Visits at the Diplomatic Centre and Head Office. These included the visit of the Venezuelan President and the Health Care Committee meeting chaired by the Prime Minister;</li> <li><b>Website Development</b> - The Section sourced, negotiated, analysed and prepared a comprehensive proposal in April 2016 for the development of the OPMs Website. The proposal was approved in July 2016;</li> <li><b>National ICT Strategic Plan</b> – led by the Ministry of Public Administration and Communication. Project submissions were made to the Ministry through the Permanent Secretary for consolidation into the National Strategic ICT Plan.</li> </ul> <p><b>Streamlining ICT Operations</b></p> <ul style="list-style-type: none"> <li><b>Vendor Engagement</b> - Negotiated with the VMware vendor for its licensing and other related matters;</li> <li><b>VOIP Upgrade and Integration</b> - The GCA Divisions solution was approved and implemented;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Management Information Systems Section (continued)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Domain Integration</b> - A main kit was released to the GCA Division;</li> <li>• <b>ICT Policies</b> - OPM ICT purchasing policy, ICT user account policy and hardware specifications policy was prepared and drafted for anticipated 2017 budget approval for the alignment with ITIL/ISO 27000 standards. Updating of the policy and procedural guidelines was also reviewed in April 2016;</li> <li>• <b>Preventive Maintenance Task-sheets</b> - Designed and implemented log task-sheets to guide the technicians work in this area;</li> <li>• <b>Solutions Requisition Form</b> – In an effort to manage the prioritisation of projects by Support Units and consolidate any duplication efforts, a solutions requisition form was designed for use by Divisions/Units;</li> <li>• <b>Electronic Asset Register</b> - Foundation work on Digitizing the Register continued. Staff would now sign an e-Form on an Ipad rather than the physical book. Further work will continue in Fiscal 2017;</li> <li>• <b>Assets Management</b> – Updated asset database;</li> <li>• <b>Board of Survey</b> – Prepared obsolete equipment for Board of Survey.</li> </ul>
	<p data-bbox="602 1394 1430 1436"><b>Administrative</b></p> <ul style="list-style-type: none"> <li>• <b>ICT Action Plan</b> - A new ICT action plan was prepared early in the Fiscal year;</li> <li>• <b>ICT Strategic plan 2017-2021</b> - The ICT Strategic Plan; key performance indicators were prepared;</li> <li>• <b>Preparation of Draft Estimates</b> - A Comprehensive PSIP Draft estimate Project Documentation in keeping with the ICT Strategic Plan and the OPMs strategic goals was prepared and submitted.</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<ul style="list-style-type: none"> <li>• <b>Management Information Systems Section (continued)</b></li> </ul>	<p><b>OFFICE EFFICIENCIES</b></p> <ul style="list-style-type: none"> <li>• <b>Expansion of Wi-Fi connectivity-</b> WiFi coverage was expanded to facilitate the foreign policy personnel on the 2nd floor Head Office;</li> <li>• <b>Diplomatic Centre Connectivity Specifically for Cabinet</b> –the connectivity equipment at the Diplomatic Centre for the Cabinet Secretariat was checked for functionality.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Finance and Accounts Division</b></li> </ul>	<p>The Division prepared the Annual Estimates of Expenditure and executed of the Annual Budget and Mid-Year Reviews. Reporting on the Annual Budget by the Appropriation Accounts showed the actual expenditure compared with the Estimates of each Vote. The details of the Division’s operations is presented in the Section on Financial Operations at page 81 of the Report.</p>
<ul style="list-style-type: none"> <li>• <b>Citizen Facilitation Unit</b></li> </ul>	<p>The functions of this Unit was subsumed under the General Administration in the absence of a Manager during the period of this Report.</p>
<p><b>Internal Audit Unit</b></p>	<p>Developed an Annual Audit Plan which was approved for the Fiscal year 2015-2016. The Plan covers all areas of the OPM and includes the performance audits that examine process effectiveness, economy and efficiency, internal control and compliance with Financial Rules and Regulations and Exchequer and Audit Act.</p>
<p><b>Policy Research and Planning Division</b></p>	<p>The details of the Division’s operations is presented in the Sections on Policy formulation, Monitoring and Evaluation and Research and Reporting at pages 48 to 53 of the Report.</p>

Secretariat/Division/Unit	Performance/Accomplishments
<b>International Cooperation Desk</b>	<p>Facilitated attendance at the following events:</p> <ul style="list-style-type: none"> <li>• Sub-Regional Meeting to Review Tools on Data Collection on Child Abuse May 19-20, 2016, Barbados;</li> <li>• UNICEF Return to Happiness “Train the Trainers” Workshop on Recovery Management – 27-30 June, 2016 in St. Lucia;</li> <li>• 37<sup>th</sup> Assembly of Delegates of the Inter-American Commission of Women, May 24-25, 2016 in Lima, Peru;</li> <li>• Commonwealth National Women’s Machineries Meeting March 12, 2016; and 60<sup>th</sup> Session of the Commission on the Status of Women March 14-16, 2016, New York, United States of America; and</li> <li>• Constructive Dialogue on Trinidad and Tobago’s 4 to 7 Periodic Report to the United Nations Committee for the Elimination of Discrimination Against Women.</li> </ul> <p>Payment of the following annual contributions:-</p> <ul style="list-style-type: none"> <li>• UN Women Core Resources - \$5,000 US;</li> <li>• UN Women Trust Fund to End Violence Against Women - \$5,000 US;</li> <li>• MESECVI (Follow-up Mechanism to the Belém do Pará Convention). - \$15,000 US.</li> </ul> <p>Contributions to preparation of the following reports:</p> <ul style="list-style-type: none"> <li>• Comments on Pan American Health Organisation (PAHO) Global Plan of Action on Violence May, 2016;</li> <li>• World Health Organisation (WHO) Comments on Draft Global Plan Of Action On Violence – May, 2016;</li> <li>• National Contribution towards the United Nations Secretary General’s Report on “Protecting Children from bullying” – May, 2016;</li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<p><b>International Cooperation Desk (continued)</b></p>	<ul style="list-style-type: none"> <li>• Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) follow-up questions from the Constructive Dialogue on the Fourth to Seventh Combined Periodic Report on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) – July, 2016;</li> <li>• Input for Country Brief for 71<sup>st</sup> Regular Session of UN General Assembly – August, 2016;</li> <li>• MESECVI 2016 Progress Indicators For Measuring The Implementation Of The Inter-American Convention On The Prevention, Punishment And Eradication Of Violence Against Women “Belém Do Pará Convention” – September, 2016.</li> </ul> <p>Facilitated participation – Eight weeks IIN online training course on Child Protection Management in Natural Disasters, September – October 2016.</p>
<p><b>International Relations and Protocol Unit</b></p>	<p>The achievements for the period October 2015 to September 2016 were collated based on the activity/work of the Unit in the following areas:</p> <ul style="list-style-type: none"> <li>• <b>Preparation of Cabinet Notes:</b> During the period under review, the IRU prepared and/or finalized approximately seven (7) Cabinet Notes largely involving the travel of the Honourable Prime Minister to participate in international meetings, reports on these meetings and official visits overseas as follows: <ul style="list-style-type: none"> <li>○ Participation of the Prime Minister, at the US-Caribbean-Central America Energy Summit, May 3 to 4, 2016, Washington D.C.; the First Annual Awards Dinner of Medgar Evers College, 5th May, 2016, New York; Meeting with BP, May 07, 2016, London; Official Visit to the Republic of Ghana, May 8 to 11, 2016; and London Anti-Corruption Summit, May 12, 2016, London;</li> <li>○ Participation by Trinidad and Tobago in the Twenty-Seventh Inter-Sessional Meeting of the Conference of Heads of Government of the</li> </ul> </li> </ul>

Secretariat/Division/Unit	Performance/Accomplishments
<b>International Relations and Protocol Unit (continued)</b>	<p>Caribbean Community (CARICOM) and Related Meetings February 16 to 17, 2016, Belize;</p> <ul style="list-style-type: none"> <li>○ Participation by Trinidad and Tobago at the Thirty-Seventh Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM), July 4 to 6, 2016, Guyana;</li> <li>○ Participation by Trinidad and Tobago in the Seventh Summit of Heads of State and/or Government of the Association of Caribbean States (ACS) and Related Meetings – Havana, Cuba, June 2 to 4, 2016;</li> <li>○ Official Visit of the Prime Minister of the Republic of Trinidad and Tobago to Jamaica, July 17 to 21, 2016.</li> </ul> <p>Preparation of draft documents to Heads of State/Government, Heads of International Organisations, private and public sector entities and Diplomatic representatives for signature in response to correspondence received.</p> <p>Approximately one hundred and sixty-five (165) letters were prepared for the signature by the Honourable Prime Minister and the Permanent Secretary largely for dispatch to Heads of State/Government, Heads of International Organisations, private and public sector entities and Diplomatic representatives resident in Port of Spain and overseas.</p> <p><b>Facilitating the official travel abroad of the Prime Minister</b></p> <p>Protocol support was provided at the Office of the Prime Minister and at the Diplomatic Centre with respect to meetings and courtesy calls on the Prime Minister from international and local entities. Protocol was also provided to the Prime Minister in the course of his overseas travel, at official receptions and functions as well as at meetings and events associated with Official and State visits to Trinidad and Tobago.</p>

Secretariat/Division/Unit	Performance/Accomplishments
<p><b>International Relations and Protocol Unit (continued)</b></p>	<p>Approximately thirty-five (35) memoranda were dispatched to various Ministries, Trinidad and Tobago's Overseas Missions, and other relevant stakeholders on matters relating to facilitating the travel of the Honourable Prime Minister, bilateral and multilateral issues on the international agenda and Trinidad and Tobago's participation at International Conferences.</p>
<p><b>Legal Services Unit</b></p>	<p>Freedom of Information Act (FOIA) requests processed – twenty-five (25);  FOIA quarterly reports submitted – two (2);</p> <p>Short Term Service Provider Contracts prepared – twenty-six (26);  Fixed Term Employment Contracts prepared – fifteen (15);</p> <p>Memoranda of Understanding prepared – ten (10);  Service Contracts prepared – seventeen (17);</p> <p>General Liability Waivers prepared – four (4);  Legal Advice and Opinions prepared – six (6);  Review of Internal Policies – Six (6);</p> <p>Legislative Contributions – one (1);  {Family and Children Division Act 2016}</p> <p>Review of Request for Proposals/Invitations to Bid/ Terms of Reference – three (3);</p> <p>Legislative Review Committee meetings – three (3);</p> <p>Training &amp; Workshops attended – three (3);</p> <ul style="list-style-type: none"> <li>• Protocol Training;</li> <li>• Child Marriage Consultations;</li> <li>• UN Council Resolution 1540 (2004).</li> </ul> <p>Industrial Court and High Court Matters – eleven (11);</p> <p>International Reports prepared – four (4);</p> <p>Matters relating to dissolving of Ministry of Tobago Affairs – five (5);</p>

Secretariat/Division/Unit	Performance/Accomplishments
<p><b>Legal Services Unit (continued)</b></p>	<p><b>Senior Legal Advisor – Office of the Prime Minister (Gender and Child Affairs) – worked with a technical team on the following:-</b></p> <ul style="list-style-type: none"> <li>• Development of the legislative policy and draft of Schedule 5 to the Family and Children Division Act, 2016. This included amendments to the Children’s Authority Act, Chap 46:10, the Children’s Community Residences, Foster care and Nurseries Act 2000, the Adoption Act, 2000, the Children Act, 2012 and the Young Offenders Detention Act, Chap. 13:05;</li> <li>• Development of the legislative policy and draft of the Miscellaneous Provisions (Marriage) Bill, 2016 (ongoing);</li> <li>• Develop the legislative policy and draft of the Children’s Community Residences (Child Rehabilitation Centre) Regulations 2017 (ongoing), the amendments to the Children’s Community Residences (Children’s Homes) Regulations, (ongoing). Regulations are required to be made by the Children’s Authority with the approval the Minister with responsibility for welfare of children [OPM (GCA)] and are subject to affirmative resolution.</li> </ul>



## POLICY FORMULATION

***Financial Assistance to Community Residences (FACR)***

Draft policy prepared for equitable financial assistance to be provided to all community residences on a payment per child basis. The objective is to aid in enhancing the quality of care provided to children comprising funding toward direct expenditure (food, clothes, school, medical care and transport) and a flat rate towards indirect costs (psychosocial care, administration, utilities and maintenance). The draft policy included age based funding recommendations. It was submitted to Cabinet, along with a monitoring and evaluation framework, for approval.

***Business Proposal for a Gym, located at the offices of Central Administrative Services, Tobago (CAST)***

The business proposal promotes the idea that good health through exercise will lead to a more productive workforce and improved economic outcomes. The gym therefore provides a convenient facility for exercise among employees. The plan also supports the partial recouping of the operational cost by charging a membership fee based on a price differential scheme for external users.

The business plan proposal was completed and submitted for approval.

***National Policy on Grant Funding to Ecclesiastical Bodies***

A draft policy was submitted to Cabinet to guide the allocation of funds to religious organizations. This policy works toward human development, inclusion, equity, social cohesiveness and religious understanding amongst all members of society through the disbursement of funds to various ecclesiastical organisations in Trinidad and Tobago. Funds will be accessible on a project basis for those seeking outcomes of human development, infrastructural work or interfaith dialogue.

***Grant Disbursement Policy***

A draft Grant Funding Policy serves to clearly guide the process of OPM (GCA) grant disbursement in respect of national or civil society organisations (CSO) or individual applications for financial assistance in the provision of gender or child development services. It is currently before Cabinet and is awaiting consideration. In the interim, in light of numerous applications for financial assistance at the OPM (GCA) the Grant Funding Committee continued to operate on the previous policy pending decision on the revised Grants Policy.

**Citizens' Facilitation Policy**

This policy aims to clearly guide the process of the Prime Minister's citizen facilitation role, in respect of individual petitions for assistance in the provision of services. A draft policy was formulated, and is pending internal review. The development will continue in Fiscal 2017.

**Subventions to Civil Society Organisations (CSOs) for Delivery of Services**

This system of financial assistance provided funds to Civil Society Organisations to implement social services to supplement the achievement of the State's mandate. Payments, authorised by Cabinet agreements, are generally made on a quarterly basis (with the exception of the four (4) Large Community Residences). Payments were contingent on the reporting requirements being met by the CSOs. The summary of payments for Fiscal 2016, and the standing of each CSO are as follows:

Organisation	TOTAL Subvention Allocated 2016	TOTAL Subvention Paid 2016	Difference in Payment	Remarks as at 30 September, 2016	Final Status 2016
Child Welfare League	\$593,584.00	\$ 593,584.00	\$0.00	QII - IV being processed	To be Reviewed
Child Welfare League (management of) Adolescent Mothers Programme	\$2,518,838.00	\$ 1,008,602.00	\$ 1,510,236.00	QIII & IV being processed	To be Reviewed
ChildLine	\$1,734,196.00	\$ 433,549.00	\$ 1,300,647.00	Quarter I-III Reports outstanding.	Suspended
ChildLine (Outreach in rural and depressed areas)	\$495,600.00	\$ 123,900.00	\$ 371,700.00	Quarter I-III Reports outstanding.	Suspended
Network of Non-Governmental Organisations of Trinidad and Tobago for the Advancement of Women	\$200,000.00	\$ 150,000.00	\$ 50,000.00	Quarter III Report outstanding.	Continuing
New Life Ministries for the Establishment and Administration of a Treatment and Rehabilitation Centre	\$900,000.00	\$ 900,000.00	\$ -		Continuing

Organisation	TOTAL Subvention Allocated 2016	TOTAL Subvention Paid 2016	Difference in Payment	Remarks as at 30 September, 2016	Final Status 2016
Women Working for Social Progress	\$150,000.00	\$ -	\$ 150,000.00	Quarter I-III Reports outstanding.	Suspended
<b>Vote: 13-04-05-06</b>	<b>\$6,592,218.00</b>	<b>\$3,209,635.00</b>	<b>\$ 3,382,583.00</b>		
Heroes Foundation	\$420,000.00	\$ 420,000.00	\$ -		Continuing
<b>Vote: 13-04-05-08</b>	<b>\$420,000.00</b>	<b>\$420,000.00</b>	<b>\$ -</b>		
Bridge of Hope	\$281,640.00	\$ 140,820.00	\$ 140,820.00	Cabinet Note absent. Awaiting Cabinet decision on Payment per Child Policy.	Suspended
Casa de Corazon	\$270,099.00	\$ 135,049.50	\$ 135,049.50	Cabinet Note absent. Awaiting Cabinet decision on Payment per Child Policy.	Suspended
Credo Aylward House	\$200,000.00	\$ 200,000.00	\$ -		Continuing
Credo Drop-in Centre for Socially Displaced Boys	\$500,000.00	\$ 500,000.00	\$ -		Continuing
Credo Foundation For Justice (Sophia House)	\$400,000.00	\$ 400,000.00	\$ -		Continuing
Ferdean's Place Children's Home	\$180,000.00	\$ 90,000.00	\$ 90,000.00	Quarter II & III reports outstanding.	At risk
Hope Centre	\$180,000.00	\$ 90,000.00	\$ 90,000.00	Quarter II & III reports outstanding.	At risk
Islamic Home for Children inc.	\$40,000.00	\$ -	\$ 40,000.00	Cabinet Note absent. Awaiting Cabinet decision on Payment per Child Policy.	Suspended
Jayalakshmi Children's Home	\$60,000.00	\$ 30,000.00	\$ 30,000.00	Quarter II & III reports outstanding.	At risk

Organisation	TOTAL Subvention Allocated 2016	TOTAL Subvention Paid 2016	Difference in Payment	Remarks as at 30 September, 2016	Final Status 2016
Mothers' Union Children's Home	\$180,000.00	\$ 45,000.00	\$ 135,000.00	All reports outstanding	Suspended
Rainbow Rescue A Haven of Hope	\$242,252.00	\$ 242,252.00	\$ -		Continuing
The Cyril Ross Nursery	\$200,000.00	\$ -	\$ 200,000.00	All reports outstanding	Suspended
Trinidad and Tobago Nursery Association	\$32,920.00	\$ -	\$ 32,920.00	Assessment conducted; suspension recommended based on limited org. capacity and impact.	Suspended
<b>Vote: 13-04-05-03</b>	<b>\$2,766,911.00</b>	<b>\$1,873,121.50</b>	<b>\$ 893,789.50</b>		
St. Michael's School for Boys (13-04-05-09)	\$10,263,656.00	\$10 263 656.00	0.00		Continuing
St. Jude's Home for Girls (13-04-05-10)	\$7,904,508.00	\$7 899 327.00	\$5 181.00		Continuing
St. Mary's Children's Home (13-04-05-04)	\$12,537,200.00	\$12 253 220.00	\$283 980.00		Continuing
St Dominic's Children's Home (13-04-05-05)	\$13,600,000.00	\$11 332 380.00	\$2 267 620.00		Continuing

- Subventions for three (3) Community Residences were suspended due to the expiration of Cabinet's approval. It is projected that financial assistance would be available from Fiscal 2017 through the Payment per Child Policy.
- Suspension of the subvention to the Trinidad and Tobago Nursery Association was based on an assessment, which found that the impact of the Association was inadequate and its use of the Government subvention ineffective. The potential to engage in future projects once appropriate organisational capacity is evidenced was discussed with the CSO.

## MONITORING AND EVALUATION

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| <b>Evaluation of the Child Welfare League Subvention</b> | <ul style="list-style-type: none"> <li>• Evaluation of the Child Welfare League found high commitment but minimal national reach and unmeasurable impact. This led to the suspension of the Adolescent Mothers Programme while the strategies for programme redesign were developed. Efforts for determining a National Strategy to address the issue of teen practices, pregnancy and parenthood will also to be made.</li> </ul> |
| <b>Evaluation of New Life Ministries Subvention</b>      | <ul style="list-style-type: none"> <li>• Evaluation of the New Life Ministries Rehab Centre for Women was conducted: Preliminary findings are promising. The evaluation will be completed within the next Fiscal year.</li> </ul>  |

## RESEARCH & REPORTING

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| <b>Obligations under International Agreements: Country Report on the UN Convention on the Rights of the Child</b> | Prepared an updated version of the current draft report, dated 2003-2013. |
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### External Reports

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| <b>1. Achievement Report</b>                                | A Report on accomplishments Policy Research and Planning Unit for Fiscal 2015 was prepared and submitted to the Permanent Secretary. |
| <b>2. Social Mitigation Plan</b>                            | The survey was completed and responses submitted to the Ministry of Social Development and Family Services.                          |
| <b>3. Review of Government Poverty Reduction Programmes</b> | Data capture forms reviewed and submitted to the Ministry of Social Development and Family Services.                                 |
| <b>4. Children's Authority First Annual Report</b>          | Prepared an analytical review of the Report along with a Note for Cabinet. Document laid in Parliament.                              |
| <b>5. United Nation Population Fund (UNFPA)</b>             | Prepared a list of priority projects of OPM (GCA) for input into the development of the UNFPA Joint Country Implementation Plan.     |

<b>Research Database</b>	Developed an indexed database of statistics, accessible to all Divisions for reporting, policy development, etc.
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### **WORKSHOPS/CONFERENCES/COMMITTEES**

<b><i>Ministry of Social Development &amp; Family Services</i></b>	2-day Technical Workshop on Measurement of Multiple Deprivations in Childhood: Towards a National Measurement of Child Poverty, April 2016.
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<b><i>University of the West Indies &amp; Partners</i></b>	<ul style="list-style-type: none"> <li>• Presentation of data/findings to the Multi-Stakeholder Advisory Committee on the “Schools Dropout” Study, January 2016. The aim of that meeting was to encourage dialogue and feedback on the final phase of the national study on school dropouts;</li> <li>• 3-day Workshop on Constructing Transformative Economic Policy, May 2016. The aim of the workshop was to create a sustainable mechanism for citizen and civil society engagement in policy decisions and action locally, regionally and internationally.</li> </ul>
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<b><i>Population Services International (PSI) Caribbean</i></b>	Presentation of Survey Data on Gender Norms and Intimate Partner Violence (IPV) in Trinidad and Tobago, March 2016. The objectives of the survey project are: to reduce the prevalence of IPV, and to provide IPV survivors with support services in three geographical locations – St. George, Victoria and Caroni.
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<b><i>CARICOM</i></b>	Second Special Meeting of Directors/Coordinators of Women’s/Gender Bureaus in the Caribbean, February, 2016.
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<b><i>Transparency International</i></b>	Conference held in March, 2016; report prepared and submitted to the Permanent Secretary.
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<b><i>Committee for the Rationalisation of Grants in the Social Sector</i></b>	The Committee for the Rationalisation of Grants in the Social Sector, commissioned by the Ministry of Planning, was established in Fiscal 2016. In addition to the OPM, the Committee includes the Ministry of Social Development and Family Services, the Ministry of Community Development, Culture & the Arts; Ministry of Planning & Development; Ministry of Health; Ministry of Public Utilities; and the Ministry of Sport and Youth Affairs. This committee worked to
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give insight into the current landscape of governmental grants and subventions, and on developing a proposal for an overarching policy to govern such funding across all Ministries.

**Joint Select Committee Hearings and Report Responses**

- Support was provided for responding to the First Report of the JSC on Human Rights, Diversity and Equality on the Support Programs and Services for Children whose Parent or Guardian was a Victim or Perpetrator of a Violent Offence.

**Project Implementation (Physical Infrastructure) Unit**

The following projects were implemented:

**PROJECT MANAGEMENT**

**Restoration Projects**

- Cabinet Minute approved the financing of the Restoration Projects;
- Progress was made on the restoration works and project initiation activities for the completion of the following projects:
  - Red House Restoration Project;
  - Cabildo Retrofit;
  - White Hall Renovation;
  - Mille Fleurs Renovation;
  - Stollmeyer’s Castle Renovation;
  - President’s House Renovation;
  - Prime Minister’s Residence (Tobago) Renovation.

**Project Advising**

Provided assistance, contributing to the progress of key projects in other Ministries that are pertinent to National growth and development. These include projects within:

- Ministry of National Security;
- Ministry of Health;
- Ministry of Foreign Affairs;

	<ul style="list-style-type: none"> <li>• Ministry of Community Development, Culture and the Arts;</li> <li>• Ministry of Housing.</li> </ul>
	<p><b>Project Support to Strategic Planning Team</b> Provided project support specific to the design of strategies for the Strategic Planning Team of the OPM.</p>
	<p><b>Infrastructure Projects</b> Construction works on all infrastructure projects, both ongoing (5 new construction) and new (renovation of Saints and Domestic Violence Safe Homes). These projects included to two Assessment Centres and seven safe houses.</p>



## 4.2 GENDER AND CHILD AFFAIRS

As aforementioned, the national mandates for advancing the Gender and Child Development agenda are also under the remit of the OPM. Contributions to such national development are described hereunder.

### 4.2.1 GENDER AFFAIRS DIVISION

Area	Accomplishments/Achievements
<p><b>Gender Mainstreaming</b></p>	<p><b>Gender Sensitization:</b></p> <p>On January 22, 2016, a one-day gender training session was conducted at the Los Bajos Youth Facility. Seventeen (17) persons attended the training session.</p> <p>One-day Gender Focal Point Training was conducted on June 22, 2016 for government officers (Directors, Heads of Department, Managers, Supervisors, Technical Officers and other key staff) of four (4) Government Ministries namely:</p> <ul style="list-style-type: none"> <li>• Office of the Prime Minister;</li> <li>• Ministry of Tourism;</li> <li>• Ministry of Social Development and Family Services;</li> <li>• Ministry of Planning and Development.</li> </ul> <p>Nineteen (19) persons participated in the training.</p> <p>During the period July 12 to 14, 2016, one-day gender sensitization training sessions were conducted for participants of the Women in Harmony Programme at the following Centres:</p> <ul style="list-style-type: none"> <li>• Jerningham Community Centre – July 12, 2016;</li> <li>• St Joseph Community Centre – July 13, 2016;</li> <li>• Vessigny Community Centre – July 14, 2016.</li> </ul> <p>A total of fifty-one (51) women were trained.</p>
<p><b>Food Preparation &amp; Home Management Programme for Men and Boys</b></p>	<p>The programme cycle began on Monday 2nd May, 2016 and concluded on Friday 3rd June, 2016. Ten (10) programmes were conducted at the following centres:</p> <ul style="list-style-type: none"> <li>• Gulf View Community Centre, San Fernando;</li> <li>• Malabar Phase IV Community Centre;</li> <li>• San Rafael Community Centre;</li> <li>• Point Cumana Regional Complex, Carenage;</li> </ul>

Area	Accomplishments/Achievements
<p><b>Food Preparation &amp; Home Management Programme for Men and Boys (continued)</b></p>	<ul style="list-style-type: none"> <li>• Boos Community Centre, Rio Claro;</li> <li>• Fifth Company Training and Enterprise Academy (YTEPP Ltd), Princes Town;</li> <li>• Barataria Community Centre;</li> <li>• Toco Regional Complex; Vessigny Community Centre, La Brea; and</li> <li>• Five Rivers Community Centre, Arouca.</li> </ul> <p>A total of one hundred and sixty (160) persons completed the programme.</p> <p>Graduation Ceremony took place at the University of Trinidad and Tobago (UTT) Campus Pavilion, Lot #74-98, O'Meara Road, Industrial Estate, Arima on August 21, 2016.</p>
<p><b>Defining Masculine Excellence Programme</b></p>	<p>The programme cycle was conducted during the period April to July, 2016 at three (3) facilities each for a period of six weeks, one (1) day per week. These facilities were:</p> <ul style="list-style-type: none"> <li>• Sangre Grande Police Station Conference Room from May 17 – June 21, 2016 with twenty-five (25) participants;</li> <li>• Garden Jewel Foundation, Point Fortin from April 14 – May 19, 2016 with thirty-three (33) participants;</li> <li>• Old Fire Station, Cor Knox &amp; Abercromby St., P.O.S from June 15 – July 27, 2016 with thirty-five (35) participants.</li> </ul> <p>A total of ninety-three (93) persons (men and boys) completed the programme.</p> <p>The Graduation Ceremony took place at the University of Trinidad and Tobago (UTT) Campus Pavilion, Lot #74-98, O'Meara Road, Industrial Estate, Arima on August 21, 2016.</p>
<p><b>Women in Harmony Programme</b></p>	<p>The programme cycle commenced on May 17, 2016 and concluded on August 16, 2016 at three (3) centres throughout Trinidad. These centres were:</p> <ul style="list-style-type: none"> <li>• St Joseph Community Centre,</li> <li>• Vessigny Community Centre, and</li> </ul>

Area	Accomplishments/Achievements
<p><b>Women in Harmony Programme (continued)</b></p>	<ul style="list-style-type: none"> <li>• Jerningham Community Centre, Cunupia – Elderly Care</li> </ul> <p>A total of fifty-five (55) participants (women) completed the programme.</p> <p>The Graduation Ceremony took place at the University of Trinidad and Tobago (UTT) Campus Pavilion, Lot #74-98, O'Meara Road, Industrial Estate, Arima on August 21, 2016.</p>
<p><b>Domestic Violence Unit</b></p> <p>1. <b>National Domestic Violence Hotline 800-SAVE</b></p> <p>2. <b>Central Registry on Gender-Based/Domestic Violence (CRDV)</b></p>	<p>For the period October, 2015 to September, 2016 the Hotline received a total of <b>five thousand, one hundred and eighty-nine (5,189)</b> calls. <b>Sixty eight per cent (68%)</b> of calls were received from clients (persons making a report on domestic violence).</p> <p>End User Training for Database Software conducted for CRDV Participating Agencies on the following dates:</p> <ul style="list-style-type: none"> <li>• December 15, 2015</li> <li>• March 22, 2016</li> <li>• August 4, 2016</li> </ul> <p>The CRDV was launched on April 15, 2016. Six (6) agencies were incorporated in the Registry. The following Government Agencies are to be incorporated:</p> <ul style="list-style-type: none"> <li>• Ministry of Health;</li> <li>• Ministry of Social Development and Family Services; and</li> <li>• Trinidad and Tobago Police Service.</li> </ul> <p>A policy manual was developed and is awaiting signatures of the respective agencies.</p> <p>The Cabinet appointed Coordinating Committee of the CRDV met monthly to coordinate the activities of the Registry.</p> <p>The Committee submitted a draft confidential agreement for use by the entities within the Registry for review.</p>

Area	Accomplishments/Achievements
<p><b>3. Establishment of Safe Houses/ Shelters</b></p>	<p>Cabinet note drafted and revised re: Outsourcing of the management of shelters/safe homes to NGOs on behalf of Government.</p> <p>Two (2) Safe Homes, three (3) Domestic Violence Shelters and one (1) Administrative Building are ninety per cent (90%) completed and are being outfitted to support the work of the National Domestic Violence Hotline.</p>
<p><b>UNDAF: Prevalence Survey on Gender Based Violence- Strategy to Eradicate Gender based Violence and sexual violence (GBV)</b></p>	<p>Three (3) committees have been established to oversee the execution of the GBV prevalence survey, namely:</p> <ol style="list-style-type: none"> <li>1. National Steering Committee;</li> <li>2. Research Sub-Committee;</li> <li>3. Consultative Sub-Committee.</li> </ol> <p>The OPM (GCA) is currently working with the Ministry of Planning and Development to develop a Monitoring and Evaluation Framework for the overall project.</p>
<p><b>Obligations under International Agreements</b></p> <ol style="list-style-type: none"> <li>1. <b>Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)</b></li> <li>2. <b>Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Belém do Pará Convention)/Follow-up Mechanism to the Belém do Pará Convention (MESECVI)</b></li> </ol>	<p>On Monday July 18, 2016, the Honourable Ayanna Webster-Roy, Minister of State in the Office of the Prime Minister (Gender and Child Affairs) led a delegation in a constructive dialogue with the Committee of Experts on Trinidad and Tobago's combined 4<sup>th</sup>-7<sup>th</sup> Report on CEDAW. This delegation comprised members of the Office of the Prime Minister, as well as, a number of other Ministries whose substantive areas impact on the human rights of women and girls in Trinidad and Tobago. These areas included education, health, labour, national security, social development and family services among others.</p> <ul style="list-style-type: none"> <li>• Annual contribution made to MESECVI for 2015/2016</li> <li>• Submitted Trinidad and Tobago's MESECVI progress indicators for Implementation to Belém do Pará, 2016.</li> </ul>

Area	Accomplishments/Achievements
<p><b>3. UN Women Core Resources and UN Women Trust Fund to End Violence Against Women</b></p>	<ul style="list-style-type: none"> <li>• Annual contribution made to UN Women 2015/2016.</li> </ul>
<p><b>Commemoration of International Observances</b></p> <p><b>1. International Day for the Elimination of Violence Against Women (IDEVAW)/16 Days of Activism (including World AIDS Day and Human Rights Day) – November 25, 2015 to December 10, 2015</b></p>	<p><b>Activities undertaken for IDEVAW:</b></p> <ul style="list-style-type: none"> <li>• Workshop was hosted on November 13, 2015 at Civilian Conservation Corp, Mausica from 9am-1pm. Lecture and display were presented by YWCA and a skit was performed by Arts in Action, Performing Theatre, UWI;</li> <li>• Information fair was held on the Brian Lara Promenade on November 25, 2015 to showcase services/agencies for women and girls, who are victims of violence;</li> <li>• Distributed literature, educational items and memorabilia throughout the 16 Days of Activism; at the Roving Community Caravans and on the request for various ministries, organization, agencies, communities, schools and the public;</li> <li>• Posted Information on the following three topic areas on the OPM (GCA) Facebook page: <ul style="list-style-type: none"> <li>○ Violence against Women;</li> <li>○ Gender Based Violence;</li> <li>○ HIV/AIDS and Human Rights;</li> </ul> </li> <li>• Outreach Caravans were hosted in the following areas during the period November 21 to December 4, 2015 between the hours of 9am-12 noon: <ul style="list-style-type: none"> <li>○ Servol, St Andrews Regional Life Centre for Young Males between the ages 16-19 years on Monday November 30, 2015. A total of 99 young persons benefitted from this exercise;</li> <li>○ Servol Junior Life Centre, Servol Advance Training Centre, La Romain, San Fernando for 90 persons between the ages of 16-19 years on Friday December 4, 2015;</li> <li>○ MiLAT Academy, Mausica for young males between the ages of 14-19 years on Saturday December 5, 2015.</li> </ul> </li> </ul>

Area	Accomplishments/Achievements
<p><b>IDEVAW/16 Days of Activism (continued)</b></p> <p><b>2. International Men’s Day (November 19, 2016)</b></p>	<p>This activity was a collaboration between Gender Affairs Division and key stakeholders (including Governmental Agencies, Academia and Civil Society) that functioned in gender based violence and social support services. The activity consisted of presentations, booth displays etc.</p> <p>A one (1) day Men’s Health Fair Workshop was hosted on November 11, 2015 for young men between the ages of 16-25 years of age from the Civilian Conservation Corp (CCC), Woodford Lodge, Chaguanas. Ms. Angeli Chotalal of the Family Planning Association Trinidad and Tobago presented on the following topics:</p> <ul style="list-style-type: none"> <li>• Prostate Cancer;</li> <li>• STI Diseases; and</li> <li>• Use of Contraception.</li> </ul> <p>Healthcare Caravans were held in the following locations throughout Trinidad;</p> <ul style="list-style-type: none"> <li>• Talparo –November 18, 2015;</li> <li>• Cedros –December 3, 2015; and</li> <li>• Guayaguayare –December 10, 2015.</li> </ul> <p>The aim of the event was to target men within rural communities who faced challenges accessing health based information and services. This initiative was a collaborative effort of the Government and Civil Society. Areas addressed included HIV/AIDS, Cancer, Hypertension, Diabetes, Family Planning and Food and Nutrition.</p>
<p><b>3. International Women’s Day (IWD) (March 8, 2016)</b></p>	<p><b>Activities undertaken for IWD:</b></p> <ul style="list-style-type: none"> <li>• 5 Kilometer Walk/Run and Women’s Entrepreneurial Display on Saturday March 19, 2016 at the Queen’s Park Savannah, Port of Spain. Approximately <b>one thousand five hundred (1500)</b> persons participated.</li> <li>• Care Packages: <ol style="list-style-type: none"> <li>1. Civil Society Organizations and members of staff of the Office of the Prime Minister, Judiciary of Trinidad &amp; Tobago, Family Court, Ministry of the Attorney General, Caribbean Information and</li> </ol> </li> </ul>

Area	Accomplishments/Achievements
<p><b>International Women’s Day (IWD)-continued</b></p>	<p>Credit Rating Services LTD (CariCRIS) and Personnel Department and the Compensation Management Division of the Personnel Department donated items for care packages (items geared toward hygiene and sanitation) which were prepared and distributed to women and their families residing at the sic (6) Domestic Violence Shelters.</p> <ul style="list-style-type: none"> <li>• A message from the Minister of State was published in print media and on OPM and GAD facebook page on March 8, 2016;</li> <li>• Posting of Information on IWD on the OPM and GAD facebook page during period March-April, 2016;</li> <li>• Youth Focus Seminar hosted on March 10, 2016 at the Port of Spain City Hall from 9am-12 noon This initiative targeted Government Secondary School Students (mainly Form 3s and 4s);</li> <li>• A Work Life Balance Survey was conducted in March, 2016 online through the Survey Monkey software to members of staff at the Office of the Prime Minister staff and the public at general. A total of approximately eight hundred (800) responses were received;</li> <li>• Supported other Ministries, Agencies and Civil Society organizations in the following commemorative activities for IWD 2016: <ul style="list-style-type: none"> <li>a) The Ministry of Social Development and Family Services hosted an International Women’s Day Symposium for their staff on March15, 2016 at Port of Spain City Hall. The Gender Affairs Division gave a fifteen (15) minute presentation on “<b>How intimate partner violence increases the rate of contracting HIV infections</b>”. Additionally, the OPM(GCD) showcased programmes, projects and support services offered by the Division;</li> </ul> </li> </ul>

Area	Accomplishments/Achievements
<b>International Women's Day (IWD)-continued</b>	b) The Gender and Child Affairs Division participated in a Rally and Information Fair hosted by the Network of NGOs of Trinidad and Tobago for the Advancement of Women on March 8, 2016 at the Brain Lara Promenade.
<b>Strengthening State Accountability and Community Action for Ending Gender-based Violence in Trinidad and Tobago Project: National Strategic Action Plan</b>	A Note for Cabinet along with the National Strategic Action Plan was revised and sent forward to the Permanent Secretary.
<b>Institutional Strengthening of NGOs/Small Grants Committee</b>	One-off grants allocated to NGO's CBO's. A total of <b>\$74,409.00</b> were disbursed to the following fifteen (15) approved applicants working in the area of Gender and or Child Development.

Applicants	Nature of Request	Amount Granted
Divas Calypso Cabaret International	Request for financial assistance towards hosting its Annual International Day Calypso show which was held on Wednesday March 9, 2016 at the Mas Camp Pub, Woodbrook in commemoration of International Women's Day.	\$3,500.00
Ste Madeleine Regional Complex	Assistance towards hosting its Eleventh Annual (Post S.E.A. Students) Spelling B Competition on Wednesday June 8, 2016 at the Ste. Madeleine Regional Complex.	\$1,500.00
O.A.B.I: Organization for Abused and battered Individuals	Financial contribution towards furnishing and equipping its Victim Advocates Service Centre and Office (VASCO).	\$9,759.00
The Centre for Human Development Limited	Request for assistance towards a radio programme entitled "Living Life Well".	\$3,500.00
ICAN: Indigenous Creative Arts Network	Request for support for a production entitled 'Shades of I-She': Every Woman's Story'.	\$6,000.00
Domestic Violence Survivors Reaching Out (DVSRO)	Financial assistance towards hosting its 3rd Annual Domestic Violence Awareness Run/Walk.	\$2,000.00
Simone Claxton Destination Management and Consultancy	Assistance towards hosting a summer camp entitled "Entrepreneurial Minds".	\$4,350.00



<b>Applicants</b>	<b>Nature of Request</b>	<b>Amount Granted</b>
My Golden Callin Abused and Battered Women Ministry	Back to school drive in July/August.	\$2,500.00
Diabetes Association of Trinidad and Tobago (DATT)	Financial assistance towards hosting its Annual Diabetes Symposium.	\$4,500.00
Trinidad and Tobago Association of Social Workers (TTASW)	Assistance towards hosting a series of activities in the month of August, 2016 highlight 'The Role of the Social Worker in the 21st Century with special emphasis on professional responsibility and strategies to advocate and mitigate the social impact of economic decline on vulnerable groups in society.	\$5,000.00
Chinapoo Police Youth Club	Back to School Programme.	\$3,000.00
Outstretch Hands Centre of Life	Assistants towards monthly salary obligation.	\$12,800.00
New Millennium Knights Motorcycle Club	Hosting its 7th Annual Edwards "Blues" Rostant Children's Health and Wellness Fair.	\$3,000.00
Teocah Dove Legacy Foundation	Assistance towards Phoenix Project.	\$10,000.00
Network of Non-Governmental Organisations for the Advancement of Women	Assistance towards The Faith Wiltshire Award Ceremony and Tea.	\$3,000.00
	<b>TOTAL</b>	<b>\$74,409.00</b>

Subventions were allocated to the following Organisations in Fiscal 2016:

<b>Organisation</b>	<b>TOTAL Subvention Allocated 2016</b>	<b>TOTAL Subvention Paid 2016 as at Sept 30, 2016</b>
Network of Non-Governmental Organisations of Trinidad and Tobago for the Advancement of Women	\$200,000.00	\$150,000.00 (Submitted a partial report)
New Life Ministries for the Establishment and Administration of a Treatment and Rehabilitation Centre	\$900,000.00	\$900,000.00
Women Working for Social Progress	\$150,000.00	\$0.00 (Report is still outstanding)

**Note: Full subventions are paid to organisations that submit their annual yearly reports in a timely manner.**

#### 4.2.2 CHILD AFFAIRS UNIT (CAU)

Area	Accomplishments/Achievements
<b>Support to Children’s Homes</b>	<ul style="list-style-type: none"> <li>• Establishment of Interim Rehabilitation Centres at St Jude’s and St. Michael’s;</li> <li>• Draft Operational Manual – Completed;</li> <li>• Completed Community Residences Training Manual ;</li> <li>• Comprehensive Training programme for Rehabilitation Staff at St Michael’s and St Jude’s;</li> <li>• Comprehensive Training programme for Security/ Agents (St Michael’s);</li> <li>• Educational Assessments conducted on all St. Michael’s Residents;</li> <li>• University of Trinidad and Tobago (UTT) Education Services MOU - Completed and signed;</li> <li>• Ministry of Community Development, Culture and Arts MOU - Completed ;</li> <li>• Trinidad and Tobago Police Service (TTPS) Collaboration Support Agreement; and</li> <li>• Completed Research Survey on Training needs for Home.</li> </ul>
<b>Guidelines for Child-Friendly Spaces</b>	<p>Initiated project to collaboration with UNICEF to pilot the project in Tobago. This is ongoing.</p>
<b>Child Rights (UN CRC) Campaign</b>	<p>School Child Rights Awareness Presentations Completed: two hundred and forty-six (246) participants benefited from the presentations.</p> <p>Child Abuse Awareness month &amp; Child Rights Activities:</p> <ul style="list-style-type: none"> <li>• Completed four (4) television awareness interviews and two (2) radio interviews;</li> <li>• Developed child awareness road map;</li> <li>• Provided content such as videos, blog etc. on the Child Affairs Division for the new website;</li> <li>• Four (4) Child Abuse Awareness School Presentations – completed; and</li> <li>• Child Abuse Awareness Month Launch of the “<b>Fair Play Programme</b>” with WICB &amp; UNICEF. Featuring address from the Minister and WICB officials.</li> </ul>
<b>The “Break the Silence” (BTS) Child Protection Campaign</b>	<p>BTS Training/Presentation completed:</p> <ul style="list-style-type: none"> <li>• Presentations were conducted at thirty one (31) schools: two hundred and forty-six (246) participants;</li> <li>• School Wall Paintings/Murals Completed at fourteen (14) schools;</li> </ul>

Area	Accomplishments/Achievements
<p><b>The “Break the Silence” (BTS) Child Protection Campaign (continued)</b></p>	<ul style="list-style-type: none"> <li>• Art Work Published on social media, newspapers and websites; and</li> <li>• Training conducted in Tobago in collaboration with THA.</li> </ul> <p>West Indies Credit Board (WICB)/UNICEF Coaches training:</p> <ul style="list-style-type: none"> <li>• All five workshops (one (1) train the trainer and four (4) workshops) were conducted within the specified timeframe;</li> <li>• Eleven (11) persons trained as trainers;</li> <li>• A total of ninety-seven (97) persons were trained with a target of one hundred (100) persons; and</li> <li>• Advertisements were aired for two (2) time periods on three (3) television stations respectively, on CTV, CNC3 and TV6;</li> </ul>
<p><b>The “Children Who Inspire” Publication</b></p>	<p>Publication printed in national newspapers and online featuring children who accomplished outstanding feats in various disciplines with various challenges.</p>
<p><b>National Child Policy</b></p>	<p>The development of the Policy was significantly advanced in Fiscal 2016 with additional support from UNICEF. The following activities were accomplished:</p> <ul style="list-style-type: none"> <li>• Regular Inter-Ministerial Committee Meetings conducted;</li> <li>• Situation Analysis drafted;</li> <li>• Methodology drafted;</li> <li>• Literature Review completed;</li> <li>• Focus Groups completed in Tobago;</li> <li>• Focus Groups completed in Trinidad;</li> <li>• Completed and submitted the Data Analysis on fourteen (14) focus groups;</li> <li>• UNICEF Consultant Agreement Completed;</li> <li>• Published the TOR for a consultant to develop the policy in conjunction with UNICEF; and</li> <li>• Shortlisted applicants for consultancy.</li> </ul>
<p><b>National Strategic Plan for Child Development (NSPCD) 2012- 2016</b></p>	<p>Under review for the development of a new strategy for 2017-2021.</p>

Area	Accomplishments/Achievements
<b>Child Protection Mapping and Assessment</b>	Final Review completed by internal committee and document approved.
<b>Nutritional Programmes for Children in Care</b>	The programme of training completed in Food and nutrition for the homes. A Programme for schedule monitoring was designed in 2016 with a view to implementation in collaboration with the Children’s Authority o Trinidad and Tobago in 2017.
<b>National Guidelines for Children in Disaster and Emergency Situations</b>	Final review completed and submitted to all community residences as part of licensing requirements.
<b>National Children's Registry</b>	This National Registry aims to monitor and manage the achievement of all children in Trinidad and Tobago. Accomplishments include: <ul style="list-style-type: none"> <li>• Design Phase Completed;</li> <li>• Design Phase Documents Reviewed Internally; and</li> <li>• Meetings Held (Internal &amp; External Committee, Consultant &amp; Ministries).</li> </ul>
<b>Nursery Regulations</b>	<ul style="list-style-type: none"> <li>• Regulations Developed;</li> <li>• Currently with the Children’s Authority of Trinidad &amp; Tobago.</li> </ul>

4.2.3 CORPORATE COMMUNICATIONS SUB-UNIT

Service Provided	Performance Accomplishments
<b>Special Observance Press Messages</b>	<ul style="list-style-type: none"> <li>• International Men’s Day - <i>November 19, 2015;</i></li> <li>• International Day for the Elimination of Violence Against Women (IDEVAW) - <i>November 25, 2015;</i> and</li> <li>• International Women’s Day - <i>March 8, 2016.</i></li> </ul>
<b>Media Releases</b>	<ul style="list-style-type: none"> <li>• Chilean Ambassador Commits to Continued Chile-Trinidad and Tobago Partnership - <i>December 1, 2015;</i></li> <li>• UN Women continues partnership with Gender and Child Affairs - <i>December 2, 2015;</i></li> <li>• Courtesy Visit United Nations Population Fund - <i>December 2, 2015.</i></li> <li>• Meeting with UNFPA and Families in Action - <i>January 21, 2016;</i></li> <li>• End Domestic Violence - <i>January 20, 2016/ February 16, 2016;</i></li> <li>• Courtesy Visit: Miss UWIVerse Finalist - <i>February 2, 2016</i></li> </ul>

Service Provided	Performance Accomplishments
	<ul style="list-style-type: none"> <li>• Break the Silence - Protect Our Children- <i>May 16, 2016</i></li> <li>• Teen Marriage - <i>May 17, 2016</i></li> <li>• Gender Graduation - <i>August 16, 2016</i></li> <li>• Behaviour Change Communications Strategy Workshop - <i>September 28, 2016</i></li> <li>• Minister Webster Roy met with the Children’s Authority of Trinidad and Tobago and the Children’s Community Residences; and</li> <li>• World Population Day.</li> </ul>
<b>Advertisements</b>	<b>Vacancy Notices</b> <ul style="list-style-type: none"> <li>• Clerical Officer, Human Resource Analyst and Active Listener –<i>January 29, 2016;</i></li> <li>• Expression of Interest- Data Specialist: Development of the National Child Policy –<i>May 6, 2016;</i></li> <li>• IT Infrastructure Specialist, Policy Research Analyst, Business Operations Assistant II (BOA II), BOA I, Office Support Assistant and Driver/Courier –<i>May 6, 2016; and</i></li> <li>• Deputy Technical Director and Chief Technical Advisor – <i>August 12, 2016.</i></li> </ul>
<b>Speeches prepared for the Minister of State</b>	<ul style="list-style-type: none"> <li>• UWI Family Development Centre - Book and Website Launch - <i>November 17, 2015;</i></li> <li>• IDEVAW - <i>November 25, 2015;</i></li> <li>• National Muslim Women’s Organisation of Trinidad and Tobago - <i>November 29, 2015;</i></li> <li>• Christmas Luncheon - <i>December 16, 2015;</i></li> <li>• WINAD Stakeholders Meeting - <i>January 6, 2016;</i></li> <li>• Women Calypso Competition - <i>January 18, 2016;</i></li> <li>• Victim Advocacy Service Centre and Office Centre Launch – <i>February 14, 2016;</i></li> <li>• Attention Deficit Disorder / Attention Deficit Hyperactivity Disorder - <i>February 25, 2016;</i></li> <li>• Youth in Focus Seminar - <i>March 8, 2016;</i></li> <li>• International Women’s Day - <i>March 19, 2016;</i></li> <li>• Break the Silence Workshop - <i>March 22, 2016;</i></li> <li>• Fair Play Initiative Launch - <i>April 01, 2016;</i></li> <li>• Launch of the Trinidad and Tobago Central Registry on Domestic Violence - <i>April 15, 2016;</i></li> <li>• UNDP and REPSOL Consultation - <i>April 26, 2016;</i></li> <li>• Festival of Chariots - <i>April 29, 2016;</i></li> <li>• Mini-Symposium for Urban Female Entrepreneurs - <i>April 27, 2016;</i></li> </ul>

Service Provided	Performance Accomplishments
	<ul style="list-style-type: none"> <li>• Seminar / Workshop on Child Rights, Child Development and Child Abuse and Neglect - <i>April 30, 2016</i>;</li> <li>• HeForShe Signing - <i>June 24, 2016</i>;</li> <li>• Launch of the State of the World's Children Report - <i>June 29, 2016</i>;</li> <li>• Graduation Ceremony: 5-Week Menu Cycle Workshop - <i>July 4, 2016</i>;</li> <li>• World Population Day - <i>July 9, 2016</i>; and</li> <li>• Gender Graduation - <i>August 12, 2016</i>.</li> </ul>
<b>Speeches prepared for the Permanent Secretary</b>	<ul style="list-style-type: none"> <li>• Opening Remarks for the Launch of the State of the World's Children Report –<i>June 29, 2016</i>; and</li> <li>• Welcome Remarks: Behaviour Change Communication Strategy Consultation –<i>June 13, 2016</i>.</li> </ul>
<b>Speeches prepared for the Deputy Permanent Secretary</b>	<ul style="list-style-type: none"> <li>• Closing Remarks for the Gender Graduation - <i>June 16, 2016</i>;</li> <li>• Opening Remarks for the Gender Training –<i>June 22, 2016</i>;and</li> <li>• Closing Remarks for the Graduation Ceremony: 5-Week Menu Cycle Workshop - <i>July 4, 2016</i>;</li> </ul>
<b>Events of the Gender and Child Division</b>	<p>16<sup>th</sup> Days of Activism: November – December, 2015</p> <ul style="list-style-type: none"> <li>• Drafted Press Releases</li> </ul> <p>Assisted in the planning and execution of the following: Staff Christmas Party; Prime Minister's Children's Christmas Party and Community Residences Christmas Book Drive - <i>December, 2015</i>:</p> <ul style="list-style-type: none"> <li>• Developed invitation listing;</li> <li>• Procured quotations for entertainment, token etc.</li> </ul> <hr/> <p>3 Months of Health and Fitness: <i>January - March, 2016</i>:</p> <ul style="list-style-type: none"> <li>• Drafted Proposal;</li> <li>• Developed marketing strategy;</li> <li>• Procured quotation for hike, workout sessions etc.;</li> <li>• Hosted Internal Health Fair, Hike and Workout sessions.</li> </ul> <hr/> <p>National Tripartite Advisory Council- <i>March, 2016</i>:</p> <ul style="list-style-type: none"> <li>• Developed invitation listing.</li> </ul> <hr/> <p>Administrative Professional Week – <i>April, 2016</i>:</p> <ul style="list-style-type: none"> <li>• Drafted Proposal;</li> <li>• Hosted event for Administrative Professional.</li> </ul>

Service Provided	Performance Accomplishments
	<p>Graduation Ceremony: 5-Week Menu Cycle Workshop - <i>July, 2016</i>:</p> <ul style="list-style-type: none"> <li>• Drafted Proposal;</li> <li>• Drafted press release.</li> </ul>
	<p>Launch of the State of the World's Children Report <i>June, 2016</i>:</p> <ul style="list-style-type: none"> <li>• Procured quotations for venue, décor, entertainment, token etc.;</li> <li>• Drafted press release</li> </ul>
	<p>Gender Graduation – <i>August 2016</i>:</p> <ul style="list-style-type: none"> <li>• Drafted press release.</li> </ul>

### 4.3 INFRASTRUCTURAL DEVELOPMENT

The OPM received Cabinet approval of several infrastructural projects. The table below summarizes the status of those projects and the respective delivery partners.

Project	Delivery Partner	Status	Additional Information
<b>Modernisation of the St. Michael's School for Boys</b>	National Insurance Property Development Company Limited (NIPDEC)	<b>97% completed:</b> <ul style="list-style-type: none"> <li>- Demolition – 100%</li> <li>- Security booth construction – 95%</li> <li>- Upgrade works to laundry shed – 95%</li> <li>- Upper floor renovation – 100%</li> <li>- Ground floor renovation – 95%</li> </ul>	
<b>Refurbishment of the St. Dominic's Children's Home</b>	NIPDEC	<b>50% completed:</b> <ul style="list-style-type: none"> <li>- Demolition – 100%</li> <li>- Main Building – 45%</li> <li>- External works – 0%</li> <li>- MEP Upgrade – 30%</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.
<b>Reconstruction of the St. Mary's Children's Home</b>	NIPDEC	<b>82% completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 80%</li> <li>- Demolition – 100%</li> <li>- Boys' Dormitory – 95%</li> <li>- Courtyard Shed – 100%</li> <li>- Drainage – 98%</li> <li>- Kitchen – 0%</li> <li>- MEP Upgrade – 70%</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.
<b>Construction of an Assessment Centre, Chaguanas</b>	NIPDEC	<b>100% of original scope completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 100%</li> </ul>	Cabinet was approached for approval to include items which are necessary for



Project	Delivery Partner	Status	Additional Information
		<ul style="list-style-type: none"> <li>- Building Works – 100%</li> <li>- External Works – 100%</li> <li>- Services – 100%</li> </ul>	operationalization, to the scope.
<b>Construction of a Regional Assessment Centre, Manahambre</b>	NIPDEC	<b>87 % of original scope completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 100%</li> <li>- Building works – 90%</li> <li>- External works – 55%</li> <li>- Services – 82%</li> <li>-</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.
<b>Establishment of a Transition Home for Boys</b>	NIPDEC	<b>98% of original construction scope completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 100%</li> <li>- Building works – 100%</li> <li>- External works – 100%</li> <li>- Services – 98%</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.
<b>Establishment of a Workshop Centre (1)</b>	NIPDEC	<b>97% of original construction scope completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 100%</li> <li>- Building works – 100%</li> <li>- External works – 100%</li> <li>- Services – 95%</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.
<b>Establishment of a Workshop Centre (2)</b>	NIPDEC	<b>85% of original construction scope completed:</b> <ul style="list-style-type: none"> <li>- Preliminaries – 100%</li> <li>- Building works – 91%</li> <li>- External works – 50%</li> <li>- Services – 60%</li> </ul>	Loan funding to be arranged by Government to meet the outstanding balance on construction cost.

Project	Delivery Partner	Status	Additional Information
<b>Establishment of Three (3) Safe Houses and One (1) Administrative Building for Victims of Domestic Violence</b>	-	<b>82.5% complete</b>	The infrastructural renovation works as contracted have been completed. Outstanding works are related to installation of services that are to be procured internally.
<b>Establishment of an Interim Rehabilitation Centre at St. Michael's School for Boys</b>	Urban Development Company of Trinidad and Tobago Limited (UDECOTT)	<b>Completed</b>	
<b>Red House</b>	UDECOTT	<ul style="list-style-type: none"> <li>• Several activities were completed towards restoration works for red House;</li> <li>• An Architectural Consultant has been engaged;</li> <li>• The award of tender package for Site Works and Demolition has been done;</li> <li>• Packages for Structural Works, Seismic Retrofitting, Roofing and Associated Carpentry works have been sent out for tendering.</li> </ul>	Project is expected to be completed by October 2018.

Project	Delivery Partner	Status	Additional Information
<b>White Hall</b>	UDECOTT	<ul style="list-style-type: none"> <li>• Completion of User Brief;</li> <li>• Removal of Gypsum Ceiling;</li> <li>• Initiation of Geotechnical survey, Dilapidation survey and Architectural Report for White Hall Building.</li> </ul>	Project is expected to be completed by end of December 31, 2017
<b>President House</b>	UDECOTT	<ul style="list-style-type: none"> <li>• Removal &amp; disposal of Asbestos vinyl floor; tiles (main building and Upper floor);</li> <li>• Cleaning and Sanitizing of the entire building (inclusive of storing all salvage items).</li> </ul>	Project is expected to be completed by June, 2018
<b>Cabildo Building</b>	UDECOTT	<ul style="list-style-type: none"> <li>• Conditional Survey completed;</li> <li>• Development of RFP for Design Consultant.</li> </ul>	Project is expected to be completed by October, 2018.
<b>Stollmeyer Castle</b>	UDECOTT	<ul style="list-style-type: none"> <li>• Supply of Required Furniture completed;</li> <li>• New Electrical Supply completed;</li> <li>• Engagement of a Specialist Consultant.</li> </ul>	Project is substantively completed.

Project	Delivery Partner	Status	Additional Information
Mille Fleur	UDECOTT	Engagement of Geotechnical Specialist Consultant Dilapidation and Condition Assessment.	Project is expected to be completed by March, 2021

#### 4.4 CONTRACT AND LEGAL INSTRUMENT FOR FINANCIAL 2015-2016

Contracted Party	Service
Amalgamated Security Services Limited	Security Services
Aristocrat	Refurbishment of Safe Homes
BS Woodworking	Refurbishment to St. Jude's School for Girls
GPS	GPS Tracking and Location for Ministry vehicles
Nicholas Mohepat	Sponsorship Agreement
NIPDEC	Refurbishment of St. Michael's Home for Boys
Sight Factory	Website Design and Technical Support
Trinidad and Tobago Registered Nurses Association	Provision of Caregiver Training for St. Michael's Home for Boys
UDECOTT	Refurbishment of White Hall
	Refurbishment of Red House
	Supplemental Agreement for the Refurbishment of Red House
	Refurbishment of Stollmeyer's Castle
	Refurbishment of Mille Fleur
	President's House
	Refurbishment of St. Michael's Home for Boys
	Fire Suppression and Elevator Recall System

## 4.5 Critical Success Factors and Challenges

Success often hinges upon several factors coinciding to create an environment conducive to productivity. When these factors are compromised, so too is success. No organization is without its challenges. Acknowledging them however, is a critical first step to organizational growth and improvement. For the majority of the Divisions and Units of the OPM, the critical success factors identified are similar. Consequently, so too were the reported challenges. These challenges included inadequate human and material resources; few opportunities for professional development and training; ineffective communication and timeliness of processes. Additional details are presented below.

It must be noted that these challenges were being addressed by the OPM Strategic Planning Exercise as it charts the way forward for the period 2017 to 2021. The Plan is expected to be completed by the first quarter of Fiscal 2017.

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### 4.5.1 HEAD OFFICE

#### 4.5.1.1 CABINET SECRETARIAT

##### **Critical Success Factors**

- Staff members' commitment and dedication to the effective and efficient execution of the Cabinet Secretariat's mandate in the national interest; and
- Availability of resources – optimal functioning of support systems, in particular, the Information Technology infrastructure.

##### **Challenges**

- Staff shortages due to the inability to secure leave relief when officers proceed on leave. Officers on duty are called upon to perform additional duties. As a consequence, staff are consistently required to work extended hours in order to ensure that the various responsibilities with which they are tasked are performed and completed within the stipulated weekly deadlines.

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#### 4.5.1.2 PROJECT IMPLEMENTATION (PHYSICAL INFRASTRUCTURE) UNIT

##### **Critical Success Factors**

- Leadership support and interest;
- Alignment of projects' objectives and outcome with OPM's strategy (benefits rationalisation);
- Stakeholder support through effective stakeholder management;
- Organisational culture alignment with project management; and
- Availability of resources – human, financial, etc.

## Challenges

- **Delayed release of funds** – Releases required to pay invoices for works completed were delayed throughout the year. As a result, contractors choose to slow or stop works due to the delay in payments; and
- **Limited transportation for officers** – The internal transportation provided is inadequate to support officers' frequent visits to various sites for monitoring and evaluating the progress of projects.

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### 4.5.1.3 PUBLIC INFORMATION AND COMMUNICATION UNIT

#### Critical Success Factors

The accomplishments of the Unit are attributable to:

- The skill sets of staff members;
- The dedication of staff members; and
- The ability of staff to work effectively despite constraints of resources.

## Challenges

- Particular reference is made to the technical output. The Unit was unable to access much needed upgrades to TV/audio equipment e.g. new camera lenses, microphones, flash drives/modems for storage of completed TV programmes and/or TV footage; and
- Inadequate transportation to and from events also created delays to the start of some functions.

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### 4.5.1.4 LEGAL SERVICES DIVISION

#### Critical Success Factors

- Organization Structure of Legal Unit needs revision to adequately meet workload;
- Succession planning is critical/retention historical of documents by other units; and
- Institutional strengthening needed to boost staff morale and improve motivation and conditions.

## Challenges

- The Legal Unit has little resource material on the specific areas outlined for research. Therefore, the unit will have to source text and reading material from external libraries as best as possible;

- There are human resource constraints as it relates to the adequacy of professional legal staff for the provision of legal advice/opinions/drafting of legal instruments and representation in pre-trial hearings or litigation matters. The staff is insufficient for the volume and complexity of workload. The loss of Short Term Research Officer, Legal Officer I and Business Operations Assistant I impacted the unit negatively;
- Late notification for meetings or court attendance;
- Documents submitted to Legal Unit for review often received with unreferenced work; and
- Insufficient support documentation for contract preparation – resulting in time wastage.

#### Steps taken to address Challenges

- Re-familiarizing unit on established procurement procedures;
- Creating contract templates for ease of use;
- Clear demarcation of roles and functions of each support unit, especially in cross functional teams;
- Existing staff had to undertake additional duties;
- Reminders sent to prompt user Division/Unit to submit requisite support information; and
- Team Building activities undertaken.

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#### 4.5.1.5 REGISTRY AND RECORDS MANAGEMENT UNIT

##### **Critical Success Factors**

- Provision of trained staff; and
- A full complement of staff to ensure the efficient running of the unit.

##### **Challenges**

- Shortage of staff members due to the absence of replacement.

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#### 4.5.1.6 INTERNAL AUDIT UNIT

##### **Critical Success Factors**

- Maintaining an active reporting line and an open communication line with the Accounting Executive I;
- An agreed audit plan with the Accounting Executive I;
- An established mission/charter;
- Development of audited documented procedures;
- Adequate time and resources in order to perform the audit; and
- Keeping update with changes in procedures.

## Challenges

- Delay in accessing documents; and
- Lack of cooperation from Divisions.

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### 4.5.1.7 NATIONAL AWARDS COMMITTEE

#### Critical Success Factor and Challenge

- Timely submission of awards to be dealt with by external agencies.

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## 4.5.2 GENDER AND CHILD AFFAIRS

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### 4.5.2.1 GENDER AFFAIRS DIVISION

#### Critical Success Factors

Success in the fulfilment of the mandate of Gender Affairs requires:

- Full complement of Staff as required by the organizational structure - Filling of vacancies (both administrative and technical positions);
- Staff training programmes;
- The application of monitoring, evaluation and preventative systems;
- Adequate accommodation for the Domestic Violence Unit;
- Adequate financing of programmes/projects; and
- Continued engagement of civil society organization and the private sector.

## Challenges

- Inadequate personnel to implement projects. Recruitment exercise initiated; and
- Inadequate transport for officers managing external programmes and projects.

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### 4.5.2.2 CHILD AFFAIRS DIVISION

#### Critical Success Factors

Adequacy of staff to ensure successful project execution and completion;

- Collaboration with stakeholders including ministries and NGO's to increase project impact and reach; and
- Adequate financial resources to support project implementation.

## Challenges

- The lack of a full complement of specialist staff; and
- Delays in submission of important information by external partner for major projects such as the National Child Registry;



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#### 4.5.2.3 CORPORATE COMMUNICATIONS SUB UNIT (GCA)

##### Challenges

- Limited human resources, given the number of activities to be undertaken;
- Late notification of events by Divisions/ Units creating challenges to mobilise for events.

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#### 4.5.2.4 INTERNATIONAL COOPERATION DESK

##### Critical Success Factors

- Timely approval of Cabinet Notes: Notes for Cabinet for attendance at Conferences overseas often require rapid approval, given the short time between the receipt of the invitation and the hosting of the event. Since various levels of executive and Ministerial approval are required before this is submitted to Cabinet, the Notes must be prepared as soon as participation in the Conference is contemplated; and
- Staffing: The full complement of staff is required to effectively achieve the mandate of the Desk.

##### Challenges

- Inter-ministerial Research Network: one major challenge is the difficulty in contacting the respective research Units at Ministries and Department for follow-up information. To mitigate the situation, the International Cooperation Desk is developing a network of research contacts across Ministries to facilitate timely submission of information; and
- Staffing: The positions of Director and Business Operations Assistant II remain vacant.

## 5 FINANCIAL OPERATIONS

The OPM receives funding under the Parliamentary Appropriations System. Thus the Ministry of Finance disburses approved funds identified under various sub-heads.

### 5.1 EXPENDITURE

The allocation for the OPM for the financial year 2016 was four hundred and twenty two million, eight hundred and eighty thousand, three hundred and twenty five dollars (\$422,880,325.00). The actual expenditure for the financial year 2016 was two hundred and thirty million, seven hundred and forty-one thousand, seven hundred and thirty eight dollars and fifty-four cents (\$230,741,738.54) – approximately fifty five percent (55%) of the allocation.

<b>Breakdown of Allocation and Expenditure for Fiscal 2016</b>			
<b>Expenditure Category</b>	<b>Allocation</b>	<b>Actual Expenditure</b>	<b>Variance</b>
Recurrent expenditure	\$379,295,829.00	\$212,531,886.62	\$166,763,942.38
Development Programme (DP)	\$11,300,000.00	\$3,056,989.44	\$8,243,010.56
Infrastructure development fund (IDF)	\$32,284,496.00	\$15,152,862.48	\$17,131,633.52
<b>TOTAL</b>	<b>\$422,880,325.00</b>	<b>\$230,741,738.54</b>	<b>\$192,138,586.46</b>

### 5.2 RECURRENT EXPENDITURE

Recurrent Expenditure payments for day-to-day OPM operations amounted to two hundred and twelve million, five hundred and thirty one thousand, eight hundred and eighty six dollars and sixty two cents (\$212,531,886.62), fifty-six percent (56%) of the allocated three hundred and seventy-nine million, two hundred and ninety five thousand, and eight hundred and twenty- nine dollars (\$379,295,829.00).

The table below provides further information on the Allocated and Actual Recurrent Expenditure of the OPM for the financial period 2015- 2016:

<b>Budget Versus Actual Recurrent Expenditure for Fiscal 2016 with Projections for 2017</b>			
<b>Sub-Head &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Variance</b>
Personnel Expenditure	<b>\$38,330,216.00</b>	<b>\$28,437,979.93</b>	<b>\$9,892,236.07</b>
Goods and Services	\$240,927,175.00	\$103,002,378.89	\$137,924,796.11
Minor Equipment Purchases	\$4,251,700.00	\$2,289,741.61	\$1,961,958.39
Current Transfers and Subsidies	\$95,786,738.00	\$78,801,786.19	\$16,984,951.81
<b>TOTAL</b>	<b>\$379,295,829.00</b>	<b>\$212,531,886.62</b>	<b>\$166,763,942.38</b>

Almost fifty-six percent (56%) of the allocated Recurrent Expenditure was utilised for the financial period. There was a variance of one hundred and sixty-six million, seven

hundred and sixty-three thousand, nine hundred and forty-two dollars and thirty-eight cents (\$166,763,942.38) (44%).

The variance in Personnel Expenditure is attributed to:

1. Vacant positions which were not filled.
2. There were no new commissions of enquiry and those which existed came to an end early Fiscal 2016
3. Releases requested were not always received
4. Invoices were not submitted or received on time
5. Cheques were not printed on time at the end of the Financial Year due to delays.

### 5.3 DEVELOPMENT PROGRAMME (DP)

The Development Programme is a capital expenditure Programme sought to improve and enhance Trinidad and Tobago's development including human resources, economic and social development. **Eleven million, three hundred thousand dollars (\$11,300,000.00)** assigned to the Developmental Programme accounted for approximately **three percent (3%)** of the Ministry's total allocation. Of this, **three million, fifty-six thousand, nine hundred and eighty-nine dollars and forty-four cents (\$3,056,989.44)** was spent; an estimated **twenty-seven percent (27%)** of the allocated DP.

The two (2) categories under which projects were funded for Fiscal year 2016, along with the budgeted and actual expenditures, are reflected in the table below:

<b>Budget Versus Actual DP Expenditure for Fiscal Year 2015-2016 with Projections for 2017</b>			
<b>Sub-Head /Item/Description</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Variance</b>
09 DEVELOPMENT PROGRAMME	\$11,300,000.00	\$3,056,989.44	\$8,243,010.56
004 SOCIAL INFRASTRUCTURE	\$11,300,000.00	\$3,056,989.44	\$8,243,010.56
005 MULTI-SECTORAL AND OTHER SERVICES	0.00	0.00	0.00

The main sources of the variance of 73% (\$8,243,010.56) is highlighted in the table below:

<b>Variations under Development Programme</b>		
<b>Development Programme Sub-Section</b>	<b>Variance</b>	<b>Delayed Projects/Programmes</b>
004 SOCIAL INFRASTRUCTURE	\$8,243,010.56	\$8,243,010.56
005 MULTI-SECTORAL AND OTHER SERVICES	\$0.00	\$0.00

#### 5.4 INFRASTRUCTURE DEVELOPMENT FUND (IDF)

The Infrastructure Development Fund (IDF) was established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. The purpose of the fund is to act as a readily accessible resource to fund state infrastructure projects. In order to use funds under the IDF, the procurement of goods or services must be through a Special Purpose Company (SPC). SPCs are state enterprises created for a specific purpose.

The OPM received **thirty-two million, two hundred and eighty-four thousand, four hundred and ninety-six dollars (\$32,284,496.00)** for Fiscal Year 2015-2016. Of this amount, **fifteen million, one hundred and fifty-two thousand, eight hundred and sixty-two dollars and forty-eight cents (\$15,152,862.48) (46%)** was spent.

#### 5.5 REVENUE

No revenue was collected by the Office of the Prime Minister.

#### 5.6 DEBT POLICY & INVESTMENT POLICY

Any such policy would be in accordance with the policies and guidelines of the Government of Trinidad and Tobago as articulated by the Ministry of Finance.

## 6 HUMAN RESOURCE DEVELOPMENT PLAN

The Human Resource Management Division (HRMD) nurtures a work environment in which workers are valued and respected, having opportunities for professional development in addition to a positive work-life balance. Human Resource is central to staff development and its application of skills and abilities to achieve the OPM's organizational goals.

### 6.1 CAREER PATH SYSTEMS

The Civil Service Act chapter 23:01 outlines the framework for career paths within Ministries. A hierarchy of positions were created for Ministries and Departments in the public service. From time to time, Ministries will review their organizational structures and make recommendations to Cabinet through the Public Management Consulting Division for new posts to be created and added to the establishment on terms and conditions approved by the Chief Personnel Officer. A new organizational chart was developed in 2011 for the OPM which saw the creation of several positions. However, approval for this new structure remains outstanding.

While the hierarchical structure and appointment to office is determined by the Public Service Commission, the OPM equipped staff for promotion to higher offices through coaching, mentoring, training and exposure to experiences.

The OPM continued to be guided by the Chief Personnel Officer on policy for the creation of contract employment in the Public Service. Personnel Department Circular Memorandum PD (bm):12/2/1 Vol. IV refers.

### 6.2 PERFORMANCE MEASUREMENT TOOLS

The OPM is guided by the tenets of the Performance Management and Appraisal System (PMAS) which was introduced in the Public Service by the Personnel Department in 2001. The main components of the PMAS, namely Performance Planning, Performance Support and Performance Review are utilized in the management of the performance of all members of staff.

### 6.3 PROMOTION

The criteria for promotion of officers are outlined in Regulation 18 of the Public Service Commission Regulations, Chapter 1:01 of the Laws of the Republic of Trinidad and Tobago. These criteria include seniority, experience, educational qualifications and merit. Recruitment of persons to be employed on contract is through an interview process and the selection of the successful candidate.

## 6.4 RECRUITMENT AND SELECTION PROCEDURES

Recruitment of officers in the public service establishment was managed by the Director of Personnel Administration, whereas recruitment of contract officers was managed by the Permanent Secretary. The Ministry also contracted the Government Human Resources Services (GHRM) to assist in contract recruitment.

The general procedure for recruitment on contract was followed as detailed below:

- All contract vacancies were advertised internally and/or externally, and
- Criteria for selection were based on qualification and experience.

### INTERVIEWS

- The HRMD was responsible for arranging and coordinating **all** interviews. This included advising both interviewers and interviewees of the date, time and venue for interviews as well as ensuring the preparation of all relevant documentation related to the interviews, including recommended selection criteria.
- The interview panel comprised a minimum of three (3) persons and usually included the following:
  - The Head of Department or designated representative;
  - A representative from the Human Resources Department;
  - At least one other person who was the holder of the requisite knowledge and skill related to the particular position.
- Procedures for the various steps related to the employment process were reviewed at least once during the year.
- Each interviewer was required to independently complete an Interview Assessment Form at the end of the interview process.
- The candidate with the highest average score was the first ranked. In the event of a tie, a new interview panel would have been established to interview the candidates with the tied scores.

### CRITERIA FOR SELECTION

The following criteria were applied to the selection process:

- Educational, professional, and technical requirements for the position.
- Relevant experience.
- Current registration with appropriate board, council or recognized licensing authority, where relevant.
- Proven skills and competencies.
- References.

## REFERENCES

The OPM required that all applicants provided the names, addresses and telephone numbers of two (2) persons as referees (excluding relatives). The OPM also sought references from previous employers and institutions in the selection process. Reference checks were conducted by the OPM before final selection.

## 6.5 POSITIONS FILLED AND POSITIONS VACANT

The positions which became vacant during the period October 1, 2015 to September 30, 2016 are listed hereunder:

POSITION	RANGE	NO.	SECTION
<b>Permanent Secretary, Office of the Prime Minister</b>	SRC	5	4 - General Administration 1 - CAST
<b>Deputy Permanent Secretary</b>	SRC	1	General Administration
<b>Director, Gender Affairs</b>	60	1	Gender and Child Affairs Division
<b>Cabinet Affairs Officer I</b>	46D	1	Cabinet Secretariat
<b>Administrative Officer II</b>	46D	1	Procurement and Office Management Unit
<b>Accountant II</b>	35G	1	Finance and Accounts Unit
<b>Accounting Assistant</b>	25E	1	Finance and Accounts Unit
<b>Clerk IV</b>	30C	2	1 - Cabinet Secretariat 1 - Registry and Records Management Unit
<b>Clerk III</b>	24E	3	2 - Cabinet Secretariat 1 - Procurement and Office Management Unit
<b>Clerk II</b>	20C	2	1 - Finance and Accounts Unit 1 - Registry and Records Management Unit
<b>Clerk Stenographer IV</b>	30E	1	1 - Gender and Child Affairs Division
<b>Auditing Assistant</b>	30C	1	Internal Audit
<b>Receptionist/Telephone Operator</b>	13	1	Procurement and Office Management Unit
<b>Messenger II</b>	14D	1	Procurement and Office Management Unit
<b>Messenger I</b>	9	1	Procurement and Office Management Unit
<b>Cleaner I</b>	4	1	Procurement and Office Management Unit
<b>TOTAL</b>		<b>24</b>	

Positions which were filled during the period October 1, 2015 to September 30, 2016 are outlined hereunder:

POSITION	RANGE	NO.	SECTION
<b>Permanent Secretary to the Prime Minister</b>	SRC	1	General Administration
<b>Permanent Secretary, Office of the Prime Minister</b>	SRC	1	General Administration

<b>POSITION</b>	<b>RANGE</b>	<b>NO.</b>	<b>SECTION</b>
<b>Cabinet Affairs Officer II</b>	54D	1	Cabinet Secretariat
<b>Administrative Officer IV</b>	54D	1	Client Relations Division/ Citizens' Facilitation Unit
<b>Administrative Assistant</b>	35F	2	1- Cabinet Secretariat 1 - Special Administrative Services Unit
<b>Clerk III</b>	24E	1	Special Administrative Services Unit
<b>Clerk I</b>	14	1	Finance and Accounts Unit
<b>Messenger II</b>	14D	1	Procurement and Office Management Unit
<b>TOTAL</b>		<b>9</b>	



## 6.6 TRAINING AND DEVELOPMENT PROGRAMMES-FISCAL YEAR 2015-2016

**Staff of the OPM attended the following training sessions/seminars/symposia during the Fiscal year 2015-2016:**

No.	Training Programme	Date/Period	Institution	No. of Attendees
1.	Accounting Procedures in Government	03.11.15 to 06.11.15 Three (3) days	Public Service Academy	1
2.	Corporate Imaging and Business Etiquette	24.2.16	Public Service Academy	1
3.	Critical Thinking Skills	26.01.16 to 28.01.16	Public Service Academy	1
4.	Designation Orientation Programmes	23.11.15 to 25.11.15 Three (3) days	Public Service Academy	1
5.	Developing An Innovation Thinking System	08.09.16 to 09.09.16 Two (2) days	The University of the West Indies	1
6.	Emotional Intelligence Workshop	09.11.15 to 13.11.15 Three (3) days	Public Service Academy	1
7.	Ethical Issues in the Public Service	16.11.15 to 17.11.15 Two (2) days	Public Service Academy	1
8.	From Policy to Parliament	26.11.15 One (1) day	Ministry of Attorney General and legal Affairs. Attended by	1
9.	Gender Sensitization Training Programme	22.06.16 One (1) day	Office of the Prime Minister (Gender and Child Affairs) Conference Room	7
10.	Green Urban Transport Workshop	11.06.16	City Hall, Port of Spain	
11.	IHRIS Training	17.11.15 to 19.11.15 Three (3) days	Corner Park Abercromby St., Felicia's House, Port of Spain	7

No.	Training Programme	Date/Period	Institution	No. of Attendees
12.	IHRIS Training	19.07.16 to 21.07.16 Three (3) days	Corner Park Abercromby St., Felicia's House, Port of Spain	1
13.	IHRIS Training "User Group"	01.04.16 Half (1/2) day	Training Facility of the Board of Inland Revenue, Wrightson Road, Port of Spain	2
14.	Invitation to Stakeholder Consultation on Draft Implementation Framework under the Project: Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago	13.11.15	PS. Ministry of Planning and Development. Hyatt Regency Hotel	1
15.	Managing Work Life Balance	07.09.16 to 08.09.16 Two (2) days	Public Service Academy	2
16.	Monitoring and Evaluation	18.07.16 to 22.07.16 Five (5) days	Public Service Academy	1
17.	National Stakeholder Consultation on the Retention of Personal Information within Trinidad and Tobago	02.12.15 One (1) day	Ministry of Communications and the International Telecommunications Union	2
18.	Organisation Re-design for Agility	15.09.16 to 16.09.16	The University of the West Indies	1
19.	Presentation on the Legislative Process and Drafting Instructions	23.11.15	Ministry of the Attorney General and Legal Affairs	1
20.	Presentation Skills for Senior Managers – Group II	24.11.15 to 25.11.15 Three (2) days	Public Service Academy	1
21.	Promoting Public Financial Reform	21.07.16 One (1) day	The Institute of Chartered Accountants of Trinidad and Tobago	2

No.	Training Programme	Date/Period	Institution	No. of Attendees
22.	Proposal Writing Workshop	17.11.15 to 19.11.15 Three (3) days	Public Service Academy	1
23.	Protocol for Public Officers	19.10.15 to 21.10.15 Three (3) days	Public Service Academy	1
24.	Protocol for Public Officers	25.01.16 to 26.01.16	Public Service Academy	1
25.	Protocol Manual Knowledge and Usage	08.06.16 to 10.06.16 Three (3) days	In-House	All Staff
26.	Registry Procedures	27.10.15 to 29.10.15 Three (3)	Public Service Academy	1
27.	Re-introducing IhRIS Its Value as a Strategic and Tactical Tool for HR Practitioners	26.07.16 Half (1/2) day	Training Facility of the Board of Inland Revenue, Wrightson Road, Port of Spain	4
28.	Service Improvement	08.03.16 to 10.03.16 Three (3) days	Public Service Academy	1
29.	Service Improvement	01.06.16 to 03.06.16 Three (3) days	Public Service Academy	1
30.	Terms of Reference and Request for Proposals	06.01.16 to 08.01.16 Three (3) days	Public Service Academy	1
31.	The Context for Innovation	06.10.16 to 07.10.16 Two (2) days	The University of the West Indies	1
32.	Women In Leadership Conference (WIL) 2016	14.07.16 One (1) day	Trinidad Hilton and Conference Room	1

## 7 REPORTING FUNCTIONS

### 7.1 DEPARTMENTAL REPORTS

Division/Unit	Document/Report	Received By
<b>Gender Affairs</b>	Annual Administrative Report	PRP Unit
	Projects/ Programme Reports	PRP/Projects/Permanent Secretary
	Ad hoc reports	PRP/Projects/Permanent Secretary
	Financial/Budget reports and estimates	Permanent Secretary/Accounts
	Gender Based Violence/Domestic Violence Reports	Director Gender Affairs
<b>Finance</b>	Virements of Funds	Accounting Officer
<b>Reconciliation</b>	Daily Abstract of Payments	Accountant
<b>Pay Branch</b>	Data Entry Payment Request  General Ledger Report	Approver/Verifier Printer Printer Cheque Despatch Clerk Printer
<b>Despatch</b>	Cheque Delivery Lists	Despatch Clerk

## 7.2 EXTERNAL REPORTS

Document/Report	Receiving Agency
<b>PERFORMANCE REPORTS</b>	
<b>Annual Administrative Report</b>	President, Parliament
<b>Social Sector Investment Programme (SSIP)</b>	Ministry of Social Development and Family Services
<b>Public Sector Investment Programme (PSIP)</b>	Ministry of Planning and Development
<b>Performance Reports (Ad Hoc/ Monthly/ Annual)</b>	<ul style="list-style-type: none"> <li>• Line Minister</li> <li>• Ministry of Planning and Sustainable Development</li> <li>• Cabinet</li> </ul>
<b>SPECIAL REPORTS</b>	
<b>Draft resolution on the Rights of the Child: IT &amp; Exploitation</b>	Various
<b>Child Labour Report</b>	Ministry of Labour and Small Enterprises Development, Ministry of Foreign and CARICOM Affairs and International Agencies
<b>8<sup>th</sup> Ed. Of the Report by the International Centre for Missing &amp; Exploited Children (ICMEC) – Child Pornography: Model Legislation Global Review</b>	Ministry of Foreign and CARICOM Affairs and Ministry of National Security
<b>CEDAW</b>	Office of the Attorney General and Legal Affairs, CEDAW Committee, United Nations
<b>MESECVI progress indicators for Implementation for Belém do Pará</b>	Office of the Attorney General and Legal Affairs, MESECVI Secretariat - OAS Organization
<b>Gender Equality Observatory Indicators</b>	Gender Equality Observatory, Division of Gender, United Nations
<b>Special and Ad Hoc Reports</b>	On request from International Agencies
<b>Reports in relation to attendance to International Conferences</b>	Permanent Secretary/Minister

<b>Document/Report</b>	<b>Receiving Agency</b>
<b>ACCOUNTS</b>	
<b>Application for Credit on the Exchequer Account</b>	Comptroller of Accounts
<b>Application/Request for Release of Funds</b>	Budget Division, Ministry of Finance
<b>Reconciliation Statement and List of Unpaid Cheques</b>	Comptroller of Accounts, Auditor General
<b>Transfer of Released Funds</b>	Budget Division, Ministry of Finance
<b>Transfer of Funds</b>	Budget Division, Ministry of Finance
<b>Appropriation Account</b>	Comptroller of Accounts, Auditor General
<b>Estimates of Expenditure</b>	Budget Division, Ministry of Finance
<b>Procurement and Development Programme</b>	Ministry of Planning and Development
<b>Estimates of Revenue</b>	Budget Division, Ministry of Finance
<b>Expenditure Notification</b>	Comptroller of Accounts, Auditor General
<b>Statement of Monthly Actual Expenditure</b>	Budget Division, Ministry of Finance
<b>Inter-Department Adjustment Voucher</b>	Comptroller of Accounts, Appropriate Ministry
<b>Overseas Missions Vouchers</b>	Comptroller of Accounts, Auditor General
<b>Pension and Leave Records</b>	Pensions Division, Comptroller of Accounts
<b>Reports of Overpayment</b>	Comptroller of Accounts, Auditor General

The accounts of the Office of the Prime Minister are reconciled monthly with the Comptroller of Accounts. The Reconciliation Statement along with a list of Unpaid Cheques are submitted to the Comptroller of Accounts and the Auditor General. A listing of payees who have not cashed their cheques, at March 31, is published in the daily newspapers and the Trinidad and Tobago Gazette, in accordance with Comptroller of Accounts Circular Memorandum No. 02 dated March 03, 2004.

## 8 PROCUREMENT PROCEDURES

To ensure accountability, transparency and value for money in the procurement process the following general process and procedural guidelines are issued for the Ministry's Vertical Services and Special Programmes:

### 8.1 CENTRAL TENDERS BOARD LIMITS

The Central Tenders Board regulations were amended with regard to authority to approve purchases by Legal Notice No. 155 dated August 27, 2009 as follows:

Amount	Authority
Up to \$1,000,000	Permanent Secretary (Accounting Officer)
> \$1,000,000 - \$2,000,000	Ministerial Tenders Committee
> \$2,000,000	Central Tenders Board

### 8.2 OPEN TENDER, SELECTED TENDER PROCEDURES, AND SOLE TENDER WITH CRITERIA USED IN SELECTING EACH SYSTEM

Any such policies, procedures and practices were complied with those set out by the Central Tenders Board, Ministry of Finance in the Exchequer and Audit Act Chapter 69:01, Financial Regulations 1965, the Financial Instructions 1965 and the Policies and Guidelines.

## 9 PUBLIC AND COMMUNITY RELATIONS

### 9.1 CLIENT AND PUBLIC ACCESS TO SERVICES/SERVICE DELIVERY SYSTEMS

Service delivery of the OPM were mainly through the Gender and Child Affairs Divisions and the Citizen Facilitation Unit. The service delivery model for children focuses on creating child centred environments for all children, while the gender model focuses on building awareness, reducing inequity and reducing violence against women.

Gender-based social programming included Defining Masculine Excellence, Food Preparation and Home Management for Men and Boys, and Women in Harmony programmes. Gender Development was also furthered through Gender Mainstreaming exercises including Gender Sensitisation workshops and the launch of the Central Registry on Domestic Violence. Further, the National Domestic Violence Hotline – 800-SAVE (7283), managed on behalf of the government by Families in Action, provided national services to the general public. Plans are underway for additional services including safe houses which will serve to support survivors of GBDV. Beyond these, outreach activities conducted in commemoration of international observances also sought to raise public awareness as to the services of the OPM-GCA and those of its partners.

Child related services mostly encompassed public awareness campaigns such as the “Break the Silence” (BTS), Child Protection Campaign and the Child Rights (UN CRC) Campaign which targeted schools. Additionally, the OPM fully funds the four (4) major Community Residences and partially funds several private Community Residences as places of safety for children in need of care and protection.

Additional details on all highlighted services are available in Section 6, Performance Accomplishments.

### 9.2 COMMUNITY AND STAKEHOLDER RELATIONS/OUTREACH

The community and stakeholder outreach events of the OPM are also summarised in section 6.0 – Performance Accomplishments. The community and stakeholder outreach events of the Ministry are summarised in section 4.0 – Performance Accomplishments. The Gender Affairs Division held several events – internal and external – that focused on public education and sensitisation. Gender sensitisation was conducted for Los Bajos Youth Facility, Government officers (Directors, Heads of Department, Managers, Supervisors, Technical Officers and other key staff) of four (4) Government Ministries and participants of the Women in Harmony programme. Several public awareness programmes were aired on ISAAC 98.1 FM under the Defining Masculine Excellence programme, which aimed to broadcast men’s concerns. The Division also hosted a 5 Kilometer Walk/Run and Women’s Entrepreneurial Display; donated Care Packages to victims of GBV residing in DV Shelter/Safe Homes; held a Youth Focus Seminar; conducted an online Work Life Balance Survey; Posted Information on IWD, IMD,



IDEVAW/16 Days of Activism on the OPM and GAD Facebook page, hosted a one (1) day Men's Health Fair Workshop, conducted Outreach Caravans , hosted an all-day information fair, and distributed printed brochures on human rights and domestic violence – all in celebration of internationally-recognized days.

### 9.3 STRATEGIC PARTNERSHIPS (LOCAL, REGIONAL & INTERNATIONAL)

During the period under review, the OPM entered into strategic partnerships with the following organisations:

Unit/ Programme or Project	LOCAL STRATEGIC PARTNERSHIPS
<b>Gender Affairs Unit – Central Registry on Domestic Violence</b>	CADV/Rape Crisis, Ministry of Health, Central Statistical Office, Ministry of the Attorney General, Judiciary/Family Court, CAPA-TTPS
<b>Gender Sensitization/Training</b>	Key Civil Society Organizations
<b>Ministry of Planning and Development – Technical Corporation Unit</b>	Collaboration on the UN Development Assistance Framework (UNDAF) Monitoring and Evaluation (M&E) Framework for the Project: Eradication of Gender Based Violence.
<b>Child Development Unit – The University of Trinidad and Tobago (UTT) and St. Michael's School for Boys Collaborative Programme</b>	This programme was established by UTT in collaboration with the Office of the Prime Minister to treat with the illiteracy and poor academic performance at St. Michael's School for Boys.
<b>Child Development Unit – St. Michael's School for boys</b>	Ministry of Community Development, Culture and the Arts Community Mediation will facilitate sessions with the students at St. Michael's School for boys.
<b>Child Development Unit – The National Children's Registry</b>	The National Children's Registry (NCR) will be an electronic database that will foster an integrated, proactive and collaborative approach to addressing child development issues through notifications, key milestones performance indicators, information sharing, established protocols and accountability standards. <ol style="list-style-type: none"> <li>1. Office of the Prime Minister (Gender and Child Affairs)</li> <li>2. Ministry of Education</li> <li>3. Ministry of Health</li> </ol>

Unit/ Programme or Project	LOCAL STRATEGIC PARTNERSHIPS
	<ol style="list-style-type: none"> <li>4. Ministry of Attorney General and Legal Affairs</li> <li>5. Ministry of National Security</li> <li>6. Ministry of the People and Social Development</li> <li>7. Ministry of Planning and Development</li> <li>8. Ministry of Sport and Youth Affairs</li> <li>9. Children’s Authority of Trinidad and Tobago</li> <li>10. Family Court of Trinidad and Tobago</li> <li>11. Ministry of Social Development and Family Services</li> <li>12. Trinidad and Tobago Juvenile Court Project</li> </ol>
<b>Child Development Unit – "Children Have Rights"</b>	Partnership with Create Future Good NGO for "Children Have Rights" Television Media campaign.
REGIONAL STRATEGIC PARTNERSHIPS	
<b>Child Development Unit – Caribbean Parent Skills Training (PST) for Parents of Children with Disabilities</b>	<p>This programme is specially equipped to help families in low income countries, focusing on parents of children with disabilities and development delays including Autism.</p> <p>The PST is part of the Mental Health Global Action Programme (mhGAP), a training programme developed and implemented between 2008 and 2010 in the Americas. The mhGAP adaptation had already been conducted in Trinidad in July, 2015. The goal of this initiative was to introduce and integrate mental health care into primary health care services (e.g. Health Centres and Regional Authorities).</p> <p>The mhGAP training of trainers was conducted with forty (40) persons in Trinidad and Tobago and this is not to be mistaken with the due diligence visit since the PST is a different and separate type of training. A roll-out plan had been completed since and four (4) regions have already completed further training of primary care physicians and monitoring and evaluation conducted. Aspects of the mhGAP that are relevant to each region were adapted and therefore specific modules were applied. The aim of this partnership was to implement the PTS in Trinidad and Tobago.</p>
<b>Child Development Unit – Return to Happiness (RTH)</b>	In collaboration with UNICEF, this programme seeks to provide psychosocial support and group play therapy for children ages 5-12 years in the aftermath of a natural or man-made disaster.

<b>LOCAL STRATEGIC PARTNERSHIPS</b>	
	With the support of governments, UNICEF would mobilize and fund a team of the nearest RTH facilitators to deliver ten (10) recovery sessions to affected children over the course of three (3) weeks.
<b>Gender Affairs Unit – Gender Responsive Budget</b>	Commonwealth Secretariat
<b>INTERNATIONAL STRATEGIC PARTNERSHIPS</b>	
<b>Child Development Unit – “Break the Silence” campaign</b>	UNICEF:-Break the Silence: The “Break the Silence” campaign against child sexual abuse took place in schools and community residences nationwide. This also included a BTS wall painting initiative to send messages to community members.
<b>Gender Affairs Unit – State Accountability Project: National Strategic Action Plan on Gender Base Violence</b>	UN Women

## 10 CONCLUSION

In Fiscal Year 2016 the OPM underwent several changes including the inclusion of three (3) new functions beyond its administrative support to the Prime Minister and Cabinet. The mandate for gender and child development and the responsibility for HIV/AIDS are now under the remit of the OPM. Despite the expansion of responsibility, the OPM continues to push the national agenda, realigning its goals to incorporate not only the new functions, but the international Sustainable Development Goals, and the National 2030 Agenda. The OPM staff remains committed to its mandates to chart and achieve national progress, and strives to improve each year. Consequently, the successes of 2016 are proudly presented, the challenges are acknowledged, lessons are learned, and the momentum built in Fiscal 2016 will continue into the following year with renewed purpose, commitment and energy.