

Administrative
Report
2017-2018
*Office of the Prime
Minister*



List of Acronyms & Abbreviations

AGYW	Adolescent girls and young women
APHIS	Animal and Plant Health Inspection Service
BCP	Business Continuity Planning
BUR	Biennial Update Report
CAD	Child Affairs Division
CARICOM	Caribbean Community
CARPHA	Caribbean Public Health Agency
CAST	Central Administrative Services Tobago
CATT	Children’s Authority of Trinidad and Tobago
CCRC	Caribbean Child Research Conference
CCU	Corporate Communications Sub-Unit
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CELAC	Community of Latin American and Caribbean States
CHOGM	Commonwealth Heads of Government Meeting
COM	Commission of Women
COMBI	Communication for Behavioural Impact
COP	Conference of Parties
CPO	Chief Personnel Officer
CRA	Child Rights Ambassadors
CRDV	Central Registry on Gender-based/ Domestic Violence
CRPD	Convention on the Rights of Persons with Disabilities
CSF	Community Sensitisation Forum
CSO	Civil Society Organisation
CSW	Commission on the Status of Women
CTB	Central Tenders Board
CVC	Caribbean Vulnerable Communities
CWHE	Caribbean Women’s Honors’ and Empowerment
DMAD	Drama Making a Difference
DP	Development Programme
DV	Domestic Violence
EAP	Emergency Action Plan
ECLAC	Economic Commission on Latin American and the Caribbean
E-IDCOT	Eco-Industrial Company of Tobago
ESSI	Energy Sector Security initiative
EU	European Union
FBOs	Faith Based Organisations
FGPC	Finance and General Purposes Committee
FOIA	Freedom of Information Act
GAD	Gender Affairs Division
GBV	Gender-based Violence
GCA	Gender and Child Affairs
GEF	Global Environment Facility

GFP	Gender Focal Points
GHG	Greenhouse Gas
GRB	Gender-Responsive Budgeting
HIV/AIDS	Human Immunodeficiency Virus, Acquired Immunodeficiency Syndrome
HRMD	Human Resources Management Division
ICT	Information Communications Technology Sub-Unit
IDEVAW	International Day for the Elimination of Violence against Women
IDF	Infrastructure Development Fund
IIN	Inter-American Children's Institute
ILHR	International Law and Human Rights
ILO	International Labour Organisation
IMD	International Men's Day
IMRC	Inter-Ministerial Research Council
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
IRO	Inter-Religious Organisation of Trinidad and Tobago
IRU	International Relations Unit
ITAC	Integrated Threat Assessment Centre
IWD	International Women's Day
LEA	Legal Environmental Assessments
M&E	Monitoring and Evaluation
MAGLA	Ministry of Attorney General and Legal Affairs
MALF	Ministry of Agriculture, Land and Fisheries
MEAs	Multilateral Environmental Agreements
MIS	Management Information Systems
MOH	Ministry of Health
MOU	Memoranda of Understanding
MSDFS	Ministry of Social Development and Family Services
MUST	Multimedia Ultimate Support Team
NCP	National Child Policy
NACC	National Aids Coordinating Committee
NCPP	National Crime Prevention Programme
NCR	National Children's Registry
NDC	National Drug Council
NGO	Non-Governmental Organisation
NIDPEC	National Insurance Property Development Company Limited
NPGD	National Policy on Gender and Development
NSAP	National Strategic Action Plan
NSC	National Security Council
NSCS	National Security Council Secretariat
NSP	National Strategic Plan
NTH	National Transition Home
OAS	Organisation of American States
OPM	Office of the Prime Minister
OPMSU	Office of the Prime Minister Security Unit
OPR	Office of Procurement Regulation

PAHO	Pan American Health Organisation
PANCAP	Pan-Caribbean Partnership against HIV/AIDS
PBR	Priority Bus Route
PLHIV	Persons Living with HIV
PMAS	Performance Management and Appraisal System
PMCD	Public Management Consulting Division
PMU	Project Management Unit
PPC	Payment per Child
PQC	Parliamentary Questions Committee
PRUN	Permanent Mission of Trinidad and Tobago at the United Nations
PSIP	Public Sector Investment Programme
PS to PM	Permanent Secretary to the Prime Minister
PST	Parent/Caregiver Skills Training
PTSC	Public Transport Service Corporation
PTSD	Post-Traumatic Stress Disorder
RA	Risk Assessment
RRC	Reports Review Committee
RTH	Return to Happiness
SALISES	Sir Arthur Lewis Institute of Social and Economic Studies
SCCM	System Center Configuration Manager
SPC	Special Purpose Company
SRHR	Sexual and Reproductive Health Rights
SSIP	Social Sector Investment Programme
SSSD	Student Support Services Division
TAC	Threat Assessment Centre
THA	Tobago House of Assembly
TNC	Third National Communication
TTT	Trinidad and Tobago Television
TTDF	Trinidad and Tobago Defence Force
TTDFR	Trinidad and Tobago Defence Force Reserves
TTPS	Trinidad and Tobago Police Service
TTRNA	Trinidad & Tobago Registered Nurses Association
TUCO	Trinbago Unified Calypsonians Organisation
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UNCRC	United Nations Convention on the Rights of the Child
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
V&A	Vulnerability & Adaptation
WebTMA	Web-based Total Maintenance Authority
WTO	World Trade Organisation

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Executive Summary

The Office of the Prime Minister (OPM) continued to fulfil its mandate of providing professional and other support to assist the Prime Minister of the Republic of Trinidad and Tobago in the execution of his duties during the period October 2017 to September 2018.

The inclusion of the Gender and Child Affairs (GCA) portfolio and the National AIDS Coordinating Committee (NACC) Secretariat to the OPM family has broadened the scope of the OPM and places greater demand for effective performance, in alignment with Vision 2030 and the Millennium Development Goals. The OPM is thus tasked to become more innovative, gender-sensitive, child-friendly and informed to appropriately undertake the social aspects that the portfolios of the GCA and NACC focuses on.

The 2017-2018 Administrative Report outlines the roles and functions of each Secretariat/Division/Unit and gives primary attention to the performance accomplishments of each one tasked to execute decisions arising out of the Prime Minister's office and the Cabinet. Noteworthy achievements included those explained briefly below.

- ☞ The Cabinet Secretariat held 51 meetings and recorded 2,181 decisions.
- ☞ The National Security Council Secretariat approved the Counter Terrorism Strategy by the National Council in the second half of 2017.
- ☞ The Project Management (Physical Infrastructure) Unit collaborated with various ministries and executing agencies to facilitate the progression and completion of several projects. Some notable projects that were completed in fiscal 2017-2018 include the Stollmeyer Castle's Restoration, the Carenage Homework Centre and the Carenage Fishing Complex.
- ☞ Six hundred and three (603) matters were addressed and closed by the Citizens' Facilitation Unit, which received six hundred and twelve (612) petitions from a total of six hundred and eight (608) people for fiscal 2017-2018. In addition, the Operational/Desk Manual for the Unit was completed and approved by the PS to PM.
- ☞ A first draft of the National HIV Policy was developed in collaboration with USAID for the National Aids Coordinating Secretariat's consideration.
- ☞ The National Policy on Gender and Development was laid as a Green Paper in Parliament and was opened for public comments via the website of the Office of the Prime Minister (Gender and Child Affairs) [OPM-GCA] for a six-month period. The National Strategic Action Plan was also submitted to Cabinet for approval by the Gender Affairs Division (GAD) and a readiness assessment exercise was conducted with key stakeholder Ministries/Departments. The Division continued to promote gender awareness and sensitivity through training sessions and workshops.
- ☞ The Child Affairs Division (CAD) embarked on their pilot "After-School Child Care Room" project at the Office of the Prime Minister (Gender & Child Affairs), to provide support to employees' children after school hours. During fiscal 2017-2018, the Division also continued their implementation of sensitisation initiatives, sessions and workshops geared towards child abuse and child rights awareness. The Child Protection League (an interactive and educational fair on child protection) engaged five hundred (500) children from schools throughout the country and two hundred (200) adults. Training sessions were implemented to aid in the development of the quality of care at the community residences across the country and the first Parent/Caregiver Skills Training (PST) programme was initiated for families of children with developmental disorders or delays. In addition, a first draft of the National Child Policy was completed and reviewed by the Committee and other stakeholders.

- ☞ The Policy, Research and Planning Division formulated the Policy on the Creation of the Office of the Head of the Public Service to Cabinet. The Policy on the Establishment of the Office of the Children's Commissioner of Trinidad and Tobago also continued development into fiscal 2017-2018 and, the Payment per Child Policy was reviewed and updated. The Division also continued receiving and processing applications under the Ecclesiastical Grant Funding Policy. In addition, evaluations were initiated to assess the subventions paid to several civil society organisations.
- ☞ The Internal Audit Unit conducted an audit of subventions to twenty-five (25) Community Residences and an audit of Pension and Leave at the OPM and the four (4) Large Community Residences.

In fiscal 2018, the OPM received an allocation of three hundred and thirteen million, seven hundred and sixty-four thousand, five hundred and ninety dollars (\$ 313,764,590.00) of which approximately 84% was spent for fiscal 2017-2018. Recurrent expenditure amounted to two hundred and thirty-five million, seven hundred and thirty six thousand, six hundred and forty-seven dollars and eighty-one cents (\$ 235,736,647.81), 93% of the allocated two hundred and fifty-two million, one hundred and eighty-four thousand, five hundred and ninety dollars (\$252,184,590.00).

The Human Resources Management Division (HRMD) remained committed to recruiting the most suitably qualified persons and the provision of opportunities for training and development to ensure the sustainable continuity of operations at the OPM. To that end, seven (7) new positions were created and three (3) persons were recruited. Sixty-one (61) internal and external training and development sessions were held, involving sixty-four (64) attendees.

Dissemination of information and reporting is heavily weighted as it lends to a core organisation value of accountability. As such, for the period, twelve (12) external reports were prepared and dispatched to different agencies, along with eight (8) accounting and financial reports.

The various Divisions continued to develop and maintain strategic partnerships, thus pooling knowledge and resources, to facilitate the sustainable functionality of the OPM. Some noteworthy partnerships included the appointment of Professor Rhoda Reddock, to the Committee of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), membership in WEPROTECT Global Alliance to eliminate online child sexual exploitation, and membership of Commonwealth Network of Women Mediators through Ms. E. Solomon.

Finally, the OPM 2017-2018 Administrative Report presents a comprehensive view of its projects and programmes that have been tailored to the 2017-2021 Strategic Plan.

Foreword

This document constitutes the Administrative Report for the Office of the Prime Minister, for the period 1st October 2016 to 30th September 2017. As 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)¹ shall submit to the President before 1st July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House.”

This Report is a compilation of all activities and accomplishments achieved by each Division/Unit/Secretariat within the Office of the Prime Minister for the aforementioned period. Its preparation was a collaborative effort between all Divisions/Units/Secretariat at the Office of the Prime Minister.

Mr. Maurice Suite

Permanent Secretary to the Prime Minister

¹ 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 OPM Administrative Report outlines the functions and services of each Secretariat/Division/Unit for the period October 1st 2017 to September 30th 2018 and reflects the vision of the Strategic Plan 2017-2018, which yielded from the strategic planning exercises initiated during fiscal 2015-2016. The Strategic Plan envisions a future where critical reform and change programmes have been implemented across the public sector, and citizens' access to efficient and effective public services is guaranteed. These ideas are reflected in the vision of the Plan – which is to be the hallmark of excellence in the Public Service.

In pursuit of this vision, the OPM continued to provide and coordinate the services needed by the Prime Minister in the execution of his duties to serve the State and its citizens; as well as fulfil responsibilities under the National AIDS Coordination Committee, Gender Affairs and Child Affairs portfolios. This Report summarises the projects, programmes, activities, and approaches that were designed and executed with both the Strategic Plan and national development in mind. Achievements and accomplishments of each Division/Unit/Secretariat that contributed to this Report therefore illustrate that the vision and mission of the OPM are the foremost drivers of the work embarked upon. Monitoring the work of the OPM and how it contributes to progress in achieving targets and goals is important. As a result, the development of the monitoring framework for the Strategic Plan continued during the period under review. However, because it was not completed, the Report is not structured using that outline. Nevertheless, the accomplishments noted provide clear insight into the volume of work the OPM undertakes and achieves, as well as its importance, particularly in the social portfolios.

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 (OPM). The vision, mission and core values of the OPM, which had been shared with all staff during the strategic planning exercise to encourage buy-in and inclusivity, were formally adopted on approval of the Plan. Emphasis was thus made on ensuring these two elements propelled the work of the OPM. Goals and strategic objectives outlined in the Plan were further used to shape the approach to the overall work and the specific activities of each Division/Unit. This was done to ensure a culture of efficiency and effectiveness in the assignment and execution of roles and responsibilities.

2.1. Vision

To be the hallmark of excellence in the Public Service.

2.2. Mission

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

The following are the identified values that drive the approach and work of the OPM:

- ☞ **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; and
- ☞ **Diversity:** we respect, accept, and value differences among members of staff and the members of the public with whom we interact.

2.4.Mandate

2.4.1. Office of the Prime Minister, Head Office

The OPM Head Office 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.

2.4.2. Gender and Child Affairs

The mandates of the Gender and Child Affairs Divisions (GCA) cover pivotal areas of national development through service delivery, policy development and project implementation. The Division plays critical roles across the governmental and non-governmental sectors, as gendered and child-specific issues are cross-cutting throughout society. Consequently, in implementing its mandate, each Division works in collaboration with key stakeholders throughout the country.

2.4.3. The National AIDS Coordinating Secretariat

The Secretariat is multi-sectoral. 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, sets priorities, goals and targets, and monitors and evaluates the HIV response.

The NACC comprises major stakeholder groups, including non-governmental organisations (NGOs), persons living with HIV (PLHIV), civil society organisations (CSOs), key population advocates, trade unions, government, international and regional agencies, academia, and private sector organisations. The multi-sectoral thrust reflects the idea that HIV and AIDS impact every dimension of society and is not only a public health issue; but one that raises social, economic and sustainable development concerns and affects individuals, families, communities, systems and the national growth. The response is therefore not limited to medical, clinical and health components, but is centred on the social aspect of care and prevention.

The Strategic Planning exercise that yielded the Strategic Plan also generated nine (9) overall goals that drive the operations and objectives of each Division/Unit. The intended outcomes are:

- ☞ effective and efficient support to the Prime Minister;
- ☞ operational effectiveness at the OPM;
- ☞ implementation of a Change Management Strategy;
- ☞ a high quality, efficient and effective Security Service;
- ☞ effective management of current and future real estate;
- ☞ enhanced operational capacity of the Cabinet Secretariat;
- ☞ care and protection of the nation's children;
- ☞ gender equality and equity; and
- ☞ reduced incidence of HIV infections in Trinidad and Tobago.

2.5. Goals

The Strategic Goals for each of the OPM's core functional areas are illustrated below in Figure 1.

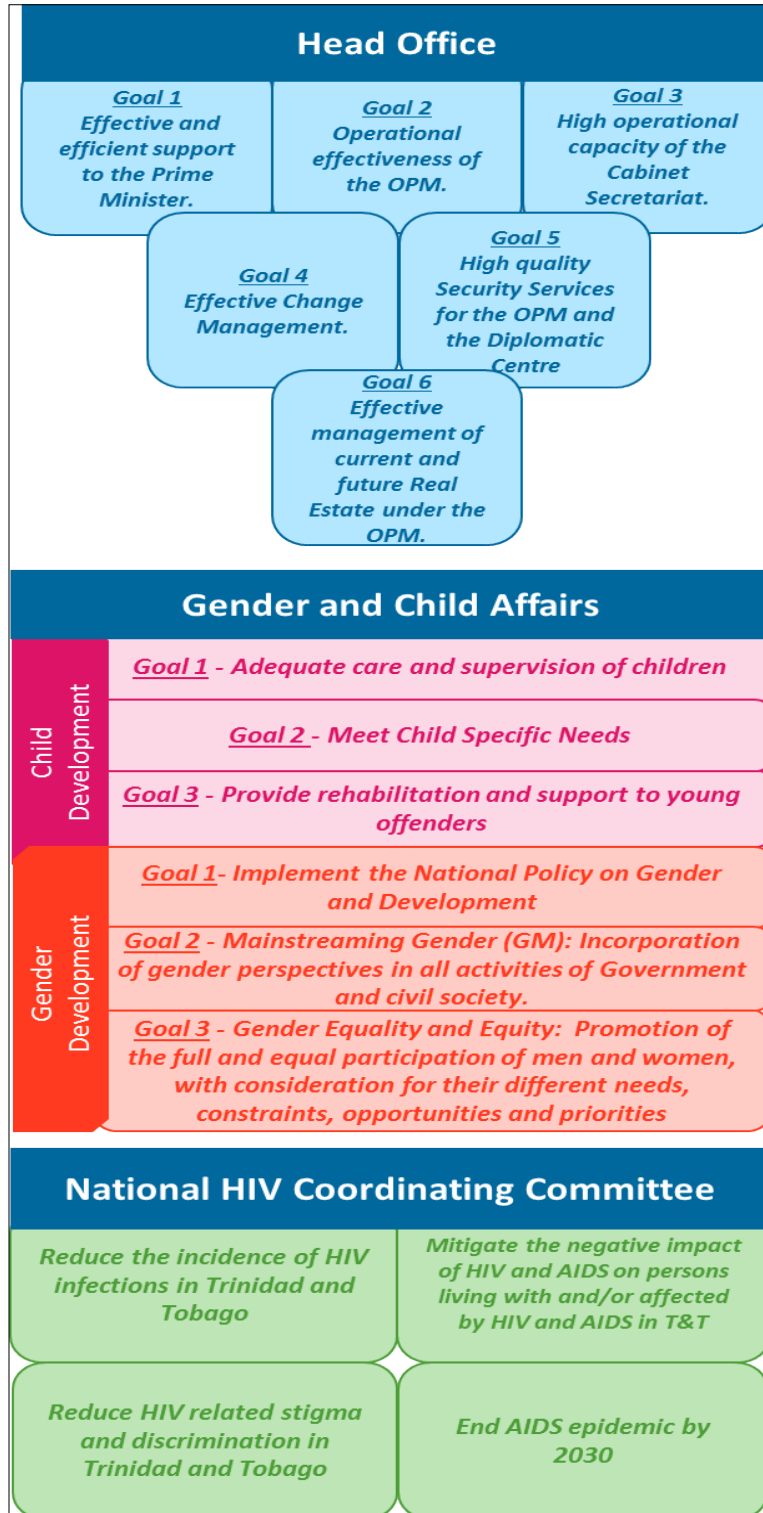


Figure 1: OPM Strategic Goals

3. Organisational Structure

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

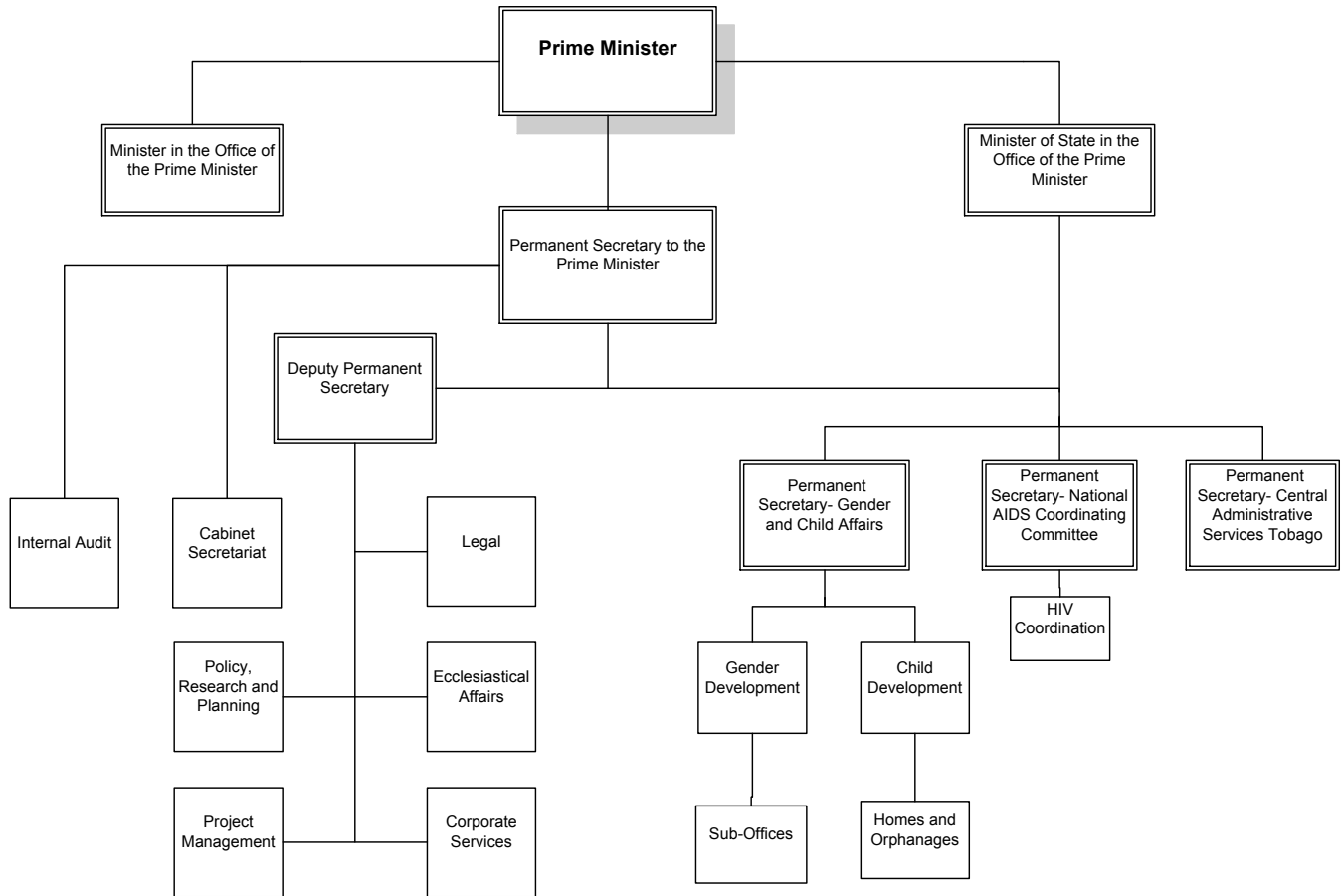


Figure 2: OPM Top-Level Organisation Structure

3.1. Secretariats/Divisions/Units of the Office of the Prime Minister

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

3.1.1. Head Office

Location: 13-15 St. Clair Avenue, St. Clair, Port of Spain

- ☞ Prime Minister’s Office, Secretariat and Agriculture Advisory Unit
- ☞ Minister in the Office of the Prime Minister
- ☞ Permanent Secretary to the Prime Minister, and Secretariat
- ☞ Deputy Permanent Secretary, and Secretariat
- ☞ Cabinet Secretariat
- ☞ National Awards Committee
- ☞ Project Management (Physical Infrastructure) Unit

- ☞ Sport and Culture Fund Secretariat
- ☞ Corporate Services Division, which comprises:
 - General Administration Division
 - Human Resources Management Division
 - Procurement and Office Management Unit
 - Registry and Records Management Unit
 - Facilities Management Unit
 - Health and Safety Unit
 - Office of the Prime Minister Security Unit (OPMSU)
 - Management Information Systems Unit
- ☞ Office of Communications (formerly Public Information and Communication Unit)
- ☞ Multimedia Ultimate Support Team (MUST)
- ☞ Citizens' Facilitation Unit
- ☞ International Relations and Protocol Unit
- ☞ Legal Services Unit

Location: Albion Court, Victoria Avenue, Port of Spain

- ☞ National Security Council Secretariat

3.1.2. Gender and Child Affairs (GCA) and National AIDS Coordinating Secretariat (NACC)

Location: Levels 20-21, Tower D, International Waterfront Complex, 1A Wrightson Road, Port of Spain

- ☞ Minister of State in the Office of the Prime Minister responsible for Gender and Child Affairs, Tobago Affairs and the NACC, and Secretariat
- ☞ Permanent Secretary, Gender and Child Affairs, and Secretariat
- ☞ Permanent Secretary (Ag.), NACC
- ☞ Gender Affairs Division
- ☞ Child Affairs Division
- ☞ National AIDS Coordinating Committee Secretariat (NACC)
- ☞ Policy, Research and Planning Division
- ☞ Corporate Communications Sub-Unit
- ☞ Information Communications Technology Sub-Unit
- ☞ Project Management Unit
- ☞ Office of the Legal Consultant
- ☞ General Administration Sub-Division
- ☞ Human Resources Management Sub-Division
- ☞ Finance and Accounts Division
- ☞ International Co-Operation Desk
- ☞ Internal Audit Unit

3.2. Core Divisions of the Ministry, their Functions and Services Provided

The following table summarises the functions and services of the various Secretariats/Divisions/ Units of the Office of the Prime Minister in fiscal 2018.

3.2.1. OPM Head Office

Secretariat/Division/Unit	Functions and Services
<p>Prime Minister’s Office – Agriculture Advisory Unit</p>	<p>The Agriculture Advisory Unit at OPM is a novel initiative conceived by the Prime Minister to contribute to the diversification and development of the important national agricultural sector. Established in April 2017, the Unit seeks to prevent overlap among agencies in the Tobago House of Assembly (THA) and Ministry of Agriculture, Land and Fisheries (MALF), as well as to increase focus and production on priority crops. In this regard, the Unit acknowledged this trust and has ensured this convergence in reporting.</p> <p>Its functions are therefore to provide technical advice to the Prime Minister, MALF, THA and the local industry that will assist in making policy decisions on agriculture. The specific focus is on developing and implementing strategies to secure, conserve and preserve Trinidad and Tobago’s unique germplasm (fruit, food, seed) in pursuance of national food security.</p>
<p>Cabinet Secretariat</p>	<p>Section 75(1) of the Constitution of the Republic of Trinidad and Tobago provides that “there shall be a Cabinet for Trinidad and Tobago which shall have the general direction and control of the Government of Trinidad and Tobago and shall be collectively responsible therefore to Parliament”. The Cabinet meets in regular session on the Thursday of every week. However, Special Cabinet Meetings may be convened by the Prime Minister at any time at short notice. To assist in the exercise of its function, Cabinet may appoint Sub-Committees and Advisory Committees which make recommendations to Cabinet.</p> <p>The Cabinet Secretariat, headed by the Secretary to Cabinet, provides specialized administrative support to the Cabinet and also provides secretariat support to the following Sub-Committees which meet at the Office of the Prime Minister:</p> <ul style="list-style-type: none"> ▪ The Finance and General Purposes Committee (FGPC) ▪ The Parliamentary Questions Committee (PQC) ▪ The Reports Review Committee (RRC) which came into effect from December 2016. <p>The Secretariat is also the traditional communication link between Ministries/Departments and the Cabinet, as well as between the Public Service, the President and Parliament. Appendix 11.1 details the organisational structure of the Cabinet Secretariat.</p> <p>The main functions of the Secretariat are as indicated hereunder:</p> <ol style="list-style-type: none"> i. the preparation of the Cabinet Agenda for the approval of the Prime Minister and circulation thereof to Ministers of Cabinet; ii. the preparation of the respective Agenda for the Meetings of the FGPC, the PQC and the RRC and circulation to members; iii. the preparation of the recommendations of the FGPC and the PQC which are included in the Cabinet Agenda and recommendations of the RRC which are included in the FGPC Agenda;

Secretariat/Division/Unit	Functions and Services
Cabinet Secretariat cont'd	<ul style="list-style-type: none"> iv. the recording of the decisions of Cabinet which involves the preparation of the relevant Cabinet Minutes; v. the dissemination of the Cabinet Minutes to the relevant Ministries/Departments for implementation/information; vi. the implementation of certain decisions of Cabinet that require the signing of legal documents by the President or the Secretary to Cabinet; vii. the storage and management of the Cabinet records which date from 1956; viii. responding to queries and providing guidance to Ministers/Permanent Secretaries and other senior public officers with respect to Cabinet Notes and procedures and policies of Cabinet and Government; and ix. the provision of advice to Ministries/Departments on established guidelines relating to the preparation and/or submission of Notes for Cabinet. <p>In order to fulfil its mandate, the Cabinet Secretariat is divided into the following Sections:</p> <ul style="list-style-type: none"> ▪ The Despatch/Registry Section – responsible for the receipt of Cabinet Notes, collation and despatch of the Cabinet Agenda as well as the FGPC, the PQC and the RRC Agendas and dissemination of Cabinet Minutes to Ministries/Departments. ▪ The Minutes Section – responsible for recording the decisions of Cabinet and the preparation of Minutes for confirmation by Cabinet and for signature by the Secretary to Cabinet. This section is also responsible for the preparation of the recommendations of the FGPC, the RRC and the PQC, when necessary. ▪ The Implementation Section – responsible for pursuing implementation of certain decision of Cabinet, in particular, those requiring the preparation of legal documents by the Ministry of the Attorney General and Legal Affairs for signature by the President or the Secretary to Cabinet. This section also provides secretariat support services to the FGPC and the PQC. ▪ The Records Section – responsible for the management of the Cabinet records dating back to 1956. This involves the electronic capture and storage of all the documents in the Electronic Document Management System and retrieval of same under the said System.
National Security Council Secretariat (NSCS)	<p>The National Security Council is responsible for monitoring matters which relate to defence of the country. It comprises the Prime Minister as Chairperson, the Attorney General, Minister of Finance, and other Ministers as appointed at the discretion of the Prime Minister.</p> <p>The National Security Council Secretariat serves the Council and the law enforcement and intelligence communities. The Secretariat provides administrative support to the Council, through <i>inter alia</i>, the preparation of strategic national security reports, select policy products and budgetary requirements. The Secretariat also provides objective strategic threat</p>

Secretariat/Division/Unit	Functions and Services
<p>National Awards Committee</p>	<p>assessments for the Council, through the Integrated Threat Assessment Centre (ITAC).</p> <p>The National Awards Committee selects individuals for the National Awards, based on nominations received from the general public and who fit the selection criteria. The Committee's recommendations are then forwarded to the Prime Minister, who submits the final list to the President.</p> <p>The Committee comprises:</p> <ul style="list-style-type: none"> ▪ Chief Justice of Trinidad and Tobago who shall be the Chairman of the Committee ▪ Chairman, Public Service Commission ▪ Chairman, Teaching Service Commission ▪ Chairman, Elections and Boundaries Commission ▪ A Senior Public Officer appointed by the Prime Minister ▪ Two (2) representatives from the general public appointed by the Prime Minister ▪ A Secretary who shall be appointed by the Prime Minister. <p>A Secretariat 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>
<p>Project Management (Physical Infrastructure) Unit</p>	<p>This Unit provides specialised infrastructural project management services for the OPM, specific to the historical buildings and other projects considered critical for national development. The key responsibilities of this Unit are described below.</p> <ol style="list-style-type: none"> i. Monitoring the progress of construction projects assigned to OPM by being involved in project-related tasks, identifying challenges and proposing solutions to ensure milestones are achieved in accordance with the proposed schedule and budget. ii. Collaborating with various Ministries to transform a project concept into an approved project. This is done by assisting in defining the project, preparing Cabinet Notes and obtaining Cabinet approvals. iii. Collaborating with Executing Agencies to resolve potential bottlenecks by developing solutions for the commencement, implementation and completion of infrastructure projects. iv. Assisting executing agencies in acquiring requisite statutory approvals by facilitating meetings and communication between the required organisations.
<p>Sports and Culture Fund Secretariat</p>	<p>The Sports 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 authentic sport, cultural groups in communities as well as individuals in Trinidad and Tobago have access to the fund.</p> <p>The duties and functions of the Board are as follows:</p> <ul style="list-style-type: none"> ▪ determine the eligibility of individuals and organisations engaged in activities related to sport and culture for financial assistance from the fund;

Secretariat/Division/Unit	Functions and Services
	<ul style="list-style-type: none"> ▪ determine the feasibility of undertaking projects and enterprises; ▪ process and determine applications for loans or grants; and ▪ 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. <p>The Secretariat receives all requests for financial assistance from the Fund on prescribed application forms addressed to the Chairman or Secretary.</p>
Corporate Services Division	
<p>The Corporate Services Division is responsible for the provision and delivery of critical support services to the Prime Minister and OPM. The following nine (9) Divisions/Units fall under the ambit of Corporate Services.</p>	
<p>1. General Administration Division</p>	<p>The General Administration Unit, Office of the Prime Minister (OPM), is responsible for providing administrative support to Agencies/Departments without Permanent Secretaries, and to the Central Administrative Services, Tobago (OPM, CAST) in the preparation/ submission of:-</p> <ul style="list-style-type: none"> ▪ Cabinet Notes ▪ Notes for the Prime Minister <p>The Unit is also responsible for:</p> <ul style="list-style-type: none"> ▪ responses to questions posed in the House of Representatives and the Senate; ▪ responses to requests for information under the Freedom of Information Act; ▪ the administration of the official Individual Travel Card; ▪ applications for flight insurance for the Prime Minister and other officials of the OPM; and ▪ submission of requests for the payment of medical expenses of the Prime Minister and former Prime Ministers.
<p>2. Human Resources Management Division</p>	<p>The core function of this Division is to adopt, implement and maintain human resource management principles, policies and practices within the OPM. The Division is thus responsible for continuously improving and building the capacity of personnel within the OPM, implementing human resources management policies, and addressing grievances/representations made by members of staff. Additionally, the Division is responsible for human resource planning, training and development, and employee relations for public officers and contract personnel of the OPM.</p> <p>In tandem with the main Human Resources Management Division of the OPM, the sub-unit at the Gender and Child Affairs location provides a range of human resources services to ensure institutional capacity and competencies required to undertake its core mandate. The functions and responsibilities of the sub-unit include:</p> <ol style="list-style-type: none"> i. recruitment and selection; ii. human resources planning; iii. training and development; iv. salary and benefits administration; and v. industrial and employee relations.

Secretariat/Division/Unit	Functions and Services
3. 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 OPM 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.
4. Registry and Records Management Unit	The Registry and Records Management Unit, Office of the Prime Minister (OPM) is responsible for the creation and maintenance of systems and procedures for the control and flow of records to and from the various Divisions/Units of the OPM, as well as for the retention and disposal of such records. This Unit is the repository of the documents, correspondence and files within the OPM, with the exception of those managed by the Cabinet Records Section, Cabinet Secretariat.
5. Facilities Management Unit	<p>The Facilities Management Unit uses 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 further ensures building safety and comfort through the provision of quality services via planning, designing, engineering, constructing, and maintaining same in a responsive, service-oriented, effective and environmentally-conscious manner.</p> <p>The Facilities Management Unit is responsible for the general maintenance and management of all facilities under the remit of the OPM. These facilities include:</p> <ul style="list-style-type: none"> ▪ 13-15 St. Clair Avenue, St. Clair; ▪ Car park facility at No. 86 Maraval Road; ▪ Trade Zone, El Socorro (records and fixed assets); ▪ No. 9 Mary Street, St. Clair.
6. Health and Safety Unit	This Unit is responsible for providing health and safety support to all Division/Units of the OPM by developing and implementing policies and other strategies to ensure statutory compliance and adherence to industry best practices.
7. Management Information Systems Unit 8.	<p>The Management Information Systems Unit is responsible for the planning, operation, support and management of the information systems services and network facilities. Additionally, the Unit is responsible for management of the local area networks and peripheral systems of the OPM.</p> <p>It should be noted that a Cabinet Note has been prepared to merge this Unit with the ICT Unit at GCA. The matter has not yet been finalised.</p>
9. Finance and Accounts Division	<p>This Division is responsible for managing the financial affairs of the OPM as directed by the Permanent Secretary, and in accordance with the Financial Instructions and Regulations, Comptroller of Accounts Circulars and all other directives from the Comptroller of Accounts and Ministry of Finance. Duties include:</p> <ul style="list-style-type: none"> ▪ 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

Secretariat/Division/Unit	Functions and Services
	<ul style="list-style-type: none"> ▪ preparation of all accounting reports.
Continuation of other Divisions/Units at Head Office	
Office of Communications	The Office of Communications 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.
Multimedia Ultimate Support Team (MUST)	The Team provides multimedia support to the Prime Minister, and focuses on the implementation of dynamic communications strategies that distinguish the OPM brand and showcase the Prime Minister across media platforms. It is further involved in setting the agenda for new media discussions, as well as in identifying emerging issues, and preparing and disseminating responses. The Team further spearheads audio/visual productions for new and electronic media.
Citizens' Facilitation Unit	<p>Under the auspices of the OPM, this Unit works closely with other Ministries and Government agencies to ensure that all citizens receive the care and protection necessary in meeting all basic needs required for socially-just levels of well-being. Such well-being encompasses social, economic, psychological, spiritual and medical spheres. The Unit further manages the Citizen's Initiative Fund, from which grants are disbursed depending on the need.</p> <p>To this end, the Unit aims to:</p> <ol style="list-style-type: none"> i. respond immediately to urgent and important needs of citizens, with follow-up services from relevant Government ministries and agencies; ii. ensure the care and protection of all citizens; iii. facilitate the delivery of immediate support in the care and protection for all citizens based on the need; iv. to engender citizen confidence in Government's delivery of services; v. to foster collaboration and harmonisation among Government service providers that will enable efficient and effective service delivery; vi. to promote broad-based participation in the decision-making process and national policy formulation through the engagement of the public; and vii. to strengthen the service delivery mechanism within the public service through capacity development.
International Relations and Protocol Unit	The International Relations Unit (IRU) in the Office of the Prime Minister (OPM) monitors relations with States, and international, hemispheric, regional and sub-regional organisations in close collaboration with the Ministry of Foreign and CARICOM Affairs and Trinidad and Tobago's Embassies, High Commissions and Consulates. The Unit also provides guidance and support for the OPM in matters relating to protocol. There are also synergies between the Unit and a number of Ministries and their Departments.
Legal Services Unit	<p>This Unit provides legal advice to the OPM and represents the Permanent Secretary in all legal matters. Duties include:</p> <ol style="list-style-type: none"> i. providing legal advice and opinions; ii. mitigating against potential litigation by providing legal guidance; iii. assisting in effecting good corporate governance practices by advising on and ensuring adherence to regulatory requirements; iv. preparing and reviewing or settling accurate legal instruments to govern the OPM's relationships with internal, external and international

Secretariat/Division/Unit	Functions and Services
	stakeholders; v. maintaining a contracts registry and legal library; vi. safeguarding an accurate repository of legal instruments and case files; vii. reviewing legislation or amendments to existing legislation; viii. tracking trends and international developments; ix. collaborating with relevant stakeholders in the attainment of Government policy objectives; and x. assisting with the processing of applications made under the Freedom of Information Act 1999.
International Co-Operation Desk	The Desk is the primary liaison between the OPM and the international community on matters relating to gender equality, child development and the national HIV/AIDS response. This involves: <ol style="list-style-type: none"> i. facilitating participation of officers of the OPM at international conferences, seminars, and workshops; ii. facilitating preparation and submission of Periodic Reports on the implementation of international conventions and other agreements specific to gender and child affairs; iii. facilitating payment of annual contributions to international organisations; iv. liaising with foreign missions, Ministry of Foreign and CARICOM Affairs, International Affairs Units of other Government Ministries and departments, and international organisations; v. advising the Executive of the OPM on international matters; and vi. monitoring the relationship between OPM and various international organisations, particularly as it relates to funding.
Internal Audit Unit	This Unit has auditing oversight for the OPM and is responsible for the effective monitoring of special projects that are often undertaken. It provides the Executive with information about the adequacy and effectiveness of the Office'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 Financial Regulations. <p>The Unit conducts audit surveys in the following areas of the OPM's activities:</p> <ul style="list-style-type: none"> ▪ accounts – payroll and expenditures ▪ human resource management ▪ information technology ▪ stores ▪ procurement and office management ▪ registry and records management ▪ Sport and Culture Fund ▪ community residences (thirty-two [32]), and ▪ other entities or activities that the Permanent Secretary (Accounting Officer) may direct to be audited.
Policy, Research and Planning Division	This Division is responsible for conducting research to facilitate evidence-based policy-making, programme planning and project development across the various functions of the OPM, and also develops policy. The Division also provides the monitoring and evaluation (M&E) function for all projects and core services delivered by the OPM. It further reviews projects and initiatives by civil society

Secretariat/Division/Unit	Functions and Services
	organisations and recommends the award of Government subventions.

3.2.2. Gender and Child Affairs (GCA)

Division/Unit	Functions and Services
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: <ul style="list-style-type: none"> ▪ 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 Child Affairs Division (CAD) seeks to coordinate a holistic and integrated programme on child development and child rights nationally. Its overarching objective is to manage, coordinate and develop policies, strategies, initiatives, and programmes geared towards child development in Trinidad and Tobago. The vision is that all boys and girls are happy, healthy and confident that their rights are respected, protected and promoted to facilitate their holistic development towards achieving their fullest potential as active contributors to society.
Corporate Communications Sub-Unit (CCU)	This Sub-Unit develops and implements strategies for marketing and branding of the OPM – particularly as it relates to the GCA portfolio, in addition to event planning and management, and the dissemination of information to all stakeholders and the public.
Information Communications Technology Sub-Unit (ICT)	This Sub-Unit provides ICT automation and support services to promote operational effectiveness, efficiency and quality services to OPM's clients, both internal and external. The Unit also provides ICT support to the GCA and NACC portfolios.
Project Management Unit (PMU)	This Unit performs the project management functions of the Ministry, including the design and implementation of projects of the Divisions/Units of the Ministry. Major projects that are managed or implemented are within the scope of the GCA portfolio.

3.2.3. National AIDS Coordinating Committee (NACC) Secretariat

Functions and Services
<p>The NACC is a multi-sectoral coordinating committee which includes participation of major stakeholder groups <i>viz</i>, NGOs, PLHIV, CSOs and key population advocates, trade unions, Government, international and regional agencies, and academic and private sector organisations. Its major roles are: to advise the Government of Trinidad and Tobago on, and to define HIV/AIDS policy; coordinate the national multi-sectoral response; monitor and evaluate the HIV response; and set priorities, goals and targets.</p> <p>Cabinet has mandated the NACC to achieve the following.</p> <ol style="list-style-type: none"> i. Build and deepen multi-sectoral partnership (public, private, non-governmental) to achieve national commitment, support and ownership of the response to HIV and AIDS. ii. Determine the future evolution of the NACC into a statutory body or whatever entity is deemed most appropriate. iii. Coordinate and support activities pursuant to the reduction of the population's susceptibility to HIV and

AIDS.

- iv. Establish national goals and targets of the priority strategic areas and action plans.
- v. Monitor and evaluate the implementation and attainment of national goals, objectives and targets with respect to HIV and AIDS, as identified in the National Strategic Plan.
- vi. Approve budgets required for implementation of HIV response processes.
- vii. Define a National HIV Policy and provide guidance on sectoral policies.
- viii. Identify training gaps and build capacity of stakeholders to mount an effective and sustainable response to HIV and AIDS.
- ix. Champion and accelerate the legislative agenda required to support HIV and AIDS responses, programmes and plans.
- x. Undertake 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.
- xi. Collate information and prepare reports and briefs for local and international bodies.
- xii. Monitor and evaluate all aspects of the NGOs response to HIV and AIDS and establish systems to ensure accountability and achievement of stated goals and objectives.
- xiii. Coordinate and provide guidance on the activities of the HIV and AIDS Coordinators in various Ministries.
- xiv. Integrate HIV research with other areas, such as sexually transmitted infections and sexual and reproductive health and wellness.

The NACC Secretariat is further responsible for the day-to-day management and coordination of the National Strategic Plan (NSP) on HIV and AIDS 2013-2018. Specifically:

- i. developing annual work plans and budgeting for implementation of the NSP;
- ii. reporting to the OPM, partners, other entities and the public on the multi-sectoral response and NSP implementation;
- iii. monitoring and evaluating implementing agencies' activities, which will include developing a framework of performance monitoring and evaluation;
- iv. formulating updates on the HIV and AIDS situation in collaboration with Ministry of Health for the political directorate and other stakeholders;
- v. assisting in policy development;
- vi. sourcing technical assistance for implementing agencies to develop project proposals;
- vii. mobilising resources and other needed support for the implementing agencies;
- viii. involving new partners;
- ix. maintaining a library of HIV and AIDS-related information and material; and
- x. liaising with key technical agencies – local, regional and international – and developing partnerships.

4. Performance Accomplishments

The performance accomplishments of each Secretariat/Division/Unit for the 2017-2018 fiscal year are summarised below.

4.1. Support to the Prime Minister

The administrative arm of the Office of the Prime Minister provides corporate, logistical, and administrative support to the Prime Minister of the Republic of Trinidad and Tobago. This work is captured in the following table.

4.1.1. Prime Minister’s Secretariat—Agriculture Advisory Unit

Project/Area	Performance Accomplishments
Technical Advice/Oversight	<ul style="list-style-type: none"> ▪ Provided technical oversight to the Citrus Budwood and Citrus Nursery Stock Production programs of the Ministry of Agriculture, Lands and Food Production (MALF) with specific intent to rehabilitate the nation’s citrus Industry. ▪ Oversaw the design and construction of two (8,400 sq. ft) modern insect-proof grow house structures at MALF, to provide barriers to exclude entry of the citrus psyllid and melon aphids, vectors of citrus greening disease which have devastated the local citrus industry.
Collaboration with Key Stakeholders	<ul style="list-style-type: none"> ▪ Facilitated availability of 10,000 new and improved citrus plants (2019) for the farming public at government propagation nurseries in St. Augustine. These plants are tolerant to citrus greening disease and would augment the strategic goal of providing adequate planting materials to the farming public. ▪ Participated in 14 discussions with Tobago House of Assembly (THA) staff, with the aim to sustainably develop the crop industry in Tobago. Strategic focus was directed towards farmers’ access to improved planting materials and the opening of agricultural access roads, together with drainage and irrigation that will bring an additional 5-10,000 acres into agricultural production. ▪ Worked in concert with UWI Chemistry Division and the E-IDCOT (Eco-Industrial Company of Tobago) arm of THA to evaluate the potential economic benefits and feasibility of extraction of Bay Oil extract from <i>Pimenta racemona</i>, using the Supercritical Fluid Extraction as compared with the Steam Distillation process, currently utilised in Dominica. Bay and other essential oils (Vetiver) are high priced commodities in international markets. Tobago’s engagement in such an upstream project will, in addition to expanding the local economy, generate \$US million in foreign exchange. As noted, Tobago currently has a 60 acre unutilised ‘pure-stand bay estate’. ▪ Spearheaded the successful drive to utilize the native Double Chaconia flower (<i>Warsezewicia coccinea</i>) cv. ‘David Auyong’ as the National Flower of Trinidad and Tobago.
National School Gardening Programme	<ul style="list-style-type: none"> ▪ Continued development and improvement of the pilot primary school gardening project in the Diego Martin area using growing systems involving conventional garden beds, pot and trough culture and simple hydroponics constructed with PVC materials. Working in collaboration with UWI staff, students were taught design, construction and management of the systems as well as entrepreneurship, business management and marketing. Students of Diego Martin Boys RC School, Diego Martin Girls RC, Carenage Boys Government, and Carenage Girls Government Schools were participants.
Training and Capacity-building	<ul style="list-style-type: none"> ▪ Spearheaded efforts to engage local participation in the technical cooperation initiative (TRT18/01/01104) on agriculture between Mexico and Suriname, entitled “Capacity Building Regarding the Development of

Project/Area	Performance Accomplishments
	<p>Sustainable Pepper Production”. Fifty (50) Local pepper farmers and eight (8) MALF staff benefitted from the exchange.</p> <ul style="list-style-type: none"> ▪ Collaborated (4 discussions) with staff of Intellectual Property Office, Ministry of the Attorney General and Legal Affairs; MALF (Research); Ministry of Planning, THA and Representatives from Barbados, Grenada, Guyana, Jamaica, St. Lucia and Antigua, to develop innovative solutions to address accessibility, fair and equitable distribution, and benefit sharing of the region’s rich biodiversity, as advanced in the International Nagoya Protocol for saving genetic resources for our next generations. The project is ongoing. ▪ Worked in concert with Agriculture Institutions (UWI, UTT, USDA-APHIS), University of Florida/IFAS to solve critical agriculture issues, priorities or problems through the integration of research, education and extension activities in Trinidad and Tobago. Specific aim is to facilitate exposure to high priority research, and dissemination that enhanced the ability of producers and processors to grow and market high quality agricultural products. Sessions worthy of mention include: <ul style="list-style-type: none"> ▫ UWI (University of the West Indies) Cocoa Exhibition and Symposium (5,000 participants) ▫ USDA-APHIS (United States Department of Agriculture - Animal and Plant Health Inspection Service) Regional Plant Quarantine Officer Training: Principles and Procedures Course 2018 (15 participants) ▫ UWI International Conference 2018 Climate Change Impacts on Food and Nutrition (200 participants) ▪ Collaborated with MALF to develop requisite protocols to facilitate the importation of improved and disease resistant, in-vitro coconut planting material by growers from Mexico, India and Brazil. MALF will receive a batch of ‘Lethal Yellowing’ resistant coconut germplasm from Mexico in 2019. This supply will provide the base for research, multiplication and distribution to local coconut growers.

4.1.2. Cabinet Secretariat

Project/Area	Performance Accomplishments
Meetings, Cabinet Minutes/Notes and Decisions	<p>In the year under review, the Cabinet Secretariat serviced:</p> <ul style="list-style-type: none"> ▪ 51 Meetings of Cabinet and recorded 2,181 decisions ▪ 47 Meetings of the Finance and General Purposes Committee (FGPC) and recorded 1,083 recommendations of the Committee ▪ 7 Meetings of the Reports Review Committee (RRC) and recorded 71 recommendations of the Committee to the FGPC. <p>There is no regular scheduling of Parliamentary Questions Committee (PQC) Meetings. However, secretariat services are provided on request (weekly).</p>
Implementation	<p>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:</p>

Project/Area	Performance Accomplishments
	<p>Documents vetted and transmitted to the President for his/her signature and/or Seal included:-</p> <ul style="list-style-type: none"> ▪ Instruments of Appointment to Statutory Boards ▪ Proclamations in respect of: <ul style="list-style-type: none"> ▫ The Call Out of the Trinidad and Tobago Volunteer Defence Force for the period December 22, 2017 to February 18, 2018 to strengthen the Trinidad and Tobago Defence Force’s capability towards the fulfilment of operational support to the Trinidad and Tobago Police Service in the provision of a safe and secure environment over the Christmas and Carnival periods. ▫ The commencement of electoral registration in the electoral districts of San Juan/Laventille and Belmont East (June 8, 2018) and the termination of electoral registration in same (August 17, 2018) ▫ Section 2 of the Anti-Gang Act, 2018 ▫ The Anti-Terrorism (Amendment) Act, 2018 ▫ Section 9(a) of the Finance Act, 2017 ▫ Section 60(3) and (4) of the Children Act, Chap. 46:01 ▫ Provisions of the Family and Children Division Act, 2016 ▫ The Prorogation of the 3rd Session of the 11th Parliament on September 27, 2018 ▫ The Commencement of the 4th Session of the 11th Parliament on September 28, 2018 <p>Orders:</p> <ul style="list-style-type: none"> ▪ Declaration of Existing List of Electors (Preliminary List of Electoral Registration) Order, 2018 ▪ Notification in respect of the festivals of Eid-ul-Fitr (June 5, 2018) and Divali (November 6, 2018) <p>Consent of the President for the lease of land in the City of Port of Spain</p> <p>Documents signed by the Secretary to Cabinet included:</p> <ul style="list-style-type: none"> ▪ Notices/Orders in respect of the compulsory acquisition of lands for public purposes ▪ 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 ▪ Orders in respect of the Variation of Duty on certain Goods ▪ Visiting Forces (Designated States) Order, 2018 ▪ Other Miscellaneous Orders/Regulations. <p>The Implementation Section also pursued with the Government Printer the publication of certain legal documents which were required to be gazetted.</p>
Records Management	<p>The Records Section:</p> <ul style="list-style-type: none"> ▪ digitized all Cabinet Notes received and Minutes generated, and maintained same in electronic storage for reference/retrieval; and

Project/Area	Performance Accomplishments
	<ul style="list-style-type: none"> processed 236 requests from Ministries/Departments for copies of Cabinet Minutes from previous years (usually processed within 24 hours of receipt of request). <p>In accordance with section 81 of the Constitution, the President was kept fully informed concerning the general conduct of the Government of the Republic of Trinidad and Tobago.</p>

4.1.3. National Security Council Secretariat

Project/Area	Performance Accomplishments
Corporate Services – Information Systems (IS) Department	The IS Department completed a number of projects involving the virtualisation and upgrade of the main network, maintenance of several databases, upgrade of the ticketing system software for providing End User support, maintenance of multi-site networks and provision of supplemental IT support for various agencies. The updating of the Secretariat’s online newspaper archive and management of the Information Sharing Initiative continued in 2018. Additionally, the department continues to provide support for the design, implementation and maintenance of the i2 iBase database among various agencies.
Analyst Departments	
a. Strategic Reports	In keeping with the reporting mandate of the Secretariat, several reports were compiled and submitted during the period under review. They included: <ul style="list-style-type: none"> thirty-nine (39) National Strategic Reports twelve (12) Special Strategic Reports one (1) Annual Threat Assessment Report nine (9) Special/Thematic Foresighting Reports four (4) ITAC Bulletins on topics related to National Security two (2) Responses To Requests for Information thirty-three (33) Futures Weekly Publications
b. Policy Documents	One major accomplishment was the approval of the Counter Terrorism Strategy by the National Security Council in the second half of 2017. The Secretariat facilitated the drafting process of this Strategy by hosting meetings and drafting on the request of the Ministry of National Security. Further to this strategy, there was another major policy proposal which outlined the potential forms of action available to address citizens returning from areas of conflict.
b. Facilitation of NSC Meetings	The Secretariat serves the Council and the law enforcement and intelligence communities and as such embarks on a number of collaborative projects and provides support where necessary. For 2018, the Secretariat supported eight (8) meetings of the National Security Council. The Inter-Agency Group hosted approximately sixty-nine (69) bi-weekly meetings at the Analysts level while Managers had four (4) meetings and Heads of Agencies convened three (3) meetings. The discussions at these meetings contributed to the development of the aforementioned strategic reports and policy documents.
c. Participation in	The Secretariat participates in several fora. Two (2) government fora which it

Project/Area	Achievements
	<ul style="list-style-type: none"> ▪ Port of Spain Hospital and CARPHA Laboratories Projects – Participated in meetings and assisted with the preparation of Cabinet Notes to obtain approval for the projects. <p>Some noteworthy projects which were handed over in fiscal 2017-2018 are as follows:</p> <ul style="list-style-type: none"> ▪ Stollmeyer’s Castle ▪ Carenage Homework Centre ▪ Carenage Fishing Complex
Cabinet Approvals	<p>Cabinet approvals were obtained for the following projects:</p> <ul style="list-style-type: none"> ▪ President’s House ▪ Cabildo Chambers ▪ Flat Roll Project ▪ Cable Plant Project ▪ Aluminum Wheel Plant Project ▪ Port of Spain General Hospital ▪ La Brea Drydock Project <p>The Unit facilitated meetings with the stakeholders prior to acquiring Cabinet approval to ensure that that the project scope and cost estimates were clearly defined.</p>
Restoration Projects	<p>The unit currently has seven (7) projects directly under its purview. These are as follows:</p> <ul style="list-style-type: none"> ▪ Whitehall ▪ President’s Residence ▪ Red House ▪ Cabildo Chambers ▪ Mille Fleurs ▪ Stollmeyer’s Castle ▪ Prime Minister’s (Tobago) Residence <p>Three (3) of these projects, namely Whitehall, President’s Residence and Cabildo Chambers, transitioned from the conceptual phase to the construction phase in fiscal 2017-2018. The Red House and Prime Minister’s (Tobago) Residence are in the construction phase. A Cabinet Note has been submitted and approved for Mille Fleurs and Stollmeyer’s Castle has been completed and handed over.</p>

4.1.5. Sports and Culture Fund Secretariat

Project/Area	Performance Accomplishments
Applications Received and Processed	<p>A total of seventy-four (74) applications were received by the Sport and Culture Board of Management. The table below shows the number that were sport-related, and culture-related.</p>

	Area	Applications Received
	Sports	51
	Culture	23
	TOTAL	74

Administrative

- Financial reports for the period 2010 to 2015 were submitted to the Auditor General.
- Sport and Culture Fund quarterly reports for the period October—December 2017; January—March 2018; and April—June 2018 were completed and submitted to Cabinet.

4.1.6. Corporate Services Division

Division/Unit	Performance Accomplishments																														
Special Administrative Services	Operational/Desk Manual completed and approved by PS to PM.																														
General Administration Division and Sub-Division at GCA	<p>Notes for the Prime Minister and Notes for Cabinet</p> <ul style="list-style-type: none"> A total of sixty (60) notes were submitted to Cabinet for consideration through the General Administration Unit as outlined below: <table border="1"> <tbody> <tr> <td>Office of the Prime Minister</td> <td>24</td> </tr> <tr> <td>Office of the President</td> <td>16</td> </tr> <tr> <td>Elections and Boundaries Commission</td> <td>10</td> </tr> <tr> <td>Office of the Auditor General</td> <td>6</td> </tr> <tr> <td>Integrity Commission</td> <td>4</td> </tr> <tr> <td>Tobago House of Assembly</td> <td>2</td> </tr> <tr> <td>Salaries Review Commission</td> <td>1</td> </tr> <tr> <td>TOTAL</td> <td>60</td> </tr> </tbody> </table> A total of twenty nine (29) notes were submitted to Prime Minister for Ministerial approval through the General Administration Unit as outlined below: <table border="1"> <tbody> <tr> <td>Office of the Prime Minister</td> <td>5</td> </tr> <tr> <td>Office of the President</td> <td>11</td> </tr> <tr> <td>Elections and Boundaries Commission</td> <td>2</td> </tr> <tr> <td>Office of the Auditor General</td> <td>4</td> </tr> <tr> <td>Public Service Appeal Board</td> <td>2</td> </tr> <tr> <td>Integrity Commission</td> <td>5</td> </tr> <tr> <td>TOTAL</td> <td>29</td> </tr> </tbody> </table> <p>Parliamentary Questions</p> <ul style="list-style-type: none"> A total of six (6) questions were posed to the Prime Minister for which five (5) replies were provided by the OPM. One (1) question was sent to the Minister of Finance for reply. <p>Request for Information under the Freedom of Information Act</p> <ul style="list-style-type: none"> A total of eleven (11) requests for information were received under the Freedom of Information Act. Responses were sent to eight (8) persons requesting information. Two (2) requests were referred to the Solicitor General for advice and one is pending assessment. 	Office of the Prime Minister	24	Office of the President	16	Elections and Boundaries Commission	10	Office of the Auditor General	6	Integrity Commission	4	Tobago House of Assembly	2	Salaries Review Commission	1	TOTAL	60	Office of the Prime Minister	5	Office of the President	11	Elections and Boundaries Commission	2	Office of the Auditor General	4	Public Service Appeal Board	2	Integrity Commission	5	TOTAL	29
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Division/Unit	Performance Accomplishments
	<p>Requests for payment of medical expenses for former Prime Ministers</p> <ul style="list-style-type: none"> ▪ Submission of requests for payment of medical expenses for former Prime Ministers was in the amount of \$267,765.80.
<p>Human Resources Management Division (HRMD) and Sub-Division at GCA</p>	<p>Training:</p> <ul style="list-style-type: none"> ▪ Sixty- four (64) persons attended sixty-one (61) training courses during the period October 2017 to September 2018. See Section 6.6 for more details. <p>Increments:</p> <ul style="list-style-type: none"> ▪ Increments for sixty-five (65) persons were completed. <p>Pension and Leave:</p> <ul style="list-style-type: none"> ▪ Ninety-two (92) officers’ Pension and Leave records were completed and forwarded to the Comptroller of Accounts (includes present officers of the Office of the Prime Minister as well as those who have worked for short periods, and divisions that were under the purview of the Office of the Prime Minister and realigned). <p>Contract Employment:</p> <ul style="list-style-type: none"> ▪ Number of positions for which shortlisting was completed and interviews conducted = 7 ▪ New positions created = 7 ▪ Persons recruited = 3 ▪ Contract gratuity statements prepared and forwarded to the Finance and Accounts Division for further processing = 13 ▪ Terms and conditions completed (approved by Ministerial Minute) = 9 ▪ Requests sent to the Legal Services Unit to prepare contract agreement = 10 ▪ Preparation of all information necessary for the payment of contract gratuities were completed and forwarded to the Comptroller of Accounts for payment to be executed in respect of 6 officers.
<p>Procurement and Office Management Unit</p> <p>Procurement and Office Management Unit (cont’d)</p>	<ul style="list-style-type: none"> ▪ Distributed newspapers ▪ Managed Maid and Reception Services ▪ Provided Courier Mail Services ▪ Purchased goods and services via Invoice Orders ▪ Undertook office maintenance and facilities management at all sites in collaboration with UDeCOTT and other agencies. ▪ Telephone services and maintenance undertaken at Head Office ▪ Issued Cellular Phones and Management of the Corporate Plan at Head Office ▪ Maintained fleet of vehicles ▪ Managed Imprest Cash (\$1,000.00) ▪ Managed Invoice Order Books, gas books, vehicle log books ▪ Maintained inventory of furniture, equipment and supplies ▪ Issued ID badges ▪ Issued laptop, cellular phones, wireless internet equipment, tablets etc. to entitled officers and collected same when officers exited the Office of the Prime Minister ▪ Addressed disposal of furniture, equipment and vehicles

Division/Unit	Performance Accomplishments																				
	<ul style="list-style-type: none"> ▪ Supported needs of the Prime Minister’s Residence ▪ Issued PBR Permits ▪ Prepared the Annual Estimates 2017/2018 in conjunction with the Accounts Unit ▪ Managed staff parking arrangements ▪ Prepared for meetings at various venues ▪ Prepared for Official visits of the Prime Minister as well as visits to the Prime Minister <p>Accomplishments: The WebTMA Inventory Management Software was purchased and the Unit is in the process of populating the pages.</p> <p>Challenges: It is a lengthy process in the initial stages to ensure that all the information is up to date.</p>																				
Registry and Records Management Unit	<ul style="list-style-type: none"> ▪ During the period under review, the following were accomplished: <table border="1" data-bbox="630 806 1406 1142"> <tr> <td>Prime Minister’s Mail</td> <td>2140</td> </tr> <tr> <td>Number of mail received</td> <td>1791</td> </tr> <tr> <td>Number of batches scanned</td> <td>607</td> </tr> <tr> <td>Number of documents scanned</td> <td>6626</td> </tr> <tr> <td>Number of envelopes dispatched (general)</td> <td>2159</td> </tr> <tr> <td>Number of envelopes sent by international courier (DHL)</td> <td>153</td> </tr> <tr> <td>Number of envelopes sent by local courier (TT Post)</td> <td>1141</td> </tr> <tr> <td>Number of temp files opened</td> <td>295</td> </tr> <tr> <td>Number of Cabinet Note numbers issued</td> <td>154</td> </tr> <tr> <td>Number of Ministerial Minute numbers issued</td> <td>114</td> </tr> </table> ▪ The Operational/Desk Manual for the Unit was completed and approved by PS to PM. 	Prime Minister’s Mail	2140	Number of mail received	1791	Number of batches scanned	607	Number of documents scanned	6626	Number of envelopes dispatched (general)	2159	Number of envelopes sent by international courier (DHL)	153	Number of envelopes sent by local courier (TT Post)	1141	Number of temp files opened	295	Number of Cabinet Note numbers issued	154	Number of Ministerial Minute numbers issued	114
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Health and Safety Unit	<p>Emergency Management:</p> <ul style="list-style-type: none"> ▪ Emergency response exercises were conducted successfully. ▪ Fire/Life Safety systems were monitored continuously. ▪ Safety Inspections were conducted monthly. <p>Accident Reporting and Investigating:</p> <ul style="list-style-type: none"> ▪ Accidents were reported using the required form. ▪ Accident investigations were conducted. <p>Safety Orientation:</p> <ul style="list-style-type: none"> ▪ Safety orientation exercises were conducted throughout the period. ▪ OPM Emergency Response Plan was distributed and communicated to new and existing staff. 																				
Health and Safety Unit (cont’d)	<p>Disaster Risk Management:</p> <ul style="list-style-type: none"> ▪ Business Continuity Planning (BCP): <ul style="list-style-type: none"> ▫ In the process of establishing a BCP ▫ Highlighted areas of concern for BCP ▪ Structural assessments of the OPM’s facilities were completed after the earthquake of August 2018 																				

Division/Unit	Performance Accomplishments
	<p>First Aid:</p> <ul style="list-style-type: none"> ▪ First Aid team was retrained to ensure up-to-date response to emergencies. <p>Training:</p> <ul style="list-style-type: none"> ▪ Established HSE Training Manual ▪ Trained Safety Committee (Head Office, GCA) <p>Risk Profile:</p> <ul style="list-style-type: none"> ▪ Developed risk profile for Head Office and GCA <p>Risk Assessment (RA):</p> <ul style="list-style-type: none"> ▪ Conducted RA for Head Office and at Workshop Centres under the purview of the Gender Affairs Division. <p>Audit:</p> <ul style="list-style-type: none"> ▪ Established proposed Audit Programme (Draft). ▪ Submitted to PS to PM and DCS for comment. ▪ Conducted meeting with Audit Unit re: HSE Audit roll-out <p>HSE Policy:</p> <ul style="list-style-type: none"> ▪ Reviewed and updated Safety Policy ▪ Policy distributed to staff at Head Office <p>Safety Committee:</p> <ul style="list-style-type: none"> ▪ Safety Committee meetings were conducted <p>Fire Certificate:</p> <ul style="list-style-type: none"> ▪ Trinidad and Tobago Fire Service conducted their assessment of the Head Office facilities and submitted recommendations <p>Review of Emergency Action Plan (EAP):</p> <ul style="list-style-type: none"> ▪ Existing EAP is being reviewed and brought up-to-date <p>The Operational/Desk Manual for the Unit was completed and approved by PS to PM.</p>
<p>Management Information Systems Unit</p>	<p>The following were accomplished during the period under review:</p> <ul style="list-style-type: none"> ▪ Deployment of inventory and materials management system ▪ Review and update of backup policies ▪ Review and update of automated end-user governance policies ▪ Initiated the design and drafting of department and end-user policies, protocols and processes ▪ Commissioned access control servicing and re-activation ▪ Performed maintenance on all existing endpoint devices as this was overdue and previously not performed ▪ Performed physical maintenance and clean-up of server room ▪ Implemented endpoint device naming convention and initiated ICT asset inventory

Division/Unit	Performance Accomplishments
	<ul style="list-style-type: none"> Collaborated with iGovTT in testing SCCM implementation for the roll-out of newer Microsoft products The Operational/Desk Manual for the Unit was completed and approved by PS to PM.
Finance and Accounts Division	See Section 5 of the Report for financial details.

4.1.7. Citizens' Facilitation Unit

Project/Area	Performance Accomplishments																																			
Petitions Processed and Grants Disbursed	<ul style="list-style-type: none"> The Unit received 612 petitions from a total of 608 people for fiscal 2017/2018. 602 petitioners received acknowledgment letters. Six hundred and three (603) matters were addressed and closed. One (1) grant was awarded from the Fund, in the amount of \$ 200,000.00, as detailed below. The allocation for the Fund was \$200,000.00. <table border="1"> <thead> <tr> <th>Well-Being Sphere</th> <th>% of Allocation</th> <th>Amount Requested</th> <th>Amount Paid</th> <th>Number of Applications</th> </tr> </thead> <tbody> <tr> <td>Social</td> <td>25%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Economic</td> <td>20%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Psychological</td> <td>20%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Spiritual</td> <td>5%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Medical</td> <td>30%</td> <td>\$200,000.00</td> <td>\$200,000.00</td> <td>1</td> </tr> <tr> <td>TOTAL</td> <td>100%</td> <td>\$200,000.00</td> <td>\$200,000.00</td> <td>1</td> </tr> </tbody> </table>	Well-Being Sphere	% of Allocation	Amount Requested	Amount Paid	Number of Applications	Social	25%	-	-	-	Economic	20%	-	-	-	Psychological	20%	-	-	-	Spiritual	5%	-	-	-	Medical	30%	\$200,000.00	\$200,000.00	1	TOTAL	100%	\$200,000.00	\$200,000.00	1
Well-Being Sphere	% of Allocation	Amount Requested	Amount Paid	Number of Applications																																
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Medical	30%	\$200,000.00	\$200,000.00	1																																
TOTAL	100%	\$200,000.00	\$200,000.00	1																																
Administrative Efficiency	<ul style="list-style-type: none"> The existing database was continuously updated, and the case management system continuously utilised. The Operational/Desk Manual for the Unit was completed and approved by PS to PM. 																																			

4.1.8. International Relations and Protocol Unit (IRU)

Project/Area	Performance Accomplishments
Preparation of Cabinet Notes	<p>In the period under review, the IRU prepared and/or finalized approximately eight (8) Cabinet Notes largely involving the travel of the Prime Minister to participate in international meetings, reports on these meetings and official visits overseas. These were as follows.</p> <ul style="list-style-type: none"> Prime Minister's Official Travel to attend the Twenty-Ninth Intersessional Meeting of Heads of Government of the Caribbean Community (CARICOM) which was held in the Republic of Haiti over the period February 26 to 27, 2018.
Preparation of Cabinet Notes (cont'd)	<ul style="list-style-type: none"> Representation of the Government of the Republic of Trinidad and Tobago at the Commonwealth Heads of Government Meeting (CHOGM), and related Commonwealth Meetings, United Kingdom, April 16 to 20, 2018. Travel of Dr. the Honourable Keith Christopher Rowley, Prime Minister of the Republic of Trinidad and Tobago, on an Official Visit to the People's

Project/Area	Performance Accomplishments
	<p>Republic of China, 14 to 19 May 2018; and on a Working Visit to the Commonwealth of Australia, 20 to 27 May 2018.</p> <ul style="list-style-type: none"> ▪ Attendance of Dr. the Honourable Keith Christopher Rowley, Prime Minister of the Republic of Trinidad and Tobago at the Grand Opening of Grenada’s new Parliament Building– June 21, 2018. ▪ Approval of additional funds for the travel of Commodore Hayden Pritchard, Chief of Defence Staff, during the Official Visit of Dr. the Honourable Keith Christopher Rowley, Prime Minister of the Republic of Trinidad and Tobago, to the People’s Republic of China, 14 to 19 May 2018 ▪ Participation by Trinidad and Tobago in the Thirty-Ninth Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM), July 04th – 06th , 2018, Montego Bay, Jamaica. ▪ Official visit by Dr. the Honourable Keith Christopher Rowley, Prime Minister of the Republic of Trinidad and Tobago, to Caracas, Venezuela, August 25, 2018. ▪ Travel to the Co-operative Republic of Guyana in connection with the Signing of the Memorandum of Understanding on Energy Sector Co-operation between the Republic of Trinidad and Tobago and the Co-operative Republic of Guyana – September 13, 2018.
<p>Preparation of Correspondence and Memoranda</p>	<ul style="list-style-type: none"> ▪ The Unit prepared approximately one hundred and sixty-four (164) letters for the signature of the 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. ▪ The IRU dispatched approximately fifty-five (55) memoranda to various Ministries, Trinidad and Tobago’s Overseas Missions, and other relevant stakeholders on matters relating to facilitating the travel of the Prime Minister, bilateral and multilateral issues on the international agenda and Trinidad and Tobago’s participation at International Conferences.
<p>Facilitation of the Prime Ministers’ Official Travel Abroad</p> <p>Facilitation of the Prime Ministers’ Official Travel Abroad (cont’d)</p>	<p>The Unit facilitated the official travel abroad of the Prime Minister for his participation in international meetings and conferences and official visits overseas by making flight and hotel arrangements, completion of requisite forms for participation at Conferences, liaising with the Ministry of Foreign and CARICOM Affairs and Trinidad and Tobago’s Overseas Missions as required, regarding requests for airport courtesies, visas, etc. Information with respect to overseas travel for the period under review is listed hereunder.</p> <ul style="list-style-type: none"> ▪ Prime Minister’s Official Travel to attend the Twenty-Ninth Intersessional Meeting of Head of Government of the Caribbean Community (CARICOM) which was held in the Republic of Haiti over the period February 26 to 27, 2018. ▪ Representation of the Government of the Republic of Trinidad and Tobago at the Commonwealth Heads of Government Meeting (CHOGM), and related Commonwealth Meetings, United Kingdom, April 16 to 20, 2018. ▪ Travel of Dr. the Honourable Keith Christopher Rowley, Prime Minister of the Republic of Trinidad and Tobago, on an Official Visit to the People’s Republic of China, 14 to 19 May 2018; and on a Working Visit to the Commonwealth of Australia, 20 to 27 May 2018.

Project/Area	Performance Accomplishments
	<ul style="list-style-type: none"> ▪ Attendance of Dr. the Honourable Keith Rowley, Prime Minister of the Republic of Trinidad and Tobago at the Grand Opening of Grenada’s new Parliament Building– June 21, 2018. ▪ Participation by Trinidad and Tobago in the Thirty-Ninth Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM), July 04th – 06th , 2018, Montego Bay, Jamaica. ▪ Official Visit by Dr. the Honourable Keith Rowley, Prime Minister of the Republic of Trinidad and Tobago, to Caracas, Venezuela, August 25, 2018. ▪ Travel to the Co-operative Republic of Guyana in connection with the Signing of the Memorandum of Understanding on Energy Sector Co-operation between the Republic of Trinidad and Tobago and the Co-operative Republic of Guyana – September 13, 2018.
Provision of Protocol Services for the Prime Minister at Official Events	The IRU provided the protocol support 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 over one hundred (100) official receptions and functions as well as at meetings and events associated with Official and State visits to Trinidad and Tobago. The Office also assisted and provided support for the planning and operating of events hosted by the Prime Minister.

4.1.9. Legal Services Unit & Office of the Legal Consultant

Project/Area	Performance Accomplishments
Requests made under the Freedom of Information Act (FOIA)	<ul style="list-style-type: none"> ▪ FOIA requests processed = 13 ▪ FOIA quarterly reports submitted = 3
Contracts/MOUs/Agreements	<ul style="list-style-type: none"> ▪ Fixed-term Employment Contracts prepared = 16 ▪ Memoranda of Understanding prepared = 26 ▪ Service contracts prepared = 10
Legislative or Parliamentary Contributions and Legal Advice/Opinions/Contributions	<ul style="list-style-type: none"> ▪ Legal advice and opinions prepared = 5 ▪ Review of internal / external policies = 2 ▪ Contributions to internal reports = 4 ▪ Contracts / License Agreements / MOUs reviewed = 5 ▪ Review of prequalification of suppliers and services documents / forms template = 1
Court Attendance/ Hearings and Other Legal Matters	<ul style="list-style-type: none"> ▪ Industrial Court and High Court matters = 15 ▪ Matters relating to dissolving of the Ministry of Tobago Affairs = 17
Training and Workshops	<p>Training and workshops attended/conducted = 3</p> <ul style="list-style-type: none"> ▫ Panel Discussion in commemoration of International Women’s Day 2018 at Government Campus Auditorium ▫ Service Commission Stakeholder Outreach ▫ Ministry of Social Development and Family Service’s Inaugural National Symposium on the Family 2018 ▫ Law Association Seminar featuring Justice Gillian Lucky on the Rules of Evidence

4.1.10. International Co-Operation Desk

Project/Area	Performance Accomplishments
Facilitation of Participation in Internationally-based Events	Facilitated participation in the following events: <ul style="list-style-type: none"> ▪ Third Latin American and Caribbean Forum on Sustainability of HIV Response, Port-au-Prince, Haiti, November 6-7, 2017. ▪ PAHO/WHO Elimination of Mother to Child Transmission Technical Working Group Meeting, Barbados, November 27-28, 2017. ▪ Fourth Meeting of CELAC/EU Working Group on the Advancement of Women, Santa Cruz de la Sierra, Bolivia, December 6-8, 2017. ▪ Sixty-Second Session of the Commission on the Status of Women (CSW62), March 12-14, 2018 ▪ Commonwealth Workshop/ Presentation of the Results of Economic Cost of Violence against Women and Girls, Seychelles, June 28, 2018. ▪ UNICEF Integrated Communication in Emergencies Workshop, Barbados, June 26-28, 2018. ▪ 28th Meeting of the Executive Board of PANCAP, Georgetown, Guyana, September 5-6, 2018.
Facilitation of Membership on International Committees	Facilitated membership on the following Committees: <ul style="list-style-type: none"> ▪ WeProtect Global Alliance – (TT, via OPM (GCA) Child Affairs Division) ▪ Commonwealth Network of Women Mediators - (TT, via Ms. E. Solomon) ▪ UN Committee on the Elimination of Discrimination against Women (2019 – 2022) – (TT, via Professor Rhoda Reddock)
Contributions to International Reports and Requests for Information/Comments/ Research Contributions to International Reports and Requests for Information/Comments/ Research (cont'd)	Submitted comments/ input for preparation of the following documents: <ul style="list-style-type: none"> ▪ Draft Resolution on Rights of the Child—October 30, 2017. ▪ Creation of a Commonwealth Network of Women Mediators and Membership of the WePROTECT Global Alliance—November 03, 2017. ▪ 2017 Reports on International Labour Organisation (ILO) Conventions ratified by Trinidad and Tobago—November 06, 2017. ▪ Proposed High-level visits to Australia and China, November/December 2017—November 28, 2017. ▪ Submission of National Chapter for 90th Anniversary Celebration Publication of the Inter-American Commission of Women (COM)—December 28, 2017. ▪ Draft Resolution on Rights of the Child—February 06, 2018. ▪ Draft Agreed Conclusions “Challenges and Opportunities in Achieving Gender Equality and the Empowerment of Rural Women and Girls”, 62nd Session of the Commission on the Status of Women, 12-23 March 2018—February 15, 2018. ▪ Draft Resolution on Rights of the Child—March 22, 2018. ▪ Draft Lima Commitment for the Eighth Summit of the Americas-rev.3—March 22, 2018. ▪ Draft paragraphs on “Rights of the Child” submitted by the Permanent Mission of Uruguay to the Organisation of American States for inclusion in the draft Omnibus Resolutions on the Human Rights, Democracy, Security and Development Pillars—April 30, 2018. ▪ World Trade Organisation (WTO) – Joint Declaration on Trade and Women’s Economic Empowerment—May 11, 2018. ▪ Proposed Official Visit by the Prime Minister of Trinidad and Tobago to China in 2018—April 23, 2018. ▪ Proposed High-Level Visits to Australia and China, November/December

Project/Area	Performance Accomplishments
	<p>2017—May 01, 2018.</p> <ul style="list-style-type: none"> ▪ Request for Comments on the Draft Declaration to be adopted at the Second Meeting of the Community of Latin American and Caribbean States (CELAC) – European Union (EU) Ministers of Foreign Affairs—May 02, 2018. ▪ Proposed areas of focus for Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) Committee—May 09, 2018. ▪ Request for the support of Trinidad and Tobago on a Joint Statement on Girls’ Education, by the United Kingdom at the 38th Session of the United Nations Human Right Council—July 02, 2018. ▪ Definition of Terms – Criminal Legislation in Trinidad and Tobago—July 09, 2018. ▪ Draft Initial National Report on the United Nations Convention on the Rights of Persons with Disabilities (CRPD)—July 11, 2018. ▪ Draft Interim Report of Trinidad and Tobago to the United Nations Committee on the Elimination of Discrimination against Women (CEDAW)—July 20, 2018. ▪ Annual update on indicators for the Gender Equality Observatory for Latin America and the Caribbean—July 24, 2018. ▪ Request for information on non-profit and charitable organisations – Financial Action Task Force—August 29, 2018. ▪ Request for Briefing Input for the 73rd Session of the United Nations General Assembly and Related Meetings—September 04, 2018. ▪ 39th Regular Session of the Human Rights Council – Joint Statements—September 26, 2018.

4.1.11. Internal Audit Unit

Project/Area	Performance Accomplishments
Audits	<ul style="list-style-type: none"> ▪ Audit of subventions to the twenty-five (25) private Community Residences. ▪ Audit of Pension and Leave at OPM and the four (4) Large Community Residences. ▪ Audit activities for processing and payment of gratuities for contract officers. ▪ Audit activities for processing and payment of increments for public officers. ▪ Audit of Subsidiary Accounts—Appropriation Account, Vote Book, Schedules, Vouchers, Stores.

4.1.12. Policy, Research & Planning Division

Policy/Project/Initiative	Achievements
Policy Development	
Policy on the Creation of the Office of the Head of the Public Service	This policy was submitted to the Cabinet in October 2017 and is before the Finance and General Purposes Committee (FGPC).

Policy/Project/Initiative	Achievements
Policy on the Establishment of the Office of the Children’s Commissioner of Trinidad and Tobago	<p>The development of this Policy continued from fiscal 2016-2017. Achievements included:</p> <ul style="list-style-type: none"> ▪ Policy formulation continued and is nearing completion. ▪ Additional extensive research was conducted to determine the best-suited model for Trinidad and Tobago.
Operational Policy for the National Domestic Violence Shelters	<p>This manual outlines the policies and procedures that govern the State-owned Domestic Violence (DV) Shelters. This policy provides guidance to organisations contracted to manage the facilities by stating the Government’s approach to care, and the accepted and expected service delivery standards for the facilities. The Policy was completed during the period under review.</p>
Policy on the Provision of Financial Assistance to Children in Community Residences (Payment per Child Policy)	<p>The main objective of this policy is to create an efficient and equitable system of financial assistance that would provide for the adequate care and protection of children who have been placed in Community Residences. With the provision of this assistance, it is envisaged that:</p> <ol style="list-style-type: none"> i. The quality of life of young persons in Community Residences in Trinidad and Tobago will be improved; ii. A tangible relationship between the State and Community Residences will be fostered; and iii. Equity, transparency and accountability will become part of the institutional culture of Community Residences. <p>This policy was reviewed and updated during fiscal 2017-2018 to provide a clear and comprehensive framework for the implementation of the related Cabinet decision in both private and State-funded Community Residences.</p>
Inter-Agency Protocol for the Domestic Violence Shelters	<p>The national Domestic Violence Shelters aim to provide integrated psychosocial services that address the myriad intersectional needs of survivors of domestic violence. The suite of integrated services provided for clients of these shelters requires that all social sector Ministries and Agencies are cognisant of their roles and functions and how they work in tandem to meet the needs of survivors of domestic violence in their care.</p> <p>The Inter-Agency Protocol outlines operational relationships, best practices and responsibilities of all agencies and Ministries that play a key role in social services delivery at the shelters. Together, these services transition residents of the shelter to a better quality of life that is free from violence and the infringement of their human rights.</p> <p>In August 2018, a meeting was convened with key stakeholders which included the Child Protection Unit of the Trinidad and Tobago Police Service and the Children’s Authority of Trinidad and Tobago. At this meeting, dialogue was initiated among key parties in an effort to create the Protocol before the commissioning of the shelters. Stakeholder engagement exercises have continued to ensure that the Protocol is comprehensive and enunciates the roles of each agency adequately.</p>
National Policy on Grant Funding to Ecclesiastical Bodies	<p>This policy is still before the FGPC for consideration. See page 47-48 for the details on applications received and considered.</p>
Grant Disbursement Policy	<p>This policy is still pending consideration by FGPC. See Section 4.2.1 on page 47 for details on the amount of funding disbursed for the period.</p>
Policy and Legislative Review	<i>Draft National Postal Sector Policy</i>

Policy/Project/Initiative	Achievements
	<p>for the other facilities. Subsequently, the OPM took the following actions:</p> <ul style="list-style-type: none"> • Issuance of offer letter, pending a successful negotiation, • January 18, 2018 – negotiation meeting, • February/March 2018 – completion of Risk Assessment plan, Operational Policy and Monitoring and Evaluation Framework, • March 2018 – drafting of contract by the Legal Services Unit, • April 4, 2018 – signing of contract by the Permanent Secretary to the Prime Minister and the MOBAK Foundation. <p>Cabinet Minute No.601 of April 19, 2019 agreed for the Central Tenders Board (CTB) to conduct the procurement for the outsourcing of management of the other facilities.</p> <p>Cabinet by Minute No. 601 agreed that the CTB conduct a sole select tender, with a view to engaging Myrtle’s Place (MP) and Caribbean Women’s Honors’ and Empowerment (CWHE) to manage the two (2) Female Domestic Violence Shelters. This process also failed as the submission by MP was late and the technical proposal submitted by CWHE scored 56.6%, which was below the 70% required by the CTB for further consideration. The CTB is expected to conduct an Open Tendering Process in Quarter I of fiscal 2018/2019.</p>
Monitoring & Evaluation	
<p>Three (3) Month Review of the Operations of the National Transition Home (Male)</p>	<p>On April 4, 2018, the OPM entered into an agreement with the MOBAK Foundation to manage the National Transition Home (Male). As per the agreement (Article 3 (b)),</p> <p><i>“Within three months of the contract commencement, the Parties hereto agree to meet to determine the actual aggregate operation expenses and shall adjust each line item in Appendix E to reflect their actual cost”.</i></p> <p>During the period July to August 2018, a process evaluation was conducted, which was guided by three (3) main evaluation questions:</p> <ol style="list-style-type: none"> 1. To what extent has the Transition Home (Male) been operationalised? 2. To what extent is the operations of the Transition Home (Male) meeting the identified policy needs? 3. What is the likelihood of meeting the intended outcomes? <p>The evaluation concluded that the National Transition Home (Male) was implemented according to the Cabinet-approved policy, to a large extent. The greatest achievement was the intake of at least 10 residents to the home on June 13, 2018. However, the 3-month review recognised that the policy failed to take into consideration the location of the facility and the availability and proximity of transitioning services. Therefore the following recommendations were made:</p> <ol style="list-style-type: none"> 1. Increase the quarterly subvention paid to the MOBAK Foundation from \$346,000 to \$556,902. This will ensure that: <ol style="list-style-type: none"> a) adequate human resources are employed to compensate for the shortcomings in implementing the Wraparound model, b) adequate supervisors are available to provide greater supervision of the residents – the subvention caters for two (2) Supervisors only. The

Policy/Project/Initiative	Achievements
	<p>foundation deferred funds from capital expenditure to hire four (4) additional supervisor (which was unsustainable), and</p> <p>c) the actual expenditures are met to efficiently and effectively operate the home, e.g. the electricity bill is \$7,000 more than budgeted per month.</p> <p>2. Ensure that all security concerns are dealt with.</p>
Research & Reporting	
<p>Analysis of the Children’s Authority Annual Report 2016-2017</p>	<p>The <i>Children’s Authority Act Chap 46:10</i>, requires the Children’s Authority of Trinidad and Tobago (CATT) to “submit to the Minister an annual report dealing with the activities of the Authority during the financial year, together with financial statements and such other information relating to the operations and functions of the Authority” within three months of the end of the financial year.</p> <p>To determine the extent to which the Authority has fulfilled its mandate over the fiscal year, the OPM reviews the Report and submits an Analytical Brief that is submitted to Cabinet. The Analytical Brief sheds light on reporting shortfalls and provides recommendations that could improve the work of the Authority. The Analytical Brief on the CATT’s Report for 2016-2017 was completed and sent to Cabinet for approval.</p>
<p>Provision of Security Services at Five (5) Facilities for a Period of One (1) Year</p>	<p>During the period December 2017 to May 2018, the CTB conducted the procurement for the provision of security services for the following facilities:</p> <ul style="list-style-type: none"> ▪ National Transition Home (Male), ▪ Male Workshop Centre (Safe House), ▪ Female Workshop Centre (Safe House), and ▪ Three (3) Domestic Violence Shelters and one (1) Administrative Centre. <p>The following activities took place:</p> <ul style="list-style-type: none"> ▪ Preparation of the Request for Proposals (done by OPM) ▪ December 29 – pre-submission briefing and site visit ▪ January 18, 2018 – closing of tender ▪ January 22-31, 2018 – evaluation of proposals (Economic Analyst was the Chairman of the Committee) ▪ March/April – drafting of contract by the Ministry of the Attorney General and Legal Affairs ▪ Signing of contract by the Permanent Secretary to the Prime Minister and IBIS Security Services, who was selected to provide security services at the facilities.
Management of Subventions and Grants	
Subventions to Civil Society Organisations (CSOs) for Delivery of Services	
<p>This system of financial assistance provided funds to CSOs 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 4 Large Community Residences). Payments were contingent on the reporting requirements being met by CSOs. The summary of payments made for fiscal 2017 (to CSOs and the large Community Residences), and the standing of each CSO are as follows. PPC payments to the private CRs are detailed in Section 4.2.2 of the Report.</p>	

Policy/Project/Initiative		Achievements			
Organisation	TOTAL Subvention Allocated 2018	TOTAL Subvention Paid 2018	Difference in Payment	Remarks as at 30 September, 2018	Final Status 2018
ChildLine	\$1,734,196.00	\$1,734,196.00	\$ 0	All reports submitted and all payments made	Continuing
New Life Ministries for the Establishment and Administration of a Treatment and Rehabilitation Centre	\$ 900,000.00	\$ 900,000.00	\$ 0	All reports submitted and all payments made	Continuing
Vote 13-04-005-06	\$ 6,592,218.00	\$ 6,592,218.00	--		
Heroes Foundation	\$ 420,000.00	\$ 420,000.00	\$0	All reports submitted and all payments made	Continuing
Vote 13-04-005-08	\$ 420,000.00	\$ 420,000.00	--		
St. Mary's Children's Home (13-04-005-04)	\$ 13,500,000.00	\$ 13,500,000.00	\$ 0	--	Continuing
St Dominic's Children's Home (13-04-005-05)	\$ 18,262,900.00	\$ 18,262,900.00	\$ 0	--	Continuing
St. Michael's School for Boys (13-04-005-09)	\$ 11,000,000.00	\$ 11,000,000.00	\$ 0	--	Continuing
St. Jude's School for Girls (13-04-005-10)	\$ 8,000,000.00	\$ 8,000,000.00	\$ 0	--	Continuing
	\$ 50,762,900.00	\$ 50,762,900.00	--		

Ecclesiastical Grant Funding

1. Grant Funding to Religious Organisations

The table below provides an overview of the applications considered and approved or rejected for funding under the Ecclesiastical Grant Fund. In summary, four (4) new applications were considered, not including the three (3) from the previous reporting period. Of the total seven (7), two (2) are pending assessment, two (2) were recommended for funding contingent on site visits, and the three (3) from the last period were not recommended for funding after site visits were conducted.

Policy/Project/Initiative		Achievements	
Organisation	Category (sub-category) of Funding Request	Status of Application	Notes
The Abbey, Mount St. Benedict	Infrastructural Work (refurbishment)	Pending assessment	Site visit to be conducted and awaiting submission of documents
The Methodist Church in the Caribbean and Americas—South Caribbean District: Tobago Circuit	--	Pending assessment	Awaiting submission of documents
The Anglican Church in the Diocese of Trinidad and Tobago	Infrastructural Work (restoration)	Recommended for funding	Site visit to be conducted
Morvant Church of Christ	Infrastructural Work (repairs)	Recommended for funding	Site visit conducted
San Rafael Parish RC Church	Infrastructural Work (construction)	Not recommended for funding	Site visit planned but unable to be conducted
Mt. Zion Deliverance Temple International	Human/Citizen Development (young people)	Not recommended for funding	Site visit was conducted and due to some structural issues re the proposed project, it was not recommended for funding
Evangelistic and Apostolic Missions Ministry	Human/Citizen Development (young people)	Not recommended for funding	Site visit was conducted based on initial recommendation to be funded. However, project viability could not be ascertained, therefore no funds were awarded
Workshops/Training/Conferences			
National Crime Prevention Programme Training Workshop	<p>On April 25th-26th 2018 and May 9th-10th, 2018 three OPM officers attended the National Crime Prevention Training Programme hosted by the Ministry of National Security.</p> <p>The objectives of the programme included:</p> <ul style="list-style-type: none"> ▪ To expose participants to criminological theories that support the National Crime Prevention Programme (NCPP) model; ▪ To outline how the NCPP should be rolled out nationally and in communities; ▪ To ensure that participants understand the 10 step NCPP plan; ▪ To detail the context of crime in Trinidad and Tobago ▪ To outline the whole of Government approach to crime prevention; ▪ To train participants to design an evidence-based crime prevention programme; ▪ To review contemporary issues and challenges related to crime prevention; ▪ To understand the aetiology of violence, types of violence and violence reduction strategies; ▪ To understand best practice programmes that work to reduce crime and 		

Policy/Project/Initiative	Achievements
	<p>violence;</p> <ul style="list-style-type: none"> ▪ To gain a better understanding of the deep-rooted social issues in underserved communities; ▪ To understand how to prevent crime through citizen mobilization, civic engagement and public education; ▪ To understand crime prevention media; and ▪ To discuss how to evaluate a crime prevention programme. <p>As part of the workshop activities, participants designed a crime prevention strategy and plan and presented it to other course participants.</p>
<p>The Pan American Health Organisation (PAHO)/World Health Organisation (WHO) workshop to Advance the Sexual and Reproductive Health and Rights of Women and Girls with or at Risk of HIV</p>	<p>This Conference aimed to support dialogue that will accelerate uptake and implementation of the WHO Consolidated Guideline on the Sexual and Reproductive Health and Rights (SRHR) of Women Living with HIV and on the SRHR for adolescent girls and young women (AGYW) at risk of HIV in Trinidad and Tobago.</p> <p>The objectives of the Conference were to enable:</p> <ul style="list-style-type: none"> • stakeholders to have a greater understanding of the key principles and paradigm shifts regarding a person-centred approach to policy and programming for women and girls living or at risk of HIV; • stakeholders to be aware of the new consolidated guideline on SRHR of women living with HIV; • stakeholders to understand the process utilised to create the consolidated guideline on SRHR of women living with HIV; • participants to gain deeper insight into the global and national context regarding SRH policy, guidelines and service delivery for women living with HIV; • attendees to be aware of the research agenda related to SRHR of women and girls, and identification of gaps so more focus would be placed on these areas; and • creation or enhancement of linkages among agencies, ministries, non-governmental organisations, ministries and international agencies.
<p>Workshop in Monitoring and Evaluation</p>	<p>The Senior Monitoring and Evaluation Officer and Economic and Policy Analyst attended a five (5) day workshop entitled, ‘Monitoring and Evaluation’, hosted by the Ministry of Public Administration. The date of the workshop was April 23–27, 2018.</p>
<p>Accounting Workshop</p>	<p>The services of an Accounting Facilitator was procured to conduct an accounting workshop for the Boards of Management, Managers and Accounting Managers of Community Residences, from 19– 21 February 2018. At this workshop, the following topics were covered:</p> <ol style="list-style-type: none"> 1. The Accounting System in the Public Service. 2. The Budgetary Process – The Budget Cycle, Estimates of Expenditure & Revenue. 3. The Accounting system – Revenue, Expenditure, Preparation of Invoice Orders, vouchers and The Vote Book. 4. Preparation of Pay sheets and Time Sheets, Imprest Cash and Cash Book, Bank Reconciliation Statements. 5. Procurement Procedures.

Policy/Project/Initiative	Achievements
Committee Membership	
Inter-Ministerial Social Policy Committee	This Cabinet-appointed committee, which was reconstituted in fiscal 2016, continued to work towards its aim to enable integrated, standardised and evidence-based social policies, which contribute to more equitable social programming. Regular meetings were attended until the term of the Committee ended in July 2018.
Inter-Ministerial Research Council (IMRC)	<p>The IMRC was reconstituted in May 2018 for a period of three years. The Terms of Reference of the Council include:</p> <ol style="list-style-type: none"> i. To prioritise social research as a means of alleviating existing and future social problems; ii. To enhance research capacity within the public sector, with particular emphasis on the social sector; iii. To monitor the social sector research activities of all social sector Ministries, including ancillary social sector Ministries; and iv. To enhance evidence-based decision-making with the social sector. <p>Achievements for the period under review included:</p> <ul style="list-style-type: none"> ▪ Inaugural and subsequent monthly meetings were attended. ▪ List of social research studies compiled and sent to Ministry of Social Development and Family Services. Listing was used to collate the research agenda for the social sector. ▪ Development of a detailed work plan of the Council's proposed activities. ▪ Preliminary work began on developing the new issue of the Council's bulletin.
Steering Committee for the Project entitled "Preparation of Trinidad and Tobago's Third National Communication and First Biennial Update Report to the United Nations Framework Convention on Climate Change (UNFCCC)"	<p>The project will enable the country to prepare and submit its Third National Communication (TNC) and First Biennial Update Report (BUR) to the UNFCCC in accordance with its commitments as a Party, as mandated by Article 12 of the Convention and subsequent Conference of Parties (COP) decisions. The TNC is expected to be completed in three years, while the BUR will be completed in one year. This project is implemented in collaboration with the Global Environment Facility (GEF), UNDP and the Ministry of Planning and Development.</p> <p>Furthermore, the project will provide updated information regarding national circumstances, inventories of greenhouse gases, policies and measures undertaken to mitigate climate change, assessments of vulnerability to climate change and steps taken to adapt, and information on public awareness, education, training, systematic research and observation, and technology transfer. The project will also increase the national technical and institutional capacities in preparing the TNC/BUR and assist the government in integrating climate change issues into sectoral and national development priorities.</p> <p>The function of the Steering Committee is to:</p> <ul style="list-style-type: none"> ▪ Provide oversight and coordinate activities of the project by attending project meetings; ▪ Provide guidance to the Project Manager on all technical and administrative matters relating to planning and implementation; ▪ Review and approve all work plans, budgets and outputs, reports and

Policy/Project/Initiative	Achievements
	<p>studies; and</p> <ul style="list-style-type: none"> ▪ Identify and co-opt additional resources to assist in functioning and implementation of this project. <p>Activities during the fiscal period included: attendance at inaugural and subsequent meetings of the Project Steering Committee; hosting of the inception workshop; the development and finalisation of Terms of Reference for the Greenhouse Gas (GHG) Expert and the Vulnerability & Adaptation (V&A) Consultant by the Committee; recruitment of the GHG Expert; and project budget revision as needed.</p> <p>Outputs achieved for the fiscal included:</p> <ul style="list-style-type: none"> ▪ GHG Inventorying capacity building completed. ▪ Data required by IPCC guidelines collected and analysed, including filling of data gaps. ▪ Revision and recalculation of the input data from the Second National Communication to reduce uncertainty. ▪ V&A Consultant procurement initiated. ▪ Project monitored and evaluated and annual audit completed.
<p>Project Advisory Committee for the project entitled “ Capacity Development for Improved Management of Multilateral Environmental Agreements (MEAs) for Global Environmental Benefits”</p>	<p>This project is being coordinated by UNDP and the Ministry of Planning and Development. The goal of this project is to strengthen the ability of the GORTT to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements. Through a learning-by-doing process, this project aims to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and, by extension, contribute to global environmental benefits.</p> <p>Activities during the period under review included: attendance at inaugural and subsequent meetings of the Project Advisory Committee; the development and finalisation of Terms of Reference for the Policy Legislation Institutional Review and CSO Mapping and Capacity Assessment Consultants by the Committee; and hosting of the inception workshop.</p>

4.2. Gender & Child Affairs Portfolio

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 (GAD)

Policy/Project/Initiative	Achievements
<p>Draft National Policy on Gender and Development (NPGD)</p>	<p>The NPGD was laid as a Green Paper in Parliament on March 09, 2018 and was opened for public comments via the website of the OPM-GCA for a period of six months.</p>
<p>The National Prevalence Survey</p>	<p>A National Prevalence Survey was conducted in Trinidad and Tobago under the United Nations Development Assistance Framework (UNDAF) project-</p>

Policy/Project/Initiative	Achievements
	<p>Strategy to Contribute to the Eradication of Gender-based Violence (GBV) in Trinidad and Tobago. This survey is a population-based survey that obtained information outlining the magnitude of GBV including violence against women in Trinidad and Tobago. The methodology was that of a Quantitative Study labelled “National Women’s Health Survey of Trinidad and Tobago”. This survey was done in collaboration with the Inter-American Development Bank.</p> <p>The government of Trinidad and Tobago also embarked on a qualitative study on GBV in Trinidad and Tobago, partnering with UN Women. Both these studies began in 2016, were completed in December 2017 and launched in May 2018.</p>
Strengthening State Accountability and Community Action for Ending Gender-based Violence: National Strategic Action Plan (NSAP) on Gender-based Violence (GBV)	<p>The NSAP was submitted to Cabinet for approval. During the period July to September 2018, the OPM-GCA conducted a Readiness Assessment exercise with key Ministries/Departments whose lead roles were assigned for the implementation of the National Strategic Action Plan (NSAP) on GBV.</p>
Institutional Strengthening of NGOs/One-Off Grants Committee	<p>These are one-off grants allocated to NGOs/CBOs and individuals. A total of \$111,500.00 were disbursed to twenty-one (21) approved applicants working in the area of gender and or child development. These applicants comprised 19 organisations and 2 individuals.</p>
Gender Mainstreaming/ Gender-Responsive Budgeting (GRB)	
Gender Sensitisation	<ul style="list-style-type: none"> ▪ Seventy-Six (76) Gender Focal Points (GFP) were established in Government Ministries and State Agencies during the period under review. ▪ On Saturday 9th December 2017, the GAD conducted a half day outreach training session on “Understanding your Gender” with youth in the Cocorite Community upon a request received from the Ministry of Sport and Youth Affairs, Youth Resource and Information Centre. ▪ On Tuesday 20th February 2018, the GAD conducted a one (1) day workshop session on Gender Awareness for the Trinidad and Tobago Defence Force Reserves (TTDFR) at Reserve Headquarters, Macqueripe, Chaguaramas. ▪ On 22nd February 2018, a one (1) day gender sensitisation workshop was conducted for GFP of twenty (20) Government Ministries. ▪ A half day sensitisation session on gender analysis for GFP of Government Ministries was held in April 2018 facilitated by Institute for Gender and Development Studies (IGDS) UWI.
Gender-Responsive Budgeting	<p>A half day sensitisation session on GRB for GFP of Government Ministries was held in April 2018 facilitated by Dr. Gwendoline Williams, Maria Mason-Roberts and Associates.</p>
Social Programmes	
Food Preparation and Home Management Programme for Men and Boys	<p>No programme was conducted during the period under review. Proposal was submitted and received approval. However, due to insufficient release of funds the programme was not executed.</p>
Defining Masculine Excellence Programme	<p>No programme was conducted during the period under review. The proposal was submitted and received approval. However, due to insufficient release of funds the programme was not executed.</p>
Gender-based Violence and Domestic Violence Projects	

Policy/Project/Initiative	Achievements
National Domestic Violence Unit	<ul style="list-style-type: none"> ▪ Payment made to Families in Action \$450,000.00 (\$37,500 monthly) for the Management of the National Domestic Violence Hotline on behalf of government. ▪ For the period October 2017 to September 2018 the Hotline received a total of 2775 calls. ▪ Cabinet Approval received via Minute No. 1891 of October 2017 re: Engagement of Standby Listeners at the National Domestic Violence Hotline. ▪ Cabinet Approval received via Minute No. 335 of March 2018 re: Evaluation Report of the National Domestic Violence Hotline (880-SAVE) for the period 2014-2017. ▪ Cabinet Approval received via Minute No. 913 of June 7th 2018 re: Additional Information relating to the Evaluation Report of the National Domestic Violence Hotline (880-SAVE) for the period 2014-2017.
Central Registry on Gender-based/ Domestic Violence (CRDV)	<ul style="list-style-type: none"> ▪ Capacity Building Training for users of the CRDV: End User Training for Database Software was conducted for four (4) CRDV participating agencies in July 2018. A total of thirteen (13) persons were trained. ▪ 1st CRDV Data Report was completed and published on the OPM-GCA's website in August 2018. ▪ Discussions were held with UNFPA re the upgrade of the CRDV to include all data on GBV. ▪ Continued efforts were made to include data from the MOH in the CRDV.
Gender-based Violence Sensitisation/Training	<ul style="list-style-type: none"> ▪ The GAD conducted a half day sensitisation workshop on Gender-based Violence entitled "Living a life free of Gender-based Violence: Building Self Esteem" for female officers of the Trinidad and Tobago Defense (TTDF) Force at Airways Road, Chaguaramas on the 13th November 2017. ▪ The GAD conducted a one (1) day sensitisation workshop on Gender, Violence and Health for Nursing Students, UWI School of Nursing on Thursday 30th November 2017 at UWI School of Nursing, Corner St. Cecelia and College Road, El Dorado. ▪ The GAD in collaboration with Lake Asphalt of Trinidad and Tobago and the Member of Parliament La Brea, Ms. Nicole Olivier hosted a seminar on gender-based violence for the La Brea Community on Friday 6th April 2018. ▪ The GAD in collaboration with the Member of Parliament La Brea, Ms. Nicole Olivier hosted a seminar on gender-based violence for the Los Bajos Community on Thursday 17th May 2018. ▪ The NACC and GAD, in collaboration with the Member of Parliament for Tunapuna, the Honourable Esmond Forde, and Tunapuna-Piarco Regional Corporation hosted its first Community Sensitisation Forum (CSF) on HIV and Gender-based Violence (GBV) on Saturday 12th May 2018 at Tunapuna Community Centre. This outreach targeted persons infected and affected by HIV and AIDS, adults, youth, and children in the community, and persons affected by gender-based violence.
Gender-based Violence Sensitisation/Training (cont'd)	

Policy/Project/Initiative	Achievements
	<ul style="list-style-type: none"> ▪ The GAD and NACC hosted a booth and participated in the UNFPA and Sangre Grangre Regional Corporation “Community Village: Empowering Rural and Urban Individuals and Families” in commemoration of World Population Day on Saturday 14th July 2018 at the Guaico Secondary School for the Community of Sangre Grande. The GAD presented on the topic of GBV. ▪ The GAD and NACC in collaboration with the Member of Parliament for San Fernando East, The Honourable Randall Mitchell hosted a Community Sensitisation Forum (CSF) on HIV and Gender-based Violence on Thursday 2nd August, 2018 at the Pleasantville Community Centre, San Fernando. This outreach targeted persons infected and affected by HIV and AIDS, adults, youth, and children in the community, and persons affected by gender-based violence. ▪ UN Women Foundations Programme: The Office of the Prime Minister in collaboration with the UN Women conducted a five (5) day Training of Facilitators Workshop for the UN Women Foundation Programme from August 20th to 24th 2018. Twenty-seven (27) facilitators were trained representing Government Ministries/Agencies and faith based organisations. The UN Women Foundations Programme is an outreach initiative for in- and out-of- school youth (male and female) between the ages of 13-24 years. The programme is designed to engender an appreciation of core gender concepts such as gender socialization, gender equality and human rights among this age group in Trinidad and Tobago. The overarching goal of the Foundations Programme is to accelerate action towards preventing GBV. ▪ Calypso History Month October 2017: OPM-GCA, through the Gender Affairs Division, in collaboration with the Trinbago Unified Calypsonians Organisation (TUCO), hosted a panel discussion entitled: Gendered Analysis of Calypso in commemoration of Calypso History Month on October 31st, 2017 at the Government Campus Plaza Auditorium, Corner London and Richmond Streets, Port of Spain. The theme for 2017 was “The Portrayal of Women and Men in Calypso: “What’s wrong with the song?” This initiative aimed at creating a greater awareness of how men and women are portrayed in the cultural art form (e.g. music), particularly in calypso.
Obligations under International Agreements	
<p>1. Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)</p>	<ul style="list-style-type: none"> ▪ An Interim Report was prepared and submitted to the CEDAW Committee on the Status of the National Policy on Gender and Development (NPGD) in June 2018. ▪ CEDAW Committee Elections 2018: The Government of the Republic of Trinidad and Tobago presented the candidature of Professor Rhoda Reddock, Professor of Gender, Social Change and Development, the University of the West Indies, St. Augustine Campus, for membership of the CEDAW. Trinidad and Tobago adopted a campaign strategy (involving multilateral exchange, bilateral meetings, a diplomatic reception and promotional material) which was executed by OPM, the Ministry of Foreign and CARICOM Affairs and the Permanent Mission of Trinidad and

Policy/Project/Initiative	Achievements
<p>2. Commission on the Status of Women (CSW)</p>	<p>Tobago at the United Nations (PRUN). The election for the CEDAW Committee was held on June 7th, 2018 at the United Nations Headquarters in New York. Professor Reddock competed against fifteen (15) candidates for one of the twelve (12) available seats on the Committee. Candidates were elected by secret ballot in an absolute majority of votes of State Parties present. Professor Reddock was elected to the Committee on CEDAW securing 158 out of 185 votes - the highest number of votes received among the candidates. She will fill her post from 2019-2022.</p> <ul style="list-style-type: none"> ▪ CSW 62: The Government of Trinidad and Tobago was represented at the Sixty-Second (62nd) Session on the Commission on the Status of Women (CSW62) by a delegation led by the Honourable Ayana Webster-Roy, Minister of State in the Office of the Prime Minister (Gender and Child Affairs), held from 12th to 23rd March 2018 at the United Nations Building in New York. The delegation comprised \ persons from OPM-GCA, Tobago House of Assembly (THA) and representatives of two NGOs. <p>The Honourable Ayanna Webster Roy delivered the National Statement at the General Debate of the General Assembly at CSW 62 on Tuesday 13th March 2018 at the UN Headquarters in New York in relation to the priority theme “Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls”. The Honourable Minister also participated in various main and side events of CSW 62. Other contributions were made on behalf of Trinidad and Tobago by other delegates.</p>
<p>3. Annual Consultation of Commonwealth National Machineries</p>	<ul style="list-style-type: none"> ▪ The Honourable Ayanna Webster-Roy, Minister of State in the Office of the Prime Minister (Gender and Child Affairs) attended and participated in the Annual Consultation of Commonwealth National Machineries on Sunday 11th March 2018, Commonwealth Office New York, supported by Ms. Shelley-Ann Hart, Project Execution Officer, Gender Affairs Division. The meeting focused on: <ul style="list-style-type: none"> ▫ Gender equality in the Commonwealth 2017/2018 in review, and ▫ Ending violence against women and girls, specifically sharing knowledge on the economic cost of violence against women and girls and the importance of data.
<p>4. Follow-up Mechanism to the Belém do Pará Convention (MESECVI)</p>	<ul style="list-style-type: none"> ▪ The GAD reviewed and provided comments on behalf of Trinidad and Tobago on the MESECVI Preliminary Report in collaboration with the International Desk and Legal Consultant. This document was submitted to Ministry of Foreign and CARICOM Affairs for transmission to the MESCEVI Committee. ▪ Contribution made to MESECVI for 2016/2017 (US\$15,000.00).
<p>5. Commission on the Status of Women (COM)/ Organisation of American States (OAS)</p>	<ul style="list-style-type: none"> ▪ The GAD prepared the Trinidad and Tobago's Country Chapter Balance Sheet on the 90th Anniversary of COM 2017/2018 in collaboration with the International Desk and Legal Consultant. This document was submitted to Ministry of Foreign and CARICOM Affairs for transmission to COM.

Policy/Project/Initiative	Achievements
6. Montevideo Consensus	<ul style="list-style-type: none"> ▪ The GAD prepared the response re: the Gender Equality Montevideo Query. Response was submitted to Ministry of Planning and Development for inclusion into the Country Response.
7. Commonwealth Heads of Government Meeting (CHOGM)	<ul style="list-style-type: none"> ▪ The GAD in collaboration with the International Desk drafted the GAD Briefing Input document for CHOGM 2018. OPM-GCA Response was submitted to the Ministry of Foreign and CARICOM Affairs.
8. UN Women Core Resources	<ul style="list-style-type: none"> ▪ Contribution made to UN Women Core Resources 2016/2017 (US\$5,000.00).
9. UN Women Trust Fund to End Violence against Women	<ul style="list-style-type: none"> ▪ Contribution made to UN Women Trust Fund to End Violence against Women 2016/2017 (US\$5,000.00).
10. UN General Assembly (UNGA)	<ul style="list-style-type: none"> ▪ The OPM-GCA through the GAD and International Desk submitted a briefing input for the 73rd UN General Assembly NY 2017 for Women in Development, Advancement of Women and Promotion and Protection of Children in 2017 to Ministry of Foreign and CARICOM Affairs for transmission to the UN General Assembly.
11. UN Economic Commission on Latin American and the Caribbean (ECLAC)	<ul style="list-style-type: none"> ▪ The GAD in collaboration with the International Desk compiled information re: request for annual update of Indicators for the ECLAC Gender Equality Observatory of Latin America and submitted this to UN ECLAC in July 2018.
Obligations under Regional Agreements	
Community of Latin American and Caribbean States (CELAC)	<p>The GAD in collaboration with the International Desk prepared comments on behalf of OPM-GCA in May 2018 on the Draft Declaration to be adopted at the Second Meeting of the Community of Latin American and Caribbean States (CELAC)-European Union (EU) Ministers of Foreign Affairs, Brussels, Belgium, 16–17 July, 2018. The document was submitted to the PS Secretariat for vetting and transmission to the Ministry of Foreign and CARICOM Affairs in May 2018.</p>
Commemoration of International Observances	
1. International Men’s Day (IMD), 19th November	<ul style="list-style-type: none"> ▪ The OPM-GCA in collaboration with UWI School of Nursing, UWI IGDS, and London South Bank University hosted three (3) activities in commemoration of International Men’s Day on November 19, 2017. The International Men’s Day activities focused on improving gender relations, promoting gender equality, and encouraging responsible and positive male role models. The three (3) activities hosted were as follows: <ul style="list-style-type: none"> ▫ A Men’s Seminar at the UTT Valsayn Campus on Thursday 16th November, 2017. ▫ Men’s Health Caravan at Harris Promenade, San Fernando on Friday 17th November 2017. ▫ Round Table Discussion at NALIS Audio Visual room on Friday 17th November 2017.

Policy/Project/Initiative	Achievements
<p>2. 16 Days of Activism</p> <p>a. International Day for the Elimination of Violence against Women (IDEVAW)</p> <p>b. World Aids Day</p> <p>c. Human Rights Day</p>	<ul style="list-style-type: none"> ▪ The OPM-GCA hosted a number of activities in commemoration of the Sixteen (16) Days of Activism (November 25th to December 10th annually) in collaboration with key stakeholders. The 16 Days of Activism includes the commemoration of three (3) main International Observances namely: International Day for the Elimination of Violence against Women (IDEVAW); World AIDS Day; and Human Rights Day. The following activities were undertaken during the 16 Days of Activism 2017: <ul style="list-style-type: none"> ▫ Public Education & Awareness 2017 ▫ Publication of the Minister’s Message on the 16 Days of Activism on November 25th 2017 in two (2) daily newspapers (Trinidad Express Newspapers and the Trinidad and Tobago Newsday) and on the OPM-GCA website and FaceBook page. ▫ Distribution of literature, educational items and memorabilia throughout the 16 Days of Activism ▫ Social Media presence on the topic surrounding the 16 Days of Activism
<p>3. International Day for the Elimination of Violence Against Women (IDEVAW), 25th November</p>	<ul style="list-style-type: none"> ▪ OPM Staff Engagement: A movie session was hosted for staff of the OPM and staff of Ministries/Agencies located in Tower D and C, International Waterfront Centre on gender based violence and related issues, followed by a question and answer segment. The movie shown was “In Time of the Butterfly (2001)” on Wednesday 22nd November 2017, 11am-1pm. ▪ Hosting of a Public Education and Information Fair at the Port of Spain City Gate, Trinidad on Friday 24th November 2017 from 11am-4pm. ▪ Signature Campaign: A canvas was mounted at the Public Education and Information Fair at the Port of Spain City Gate for persons to sign messages and comments on the issue of gender-based violence. The Honourable Minister of State in the Office of the Prime Minister, Ayanna Webster-Roy, led the signature campaign followed by Richard Blewitt, UNDP Resident Coordinator along with management of PTSC, other specially-invited guests and members of the public. Approximately 161 signatures were affixed to canvas. ▪ A sensitisation workshop on Gender and Health: with Emphasis on Gender-based Violence was hosted for nursing students, UWI School of Nursing on Thursday 30th November 2017.
<p>4. World AIDS Day, 1st December</p>	<ul style="list-style-type: none"> ▪ Supported the NACC in World AIDS Day Activities <ul style="list-style-type: none"> ▫ Formation of Human Ribbon: the staff of the GAD, Other Divisions/Units of the OPM and staff of Government Ministries located in Tower C and D joined the NACC in observance of World AIDS Day by forming a Human Ribbon on the Waterfront which depicted the HIV/AIDS symbol on Friday 1st December 2017 ▫ Public Education Fair on “My Health My Rights.” The GAD supported this fair led by the NACC on the Brian Lara Promenade, Port of Spain on Friday 1st December 2017.
<p>5. Human Rights Day, 10th</p>	<ul style="list-style-type: none"> ▪ OPM Staff Engagement: A movie session was hosted on human rights issues followed by a question and answer segment for staff of the OPM and staff of Ministries/Agencies located in Tower D and C, International

Policy/Project/Initiative	Achievements
<p>December</p> <p>6. Mobilisation and Support of Government Ministries, State, Civil Society and Private Sector Agencies to commemorate the observance of 16 Days of Activism</p>	<p>Waterfront Centre. The movie shown was Home Again (2012) on Wednesday 6th December 2017, 11am-1pm.</p> <ul style="list-style-type: none"> ▪ A lecture on “Human Rights in Focus.” The Gender Affairs Division, OPM-GCA in collaboration with the International Law and Human Rights (ILHR) Unit, Ministry of Attorney General and Legal Affairs (MAGLA) hosted an interactive presentation on “Human Rights in Focus” for the staff of the OPM and the GFP of Government Ministries on Monday 11th December 2017 from 10am-12noon at the OPM-GCA Office Level 21 Tower D, International Waterfront Complex, Wrightson Road, Port of Spain ▪ Promotion of the UN HeForShe Campaign. The Gender Affairs Division encouraged and facilitated the sign up of men to the HeforShe Campaign at the following activity: <ul style="list-style-type: none"> ▫ Staff Engagement Movie Day “In the Time of the Butterfly (2001)” on Wednesday 22nd November 2017. ▫ Men’s Seminar on November 16th, 2017. ▪ Women Working for Social Progress Candle Light Vigil: Staff of the GAD participated/supported the candle light vigil hosted by Women Working for Social Progress at their headquarters in Tunapuna, in memory of women who were killed by their partners on Saturday 25th November 2017.
<p>7. International Women’s Day (IWD), 8th March</p>	<ul style="list-style-type: none"> ▪ Media Engagement <ul style="list-style-type: none"> ▫ The Honourable Ayanna Webster-Roy, Minister of State in the Office of the Prime Minister and technical staff of the GAD participated in interviews on television and radio programmes and newspaper on gender equality issues surrounding International Women’s Day 2018. ▫ The GAD and the Honourable Ayanna Webster-Roy, Minister of State in the Office of the Prime Minister brought greetings via video presentation on the occasion of IWD 2018 and discussed women’s achievements in Trinidad and Tobago. ▪ International Women’s Day Panel Discussion: OPM-GCA in collaboration with the InterClub of Trinidad and Tobago hosted a Panel Discussion on “Promotion of Gender Equality through the Adoption of the Sustainable Development Goals” at Government Campus Plaza Auditorium, Richmond Street and Wrightson Road, Port of Spain on Tuesday 6th March, 2018 from 9:00am – 12:00noon. Presentations were made by three (3) panellists. Panellists included: <ul style="list-style-type: none"> ▫ Moderator Dr. Safeeya Mohammed ▫ Professor Rhoda Reddock on ‘Why Gender Matters: Reflections on the Current Realities in Trinidad and Tobago’ ▫ Professor Patricia Mohammed on ‘Ageing women in the 21st century: An Untapped Economic Resource’ ▫ Ms. Gaietry Pargass on ‘Closing the Gap: Enactment and Implementation of Laws Safeguarding the Rights of Women and Girls in Trinidad and Tobago’. ▪ Support to others Government Ministries, State, civil society and private sector agencies to commemorate the observance of International

Policy/Project/Initiative	Achievements
<p>8. International Day of Action for Women's Health (May 28th 2018)</p>	<p>Women's Day (IWD) 2018.</p> <ul style="list-style-type: none"> ▫ OPM-GCA through the GAD provided support for the IWD Solidarity Rally led by IGDS on Saturday 10th March 2018. OPM-GCA hosted a booth and participated in the march. Financial assistance was also provided through the OPM's Grant Funding Committee. ▪ The OPM-GCA in collaboration with MOH commemorated International Day of Action for Women's Health by hosting a 5k walk/run around the Queen's Park Savannah on Saturday 26th May, 2018 from 4:00pm. <ul style="list-style-type: none"> ▫ The overall objective of this event was to increase awareness about gender, health and wellness in society. The 5k Walk/Run included booth displays by health agencies, organisations and companies; a warm up (prior to race); and an aerobic burnout. Approximately, eight hundred persons (800) participated in the race with some participating as team/groups. Notable mentions of participants and attendees includes the Honourable Terrence Deyalsingh, Minister of Health; Honourable Minister Ayanna Webster-Roy, Minister of State in the Office of the Prime Minister; Senator Nigel De Freitas and Mrs. De Freitas; and Permanent Secretary Jacqueline Johnson (OPM-GCA). Ambulance and medic services were provided by various arms of the national security/protective services.

4.2.2. Child Affairs Division (CAD)

Policy/Project/Initiative	Achievements
<p>After-School Child Care Room</p>	<p>This room located at the Office of the Prime Minister (Gender & Child Affairs) [OPM-GCA], is geared toward providing support to employees' children after school hours. This is a pilot project, with the vision being a child care room in most governmental organisations.</p> <p>Achievements included the hosting of meetings and the preparation of a Cabinet Note.</p>
<p>Child Abuse and Child Rights Awareness Initiatives</p>	<p>The child abuse awareness initiatives seek to sensitise the public on strategies to prevent and reduce child abuse in our society. Additionally, the child rights awareness initiatives seek to educate adults and children on the United Nations Convention on the Rights of the Child (UNCRC). These initiatives are done in collaboration with UNICEF, the Children's Authority of Trinidad & Tobago, non-governmental organisations (NGOs), faith-based organisations (FBOs) and other stakeholders. These initiatives include training workshops, communication strategies, information fairs, etc.</p> <p>Child Abuse Sensitisation Workshops Achievements:</p> <ul style="list-style-type: none"> ▪ Sensitised 91 bus drivers/maxi taxi drivers, 30 coaches, and 144 staff from the Student Support Services Division (SSSD) at Ministry of Education. ▪ Trained 22 SSSD staff as trainers on prevention strategies for child abuse. SSSD trainers reached approximately 100 other persons. ▪ 19,000 Child Abuse Booklets were distributed into schools via social workers and guidance counsellors.

Policy/Project/Initiative	Achievements
Child Abuse Prevention Month (April)	<p>The goal of this annual observance (endorsed by UNICEF) is to sensitise the public on strategies to identify, prevent and reduce child abuse in our society. This observance was commemorated in collaboration with the Children’s Authority of Trinidad & Tobago, along with other agencies involved in child protection.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Execution of over sixteen (16) radio and television information dissemination interviews. ▪ Ministers Message with guidelines published in national newspapers. ▪ Anti-Child Abuse guidelines were posted on social media
The Child Protection League	<p>This was an interactive and educational fair on Child Protection held in May 2018. The fair highlighted governmental and non-governmental agencies that provide child related services. The programme engaged 500 children from primary and secondary schools throughout the country, and 200 adults.</p>
Community Residences’ Development	<p>OPM-GCA is committed to supporting the needs of the children in Community Residences through:</p> <ol style="list-style-type: none"> i. Assisting the Community Residences to meet the licensing requirements and standards of the Children’s Authority; ii. Training, workshops & capacity development; and iii. Ensuring the residences are in line with International guidelines, laws and the UNCRC. <p>Achievements in this regard included:</p> <ul style="list-style-type: none"> ▪ Provision of crisis management support. ▪ Sensitisation workshops were held. ▪ Assisted in recruitment of new staff for the Community Residences. ▪ Site visits to affected areas after country-wide flooding in October, and provision of materials (i.e. furniture and food) to the Community Residences affected. ▪ Supported the development of operational manuals, policies, job scope reviews, and collaborative relationships with stakeholders. ▪ A three (3) month male caregiver training programme was held in association with the Trinidad & Tobago Registered Nurses Association (TTRNA). This initiative sought to provide male caregivers with the needed skills for employment within a community residence. A total of seventeen (17) male caregivers were trained. See Section 4.2 for further details on the monitoring of programme delivery.
The Child Rights Ambassadors (CRA) Programme The Child Rights Ambassadors (CRA) Programme (cont’d)	<p>The CRA Programme seeks to provide a platform upon which children are given the opportunity to be ambassadors for their rights, and to speak out on issues that affect them. Sessions were held with children nominated to be Ambassadors, to educate them on the UNCRC using creative expression techniques (spoken word, music and drama). The children returned to their schools and communities and did dramatic presentations on children’s rights which were video recorded and submitted to the Child Affairs Division. These children were then commemorated for their work at an award ceremony held for World Children’s Day.</p> <p>Achievements:</p>

Policy/Project/Initiative	Achievements
	<ul style="list-style-type: none"> ▪ Forty-five (45) children from twenty (20) schools and two (2) community residences were trained and empowered to educate their peers on the rights of a child using creative arts (spoken word, music drama) and innovative methods of communication. ▪ All of the participating schools were provided with a package containing resources that were used to educate children about their rights. These educational resources were also used as tools when the Child Ambassadors presented in their schools. These resources included: a poster listing all the rights within the UNCRC, stickers with the hashtag #childrightsmatter, and child rights brochures. The primary schools also received child rights booklets which were sourced prior to the programme. ▪ Ambassadors submitted creative presentations and videos highlighting activities they conducted with their peers and adults as they shared information on the UNCRC. ▪ Thus far, the CRAs have reached approximately 7,500 insp and adults nationwide via live presentations to communities and schools. ▪ The Ambassadors' child rights videos were shared on the OPM-GCA social media platforms every Monday. This enabled even greater education and awareness of children's rights throughout Trinidad and Tobago. ▪ Two of the 2017-2018 Child Rights Ambassadors represented the 12 countries within the UNICEF Eastern Caribbean Area at the First Regional Dialogue on Adolescents in Latin America and the Caribbean held in Chile.
Caribbean Child Research Conference (CCRC)	<p>Trinidad and Tobago hosted the 12th annual Caribbean Child Research Conference in collaboration with the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) of the University of the West Indies (UWI) for the first time, and was the first country to have hosted this conference in a country other than Jamaica. The significance placed on the rights and well-being of children and youth in international sustainable development discourses rendered this a significant opportunity for stakeholders in Trinidad and Tobago to demonstrate their commitment to promoting and reinforcing progressive agendas for future generations of Caribbean adults. The conference is unique insofar as it presents an opportunity for children and adults to examine the status of children and child rights in the Caribbean and reflect upon the future implications of current experiences and actions through remedial lenses. This is done through children completing research papers and presenting them verbally for judging. The children also act as panel moderators.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Member of the planning committee ▪ Provided financial support to the Conference
U-Report Training Workshop	<p>OPM-GCA, in collaboration with UNICEF and the organisation Createfuturegood, hosted a U-Report Training. UNICEF's U-Report is a platform where youth, between the ages of 13-29 years, can voice their opinions on issues affecting their lives through SMS text, online and the U-</p>

Policy/Project/Initiative	Achievements
	<p>Report mobile app. Createfuturegood is UNICEF’s local partner on this initiative. Therefore, this organisation facilitated the U-Report Training Workshop. The students that were invited to the training were the 2017-2018 Child Rights Ambassadors between the ages of 13-17 years.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Ten (10) schools and twenty-six (26) children attended the training. ▪ Through this workshop, children were able to gain knowledge about the U-Report platform, provide strategies for promotion and encourage their peers to register; thus, promoting participation rights which is an aspect of their role as a Child Rights Ambassador.
<p>Adoption and Foster Care Awareness month</p>	<p>OPM, together with the Children’s Authority and Drama Making A Difference (DMAD) Company, proclaimed September as Adoption and Foster Care Awareness month. This initiative, envisioned by Mr. Kevin Liverpool (Family Life Matters Project), is aimed at advocacy and raising awareness about the need for persons to parent children in need.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Multiple planning meetings were held ▪ Two television interviews (on TTT and Synergy) were held with the Honourable Minister, Mrs. Ayanna Webster-Roy ▪ A Minister’s Message was published in the Express and Newsday newspapers, together with some social media posts to raise awareness ▪ Public sensitisation was conducted
<p>National Branding Project</p>	<p>The National Branding Project aimed to:</p> <ol style="list-style-type: none"> i. Increase visibility of children’s hotlines (i.e. CATT, ChildLine, SSSD) ii. Promote some of the services available for children and families iii. Create a high visibility of children’s voices against child abuse iv. Endorse the prevention of child abuse, suicide and bullying amongst children. <p>CAD participated in numerous information fairs as part of this initiative.</p>
<p>Educational Resources and Materials</p>	<p>This initiative aimed to:</p> <ol style="list-style-type: none"> i. Increase an awareness of social issues in society ii. Contribute towards public awareness on social issues that will safeguard children iii. Create child friendly and interactive brochures/workbooks iv. Create different categories of brochures to target different segments of the population for e.g. early childhood education, primary schools, secondary schools, parents and adults. <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Drafted brochures for primary and secondary schools on bullying, suicide, mental health, child abuse, gender issues and HIV in children. ▪ Internal review presently being done.
<p>Emergency Protocol for Natural Disasters – UNICEF Return to Happiness (RTH)</p>	<p>The RTH programme is a UNICEF-led and -sponsored regional initiative that provides psychological intervention to children after a natural or human-made disaster. Its specific objectives are:</p>

Policy/Project/Initiative	Achievements
	<ul style="list-style-type: none"> i. to decrease the number and/or intensity of symptoms of post-traumatic stress disorder (PTSD); ii. to decrease the participants' measured sense of anxiety; iii. to increase the participants' measured sense of security/hope for the future; iv. to increase the participants' measured sense of happiness and satisfaction; and v. to improve the participants' measured sense of support from family and community. <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Hybrid 2-day programme was implemented in 9 primary schools which served as shelters following major flooding in October. Approximately 186 children were reached. ▪ Hybrid 1-day programme was implemented in two shelters and an NGO in the worst affected area (La Horquetta). Approximately 40 children were reached. ▪ A 2-day programme/curriculum was adapted for adolescents.
National Child Policy (NCP)	<p>The NCP is an overarching child wellbeing policy that includes guidelines and frameworks which focus on addressing specific evidence-based gaps in the child development architecture of the nation.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ A first Draft of the National Child Policy (re-structured by UNICEF) was completed and reviewed by the Committee and other stakeholders. ▪ Note for Cabinet was drafted.
UNICEF Regional Focal Point Meeting	<p>The UNICEF Regional Focal Point meeting was hosted in Trinidad & Tobago by OPM-GCA among Child Care and Protection Focal Points to:</p> <ul style="list-style-type: none"> i. facilitate the sharing of information (including best practices and research); ii. identify common gaps in the regional responses to children in need of care and protection; and iii. engage in study tours of local innovative child protection facilities. <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Participation of approximately 52 persons each day, including representatives from eleven (11) countries, OECS, UNICEF, and two (2) child protection professionals from the United Kingdom (UK). ▪ The development of Ten Action Points identified as next steps for UNICEF and participating countries to address. ▪ Through this conference, a national Child Protection Implementation Plan Committee was formed.
National Child Protection Two-Year Work Plan	<p>The objective of this initiative is to develop a national two (2)-year plan for Child Care, Justice and Protection.</p> <p>Achievements:</p> <p>Met with UNICEF's child protection officer and representatives from the major child care, child justice and child protection agencies in Trinidad and Tobago to:</p>

Policy/Project/Initiative	Achievements
	<ul style="list-style-type: none"> ▪ Provide feedback on key components of the draft National Child Policy; ▪ Prioritise child issues in T&T that require attention and government intervention; and ▪ Draft a two (2) year action plan with estimates. ▪ Information from this meeting informed the Draft National Child Policy. A Child Protection Implementation Plan was developed.
National Children's Registry (NCR)	<p>The NCR is aimed at protecting and monitoring the rights, growth, care and development of children throughout Trinidad & Tobago. It is essentially a Government data management and data sharing system that will capture and securely hold information on all children. To date, the design phase has been completed and is awaiting final input and approval to begin the implementation and building phase.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ Meetings were held with Ministries and stakeholders to advance the completion of the registry ▪ Design phase completed ▪ Draft cabinet note developed for the “build phase” ▪ Cabinet Note submitted for approval
Inter-American Children's Institute (IIN) Action Plan	<p>The Inter-American Children's Institute (IIN) is a specialized body of the Organisation of American States. Since 1927, it has been working jointly with Member States in child-related affairs, promoting commitment to child rights and children's well-being.</p> <p>Achievements:</p> <ul style="list-style-type: none"> ▪ One of the Child & Adolescent correspondents submitted articles about the rights of children and adolescents in Trinidad and Tobago to the IIN. Through her submissions, she co-authored their ‘Notebook of Child and Adolescent Correspondents No. 1 and 2’. The IIN wrote OPM-GCA commending the Child & Adolescent correspondent for her submissions. ▪ Trinidad & Tobago contributed to the IIN's Directing Council Meeting resolutions. ▪ Trinidad & Tobago observed the Child and Youth Day of the Americas, a new day proclaimed by the IIN. ▪ Created and distributed posters with child protection resources to schools throughout Trinidad and Tobago and on social media.
Office of the Children's Commissioner	<p>The establishment of the Office of the Children's Commissioner will ensure the country's compliance with UNCRC Article 4, which obliges State parties to “undertake all appropriate legislative, administrative and other measures for the implementation of the rights recognised in the present Convention”.</p> <p>During the period under review, policy formulation continued, as well as additional research to further improve the Draft Children's Commissioner Policy and to ensure the best model was adopted for Trinidad and Tobago.</p>
Parent/Caregiver Skills Training (PST) Programme for Families of Children with Developmental	<p>The Office of the Prime Minister initiated the first PST programme for families of children with developmental disorders or delays. This was done in collaboration with the Ministries of Health and Social Development & Family</p>

Policy/Project/Initiative	Achievements
Delays or Disorders	<p>Services, and the Office of the President.</p> <p>Achievements:</p> <ul style="list-style-type: none"> Two adaptation meetings resulting in adaptation of training materials and approach for the Trinidad and Tobago context. Master Trainers did follow up practices with children at the Child Development and Behaviour Unit (Mt. Hope Children’s Hospital), over a three-month period. Master Trainers delivered a test trial of the program to 15 parents in total. This was done at three different venues (including 5 home visits) over a four-month period. A total of 20 children were positively impacted as a result of the test trial. Conducted video-taping of Master Trainers delivering workshops and interacting with children. These recordings were submitted to Autism Speaks for reliability and validation of Master trainers. Sensitisation of Paediatricians at the San Fernando General Hospital on the PST and working with children who have special needs. Over 100 doctors attended. Needs Assessment of Parents who have children with Developmental Disabilities or Autism. Collaboration with the Ministry of Health for roll out of the programme. Three audio conferences with Autism Speaks about programme.

FACR – Payment per Child (PPC) System

Implementation of the PPC system continued to ensure that all children in need of care and protection have access to quality care in every Community Residence in Trinidad & Tobago. Equitable payment was offered to licensed Community Residences and Community Residences progressing to being licensed. Twenty-five (25) community residences received this funding.

Achievements:

- Twenty Five (25) Community Residences received payments totalling \$7,131,882.00

Name of Community Residence	Total Disbursed
1. A Bridge of Hope	\$456,800.00
2. Amica House	\$324,675.00
3. Angels of Hope Children's Foundation	\$193,325.00
4. Casa De Corazon	\$312,875.00
5. Chickland Children's Home	\$106,750.00
6. Couva Children's Home & Crisis Nursery	\$396,200.00
7. Credo Foundation for Justice- Credo Development Centre	\$269,801.00
8. Credo Foundation for Justice- Sophia House	\$315,856.00
9. Society of St. Vincent De Paul- Cyril Ross Nursery	\$287,200.00
10. Dar-Ul-Aman Freeport Children's Home	\$131,300.00
11. El Shaddai Restoration Home for Children	\$411,675.00
12. Ezekiel Home for Abandoned Children	\$440,725.00

Policy/Project/Initiative	Achievements
13. Ferndean's Place Children's Home	\$273,200.00
14. Haven of Hope	\$314,900.00
15. Jairah House	\$146,900.00
16. Joshua House	\$234,250.00
17. Mothers' Union Children's Home	\$201,625.00
18. Living Water Community - Our Lady of the Wayside	\$320,150.00
19. Raffa House	\$125,600.00
20. Rainbow Rescue	\$292,550.00
21. Sri Jayalakshmi Children's Home Limited	\$284,575.00
22. The Hope Centre	\$317,675.00
23. The Islamic Home For Children Inc.	\$322,575.00
24. The Margaret Kistow Children's Home	\$386,350.00
25. Vishok Bhavan	\$264,350.00

- Mental Health Officers continued to visit Community Residences from their region once per month to assist in providing follow up mental care and to assist in linking those children in need of mental health services.
- OPM-GCA held an Accounting Workshop for all Community Residences to provide guidance on basic book-keeping and government accounting regulations and policies.

4.2.3. Corporate Communications Sub-Unit

Service Provided	Performance Accomplishments
Special Observance Press Messages	<p>Twelve (12) messages were published for the following observances:</p> <ul style="list-style-type: none"> ▪ Calypso History Month – October, 2017 ▪ International Day of the Girl Child – 11th October, 2017 ▪ International Men’s Day – 19th November, 2017 ▪ Universal Children’s Day – 20th November, 2017 ▪ 16 Days of Activism 25th November – 10th December, 2017 <ul style="list-style-type: none"> ▫ International Day for the Elimination of Violence Against Women – 25th November, 2017 ▫ World AIDS Day - 1st December, 2017 ▪ International Women’s Day – 8th March, 2018 ▪ World Social Work Day – 20th March, 2018 ▪ National Child Abuse Prevention Month – 18th April, 2018 ▪ Official Proclamation of September as Adoption and Foster Care Awareness Month – 17th September, 2018
Media Releases	<p>Thirty six (36) media releases were written and disseminated over the period under review. These include:</p> <ul style="list-style-type: none"> ▪ Gender Analysis of Calypso – The Portrayal of Women and Men in Calypso: What’s wrong with the song? – 1st November, 2017 ▪ Universal Children’s Day – 20th November, 2017 ▪ International Men’s Day – 17th November, 2017 ▪ Public Education and Information Fair in commemoration of IDEVAW – 24th November, 2017 ▪ World AIDS Day – 1st December, 2017

Service Provided	Performance Accomplishments
	<ul style="list-style-type: none"> ▪ Press Statement on recent Domestic Violence Reports – 19th December, 2017 ▪ Courtesy Visit with Dr. Aloys Kamuragiye, UNICEF Representative for the Eastern Caribbean – 19th January, 2018 ▪ Radio Release Carnival Campaign – 8th February, 2018 ▪ Protecting our Citizens from Domestic Violence - 27th February, 2018 ▪ International Women’s Day Panel Discussion – 6th March, 2018 ▪ National Policy on Gender and Development – 9th March, 2018 ▪ Statement by Honourable Minister of State in the Office of the Prime Minister on Sexual Harassment in the Workplace – 10th April, 2018 ▪ La Brea Intervention Seminar on Gender Based Violence – 10th April, 2018 ▪ T&T Election Campaign for CEDAW Committee – 11th March, 2018 ▪ Barbershop Initiative – 14th April, 2018 ▪ Closure of St Michael’s School for Boys – 2nd May, 2018 ▪ Pre-Event Release: Community Sensitisation Forum On HIV and Gender Based Violence – 2nd May, 2018 ▪ Caregivers Training Programme Graduation – 11th May, 2018 ▪ Child Protection Workshop and Workbook Launch – 15th May, 2018 ▪ 5K Walk and Run in commemoration of the International Day of Action for Women’s Health – 26th May, 2018 ▪ Professor Rhoda Reddock Wins Seat on CEDAW Committee – 7th June, 2018 ▪ Children and Youth Day of the Americas – 8th June, 2018 ▪ National AIDS Coordinating Committee (NACC) Partners’ Forum – 12th June, 2018 ▪ Official Launch of the Barbershop with the TTPS – 2nd July, 2018 ▪ Installation of New National Aids Coordinating Committee (NACC) Members – 19th July, 2018 ▪ NACC HIV Sustainability Planning Meeting – 26th July, 2018 ▪ Together We Can End AIDS – 26th July, 2018 ▪ A Community Sensitisation Forum on HIV and Gender-Based Violence – 2nd August, 2018 ▪ Regional Work-Planning Meeting for Child Protection Focal Points – 14th August, 2018 ▪ Key Actions for Regional Child Protection Focal Points – 20th August, 2018 ▪ Pre-Event Press Release HIV Combination Prevention Meeting – 27th August, 2018 ▪ Key Actions For HIV Combination Prevention – 30th August, 2018 ▪ Adoption and Foster Care Awareness Month – 4th September, 2018 ▪ Pre Training Press Release: COMBI Training Workshop – 27th August, 2018 ▪ Post Training Press Release: Thirty Nine (39) Participants Empowered In COMBI – 21st September, 2018
<p>Public Information Campaigns including Advertisements</p>	<p>These campaigns included videos, media appearances and publication of messages in print and on social media:</p> <ul style="list-style-type: none"> ▪ Carnival Campaign – January to March, 2018 ▪ Domestic Violence television and print advertisements – November to December, 2017 and re-aired on TV in March, 2018 ▪ International Women’s Day Video Message – March, 2018 ▪ National Child Abuse Prevention Month – April, 2018

Service Provided	Performance Accomplishments
Speeches prepared for the Honourable Minister	<p>Thirteen (13) speeches were drafted and read. These included:</p> <ul style="list-style-type: none"> ▪ UNICEF U-Report: National Youth Consultation – 26th January, 2017 ▪ Autism Training in association with Vanderbilt University – 17th November, 2017 ▪ Universal Children’s Day – 20th November, 2017 ▪ International Day for the Elimination of Violence Against Women – 24th November, 2018 ▪ World AIDS Day – 1st December, 2018 ▪ The Lily Foundation for Human Development – International Women’s Day – Press 4 Progress 16th February, 2018 ▪ International Women’s Day: Panel Discussion and Dialogue – 9th February, 2018 ▪ Opening of 1st Annual Health and Safety Week – 23rd April, 2018 ▪ Launch of the National Women’s Health Survey – 1st May, 2018 ▪ Official Opening of the Sangre Grande Assessment Centre - 9th May, 2018 ▪ The Official Inauguration of the Parliament’s 10th Gathering of the ParlAmericas Parliamentary Network for Gender Equality – 23rd May, 2018 ▪ 5K Walk and Run in commemoration of the International Day of Action for Women’s Health – 26th May, 2018 ▪ National Stakeholder Consultation on the Creation of a National Workplace Policy on Sexual Harassment – 1st July, 2018 ▪ Official Launch of the Barbershop with the TTPS – 2nd July, 2018 ▪ UNICEF U-Report: National Youth Consultation Student Support Services Child Protection Workshop – 18th July, 2018 ▪ Launch of the Child Protection Training Workshop and Booklet – 15th May, 2018 ▪ Installation of New National Aids Coordinating Committee (NACC) Members – 19th July, 2018 ▪ NACC HIV Sustainability Planning Meeting – 26th July, 2018
Speeches prepared for the Permanent Secretary and Heads of Division	<p>Ten (10) speeches were drafted and read at various events by the Permanent Secretaries (Gender & Child Affairs and the National AIDS Coordinating Committee) as well as Heads of Divisions:</p> <ul style="list-style-type: none"> ▪ Calypso History Month – 31st October, 2017 ▪ World Down Syndrome Day – 21st March, 2018 ▪ Launch of the National Women’s Health Survey – 1st May, 2018 ▪ Closing Ceremony of the Caregivers Training Programme – 8th May, 2018 ▪ National AIDS Coordinating Committee (NACC) Partners’ Forum – 12th June, 2018 ▪ UNICEF U-Report: National Youth Consultation – 6th July, 2018
Public and Internal Publications	<ul style="list-style-type: none"> ▪ Daily submission of the internal publication “In the News” to the Executive Team, Heads of Divisions and Technical Officers. ▪ For the period under review, twelve (12) <i>In the Loop</i> internal publications were issued. ▪ For the period under review, five (5) external issues of <i>The Bulletin</i> were disseminated. The Bulletin was established in May, 2018.
Social Media Management	<p>The information provided below is the number of social media likes, follows, and subscriptions for the period under review:</p>

Service Provided	Performance Accomplishments					
	Social Media Platform	Total Likes as of 6/12/2018	Total followers as of 6/12/2018	Likes for the period 30/9/2017 to 1/10/2018	Follows for the period 30/9/2017 to 1/10/2018	Subscriptions for the period 30/9/2017 to 1/10/2018
	Facebook - Gender and Child Affairs:	7,034	7,140	1,898	1,920	
	Facebook - NACC	626	641	557	49	
	Instagram	365				
	YouTube	27				27
OPM Events and Outreaches	<p>For the period under review, the Corporate Communications Unit assisted in or lead the planning of the following events and outreaches:</p> <ul style="list-style-type: none"> ▪ International Men’s Day ▪ Universal Children’s Day ▪ International Day for the Elimination of Violence against Women ▪ World AIDS Day ▪ Administrative Professionals Day – internal ▪ Child Protection League ▪ Emancipation Day Celebration – internal ▪ Barbershop Initiative ▪ Regional Child Protection Focal Points Meeting ▪ National AIDS Coordinating Committee (NACC) Partners’ Forum ▪ NACC HIV Sustainability Planning Meeting ▪ Community Sensitisation Outreaches in the following areas: <ul style="list-style-type: none"> ▫ La Brea ▫ Tunapuna ▫ Pleasantville ▪ Caregivers Training Programme Closing Ceremony 					

4.2.4. Information Communications Technology Sub-Unit (ICT)

Project/Area	Performance Accomplishments
ICT Operations Development	The ICT systems continued to perform and there were no significant disruptions in functional areas.
Design and Implementation of Department SharePoint Sites for GCA Staff	<p>With the installation and configuration of SharePoint 2016 for staff in GCA, initial discussions were held with various departments and there are currently sites developed and being tested for the following units :</p> <ul style="list-style-type: none"> ▪ Project Management Unit ▪ Child Affairs Division ▪ Sub-Corporate Communications Unit ▪ Policy, Research and Planning Division
SharePoint 2016 Administrator and User Training for GCA Staff	Training on the use of SharePoint for general and administrative use was delivered to selected members of staff with the aid of Mr. Sheldon Sookdeo, the Microsoft consultant assigned to the project.
Redesign of the File Registry	SharePoint 2016 was used to design a file registry database to aid in tracking

Project/Area	Performance Accomplishments
System	the movement of filing records between divisions/units, with the aim of replacing the current file registers. The design has been completed and a testing plan has been developed with four Units, to be executed to determine its suitability.
Migration of One-Off and Ecclesiastical Grant Funding Documents to SharePoint 2016	Each grant funding initiative now has their own SharePoint site which allows more efficient grouping of documents related to an application, as well as access by relevant units during the review process. Future plans include investigating the possibility of members of the public being able to submit these documents by means of an external SharePoint site.
Installation of Spice Works for Asset Inventory and Help Desk Management	The installation of the software is complete and network management functionality is capable at this time. However, to access other features, such as the helpdesk management, OPM has been working with iGovTT to enable access to these features, such as sending emails.
Migration of the File Server	The migration of the current file server from Windows Server 2008 to Windows Server 2016 on a new server machine was completed.
Automated Backup Solution	Backup solutions have been fully automated requiring no manual intervention as it previously did. Manual checks are still performed to ensure that backups were successful.
Central Registry on Domestic Violence (CRDV)	Provided support and maintenance for the CRDV. Provided a computer for data entry at the Rape Crisis Society. Because of the large financial overhead involved in providing this support and maintenance to the current CRDV platform, two other platforms were evaluated in terms of their suitability to replace the current system.
Maintenance of the GCA Website	Provided continued maintenance of and uploading of content to the Gender and Child Affairs website.
Support to the National Transition Home (Male) [NTH]	Seven (7) desktops and seven (7) laptops were delivered to the MOBAK Foundation, the NGO contracted to manage the NTH, to assist in performing their administrative duties and functions.

4.2.5. Project Management Unit

Project/Area	Performance Accomplishments
Refurbishment of Safe Houses	The project includes the refurbishment of four (4) houses, in total. To date, major works have been completed on two (2) of the safe houses and are in the final stage of completion. Works completed include refurbishment of rooms, construction of ramps, plumbing and electrical services installation.
New Construction of Facilities	Projects that were hand over in fiscal 2018 were: <ul style="list-style-type: none"> ▪ Regional Assessment Centre, Manahambre ▪ National Transition Home (Male), Osbourne Lane ▪ Workshop Centre, Reform Road ▪ Workshop Centre, Tyler Lane Details of these projects are provided in Section 4.4.

4.3. HIV/AIDS Portfolio—National AIDS Coordinating (NACC) Secretariat

Policy/Project/Initiative	Achievements
Prevention	<ul style="list-style-type: none"> ▪ National Stakeholder discussion hosted on the implementation of

Policy/Project/Initiative	Achievements
	<p>Combination Prevention.</p> <ul style="list-style-type: none"> ▪ NACC continues to recognise commemorative days such as World AIDS Day and the Carnival period to support our risk reduction messaging and wider HIV and AIDS sensitisation. ▪ Communication for Behavioural Impact (COMBI) Workshop hosted to train implementation agencies and NGOs with behavioural campaigns agendas. NACC also supported the implementation of a short Carnival Campaign targeting the general population and encouraging responsible behaviours. ▪ Hosted community sensitisation for gender-based violence and HIV in Tunapuna and San Fernando. ▪ Hosted community-based prevention outreach under the theme: “It’s Beautiful to Know! Know your Numbers, Know Your Status. Care for yourself, your loved ones and your Community” in Tobago, August 2018 at the Scarborough Port and Toco, November 2018. ▪ In supporting National Patriotism month, NACC supported outreach to youth and adolescent groups in partnership with OPM-GCA. ▪ Development of a prevention map at the end of the fiscal year 2017-2018 allowed the Secretariat to determine where gaps in the prevention response lie, and support the prevention scale up that is required to reduce the impact of HIV and AIDS and other STI within the population.
Treatment, Care and Support	<ul style="list-style-type: none"> ▪ Supported the implementation of the Life Skills Program in collaboration with the Ministry of Social Development and Family Services as a component of the psychosocial support to PLHIV.
Advocacy and Human Rights	<ul style="list-style-type: none"> ▪ NACC, in partnership with United Nations Development Program (UNDP) and Caribbean Vulnerable Communities (CVC), conducted two (2) Legal Environmental Assessments (LEA) to establish updated recommendations on the legislation and policy to further promote an enabling environment. These LEA will provide a way forward for the NACC’s Advocacy Subcommittee to advance stakeholder engagements in the upcoming 2018/2019 period.
Strategic Information	<ul style="list-style-type: none"> ▪ Drafting of the national HIV and AIDS Monitoring and Evaluation Plan was developed, in collaboration with key stakeholders such as Caribbean Public Health Agency (CARPHA), Ministry of Health (MOH), the Central Statistical Office (CSO) and NGOs. ▪ Draft HIV and AIDS Sustainability Plan was developed to provided strategic guidance: <ul style="list-style-type: none"> ▫ to the agencies involved in the response in the 2018/2019 period in lieu of the loss of external donor funding because of the withdrawal of PEPFAR agencies and Global Fund; and ▫ for utilisation in discussion with the Ministry of Finance, Ministry of Planning and Development and MOH to identify alternative funding of the national response during the transition process.
Policy and Programme Management	<ul style="list-style-type: none"> ▪ A first draft of the National HIV Policy was developed in collaboration with USAID for the NACC’s consideration. ▪ NACC in collaboration with PAHO hosted a Partner’s Forum in May 2018. ▪ Draft Governance Manual and NGO Funding Policy were developed to support improved leadership and collaboration among implementation agencies and stakeholders of the NACC.

Policy/Project/Initiative	Achievements
	<ul style="list-style-type: none"> ▪ Capacity Building initiatives undertaken to improve the national response to HIV and AIDS included: <ul style="list-style-type: none"> ▫ Foundation M&E Workshop; ▫ Risk Reduction Workshop; ▫ Sustainable Livelihoods Workshop; ▫ Communication for Behavioral Impact (COMBI) Workshop; ▫ Domestic Mobilisation and Policy Development session/workshop; and ▫ Foundational Teambuilding Seminar.

4.4. Infrastructural Development

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

Project	Delivery Partner	Status	Additional Information
Restoration Projects			
Restoration of Stollmeyer's Castle	UDeCOTT	This project is complete and was handed over to the Ministry of Community Development, Culture and the Arts on 12 April 2018.	N/A
Red House Restoration	UDeCOTT	This project is approximately 54% completed.	This project is scheduled to be completed in fiscal 2019. All construction work packages have been awarded and works are progressing with two work packages at 100%
Cabildo Chambers	UDeCOTT	This project is approximately 5% completed.	This project is scheduled to be completed within fiscal 2019. There are currently occupants in the building and this has impacted on the progress of works.
Restoration of President's House	UDeCOTT	The project is currently at 23%.	Due to extensive structural damages that occurred as a result of the earthquake on 21/Aug/2018 the project's end date has been extended to September 2019, with an intended Hand over of October 2019, to facilitate major retrofitting works to be done on the building.
Whitehall Restoration and Ancillary Works	UDeCOTT	The project is currently at 31%.	This project is scheduled to be completed in June 2019
Prime Minister's	UDeCOTT	The project is currently at 38%.	N/A

Project	Delivery Partner	Status	Additional Information
(Tobago) Residence			
Restoration of Mille Fleurs	UDeCOTT	The project went to Cabinet and was approved and confirmed.	N/A
Gender & Child Affairs-related Projects			
Construction of an Assessment Centre, Chaguanas	NIPDEC	This project is completed and handover to the Children's Authority of Trinidad and Tobago on 08 th January, 2019.	N/A
Construction of a Regional Assessment Centre, Manahambre	NIPDEC	This project is completed and handover to the Children's Authority of Trinidad and Tobago on 05 th September, 2018	N/A
Establishment of a Transition Home for Boys	NIPDEC	Building is completed and has been handed over to an NGO.	N/A
Establishment of a Workshop Centre (1)	NIPDEC	Building is completed and is in the tendering stage of being hand over to an NGO.	N/A
Establishment of a Workshop Centre (2)	NIPDEC	Building is completed and is in the tendering stage of being hand over to an NGO.	N/A
Outfitting of Two (2) Safe Houses	Ministry of Works and Transport	Refurbishments works are currently ongoing.	N/A
Establishment of a Transition Home for Girls/ Salvation Army Josephine Shaw	UDECOTT	Demolition of existing building completed. Tendering for construction of new building in being undertaken.	N/A

4.5. Contract and Legal Instruments for Financial 2017-2018

Contracted Party	Service
Confidential	Obtaining training, research and technical support services to strengthen the capabilities of the Integrated Threat Assessment Centre (ITAC) of the Office of the Prime Minister
MOBAK Foundation	Management services of one Transition Home (Male)
Families in Action	Management of 800-SAVE Hotline
Mariam Jacobs	Development of National Child Policy
Dr. Everold Hosein	COMBI Workshops
Template for Various Parties	Shuttle Service Agreement – UNICEF Child Focal Points
UDECOTT	Prime Minister's Residence
Template for Various Parties	NACC Sponsorship Agreements
Template for Various Parties	Caregiver Training Reimbursement Bond Agreement
Ministry of Health	Train the Trainers Master Services MOU

Trinidad and Tobago Police Service	CCTV Camera Operators MOU
Trinidad and Tobago Registered Nurses Association	Male Caregivers Training
Ibis Security	Security Services for the Transition Home (Male) and Safe Houses
Rape Crisis Society	Central Registry on Domestic Violence MOU
Children’s Community Residences: <ol style="list-style-type: none"> 1. Angels of Hope Children’s Foundation 2. Casa de Corazon 3. Chickland Children’s Home 4. Couva Children’s Home and Crisis Nursery 5. Credo Foundation for Justice—Credo Development Centre 6. Credo Foundation for Justice—Sophia House 7. Society of St. Vincent de Paul—Cyril Ross Nursery 8. Dar-ul-Aman Freeport Children’s Home 9. El Shaddai Restoration Home for Children 10. Ezekiel Home for Abandoned Children 11. Jairah House 12. Joshua House 13. Mother’s Union Children’s Home 14. Raffa House 15. Rainbow Rescue 16. The Hope Centre 17. The Margaret Kistow Children’s Home 18. Vishok Bhavan 19. A Bridge of Hope 20. Ferndean’s Place Children’s Home 21. Haven of Hope 22. Islamic Home for Children Limited 23. Living Water Community—Our Lady by the Wayside 24. Sri Jayalakshmi Children’s Home Limited 	Payment per Child MOU

4.6. Critical Success Factors & 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 organisation is without its challenges. Acknowledging them however, is a critical first step to organisational 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.

Cabinet Secretariat

Critical Success Factors:

- Staff members remain highly committed and dedicated to the effective and efficient execution of the Cabinet Secretariat’s mandate in the national interest

- Availability of resources – optimal functioning of support systems, in particular, the Information Technology Infrastructure.

Challenges:

- Increased requests for access to Cabinet documents under the Freedom of Information Act, Chap. 22:02, resulting in additional workload for staff.
- Financial constraints resulting from the prevailing national economic climate.

Human Resources Management Division

Challenges:

- Financial constraints to provide more training.
- Preparation of increments: Submission of particulars from other ministries relating to increments on a timely basis.
- Late receipt of Performance Appraisal Reports.
- Approvals from Service Commissions Department for first approvals when an officer is in an acting position.
- Pension and leave: Locating files on a timely basis from Archives.
- Sourcing information as a result of the realignment of ministries.
- Existing backlog of cases.
- Staffing (currently being addressed).

Management Information Systems (MIS)

The challenges encountered by the MIS unit related to specific projects and assignments.

- Deployment of inventory system—lack of data input from procurement department and relevant department unpreparedness for implementation and use of digital inventory management system.
- Review of backup policies—lack of funds.
- Updating of end user governance policies—no existing policies or method of enforcement.
- Drafting of end user policies, protocols and processes—no existing frame work, lack of necessary authority within the department to enforce, and no delegation of managerial authority.
- Servicing and control of Commissioned Access—lengthy delays in dealing with service providers.
- Maintenance of endpoint devices—
 - Devices are outdated
 - Poor previous maintenance practices led to accumulated issues.
 - Lack of funds
- Endpoint device naming convention and start of ICT asset inventory—no previous proper updated log or record of digital inventory or ICT assets as a starting point. All work had to be manually done from start.

Legal Services Unit

Critical Success Factors:

- Revision of organisation structure of the Unit to adequately meet workload.
- Succession planning/retention of historical documents by other Units.
- Institutional strengthening needed to boost staff morale and improve motivation and conditions.
- Development of Desk Manuals by each incumbent for their respective positions to handle long periods of absence of vacant positions.

Challenges:

- The Legal Unit had little resource material on the specific areas outlined for research. The requested budget for literary resources has not been approved since 2014. Therefore, the Unit sourced text and reading material from external libraries as best as possible, and utilized online resources.
- There were human resource constraints as it related 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 number of staff was insufficient for the volume and complexity of the workload. The post of Legal Officer I was approved for renewal however, the recruitment process had to be halted.
- There is a delay in the recruitment of a State Council II and III to augment the human resources of the Unit to perform related tasks, as the input of several external agencies is required.
- Workforce capability was affected when persons in the Unit proceeded on leave, and there were no replacements.
- Late notification for meetings or court attendance.

International Co-Operation 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 approvals are required before this is submitted to Cabinet, the Notes must be prepared as soon as participation in the Conference is contemplated.
- Availability of sex-disaggregated data from data collection agencies. Data on health, employment, education, justice, and other areas must be disaggregated by sex in order to measure and ensure gender equality in the provision of and access to State services. Comparison of these figures enables effective reporting on human rights conventions to measure the State's progress in the implementation of the relevant conventions.
- Staffing – the full complement of staff is required to effectively achieve the mandate of the Desk.
- Timely submission of information by Research Officers in Government Ministries and other agencies, to facilitate preparation of reports.

Challenges:

- Many data collection agencies do not disaggregate their data by sex, therefore key indicators relating to land tenure, protection orders, access to loans, trends in violent deaths, and other areas, have not been and are not effectively measured, thus undermining the evidence base for policy development with regard to gender equality.
- Staffing – the positions of Director and BOA II remain vacant.
- The delay in submission of the English translation of Action Plans, conference invitations, draft resolutions and other documents from regional organisations with considerable Spanish-speaking membership, results in very short timeframes for document analysis and response to meet the deadlines stipulated. There is need for more efficient communication between the Secretariats of these organisations and CARICOM Member States.
- The Permanent Mission to the United Nations (PRUN) often required same-day or next-day responses to draft resolutions, which had to be vetted by a legal advisor before submission. However, due to the lack of legal expertise at the International Desk, coupled with the full schedule of the Senior Legal Advisor, often it was only possible to meet those deadlines through collaboration and working extended hours and on weekends.

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 2018 was three hundred and thirteen million, seven hundred and sixty-four thousand, five hundred and ninety dollars (\$313,764,590.00). The actual expenditure for the financial year 2018 was two hundred and sixty-two million, one hundred and nine thousand, seven hundred and eighty dollars and fifty-six cents (\$262,109,780.56) – approximately eighty-four percent (84%) of the allocation.

Breakdown of Allocation and Expenditure for Fiscal 2017-2018			
Expenditure Category	Allocation	Actual Expenditure	Variance
Recurrent expenditure	\$ 252,184,590.00	\$ 235,736,647.81	\$ 16,447,942.19
Development Programme (DP)	\$ 7,890,000.00	\$ 5,164,676.10	\$ 2,725,323.90
Infrastructure Development Fund (IDF)	\$ 53,690,000.00	\$ 21,208,456.65	\$ 32,481,543.35
TOTAL	\$ 313,764,590.00	\$ 262,109,780.56	\$ 51,654,809.44

5.2. Recurrent Expenditure

Recurrent Expenditure payments for day-to-day OPM operations amounted to two hundred and thirty-five million, seven hundred and thirty six thousand, six hundred and forty-seven dollars and eighty-one cents (\$235,736,647.81), ninety-three percent (93%) of the allocated two hundred and fifty-two million, one hundred and eighty-four thousand, five hundred and ninety dollars (\$252,184,590.00).

The table below provides further information on the Allocated and Actual Recurrent Expenditure of the OPM for the financial period 2017- 2018.

Budget Versus Actual Recurrent Expenditure for Fiscal Year 2017-2018			
Sub-Head & Item	Allocation	Expenditure	Variance
Personnel Expenditure	\$ 25,519,500.00	\$ 21,802,369.00	\$ 3,717,131.00
Goods and Services	\$ 82,115,106.00	\$ 73,619,503.06	\$ 8,495,602.94
Minor Equipment Purchases	\$ 2,564,000.00	\$ 230,370.21	\$ 2,333,629.79
Current Transfers and Subsidies	\$ 141,985,984.00	\$ 140,084,405.54	\$ 1,901,578.46
TOTAL	\$ 252,184,590.00	\$ 235,736,647.81	\$ 16,447,942.19

Almost ninety-three percent (93%) of the allocated Recurrent Expenditure was utilised for the financial period. There was a variance of sixteen million, four hundred and forty-seven thousand, nine hundred and forty-two dollars and nineteen cents (\$16,447,942.19) (7%).

5.3. Variances under Recurrent Expenditure

The variance in Recurrent Expenditure is attributed to:

Personnel Expenditure

1. Vacant positions which were not filled.
2. No new Commissions of Enquiry.

Goods and Services

1. Invoices were not submitted or received on time.
2. Requests for Releases were not always received.

Current Transfers and Subsidies

1. Invoices were not submitted or received on time.

5.4. Development Programme (DP)

The Development Programme is a capital expenditure Programme that seeks to improve and enhance Trinidad and Tobago's development including human resources, economic and social development. Seven million, eight hundred and ninety thousand dollars (\$7,890,000.00) assigned to the Developmental Programme accounted for approximately three percent (3%) of the Ministry's total allocation. Of this, five million, one hundred and sixty-four thousand, six hundred and seventy-six dollars and ten cents (\$5,164,676.10) was spent; an estimated sixty-five percent (65%) of the allocated DP.

The two (2) categories under which projects were funded for fiscal year 2018, along with the budgeted and actual expenditures, are reflected in the table below:

Budget Versus Actual DP Expenditure for Fiscal Year 2017-2018			
Sub-Head /Item/Description	Allocation	Expenditure	Variance
09 Development Programme			
004 SOCIAL INFRASTRUCTURE	\$ 6,090,000.00	\$ 4,411,592.71	\$ 1,678,407.29
005 MULTI-SECTORAL AND OTHER SERVICES	\$ 1,800,000.00	\$ 753,083.39	\$ 1,046,916.61
TOTAL	\$ 7,890,000.00	\$ 5,164,676.10	\$ 2,725,323.90

The main sources of the variance of 35% (\$2,725,323.90) are highlighted in the table below:

Variances under Development Programme	
Development Programme Sub-Section	Variance
004 SOCIAL INFRASTRUCTURE	\$ 1,678,407.29
005 MULTI-SECTORAL AND OTHER SERVICES	\$ 1,046,916.61

5.5. 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 fifty-three million, six hundred and ninety thousand dollars (\$53,690,000.00) for fiscal year 2017-2018. Of this amount, twenty-one million, two hundred and eight thousand, four hundred and fifty-six dollars and sixty-five cents (\$21,208,456.65) (40%) was spent.

5.6.Revenue

No revenues were collected by the OPM for the fiscal period.

5.7.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 Resources Development Plan

The Human Resources 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 organisational 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 organisational structures and make recommendations to Cabinet through the Public Management Consulting Division (PMCD) for new posts to be created and added to the establishment on terms and conditions approved by the Chief Personnel Officer (CPO). A new organisational 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 utilised 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 to permanent positions in the Public Service is managed by the Director of Personnel Administration. Conversely, recruitment of persons to contract positions is managed by the Permanent Secretary, in accordance with the decision of Cabinet in Minute No. 1605 of June 24, 1999 and the aforementioned Guidelines of the CPO. The general procedure for recruitment to contract positions was followed, as detailed hereunder.

- i. All contract vacancies were advertised internally and/or externally; and
- ii. Criteria for selection were based on qualifications, experience and an interview process.

6.4.1. Interviews

The HRMD was responsible for arranging and coordinating all interviews. This included advising the interview panel and the candidates of the date, time and venue for interviews, and preparing all documents pertaining to the interviews, including the selection criteria.

The Interview Panels comprised a minimum of three (3) persons, generally made up as follows:

- ☞ the Head of Department or designated representative;
- ☞ a representative of the HRMD; and
- ☞ at least one other person who had acquired the requisite knowledge and skills related to the particular positions.

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 ranked the first. In the event of a tie, a new interview panel would have been appointed to interview those candidates.

6.4.2. 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 recognised licensing authority, where applicable;
- ☞ proven skills and competencies; and
- ☞ references.

6.4.3. References

The OPM required that all applicants provide the names, addresses and telephone numbers of two (2) persons as referees (excluding relatives). References were also sought from previous employers, and the OPM conducted reference checks before final selection.

6.5. Positions Filled and Positions Vacant

No positions became vacant during the period October 1, 2017 to September 30, 2018. The list of positions which were filled during the period October 1, 2017 to September 30, 2018 are as follows.

Position	Range	No.	Section
Clerk Stenographer IV	30E	1	General Administration
Vault Attendant	10	1	General Administration

6.6. Training and Development Programmes Conducted for Fiscal 2017-2018

Several training sessions were conducted successfully, internally and externally, as follows:

Training Programme	Dates	Institution	Attendees
Customer Service	Ongoing	Internal	All GCA Staff
Return of Delegated Functions Training	November 2017	Director Administration / Internal Personnel	Human Resources Management (HRMD) Sub-Division
Salary Administration in the Public Service	March 2018	Ministry of Public Administration / Public Service Academy	Administrative Assistant in the HRMD Sub-Division

7. Reporting Functions

7.1. Departmental Reports

Secretariat/Division/Unit	Document/Report	Received By
All Secretariats/Divisions/Units	Performance Appraisals	HRMD

7.2. External Reports

Document	Receiving Agency
PERFORMANCE REPORTS	
Annual Administrative Report	Parliament & Office of the President
Social Sector Investment Programme (SSIP)	Ministry of Social Development & Family Services
Public Sector Investment Programme (PSIP)/Appendix XIX	Ministry of Planning & Development
Performance Reports (Ad hoc/Monthly/ Annual)	Line Minister, Ministry of Planning & Development
ACCOUNTING & FINANCIAL REPORTS	
Draft Estimates	Budgets Division at Ministry of Finance, Auditor General
Appropriation Account	Auditor General, Comptroller of Accounts, Budgets

	Division at Ministry of Finance, CSO
IPSAS Statement	Financial Management Division, Comptroller of Accounts
Statement of Actual Expenditure	Budgets Division at Ministry of Finance
Expenditure Notification	Comptroller of Accounts, Auditor General
Notification of Disbursement	Comptroller of Accounts, Auditor General
Reconciliation Statement	Comptroller of Accounts, Auditor General
Requests for Releases	Budgets Division at Ministry of Finance

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 in accordance 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.

8.3. Legislative Developments in Public Sector Procurement

The Public Procurement and Disposal of Public Property Act, 2015 was assented to and became law on January 14, 2015. Though the Act was assented to on January 14, 2015, it comes into operation on a date to be fixed by the President by proclamation. However, to allow for the establishment of the Office of the Procurement Regulation (OPR), the appointment of the Members of the Board, the performance of certain key functions of the OPR, and the drafting of Regulations, the Act was partially proclaimed by way of Legal Notice 150 of 2015.

The Office of Procurement Regulation is governed by a Board, Members of which are appointed by the President pursuant to Section 10 of the Act. The Members of the present Procurement Board were installed in January 2018.

To date the following documents have been developed and are accessible to members of the public involved in public procurement and disposal of public property:

- ☞ Procurement and Disposal Handbook v1.0

- ☞ Special Guidelines on Local Government Procurement v1.0
- ☞ Special Guidelines on the use of State Controlled Enterprises and Statutory Bodies for Procurement v1.0
- ☞ Special Guidelines Works Procurement v1.
- ☞ Special Guidelines on Procurement Undertaken by Non-Government Entities v1.0
- ☞ Special Guidelines Health Sector Procurement v1.0

In addition, several free stakeholder consultations were conducted during September 26, 2018 October 19, 2018. These sessions aimed to review the draft handbook and guidelines and the development of the Regulations to support the Public Procurement and Disposal of Public Property Act, 2015 (the Act).

9. Public and Community Relations

9.1. Client and Public Access to Services/Service Delivery Systems

The OPM's major service delivery channels are through the Gender Affairs (GAD) and Child Affairs Divisions (CAD), and the NACC Secretariat. The service delivery model for the GAD focuses on building awareness, reducing discrimination, inequality and inequity, and reducing gender-based violence. For CAD, the model is based on respecting and fulfilling the rights of the child, ensuring the child's best interests are always met, and taking children's opinions into account. The NACC Secretariat focuses on reducing the risk of HIV/AIDS transmission and the human rights of persons living with HIV/AIDS (PLHIV).

The Gender Affairs Division conducted gender mainstreaming services geared towards advancing gender development through sensitisation sessions on gender awareness and gender-based violence. The National Domestic Violence Unit/Hotline (800-SAVE), managed by Families in Action, continued to provide telephone-access services to the public on behalf of the Government. The hotline was bolstered by the Central Registry on Domestic Violence, which captured data on victims of domestic violence so as to improve the efficiency of services that are provided. Those initiatives were furthered by the process of tendering for NGOs to manage the Government-owned safe houses, which will provide support and care services for victims. In addition, outreach activities continued through the commemoration of international observances; these activities served to raise public awareness on the services OPM-GCA facilitated, as well as those of its partners. Grants continued to be disbursed to strengthen those NGOs who needed assistance in furthering community activities.

Child-related services focused primarily on sensitising the public on strategies to prevent and reduce child abuse through various means, such as information fairs, sending text messages, utilising graphics on buses and in newspapers, disseminating posters, brochures and booklets, setting up billboards, and doing radio and television interviews. Key groups, such as bus/maxi-taxi/taxi drivers, coaches and staff from the Student Support Services Division (SSSD) at the Ministry of Education, were also trained on how to detect and handle abuse. Raising awareness of children's rights was also an important service provided. The Child Rights Ambassadors Programme facilitated this through training sessions and workshops that educated children on the United Nations Convention on the Rights of the Child (UNCRC) to empower them to educate their peers on the rights of a child using creative arts (spoken word, music drama) and innovative methods of communication. In addition, the month of September was proclaimed as Adoption and Foster Care Awareness month by the OPM, together with the Children's Authority and Drama Making A Difference (DMAD) Company. This initiative was aimed at advocacy and raising awareness about the need for persons to parent children in need.

Training and workshops provided during the period were also particularly important in furthering children’s development. For example, the Return to Happiness initiative provided training on psychological interventions for children who were victims of disasters. The Parent/Caregiver Skills Training provided crucial training for those persons who cared for children with developmental delays/disorders. Similarly, training for the community residences and the caregivers training was anticipated to contribute to higher quality care at those institutions. Finally, through the Payment per Child system, equitable payment was received by twenty-five (25) community residences.

Services provided by the NACC centred on prevention, advocacy and human rights, and building partnerships with key stakeholders. NACC spearheaded several sensitisation campaigns targeting the general population and encouraging responsible behaviours. In addition, NACC continued to recognise commemorative days, such as World AIDS Day and the Carnival period to support their risk reduction messaging and wider HIV and AIDS sensitisation by targeting the general population and encouraging responsible behaviours. Workshops were also held for persons living with HIV/AIDs and other key populations.

Additional details on all highlighted services are available in Section 4 of the Report, Performance Accomplishments.

9.2. Community and Stakeholder Relations/Outreach

The community and stakeholder outreach events of the OPM are also summarised in Section 4, Performance Accomplishments. The Gender and Child Affairs Divisions, the NACC Secretariat and the Citizens’ Facilitation Unit conducted these activities given their service delivery orientation and key population-specific mandates.

9.3. Strategic Partnerships (Local, Regional & International)

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

International Strategic Partnerships	Division/Unit & Programme or Project
OPM (GCA) Child Affairs Division	Membership of WePROTECT Global Alliance to eliminate online child sexual exploitation
TT, via Ms. E. Solomon	Membership of Commonwealth Network of Women Mediators
TT, via Professor R. Reddock	Membership of UN Committee on the Elimination of Discrimination against Women (2019 – 2022)

10. Conclusion

In fiscal 2017-2018, the work of the OPM proceeded at full speed, now familiar and adept in executing its mandate under the portfolios of gender and child development and coordination of HIV/AIDs efforts. This was in addition and complementary to ensuring the Office provided innovative and efficient support services to the Prime Minister. In this regard, strategic planning exercises continued, specifically in terms of developing the monitoring framework to track progress towards targets and goals. Although not complete, these exercises serve to ensure all staff are cognisant of the need to produce tangible results that illustrate performance and effectiveness, and how they contribute to national development. This is particularly important now given the economic situation of the country and the new social portfolios the OPM manages. Public and community relations and outreach thus

remained core tools for engaging with citizens, and centred on providing services to and building awareness of important issues facing vulnerable and key populations.

Despite the positive achievements, many challenges and obstacles remain to the effective performance of duties and mandates. These related to fiduciary constraints, staffing, lack of timely feedback and approvals which delayed projects, and paucity of data to ensure evidence-based decisions and policy development. However, many Divisions/Units worked cooperatively to find or develop creative alternatives and solutions to the issues. Furthermore, the HRMD continued with staff development by recruiting more staff and hosting workshops and training to improve staff competency.

The OPM staff thus remained fully committed to its mandates and in ensuring that national progress was achieved simultaneously. The volume of work completed during the period illustrates this well, in addition to the ability of staff to be resilient, creative, and target-driven despite the challenges, and to seek continuous improvement through learning and listening. As such, the successes of the past year are a source of pride and strength and will certainly be a source of motivation as the OPM continues into the next fiscal period.