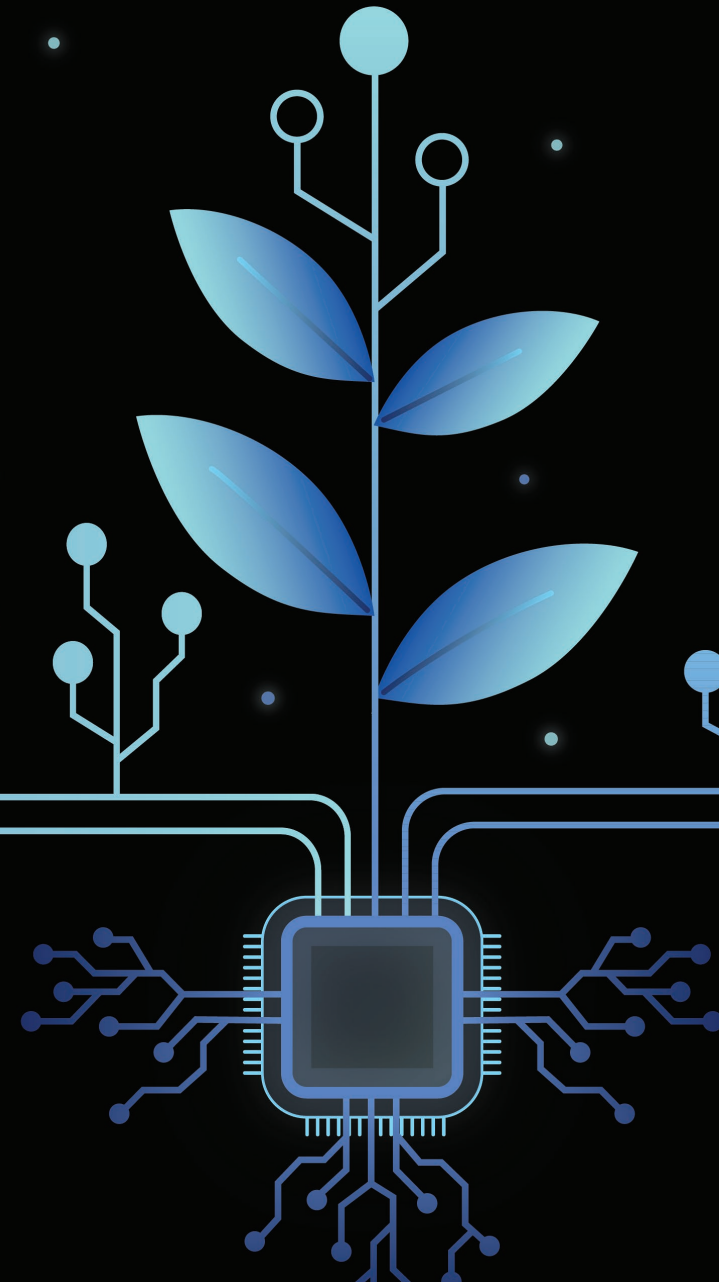




Government of the Republic of Trinidad and Tobago  
Ministry of Public Administration and Digital Transformation

# ANNUAL REPORT 2021

## ACCELERATING DIGITAL TRANSFORMATION







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

# **Annual Report**

## **Fiscal Year 2021**

### **October 1, 2020 to September 30, 2021**

# PREFACE

This Annual Administrative Report presents an account of the undertakings of the Ministry of Public Administration and Digital Transformation over the fiscal period October 1, 2020 to September 30, 2021.

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

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

During the fiscal 2021, by Gazette Notice No. 111 dated July 19, 2021, with effect from July 12, 2021, the Ministry was split as follows:-

1. **The Honourable Allyson West** was re-assigned responsibility for the Ministry of Public Administration from her previous responsibility as the Minister of Public Administration and Digital Transformation; and
2. **The Honourable Hassel Bacchus** was appointed as Minister of Digital Transformation, and his responsibility as the Minister in the Ministry of Public Administration and Digital Transformation was revoked.

**Mr. Claudelle McKellar**, the Permanent Secretary of the Ministry of Public Administration and Digital Transformation, was the Accounting Officer for the entire fiscal period. During this period, the Ministry was challenged to rise above the limitations and restrictions resulting from the COVID-19 pandemic, creating a most pressing need for digitization.

For further information on the services, activities, projects and/or programmes

of the Ministry of Public Administration, please contact:

**Corporate Communications Division**

**Ministry of Public Administration**

Levels 5-7 National Library Building,

Corner Hart and Abercromby Streets,

Port of Spain

Trinidad and Tobago, West Indies

Tel: (868) 623-4724

Website: [www.mpa.gov.tt](http://www.mpa.gov.tt)

Email: [mpacommunicationsdivision@gov.tt](mailto:mpacommunicationsdivision@gov.tt)

For further information on the services, activities, projects and/or programmes of the Ministry of Digital Transformation, please contact:

**Engagement and Behavioural Communications Unit**

**Ministry of Digital Transformation**

Levels 5-7 National Library Building,

Corner Hart and Abercromby Streets,

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Published: February 2025



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# LIST OF ABBREVIATIONS

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

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



**Senator, The Honourable Allyson West**  
Minister of Public Administration and Digital  
Transformation up to July 11, 2021

Minister of Public Administration wef July 12, 2021



**Senator, The Honourable Hassel Bacchus**  
Minister of Digital Transformation wef July 12, 2021

Minister in the Ministry of Public Administration and  
Digital Transformation up to July 11, 2021

## MESSAGE FROM THE MINISTERS OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

In August 2020, the Ministry of Public Administration was redesignated to the Ministry of Public Administration and Digital Transformation. This name change highlighted the Ministry's existing mandate to support and drive National ICT Development and efforts towards a Digital Economy. Additionally, in July 2021, the Ministry underwent a portfolio realignment effectively creating two Ministries. This resulted in Senator, The Honourable Hassel Bacchus transitioning from his position as Junior Minister at the Ministry of Public Administration to the Minister of Digital Transformation.

During the fiscal period, the COVID-19 pandemic continued to interrupt our service delivery availability. This encouraged an acceleration of digital transformation, in the hope of mitigating the negative impacts of the COVID-19 pandemic. ICT has been the means through which the public service could simultaneously continue its operations and meet the needs of the public during a time when physical distancing and reduced mobility were critical to the well-being of the national community.

In this regard, I wish to extend a sincere thanks to all the Ministry's valued stakeholders for their collaborative efforts in improving public service modernisation and development of National ICT for the advancement of Trinidad and Tobago. It is an honour to present the Annual Report for the Ministry of Public Administration and Digital Transformation for the fiscal year.



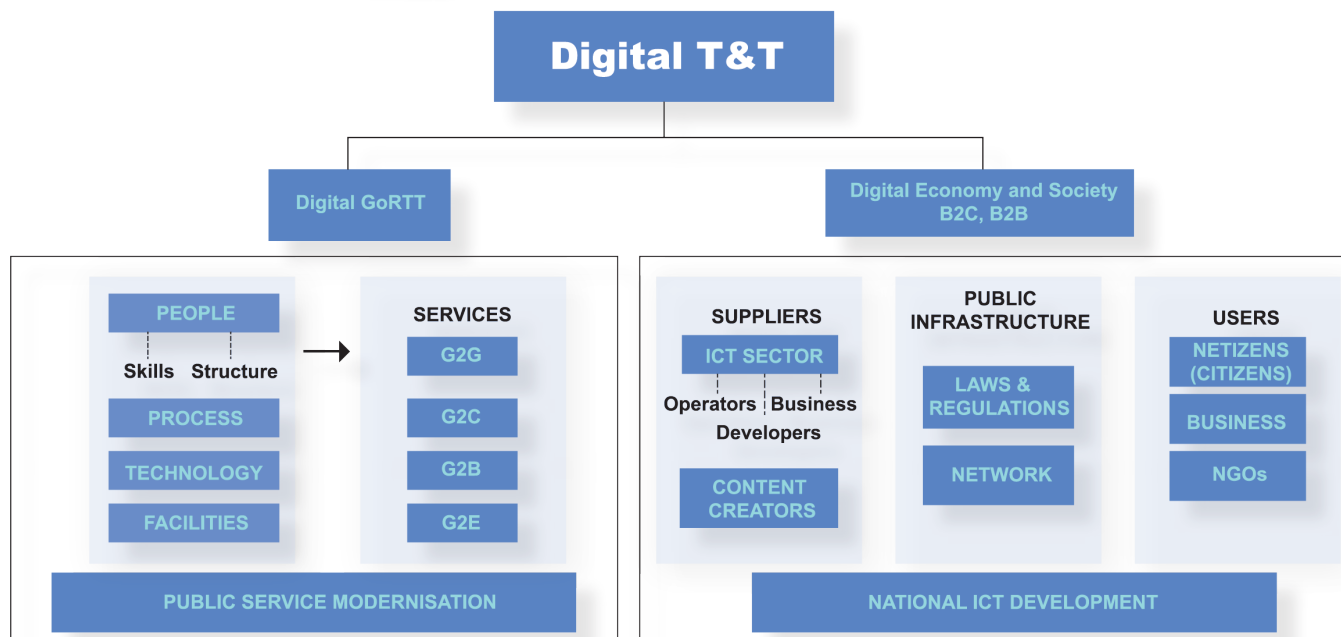
# 1 MPADT PROFILE

## 1.1 MANDATE

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



Ministry of Public Administration and Digital Transformation





## 1.2 STRATEGIC FOCUS

### VISION

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

### MISSION

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

## CORE VALUES



### CONNECTING

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

**Connecting with Others** - We build relationships by considering what is important and challenging to others and how we may assist.



### COLLABORATING

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

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



### MAKING AN IMPACT

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

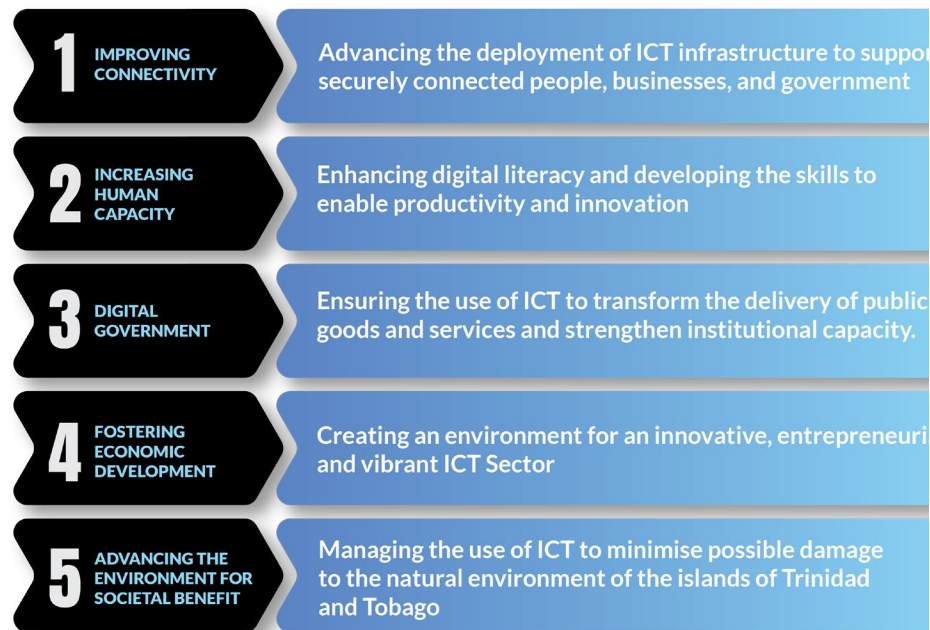
**Shaping the Future** - Every achievement is a brick in the bridge of tomorrow.

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

## 1.3 STRATEGIC FRAMEWORK

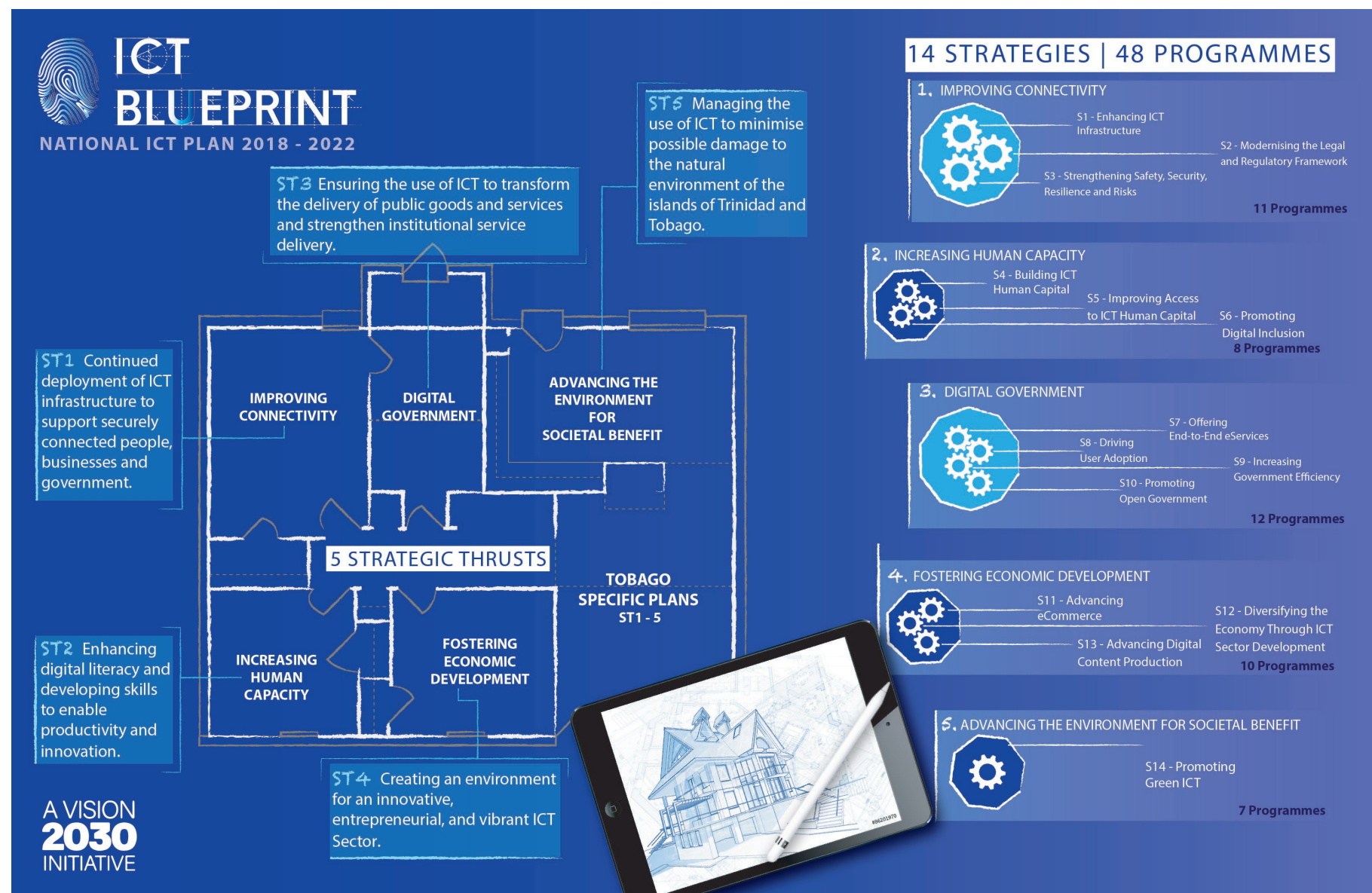


Infographic showing Strategic Goals and Strategic Objectives for fiscal 2021



Infographic showing Strategic Thrusts and Vision Statements of the National ICT Framework 2018-2020



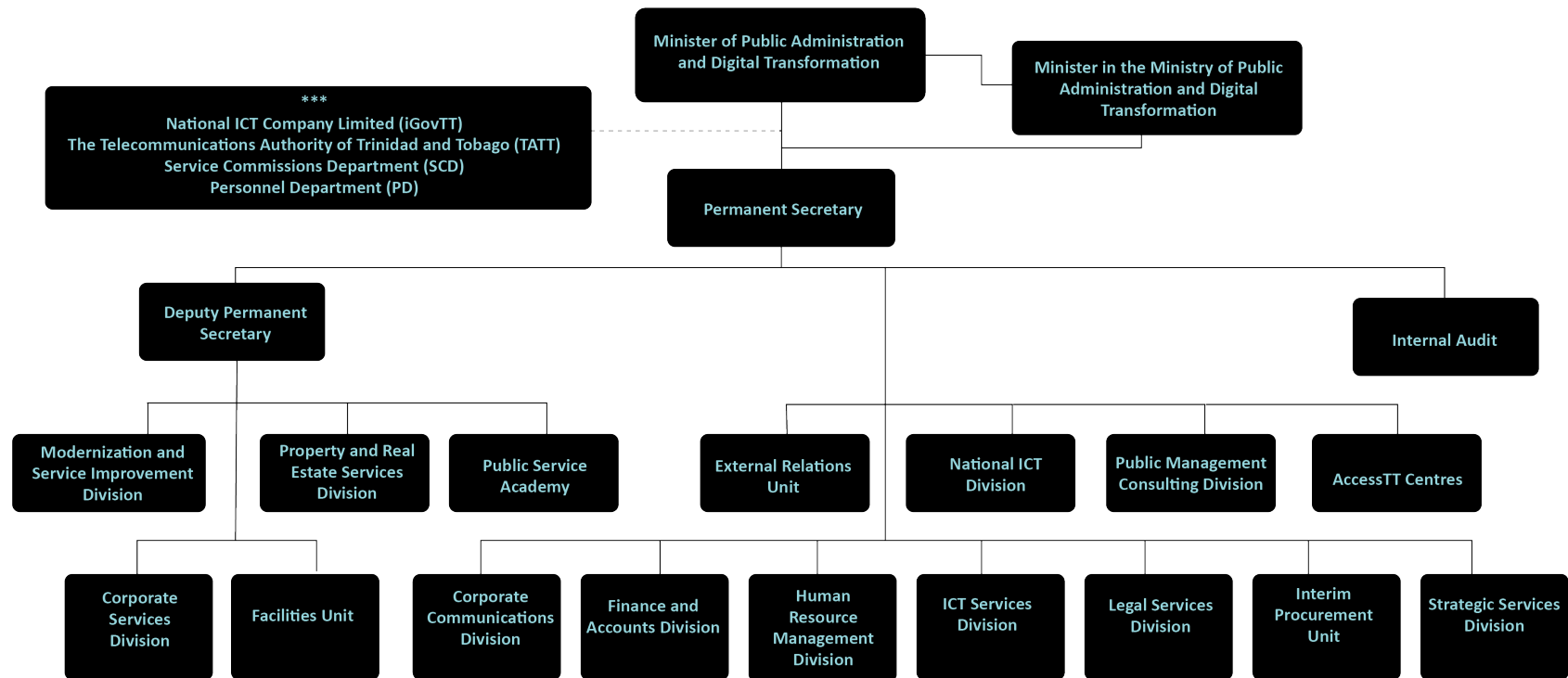


Infographic showing National ICT Plan 2018-2022



# 1.4 ORGANISATIONAL STRUCTURE

## MINISTRY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION



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

The Ministry's Portfolio realignment was approved w.e.f October 1, 2021

August 19, 2020 to September 30, 2021

## 1.5 DIVISIONS AND SERVICES OF THE MPADT

The Ministry of Public Administration and Digital Transformation has six (6) Core Divisions that delivers on the Ministry's mandate with the assistance of the Support Divisions.

### CORE DIVISIONS

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

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

**The National Information and Communication Technology Division (NICT)** is responsible for supporting the implementation, monitoring

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

**The Public Service Academy (PSA)** is the agency with the primary responsibility for training and development within the public service. It aims to maximise the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with its strategic partners. The Academy is charged with the responsibility of reviewing the Training Plans of Ministries and Departments. It also administers offers of technical cooperation training from foreign governments and international agencies.

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

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

### SUPPORT DIVISIONS

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

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

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

**The External Relations Unit (ERU)** has primary responsibility for the Ministry's regional and international engagements, international cooperation activities and related policy coherence with specific focus on Public Administration and Management (PAM) and Information and Communication Technology (ICT), two complementary areas of the Ministry's mandate which are identified nationally and internationally as critical success factors for economic diversification and sustainable development.

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

**The Finance and Accounts Division** is responsi-

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

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

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

**The Interim Procurement Unit (IPU)** was established in October 2017 in preparation for the full proclamation of the Procurement Act No. 1 of 2015. The Unit, spearheaded by the Permanent Secretary, is responsible for governing all Procurement Activities carried out by the Ministry, proactively meeting the mandate of the Public Procurement and Disposal of Public Property Act (2015), standardising and guiding procurement practices and procedures throughout the Ministry, maintaining good governance and creating

an environment of compliance as it relates to procurement, adhering to Public Procurement best Practices, and ensuring transparency and fairness and the attainment of Value for Money in the expenditure of Public Funds.

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

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

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

## 1.6 MPADT LEADERSHIP TEAM

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Permanent Secretary (Ag.)	Mr. Claudelle McKellar	October 1, 2020 - September 30, 2021
	Deputy Permanent Secretary (Ag.)	Mrs. Angela Lum-Joseph	October 1, 2020 - September 30, 2021
Corporate Communications Division	Senior Corporate Communications Officer	Ms. Sharon Farrell	October 1, 2020 - September 30, 2021
Corporate Services Division	Administrative Officer IV	Ms. Pauline Stoute-Agbontaen	October 1, 2020 - September 30, 2021
External Relations Unit	Manager, Policy, Strategy and Monitoring	Ms. Abigail Bynoe	October 1, 2020 - August 31, 2021
	Senior Executive Manager	Ms. Shelley-Ann Clarke-Hinds	September 1, 2021 - September 30, 2021
Facilities Unit	Facilities Maintenance Technician	Mr. Leon Sealy	October 1, 2020 - April 25, 2021
	Facilities Manager	Mr. Darwin Robain	April 26, 2021 - September 30, 2021
Finance and Accounts Division	Director (Ag.)	Ms. Latchmin Rampersad	October 1, 2020 - January 12, 2021
		Ms. Angelie Sohan	January 13, 2021 - September 30, 2021
Human Resource Management Division	Director	Mrs. Sherry Ann Smith-Simmons	January 31, 2020 - September 30, 2021
Information Communications Technology Services Division	ICT Director	Mr. Gary Turpin	October 1, 2020 - September 30, 2021
Interim Procurement Unit	Administrative Assistant	Ms. Indra Deosaran	October 1, 2020 - September 30, 2021
Internal Audit	Auditor II (Ag.)	Ms. Sharlene Pedro-Baksh	October 24, 2019 - September 30, 2020
Legal Services Division	Director, Legal Services	Ms. Annalisa Sankar	October 1, 2020 - December 13, 2020
	Legal Officer II	Mr. Nigel Browne	December 14, 2020 - September 30, 2021

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
National ICT Division	Executive Director	Mr. Gary Turpin Mr. Charles Bobb-Semple Mr. Shurman Raphael Mr. Gary Turpin	October 1, 2020 - January, 2021 January, 2021 - April, 2021 April 2021 - July 2021 August, 2021 - September, 2021
Property and Real Estate Services Division	Director, Property and Real Estate Services Division (Ag.)	Mrs. Susette McLean-Maxwell	October 1, 2020 - September 30, 2021
Public Service Academy	Director (Ag.)	Mr. Ajodia Rattansingh	October 1, 2020 - September 30, 2021
Modernization and Service Improvement Division	Programme Director	Ms. Colleen Gallazzi	October 1, 2020 - September 30, 2021
Strategic Services Division	Manager – Policy Strategy & Monitoring	Ms. Abigail Bynoe	October 1, 2020 - September 30, 2021
ICT Access Centres (AccessTT Centres)	Facilities Maintenance Technician	Mr. Leon Sealy	October 1, 2020 - April 25, 2021
	Senior Information Systems Support Specialist	Mr. Dorian Dyer II	April 26, 2021 - September 30, 2021
Public Management Consulting Division	Director, Public Management Consulting (Ag.)	Ms. Candice Mohan	October 1, 2020 - September 30, 2021

Table showing MPADT Leadership Team for the fiscal period



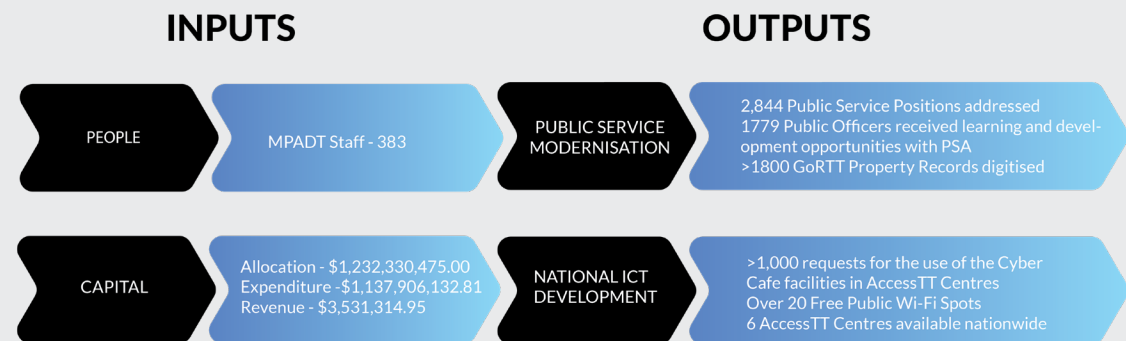
**Mr. Claudelle McKellar**  
Permanent Secretary effective  
October 2, 2019

## 2 EXECUTIVE SUMMARY FROM THE PERMANENT SECRETARY

In the face of continued economic and social uncertainty in 2021, MPADT held fast to its mandate to facilitate the growth and innovation required for resetting the economy and government through the integration of ICT across the GoRTT (Digital Government) and towards national development (Digital T&T). The challenges presented by the COVID-19 pandemic truly enhanced our focus towards accelerating digital transformation which is aligned with the National Development Strategy (Vision 2030).

The Annual Report reflects the work that the MPADT would have undertaken to serve all Ministries, Departments and Agencies in respect of our mandate in pursuing Public Service Modernisation and National ICT Development. It is to be noted that the Ministry continued to operate under one financial allocation until the end of fiscal 2021.

The following infographic presents some of the Key Performance highlights for fiscal 2021:



Infographic showing Key Performance Highlights for fiscal 2021

The Report is divided into two main sections – External Performance and Internal Performance. External Performance demonstrates the impact of the MPADT's endeavours on the Public Service and on citizens directly. An account of financial, HR and other internal areas are expressed under the Internal Performance section.

The Executive and staff of MPADT have risen to the many challenges that came our way as we strived to accomplish the strategic goals and mandate of the Ministry.

I wish to commend the staff of the Ministry for their dedicated service and commitment through these times. Their continued support has significantly contributed towards public service modernization and a digital Trinidad and Tobago, reflecting the bravery and diligence that would be necessary to achieve this monumental task.

# EXTERNAL PERFORMANCE REPORT

## 3.1 PUBLIC SERVICE ORGANISATIONAL STRUCTURING

Digital Transformation  
Special Projects

## 3.2 DEVELOPMENT OF PUBLIC OFFICERS/MODERNISATION OF BUSINESS

Cost Savings  
Technical Cooperation Awards

## 3.3 SERVICE IMPROVEMENT AND MANAGEMENT

Human Resource Standardisation  
GovPoP

## 3.4 GOVERNMENT OFFICE AND OTHER ACCOMMODATION

Property Management Information Systems (PMIS)  
Negotiation of Lease/Rental spaces on behalf of MDAs  
Design, Use, Maintenance and Disposal of Government - Owned or Occupied Facilities  
Privately Owned Properties Vacated

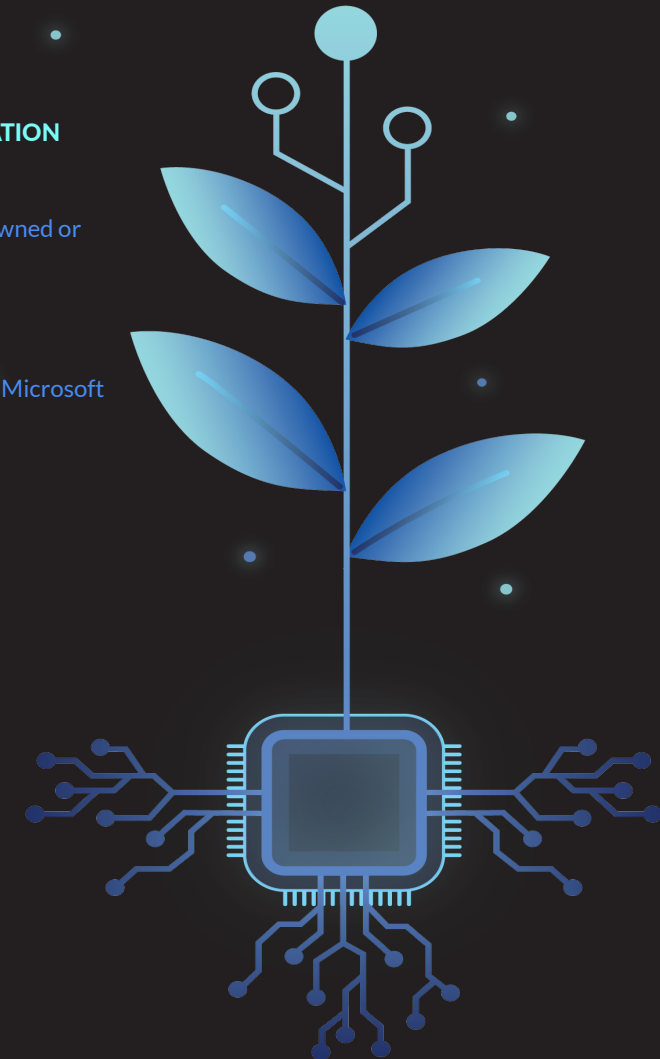
## 3.5 E-GOVERNMENT

Microsoft Enterprises Agreement between GoRTT and the Microsoft Cooperation  
GoRTT Digital Governance Framework  
GoRTT ICT Research and Appraisal Exercise  
Whole of Government Solutions  
Broadband Access  
TTWifi  
GovNett Upgrades  
Provision of Devices  
TTConnect  
GovPayTT

## 3.6 NATIONAL SERVICE IMPACT

AccessTT  
MOU with Estonia  
E-Legislative Agenda  
Electronic Transactions Act  
The Data Protection Act (DPA)  
The Telecommunications Act

## 3.7 EXECUTIVE ENGAGEMENTS



# 3 EXTERNAL PERFORMANCE REPORT

## 3.1 PUBLIC SERVICE ORGANISATIONAL STRUCTURING

PMCD collaborated with twenty (20) public service agencies to review strategic mandates, business processes, workflows, job descriptions, workloads and other organisational factors towards improving service delivery in these organisations. Additionally, PMCD rationalised the staff of Ministries affected by the adjustment of Ministerial Portfolios during the Financial Year, and as a consequence, two thousand eight hundred and forty-four (2,844) offices/positions were affected. Appendix III provides a breakdown of the assignments for which Cabinet has granted approval, by MDA, for the period October 1, 2020 to September 30, 2021. This is summarised and presented in the table below.

ESTABLISHED POSITIONS				TEMPORARY POSITIONS				CONTRACT POSITIONS				
Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
8	94	0	9	0	12	89	533	37	2010	42	8	5

Table showing breakdown of assignments for the period October 1, 2020 to September 30, 2021

## Digital Transformation

During the period (October 1, 2020 to September 30, 2021), the PMCD completed fifteen (15) assignments from eleven (11) MDAs which contained recommendations for positions with technological skillsets and capabilities related to Digital Transformation.

## Special Projects

The following special projects/assignments were undertaken by the PMCD for the period October 1, 2020 to September 30, 2021. (Please note that some of these projects/assignments are still ongoing.)



NO.	SUBJECT	STATUS
1	Review of the Structure of the National Information and Communications Technology (NICT)	This matter was closed due to the review of the staffing structure of the Ministry of Digital Transformation
2	Review of the Functional and Organisational Structure of the Ministry of Public Utilities	Ongoing
3	Report of the PMCD on the review of the structure and staffing of the Police Service Commissions Secretariat, Service Commissions Department	Report submitted to Permanent Secretary
4	Draft Report on the Restructuring of the Service Commissions Department	Report submitted to Permanent Secretary
5	Review of the Structure of the Personnel Department	Report submitted to Permanent Secretary
6	IhRIS Re-organisation Exercise 2020	Completed
7	National ICT Service Mapping Project	Completed
8	Review of the Corporate Communications Function across the Public Service of Trinidad and Tobago	Completed
9	Further Adjustments to the Structure of the Public Service (dated January 4, 2021) (Addendum prepared on November 17, 2021)	Completed
10	Further Adjustments Note for Cabinet (Omissions) (dated January 4, 2021)	Completed
11	Adjustment to the Structure of the Public Service (Realignment 2021) (dated August 25, 2021) (Revisions dated October 1, 2021)	Completed
12	PSPMS (Public Sector Performance Management System) Capacity Self-Assessment Surveys for the areas of Governance and Accountability, Citizen Experience, Learning and Growth and Service Delivery. Surveys were completed by the PMCD team and submitted to MSID as part of the PSPMS Project.	Completed
13	Review of the Functional and Organisational Structure Ministry of Works and Transport	Ongoing
14	Review of the Functional and Organisational Structure of the Ministry of Social Development and Family Services	Ongoing
15	Review of the Functional and Organisational Structure of the Ministry of Education	Ongoing

Table showing special projects/assignments undertaken by PMCD for fiscal period

## 3.2 DEVELOPMENT OF PUBLIC OFFICERS/ MODERNISATION OF BUSINESS

The advent of COVID-19 and consequential closure of Government offices in March 2020 effectively brought a halt to physical training workshops offered by the Public Service Academy (PSA). Workshops for the Quarters April – June 2020 and July to September 2020 were suspended due to COVID-19 restrictions imposed while the Academy pivoted its operations. For Fiscal 2021, the PSA prioritised Customer Service training interventions in the form of a four (4) week workshop. This workshop has been conducted online since all face-to-face interventions were postponed due to the COVID-19 pandemic. Between October 2020 to March 2021, seventy-one (71) Public Officers were trained. Additionally, the Academy has delivered 'Effective Leadership' webinars once a month for the fiscal and this was targeted to Heads of Divisions, Deputy Permanent Secretaries and Permanent Secretaries. The Academy reached over seven hundred (700) attendees over the course of these webinars.

For the fiscal 2020 - 2021, the Public Service Academy (PSA) conducted seven (7) workshops and ten (10) webinars, all of which fell under Recurrent Training, resulting in one thousand, seven hundred and seventy-nine (1779) public officers being provided with learning and development opportunities. The Table below summarises the training courses offered by PSA to public officers over the reporting period.

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NUMBER OF ATTENDEES
Human Resource Management	Training of Trainers	1	Feb. 22 – 26 & Mar. 1, 2021	5
	<b>Total</b>			<b>5</b>
Service Delivery	Customer Service Online Training (Pilot)	5	Oct. 12 – Nov. 8, 2020	21
	Customer Service Online Training		Nov. 16 – Dec. 13, 2020	14
	Customer Service Online Training		Jan. 11 – Feb. 5, 2021	36
	Customer Service Online Training		Mar. 22 – Apr. 21, 2021	45
	Customer Service Online Training		Jun. 22 – Jul. 17, 2021	44
	<b>Total</b>			<b>160</b>
Business Communication	Freedom of Information	1	Jan. 21, 2021	28
	<b>Total</b>			<b>28</b>

SUBJECT AREA	WORKSHOP CONDUCTED	NO. OF TIMES PER YEAR	DATE CONDUCTED	NUMBER OF ATTENDEES
Leadership Development - Webinars	Managing Industrial Relations during COVID-19	1	Oct. 28, 2020	241
	Relationship between Minister and PS (THA)	1	Nov. 20, 2020	14
	Managing Stress Effectively	1	Dec. 2, 2020	226
	Transforming the Public Service HRM Environment	1	Jan. 27, 2021	103
	Implementing Change whilst Adapting to COVID-19	1	Mar. 31, 2021	94
	Delegated Functions	1	Apr. 28, 2021	104
	Digital Transformation – What It Means for GORTT	1	May 26, 2021	216
	Discipline in the Public Service	1	Jun. 30, 2021	210
	Coaching Skills for Leaders	1	Aug. 4, 2021	190
	Mental Health and Wellness	1	Sept. 29, 2021	188
	<b>Total</b>			<b>1586</b>
<b>Total Persons Trained</b>				<b>1779</b>

Table summarising the training courses offered by PSA to public officers over the reporting period

## COST SAVINGS

Online workshops and the leadership webinar series were offered to public officers by the PSA during fiscal 2020/2021. There were no direct costs incurred by the Academy for the conducting of these online interventions. In response to the COVID-19 protocols and the ceasing of face-to-face learning interventions, the leadership webinar series was introduced by the Academy in October 2020, in order to continue sensitising and facilitating discussions among Public Service leaders on the issues impacting the delivery of services by the various MDAs. These webinars are facilitated by subject matter experts consisting of current and retired public service practitioners, experienced and qualified service providers and other specially invited guests from the professional and academic arena, as required by the topic for discussion at hand.

## THE HUMAN RESOURCE LEADERS' NETWORK FORUM (HFLNF)

The Academy hosts the Human Resource Leaders' Network Forum (HFLNF) meetings on the third Friday of every month. For the period, eleven (11) meetings were held with the exception of the month of December 2020. The HRLNF is meant to build capacity within the network of leaders and standardise HR policies and procedures across the Public Service, through shared experiences and collaboration on challenges that may be presented as it relates to Human Resource Management. During these meetings, sessions for sensitisation and exploration purposes are occasionally tabled on the agenda as part of the professional development of the HR practitioners. For the period, four (4) such sessions were provided to the HR leaders. The sessions included:

- Civil Service Job Evaluation and Compensation Exercise (Personnel Department/ PWC Ltd.)
- NAAPTT – The Organisation (President, National Association of Administrative Professionals of Trinidad and Tobago)
- National Workplace Policy on Sexual Harassment (Ministry of Labour)
- The Occupational Safety & Health Implications of COVID-19 (OSHA, Ministry of Labour)

## TECHNICAL COOPERATION AWARDS

The Public Service Academy is also responsible for the administration of Technical Co-operation Awards, which are short-term training awards (9 months or less) offered to the Government of Trinidad and Tobago by foreign governments and international funding agencies. A total of thirty-nine (39) GoRTT officials for the Fiscal Year October 1, 2020 – September 30, 2021 received awards. The full details on these programmes and participating MDAs are outlined in the Table below.

COUNTRY	AGENCY	PERSONS PARTICIPATED	MDA	PROGRAMME NAME
Singapore	Singapore Cooperation Programme Training Award (Singapore Judicial College)	Two (2)	<ul style="list-style-type: none"> <li>• Judiciary of Trinidad and Tobago</li> <li>• Industrial Court</li> </ul>	Leadership in Court Governance (October 5 – 9, 2020)
	Singapore Cooperation Programme Training Award (Civil Service College)	Three (3)	<ul style="list-style-type: none"> <li>• Personnel Department</li> <li>• Ministry of Planning and Development</li> <li>• Ministry of Public Administration and Digital Transformation</li> </ul>	Embracing Change in the Public Service (October 26 – 30, 2020)
	Singapore Cooperation Programme Training Award	Two (2)	<ul style="list-style-type: none"> <li>• Ministry of Education</li> <li>• Central Bank of Trinidad and Tobago</li> </ul>	Digital Economy: Big Data Analytics (October 26 – 30, 2020)

COUNTRY	AGENCY	PERSONS PARTICIPATED	MDA	PROGRAMME NAME
Singapore	Singapore Cooperation Programme Training Award (Centre for International Law, National University of Singapore)	One (1)	<ul style="list-style-type: none"> <li>Central Bank of Trinidad and Tobago</li> </ul>	Managing International Investments – Legal Frameworks (November 3 – 6, 2020)
	Singapore Cooperation Programme Training Award (Singapore Polytechnic International)	One (1)	<ul style="list-style-type: none"> <li>Ministry of National Security</li> </ul>	Integrated Cybersecurity Management and Systems (January 11 – 15, 2021)
	Singapore Cooperation Programme Training Award (Singapore Environment Institute)	Three (3)	<ul style="list-style-type: none"> <li>Ministry of Housing and Urban Development</li> <li>Ministry of Planning and Development</li> </ul>	Sustainable Waste Management and Smart Urbanisation (January 25 – 29, 2021)
	Singapore Cooperation Programme Training Award	Two (2)	<ul style="list-style-type: none"> <li>Ministry of Public Administration and Digital Transformation</li> </ul>	Public Service 4.0: Smart Nation Citizen Services (March 8 – 12, 2021)
	Singapore Cooperation Programme Training Award	One (1)	<ul style="list-style-type: none"> <li>Ministry of Foreign and CARICOM Affairs</li> </ul>	International Law of the Sea (June 14 – 18, 2021)
	Singapore Cooperation Programme Training Award	One (1)	<ul style="list-style-type: none"> <li>Judiciary of Trinidad and Tobago</li> </ul>	Technology and Courts of the Future (July 26 – 30, 2021)
	Singapore Cooperation Programme Training Award	One (1)	<ul style="list-style-type: none"> <li>Ministry of Trade and Industry</li> </ul>	Managing International Investment Treaty Commitments (August 23 – 26, 2021)
	Singapore Cooperation Programme Training Award	Two (2)	<ul style="list-style-type: none"> <li>Ministry of Sport and Community Development</li> <li>Ministry of Education</li> </ul>	Building a Future Ready Public Service (September 6 – 10, 2021)
	Singapore Cooperation Programme Training Award	One (1)	<ul style="list-style-type: none"> <li>Ministry of Trade and Industry</li> </ul>	E-Commerce: An Opportunity to Reinvent the Economy (September 27 – October 1, 2021)
Japan	Japan International Cooperation Agency	One (1)	<ul style="list-style-type: none"> <li>Ministry of Rural Development (Point Fortin Regional Corporation)</li> </ul>	Comprehensive Disaster Risk Reduction in Small Islands (November 16 – December 18, 2020)

COUNTRY	AGENCY	PERSONS PARTICIPATED	MDA	PROGRAMME NAME
	Japan International Cooperation Agency (Japan Kansai Centre)	One (1)	<ul style="list-style-type: none"> <li>National Information and Communication Technology Company Limited</li> </ul>	Capacity Building for ICT Project Planning (March 1 – April 28, 2021)
India	Online Indian Technical and Economic Cooperation Programme	Two (2)	<ul style="list-style-type: none"> <li>Ministry Social Development and Family Services</li> </ul>	Gender Inclusive Governance for Policymakers (February 17 – 18, 2021)
		Three (3)	<ul style="list-style-type: none"> <li>Ministry of Energy and Energy Industries</li> </ul>	International Training Programme on Solar Energy Technologies (March 15 – 19, 2021)
		One (1)	<ul style="list-style-type: none"> <li>Central Bank of Trinidad and Tobago</li> </ul>	Online Training Programme on Financial Inclusion and Development (March 23 – 27, 2021)
		One (1)	<ul style="list-style-type: none"> <li>Ministry of Public Utilities</li> </ul>	Water Sanitation and Hygiene (August 24 – 26, 2021)
	Commonwealth Secretariat	Four (4)	<ul style="list-style-type: none"> <li>Ministry of Planning and Development</li> <li>Ministry of Social Development and Family Services</li> <li>Personnel Department</li> <li>Ministry of Public Administration and Digital Transformation</li> </ul>	Advanced Online Training Programme in Governance Performance Management (February 17 – 18, 2021)
China	Commercial Training Centre of Department of Commerce of Hainan Province	Six (6)	<ul style="list-style-type: none"> <li>Trinidad and Tobago Civil Aviation Authority</li> <li>Airports Authority of Trinidad and Tobago</li> <li>Trinidad and Tobago Air Guard</li> </ul>	Seminar on Aviation Safety Operation Management in the Belt and Road Countries (May 27 – June 9, 2021)

Table showing programmes awarded and participating MDAs for the fiscal period 2021

### 3.3 SERVICE IMPROVEMENT AND MANAGEMENT

The Ministry of Public Administration, through the Modernization and Service Improvement Division (MSID) engages in activities that drive and improve efficiencies through the development and implementation of enterprise wide programmes and systems that promote innovative solution, process re-engineering, change management and measurement. The Division applies a holistic approach to ensure that there is modernisation and improvements in policies, processes and services that matter most to 'Citizens' based on:

- Common Pain Points;
- Important Government services that Citizens must interact with as they progress through the Citizen Lifecycle; and
- Government processes that impact our national rating on key international indices



Infographic showing the PSPMS In Context  
(High Level View)

MSID continued to drive service improvements across MDAs by continuing the implementation of the Public Service Performance Management System (PSPMS). The PSPMS, is a framework for supporting and managing the performance of MDAs towards delivery of consistently high quality goods and services aligned to their Ministerial and the National Development agenda. The programme was launched with six (6) pilot MDAs on December 16, 2020. This follows 'Round Robin' consultations with Permanent Secretaries and Heads of Departments across the GoRTT which began in Fiscal 2019. The PSPMS programme is an enterprise wide programme which will be rolled out to all MDAs using a results based management framework and methodology.

The PSPMS provides a systematic approach to measure organisational performance, report and continuously improve citizen satisfaction results of public sector organisations. The pilot organisations will focus on key forward facing services from within divisions of the Ministry of Finance, Ministry of the Attorney General and Legal Affairs, Ministry of Social Development and Family Services, South-West and Eastern Regional Healthy Authorities and the Ministry of Public Administration.

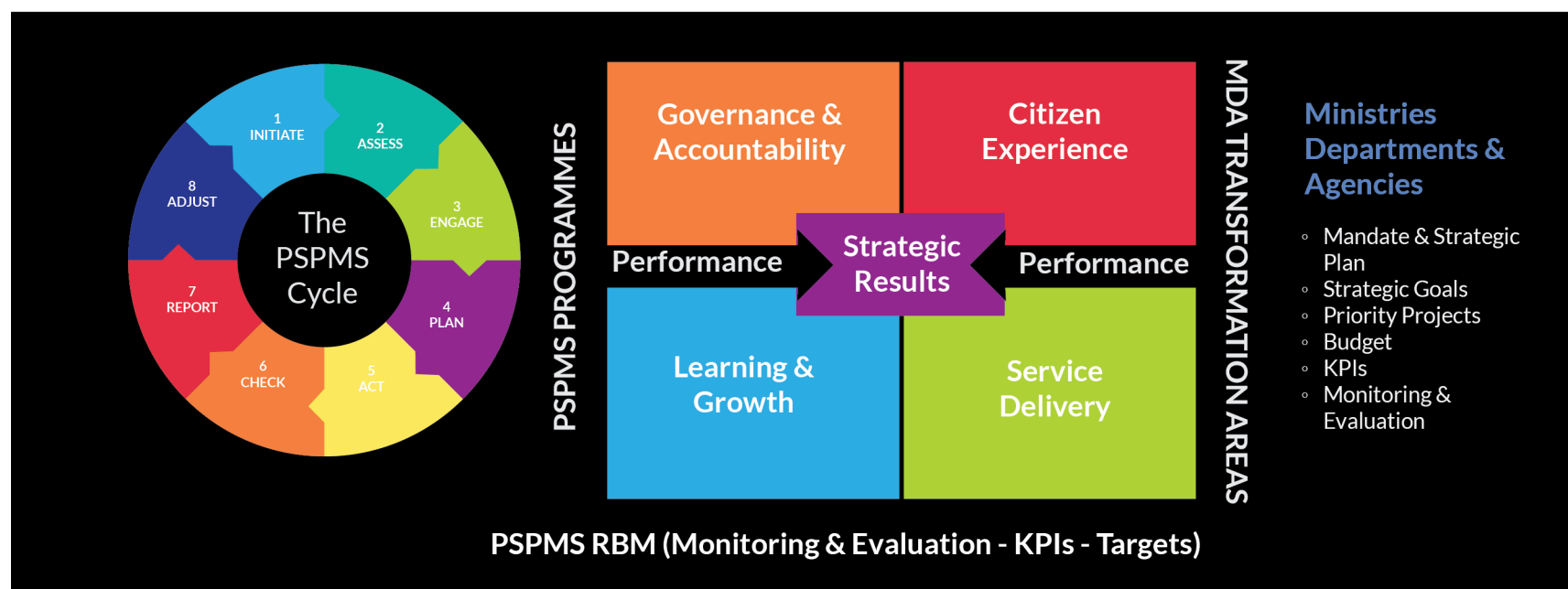
The MSID has completed the capability assessments and reports for three (3) pilots, along four perspectives – (i) Service Delivery, (ii) Citizen Experience, (iii) Learning & Growth and (iv) Governance & Accountability. The assessment will provide information on performance gaps and derive improvement priorities. The Key Performance Indicator (KPIs) Workshop sessions form part of the next steps in this engagement.

#### Key Activities:

- Completed the Maturity Assessment Models for each of the four (4) perspectives
- Administered, analyzed and reported on the results of the Capability Assessments
- Completed the design of the online workshop titled 'Managing User Centered Services
- Drafted the competencies for the 360 degree management assessment tool
- Drafted the Change Management and Communication Plan
- Drafted the PSPMS inclusive of the Results Based Management Framework playbook
- Delivered a series of internal and client focused capacity building sessions

## Public Sector Performance Management Systems (PSPMS)

### National Vision 2030 - National Performance Framework - Annual Financial Cycle



Infographic showing PSPMS In Context (Simple View)

## Human Resource Standardisation

In alignment with the National Development Strategy 2016-2030 and the GoRTT's thrust towards digital transformation, the overarching goal of this project is enhanced service excellence in HR Divisions through the use of modern HR processes enabled by technology.

The objective is to increase the efficiency of the HR processes in the line Ministries, Departments and Agencies (MDAs) through standardisation and facilitate the full utilisation of the iHRIS platform. One of the pain points for retiring public officers is accessing pensions in a timely manner, therefore phase one of the project focused on key input processes for the pension and leave process. This activity included the review of the Performance Appraisal Report (PAR), Increments, Acting & Promotion and Leave processes which have an impact on the delivery of Pension and Leave Statements. In Fiscal 2021, interim and future state process maps for PAR were developed. Standardising key HR processes (PAR, Increments, Acting & Promotion, Leave) that impact the delivery of P&L.



## GovPOP

On September 10, 2019, the Community of Practice for Policy Development and Management branded as the Government of the Republic of Trinidad and Tobago Policy Practitioners (GovPoP) was launched by the then Ministry of Public Administration in alignment with the Government's National Development Strategy, Vision 2030, which identified a need for greater evidence-based decision making in the Public Sector. During the fiscal, the GovPoP Community continued to undertake activities to strengthen public service policy development practices and a summary of the key achievements are outlined below:-

### Objectives:

Provide a shared context for practitioners to communicate and share information, stories and personal experiences in a way that builds understanding and insight;

Generate meaningful work, enhance personal and professional development and foster an amicable working environment;

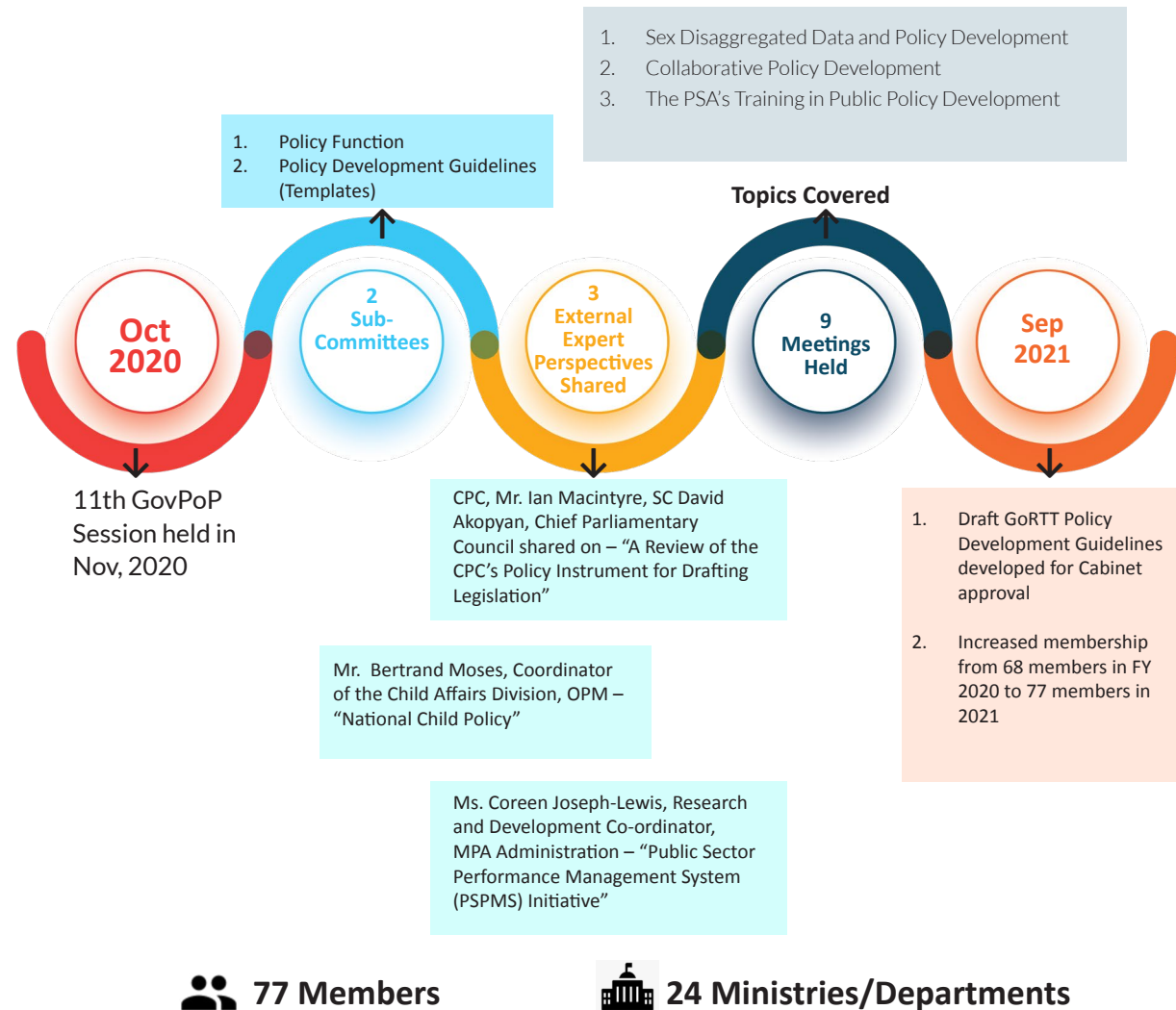
Support organisational development and research;

Transfer and develop best practices in the field of policy formulation;

Identify, gather, and seek agreement on their particular user community requirements;

Provide a forum for cooperation of activities where policy professionals can add value to existing initiatives, to identify linkages and opportunities for collaborative strategic and technical projects.

Provide a forum to assist with consultation involved in the decision making process for the government.



## 3.4 GOVERNMENT OFFICE AND OTHER ACCOMMODATION

The provision of safe, healthy and quality work spaces encourages greater productivity among public officers and facilitates the delivery of service excellence to citizens. As rented premises are a significant recurrent annual financial commitment of the State, the Government continuously pursues a policy to find the optimum balance between rented and owned buildings.

### Property Management Information System (PMIS)

The work of the PRESD has been improved through the use of a Property Management Information System (PMIS) to house all property and administrative records. For the reporting period a total of three thousand (3000) files were digitized.

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

The Property and Real Estate Services Division (PRESD) processed requests for New and Renewed leases. Of these, the following (see Table below) were approved by Cabinet. It is important to note that the PRESD works with the requesting Ministries/Departments/Agencies to ensure full compliance with the statutory requirements. There were two (2) New lease/rentals while Renewals amounted to five (5) properties for the period.

New	Renewals
Lease/Rental of a Property located at Diego Martin Road, Diego Martin, to accommodate a Facility for At-risk Male Youths under the Auspices of the Office of the Prime Minister (Gender and Child Affairs).	Lease/Rental of a Parcel of Land situate at Oudai Trace, East Aranguez, to accommodate Vehicles held by the Trinidad and Tobago Police Service.
Lease/Rental of office space in the building situated at LP#919 Eastern Main Road, Sangre Grande to accommodate the Civilian Conservation Corps, Ministry of Youth Development and National Service.	Proposed Lease/rental of a Parcel of Land situate at No. 133, Long Circular Road, Maraval to be used as a Car Park by the Office of the Prime Minister (CM #280-2020/10).
	Lease/Rental of office space in the building located at No. 4 Orange Grove Road, Trincity to accommodate the Office of Disaster Preparedness and Management, Ministry of National Security.

Table showing Cabinet approved lease/rentals in Fiscal 2021



## Design, Use, Maintenance and Disposal of Government-Owned or Occupied Facilities

The following table shows projects related to the construction, refurbishment and management of government quarters.

NO.	ITEM	STATUS AS AT SEPTEMBER 30, 2021
1.	Management of construction/refurbishment projects	Minor refurbishment works were conducted on the undermentioned properties: <ul style="list-style-type: none"> <li>• Tunapuna Administrative Complex;</li> <li>• Victoria Keyes;</li> <li>• Federation Villas; and</li> <li>• Flagstaff Hill Residential Complex</li> </ul>
2.	Management of Stock of Government Quarters (State-owned properties used for commercial and residential purposes) The PRES D manages the stock of approximately 1126 Government Quarters.	Demolition of Two (2) state-owned Quarters, known as SPQ 66A and SPQ 66B situated at Techier Link Road, Egypt Village, Point Fortin and Vesting of the vacant lots in the Ministry of Education.  The inventory of Government Quarters exercise was halted in March 2020 due to COVID-19 restrictions and the termination of employment contracts. Subsequently, PRES D conducted a review of the exercise and it was relaunched with revised objectives in May 2021. As at September 30, 2021, ninety-one (91) site visits were conducted.

NO.	ITEM	STATUS AS AT SEPTEMBER 30, 2021
3.	Allocations of State property for commercial use	<p>Temporary Allocation of Level 16, Tower D, International Waterfront Complex, Wrightson Road, Port of Spain to the Service Commissions Department.</p> <p>Allocation of Government Quarters STP PB-19 known as Principal Officers' Quarters, located at No. 12, High Street, Siparia to the Ministry of Rural Development and Local Government to accommodate the Disaster Management Unit of the Siparia Regional Corporation.</p> <p>Allocation of the State-owned Property known as Trinidad House located at the Corner of Treasury Street and St. Vincent Street, Port of Spain to the Trinidad and Tobago Police Service, Ministry of National Security.</p> <p>Allocation of the State-owned Property known as CES 32, located at Planeview Drive, El Carmen, in the County of Caroni, to the Office of the Parliament for use as the La Horquetta/Talparo Constituency Sub-Office.</p> <p>Temporary allocation of Level 10, Tower C, International Waterfront Complex, 1A Wrightson Road, Port of Spain, to the Ministry of Tourism, Culture and the Arts.</p> <p>Retrieval of State-owned Property:</p> <p>Retrieval and Allocation of State-owned property known as Carapo House located at LP No. 147, Carapo Main Road, Carapo, Arima to the Ministry of Social Development and Family Services.</p> <p>Request for the Rescission of the Decision in respect to the Grant of a 99-year Lease to UWI, St. Augustine for use of the former Public Library Building located at the corner of Knox Street and Pembroke Street, Port of Spain, to house solely the permanent Exhibition of the Eric Williams Memorial Collection.</p>
4	Allocation to Non-Government Organisations	Hand-over of keys to the State-owned property located at No.119 Eastern Main Road, Laventille to the North West Laventille Cultural Movement, Marcia Charles Dance Theatre Company and Malick Folk Performing Company on July 27, 2021.
5.	Other – Multifamily	Lease of State-owned property located at No. 2, Saddle Road, Maraval, Port of Spain to Rainbow Rescue for use as a Family Care Home for Socially Displaced Boys.
6.	Negotiation of Private Treaty Property Acquisitions	Acquisition by Private Treaty of the property located at 3B, Chancery Lane, Port of Spain to accommodate the Ministry of National Security.

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

## Privately Owned Properties vacated

For the period, two (2) properties were vacated as shown below in the table below.

NO.	MINISTRY/ DEPARTMENT	PROPERTY ADDRESS
1	Immigration, Ministry of National Security	67 Frederick Street, Port of Spain
2	Ministry of Tourism, Culture and the Arts (Culture Division)	51-55 Frederick Street, Port of Spain

Table showing properties Vacated for Fiscal 2021



## 3.5 NATIONAL SERVICE IMPACT

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

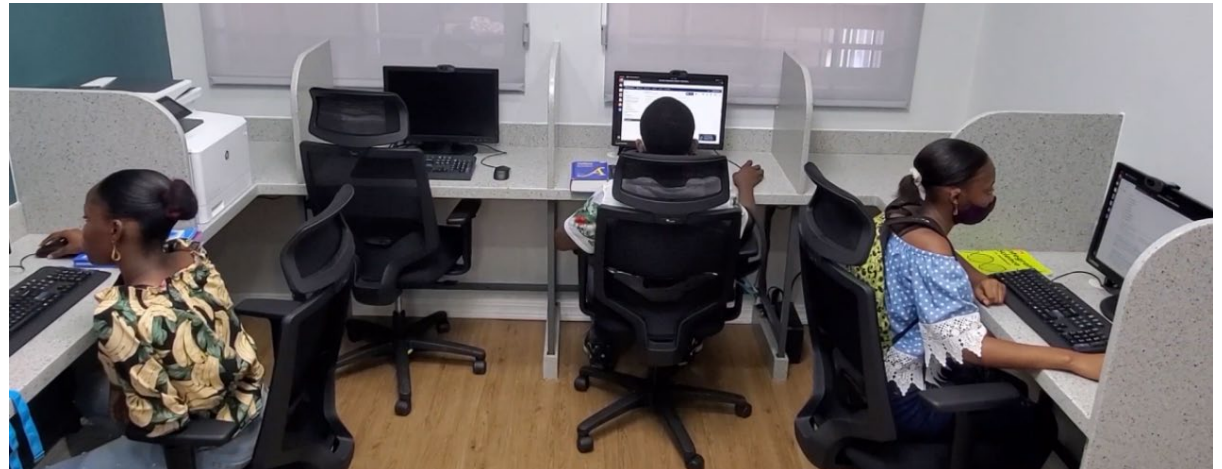
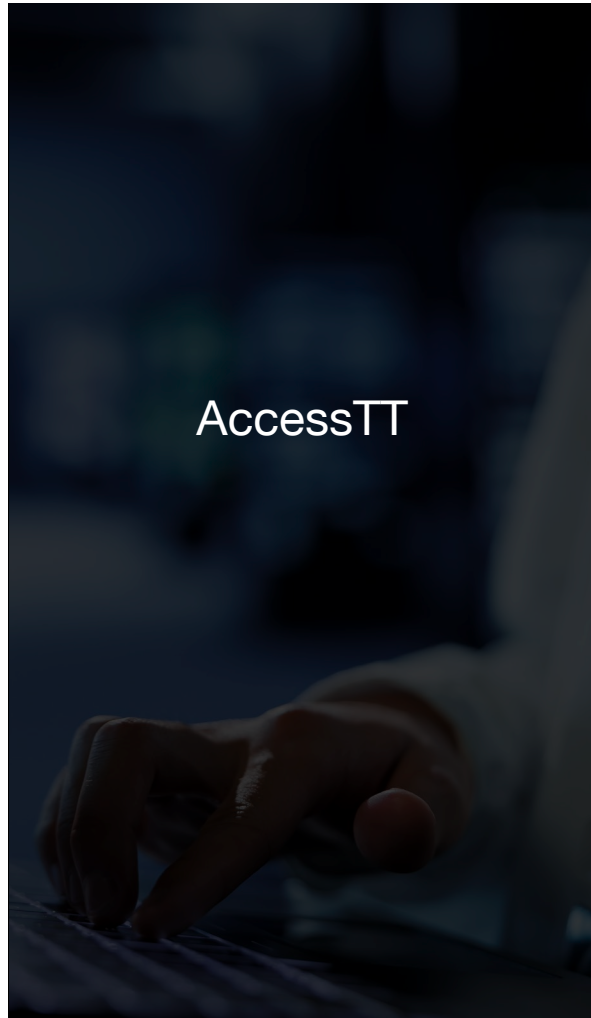
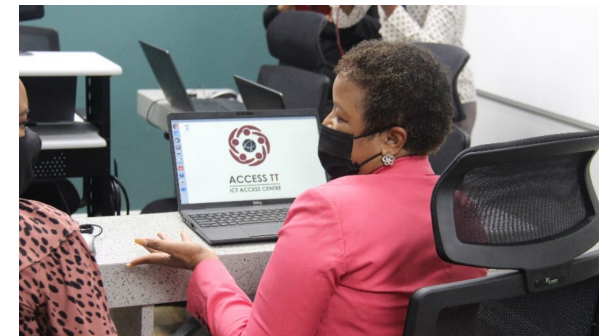


Photo showing persons utilising the services at the Carenage AccessTT Centre



Photos of MPADT Ministers and Permanent Secretary attending the Opening of the Carenage AccessTT Centre on October 8, 2020



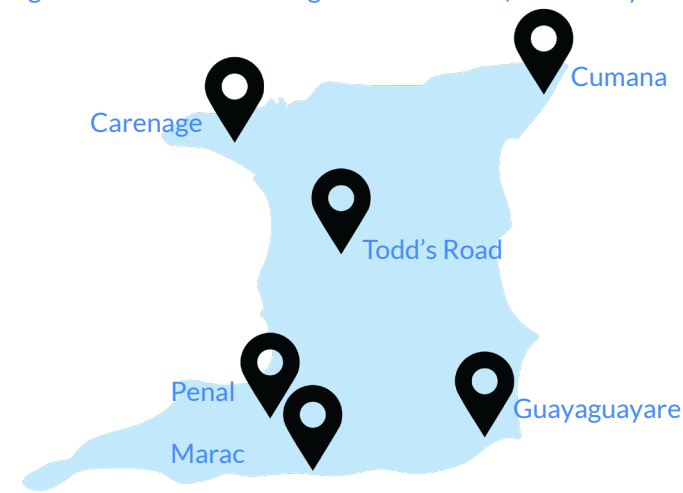
The 2013 Cabinet decision, and a subsequent decision taken in 2014, led to the implementation of five Centres under the Programme between 2014 and 2016. In 2020, these six (6) Centres were successfully being operated in the following communities:-

- Cumana
- Guayaguayare
- Marac
- Penal
- Todd's Road
- Carenage

In 2013, Cabinet agreed to the establishment of a national initiative, which commissioned the implementation of Community-based ICT Access Centres in ICT- underserved areas across Trinidad & Tobago. The aim of these Centres is to establish a user-friendly, technology-enabled environment within the communities, in addition to targeting traditionally underserved groups such as the physically challenged, the elderly and At-risk youth. The initial list of target communities was identified using the Digital Divide Survey of 2007, produced by TATT.

The ICT Access Centres play a pivotal role in connecting and serving communities where telecommunication and ICT infrastructure is not yet widely available. The establishment and operationalisation of the ICT Access Centres is beneficial to communities, as they lead to:

- An improvement in access or access to new ICT infrastructure in underserved / excluded communities;
- Increased ICT literacy levels among citizens in underserved communities;
- Improved computer and other vocational skills;
- Improved training facilities and capability for basic ICT training;
- Improved GoRTT communication channels to underserved communities;
- Increased awareness of e-Services and other GoRTT services and payment methods;
- Greater awareness of the benefits of technology and technology-based services;
- Increased demand for services being offered within GoRTT by supplying greater accessibility;
- The provision of voice and video conferencing facilities to staff, residents and the business community;
- Inclusion in the creation of a knowledge-based society;
- Opportunities for increased revenue generating activities for rural communities; and
- Participation in content generation and knowledge base creation (community-based information).



Map of Trinidad showing the six (6) AccessTT Centres operating in fiscal 2021

Uptake and Usage for the six (6) established AccessTT Centres in the table below. The impact of the pandemic was the main reason why the Access Centre programme was not expanded during this fiscal period as anticipated. This also contributed to interruptions in services provided.

SERVICE PROVIDED	GUAYAGUAYARE	MARAC	PENAL	CUMANA	TODD'S ROAD	CARENAGE	TOTAL
Cyber Café	117	1,423	1,609	471	2,041	1,121	6,782
Training	0	24	148	30	637	796	1,635
Printing and copying	0	607	0	20	119	1,369	2,115
WiFi Patio	166	576	2,536	246	751	913	5,188
Total	283	2,630	4,293	767	3,548	4,199	15,720

Table showing Access Centre Usage October 2020 to September 2021



#### Phase I

Carenage  
Betham Gardens  
Mount Hope  
La Horquetta  
La Pastora

Table showing Phase I Cabinet approved communities for establishing AccessTT Centres

On January 9, 2020, Cabinet agreed (vide Minute No. 60) to the establishment of ten (10) Information and Communication Technology (ICT) Access Centres, in fiscal 2020. Funding for these Centres was to be split between the Public Sector Investment Programme (PSIP) and the Universal Service Fund (USF) managed by the Telecommunications Authority of Trinidad and Tobago (TATT).

These ten (10) ICT Access Centres are to be outfitted and commissioned across Trinidad & Tobago. In keeping with the mandate of the original Cabinet decision, the communities would have been identified using the TATT Digital Divide Survey of 2014. Although Cabinet approval was granted for the establishment of ten (10) ICT Access Centres, COVID-19 restrictions negatively impacted on construction type activities and only the Carenage AccessTT Centre was established in October, 2020. Five (5) Phase I Cabinet-approved communities are as follows:-





## MoU with Estonia

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

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

## Projects to be pursued under the MoU:

**e-Identity** – A management solution that will enable the GoRTT to digitally authenticate each citizen / user of GoRTT services, irrespective of their location. Identity management programmes or e-Identity helps to prevent fraud and forgery, fight against terrorism, corruption and offer citizens access to a wide range of public facilities with new and highly-secure technologies. Each citizen, irrespective of their location, will have a GoRTT issued digital identity which enables them to authenticate without physical contact. Citizens can use digital signatures via their ID-card, Mobile-ID or Smart-ID, to safely identify themselves and utilise various GoRTT e-services

**Interoperability** – Enterprise wide interoperability solution to improve the delivery of Government services through secured data sharing protocols among MDAs. This solution will integrate GoRTT MDAs enabling them to work together based on the concept of “build once, use many.” This has an estimated cost of \$5million.



## E-Legislative Agenda

The success of implementing the National ICT Plan including a national electronic ID, interoperability between Ministries and the provisioning of GoRTT e-Services heavily relies on a robust legislative framework. During the Fiscal year in review, work on the following Acts were prioritised:

- [The Electronic Transactions Act;](#)
- [The Data Protection Act;](#)
- [The Telecommunications Act; and](#)
- [Computer Misuse Act-Cybercrime legislation.](#)

The Ministry of Public Administration and Digital Transformation (MPADT) and Office of the Prime Minister (OPM) collaborated with the Ministry of Trade and Industry (MTI) for the modernisation of the Electronic Transactions Act (ETA) and the Data Protection Act (DPA) respectively.

During the fiscal year, the MPADT actively advanced the amendments of the ETA, DPA and the Telecommunications Act, while it adopted a governance and support role to the amendment of the Computer Misuse Act/Cybercrime Bill which is spear headed by Trinidad and Tobago Cyber Security Incident Response Team (TTCsIRT).

In 2019, the International Telecommunications Union conducted a review of the DPA and made recommendations regarding its improvement. The Ministry actively participated in providing inputs to the legislative review of both Acts during Fiscal 2021.

## Electronic Transactions Act

Given the importance of ICT legislation for digital transformation and enhancement of trade, the GoRTT financed the Modernisation of the ETA project consultancy through an Inter-American Development Bank Loan via the MTI.

The expected outcomes of the ETA project are the facilitation of GoRTT e-services in a legislatively sound and modernised environment, enhanced trade performance and competitiveness of the private sector, improved coordination and interoperability between government agencies and main international trading partners. The project ran for nine (9) months from the December 14, 2020 to the September 23, 2021 and had three (3) phases:

- [Phase 1 – Project Initiation](#)
- [Phase 2 – Gap Analysis, Regulatory Impact Assessment \(RIA\), Legislative Brief](#)
- [Phase 3 – Draft Bill and Final Report](#)

## The Data Protection Act (DPA)

The Data Protection Act provides for the protection of a person's right to privacy. The Consultancy was undertaken to address the gaps and inconsistencies in the Data Protection Act 2011 as compared to international best practices, standards and developments. In implementing the Consultancy, several interrelated activities were undertaken to assess the core issues to be addressed and shortcomings to be remedied.

The amended DPA took into account the following international developments:

- New technological developments/Digital Transformation Initiatives
- The EU GDPR and EU Data Report on Data Sharing for Public Good
- Big Data/Open Data
- Data Localisation
- The rise of Artificial Intelligence, and Standards in Data
- United Nations Commission on International Trade Law (UNCITRAL) Model Law on Electronic Transferable Records.



During the period the following deliverables were developed and completed:

- Inception Report
- Gap Analysis
- Draft Legislative Brief and Framework of regulations, standards and Guidelines
- Stakeholder engagement workshops – two (2) in total
- Regulatory Impact Assessment
- Draft Data Protection Act Amendment Bill

The next steps are to be taken by the Office of the Prime Minister (Communications) and the Ministry of Digital Transformation in fiscal 2022.

Infographic summarising activities which informed the development of the Data Protection (Amendment) Bill

## The Telecommunications Act

The Ministry of Public Administration and Digital Transformation, in collaboration with the Telecommunications Authority of Trinidad and Tobago (TATT), has worked assiduously on the amendments to the Telecommunications Act with the overall aim of modernising the telecommunications and broadcasting sectors, as well as strengthening the role of the TATT as a regulator. Notably, the amendments to the Telecommunications Act has been one of the projects identified in the National ICT Plan as part of Strategic Thrust 1: Improving Connectivity in Trinidad and Tobago. The Telecommunications Act was initially passed in 2001 and these proposed amendments focus on areas of ICT convergence, competition matters and improved ICT sector governance going forward. Subsequent to the passage of these amendments, additional regulations will be introduced for areas such as spectrum management, broadcasting, interconnection, quality of service, amongst many others. The ultimate aim is for a modern and efficient regulatory framework to guide the development of the telecommunications and broadcasting sectors in Trinidad and Tobago.





## 3.6 E-GOVERNMENT

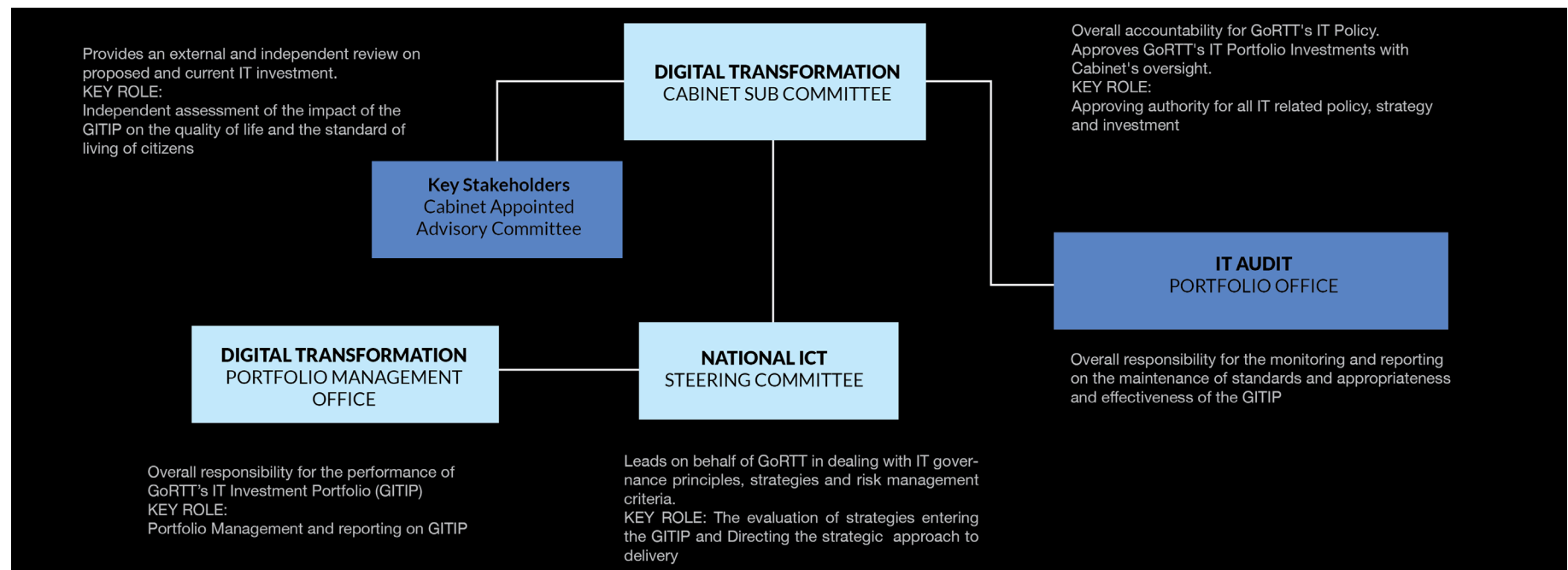
### Microsoft Enterprise Agreement (MEA) between GoRTT and the Microsoft Cooperation

The MPADT acquires enterprise-wide licenses for the use of office automation software among Government Ministries, Departments and Agencies (MDAs). The engagement of Microsoft under the MEA was established for the provision of products, software assurances and services to GoRTT MDAs. The MEA for the period 2020-2023 is currently in effect and was approved by Cabinet Minute No. 1355, July 28, 2020.

#### Growth in MS Teams usage

There was an increase in the Deployment of Microsoft Teams as a communication and collaboration tool to support remote working for GoRTT Ministries, Departments and Agencies (MDAs) during the “Stay at Home” order and subsequent SOE to combat the COVID-19 global pandemic. At the end of the fiscal period, there were seven thousand, two hundred and fifty-seven (7,257) MS Teams accounts activated.

### GoRTT Digital Governance Framework



Infographic showing Digital Transformation Governance Structure as at November 2020

For the fiscal year in review, the GoRTT Digital Governance Framework was drafted and submitted to Cabinet for approval. This framework is designed to facilitate the optimal implementation of the Government's policy to transform Trinidad and Tobago into a digital nation. It proposes to include a dedicated Cabinet Sub-Committee as well as a Digital Transformation Advisory Committee responsible for reviewing and reporting on the impact of active investment in ICT on the quality of life and standard of living of citizens. On November 19, 2020, Cabinet agreed to the following:

1. [Approval of the Digital Governance Framework of the Government of the Republic of Trinidad and Tobago \(GoRTT\)](#)
2. [The establishment of a Digital Transformation Advisory Committee, to review and advise on the Government Information Technology \(IT\) Investment Portfolio as described in the Digital Governance Framework.](#)
3. [The establishment of the National Information Communication and Technology \(ICT\) Steering Committee, to have strategic oversight for digital transformation to lead, on behalf of the GoRTT, issues related to ICT governance principles, strategies and risk management criteria.](#)
4. [The establishment of the Digital Transformation Portfolio Management Office, to provide portfolio management oversight, and to provide leadership and executive decision making relating to the strategic direction and operations for Digital Transformation initiatives.](#)
5. [The establishment of the ICT Audit Portfolio Office, to provide a clear separation between National ICT Steering Committee and the Digital Transformation Portfolio Office, which would allow for an independent assessment on the adherence to set standards, policies and appropriateness and effectiveness of the GoRTT Information technology Investment Portfolio of Projects \(GITIP\).](#)

**Since then, the National ICT Steering Committee has overseen:**

- i. Cabinet approved policies for: e-Government Interoperability Framework and e-Government Omnibus Technical Standards
- ii. Cabinet approved ICT Strategic Plan Template and Guidelines for Ministries, Departments and Agencies

The Digital Transformation Advisory Committee and NICT Steering Committee held a total of seven (7) meetings between February and May 2021.



Photo of Digital Transformation Advisory Committee holding Inaugural meeting on February 24, 2021



## GoRTT ICT Research and Appraisal Exercise

During the period under review, a survey was done to capture and validate previous sources of data and additional data on ICT projects (that were not otherwise captured) on twenty-one (21) GoRTT MDA's. This activity was conducted by the MPADT in order to identify GoRTT's ICT initiatives for service delivery improvements.



MPADT officials meet with THA officials to discuss ICT collaborations with Tobago on January 14, 2021

## Whole of Government Solutions

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

ITEM NO.	SOLUTION/SERVICE	DESCRIPTION/ OBJECTIVES	COMPLETION STATUS
1	<b>Implementation of Asset Management solution</b> MPADT was mandated by the Public Administration and Appropriations Committee (PAAC) to work with Ministry of Finance and the Auditor General Department to standardise Asset Management. GoRTT entities targeted during Fiscal 2020 included: <ol style="list-style-type: none"> <li>1. Ministry of Social Development and Family Services (MSDFS)</li> <li>2. Chief Personnel Office (CPO*)</li> <li>3. Ministry of Trade and Industry (MTI)</li> <li>4. Tobago House of Assembly (THA-DIQE)</li> <li>5. Ministry of Rural Development and Local Government</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop and implement an Electronic Asset Management System for across government capable of managing assets and meets with the mandates/requirements/objectives identified in COA Circular No. 5 2017 and with the Public Procurement and Disposal of Property Act (2015). Implementation of an Asset Management solution was recommended as an interim solution prior to the implementation of the IFMIS as recommended by the Auditor General Report of 2017.</li> <li>2. To provide an effective means of centrally managing fixed asset data information for MDAs.</li> <li>3. To provide an Operational framework to MDAs, i.e. to provide the description of the Software, the Auditor General / Ministry of Finance compliance, and the implementation plan of the Asset Management Solution.</li> </ol>	100% - MSDFS 90% - CPO (Relocation of building. Therefore, awaiting new environment) 100% - MTI 99% - THA DIQE - The Division of Infrastructure, Quarries and the Environment (DIQE) (Only Training to be done) 100% - MRDLG
2	<b>Implementation of the National Archives Digital Collections System</b> The system facilitates access to the online archival materials removing the need to make an appointment to visit National Archives in person.	<ol style="list-style-type: none"> <li>1. To implement an archival web application software, provide training of staff and to provide support of the software.</li> <li>2. To provide an easy-to-use repository for staff to store digital archival materials in a more standardised format.</li> <li>3. To improve the accessibility of the country's archival material by providing the international public online access to these archival materials through web-based technologies.</li> </ol>	70%
3	<b>South West Regional Healthy Authority (SWRHA) - Website upgrade</b>	<ol style="list-style-type: none"> <li>1. To upgrade the website that was first developed in 2016 under MSID's Diamond initiative.</li> </ol>	40%
4	<b>Open Data Platform</b> A subset of Open Government, is the process of providing data that can be freely used, re-used and distributed to anyone without restrictions from copyright, patents or other mechanisms or restrictions. Open Data Portal (data.gov.tt) was created and is aligned with the existing data.tt Portal administered by the University of the West Indies.	<ol style="list-style-type: none"> <li>1. To make Government data available in a convenient and modifiable form.</li> <li>2. The data must be provided under the terms that permits re-use and redistribution.</li> <li>3. To allow universal participation, i.e. no restrictions of the use of data for certain purposes. (example: only for educational applications is allowed).</li> </ol>	90%

Table showing ICTD Whole of Government Solutions

\* The status of the projects were the same as the projects were in person and it occurred during the pandemic. Therefore, no progress was made.



## Broadband Access

The GoRTT has a vision of empowering citizens through access to broadband infrastructure. Broadband Internet access availability, affordability and accessibility is the foundation for ICT-enabled, socio-economic development.

Moreover, at the end of Fiscal 2021, and in alignment with Sustainable Development Goal ten (10) aimed at reducing inequality through enhancing ICT infrastructure, the TATT, utilising the Universal Service Fund, is expected to facilitate the provision of broadband Internet access service initially in two specified underserved areas:

- i. Brasso Venado and the neighbouring village of Los Atajos, Trinidad; and
- ii. Villages in the Parish of St. John, Tobago.

Upon completion, residents of these communities will be able to subscribe to broadband Internet access service which is commonly available in well-served areas. The advantages of this service include full access to government online services, remote working capabilities, improved productivity, online bill payment and applications, ease of access.



Cabinet by Minute No. 13 (2nd Session) of September 17, 2017 approved a policy to “Initiate the process for a free island-wide public broadband wireless network, starting with public hotspots in popular areas.” This was initiated by the then Ministry of Public Administration (MPA) which had responsibility for ICT. Following this, the Ministry of Digital Transformation (MDT), in keeping with this decision has continued the deployment of Public Wi-Fi coverage at no cost to the user, across Trinidad and Tobago. The Initiative is aligned with the Government of the Republic of Trinidad and Tobago’s (GoRTT’s) Vision 2030 and the National ICT Blueprint 2018 – 2022 strategic goals of Improving Connectivity and Increasing Human Capacity.

In 2018, the then Ministry of Public Administration and Digital Transformation (MPADT), implemented and funded the TT Wi-Fi programme via the Universal Services Fund (USF) in partnership with the Telecommunications Authority of Trinidad and Tobago (TATT). The USF is dedicated to the provision of service in communities within the access gap in Trinidad and Tobago, in accordance with regulation 18 of the Telecommunications (Universal Service) Regulations. In accordance with the Universal Service Regulations, the access gap is defined as those geographic areas where it is not economically feasible for a concessionaire to establish networks and services. Currently, this rollout is ongoing and is managed by TATT.

During 2021, TATT allocated the following locations for full implementation to ISPs:

- 48 schools;
- 11 transport hubs and;
- 18 public libraries;
- 0 health facilities

While TATT continues with its rollout, MDT is now proposing the deployment of the TT Wi-Fi programme to twenty (20) locations across Trinidad and Tobago.

## GovNeTT Upgrades

The Government Wide Area Network (GovNeTT) is an essential platform that provides connectivity for Ministries, Departments and Agencies (MDAs) in the form of shared services such as directory services, email, service desk, domain name services, filtered internet, remote access and data center facilities for co-location. Between Fiscals 2019 and 2021, iGovTT has been engaged in and is set to complete the upgrade/stabilisation of the following GovNeTT solutions: Web Security, Content Filtering and Anti-Virus; Infrastructure as a Service (IaaS); Email Services; Back Up Solution; Secure WAN; Secure/ Core Fire-

walls; Secure VPN & Load Balancers; Service Desk; WAN & Internet Service. The GovNeTT has proven to be highly indispensable as it has enabled virtual collaboration solutions to support remote working during the pandemic. At June 2021, there were GovNeTT Sites at three hundred and seventy-nine (379) MDAs and one hundred and thirty-three (133) schools across Trinidad and Tobago.

DOMAIN REGISTRATION	ACTIVE DIRECTORY	EMAIL
DNS Updates and Creation: 59	Accounts Created: 5,961	New Clients: <ul style="list-style-type: none"> <li>• Ministry of Public Administration and Digital Transformation</li> <li>• MyDNS</li> <li>• CreativeTT</li> <li>• POS Corporation</li> <li>• Drainage</li> <li>• TRHA</li> </ul>
Total Domains Managed: 350	New Clients: <ul style="list-style-type: none"> <li>• Ministry of Public Administration and Digital Transformation</li> <li>• MyDNS</li> <li>• POS Corporation</li> </ul>	Total Mailboxes Managed: 32,400
	Total Accounts Managed: 43,032	

Table showing GovNETT Service Desk Utilisation



- Internet Utilisation Ministries - 75%
- DC Colocation Utilisation - 87%
- Service Uptime - 99.74%

SITES	NO.
MDAs	379
SCHOOLS	133
SITES TO BE ON-BOARDED	24

Table showing the number of GovNeTT Sites established in fiscal 2021

SOLUTION	UPGRADED VERSION
EMAIL	MS EXCHANGE 2019
DOMAIN	MS SERVER 2019
CA SERVICE DESK	CA SERVICE DESK MANAGER 17.1

Table showing GovNeTT Upgrades in fiscal 2021

## Provision of Devices

In April 2020, the Ministry of Education stated that nearly one quarter of the estimated 250,000 students in the country (approximately 68,000) did not have devices that will allow them access to the MoE's learning platform. A mandatory Universal Service initiative was established to provide ICT-enabled devices and Internet connectivity to students most in need. The mobile service providers were engaged in procuring 10,000 ICT devices and SIM cards together with mobile Internet packages to public schools via the MoE, to ensure that students are not left behind due to their inability to access basic telecommunications services. The 10,000 ICT devices were procured and delivered to the MoE for distribution to deserving students between December 2020 and April 2021 utilising the Universal Service Fund. The mobile Internet packages have also been provided from the start of this initiative in December 2020 until the end of the school term in June 2021.

Additionally, in an effort to combat connectivity challenges faced by students who were not able to properly access online classes, the iGovTT engaged in the procurement of 20,000 laptops and 45,000 MiFi devices for students in the second quarter of Fiscal 2021 on behalf of the MoE.

## TTConnect

The ttconnect omnichannel service delivery initiative is managed by the iGovTT and was established in 2007/2008 with the mandate to:

- Improve citizens' accessibility to government services and information;
- Enhance the speed of delivery of information and services; and
- Improve customer service delivery within the public domain.

April 2020 heralded a new chapter in ttconnect's service delivery methodology given the COVID-19 pandemic. A new automated process was initiated, this provided users with an online alternative to complete their ttconnect ID enrollments, as well as TTBizLink, e-Tax and GATE e-Service ID registrations. This was further enhanced in March 2021, when the Ministry of Social Development and Family Services leveraged on this automation where citizens

who qualify for pension, can now apply for their Senior Citizens Pension via the automated process with ttconnect.

Below provides a breakdown of interactions per ttconnect service for the period 2020 to 2021 (up to June 2021). A service interaction usually refers to the number of visits or traffic to the channel and not unique individuals, unless otherwise defined. It should also be noted that due to the pandemic that the express bus service was not offered in Fiscal 2021 in an effort to reduce human contact. In general, ttconnect services have generated and achieved over 70% in positive customer satisfaction levels.

TTCONNECT SERVICES	FY 2020	FY 2021
Express Buses	3,104	0
Service Centers	65,683	47,414
Visits to On-line Portal	3,671,850	2,468,979
Self-Serve Kiosk (sessions)	1,012	666
Visits to Mobile Portal (via Cellular Phones)	430,168	247,124
Hotline (Email Requests)	24,007	17,052
Virtual Call Centre (VCC)	7,243	3,403
Live Chat (ttGovChat)	107,433	86,581
ttconnect ID activations (online portal)	21,973	15,839
Total service interactions per fiscal	4,332,473	2,887,058

Table showing breakdown of interaction per ttconnect service for 2020 and 2021

## GovPayTT

Trinidad and Tobago ranks relatively low on the Ease of Doing Business Index based on the World Bank's "Doing Business 2020" report - 105th place out of 190 economies – according to Oxford Business Group (May 2021). Facilitating electronic payments and digital commerce across the GoRTT is a key performance indicator in global assessments of economic development and resilience.

GovPayTT, developed by iGovTT, is an internet online payment module that facilitates payment for GoRTT services using Credit Cards. This e-service has supported the continuity of business activity during the lockdown measures of the pandemic. iGovTT was able to deploy the solutions to the following GoRTT entities over the last two years:

FY 2019-2020	FY 2020-2021
<ul style="list-style-type: none"> <li>• MAGLA - Intellectual Property Office: Online credit card payments for company registration</li> <li>• MAGLA - Registrar General Department: Online credit card payments for Birth, Death and Marriage certificates</li> <li>• NIPDEC: Module facilitating online payments on the eTender website</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Development Corporation: Online card payments</li> <li>• SportTT: Online card payments</li> </ul>

Tables showing business activity conducted by iGovTT specific to GovPayTT transactions

In fiscal 2022, GovPayTT should cater for debit card payments and more services are targeted for using GovPayTT.

## 3.7 EXECUTIVE ENGAGEMENTS

The responsibilities of the External Relations Unit (ERU) underscore the need for Trinidad and Tobago to participate actively in international processes to ensure that its particular concerns and interests are articulated, considered and incorporated into outcomes which impact the country's development objectives. Thus, as a small island developing state (SIDS), Trinidad and Tobago must engage key stakeholders including regional and international partners through bilateral and other arrangements in advancing its national development thrust. This is particularly critical given that many key ICT and Public Administration developments take place externally and are not indigenous to the country. Also given the country's unique position owing to its high GDP per capita and the graduation that has resulted there. External relations and stakeholder engagement have become critical approaches through which technical assistance can be identified and sourced.

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>Minister's participation and representation in International and Regional Events</b>		
<b>ITU Digital World 2020, 20th - 22nd October, 2020</b>	<p>ITU Virtual Digital World 2020 was held from 20th - 22nd October, 2020, a three-day online event co-organised by Ministry of Information and Communications (MIC) of Vietnam and International Telecommunication Union (ITU), the United Nations specialised agency for ICTs (information and communication technologies).</p> <p>The Roundtable was a unique opportunity to build on the lessons learned from previous initiatives of Member States and ITU around this topic, enabling Ministers to look into the future and explore the significance of connectivity and digital technologies in their national strategies for economic recovery. The Roundtable is a key component of ITU Virtual Digital World 2020, alongside virtual Forums and a virtual Digital World exhibition. This programme of online activities will engage stakeholders and build awareness and momentum, ahead of the physical ITU Digital World 2021 in Hanoi, Vietnam.</p>	<p>The meeting was an opportunity for the Global ICT community to come together to explore the role of digital technology during and after COVID-19.</p> <p>Trinidad and Tobago was represented by Senator the Honourable Allyson West, where she presented on Trinidad and Tobago efforts to become a Digital Nation and shared how the pandemic has accelerated the digital agenda for Trinidad and Tobago.</p> <p>The Forum hosted over 270 exhibitors including more than 150 SMEs and 19 sponsors and partners from over 40 countries took part in the exhibition, which showcased technologies from 5G, satellite, e-waste management, robotics and block chain to AI, smart cities, smart agriculture, smart homes, climate change mitigation and Fintech.</p> <p>The External Relations Unit supported and coordinated Minister's participation at this event which included briefing and preparing of speaking notes for Minister's presentation.</p>

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>ITU Global Innovation Forum 2020, 26th-30th October 2020</b>	<p>The 2020 edition of ITU Global Innovation Forum, took place on 26th-30th October, 2020, focusing on mainstreaming competitive digital innovation ecosystems in the age of COVID-19.</p> <p>The Global Innovation Forum empowered participants with new approaches, insights, tools, frameworks, communities and relevant case studies to understand how to mainstream sustainable ecosystems that accelerate digital transformation. The event was a five-day immersive programme that took the participants on global and regional learning journeys to prepare them to accelerate digital transformation in their communities.</p>	<p>Trinidad and Tobago was represented by Senator the Honourable Allyson West, MPADT on October 26, 2020. Minister West participated in the high-level dialogue session as it relates to Trinidad and Tobago's ICT Policies with innovation entrepreneurship components and opportunities in meeting national ambitions using entrepreneurship-driven innovation.</p> <p>The event hosted officials from fifteen (15) Members States and 105 Speakers from across the globe.</p> <p>The External Relations Unit supported and coordinated Minister's participation at this forum which included briefing and preparing of speaking notes for Minister's presentation.</p>
<b>VI Ministerial Meeting of Digital Government of Latin America and the Caribbean (Red-GEALC) and XIV Annual Meeting of Red GEALC, 18th - 20th November, 2020</b>	<p>Since 2003, the Electronic Government Network of Latin America and the Caribbean, RedGEALC, has brought together the authorities of the digital government agencies of the countries of the region. This composition makes it a unique instrument to promote horizontal cooperation, support for the development of participatory public policies in this field, the training of public officials, knowledge of key aspects of the construction of a national digital government strategy and the exchange of solutions and experts among the countries of the region.</p> <p>The meeting was a gathering point for ministers, high authorities and leaders of digital government to discuss the challenges and opportunities of Digital Transformation for economic and social reactivation of the region and exchange of knowledge with other leading countries such as Estonia.</p>	<p>VI Ministerial Meeting of Digital Government of Latin America and the Caribbean (RedGEALC) and XIV Annual Meeting of Red GEALC meeting took place on 18th - 20th November, 2020. Senator the Honourable Allyson West was invited as a feature speaker and she used this opportunity to highlight the various efforts of the Government of Trinidad and Tobago to achieve a digital society and provide access to digital resources. Minister West also shared with the RedGealc community a short video which highlighted the work of the Ministry.</p> <p>From this meeting Trinidad and Tobago was nominated by the Representative of Bahamas to sit on the RedGEALC Executive Committee. The first meeting of this committee was held on January 22, 2021 and Trinidad and Tobago was represented by the Interim Head of the External Relations Unit and supported by External Relations Analysts.</p> <p>The External Relations Unit supported and coordinated Minister's participation in this event which included briefing and preparing of speaking notes for Minister's presentation. The Unit has been involved in two (2) of the Red GEALC's working groups; Emerging Technologies and Cybersecurity.</p>

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>Digital Agenda for Latin America and the Caribbean - eLAC 7th Ministerial Conference, 23rd-26th November, 2020</b>	<p>The Seventh Ministerial Conference on the Information Society, organised jointly by the Economic Commission for Latin America and the Caribbean (ECLAC) and the Government of Ecuador. Will analyse the role of digital technologies in light of the COVID-19 pandemic and debate the policy priorities on digital matters for the next two years.</p> <p>Ministers and other high-level authorities from Latin America and the Caribbean, as well as specialists, were invited to participate on 23rd-26th November, 2020. Participants will approve the eLAC 2022 Digital Agenda for Latin America and the Caribbean, which includes eight (8) areas of action along with a specific section on the fight against COVID-19 and economic recovery and identified 39 specific goals for its implementation over the next two years.</p>	<p>At the 7th Ministerial Conference on Information Society in Latin America and the Caribbean, which was hosted in Ecuador, Trinidad and Tobago was represented by Senator the Honorable Allyson West in the High-Level Panel Session: Digital Technologies for the Reactivation towards a strategy for Latin America and the Caribbean.</p> <p>Additionally, the Interim Head of ERU, actively represented Trinidad and Tobago on the Executive Board of Presiding Officers for eLAC 2022.</p> <p>The External Relations Unit assisted and coordinated Minister's participation in this event, which included briefing and preparation of Minister's speaking notes.</p>
<b>UN Big Data Forum, 1st-2nd December, 2020</b>	<p>The UN Big Data Forum took place virtually on 1st-2nd December, 2020 to explore the transformational potential of Big Data and look at ways to build and promote trust, collaboration and innovation across multiple sectors.</p> <p>The Forum illustrated the potential for Big Data to add value and reduce risk across business, social and economic spheres.</p> <p>The Forum was a virtual event (two half-days) with a mix of panel discussions, keynotes and case study presentations where influential actors gathered to shape the future of Big Data in Trinidad and Tobago, and regionally.</p>	<p>Trinidad and Tobago was represented by Senator the Honourable Allyson West, MPADT who presented on the December 2, 2020 on the theme: "A Smarter Future: Exploring Big Data Opportunities for Trinidad and Tobago."</p> <p>Minister West was one of the key note speakers for the two (2) day session.</p> <p>The External Relations Unit provided support to the Minister at this meeting and is actively participating in the development of Big Data in Trinidad and Tobago.</p>



ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>Global Business Summit, December 16, 2020</b>	The Global Business Summit, is an initiative of the Government of Estonia and the United Arab Emirates to bring the world's governments and businesses together to digitally transform the new realities we live in today. It is an opportunity to showcase the best digital solutions on a global stage.	<p>The GBS virtual event took place on December 16, 2020. It allowed countries to submit entries as it relates to digital solutions that were created during COVID-19. GBS received 40 entries from six (6) different sectors in the categories of:</p> <ul style="list-style-type: none"> <li>• E-Health</li> <li>• E-Education</li> <li>• E-Governance and Cyber Security</li> <li>• E-Agriculture and Food Technology</li> <li>• Smart Mobility and Logistics</li> <li>• Finance and Manufacturing</li> </ul> <p>The External Relations Unit did extensive research and discovered a locally produced solution called GrowsmarTT created by Mr. Vijay Dialsingh. GrowsmarTT is a collective intelligence platform, which seeks to facilitate on-going collaboration between actors along the agricultural value chain. Growsmartt's vision is to ensure that by 2050 more people are digitally connected to the best knowledge to produce healthier and regenerative food for everyone.</p> <p>Trinidad and Tobago was represented by Senator the Honourable Hassel Bacchus, MPADT who attended and presented on GrowsmarTT initiative to the Global Community at GBS in the category of E-Agriculture and Food Technology.</p> <p>External Relations Unit alongside Minister Bacchus continues to follow the developments of the GrowsmarTT Initiative and has plans to collaborate with Mr. Dialsingh and the Ministry of Agriculture and Fisheries to ensure this platform continues to progress.</p>

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>International Telecommunications Union - World Summit on the Information Society (WSIS) 2021 High-Level Interactive Policy Session, 2nd- 22nd March, 2021</b>	The WSIS Forum 2021 serves as a key forum for discussing the role of ICTs as a means of implementation of the Sustainable Development Goals and targets, with due regard to the global mechanism for follow-up and review of the implementation of the 2030 Agenda for Sustainable Development (UNGA Resolution A/70/1). The WSIS Forum also provides a platform to track the achievements of WSIS Action Lines in collaboration with the UN Agencies involved and provides information and analysis of the implementation of WSIS Action Lines since 2005.	Minister Allyson West participated in the WSIS High-level Policy Session 2, and presented on the theme Bridging the Digital Divide.  The External Relations Unit supported and coordinated Minister's participation in this session which comprised of briefing and the preparation of speaking notes for Minister's presentation.
<b>Road to Addis: Partner 2 Connect 2021, September 20, 2021</b>	This meeting presented on the outcomes of the ITU Road to Addis Digital Development Series, which began in 2020 and is aimed at engaging stakeholders through an inclusive platform to discuss some of the key themes to be addressed at the World Telecommunication Development Conference (WTDC).	Minister Hassel Bacchus delivered a statement on the theme "Building Digital Ecosystems".  The External Relations Unit briefed Minister and provided him support at the meeting.

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>International Girls in ICT Day</b>	International Girls in Information and Communication Technology (ICT) Day, is an initiative of the International Telecommunication Union (ITU) which is commemorated annually on the fourth Thursday of April. It highlights the role of ICTs in advancing gender equality notably to encourage girls to choose a future in technology, and to foster the use of ICTs for the socio-economic empowerment of women and girls.	<p>The Telecommunications Authority of Trinidad and Tobago (TATT) in collaboration with the Ministry of Public Administration and Digital Transformation (MPADT), CANTO, GSMA, Verizon, Equals Global Partnership, Restore A Sense of I Can (RSC) and Tobago Information Technologies Limited (TITL) hosted an online workshop titled Tech4Girls: Connecting Girls, Creating Brighter Futures! on Saturday 17th April, 2021. The target participants were female entrepreneurs between the age of 18 to 25 who were interested in learning how to design and create their online stores using Shopify. This fun interactive workshop provided the opportunity for the participants to explore some of the technologies and tech skills that e-commerce requires.</p> <p>This event commemorates the 10th Anniversary of the International Telecommunications Union (ITU) backed initiative Girls in ICT Day. Girls in ICT Day seeks to encourage girls and young women to consider studies and careers in information and communication technologies (ICT).</p> <p>Senator the Honourable Allyson West, Minister of Public Administration and Digital Transformation delivered the Feature Address at the Formal Opening Ceremony. Assemblyman Marslyn Melville-Jack, Secretary of Education, Innovation and Energy at the Division of Education, Innovation and Energy, Tobago House of Assembly and representatives of Verizon and GSMA also delivered remarks.</p> <p>The External Relations Unit supported the Corporate Communications Unit with this event by attending the event on behalf of the ministry and preparing a briefing document.</p>

ACHIEVEMENTS 2020/2021		
Courtesy Call		
<b>Official Visits Meeting with Mr. Clinton White, Regional Representative for the Eastern and Southern Caribbean of the USAID, September 17, 2021</b>	<p>USAID is the world's premier international development agency and catalytic actor driving development results. USAID's work advances US national security and economic prosperity, demonstrates American generosity and promote a path to recipient self-reliance and resilience.</p> <p>It was a preparatory visit for the establishment of a USAID office in Trinidad and Tobago, as well as to explore where assistance could be provided to Trinidad and Tobago as it pursues its digital agenda.</p>	<p>The ERU facilitated the meeting with Mr. Clinton White, Regional Representative for the Eastern and Southern Caribbean of the United States Agency for International Development (USAID). Mr. White was accompanied by members of USAID and US Embassy Officials including Mr. Shante Moore, Chargé d'Affaires, a.i..</p> <p>The External Relations Unit prepared a briefing document inclusive of bio data of key personnel of USAID, and compiled the Minutes of the Meeting for sharing with the Executives of the Ministry.</p>
Bilateral Meetings		
<b>MOSIP- Modular Open-Source Identity Platform, July 13, 2021 and September 1, 2021</b>	<p>Mr. Ramesh Narayanan and Mr. Shrikant Karwa of the International Institute of Information Technology, Bangalore presented on the Modular Open-Source Identity Platform (MOSIP), which was facilitated by the Caribbean Telecommunications Union (CTU) to share information on the Platform. In September, the aforementioned officials presented to Minister Bacchus and his team in September on MOSIP as a foundational element for developing national IDs, which is to be a critical undertaking of MDT. Follow-up meetings with the Election and Boundaries Commission (EBC) and the Registrar General Department is anticipated.</p>	<p>External Relations Unit assisted with coordinating the convening of this bilateral meeting during which Senator the Honourable Hassel Bacchus, Minister of Digital Transformation, accompanied by Officials of MDT, held discussions with Senior Officials of the International Institute of Information Technology, Bangalore. Additionally, ERU provided a briefing document inclusive of bio data of key personnel as required in preparation for said meeting and prepared the Minutes and/or Report.</p> <p>A demo of the MOSIP Platform was presented to Ministry Officials on September 1, 2021</p>
Projects and Programmes		
<b>Digital Innovation Profile (DIP)</b>	<p>A DIP is developed to provide an accurate assessment of an ecosystem's capacity and maturity. The assessment is done through a series of events in which stakeholders from the ecosystem come together to analyse the current situation and co-create appropriate solutions via flagship projects and or other initiatives and policies designed to close the digital innovation gap.</p>	<p>The External Relations Unit has been collaborating with National Information and Communication Technology Unit (NICT) and experts from the International Telecommunications Union (ITU) to develop Trinidad and Tobago's Digital Innovation Profile. The ERU has been a part of a number of meetings related to the development of the Digital Innovation Profile.</p>

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
CARICOM	<p><b>The Caribbean Community Strategic Plan</b></p> <p>The Issues Paper, which outlines strategic Community issues and areas of focus for the short, medium and long terms, as identified by the three implementing partners i.e., the Member States, Regional Institutions and the CARICOM Secretariat.</p> <p>The document includes ongoing issues and areas from the Community Strategic Plan 2015-2019 and new and emerging issues for each Strategic Pillar, taking into consideration the impact of the COVID-19 pandemic, and the vulnerability and development needs of the Community. The Issues Paper will inform the development of the Community Strategic Plan 2020-2030.</p> <p><b>Digital Skills Taskforce</b></p> <p>On the November 17, 2020, the Council for Human and Social Development (COHSOD) made the decision at its Twenty-Fifth Special Meeting to establish a CARICOM Digital Skills Task Force for one (1) year, in the first instance, led by the CARICOM Secretariat with contributions from stakeholders such as MDT, ITU, CXC and the ILO. It is carded to end in August 2022.</p> <p>This task force has been mandated to do the following:</p> <ul style="list-style-type: none"> <li>• Review existing online course offerings which can be used by the Region to support the need for technical skills and certification;</li> <li>• Identify specific institutions offering courses which can prove beneficial to CARICOM;</li> <li>• Receive and review information from Member States and identify any best practices;</li> <li>• Also identify, for adoption by the Region, core (skills competencies) which can be pursued at the primary, secondary, university and workforce levels and later lead to certification, including that of the Caribbean Vocational Qualification (CVQ);</li> <li>• Determine the elements of a Digital Skills Strategy for CARICOM; and</li> <li>• Develop a project proposal to support the roll-out of a Digital Skills programme beginning in 2022.</li> </ul>	<p><b>The Caribbean Community Strategic Plan</b></p> <p>Member States play a critical role in the implementation process and to ensure that the final document is reflective of the input, perspective and priorities of all Member States, the CARICOM Secretariat requested the submission of Member States' feedback and prioritisation of issues.</p> <p>The ERU provided comments and feedback on the Issues Paper which were subsequently forwarded to the Ministry of Foreign and CARICOM Affairs for further consideration by the CARICOM Secretariat.</p> <p><b>The Digital Skills Taskforce</b></p> <p>The Ministry, through ERU, serves a dual role on the Task Force, both as the country representative and as the co-chair of the Working Group on Digital Skills.</p>

ACHIEVEMENTS 2020/2021		
Project / Activity	Description	Achievement
<b>UNESCO- Draft Recommendation on the Ethics of Artificial Intelligence</b>	<p><b>Draft Recommendation on the Ethics of Artificial Intelligence</b></p> <p>On January 14, 2021, the Secretary General of the Trinidad and Tobago National Commission of UNESCO wrote to the Ministry requesting nominations of experts to attend the Intergovernmental Special Committee Meeting related to the Draft Recommendation on the Ethics of AI.</p> <p>The Intergovernmental Meeting was held in two phases: the first from the 26th-30th April, 2021 and the second from the 21st-25th June, 2021.</p>	<p>The ERU conducted the necessary research and nominated experts from the private, public and academic sectors. These experts represented Trinidad and Tobago at the Special Committee meeting where they provided input on the proposed recommendation.</p> <p>The ERU also collated the experts' recommendations for the GoRTT with respect to the development of AI in Trinidad and Tobago</p> <p>After the Draft Recommendations were finalised at the Intergovernmental Special Committee Meeting, the ERU drafted memos and letters to various stakeholders seeking feedback on the Draft recommendation.</p>
<b>Administrative</b>		
<b>Other Achievements</b>	Operational Matters	<p>Satellite Coordination: ERU monitors and manages the Satellite Coordination Requests (Commercial and Earth) from the ITU. These requests are received via an online portal and submitted to the Telecommunications Authority of Trinidad and Tobago (TATT).</p> <p>Payment of Annual Member Country Contributions to the ITU, CTU and CTO. ERU ensures the timely payments of the contributions. As of October 2021, all payments were processed for FY 2021.</p> <p>Preparation of Country Briefs (Comparator Countries, Countries deemed DT Leaders and Emerging Countries); Maintenance of Calendar of Engagements; Preparation of Listing of Upcoming Meetings for 2020-2021.</p> <p>ERU also coordinates and shares events both Internationally and Regionally with our various stakeholders.</p>

Table highlighting MPADT's participation and representation in International and Regional Events



# INTERNAL PERFORMANCE REPORT

## 4.1 BUSINESS CONTINUITY MANAGEMENT

Future Work for BCM at the MPADT

## 4.2 PEOPLE

Staffing

Contract Employment Management

Performance Management and Increment Administration

Pension and Leave/Gratuity Processing

Training and Development

Functions Devolved by the CPO

Functions Delegated by the Public Service Commission

Acts of Misconduct/Discipline as per Regulations

## 4.3 TECHNOLOGY

## 4.4 PROCESS

Legal Services Division

Corporate Services Division

## 4.5 FACILITIES

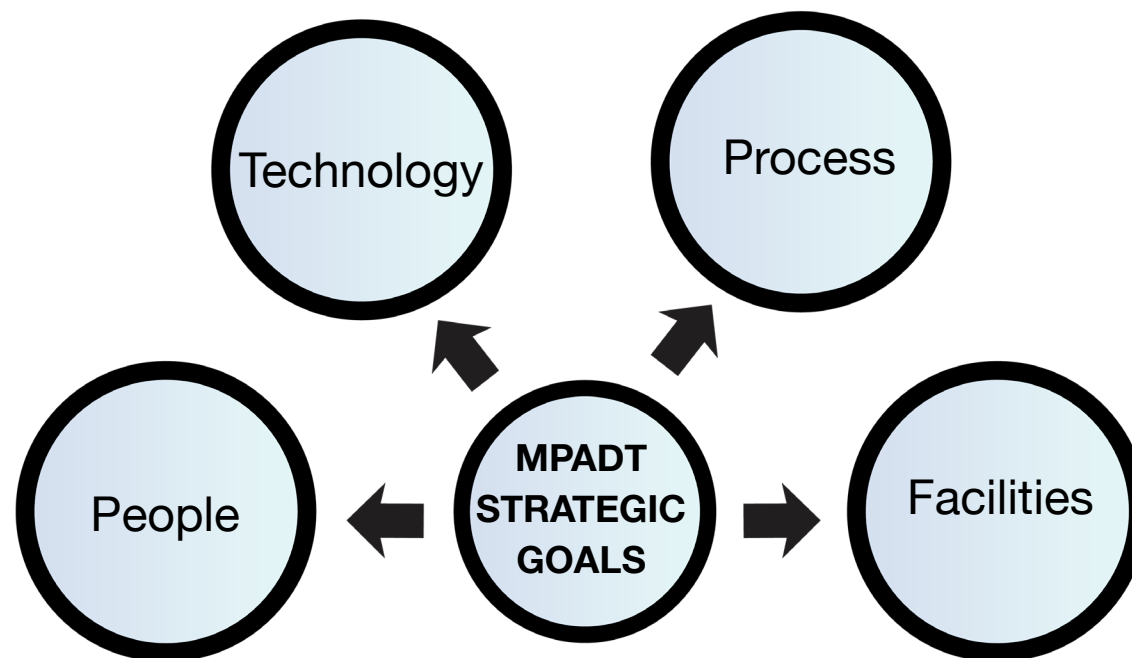


## 4 INTERNAL PERFORMANCE REPORT

According to the MPA Strategic Plan 2018-2020, it is imperative to strengthen internal operations as a cohesive unit for application among external entities. Therefore, in order for the MPADT to deliver on its strategic goals, there must be alignment with the back-end/support elements required to enable a best in class public service. It is impossible for any organisation to provide top class service without the efforts of each person in that organisation. Likewise, the back office too has an important and has an inextricable role in customer support. While the people working in these divisions may remain in the 'background', their support to the staff from core divisions is indispensable. These tasks handled by the back office staff, ensure that the wait time and effort for our customers, the public, remains at minimum.

### INTERNAL MPADT

The support Divisions of the MPA undertake a number of activities supporting the Ministry's core mandate.

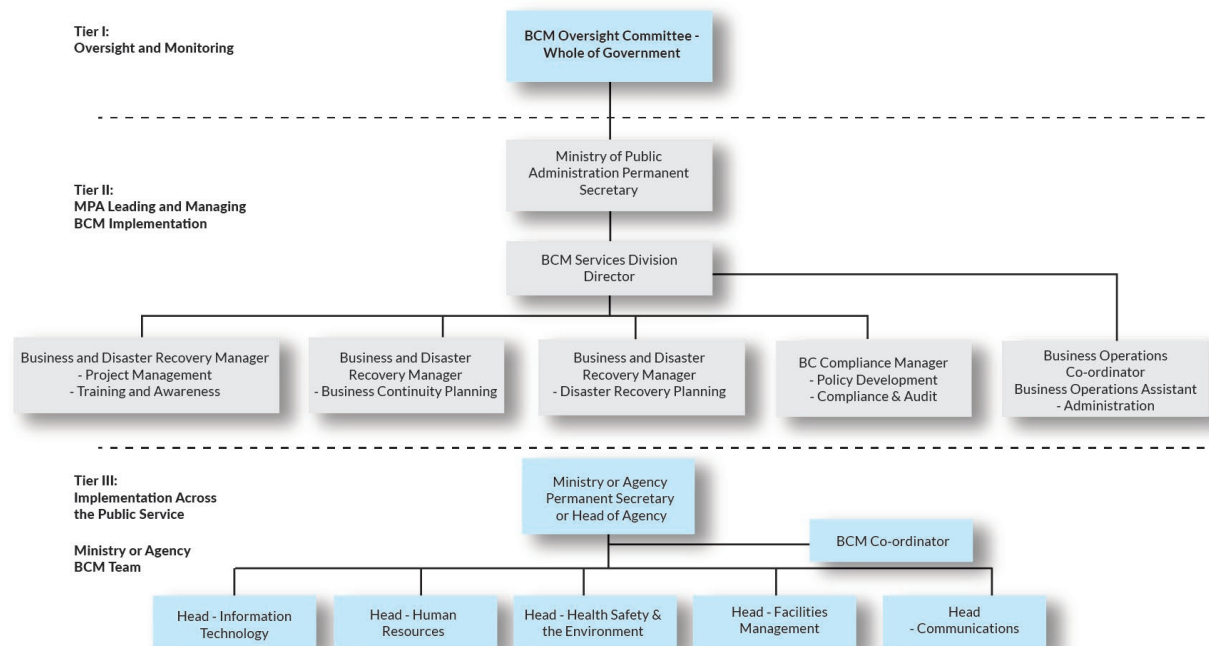


## 4.1 HIGHLIGHT: BUSINESS CONTINUITY MANAGEMENT

As part of Comprehensive Disaster Management (CDM), which is led and coordinated for Trinidad and Tobago by the ODPM, BCM plays an integral role in the Disaster Management Cycle. The Ministry with responsibility for BCM is to establish business continuity management capability and capacity in the Public Service, ie., Ministries, Departments and Agencies. The aim is to ensure the continuity of critical government services in the event of defined interruptions. Since the approval of the BCM Policy and Strategy 2015, efforts have been stymied given the staff attrition, public service human resource movements and reassignments and the general reduction in resources, both financial and human, available to implement the Policy.

Despite these challenges, the MPADT in 2021 continued to work alongside the ODPM in providing support regarding the activities of the CDM baseline exercise as well as the CDM Audit. In light of this support, the MPADT's representatives attended and contributed to the four stakeholder consultations and two working sessions towards the development of the Country Work Programme (CWP) for Trinidad and Tobago for Comprehensive Disaster Management (CDM) 2022-2026. Representation was also provided with involvement in ODPM's National Disaster Prevention and Preparedness Month Committee (NDPPMC), where the Ministry's representatives participated in tabletop exercises/simulation and Webinars to promote National Disaster Risk Reduction and Management efforts.

### GoRTT's BCM Governance and Operational Framework



During the reporting period, the MPADT developed its BCM Work programme which took into consideration the ambitious goal the function of BCM presented in implementing the BCM Policy and Strategy. With the limited ISO 22301 BCM trained resources in the Ministry, the recently reconvened Steering Committee was able to:

1. **Assist the OSH Committee with reviewing the Draft OSH Policy for the Ministry;** - The OSH Policy was considered a precursor to the communications and awareness work of the BCM Committee. As such, several meetings were conducted with the BCM Policy review committee which included participants from SSD, PRES, PMCD, CSD, CCD, NICT Secretariat and members of the appointed Interim OSH Committee. A reviewed document, in line with the policy standards of the MPADT was submitted to the AO IV CSD.
2. **Conduct monthly staff head counts;** -As part of our Emergency Response Planning efforts, this activity could be completed at monthly or quarterly intervals. The staff head count allows for the Ministry executive and management to have a close estimate of the numbers of persons at its various locations in the event of an emergency where evacuation decisions may be required. This monthly activity engaged the collaborative efforts of BCM resources, HRMD (HR Planning) and SSD. The count is able to be stratified into Location and Division.
3. **Conduct the Facilities Vulnerability and Risk Assessment for two (2) locations of the Ministry;** -As the name implies, the Facilities Vulnerability and Risk Assessment identified and evaluated the Risks and Vulnerabilities as it related to the three (3) locations of the MPADT. The team was able to conduct the data collection exercise and the physical validation site visits for the Head Office location at the NLB and the rental location at Park Plaza on St. Vincent Street in Port of Spain. Given the tenancy arrangement with NALIS, key resources from NALIS were invited and collaborated to complete this activity. The resources, both internally and external to the MPADT were unavailable for the remaining location. In the next fiscal, additional OSH and Facilities Management resources are expected to be added to support this activity.
4. **Develop a Risk Register for the Ministry's Head Office location;** -Based on the FRVA results for the HO location, major risks were highlighted and documented to be addressed by developing risk controls and risk owners.
5. **Develop a draft Business Continuity Plan for the Payroll Process/service;** -During the 2015 BCM Consultancy project, the Payroll process was identified as the most critical process for the MPA and as such, the focus was placed on updating the Business Continuity Plan to develop strategies for treating with business disruptions. The next fiscal, the drafted plan is to be tested and approved in the next reporting period.
6. **Develop updated process maps for the Payroll Process;** -A by-product of the Business Impact Analysis was the development of the process map for the Payroll Process which shows all the stakeholders involved in the process. Stakeholders were briefed on the payroll process during the stakeholder awareness sessions for their Divisions.
7. **Conduct Stakeholder awareness and knowledge sharing/ training sessions;** -For the staff involved in the payroll process four (4) stakeholder workshops/knowledge transfer sessions were conducted. The staff of Finance and Accounts, Human Resources Management, Corporate Services, ICT Services Division and Facilities Management Unit were trained on Executing the Business Continuity Plan which included the BCM process, Emergency Response planning and escalation due to plan activation and their roles and responsibilities.
8. **Conduct the ICT Risk Assessment and update the IT Disaster Recovery Plan;** -The ICT Risk Assessment was the starting point to updating the IT Disaster Recovery Plan. The assessment considered the ICT assets and services and identified which threats and the impacts to these assets and services. The ICT Services Division team worked remotely with the BCM Team members to develop the ICT Risk Register.
9. **Revise the Emergency Response Plan for the Ministry's Head office location;** -The revision of the Emergency Response Plan for the Ministry's Head Office location began during the reporting period, however due to the realignment of resources, the completion of the plan was delayed and expected to be completed in the next reporting period.
10. **Research and review the Organisational Structure for implementing BCM in the Public Service;**

11. **Develop Specifications and Requirements for an Emergency Communications System;** - The MPA sought to develop specifications and requirements for an emergency communications system which would allow the Ministry to communicate with staff in the event of emergencies and unique business disruptions.
12. **Draft an Emergency Employee Information Policy for the Ministry;** To support the implementation of an Emergency Communications system, an inter-divisional team from HR, Corporate Services, ICT Services, Facilities Management, Strategic Services Division and BCM Committee worked together to develop the Emergency Employee Information Policy which would govern the collection and use of Employee Information to support contacting staff during emergency situations and business interruptions.

Data Strategy Survey was coordinated by the National ICT Division during the period and the results are due in the next reporting period. The respondents indicate that there are two (2) MDAs with approved and updated BCM plans.

During the reporting period, in July 2021, the function of BCM was transferred as part of the portfolio realignment to the Ministry of Digital Transformation.



## 4.2 PEOPLE

### MPADT Staffing

As at September 30, 2021, there were five hundred and eighty three (583) staff operating within the MPADT. A breakdown of this is provided in the table below:-

	ESTABLISHMENT	CONTRACT	OJT	SHORT TERM	SERVICE PROVIDER	TOTAL
Filled	179	59	20	94	2	354
Vacant	155 (73-without bodies; 82-with bodies acting)	156	0	0	0	229
Total Positions	252	215	20	94	2	583

Table showing breakdown of staff operating within MPADT in fiscal 2021

It is to be noted that the transition leading to the portfolio realignment of the Ministry of Digital Transformation contributed to the high number of short-term contracts that were reported during the fiscal period.

Total Number	
Total Male	90
Total Female	264
Total MPADT	354



#### MPADT Staff sex disaggregated data

MALE FEMALE

90 264







## Contract Employment Management

Guidelines for Contract Employment dictate that once Cabinet has given approval for a contract position, the appropriate Minister may approve the selection of the person, after ensuring, where applicable, that a fair and transparent process was utilised in the selection. The MPADT utilised a Competency Based process for recruitment. Contract positions are advertised in the print media and on the Ministry's website. Applications received are sifted according to the minimum requirements for the position. Those candidates who meet the minimum requirements are invited for a written assessment. Candidates with the highest scores are shortlisted for an interview with a panel consisting of a Human Resource representative, a representative from the respective Division and Subject Matter Experts in the required field. The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments. Reference checks are conducted for the highest scoring candidates.

For the fiscal 2020/2021 MPA recruited a total of seventeen (17) new contract employees; whilst one (1) Associate Professional was transitioned into the Public Management Analyst position. Additionally, six (6) contracts were renewed upon expiration.

## Performance Management and Increment Administration

For the fiscal 2020/2021 period, the Ministry's Human Resource Management Division processed Performance Appraisal Reports and Increments as follows in the Table below:

	ESTABLISHED STAFF	CONTRACT STAFF
Performance Management Appraisal Reports Completed	120	32
Performance Appraisal Reports Requested	133	43
OUTSTANDING (Performance Appraisal Reports requested but not yet received)	13	33
Increments Approved	78	N/A

Table showing Performance Management & Increment Administration



## Pension and Leave / Gratuity Processing

The monthly reporting system which was established/developed in the last fiscal year for closer monitoring of retirees up to ten (10) years prior to retirement continues to be utilised by the HRMD. A similar system was introduced to monitor queries from the Comptroller of Accounts and other Ministries and has led to more networking and has shortened the timeframe required in some instances for the completion of pension and leave records. The status of Pension and Leave records and Gratuities processed during the period of review is shown in the following table: -

	PROCESSED		OUTSTANDING
Pension and Leave	Files Processed 2020/2021	203	118
	Files Completed	85	
	Retirees	3	1
	Completed	2	
Contract Gratuity		23	39

Table showing Pension and Leave/Gratuities Processed in Fiscal 2021



Minister MPADT meeting with persons from the National Association of Administrative Professionals of Trinidad and Tobago (NAAP) for Administrative Professionals Week

## Training & Development

Outlined in the Table below are the training and development programmes accessed by the staff of the MPADT during the fiscal year 2020/2021:-

NAME OF COURSE	DATE OF COURSE	NO. OF PERSONS TRAINED
Capacity Building in Procurement	October 2020 - February 2021	4
Embracing Change in the Public Service	October 26 - 30, 2020	1
Public Service 4.0-Smart Nation Citizen Services	March 08 - 12, 2021	3
Data Analytics for Beginners	March 22, 2021	1
2021 Action Learning Lab. Programme for Policy Makers and Leaders	January 2021 - September 2021	2
Building a Future Ready Public Service (Online)	September 06 - 10, 2021	4
Interactive Courseware for Online Learning Content Development	September 20 - 24, 2021	2
Train the Trainers for Technical and Vocational Education and Training (TVET)	September 20 - 24, 2021	2
Webinar- MPA Orientation	November 24 - 26, 2020	27
Freedom of Information	January 21, 2021	2
Webinar-Registry Procedures	July 30, 2021	15
Total		63

Table highlighting Training and Development programmes accessed by the staff of the MPADT during the fiscal 2021

## Functions Devolved by the CPO

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

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

These responsibilities were all executed in compliance with defined procedures.

## Functions Delegated by the Public Service Commission

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

1. Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister
2. Appointments on a temporary basis for period not exceeding six (6) months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office except in offices that require consultation with the Prime Minister
3. Confirmation of appointments
4. Power to make transfers within the Ministry's Divisions up to Range 68
5. Acceptance of Resignations
6. Noting of Retirements:-  
Permission to Retire – 51 to 54 years  
Voluntary Retirement – 55 to 59 years  
Compulsory – 60 years
7. The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct

The details of each have been forwarded to PSC in accordance with compliance protocol.

## Acts of Misconduct/Discipline as per Regulations

Table 15 lists the Acts of Misconduct/Discipline as per regulations of which there was one reported offence specific to regulation 149 (1) (d) for the fiscal year.

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE
135 (1)	Failure to attend to matters promptly within the scope of office
135 (2)	Lack of courtesy to a member of the public or other public officer
135 (3)	Wilful failure to perform duties
136 (1)	Absence without leave or reasonable excuse from office
136 (2)	Failure to seek approval to leave the country
137 (2)	Failure to disclose activities outside Service
140	Breach of rules relating to broadcast
141	Indebtedness to the extent that impairs efficiency, etc.
142	Failure to notify bankruptcy proceedings
149 (1) (a)	Failure to perform duties in a proper manner
149 (1) (b)	Breach of written law
149 (1) (d)	Behaviour that is prejudicial to, or discredits, the Service
149 (2) (b)	Disobedience to orders
149 (2) (d) & (f)	Neglect of duty
149 (2) (g)	Unlawful or unnecessary exercise of duty

## Misconduct/Discipline as per Regulations

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE
149 (2) (a)	Absence without leave from office or habitually irregular arrival/departure from office
149 (2) (a)	Persistently unpunctual
149 (2) (c)	Unfit for duty through drunkenness or use of drugs

## 4.3 TECHNOLOGY

The Information and Communications Technology Services Division (ICTD) plays a critical role in supporting the operational efficiency of the Ministry. The Table below shows the projects that were undertaken during the course of the Fiscal 2021.

NO.	MAJOR PROJECTS	DESCRIPTION / OBJECTIVES	% COMPLETED
1	Microsoft Upgrade to MPADT Client Machines	Upgrade of Windows 7 and Office 2013 to Windows 10 Office 2016 on staff machines due to imminent expiration of support for Office 2010: To improve usability and user satisfactions for computer users at the MPADT To improve safety and security for MPADT information	100%
2	Migration to GovNeTT (M09)	Adoption of GovNeTT Domain and email service for the MPA	100%
3	LAN/WAN	The upgrade of the LAN/WLAN was necessary because the Network performance no longer satisfied the increasing data traffic, which now included increased Virtual Meetings, Online Training, Wireless Access (WLAN) and other similar demands: To assess, document and redesign MPADTs internal network To replace equipment as necessary to ensure optimal functioning of the network and To improve network throughput capacity to the employee desktop from 100MB to 1GB	
4	Disaster Recovery Solution for MPADT	Provision of a solution for the MPADT to be resilient in the face of any business interruptions which will facilitate the continuance of access to services for internal and external clients	*30%



NO.	MAJOR PROJECTS	DESCRIPTION / OBJECTIVES	% COMPLETED
5	PSPMIS	Implementation of a tool to measure performance management of MDAs 1. ICTSD provided to MSID, the List of Technical functional requirements for the project. 2. MSID was given a demo of two KPI software solutions Spider and Dundus. 3. Dir. MSID to select the most suitable software.	Ongoing
6	Asset Management Deployment for the Public Service Programme (AMDPS)	The objective of this programme is the development of technical and analytical resources in the support of rolling out a complete asset management solution for MDAs of GoRTT. It seeks to promote, provide a cost free, out of the box solution tailored for our unique environment and maintain a support network for long term viability. This is the umbrella programme, encompassing the coordination of sub-projects of deployments <ul style="list-style-type: none"> <li>• Develop a complete distributable copy of the software.</li> <li>• Develop a project and support documentation toolkit.</li> <li>• Promote the solution among GoRTT MDAs.</li> </ul> Aide MDAs in the deployment of the solution within their environment. Status of Ministries at present are: <ul style="list-style-type: none"> <li>• Office of the Prime Minister</li> <li>• DIQE Tobago House of Assembly</li> <li>• Office of the Attorney General and Legal Affairs</li> <li>• Ministry of Trade and Industry</li> <li>• Chief Personnel Office</li> <li>• Ministry of Works and Transport</li> </ul>	90% 80% 5% 5% 80% 95%
7	PRESO PMIS Optimisation	Update of the OpenMaint System implemented for the recording and reporting of properties under the purview of the Property and Real Estate Division.	40%
8	MPA Website Improvement	Strategies on improving mpa.gov.tt are discussed every fortnight and executed. This will bring new functionality, aesthetics and other improvements to the website every two weeks	Ongoing
9	SWRHA Website Improvement	Upgrade of SWRHA website Awaiting sign-off from SWRHA board	99%
10	Hardware Refresh	To refresh the client hardware across MPADT. Reason being is that most of the current hardware is out of support, have reached end of life and is starting to fail	85%
11	Sharepoint2019 Upgrade	To update MPADTs Sharepoint installation from Sharepoint 2013 to Sharepoint 2019	100%

Table showing ICTD projects that were undertaken during fiscal 2021

\* In 2020, the % completion was 50% as work was executed in MPA divisions/units within the National Library Building. However, in 2021, the scope was changed to incorporate the wider Ministry, and as a result, the overall % completion was 30%.



## 4.4 PROCESS

### Legal Services Division

The Legal Services Division impacts the ability of the MPADT to perform its strategic objectives on target. It provides oversight and guidance on Non-Disclosure Agreements, MOUs, Employment Contracts, Service Provider Contracts, Confidentiality Agreements and Lease arrangements of the PRES. Various contracts and agreements were executed for the fiscal year with key contracts pertaining to iGovTT, consultancy services, employment contracts and other service provider contracts. A summary of executed contracts is outlined in the following table:

### MPADT Executed Contracts FY 2021

SUMMARY OF CONTRACT	CONTRACT DATE	TOTAL
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for the Acquisition and Management of Enterprise Software Licenses for use by the Government of the Republic of T&T from July 1, 2020 to June 30, 2023.	October 30, 2020	USD \$16,089,485.19
Agreement between MPADT and André Vincent Henry to provide Consultancy Services for the Design of a Programme Management Framework for the Digital Transformation of Trinidad and Tobago.	December 15, 2020	TTD \$499,500.00
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for the provision of Business and Technical Advisory, Procurement and Contract Management Services for the Development of an Administrator Portal and for the acquisition of a Hosting Platform for the GOVPAYTT Phase 2 Solution.	January 27, 2021	TTD \$502,518.55
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for the provision of Procurement and Contract Management Services for the provision of Hosting Services of the eAppointment Online Application.	January 27, 2021	TTD \$243,000.00
Agreement between MPA and National Information and Communications Technology Company Limited (iGovTT) – for provision of Procurement Services to acquire a Hosting Platform for the 'Grant Application' Online Application.	January 27, 2021	TTD \$243,000.00

SUMMARY OF CONTRACT	CONTRACT DATE	TOTAL
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for provision of Procurement and Contract Management Services to acquire a Hosting Platform for the On the Job Training (OJT) Online Application.	January 27, 2021	TTD \$66,666.67
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for provision of Procurement and Contract Management Services for procuring a Hosting Platform for the EMPLOYTT Online Application.	January 27, 2021	TTD \$243,000.00
Agreement between MPADT and National Information and Communications Technology Company Limited (iGovTT) for Business and Technical Advisory, Procurement Project and Contract Management services for the engagement of a Provider to provide WI-FI access to Three (3) GORTT Locations.	April 09, 2021	TTD\$740,000.00

Summary of MPADT Executed Contracts for fiscal period 2021

## OTHER LEGAL ASSIGNMENTS

LEGISLATIVE AGENDA	POLICY REVIEW AND PREPARATION
<ul style="list-style-type: none"> <li>• Reviewed the Policy for the amendments to the Telecommunications Act</li> <li>• Preparation of recommendations and Legal Opinions</li> <li>• Review of the Broadcast Code, 2020 submitted by the Chief Parliamentary Counsel</li> <li>• Review of Amendments to Telecommunications Act - S.45 Technical Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and commented on the National Policy for Contract Employment in Government Ministries/ Departments/Statutory Authorities and the Tobago House of Assembly</li> <li>• Reviewed the Policy Guidelines for Electronic Signatures in the Public Sector</li> <li>• Reviewed the Policy Guidelines for Electronic Signatures in the Public Sector</li> <li>• Preparation of recommendations and Legal Opinions</li> </ul>
GENERAL	
<ul style="list-style-type: none"> <li>• Ministry of Trade Committee for ETA consultancy</li> <li>• MPADT Review Committee for the Data Protection Act consultancy</li> <li>• Electronic Commerce Joint Statement Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Social Development request for comments on Draft Licence Agreement from PETROTRIN</li> <li>• Review of Draft MoU between the GoRTT and the Government of Estonia</li> <li>• Preparation of a NDA between the GoRTT and the Government of Estonia</li> <li>• Commented on the Licence Agreement from the Ministry of Energy and Energy Industries</li> <li>• National Library Building (NALIS &amp; MPA) - Outstanding Facilities Management Issues</li> <li>• Request for Legal Advice from the Ministry of National Security: Trespass on lands situated at Salybia Galera Estate Toco</li> <li>• Property Tax and State properties in Trinidad and Tobago</li> <li>• Employee misconduct</li> <li>• Trade Disputes</li> <li>• Freedom of Information applications</li> </ul>

Table highlighting Legal Assignments during fiscal 2021

## Corporate Services Division (CSD)

The CSD is mandated to provide efficient and effective support to the Executive Secretariat of the Ministry of Public Administration and Digital Transformation, as well as the various Divisions within the Ministry. During the reporting period, the CSD continued to provide essential support in overseeing the monitoring of COVID-19 protocols as the pandemic continued to affect the number of activities and daily functions at MPADT.

The Corporate Services Division effectively retrofitted all high traffic physical spaces at the NALIS Building and other facilities with items needed to meet the Ministry of Health's Workplace Guidelines & Protocol for treating with the COVID-19.

The main infrastructural adjustments that were made for employees engaged in customer service delivery at the Ministry included:

1. Installation of Shields at all customer service desk areas i.e Levels 5, 6 and 7, as well as grounded floor reception;
2. Reconfiguration of cubicles/workstations to facilitate physical distancing guidelines;
3. Installation of hand sanitisers, thermometer, soap and hand towel dispensers, as well as wash sinks at entrances; and
4. Setting up of drop-boxes to facilitate mail delivery.



Photos showing Press release of Minister's Message on Public Service Day 2021

## 4.5 FACILITIES

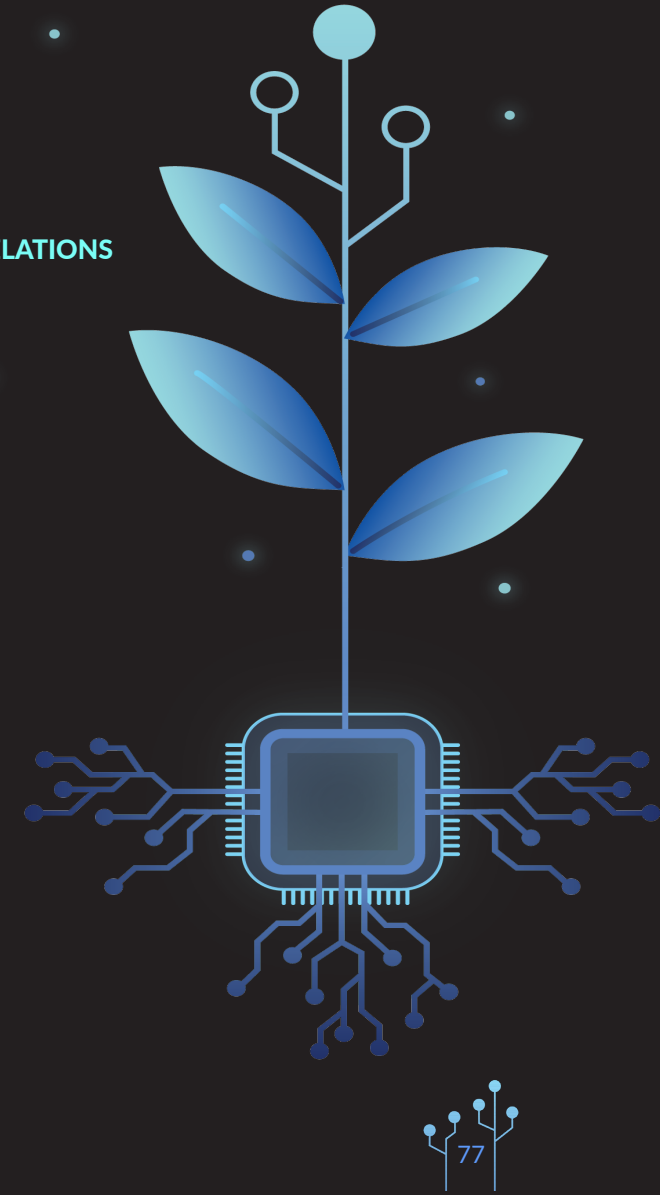
The Facilities Management Unit (FMU) was instrumental in responding to facilities-related requests by the various Departments of the Ministry. During that period, the Facilities Management Unit was able to close all seventy-three (73) requests that were made by staff from various departments throughout the MPADT. The Unit continued to employ a digital tracking system for its service requests made by internal Ministry clients at the National Library Building as well as remote MPADT locations such as PRESB, PMCD, GTC, Flagstaff, Victoria Keys and Federation Villas.

The Requests categories during this fiscal included: Building Repairs, Janitorial, Plumbing Issues, Relocation of staff or furniture, partitions and Sourcing new furniture/fixtures. During this period, COVID-19 was at its highest point which made site visits to complete each of the 73 requests, quite challenging. This was further compounded by limited staff on site due to rotation, as well as a number of team members that were infected during the period. A major task during the fiscal year was rearranging the spacing of various divisions to conform to the COVID-19 protocols.

In an attempt to keep the virus from spreading, the unit members also utilised protective gear and mist guns filled with sanitising solutions to sanitise the different departments and buildings throughout the Ministry to ensure the safety of staff at work.

# COMMUNICATIONS AND EXTERNAL RELATIONS

5.1 COMMUNICATIONS AND EXTERNAL RELATIONS  
5.2 COMMITTEES AND MEMBERSHIPS



# 5 COMMUNICATIONS AND EXTERNAL RELATIONS

## 5.1 COMMUNICATIONS

The Ministry of Public Administration and Digital Transformation has an active social media presence on Facebook, Twitter and Instagram whereby client MDAs in addition to the citizenry and other stakeholders can easily engage with the Ministry and stay updated with key activities and events.

Other activities undertaken by the Corporate Communications Division include:-

- [Development and Implementation of the AccessTT Brand](#)
- [Stakeholder Engagements for AccessTT Brand](#)
- [TTWiFi Social Media Campaign](#)
- [Launch of the Public Sector Performance Management System Initiative, 2020](#)
- [Public Service Day 2021](#)



Photo promoting the Protection of the Rights of Pregnant Women on Public Service Day 2021



@MPATnT



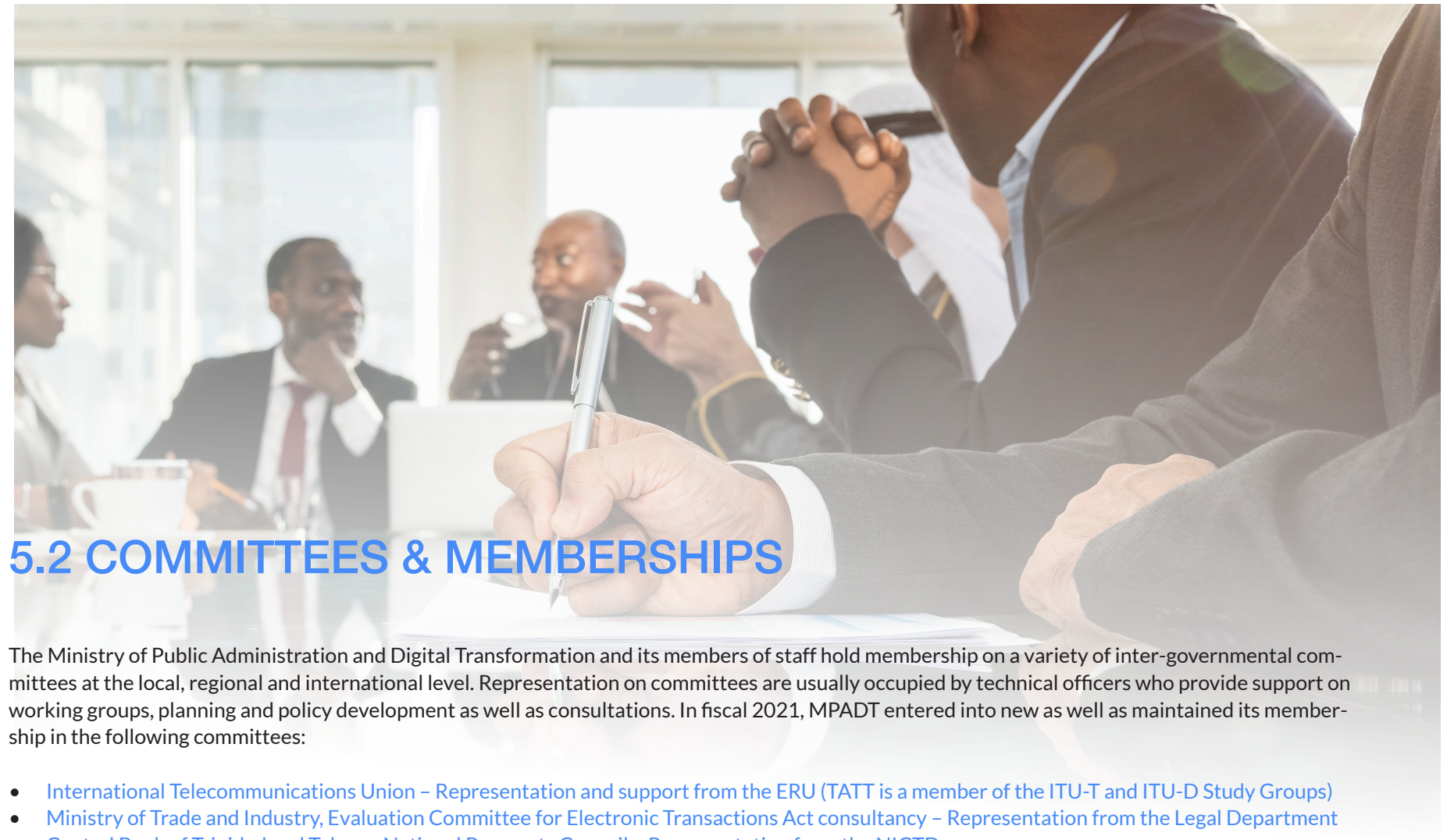
@OfficialMPA\_TT



@mpa\_tt

Images of Social media handles for the Ministry





## 5.2 COMMITTEES & MEMBERSHIPS

The Ministry of Public Administration and Digital Transformation and its members of staff hold membership on a variety of inter-governmental committees at the local, regional and international level. Representation on committees are usually occupied by technical officers who provide support on working groups, planning and policy development as well as consultations. In fiscal 2021, MPADT entered into new as well as maintained its membership in the following committees:

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

# FINANCIAL PERFORMANCE

## 6.1 ALLOCATION, INCOME, EXPENDITURE

Allocation – MPADT (Head 31)

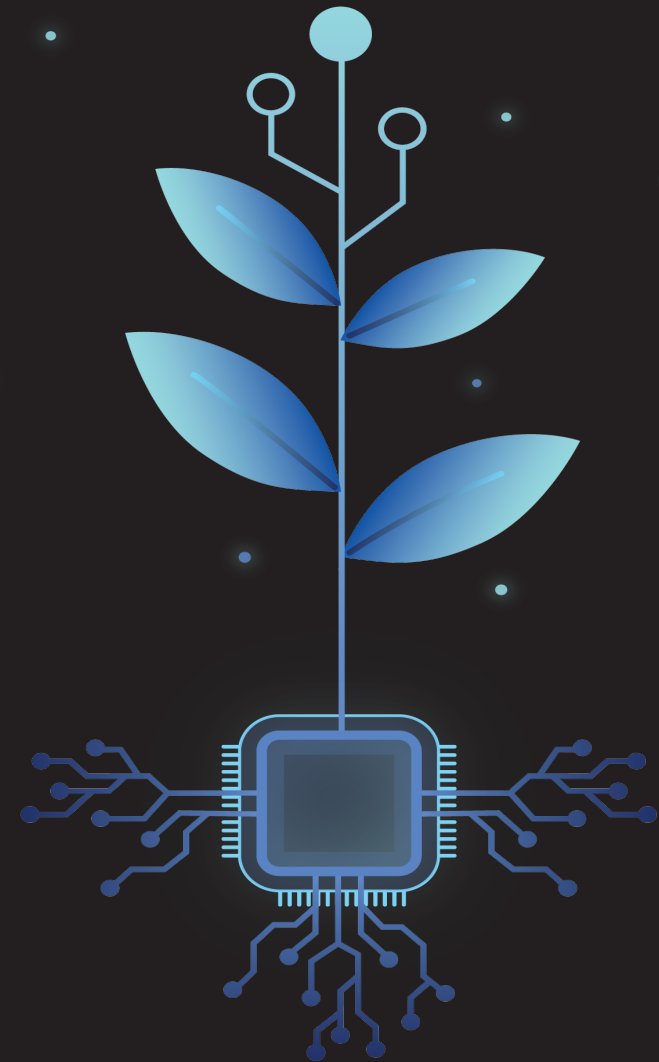
Income

Actual Expenditure Income

Allocation and Expenditure by Sub-Heads

Variances between Estimates and Actual Expenditure

## 6.2 AUDIT



# 6 FINANCIAL PERFORMANCE

## 6.1 ALLOCATION, INCOME, EXPENDITURE

The MPADT is funded through the system of Parliamentary appropriations where approved funds identified under various sub-heads are disbursed through the Ministry of Finance. Funds are also disbursed directly from the Infrastructure Development Fund established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. The source of the information in the Section is the Ministry's Appropriation Account as prepared by the Finance and Accounts Division and submitted to the Comptroller of Accounts.

### Allocation – MPADT (Head 31)

The total funds available for the MPADT's programme was one billion, two hundred and thirty-two million, three hundred and thirty thousand, four hundred and seventy-five dollars and zero cents (TT\$ 1,232,330,475.00). This was an overall increase of twenty-five million, one hundred and twenty-seven thousand, three hundred and eighty-two dollars and zero cents (TT\$ 25,127,382.00) from the previous fiscal ending September 30, 2020.

Allocations under Recurrent Expenditure facilitate the operating expenses of the Ministry such as Personnel Expenditure, Goods & Services, Minor Equipment Purchases and Current Transfers & Subsidies. The table below summarises allocations for Fiscal 2021.

CATEGORY OF ALLOCATION	FISCAL 2020	REVISED FISCAL 2021	VARIANCE
Recurrent	1,192,703,093.00	1,190,470,475.00	-2,232,618.00
Development Programme	14,500,000.00	41,860,000.00	+27,360,000.00
Infrastructure Development Fund	0	0	0
Total	1,207,203,093.00	1,232,330,475.00	+25,127,382.00

Table showing Allocations (TTD) for Fiscal 2021

## INCOME

The actual income for the period was three million, five hundred and thirty-one thousand, three hundred and fourteen dollars and ninety-five cents (\$3,531,314.95). This income was disbursed to the Exchequer Account. A breakdown is provided in the table below:

### PA1 – MPA

REVENUE HEAD	SUB HEAD / SUB ITEM	ACTUAL INCOME	
06 Property Income	01 Rental Income: 001 - Lease Payments/Rental of Government Buildings 002 - Rental of Finance Building (Roof Level)	3,525,514.95 0.00	3,525,514.95
09 Capital Revenue	02 Sale of Assets: 002 - Sale of Quarters of Defence Officers	5,800.00	5,800.00
TOTAL			3,531,314.95

Table showing Breakdown of Actual Income (TTD) for fiscal 2021

## Actual Expenditure Summary

The actual expenditure for the period was one billion, one hundred and thirty-seven million, nine hundred and six thousand, one hundred and thirty-two dollars and eighty-one cents (\$1,137,906,132.81). A breakdown is provided in the table below:

CATEGORY OF EXPENDITURE FY 2021	ALLOCATION PER APPROPRIATION ACCOUNT	ACTUAL EXPENDITURE	VARIANCE/ UNUTILISED FUNDS
Recurrent	1,190,470,475.00	1,129,436,921.70	61,033,553.30
Development Programme	41,860,000.00	8,469,211.11	33,390,788.89
Infrastructure Development Fund	0	0	0
Total	1,232,330,475.00	1,137,906,132.81	94,424,342.19

Table showing Actual Expenditure (TTD) Summary for Fiscal 2021

## Allocation and Expenditure by Sub-Heads

The budgetary allocations are further classified by sub-heads according to the type of product or service that is acquired. The information for Fiscal 2021 is provided in the Table below.

CATEGORY OF EXPENDITURE	FISCAL 2020-2021 TT\$		
Sub-Head	Allocations per Appropriation Account	Actual Expenditure	Variance
Personnel Expenditure	22,528,800.00	21,626,165.09	902,634.91
Goods And Services	640,492,600.00	584,723,947.62	55,768,652.38
Minor Equipment Purchases	536,800.00	81,376.47	455,423.53
Current Transfers And Subsidies	526,912,275.00	523,005,432.52	3,906,842.48
Total Recurrent	1,190,470,475.00	1,129,436,921.70	61,033,553.30

CATEGORY OF EXPENDITURE		FISCAL 2020-2021 TT\$	
Sub-Head	Allocations per Appropriation Account	Actual Expenditure	Variance
<b>09 DEVELOPMENT PROGRAMME</b>			
005 Multi Sectoral And Other Services			
06 General Public Services			
A Administrative Services:			
001 Implementation of ICT Plan	20,000,000.00	993,638.55	19,006,361.45
041 Improvement of Information Technology Infrastructure of the Ministry	4,898,774.00	4,898,774.00	0.00
063 Modernisation of the Public Service Academy	460,000.00	11,192.80	448,807.20
065 Public Sector Performance Management System (PSPMS)	1,060,455.00	802,367.50	258,087.50
066 Digital Transformation	5,440,771.00	8,505.38	5,432,265.62
F Public Buildings:			
013 Establishment of Activity Centres	10,000,000.00	1,754,732.88	8,245,267.12
<b>Total Development Programme</b>	<b>41,860,000.00</b>	<b>8,469,211.11</b>	<b>33,390,788.89</b>
<b>Total IDF</b>	-	-	-
<b>Grand Total</b>	<b>1,232,330,475.00</b>	<b>1,137,906,132.81</b>	<b>94,424,342.19</b>

Table showing Expenditure (TTD) by Sub Heads for Fiscal 2021

## Variances between Estimates and Actual Expenditure

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

### 02 – Goods and Services

Significant variances were as follows:

- (1) 001 General Administration - Contract employment - \$3,149,180.01 unspent – recruitment delays resulted in less than estimated expenditure.
- (2) 003 National ICT - Short-Term Employment - \$5,053,817.69 unspent – recruitment affected by portfolio realignment and less than estimated staffing for ICT Access Centres.
- (3) 005 PRES D - Rent/Lease – Office Accommodation and Storage - \$36,882,883.56 unspent - The allocation requested was \$438,092,223.00 which was \$11M more than the allocation received. Additionally, the last payment for the loan was due April 11, 2021. Hence the reason for the amount unspent. Originally two payments are made, however only one payment was necessary to pay off the loan.
- (4) 005 PRES D - Insurance - \$4,429,819.42 unspent - The UDECOTT agreement was not finalised in time to process in fiscal 2021. It was however processed in fiscal 2022.



### 03 – Minor Equipment Purchases

005 PRES D – Furniture and Furnishings - \$293,965.00 unspent. An assessment was conducted of furniture of furnishings in good condition at unused Units which resulted in a decreased need to purchase new furniture and fittings.

### 04 – Current Transfers and Subsidies

Significant variances were as follows:

- (1) 009 Other transfers - 01 TTconnect Service Centres - \$208,000.00 unspent. Subvention is \$600,000.00 for 12 months. Allocation was in excess of request of \$7,200,000.00.
- (2) 011/06 - UDECOTT- Interest Payment on Government Campus Plaza Fit-Out - \$205,214.52 unspent – difference in exchange rate expectation resulted in overestimate.
- (3) 011/07 - UDECOTT-TT 496M 10 Year Fixed Rate Loan. Government Campus Fit-Out Project (Interest Payment) - \$556,636.90 unspent - Allocation was in excess of request of \$21,153,042.00. Differences in exchange rate expectation resulted in overestimate.
- (4) 011/09 - Transfers to State Enterprises – UDECOTT – Interest payment on Syndicated Loan Facility Refinancing on Gov't Campus Plaza Fit-Out - \$2,884,402.17 unspent - PRES D's request was in excess of what was actually needed.

### 09 – Development Programme

Re: A001 and A066 - \$24 Million unutilised due to Human resource constraints that contributed to project delays and thus performance.

Re: F013 - COVID-19 restrictions negatively impacted on construction type activity for new ICT Access Centres.

## 6.2 AUDIT

During the period October 1, 2020 to September 30, 2021, the Internal Audit team completed the following examinations as shown in the Table below. The Audit Assurance levels for each audit assignment is provided.

### Audit Assurance Levels/Overall Control Effectiveness:

LEVEL OF ASSURANCE	INTERNAL CONTROL FRAMEWORK & OPERATIONAL EFFECTIVENESS
Full	A sound system of internal control exists and is likely to achieve the system objectives, and which is operating effectively in practice.
Limited	A system of internal control that is satisfactory in part, but which contains a number of weaknesses that are likely to undermine the achievement of system objectives and leave it vulnerable to material error/abuse or threatening risks.
Unsatisfactory	It shows an unacceptable system of internal control, containing fundamental weaknesses creating serious doubts over the achievement of system objectives and leaving it vulnerable to significant errors/loss/abuse. The nature of the risks could expose the Accounting Officer, management and the organization open to external criticism, reputational risk and adverse publicity.

Table showing various Levels of Audit Assurance

AUDIT ASSIGNMENT	PERIOD EXAMINED	AUDIT ASSURANCE
<b>Finance</b>		
Verification of Allocation/Release of Funds/Virements	Aug. 2020 – Jun. 2021	Full
Verification of Applications for Credit on the Exchequer Account	Oct. 2020 – Sep. 2021	Full
Examination of Vouchers/ Schedules of Accounts/ Vote Books – Vote Control	Jul. 2020 – Mar. 2021	Limited
Verification of Commitments	Sep. 2020 – Dec. 2020	Full
Verification of Expenditure Notifications	Sept. 2020 – May 2021	Full
Verification of Daily Abstract of Payments	Aug. 2020 – May 2021	Full
Verification of Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques	Jun. 2020 – May 2021	Full
Verification of Register of Blank Cheque Forms	Jul. 2020 – Mar. 2021	Full
Verification of Monthly Returns of Invoice Orders Used	Oct. 2020 – Mar. 2021	Full
Verification of Revenue Account	Aug. 2020 – Dec. 2020	Limited
Verification of Monthly IPSAS Statement	Sept. 2020 – Aug. 2021	Full
Review of Contract Employees Pay Records	Oct. 2020 – Dec. 2020	Full
Verification of National Insurance Contributions	Oct. 2020 – Dec. 2020	Full
Examination of Motor Vehicle Advances Ledgers	Jul. 2020 – Dec. 2020	Limited
Verification of Overpayments/ Overpayment Registers	Jul. 2020 – Dec. 2020	Limited
Review of preparation and Submission of Deposit Vouchers in respect of Head 111 – Treasury Deposits, Sub – Head 71 Expenditure Recovered.	Oct. 2020 – Dec. 2020	Limited
Verification of Comptroller of Accounts Notifications re: Motor Vehicle Advances	Oct. 2019 – Sep. 2020	Full
Verification of Utilities Registers	Oct. 2020 – Dec. 2020	Full
Verification of List of Void Cheques/ Void Cheques Register FY 2019/2020	Oct. 2020 – Mar. 2021	Full
Verification of Travelling/ Travelling Claims Registers	Jul. 2020 – Jun. 2021	Full

AUDIT ASSIGNMENT	PERIOD EXAMINED	AUDIT ASSURANCE
<b><u>Corporate Services</u></b>		
Verification of Imprest Cash	Aug. 2020 – Jun. 2021	Limited
Review of Fleet Card System	Jan. 2020 – Jul. 2021	Limited
Verification of Register of Vehicles owned by the Ministry	As at Dec. 2020	Limited
Verification of Motor Vehicle Log Books	Jul. 2020 – Sep. 2020	Limited
Verification of Assets: Maintenance, Records & Security ICT Access Centres (Penal & Carenage) Old Fire Station Property and Real Estate Management Services	Oct. 2020 – Mar. 2021	Limited
Examination of Stores: Inventory & Stores Management	Oct. 2020 – Feb. 2021	Limited
<b><u>Human Resource</u></b>		
Review of Contract Administration	Oct. 2020 – Mar. 2021	Full
Verification of Pension and Leave Records	Oct. 2020 – Sep. 2021	Limited
Review of System and Procedures for the Payment of Contract Gratuity	Oct. 2020 – Mar. 2021	Full
Verification of Applications for Contract Gratuity	Oct. 2020 – Sep. 2021	Limited
<b><u>Other</u></b>		
Verification of Previous Year Payments (namely – arrears of salary, allowances and increments)	Oct. 2019 – Sep. 2020	Limited

Table showing various Audit Assignments for fiscal 2021 and their statuses

# APPENDICES

## 7.1 APPENDIX I

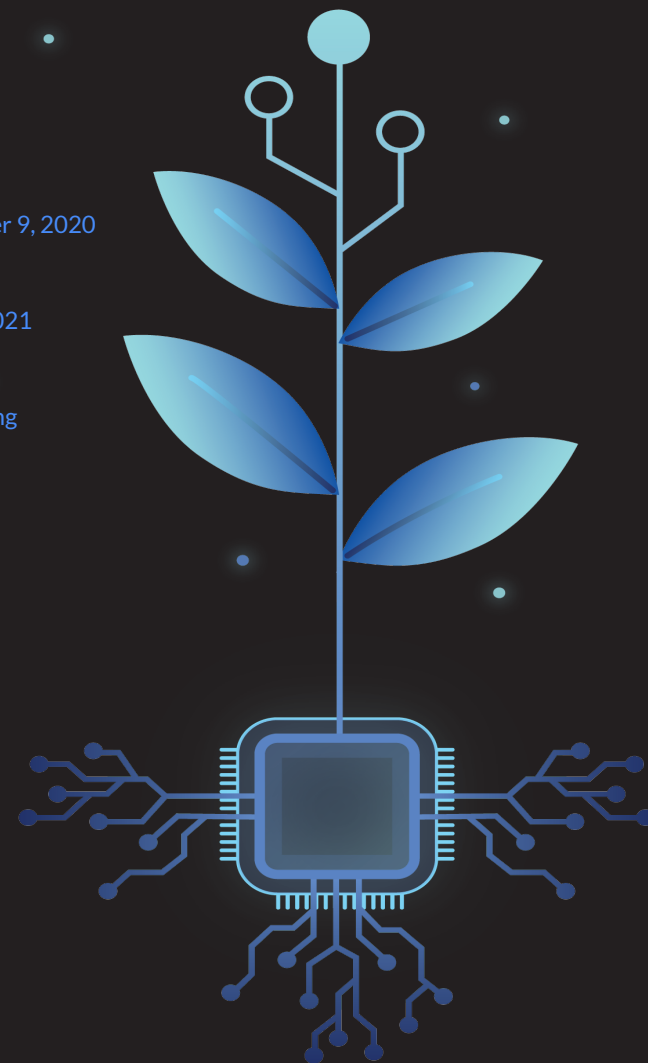
Extract From Gazette Notice No. 158 Dated September 9, 2020

## 7.2 APPENDIX II

Extract From Gazette Notice No. 111 Dated July 19, 2021

## 7.3 APPENDIX III

Breakdown Of Public Service Organisational Structuring  
Assignments For Fiscal 2021



# 7 APPENDICES

## 7.1 APPENDIX I – EXTRACT FROM GAZETTE NOTICE NO. 158 DATED SEPTEMBER 9th, 2020

1158

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

#### DIRECTIONS:

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

Dated this 28th day of August, 2020.

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

#### SCHEDULE

<i>Minister</i>	<i>Business and Departments of Government</i>
	Business Continuity
	Digital Government
	Digital Transformation
	—Cyber-security
	—E-identity

1406

**TRINIDAD AND TOBAGO GAZETTE** [September 9, 2020]

1158—Continued

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

#### DIRECTIONS: DIRECTIONS:—CONTINUED

#### SCHEDULE

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

## 7.2 APPENDIX II - EXTRACT FROM GAZETTE NOTICE NO. 111 DATED JULY 19, 2021

695

### REVOCATION AND RE-ASSIGNMENT AS MINISTER OF PUBLIC ADMINISTRATION

It IS HEREBY NOTIFIED for general information that Her Excellency the President, acting in accordance with the advice of the Prime Minister, in exercise of the power vested in her by sections 3(9) and 79(1) of the Constitution of the Republic of Trinidad and Tobago, has revoked the assignment of responsibility of ALLYSON WEST as Minister of Public Administration and Digital Transformation and has re-assigned her as Minister of Public Administration, with effect from 12th July, 2021.

12th July, 2021.

C. MAHADEO  
*Acting Secretary to Her Excellency  
the President*

696

### RE-ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF PUBLIC ADMINISTRATION

#### DIRECTIONS:

IN EXERCISE of the power vested in me the President by section 79(1) of the Constitution of the Republic of Trinidad and Tobago and acting in accordance with the advice of the Prime Minister, I hereby assign to SENATOR the HONOURABLE ALLYSON WEST responsibility for the Ministry of Public Administration, including the administration and the business of the Departments of Government, as specified in the Schedule attached hereto, with effect from 12th July, 2021.

Dated this 12th day of July, 2021.

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

#### SCHEDULE

<i>Minister</i>	<i>Business and Departments of Government</i>
Ministry of Public Administration	HRM Policy Development and Monitoring
	Open Government
	Public Management Consulting
	Public Service Administration and Management
	Public Service Legislative Framework
	Public Service Modernisation
	Public Service Training and Development
	Property and Real Estate
	Strategic Human Resource Management
	<i>Indirect:</i>
	Personnel Department
	Service Commissions



## 7.2 APPENDIX II - EXTRACT FROM GAZETTE NOTICE NO. 111 DATED JULY 19, 2021 CONT'D

[July 19, 2021]

### TRINIDAD AND TOBAGO GAZETTE

1043

697

#### REVOCATION AND RE-ASSIGNMENT AS MINISTER OF DIGITAL TRANSFORMATION

IT IS HEREBY NOTIFIED for general information that Her Excellency the President, acting in accordance with the advice of the Prime Minister, in exercise of the power vested in her by sections 3(9) and 79(1) of the Constitution of the Republic of Trinidad and Tobago, has revoked the assignment of responsibility of HASSEL BACCHUS as Minister in the Ministry of Public Administration and Digital Transformation and has re-assigned him as Minister of Digital Transformation, with effect from 12th July, 2021.

12th July, 2021.

C. MAHADEO  
*Acting Secretary to Her Excellency  
the President*

698

#### ASSIGNMENT OF RESPONSIBILITY FOR THE MINISTRY OF DIGITAL TRANSFORMATION

##### DIRECTIONS:

IN EXERCISE of the power vested in me the President by section 79(1) of the Constitution of the Republic of Trinidad and Tobago and acting in accordance with the advice of the Prime Minister, I hereby assign to SENATOR the HONOURABLE HASSEL BACCHUS responsibility for the Ministry of Digital Transformation, including the administration and the business of the Departments of Government, as specified in the attached Schedule hereto, with effect from 12th July, 2021.

Dated this 12th day of July, 2021.

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

##### SCHEDULE

<i>Minister</i>	<i>Business and Departments of Government</i>
Ministry of Digital Transformation	Business Continuity
	Digital Government
	Digital Transformation
	—Cyber-security
	—E-identity
	—Government Services On-line
	—Public Service ICT Governance
	—Systems Interoperability
	ICT Access Centres
	Information and Communication Technology
	—ICT Policy, Strategy and Management
	—National ICT Planning
	Information and Data Protection
	<i>Wholly Owned Enterprises:</i>
	National Information and Communication Technology Company Limited (iGovTT)
	<i>Statutory Boards and Other Bodies:</i>
	Telecommunications Authority of Trinidad and Tobago (TATT)
	ttconnect Service Centre

## 7.3 APPENDIX III - BREAKDOWN OF PUBLIC SERVICE ORGANISATIONAL STRUCTURING ASSIGNMENTS FOR FISCAL 2021

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Ministry of Agriculture, Land and Fisheries	Employment, on Contract, of Staff in the Legal Services Unit, Ministry of Agriculture, Land and Fisheries							1	2					
	Employment on Contract of Staff in the Information Communications and Technology Unit of the Ministry of Agriculture, Land and Fisheries								8					
Office of the Attorney General and Ministry of Legal Affairs	Employment, on Contract, of persons in 74 positions in the Office of the Attorney General and Ministry of Legal Affairs								74					
Ministry of Education	Employment on Contract, of staff in the ICT Division of the Ministry of Education								3					

## Assignments for which Cabinet has granted approval, by MDA, for the period October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non- Renewal
Ministry of Finance	Employment, on contract, of 42 PAYE Monitoring Officers and 37 VAT Monitoring Officers in the Inland Revenue Division, Ministry of Finance								79					
	Extension of the life of nine (9) temporary positions on the staff establishment of the Ministry of Finance (Customs and Excise Division)						9							
	Employment, on Contract, of staff in the Financial Intelligence Unit, Ministry of Finance								20					
	Grant of covering approval for the extension of the life of three (3) temporary positions of Clerk II of the staff establishment of the Ministry of Finance, Inland Revenue Division						3							
	Covering approval for the extension of the life of the Production Team for the IGP/IhRIS in the Ministry of Finance								42			42		
	Employment, on contract, of staff in the Central Audit Committee of the Investment Division, Ministry of Finance							4	13					

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Ministry of Finance	Creation of Permanent and Pensionable Offices on the Staff Establishment of the Financial Intelligence Unit of the Ministry of Finance	7												
	Employment, on Contract of One (1) Senior Legal Officer in the Office of the Supervisor of Insolvency. Ministry of Finance								1					
	Employment on Contract, of Staff in the Financial Intelligence Unit Ministry of Finance								2					
Ministry of Foreign and CARICOM Affairs	Employment, on contract, of staff in the Pension and Leave Unit, Human Resource Services Division, Ministry of Foreign and CARICOM Affairs								2					
	Employment, on Contract, of staff in the ICT Unit, Ministry of Foreign and CARICOM Affairs								2					
	Employment, on Contract, of One (1) Monitoring and Evaluation Co-ordinator in the Monitoring and Evaluation Unit, Ministry of Foreign and CARICOM Affairs								1					
	Employment, on contract, of three (3) Senior International Relations Officer in the Ministry of Foreign and CARICOM Affairs								3					
Ministry of Foreign and CARICOM Affairs cont'd	Employment, on Contract, of Twelve (12) International Relations Officers in the Ministry of Foreign and CARICOM Affairs								12					

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Ministry of National Security	Employment, on Contract, of Staff in the Ministry of National Security								73					
Ministry of Planning and Development	Employment, on contract, of staff in the Green Fund Executing Unit of the Ministry of Planning and Development							13					6	
	Employment, on Contract, of Staff in the ICT Division of the Ministry of Planning and Development								3					
Ministry of Public Administration	Interim Adjustments to the Structure of the Public Service							1			2010		2	
Ministry of Social Development and Family Services	Employment, on contract, of staff in the Legal Unit of the Ministry of Social Development and Family Services							5						
	Employment, on Contract, of staff in the Information and Communications Technology Division, Ministry of Social Development and Family Services								2					
Ministry of Sport and Community Development	Employment, on Contract, of 40 non-standardised contract positions of Community Facility Coordinator, in the Modernised Community Centres in the Ministry of Sport and Community Development (formerly under the Ministry of Community Development, Culture and the Arts)							40		35				5

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non- Renewal
Ministry of Works and Transport	Employment, on contract, of staff in the Information Technology Unit, Ministry of Works and Transport							4	21	2				
	Employment, on contract, of staff in the Maritime Services Division, Ministry of Works and Transport							4	4					
	Employment, on contract, of staff in the Coastal Protection Unit, Ministry of Works and Transport							9	10					
	Employment on Contract, of Five (5) Port Stale Inspectors in the Maritime Services Division, Ministry of Works and Transport							2	3					
Auditor General	Employment, on Contract, of One (1) Senior Legal Officer in the Auditor General Department								1					
Environmental Commission	Employment, on contract, of staff in the Environmental Commission							2						
Equal Opportunity Commission	Employment, on Contract, of Staff in the Equal Opportunity Commission, Office of the Attorney General and Ministry of Legal Affairs								3					



Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Industrial Court	Employment, on contract, of three CAT Reporters I in the Court Reporting Section of the Industrial Court								3					
	Employment, on Contract, of a Senior CAT Reporter in the Court Reporting Section of the Industrial Court								1					
	Employment, on Contract, of an Information Technology Infrastructure Specialist in the Information Technology Unit of the Industrial Court								1					
	Employment, on Contract, of a Court Administrator in the Industrial Court								1					
	Employment, on Contract, of Two (2) Legal Officers I in the Industrial Court								2					

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Office of the Parliament	Employment on Contract, of staff in the Office of the Parliament								7					
	Employment, on Contract, of Staff in the Office of the Parliament								17					
	Employment, on Contract, of one (1) Video Editing Technician in the Office of the Parliament								1					
	Employment, on Contract, of Staff in the Information Systems Division, Office of the Parliament								4					
	Employment, on contract, of staff in the Human Resource Management Unit, the Hansard Unit and the Corporate Communications and Productions Division of the Office of the Parliament								5					
	Redeployment of one (1) permanent and pensionable office of Vault Attendant I from the Judiciary to the Office of the Parliament and creation of one (1) post of receptionist/Telephone Operator on the permanent staff establishment, Office of the Parliament	1			1									

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non- Renewal
Office of the Parliament	Employment, on contract, of staff in the Parliamentary Police Unit, Office of the Parliament								57					
	Employment, on contract, of three (3) Parliamentary Resource Officer in the Office of the Marshal, Office of the Parliament								3					
	Employment, on contract, of one (1) Corporate Communications Officer in the Corporate Communications Department, Office of the Parliament								1					
	Employment, on Contract, of One (1) Business Operations Assistant 1 and One (1) Business Operations Assistant II in the Office of the Parliament								2					
	Employment, on Contract of One ID Manager. Public Procurement, in the Procurement Unit, Office of the Parliament								1					
Office of the Prime Minister	Employment, on Contract, of two (2) Monitoring and Evaluation Officer in the Policy, Research and Planning Division, Office of the Prime Minister							2						

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non- Renewal
Office of the Prime Minister	Employment, on Contract, of two (2) Driver/Courier in the Gender and Child Affairs Division, Office of the Prime Minister								2					
	Employment, on Contract, of Staff in the Office of the Prime Minister								7					
	Employment on Contract, of one (1) Business Operations Assistant I in the Pension and Leave Unit, Office of the Prime Minister								1					
	Employment, on contract, of one (1) Driver/Courier in the Office of the Prime Minister, Central Administrative Services Tobago								1					
	Employment, on contract, of staff in the Secretariat to the National AIDS Co-ordinating Committee, Office of the Prime Minister								6					
	Employment, on Contract, of a Communications Strategist, Office of Communications in the Office of the Prime Minister								1					
	Arrangements for the removal of Public Officers from the St. Dominic's Children's Home		94		8									

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Office of the Prime Minister	Employment, on contract, of a Project Accountant in the Office of the Prime Minister								1					
	Employment, on contract of one (1) Senior Policy Specialist in the Office of the Prime Minister								1					
	Employment, on Contract, of Staff in the Office of the Prime Minister, Central Administrative Services, Tobago								2					
	Employment on Contract, of Two (2) Network Specialists and Two (2) Information Systems Specialists in the Office of the Prime Minister								4					
	Employment, on Contract, of Staff in the Office of the Prime Minister (Gender Affairs Division)								3					
	Employment, on Contract, of One (1) Health and Safety Officer in the Office of the Prime Minister								1					
Personnel Department	Employment on Contract of One (1) Director, Legal Services, in the Legal Services Division, Personnel Department								1					

Assignments for which Cabinet has granted approval, by MDA, for the period  
October 1, 2020 to September 30, 2021

MINISTRY/ DEPARTMENT	PROJECT/PROPOSAL	ESTABLISHED POSITIONS				TEMPORARY		CONTRACT POSITIONS						
		Created	Abolished	Suppressed	Reassigned	Created	Extended	Approved	Renewed	Rescinded	Transferred	Covering Approval	Re-designated	Non-Renewal
Registration, Recognition and Certification Board	Employment, on Contract, of Two (2) Examiner Specialists in the Registration Recognition and Certification Board								2					
Service Commissions Department	Employment, on contract, of one (1) Business Operations Assistant II (Pension and Leave), Service Commissions Department								1					
	Employment, on contract, of one (1) Pension and Leave Officer in the Human Resource Management Unit, Service Commissions Department							1						
	<b>Total</b>	<b>8</b>	<b>94</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>12</b>	<b>89</b>	<b>533</b>	<b>37</b>	<b>2010</b>	<b>42</b>	<b>8</b>	<b>5</b>



# MINISTRY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

## **Head Office**

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

## **Public Management Consulting Division**

Park Plaza, St. Vincent Street, Port of Spain

## **Property and Real Estate Services Division**

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

## **Government Training Centre**

2nd North Coast Road,  
Western Main Road, Chaguaramas

## **AccessTT**

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

