



Ministry of
Public Administration and Information

ANNUAL REPORT

October 2006 to September 2007



Ministry of
Public Administration and Information

ANNUAL REPORT

October 2006 to September 2007

TABLE OF CONTENTS

Minister's Foreword 5

1.0 Context	6
1.1 Mission	7
1.2 Policy	7
1.3 Core Values and Principles	9
1.4 Corporate Plan	11

2.0 Organizational Structure	12
2.1 Corporate Structure	14
2.2 Services/Products provided and Special Projects	16
2.3 Delegated Levels of Authority	16
2.4 Reporting Functions	18

3.0 Performance Highlights	20
3.1 Promoting Effective Government	22
3.2 Developing Innovative People	27
3.3 Investing in Sound Infrastructure and Environment	31
3.4 Enabling Competitive Business	34

4.0 Financial Operations	36
4.1 Budgetary Process	38
4.2 Expenditure versus Budget	38
4.3 Audit	39

5.0 Human Resource Development Plan	40
5.1 Career Path Systems	42
5.2 Training	42

6.0 Procurement Procedures	44
6.1 Goods and related services	46
6.2 Consulting services	46
Photos of Special Events	47



In today's extremely competitive world, it is absolutely important that, as a nation, we attain the highest possible levels of efficiency and productivity. Towards this end we have been improving the delivery capabilities of the Public Sector which, as the main provider of goods and services and the largest investor in the country's development, remains the principal agent of economic and social progress of the country.

The Ministry of Public Administration, in 2004 launched the Public Sector Reform Initiation Programme, and over the last six years, very significant progress has been made towards this important national objective.

This can be seen in, the modernization of management, improved systems and business operations of the service; the development of our human resource, through, training and the scholarships programme; the process of ongoing consultation with Public Service Employees and with the national community; the construction and upgrading of customer-friendly facilities in various parts of the country and improved terms and conditions for public service employees.

Included as a critical matter in the transformation process is the fullest possible deployment of information and communications technology in the social and economic development of Trinidad and Tobago. Towards this end, the Government launched *fastforward*, our national ICT plan, a main objective of which is the attainment of electronic government in Trinidad and Tobago.

Very good progress has been made towards e-Government, with the establishment of the Government Communications Backbone, a Wide Area Network, as a central platform for communication and collaboration among all ministries and public sector agencies and already involving twenty (20) ministries and 230 sites; the establishment of the e-Government Portal (**ttconnect**), a single point of "online" access to all appropriate Government information at any time of day or night; and the provision on line of all appropriate government information. We are now working towards making 75% of government services available on line by 2009.

Fiscal Year 2007 witnessed a refocusing and realignment of the Ministry to the Vision 2020 National Strategic Plan and the goals and objectives of the Operational Plan 2008-2010. This new road map (designed to guide and monitor us on the road to "developed nation" status) in articulating our responsibilities saw us championing four out of the five "Development Priorities" (Pillars) namely, Promoting Effective Government, Developing Innovative People, Investing in Sound Infrastructure, and Enabling Competitive Business.

In the continuing effort to enhance our capability and capacity in achieving the goals and objectives set forth, we have purposefully repositioned the Ministry by strengthening its organizational structure, improving internal and external communications, and through teambuilding efforts recommitting and dedicating ourselves to the tasks at hand.

I am confident that these interventions have laid the foundation for our role in leading the transformation effort in the public service and improving the delivery of services to our citizens. To this end we will continue to build on our strengths and successes and look positively to the coming year.

Kennedy Swaratsingh

Minister of Public Administration

1.0 Context



Our Mission

Our Policy

Our Core Values and Principles

The Corporate Plan



1.1 Our Mission

The Mission of the Ministry of Public Administration and Information is:

“To facilitate the development of the capacity of the public service to deliver quality goods and services in an effective, sustainable and equitable manner and the implementation of the national connectivity agenda which is designed to move Trinidad and Tobago to a prominent position in the global information society”.

1.2 Our Policy

The Ministry of Public Administration and Information (MPAI) champions four of the five “Development Pillars” detailed in the Vision 2020 Operational Plan (November 2006) as detailed in **Table 1** below.

Table1: The Development Pillars, Outcomes and the Ministry’s Outcome Statements

DEVELOPMENT PILLARS	OUTCOMES	MINISTRY’S OUTCOME STATEMENTS
1. Promoting Effective Government	Our public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients.	A modern, efficient, effective, customer-based and service oriented public sector.
2. Developing Innovative People	A highly skilled, talented and knowledgeable workforce stimulating innovation-driven growth and development.	A highly skilled, talented and knowledgeable workforce.
3. Investing in Sound Infrastructure and Environment	Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communication systems driving innovation, growth and social progress.	Easier public access to government information and services through the use of ICT.
4. Enabling Competitive Business	Creating a business climate that attracts investors and encourages competitive businesses to start and grow.	To create a vibrant e-Marketplace

The Ministry is committed to the delivery of a wider and more accessible range of quality public services to citizens through the development, implementation and use of modern public sector management systems, practices and methods. In this regard, great emphasis is placed on tailoring its activities to support Government's commitment to develop the capacity of the public service in order that its citizens realize the highest degree of satisfaction possible.

1.3 Core Values and Principles

In support of our mandate, the Ministry continues to promote a corporate ethos which values the contribution of staff and the effective management of resources. It remains committed to values and principles, which guide its activities and provide the foundation for the Ministry's success.

Our Values



Our Principles

Client focus

We value and involve our clients and strive to remain responsive to their needs.

Results Oriented

We recognize the importance of measuring our performance, providing demonstrable value for our clients and remaining accountable for results.

Best Practice

We champion best practices to achieve high quality standards of service and efficiency.

Partnerships

We appreciate the importance and benefits of partnerships internally and with other Ministries, Agencies and the Private Sector.

Professionalism

We promote mutual respect, integrity and a culture of personal and professional development.

1.4 The Corporate Plan

In pursuit of the Ministry's mission and in the context of the four (4) Vision 2020 Development Pillars, goals/outcomes that the Ministry champions, its short and long term plans center around three major initiatives - the Public Sector Reform Initiation Programme (PSRIP), the Scholarships Programme, and the implementation of the National Information and Communications Technology Plan, branded "**fastforward**".

The Public Sector Reform Initiation Programme was developed by the GORTT and the IDB to facilitate the development and implementation of a long term strategy to reform the Public Sector. The general objective of the Programme is to support the initial development and implementation of a long-term strategy to reform the Public Sector and the national goal of achieving developed country status by the year 2020. This strategy involves increasing the volume of Government resources and improving efficiency and effectiveness in the delivery of public goods and services.

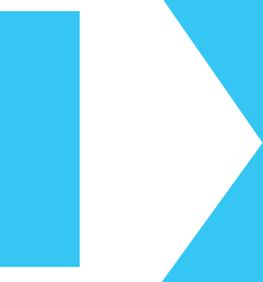
The Scholarships Programme affords citizens the opportunity to pursue studies in selected areas such as Urban and Regional Planning; Property Valuation/Estate Management; Medicine and Sport. Scholarships under the Production Sharing Contract with the Oil Companies facilitate study in fields related to the oil industry such as Geology, Geosciences, Mineral Management and Geophysics. Citizens may also access the Commonwealth Scholarship Plan awards from the United Kingdom, Canada and New Zealand as well as OAS Awards. Opportunities to study medicine are facilitated through collaboration between the St. Georges University, Grenada. Additionally, the CARICOM/Cuba Scholarships Programme facilitates studies leading to a Bachelor's Degree in specified areas including medicine. The Cuba/Trinidad and Tobago Bilateral Awards also enable pursuit of tertiary level studies.

The National Information and Communications Technology Plan - fastforward leverages the power of people, innovation, education, information technology and infrastructure to accelerate social, economic and cultural development for all elements of society. **fastforward** complements and builds upon Vision 2020 and the National Development Plan, and plays a central role in Trinidad and Tobago becoming a knowledge-based society. The objectives of the **fastforward** agenda are to:

- **Provide all citizens with Internet access**
- **Focus on the development of children and adult skills to ensure a sustainable solution and a vibrant future**
- **Promote citizen trust, access, and interaction through good governance**
- **Maximize the potential within all citizens, and accelerate innovation, to develop a knowledge-based society**

Full information regarding **fastforward** and all of its associated programmes and projects can be found at www.fastforward.tt. Information on the Ministry and its special projects can be found at www.opinionleaders.gov.tt; www.foia.gov.tt; www.gov.tt; www.mpa.gov.tt

2.0 Organisational Structure



Corporate Structure

**Services / Products provided
and Special Projects**

Delegated Levels of Authority

Reporting Functions



2.1 Corporate Structure

The Ministry of Public Administration and Information consists of two inter-connected arms to implement its functions, namely:

The Public Administration Arm and the Information Arm.

The Public Administration Arm of the Ministry is responsible for developing and coordinating policies which regulate the management, functioning and ability of the Public Service to deliver quality service. It spearheads administrative reforms to enable the delivery of timely and quality service to the public.

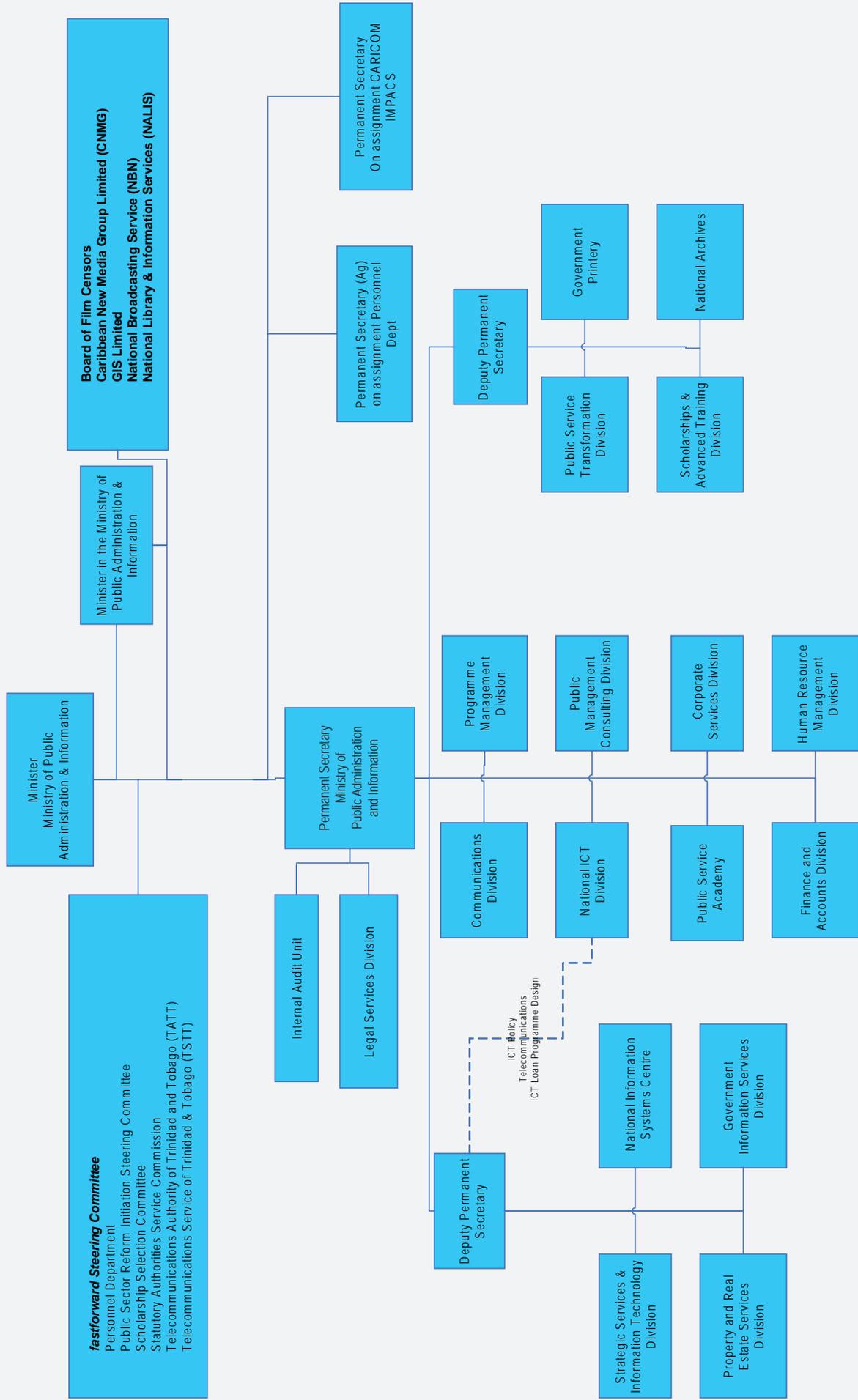
The Information Arm of the Ministry is responsible for providing strategic guidance on national ICT development and the implementation of programmes and projects under the National ICT Plan, otherwise known as **fastforward**. It also focuses on the development and roll out of information technology, systems and services to the Ministry's internal customers.

Table 2 describes the seventeen (17) Divisions of the Ministry by functionality. The revised "Top Level Organization Structure" at **Diagram (1)** illustrates the reporting relationships of the Ministry's Divisions.

Table2: MPAI's Divisions by functionality

FUNCTION	DIVISIONS
Transformational	<ol style="list-style-type: none"> 1. Public Sector Transformation 2. Public Management Consulting 3. Public Services Academy 4. Scholarships and Advanced Training 5. Information & Communications Technology
External Services	<ol style="list-style-type: none"> 6. Government Printery 7. National Archives of Trinidad and Tobago 8. Government Information Services 9. National Information Systems Centre 10. Property and Real Estate Services
Shared Services	<ol style="list-style-type: none"> 11. Legal Services 12. Corporate Services 13. Human Resource Management 14. Corporate Communications 15. Program Management 16. Strategic Services 17. Finance & Accounts

Diagram I: Ministry of Public Administration and Information – Top Level Organizational Structure



2.2 Services/Products provided and Special Projects

- ✚ Provision of consultation and advice to agencies, departments and executives on Public Sector Transformation issues
- ✚ Telecommunication Policy and the development of the ICT Sector of the country
- ✚ Dissemination of information on behalf of the Government via the print, audio and visual media and provision of related services
- ✚ Provision of access to documentary heritage
- ✚ Provision of efficient estate management and property development services, including the provision of safe, suitable and adequate office environments
- ✚ Facilitation and partnership with Ministries and other Government Departments and Units in business process re-design to improve service delivery to the public
- ✚ Provision of printing and publishing services for the Government and the public
- ✚ Promotion of the National Connectivity Agenda
- ✚ Provision of information to the general public under the Freedom of Information Act (FOIA) and the preparation of the Public Service FOIA Annual Report to Parliament
- ✚ Provision of scholarships and advanced training opportunities to citizens of Trinidad and Tobago

2.3 Delegated Levels of Authority

Administrative Functions

The Permanent Secretary, supported by the Corporate Services and Human Resource Management Divisions continued to administer the functions devolved by the Chief Personnel Officer and functions delegated by the Public Service Commission.

Table 3: Describes the functions devolved by the Chief Personnel Officer.

MONTHLY PAID EMPLOYEES	DAILY-RATED EMPLOYEES
Contract employment Secondment Duty Leave, Special Duty Leave Special Leave Accumulation of Leave No Pay Study Leave Leave of absence without pay Extension of Sick Leave, Injury Leave Leave to pursue course in Trade Unionism Compensation in lieu of uniforms not issued Compensation in lieu of annual vacation leave Separation Allowance	Duty Leave No Pay Leave Time off/Leave for Union sponsored seminars or other similar activities Study Leave No Pay Study Leave Special Leave Leave for Union Business Normal Sick Leave Extension of Sick Leave Time off as Union Representative

Functions Delegated by the Public Service Commission (PSC)

The following functions are delegated by the PSC:

- i. Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister.
- ii. Appointments on a temporary basis for periods not exceeding 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.
- iii. Confirmation of appointments.
- iv. Power to make transfers within the Ministry's Divisions up to Range 68.
- v. Acceptance of Resignations.
- vi. Noting of Retirements – compulsory and voluntary after age 54.
- vii. The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct. Infractions and their related regulations are set out in Table 4 below.

Table 4: Regulations related to Acts of misconduct / discipline

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 with 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) and (f)	Neglect of duty
149(2) (g)	Unlawful or unnecessary exercise of duty
149 (2) (a)	Absence without leave from office or habitually irregular arrival / departure from office
149 (2) (a)	Persistently unpunctual
149 (2) (c)	Unfit for duty through drunkenness or use of drugs

Financial Functions

The Permanent Secretary (Accounting Officer) is authorized to award contracts for the procurement of goods and services up to a limit of TT\$500,000 and for consultancy services up to a limit of TT\$200,000.

The Permanent Secretary delegated responsibility, **only** in respect of the procurement of goods and services are as follows:

- Permanent Secretary (not accounting officer) – \$200,000.
- Deputy Permanent Secretary - \$100,000.
- Heads of Divisions - \$25,000.

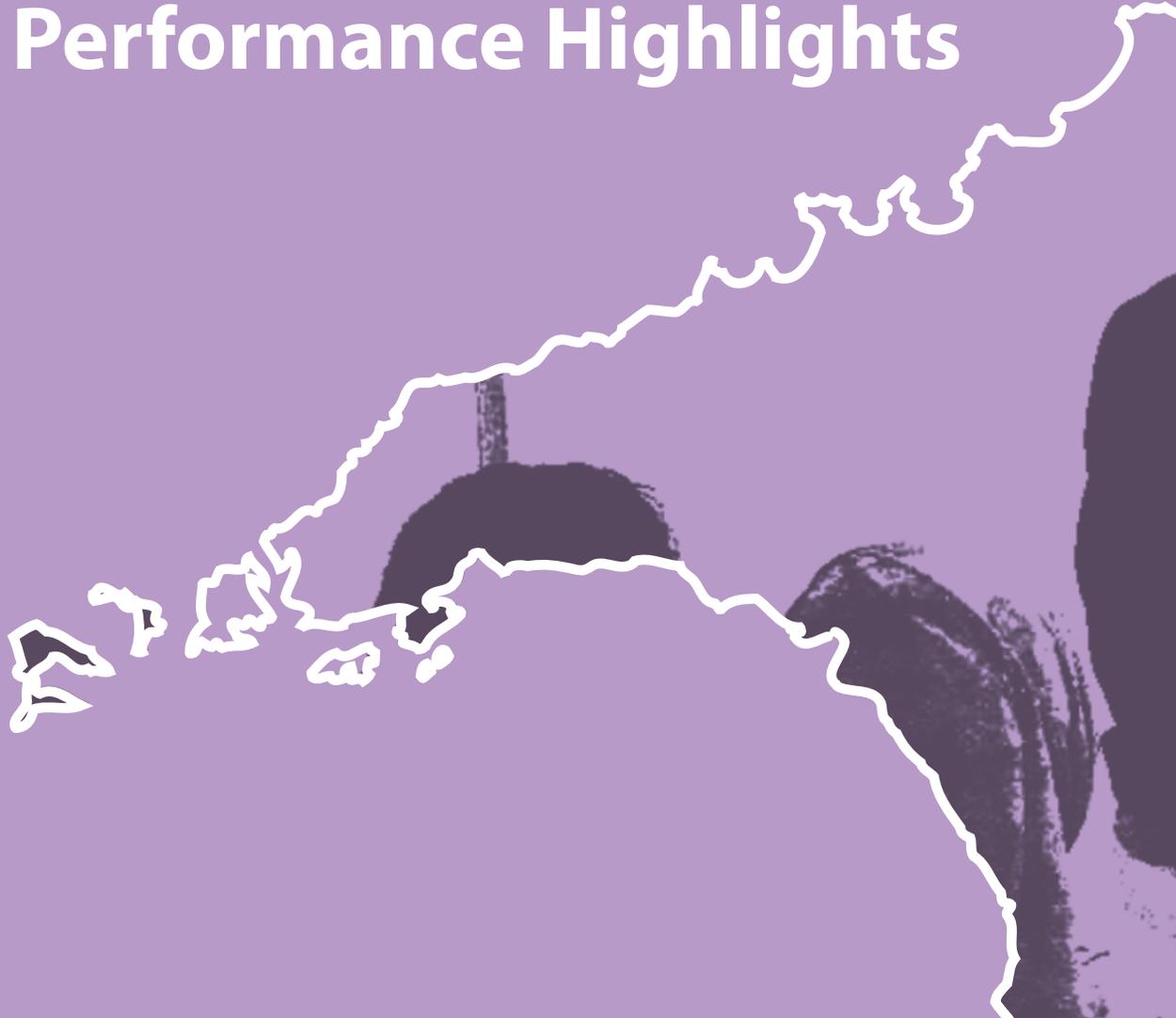
2.4 Reporting Functions

Table 5: Reporting functions of the Ministry 2006-2007

	Line Minister	Ministry of Planning	Ministry of Finance	Auditor General	Chief Personnel Officer	Public Service Commission	Cabinet	Parliament
Annual operating budgets; strategic plan	X	X	X				X	
Monthly Financial Reports			X					
Monthly/Annual Performance Reports	X	X	X				X	X
Status Reports on the Vision 2020 Operational Plan		X						
Annual Financial Report			X					
Monthly reports on Devolved Functions					X			
Annual Administrative Report							X	X
Quarterly reports on Delegated Functions						X		



3.0 Performance Highlights



Promoting Effective Government

Developing Innovative People

Investing in Sound Infrastructure and Environment

Enabling Competitive Business



During fiscal year 2007, some of the significant accomplishments of the Ministry in furtherance of the national policy agenda and its strategic objectives were:

3.1 Promoting Effective Government

MPAI's Goal: To facilitate the creation of a modern, efficient, effective customer-based and service oriented public sector.

3.1.1 Public Service Transformation

a. Opinion Leaders Panel and Public Sector Employee Surveys

The programme of public opinion and employee satisfaction polls continued in an effort to encourage results-based policy development. With regard to public opinion polls, three (3) "waves" of the Opinion Leaders' Panel (OLP) were undertaken – OLP Wave 7 to gain public opinion of Government performance and government service delivery, OLP Wave 8 to gain public reaction to the National Budget, and OLP Wave 9 to gain public opinion/ reaction to the General Elections and its outcome.

With regard to the employee satisfaction polls, employee surveys geared to two specific sectors – the Health and Education Sector were conducted. These surveys targeted the Health Service Professionals and Teachers and provided baseline quantitative and qualitative data on attitudes and performance in the relevant sectors.

b. The **ttconnect Service Centre** Pilot Programme

The **ttconnect Service Centre** programme aims to enhance citizen convenience and improve access to Government information and services. The establishment of One Stop Shop Service Counters in communities throughout Trinidad and Tobago is geared towards providing over-the-counter information and selected services to the public. It is planned that by December 2007, two (2) such locations in Princes Town and St. James will be opened providing information and forms available via online resources, with an additional six (6) locations planned for roll out in 2008 as part of the pilot initiative.

These centres offer a suite of application services including First Electronic Birth Certificate from the Ministry of Legal Affairs, Housing Applications and Home Improvement Subsidy Grants from the Ministry of Planning, Housing and the Environment, Scholarship Applications for the Ministry of Public Administration and Information, as well as On the Job Trainees (OJT), Multi-sector Skills Training Programme (MuST) and Re-training forms from the Ministry of Science Technology and Tertiary Education.



ttconnect Service Centre - One Stop Shop Service Counters currently being established. Planned opening is scheduled for December 2007

c. Pension Re-engineering Project

The process for the administration of Pensions to Public Servants is in the final stages of revision allowing for the timely payment of separation benefits and maximizing the use of the Integrated Human Resource Information System (IhRIS). The organization structure and work flow of the model Human Resource Management function in Ministries were defined, and job aids and manuals completed.

d. Public Sector Reform Initiating Programme (PSRIP)

In support of Public Sector Reform the execution of the National Dialogue Strategy and Promotion Plan continued. Work identifying the issues and policy options associated with Public Sector Reform was completed, and the first phase of the National Dialogue Strategy was also developed. This will be used in preparing an implementation plan for the Public Sector Reform Communication Strategy.

e. The Restructuring of the Central Statistical Office (CSO)

The Action Plan for the restructuring was completed.

3.1.2 Properties and Real Estate Services

a. Appropriately designed, constructed, refurbished and maintained government accommodation in accordance with user and statutory requirements

- Design brief developed and surveys completed for the new National Archives building, Wallerfield.
- Demolition works to NBN Building, Abercromby Street, P.O.S, completed. Design to be completed by February, 2008.
- Work progressed on the Red House Plant Room construction and is scheduled for completion by February 2008. Structural and seismic retrofit to the South side and roof repairs to the entire facility are in progress and scheduled to be completed in 2008.
- Refurbishment of The Information Channel, Lady Young Road, Morvant, completed.
- MTS Proposal for rehabilitation of twenty-seven (27) State-owned residences at Flagstaff Hill accepted by MPAl and contractors mobilized.



Rehabilitation of the state owned residences at Flagstaff Hill

b. Maintenance of State-owned Buildings

A Preliminary Draft Policy for Maintenance of Government building was prepared with the final draft to be submitted in 2008.

3.1.3 Strategic Services - Information Technology Improvement of Information Technology infrastructure at MPAI

a. Expansion and utilization of Intranet Portal Services (Seven out of Seventeen Divisions to date)

The Intranet hosted one hundred and ten (110) project sites allowing access to approximately seventy-two thousand (72,000) documents. Further, standardized Document Libraries were created for use across the divisions, hosting approximately 42,500 documents and Divisions accessed their individual document libraries. Access to project and divisional documents resulted in increased stakeholder input, communication and information flows, improved collaboration among employees and cross divisional teams, project management, and reporting.

Four (4) electronic services were deployed to improve service delivery to include the Adventure Seekers Membership application, Intranet Issues and Feedback, a Staff Directory and a Suggestion Box. In addition, correspondence registers were developed for the Permanent Secretary, Deputy Permanent Secretaries and for Cabinet Notes management.

An improved communications link provided Intranet access to three offsite Divisions. Full Ministry access is expected to be completed by FY 2009.

The screenshot shows the MPAI Intranet Portal homepage. The header includes the Ministry of Public Administration and Information Intranet logo and navigation links. The main content area is divided into several sections: Mission, Values, Principles, Client Focus, Results Oriented, Best Practice, Partnerships, Professionalism, News, Online Government Publications, What is an Intranet, Staff Directory, and Events. A sidebar on the left contains navigation options like Home, News, Services, Templates, Publications, Projects, Divisions, and Actions. A right sidebar contains Recommended Links, My Projects, and News for You.

Intranet implemented and rolled out in pilot stage to Seven (7) Divisions



Members of the Intranet team (Lillibeth Ackbarali, Marc Patihk, Sheldon Ramroop, Richard Thomas, Duane Chan Sing and Avery Bourgeois)

b. IT infrastructure upgrade (Servers, new PCs, SANS, email archive)

A total of thirty-nine (39) desktops and seventy-nine (79) laptops were purchased and installed due to an increase in demand for and use of information technology, and the need to replace a number of "obsolete" PCs.

A Video and Conferencing Centre for the GORTT and the Caricom Secretariat was developed and installed in the Old Fire Station building along with a new server providing file services. In addition, a Metropolitan Area Network connecting the Fire Station and MPAI Head Office was designed and installed.

c. Installation of an Information Technology Infrastructure Library (ITIL) compliant Helpdesk system**

This Helpdesk System was installed on the client network to monitor and evaluate trends to assist in proactive management of incident calls.



A Video and Conferencing Centre for the GORTT and the Caricom Secretariat was developed and installed in the "old" Fire Station building.

**** This is a UK designed framework considered to be the de facto standard focusing on best practices in IT Service Management**

d. **ttconnect Service Centre**

Assistance was provided to the ttconnect Service Centre initiative in the areas of planning, design and implementation. The IT team worked with the ttconnect Service Centre project team to understand business requirements for the development of specifications for use in the design and implementation of the total solution. Procurement of various equipment and services was also undertaken by IT.



IT Staff assisting in setting up the **ttconnect Service Centres**

3.1.3 Legal Services

a. **The Legislative Review Project**

- Draft proposals to amend the Telecommunications Act were completed and sent to the Telecommunications Authority of Trinidad and Tobago (TATT) for comments and to the Information and Communications Technology Division for review before seeking Cabinet approval.
- Draft amendments of the Regulations under the Telecommunications Act were completed and sent to internal stakeholders for review.
- Draft Archives Policy Legislation was developed and sent to internal stakeholders for comments.
- A Draft Policy on the Cinematograph and Video Entertainment Act was completed and sent to the Film Censors Board and to TATT for comments, before forwarding to Law Reform Commission for review.
- A Draft Policy and Legislative Statements on the Draft Electronic Transactions Bill and Data Protection Bill were completed and sent to internal and external stakeholders for comments before seeking Cabinet approval for laying in Parliament.
- Amendments pursuant to the Data Protection Bill were completed and sent to internal and external stakeholders for review.
- A review of the draft Regulations in the Freedom of Information Act were completed and sent to internal and external stakeholders for review.

- A Draft Omnibus Cyber Crime Bill was developed in collaboration with the Legislative Department of the Chief Parliamentary Counsel (CPC) and sent to external stakeholders for consultation.

3.2 Developing Innovative People

MPAI's Goal: To facilitate the creation of a modern, efficient, effective customer-based and service oriented public sector.

3.2.1 Scholarships and Advanced Training

a. The Scholarship Programme

A total of four hundred and nine (409) scholarships were administered to the citizens of Trinidad and Tobago, up from three hundred and forty three (343) in FY 2006 an increase of 19.2%. Efforts to eliminate specific inefficiencies in the internal processes in key areas such as the payment of allowances, student monitoring and support, and job placement intensified, as an exercise was initiated to reengineer the internal processes, design a Scholarship Information System, review the revenue accounting system and service delivery quality.

In addition, a Scholarships website (www.scholarships.gov.tt) was introduced to facilitate public access to information on scholarships, Online applications, and scholar sharing of perspectives and experiences through on-line chat rooms will become available by 2009.

Government of the Republic of Trinidad and Tobago

Home | [FAQ](#) | [Links](#) | [Contact Us](#) | [Sitemap](#) Search Go

About Us | Want A Scholarship? | Talk To Us | Resources | Scholarship Services

15 NOV
Scholarship Calendar

Scholarships Available Now

Would you like to be one of 400 awardees every year?
read more

How to apply for a scholarship.
read more

Director's Welcome Message:
Welcome to Trinidad and Tobago's comprehensive scholarship portal. Look through our extensive database to find information on Scholarships and Technical Assistance Awards offered by the Government of the Republic of Trinidad and Tobago, donor agencies and other Governments. You can also find information on our services, other stakeholder agencies and our application...

NEWS & EVENTS

[The Scholarship Process](#)
(Nov 1, 2007)

[Procedures for accepting a National/ Additional National Scholarship](#)
(Feb 12, 2007)

[Over 400 Government scholarships were awarded in 2006](#)
(Aug 14, 2007)

[Obligatory service to Government](#)
(Aug 13, 2007)

[2007 Scholarship Winners](#)
(Oct 26, 2007)

Scholarships website facilities public access to information



Submission of application forms by prospective scholars

3.2.2 The Public Service Academy

a. Human Resource Development in the Public Service

The refurbishment of the Government Training Centre in Chaguaramas with modern ergonomic furniture for OSHA compliance and comfort of clients commenced. Further, in the event of an emergency an additional fuel tank was installed guaranteeing a five (5) day supply of fuel for electricity.



Refurbishment of the Government Training Centre in Chaguaramas with modern ergonomic furniture for OSHA compliance

Twenty-nine (29) courses were conducted as part of a planned and systematic approach to human resource training and development for public service employees. These courses were aimed at meeting the needs of the development priorities of the Vision 2020 Operational Plan.

A total of twelve hundred and two (1,202) public servants attended courses in Financial Management, Registry Procedures, Disciplinary Procedures, Project Management for the Public Sector Investment Programme (PSIP), OSHA, Fundamentals in Public Procurement, the Supervisor in a Changing Environment, Quality Service Delivery and Using Emotional Intelligence to Enhance Organizational Performance.

In addition, eighty-six (86) public servants attended fifty (50) courses/programmes abroad. These courses covered a wide spectrum of professional, administrative and technical disciplines in support of the development and transformation efforts currently taking place in the public service.



Group Shot of participants, Public Service Academy Coordinators, Commonwealth Secretariat (COMMSEC) facilitators and coordinators for the Regional workshop on ICT's, e-laws and Legislative Drafting



Participants intensely reviewing course material at Commonwealth Secretariat (COMMSEC) Training



On a special note, Human Resource Advisors of the Public Service Academy have held several consultations with Heads of HR Units in Ministries with a view to building capacity in these Units thereby enabling them to design and implement their own Ministry specific training courses. These interventions allow the Academy to focus on offering courses. Programmes/seminars that are wider in scope and more strategic in nature.

3.2.3 The National Information Systems Centre

a. Administration of Enterprise Agreements

The National Information Systems Centre (NISC) renewed the Microsoft enterprise agreement for the period June 2007 to June 2010 (3 years). This agreement covers thirty (30) Microsoft products. Training in Microsoft (MS) server and developer products was provided to eighty-five (85) public officers; Nine hundred and fifty-eight (958) public officers were given training in end user Microsoft (MS) desktop products, and IT support and services for Microsoft and McAfee products were provided to Ministries/Department and other public service agencies.

b. Secondary Entrance Assessment (SEA) 2007

The NISC in conjunction with the Ministry of Education placed 17,862 candidates who wrote the Secondary Entrance Assessment (SEA) 2007 examination. This project involved:

- Preparing and printing individual admission slips for candidates
- Placing candidates into secondary schools, printing individual examination results, detailed and summary performance reports, and various statistical reports as well as preparing media files

c. Business Continuity Management

The NISC participated successfully in a project to develop a Business Continuity Plan for the Public Service - A Pilot Project in the Ministry of Public Administration and Information.

3.2.4 The National Archives of Trinidad and Tobago (NATT)

a. Institutional Strengthening

- The introduction of an archives website (www.natt.gov.tt)
- Thirty six (36) officers benefitted from a comprehensive training programme which included Archival Management, Electronic Records Management, Sound and Image Management, Conservation of Audio/Visual Material, Disaster Preparedness, Microfilming and Computer Literacy
- The facilities at the Record Centre at Chaguaramas were upgraded with a new office building and the installation of ten extractor fans
- Work is underway for the temporary relocation of the National Archives to the old 610 Radio Station site in Chaguamas by the end of 2008, until a permanent site at the eTeck Linear Park in Wallerfield is constructed (estimated 2009)

- During the year the National Archives provided:
 - service to approximately one thousand, five hundred and twenty-nine (1,529) persons
 - public access to two thousand, eight hundred and ninety-seven (2,897) documents and
 - three thousand, two hundred and thirty - three reproductions (photographs and photocopies) to customers
- The Conservation Unit restored five hundred and sixty (560) documents
- Seven (7) Thematic Exhibitions were staged, and five (5) presentations made to Government Ministries and Agencies



3.3 Investing in Sound Infrastructure and Environment

MPAI's Goal: To facilitate easier public access to government information and services through the use of ICT.

3.3.1 National Information and Communications Technology

a. Community Access Centres (CACs) Project

This CAC project is designed to provide residents of rural, remote and at-risk urban communities with decentralized access to computers, the Internet, computer training and business services. A governance structure to coordinate the initial establishment and operations of the CACs was developed as well as the following:

- Three models of operations to optimize the delivery of services.
- A web-based portal (<http://www.cac.gov.tt>) through which specific communities would have access to customised content.
- An operations manual outlining minimum standards and guidelines for the CACs.



Members of the public using the Princes Town Community Access Centre

b. National Broadband Strategy

The National Broadband Strategy is designed to employ a multi-faceted approach that would make broadband services available on demand to at least 80% of the population in Trinidad and Tobago by December 2008. In rolling out this strategy:

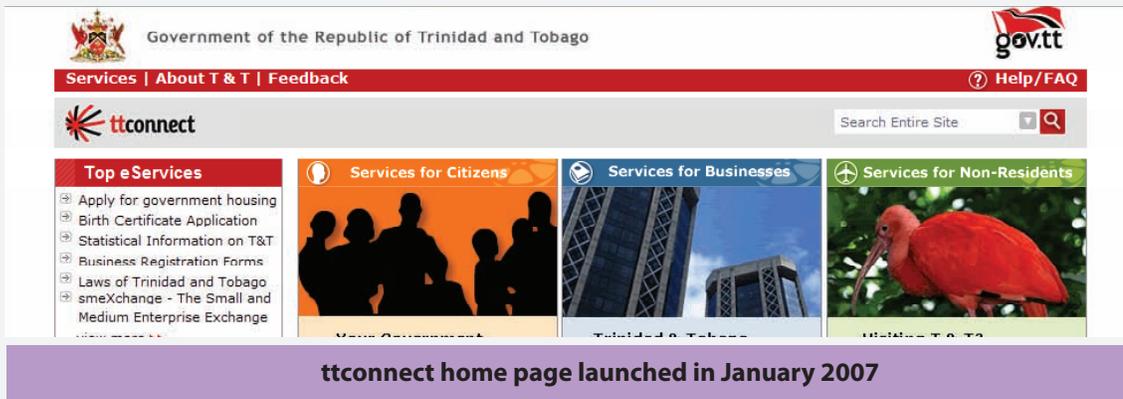
- A public sensitisation/promotion and awareness campaign vis-à-vis the benefits of broadband in the new e-society was conducted.
- Competitive operators of international telecom facilities (submarine fibre optic cable systems) were introduced.
- A plan for a national Internet Exchange Point (IXP) to optimise domestic IP traffic routing was developed to improve Internet performance and reduce costs.



Landing of submarine fiber optic cables at Macqueripe Bay in Chaguaramas, in April 2007 (Staff from ICT Division, along with Representatives of TSTT, Southern Caribbean Fiber and others)

c. ttconnect online

Trinidad & Tobago's National e-Government Portal ttconnect (www.ttconnect.gov.tt) seeks to provide access to all appropriate Government information and services online. It introduces a new way of interacting and transacting with Government, consistent with current transformation efforts to become more service-oriented, while at the same time increasing overall transparency, efficiency, effectiveness, accessibility and availability. ttconnect online was launched through a "preview release" in January 2007, and a Public Awareness Campaign was conducted over the period September – October 2007.



d. Information Security

The Government of the Republic of Trinidad and Tobago (GoRTT) is committed to maintaining the confidentiality, integrity, and availability of the information assets it owns or controls. To assist in this effort:

- Policies on Computer Viruses, Teleworking, Wireless Network Usage, Database Security, Clear Desk/Clear Screen and Operating System Security were drafted.
- The e-mail and Internet Usage policy of 2005 was amended
- Penetration and Vulnerability tests were conducted against the **ttconnect** e-Portal and all identified weaknesses were addressed.

e. ITU Candidatures Database Phase II (Ministry of Foreign Affairs)

A web-based database application was developed for the Ministry of Foreign Affairs' head office and all overseas missions. The database application can manipulate and track incoming and outgoing candidature requests. A training programme and a manual and ongoing technical support were developed.

f. e-Legislative Review

An Action Plan for the review of Trinidad and Tobago's Legislative environment with respect to what is needed to foster the goals of **fastforward** was developed. This review will make recommendations on current and new legislation that need to be addressed and developed.

g. Legislation in Support of Electronic Transactions and Data Protection

Policy and Legislative Statements were drafted (in cooperation with the Legal Services Division) on the Draft Electronic Transactions and Data Protection Bills.

3.4 Enabling Competitive Business

MPAI's Goal: To create an environment in Trinidad & Tobago where doing business is simple, faster and less costly.

3.4.1 National Information and Communications Technology

a. EnterpriseNeTT

One of the key initiatives of the National Information and Communication Technology (ICT) Strategy, **fastforward** is the creation of an Online Micro, Small and Medium-Sized Enterprise (**MSME**) Business-to-Business (B2B) Marketplace, called EnterpriseNeTT. The establishment of this Online B2B Marketplace is considered to be particularly important to the development of domestic Electronic Commerce (e-Commerce) and the MSME Sector. The initiative achieved the following:

- The introduction of a Pilot Online MSME B2B Marketplace (www.enterprisenett.gov.tt)
- Three (3) MSME Stakeholder Workshops.
- The preparation of reports on MSME e-Readiness, International Best Practices for online MSME B2B Marketplaces, online MSME B2B Marketplace Implementation Roadmap, and an online MSME B2B Marketplace Business Strategy.

The screenshot displays the homepage of the EnterpriseNeTT B2B e-Marketplace. At the top, it features the Government of the Republic of Trinidad and Tobago logo and the gov.tt domain. A navigation bar includes links for 'home', 'about us', 'Join now!', 'login', 'faq', 'help', and 'contact us'. The main header prominently displays 'EnterpriseNeTT B2B e-Marketplace' with the tagline 'Trinidad & Tobago ... always open for business'. Below this is a search bar for 'Search Opportunities' with a 'Go »' button and links for 'Advanced Search', 'Find a Company', and 'Visit Tradeshow'. The page is divided into several sections: 'My Status' (indicating the user is not logged in), 'Login' (with a 'New Users Join Now' button), 'Site Statistics' (showing 11 new opportunities posted today, 908 opportunities currently opened, and 1654 companies registered), and 'Featured Company'. A footer banner at the bottom reads 'EnterpriseNeTT - a Pilot Online MSME B2B Marketplace'.

b. e-Business Round Table

The Trinidad and Tobago e-Business Roundtable is a private sector-led partnership with Government to assist with the implementation of the National ICT Strategy and specifically to foster an increased awareness of the role and benefits of ICT within the business community.

Three eBusiness Breakfast Seminars entitled **“Partnering to Drive the Nation Forward Through ICTs”**, in collaboration with the National e-Business Roundtable, Chambers of Commerce and the Tobago House of Assembly were managed and coordinated.



eBusiness Breakfast Seminars entitled “Partnering to Drive the Nation Forward Through ICTs” were coordinated

c. Country Top Level Domain (.tt)

The GoRTT has recognized that the rapid growth in the use of the Internet has led to an increased importance being placed on Trinidad and Tobago’s country code top level domain (.ttccTLD). To this end negotiations with the current .tt administrator were concluded, and services were contracted to implement a transition plan to a new administrative entity.

4.0 Financial Operations



Budgetary Process

Expenditure versus Budget

Audit



4.1 Budgetary Process

The Ministry of Public Administration and Information is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance. The Ministry of Finance releases funds to the Ministry of Public Administration and Information from the Consolidated Fund. Cheques can only be issued on the Exchequer Account on receipt of credit, approved by the Comptroller of Accounts.

4.2 Expenditure versus Budget

For the financial year October 01, 2006 to September 30, 2007, the Ministry of Public Administration and Information was allocated Six Hundred and Fifty Six Million Nine Hundred and Forty - Four Thousand Three Hundred and Sixty Three Dollars (\$656,944,363.00) to execute its mandate. Actual expenditure was Five Hundred and Ninety Two Million Six Hundred and Sixteen Thousand Eight Hundred and Ninety-six Dollars and Thirty-three Cents (\$592,616,896.33) as shown in **Table 6** below.

Table 6: Actual Expenditure versus Budget – October 2006 to September 2007

SUB-HEAD		ESTIMATES REVISED TT\$	ACTUAL EXPENDITURE TT\$	VARIANCE TT\$
01	Personnel Expenditure	60,603,718.00	54,499,218.76	6,104,499.24
02	Goods and Services	209,392,596.00	184,131,574.02	25,261,021.98
03	Minor Equipment	9,567,958.00	7,824,069.60	1,743,888.40
04	Current Transfers and Subsidies	70,632,120.00	70,404,504.65	227,615.35
06	Current Transfers and to Statutory Boards and Similar Bodies	105,222,971.00	105,166,813.00	56,158.00
Total Recurrent Expenditure		455,419,363.00	422,026,180.03	33,393,182.97
09	Development Programme	201,575,000.00	170,590,716.30	30,984,283.70
Total Expenditure		656,994,363.00	592,616,896.33	67,377,466.67

The variance arose due to the following:

- Non-receipt of acting approvals.
- Vacant posts and contract positions not being filled.
- Planned events did not materialize.
- Non-receipt of invoices from suppliers.
- Procurement delays with respect to projects.

Increased expenditure under the Development Programme arose due to the increase in the number of scholarships awarded for the fiscal year 2007 and the Liberalization of the Telecommunications Sector and accounts for approximately forty-five percent of the increased expenditure. Increased expenditure under Current Transfers and Subsidies was due to two new state enterprises being formed (Government Information Services Limited and Government Human Resource Services Co. Ltd.) and accounts for twenty-five percent of the increased expenditure.

Revenue in the amount of	TT\$ 10,509,063	was derived from:
Property Income =	TT\$ 2,390,285	
Capital Revenue =	TT\$ 6,383,616	
Other Non-Tax Revenue =	TT\$ 1,735,162	
	TT\$ 10,509,063	

4.3 Audit

For the financial year ended September 30, 2006 the Auditor General's Report highlighted details of differences between Statement of Revenue and Statement of Receipts and Disbursements reported, outstanding reconciliation statements of deposit accounts, amounts held on deposit in excess of three years without the approval of the Comptroller of Accounts and outstanding returns of Arrears of Revenue under PAI/07/01/002-003 and 07/04/001. There were no comments by the Auditor General on the Appropriation Accounts and the Accounts of Administering Officers of funds withdrawn from the Infrastructure Development Fund and the system of accounting.

See Comment at **Table 7** Deposit Accounts (ii) below.

Proposals for the restructuring of the Finance and Accounts Division were finalized in December 2006 (**Cabinet Minute No. 3219 dd. December 7, 2006 refers**). Steps have been taken to staff the Division and to the allocation of functions commensurate with the Ministry's workload.

Table 7: Findings of the Auditor General

COMMENTS	AUDITOR GENERAL'S RECOMMENDATIONS	ACTION TAKEN BY THE MINISTRY
<p>Revenue: Returns of arrears of revenue were not prepared and submitted to the Comptroller of Accounts (Financial Regulations 56 and 57 refer).</p>	Non-Compliance with the provisions of the Financial Regulations.	Steps have been taken by the Receiver of Revenue. A NIL report was forwarded to the Auditor General on May 15, 2007.
<p>Deposit Accounts: i) A Deposit Account was not reconciled for the financial year 2006. ii) One (1) Deposit account was reported to have been held for over three years without the approval of the Comptroller of Accounts.</p>	<p>i) That the provisions of Financial Instruction 212 be adhered to at all times. ii) Reconciliation statements should be prepared in accordance with the provisions of the financial Instructions 211 and 212.</p>	<p>i) The account has since been reconciled. ii) The reconciliation statement was prepared and steps taken to transfer the balance held on the account for more than three years to Revenue.</p>

5.0 Human Resource Development Plan

Career Path Systems

Training



5.1 Career Path Systems

There is no defined policy and system in the Public Service. The Ministry of Public Administration and Information has been working with the Service Commission Department (SCD) to develop and implement a system for Career and Succession Planning in the Public Service.

5.2 Training

Four hundred and ninety-one (491) persons were trained. Some of the areas of training included:

- Defensive Driving
- Disciplinary Procedures in the Public Service
- Anger Management
- Change management skills for the HR Professional
- OSHA
- Meetings and Events Management
- Interpersonal and Conflict Management
- Introduction to Microsoft Office (Intermediate)
- Preparation for Retirement
- Business Writing Skills
- Train the Trainer
- Emotional Intelligence
- ECA course entitled Release your Human Investment
- Basic Accounting Principles
- Conducting effective interviews
- Managing Diversity in the Workplace



6.0 Procurement Procedures

Goods and Related Services

Consulting Services



The Ministry of Public Administration and Information operated within the legal and regulatory framework of the Central Tenders Board Ordinance 22 of 1961, the Central Tenders Board Regulations 1965, their amendments and subsidiary legislation are as follows:

6.1 Goods and related services

- The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of TT\$500,000 on the basis of at least three (3) quotes from bidders;
- The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration and Information (MPAI) may award contracts ranging in cost from TT\$500,000 to TT\$1,000,000 by issuing public Tender Notices and/or selective letters of invitation with the relevant approvals; and
- The Central Tenders Board (CTB) may award contracts costing over TT\$1,000,000 based on public advertising and/or selective tendering with the relevant approvals.

6.2 Consulting services

- The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of TT\$200,000 on the basis of at least three (3) proposals from consultants/consulting firms;
- The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration & Information (MPAI) may award contracts ranging in cost from TT\$200,000 to TT\$1,000,000 on the basis of public advertising and/or at least three (3) proposals from consultants/consulting firms in cases where the MTC is satisfied with the justification advanced; and
- The CTB may award contracts costing over TT\$1,000,000 based on public advertising and/or selective tendering where the CTB is satisfied with the justification advanced.

PHOTOS OF SPECIAL EVENTS

The Prime Minister's Innovating for Service Excellence Awards in 2006



Finalists - The Prime Minister's Innovating for Service Excellence Awards 2006



Ministry of Social Development - Winner: Making a Difference to People Award



Ministry of Legal Affairs - Winner: Customer Service Excellence Award



Office of the Attorney General - Winner: Breaking New Ground Award for Innovation

Ministry of Public Administration & Information Staff Convention held in January 2007



Permanent Secretary Jacqueline Wilson addresses members of staff at the Convention which was held at the Chaguaramas Convention Centre



Paul Keens-Douglas reminds staff of the importance of teamwork, leadership and commitment to building a forward-thinking Ministry

Ministry of Public Administration & Information Staff Convention held in June 2007



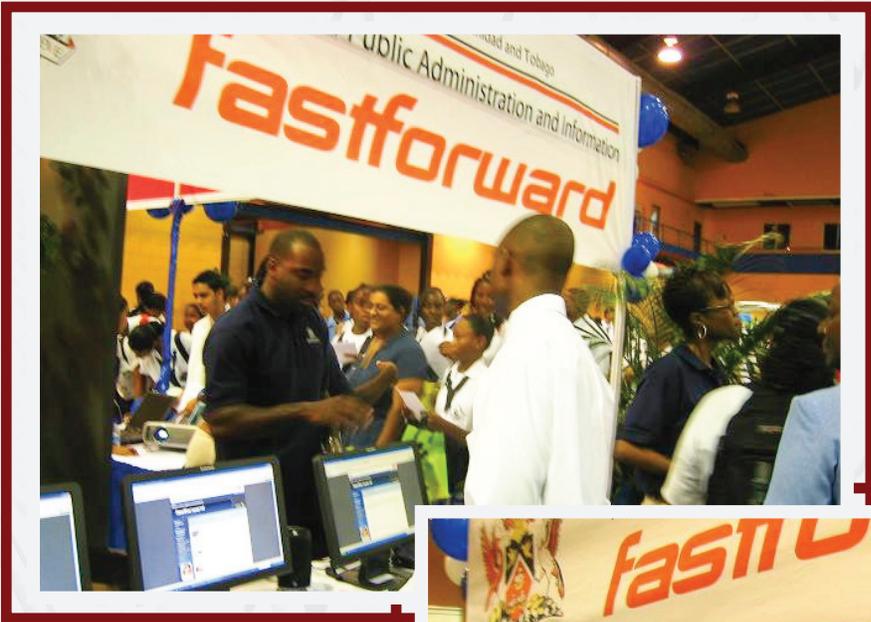
Ag. Deputy Permanent Secretary Gillian Macintyre and Motivational Speaker Richard Dick share their work philosophy with staff.



New-systems Facilitator Celia Regis introduces the Suggestion Box Initiative



Deputy Permanent Secretary Donna Ferraz makes a presentation to Jessel Stephens



The National Career and Recruitment fair hosted by The National Training Agency and the T&T Chamber of Commerce at the Centre of Excellence, Macoya in September 2007



ICTs Winning Booth at the National Career and Recruitment Fair

