

ATTACHMENT

MINISTRY OF PUBLIC ADMINISTRATION
AND INFORMATION

ANNUAL REPORT

January 2002 to September 2003

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1.0 Introduction

In accordance with section 66D of Act No. 29 of 1999, cited as the Constitution (Amendment) Act 1999, the following is a report on the administration of the Ministry of Public Administration and Information for the period January 01, 2002 to September 30, 2003.

It is to be noted that the Ministry of Public Administration and Information was dissolved in 2000 and re-constituted in December 2001 after the General Elections in December of 2001 and comprised the following policy/service delivery agencies:

- Public Service Academy
- Public Management Consulting Division
- Freedom of Information Division
- Government Information Services
- Government Printery
- National Archives
- Scholarships and Advanced Training Division

As such, this is the Ministry's first report in its renaissance.

2.0 Context

The creation of the Ministry of Public Administration and Information is the reflection of Government's commitment to improving the quality of public management systems as they impact on the delivery of quality public services.

The changing international economic environment and increasing technological advancement continued to pose challenges to developing countries worldwide including those of the Caribbean region. Trinidad and Tobago must therefore continually ensure that its economy can respond to the dynamic environment if it is to move along a path of sustainable development.

The Government has articulated its intention to introduce the architecture that would enable the country to attain developed nation status by year 2020.

These challenges have signaled the need for the Ministry of Public Administration and Information to take prompt action to ensure that a roadmap is developed for the transformation of the public service, and to ensure that the country in general has the capacity and will to meet the requirements of such a volatile world economic system. The Ministry therefore has to take the initiative to drive the fundamental changes required. It must respond to the stated vision for 2020 in all of its programming and planning if it must fulfill its role as leader in the transformation efforts in the public service. In recognition of this, the Ministry of Public Administration and Information in 2002 began to take steps to transform itself and its business processes.

2.1 Ministry's Role and Services:

The Ministry of Public Administration and Information plays a key role in the implementation of government's priorities. 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 is the driver, catalyst and facilitator for the development of effective and efficient human resources and systems in the Public Service. It therefore spearheads administrative reforms to enable the delivery of timely and quality service to the public.

The Public Administration arm therefore focuses on the:

- Modernization of the Public Service
- Optimum management of the human resources
- The provision of timely and quality service to the public

- Creating dynamic and innovative leadership styles in the public service
- The upgrading of the skills and knowledge of Public Officers
- Promotion of ethics and core values in the Public Service

In short, the Ministry focuses on an organization-wide quality culture. Fundamentally, success will be dependent on the culture the Ministry brings to its roles. It is the behaviour it displays and the examples it sets as a model Ministry that will determine the effectiveness of the systems and structures in which it participates or organizes.

The Information arm of the Ministry is responsible for the production, storage and dissemination of information. It has an important role to play in respect of the Vision 2020 objective to create a knowledge-based society. During the current reporting period the Prime Minister mandated that the Ministry prepare a National Information and Communications Technology (ICT) Plan. The Prime Minister set out a number of clear outcomes for advancing the national ICT agenda, including:

- Development of a world-class telecommunications and computing infrastructure
- Liberalization of the telecommunications sector
- Easy and efficient access to electronic government and services
- Improved and affordable access to the internet
- Nationwide training, awareness and sensitization in the areas of computer literacy, internet usage and e-Commerce
- Widespread use of e-Commerce
- The emergence of Trinidad and Tobago as a premier location for world class IT companies

3.0 Ministry's Strategic Intent

Cognizant of its need to develop a Strategic Plan to chart the way forward for this newly created organization, the Ministry developed a Strategic Intent document, in the short term, as a prelude to its strategic planning efforts. The document serves as a guide to work plans for 2002/3 as well as a platform for full strategic planning for the Ministry in the months ahead.

Its contextual frame of reference is the government's 2020 vision as well as the Medium Term Policy frameworks for 2002 and 2003.

As foundation to its strategic intent, the Ministry embraced the following as its strategic goal while pursuing its mission and mandate:

The Ministry of Public Administration and Information will facilitate the development of the capacity of the public service to deliver quality goods and services in an effective, sustainable and equitable manner.

3.1 Core Values and Principles

In support of this primary goal, the Ministry promotes a corporate ethos which values the contribution of staff and the effective management of the resources. It remains committed to values and principles, which will guide all its activities and provide the foundation for the Ministry's success as an organization.

Values:

In this regard, the Ministry promotes corporate values that in particular ensure:

- | | | |
|----------------|--|------------------|
| • Integrity | • Teamwork | • Responsibility |
| • Honesty | • Fairness | • Accountability |
| • High Quality | • A stimulating and caring environment | |

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 remain adaptive to our environment.

Partnerships: We appreciate the importance and benefits of partnership internally and with other Ministries and Agencies.

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

3.2 General Objectives:

In pursuing its strategic intent, goal and functions, the Ministry of Public Administration and Information was guided by the following general objectives:

- To develop the philosophy and roadmap for Public Service Transformation to improve service delivery to citizens.
- To facilitate improved service delivery across the public service.
- To develop Human Resource Development policies and strategies for the public service.
- To support a learning culture in the public service
- To support and facilitate succession planning at the executive level of the public service.

- To ensure stakeholder understanding of their rights and responsibilities under the F.O.I Act 1999.
- To monitor and report on the operations of the F.O.I. Act.
- To promote and facilitate the development of the domestic Information Communication Technology (ICT) industry.
- To influence the policy-making framework for ICT readiness in every sector.
- To create a National ICT plan.
- To establish the Telecommunications Authority and enact the Telecommunications Act no. 4 of 2001.
- To develop the framework for the modernization of the National Archives, the Government Printery and the Government Information Services.
- To facilitate the placement of returned scholars.
- To develop closer linkages with internal and external agencies with a view to strengthening their abilities to discharge their duties.
- To keep abreast of, and address the concerns of the citizens of Trinidad and Tobago.
- To operate within the budget allocated.

3.3 Key Strategies

Accordingly, the Ministry of Public Administration and Information employed the following strategies to achieve its objectives:

- Building the capacity of the Ministry including providing members of staff with capacity building and developmental opportunities such as attendance at workshops and training seminars
- Increasing public awareness
- Adopting contemporary management principles in the conduct of business
- Finding new ways to do better with limited resources
- Utilizing best practices
- Practicing fiscal responsibility
- Undertaking surveys to inform the National and Information and Communications Technology Plan
- Developing a roadmap for public sector reform
- Building consensus for the reform processes
- Conducting of opinion leader surveys needs to obtain feedback on the delivery of public services
- Increasing the number and areas of scholarships offered to national of Trinidad and Tobago which are administered by the Scholarships and Advanced Training Division and the Technical Cooperation Unit.

4.0 Organization Structure

The Ministry of Public Administration and Information consists of two separate yet inter-connected elements in order to carry out its functions namely: The Public Administration Arm; and the Information Arm. The organization structure, revised in June 2003, is shown at **Appendix I**.

Each arm is headed by a Permanent Secretary with the senior Permanent Secretary being the Accounting Officer. The staff of the Ministry is a mixture of public and contract officers.

5.0 Criteria in the Exercise of Duties

In the exercise of its functions and powers, the Ministry of Public Administration and Information operated within the precincts of the regulatory framework, that is, inter alia, the Exchequer and Audit Act. Chapter 69:01, the Public Service Employees (Pension and Gratuities) Act No. 9 of 1987, the Civil Service Act Chapter 23:01, the Central Tenders Board Ordinance 22 of 1961, as well as Circulars issued by the Chief Personnel Officer, the Director of Public Administration, the Auditor General, Comptroller of Accounts and the Ministry of Finance.

6.0 Finances for Fiscal Year 2003 (October, 2002 to September 30, 2003)

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.

Because of a parliamentary stalemate, funds were not allocated to the Ministry of Public Administration and Information for fiscal year 2002. As a result, the financial transactions of the various divisions that fell under the purview of the Ministry of Public Administration and Information were conducted through the Ministries to which they were previously allocated and to whom the funds were provided.

The Ministry of Public Administration and Information however assumed full (financial) responsibility for the following divisions with effect from the beginning of the 2003 financial year:

- Public Service Transformation Division
- Freedom of Information Unit
- Government Printery
- National Archives
- Public Service Academy
- Scholarships and Advanced Training Division
- Public Management Consulting Division
- Government Information Services Division
- Property & Real Estate Services Division

The Ministry assumed full jurisdiction for National Information Systems Centre (NISC), E-Government, E-Commerce and Telecommunications Authority from the beginning of the 2004 financial year.

For the financial year October 01, 2002 to September 30, 2003, the Ministry of Public Administration and Information was allocated one hundred and ninety-one million, five hundred and fifteen thousand and twenty-six dollars (\$191,515,026) to execute its mandate. Actual expenditure was one hundred and fifty-six million, nine hundred and eighty-two thousand, and eight hundred and seventy-five dollars (\$156,982,875) as shown hereunder:

Sub-Head		Estimates Revised \$	Actual Expenditure \$	Variance \$
01	Personnel Expenditure	49,181,078.00	41,541,991.31	7,639,086.69
02	Goods and Services	31,876,188.00	26,888,306.08	4,987,881.92
03	Minor Equipment	2,225,700.00	1,569,721.06	655,978.94
04	Current Transfers and Subsidies	33,768,060.00	29,235,165.19	4,532,894.81
06	Current Transfers and Subsidies to Statutory Boards and similar bodies	56,804,000.00	45,111,218.00	11,692,782
	Total Recurrent Expenditure	173,855,026.00	144,346,401.64	29,508,624.36
09	Development Programme	17,660,000.00	12,636,473.76	5,023,526.24
	Total	191,515,026.00	156,982,875.40	34,532,150.60

Utilizing available resources, the Ministry of Public Administration and Information was able to carry out its functions, remaining focused on its strategic goal, notwithstanding certain constraints.

7.0 Achievements

A number of significant developments occurred within the Ministry of Public Administration and Information 2002 and 2003. Most notably, the Ministry fulfilled its core commitment by making key strategic initiatives, namely:-

- (i) Undertaking a baseline opinion survey for quality service delivery in public sector agencies and departments; and
- (ii) Embarking on a National ICT plan for the development of ICT in the country.

Considerable progress was made in achieving its objectives. Measures were indeed taken to ensure that the divisions were able to discharge their responsibilities to the citizens of Trinidad and Tobago efficiently and effectively. The achievements of the Ministry for the period under review are detailed at **Appendix II**.

Achievements related to these strategic initiatives, as well as other Ministry activities are highlighted below:

7.1 Public Administration Arm

The Public Administration arm of the Ministry is responsible for guiding and supporting the public service transformation initiatives in the country which will assist the attainment of government's vision for year 2020 in terms of productivity, competitiveness and efficiency. It is not only responsible for the human resource, but also building the capacity to develop the systems and processes utilized in the delivery of services and thus avoid duplication and wastage. Additionally, this arm seeks to ensure that government obtains maximum benefits for its investment.

During the period under review, the Ministry held discussions with the IDB for the provision of assistance in the development of a roadmap for its transformation initiatives to re-engineer systems and build human and physical capacity.

The opinion leaders' panel was established and is being managed by the Public Service Transformation Division of the Ministry. The panel comprises a representative sample of two thousand, seven hundred and forty-seven (2,747) randomly selected persons. A baseline survey was undertaken to measure population perceptions and attitudes regarding government's performance and public services delivery as well as identify national priorities. The findings of the survey were disseminated to the relevant agencies for action. A second wave survey was conducted, using a subset of the Panel, which tracked performance in key focal areas such as local government, ICT and Vision 2020. The findings of both surveys are also available on the opinion leaders' panel website: www.opinionleaders.gov.tt.

The findings of the first survey have been featured in Commonwealth Innovations, the Newsletter of the Commonwealth Association for Public Administration and Management.

7.2 Information and Communication Arm

The Information and Communication arm of the Ministry, during this period, sought to complement the transformation initiatives in the Public Service. A study on Records Information Management in the public service was completed to inform the public sector transformation strategy

Also, during the period, the Ministry established working groups with personnel from the public and private sectors to assess the country's e-readiness. International consultants were hired to undertake a benchmarking study of five comparator countries and assist the working groups to prepare an integrated

National ICT strategy. ICT is a critical tool for the country's modernization, and competitiveness in the international marketplace. It forms the foundation of a knowledge-based society and is also a key element in the attainment of vision 2020 as ICT is the gateway to the world.

7.3 Corporate Support

Corporate Support for the both arms of the Ministry is provided by the following Units at the Corporate Offices at the National Library Building:

- Legal
- Human Resource Management
- Records Management
- General Administration
- Information Technology

This constitutes an integrated support base for the technical portfolios. The Units are responsible for ensuring that the administrative systems and processes are relevant, effective and in accordance with the necessary legal, financial and administrative requirements.

However, in an attempt to provide first line administrative and clerical support, the divisions that are located away from the corporate office have been provided with a core support complement.

8.0 Constraints

During the period under review, the Ministry was severely constrained in discharging its functions by the shortage of manpower particularly in the Human Resource Management, Finance and Accounts, Audit and General Administration areas. The Divisions transferred to the Ministry came with the technical staff, but not the support staff. In most instances where support staff was assigned, vacant posts were transferred. As a result, the Ministry was

severely understaffed and experienced difficulties in providing the required support.

Due to the dissolution of the Ministry in 2000, there were no budgetary allocations in fiscal year 2001/2002. This resulted not only in inadequate staffing but also inadequate accommodation and equipment for some of the divisions, which restricted the capacity of the Ministry to carry out its mandate.

9.0 Projections for the Fiscal Year 2004

The Ministry of Public Administration and Information is now better equipped in terms of budget allocations and human resources to fulfill its mandate. In the fiscal year 2004, the Ministry of Public Administration and Information intends to further improve the delivery of quality public services. The goal is to ensure that the public service has the capacity and the will to provide the highest degree of citizen satisfaction possible by the creation of an efficient public service that achieves excellence in the delivery of public services and ensuring good governance.

In this regard, the Ministry is developing a road map to chart the way forward as a leader in the transformation efforts in the public service.

To achieve this, there is the need for infrastructural development and institutional strengthening of several of the divisions of the Ministry; the development of a Strategic Plan; the introduction of a staff innovation and recognition scheme; the establishment of Policy Practitioners networks; and utilization of best practices for all its management systems.

Thus in pursuit of the Ministry's mission and in the context of selected national policy objectives, the following are the main elements of the Ministry's strategic intent for the next financial year:

A. Facilitating the Policy Agenda of the Social and Economic and Policy Framework 2004 – 2006

- *Improving Service Delivery in the Public Sector*

- Promote a Value for Money Culture in the Public Service
 - Develop a road map for Public Sector Reform
 - Build consensus for the reform process
 - Build a Performance Evaluation Culture
 - Develop an Evidence-based Policy Network
- Improve the Efficiency and Effectiveness of the Public Services
 - Build capacity of the Ministry of Public Administration and Information
 - Develop the Public Service Academy as a corporate university
 - Promote a strategic approach to human resource development
 - Build a learning culture for excellence and innovation
 - Creation of an Integrated Freedom of Information Website and Database
- Contribute to the development of a knowledge-based society
 - Influencing the policy-making framework for ICT in every sector
 - Finalizing and implementing the national Information Communication Technology (ICT) Plan
 - Defining the governance arrangements for the ICT function in the public service and to execute the Plan

- Establishment of a Government Communication Backbone
- Developing a strategy for the rollout of a public service Document Management Information System
- Promoting the competitiveness of small and medium enterprises through ICT
- Initiation of a Community Connection Programme
- Establishment of an internet portal for the government
- *Enhance Quality Service and Competitiveness*
 - Liberalize the Telecommunications Sector
 - Operation of the Trinidad and Tobago Telecommunications Authority
 - Enactment of amendments to the Telecommunications Act No. 4 of 2001 and full proclamation of the Act
 - Development and implementation of a National Broadband Policy and Strategy

B. Other Key Initiatives

- **Develop appropriate frameworks for the management and delivery of Information**
 - Develop the roadmap for the modernization of the Archives Division
 - Develop a roadmap for the transformation of the Government Information Service
 - Encourage participation & co-operation of all the key stakeholders in Government's development objectives through enhanced informative and educational communications media

- **Human Resource Development – Influence the development of a national manpower planning function**

- Work with the Ministry Labour and Small and Micro Enterprise and the Ministry of Planning and Development to identify the national manpower needs for the next five years
- Develop a national HRD policy
- Design a National Scholarship Plan
- Implement a programme of Development Scholarships for the Public Service

- **Improved service delivery to our clients (model ministry)**

- Redesign the Ministry's organizational structure in alignment with its mandate
- Utilize best practices for all its management systems
- Close the competency gap within the Ministry
- Implement the performance management system
- Re-engineer the records, financial procurement management systems
- Create a culture of openness
- Develop effective communications
- Establish a portal for the Ministry
- Strengthen Public Management Consultancy Division capacity to manage positions

Services/Products and Customers

- Dissemination of information, on behalf of the Government, via the print, audio and visual media and provision of related services
- Implementation of the e-commerce strategy and policy including the provision of the appropriate legal and regulatory frameworks for the development of e-commerce in conformance with global standards
- Provision of access to documentary heritage
- Provision of printing and publishing services for the Government of Trinidad and Tobago
- Estate Management and Property Development services - manage government's property & real estate portfolio and provide appropriate office accommodation for government's ministries and departments
- Provision of consultation and advice to agencies, departments and executives on Public Sector Transformation issues
- Facilitation and partnership with Ministries/Departments in re-engineering their operating systems and business processes to improve service delivery to the public.

Appendix I

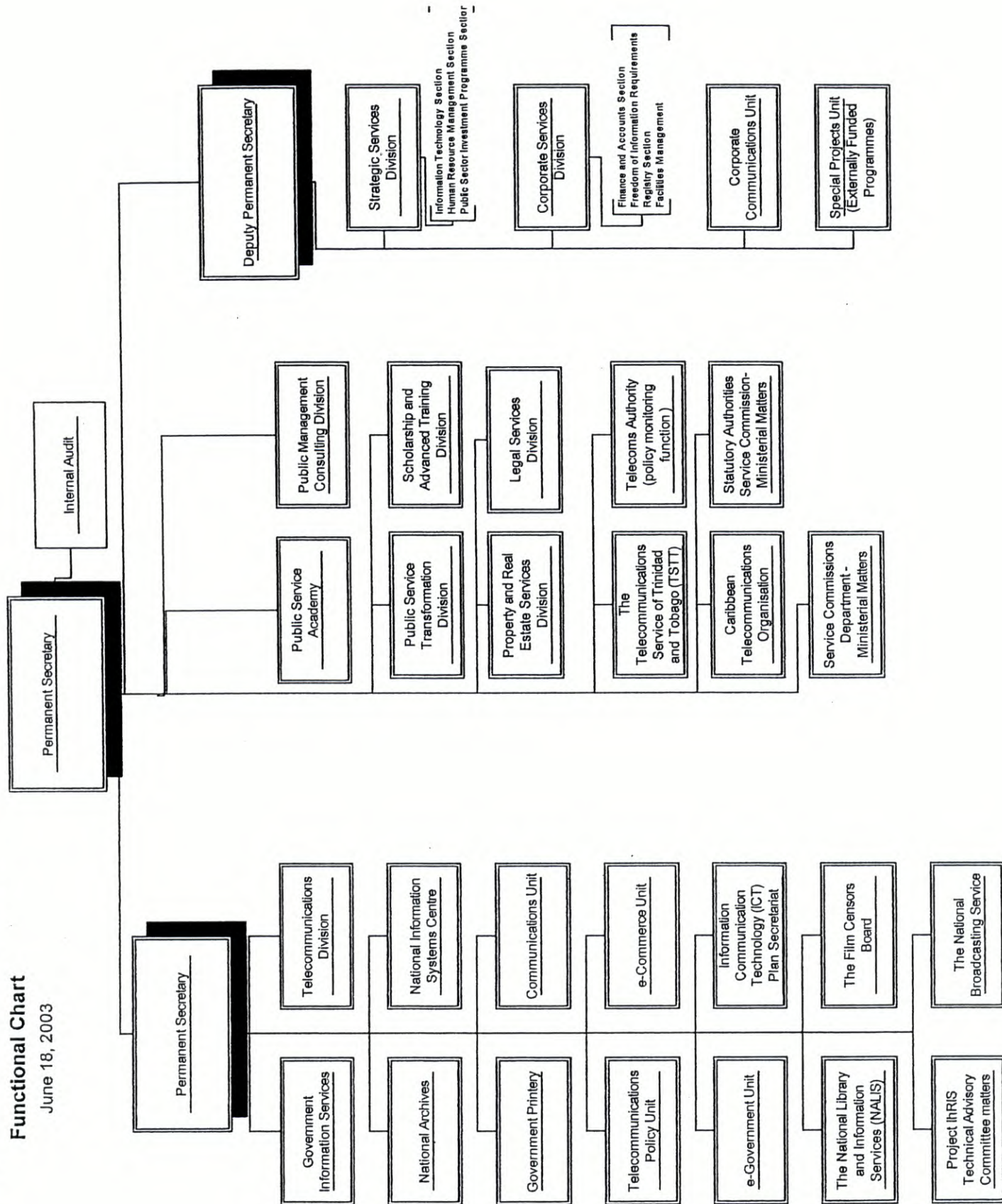
MINISTRY OF PUBLIC ADMINISTRATION
AND INFORMATION

ORGANIZATION STRUCTURE

Ministry of Public Administration and Information

Functional Chart

June 18, 2003



Appendix II

ACHIEVEMENTS OF THE MINISTRY OF PUBLIC ADMINISTRATION AND INFORMATION

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
PUBLIC SERVICE TRANSFORMATION DIVISION (PSTD)		
<u>Principal Responsibilities</u> • Support, monitor and evaluate priority areas for transformation of the Public Service • Monitor and evaluate policies and programmes on public management and service delivery issues • Create and manage knowledge and governance systems • Build the policy making and research capacity in the Public Service	• Obtained Cabinet's approval of the organizational structure of the PSTD. Staff hired. • Developed the Public Sector Initiation Project to negotiation stage • Managed the conduct of the baseline survey using the Opinion Leaders Panel (OPL) to obtain feedback on public services • Undertook preparatory work for second wave of OPL research which focused on local government, ICT and Vision 2020 • Provided secretariat support services to the Vision 2020 Governance Sub-Committee • Continued monitoring and administrative activities with respect to the FOI function, including initiation of a project to enhance the FOI information management system	HR constraints led to delay in the completion of the FOI annual report HR constraints led to the deferment of this activity to 2003-04
<u>Products and Services</u> • Consultancy services to internal stakeholders as well as the wider Public Service	<u>Internal Stakeholders</u> • Conducted change management and strategic visioning sessions at the Government Printery • Provided technical support to the National Information and Communications Technology Secretariat • Assisted with interviews for the E-Government Unit to advance the Establishment of the Communications Backbone <u>Other Ministries</u> • Coached seven agencies in the Social Services Sector in setting up Monitoring and Evaluation systems • Managed the recruitment of staff for: - the Integrated Social Services Delivery Programme; and the IS/IT Review Specialist to monitor major IT projects	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
PUBLIC MANAGEMENT CONSULTING DIVISION (PMCD)		
<u>Principal Responsibilities</u> • Provide executive advice to Cabinet, Ministries and Departments on public management challenges and issues • Assist public service executives in identifying strategic directions and developing appropriate strategies and action plans to achieve the National Objectives and Vision 2020 • Assists client agencies in achieving organizational redesigns, business process re-engineering and strategic planning initiatives through provision of the under-mentioned products/services	As indicated through the provision of the under-mentioned products and services.	
<u>Products and Services</u> • Executive Advice through Comments, Reports and Cabinet Notes	• Provided advice on the establishment of Legal, Human Resource Management, Project Management, Information Technology, Accounting Units to facilitate improved service delivery in the following Ministries and Departments: – Housing – Energy and Energy Industries – Legal – Education – Office of the Prime Minister – Social Services Delivery – Community Development and Culture – Science and Technology and Tertiary Education • Staffing of the Social Sector Projects – THA • Advice on the Staffing Structure of the THA	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
- Review and Modernization of the Organization and Management Structures in the Public Service - Facilitation of Ministries and Departments Strategic Planning and Review Activities	- Reviewed and provided recommendations on the O&M structures for: The Civil Aviation Authority Policy and Media Research Unit, Ministry of the Attorney General Service Commissions Department Intellectual Property Office – Ministry of Legal Affairs - Enhanced the capability of the Fire Services Division – Ministry of National Security - Designed the Organizational Structures of: - The Family Court of the Judiciary - The Enterprise Development Division – Ministry of Labour and Small and Micro Enterprise Development - Ministry of Housing - Reviewed the Project Execution Unit, Ministry of Sport and Youth Affairs to facilitate the implementation of the National Sports Policy of Trinidad and Tobago - Enhanced the Internal Audit Unit and created the Inspection Unit – Board of Inland Revenue, Ministry of Finance - Established a Tax Investigation Unit, Ministry of Finance - Facilitated Strategic Planning and Review Workshops and Provided Guidance on the Process Models to: - Ministry of Public Utilities and the Environment - Cocoa and Coffee Industry Advisory Board - Legal Aid and Advisory Authority - The National Emergency Authority (NEMA) - Facilitated the Strategic Initiatives of the Cooperatives and Conciliation Divisions, Ministry of Labour, Small and Micro Enterprise Development	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
• Consultancy Services- Special Public Sector Transformation Initiatives and Cross Cutting Public Service Issues • Management of the Division's PSIP • Internal Customers – PMCD Staff	• Contributed to the Design of Projects for IDB Projects – Records Information Management • Provided Comments on Consultants' Reports on Transformation of the Land Settlement Agency's Business Processes • Initiated action for acquisition of Firewall for Network Security Maintenance Contract • Technical staff trained in Report Writing, Presentation Skills • Facilitate improved quality in service delivery through purchase of a scanner, overhead projector and speakers • Enhanced staff competencies through training on: - Benchmarking - Strategic Planning - Advanced Alternate Dispute Resolution (ADR) - Design of Policy Handbook - Train the Trainers - Human Resource Planning	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
PROPERTY AND REAL ESTATE SERVICES DIVISION (PRES D) <u>Principal Responsibilities</u> Responsible for the availability, maintenance and economic return of Government Property as well as for the provision of appropriately designed and configured work space and facilities which accord with the needs of a contemporary Public Service	As indicated through the provision of the under-mentioned products and services.	
<u>Products and Services</u> Provides suitable Office Accommodation for Government Ministries/Departments. It liaises with the Ministry of Works and Transport and NIPDEC to ensure that all State-owned properties remain habitable in accordance with the required standards in the area of maintenance, health and safety	- Relocated/accommodated twenty-six (26) new office spaces in the following Ministries: - Office of the Prime Minister - Ministry of Finance - Ministry of Culture and Tourism - Ministry of National Security - Ministry of Education - Ministry of Agriculture, Land and Marine Resources - Ministry of Public Administration and Information - Parliament - Judiciary - Ministry of the Attorney General - Ministry of Health - Personnel Department - Ministry of Works and Transport - Service Commissions Department - Ministry of Legal Affairs	- Inputs from related Agencies such as Valuation Division, Ministry of Finance, Designs Branch, Ministry of Works and Transport, Town and Country Planning Division, Ministry of Planning and Development, Water and Sewage Authority, Ministry of the Attorney General, Chief State Solicitors Department, Fire Services Division, Ministry of National Security, Client Ministries/Departments (User Requirements and Funding) - Inadequate staff levels - Absence of proper Property Management Information System

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Ensures optimum use of the office space available so as to reduce the annual expenditure on rental accommodation and ensures the continued lease/rental of office accommodation for Government Ministries and Departments; that Lease/Agreements are obtained from Landlords for onward transmission to the Chief State Solicitor for vetting and execution	- Renewed Lease Agreements for twenty-two (22) premises/office buildings for Government Ministries/Departments. - Approximately 40% of the Divisions time was spent on providing advice to client Ministries/Departments as well as owner/landlords	Lease/Rentals - property owners do not have in their possession relevant approvals for processing Lease/Rentals transactions.
Manages the acquisition of lands/buildings for use by the Government for the erection of Police Stations, Health Centers, Community Centers, Schools, Recreation Grounds and Roads; The Sale of Government-owned Residences/Buildings/Land by Public Auction or to Legal Occupants	Of the twenty (20) acquisitions that were actively pursued during this period, seven (7), were negotiated and approved by Cabinet : - Land at New Grant for the New Grant Government Primary School - Land at Bagatelle, Tobago for the Claude Noel Highway - Property at Hernandez Place, off Temple Street, E.M.Road, Arima for the OPM (Social Services Delivery) - Land at Union Park, Marabella for the construction of a Health Centre - Land at Upper Cumuto for Recreation Ground - Land at Lady Hailes Avenue for new San Fernando Fire Station - Land at Union Hall San Fernando for the construction of overpass at Cross Crossing	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
SCHOLARSHIPS AND ADVANCED TRAINING DIVISION (SATD)		
<u>Principal Responsibilities</u> Responsible for the administration of Scholarships and long-term technical assistance awards offered by or through the Government of Trinidad and Tobago to nationals of this country for study locally and abroad with a view to developing the technical, professional and manpower resources of the Public Service in particular, and the nation, in general.	<u>Processing of Scholarship Programmes for 2002/2003 and 2003/2004:</u> - Commonwealth Scholarship and Fellowship Plan (CSFP), United Kingdom 2003 - CSFP/Canada 2003 - Organization of American States (OAS) Postgraduate Awards 2003 - OAS Undergraduate Awards 2003 - B.Sc Civil Engineering, UWI - Government of Mexico Scholarship for postgraduate study or research 2004 - Cuba/CARICOM Scholarship Programme 2003 - CSFP/New Zealand 2004 - Government of India Awards of Hindi 2003 - Awards tenable at the Caribbean Union College (CUC) for Bachelor's degree courses 2003 <u>Other awards processed:</u> - Scholarships for the Petroleum and Natural Gas Sectors - Training Award for postgraduate studies in Agro-meteorology - Scholarships in Physical Education and Sport	In some instances, short time frames between receipt of offers and deadline for submission of nominations.
<u>Products and Services</u> - Enabling new scholarship recipients to take up their awards - Servicing and monitoring the awards of ongoing and new scholars - Facilitating the placement of 44 scholars who completed training - Where necessary initiating or following up procedures for recovery of monies from defaulting trainees	- Completed necessary arrangements to enable 70 new scholarship recipients to take up their awards - Ongoing servicing of awards and monitoring the progress of two hundred (200) scholars - Nineteen (19) Public Officers re-absorbed in their substantive positions - Twelve (12) non-public officers placed in jobs - A total sum of \$78,107.23 was recovered from nine defaulting trainees	At the end Sep., 2003, thirteen (13) non-public officers not yet employed

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
PUBLIC SERVICE ACADEMY (PSA)		
<u>Principal Responsibilities</u> - Standards setting and quality assurance with respect to learning opportunities - Promotion of a strategic approach to human resource development - Marketing and promoting the value of learning - Function as advocate to promoting a learning culture in client organizations - Co-operating with the national effort to promote capacity building, skills development and effective forms of labor market intelligence - Promotion of an effective partnership between public and private interests with respect to corporate learning - Determine and monitor the level/state of intellectual capital within the Public Service - Consult with Ministries/Departments on Human Resource Development	- In progress. A key aspect is the review of training plans which assists in determining quality and standards - A series of Human Resource Development fora were held for human resource officers in Ministries/Departments. This will continue. - Much of this was done via the conduct of training programmes and consultancies. - The Technical Cooperation Unit (TCU) played a central role in administering short-term scholarships to public officers offered by international agencies and through government to government arrangements. - The PSA continued to liaise internally with other division of MPAl and with external clients in an effort to meet this goal. - Process of consultation has commenced. - Assisted Ministries/Departments in assessment of training needs and providing recommendation for development of their training plans.	This exercise demands liaising with the HR units in Ministries. A shortage of staff at the PSA limits this aspect of its work. The shortage of staff in the PSA did not allow for the adequate accomplishment of this responsibility which requires the assignment of officers to liaise with HR clients. Much of the base information needed to undertake this exercise is expected to be provided through IHRIS by September 2004.

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
GOVERNMENT INFORMATION SERVICES DIVISION (GIS)		
<u>Principal Responsibilities</u>		
Responsible for supporting the communication goals, plans and strategies of Government through the dissemination of information.	GIS is currently seeking to transform and upgrade its communication infrastructure. As such, during the period under review, the Division was relocated to temporary accommodation and has been actively securing funds to develop Corporate Business Plans for the structure and function of a new GIS. A brief was awarded for finance, design and construction to UdeCott for a new building to house the GIS	
<u>Products and Services</u>		
- A consultancy role through the provision of advice, personnel and other communications resources to: - Ministries/Departments - special arms of the State including Parliament and Commissions of Inquiry - Provision of communication and information personnel and services for the servicing of meetings activities of the state to the public. - Provision of photographic and audiovisual services to the offices of the President and Prime Minister. - Provision of access to public documents, books and archival material and Internet to the general public (through in-house facilities) and providing leadership to the privately owned media in maintaining high standards and conformity with state Communication/Information policy.	- Increased its provision of consultancy services to Ministries and Departments that desire their own communication units. - Established a monthly meeting of communication personnel and facilitated training of such personnel from various Ministries and Departments. This has resulted in improved communication and information services of Ministries/Departments and increased multi-media services to the government and people of Trinidad and Tobago. - Created a platform for networking with communications personnel in the Information/Communication Industry - Re-configured the www.gov.tt website - Provided increased communication services to the Public Sector - Continued provision of this service. - Continued provision of this service.	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Development and distribution via print, audio and visual media programmes, schedules on activities of the State to the public	- Developed a Short-term Human Resource Plan for Capacity Strengthening of the GIS to improve these services. This has resulted in an increased number of programmes in production and a restructured radio and television programme schedule. These initiatives have resulted in increased audience reach for selected GIS programmes via radio, television and the Internet - Shifted from analog to digital format in operations at the Photographic, Radio and Television Units - Increased the number of programmes and output from all Units	The level of productivity and efficiency was affected by: - Near obsolete equipment - Inadequate Human Resource Management capability - Shortage of specialized equipment - High cost of photographic material compounded by inadequate budget allocations - Information/Requests not received on time - Insufficient vehicular transport - Material at times not published by the media or not published conspicuously

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
TELECOMMUNICATIONS POLICY UNIT <u>Principal Responsibilities</u> • Provide managerial support as it relates to the policy development, implementation, review and evaluation in respect of the mandate of the Telecommunications Sector • Promote and facilitate the development of the domestic Information and Communication Technology (ICT) Industry, through the development of appropriate legislative, policy and regulatory measures. • Ensure that proper governance of the ICT sector is shared between the policy-making body (the Ministry of Public Administration and Information) and the regulatory agency (the Trinidad and Tobago Telecommunications Authority). <u>Products and Services</u> • Policy Development	As indicated through the provision of the under-mentioned products and services.	
<u>Products and Services</u> • Policy Development	<u>National Broadband Policy:</u> The Report of the Broadband Policy Team was completed in July. The draft National Broadband Policy was further subjected to an internal review in light of recent development.. <u>Spectrum Management Policy:</u> The Evaluation Committee for the provision of consultancy services to develop a Frequency Spectrum Management System submitted its Report to the Central Tenders Board. Negotiations with the preferred Consultant are expected to take place early in 2004.	There were slippages in completion of policy measures due to limited manpower. Posts that were transferred from Ministry of Science, Technology and Tertiary Education have not been filled.

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
- Policy Development - Project Administration - Research	<u>National Broadcast Policy:</u> Cabinet initially approved the draft Policy, however it was felt that certain amendments needed to be made, Cabinet subsequently approved these amendments. The policy is expected to be made public in early 2004. <u>Other Policy Measures:</u> The Telecommunications Adviser spearheaded work on producing policy papers concerning: Universal Service, Interconnection and Licensing/Concession Regime. These are expected to be completed by January 2004. <u>IDB Telecommunications Modernization Project:</u> The policy component of the IDB Telecommunications Modernization Project commenced with the engagement of external consultants to assist in the preparation of the NICT Plan. The Plan was completed in September 2003 and will be submitted to Cabinet in the last quarter of 2003. Expressions of Interest were received from interested consultancy firms to provide consultancy services towards developing a regulatory framework. A Request for Proposal (RFP) will be sent to short-listed firms. The successful consulting firm will be selected during the first quarter 2004. <u>Preparation of Policy Briefs and Country Reports:</u> The National Connectivity Report was prepared for Inter-American Telecommunications Commission (CITEL). Policy Briefs were prepared and submitted to the Permanent Secretary when required.	The establishment of the Telecommunications Authority component experienced a setback as a result of not being able to recruit a suitable consultant to operationalise the Authority. The revised TOR will be re-advertised in early 2004 The Review of the performance of the ICT Sector was deferred.

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
TELECOMMUNICATIONS DIVISION <u>Principal Responsibilities</u> • To regulate the telecommunications sector in Trinidad and Tobago. • At the international level, represent the interests of Trinidad and Tobago • Receives all applications for telecommunications licenses, processes these applications and makes recommendations for the grant of licenses • Receives interference complaints from licenses and broadcast content complaints from the public at large.	• An ongoing responsibility. Provided inputs in respect of the proposed consultancy for the development of a Frequency Spectrum Management System • Representation was made at institutions such as the international Telecommunications Union (ITU) and CITELE of the OAS, especially in areas such as regulations and licensing, spectrum managements, broadcasting, standardization, numbering and distress and safety communications. • Prepared a position paper on the agenda items for the ITU World Radio-communications Conference 2003 • Continued to perform this function. • Continued to perform this function with assistance from the Legal Services Division of the Ministry. With respect to broadcast content, it is noted that the Telecommunications Authority is to promulgate a Broadcasting Code, within a year of its establishment, to regulate the practices of concessionaires of broadcasting services.	
<u>Products and Services</u> • Modernization of the Telecommunications Framework • Administration and development of frequency spectrum plans and allocations	• Modernization of the Aeronautical Licensing Framework - Completion of new application forms for aeronautical services • Development of a comprehensive Global Marine Distress and Safety System (GMDSS) framework - Completion of a new application form for maritime services • Completion of proposed spectrum band plans and allotments in the 400, 900, 1800, 1900 MHz bands	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
- Processing of applications and provision of recommendations of licenses for radio communications systems: - VSAT - Data - Aeronautical - Maritime - Trunked Radio - Telemetry - Amateur Radio - Wireless Dealers - Cellular Dealerships	- An evaluation exercise of outstanding FM broadcasting applicants was commenced - Completion of a proposal for new licence fees for the terrestrial point-to-point microwave links - Improved recording file system and introduction of electronic databases	- Lack of human & equipment resources resulting in a significant backlog - Ongoing litigation and investigative matters - Limited recording and filing systems

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
E-GOVERNMENT UNIT		
<u>Principal Responsibilities</u> Major responsibility for overseeing the Communication Backbone Project, which provides for the development, implementation and maintenance of a Government Wide Area Network for the Government of Trinidad and Tobago	- Communications Backbone Project was signed on August 22nd 2003 and will link all government ministries and departments into one network and enable public officers to communicate via e-mail, to browse the Internet for work-related activities and to conduct e-messaging and e-scheduling activities throughout the public service. The Unit actively engages in building awareness and ensuring "buy-in" among all stakeholders for the project. - The Unit has actively participated in planning for the National Information and Communications Technology Strategic Plan (NICT plan) for Trinidad and Tobago, with representation on a number of working groups and on the NICT Secretariat. - The Unit has also developed and administered survey instruments as input s into the national e-Readiness Assessment Report	
<u>Products and Services</u> Transforming the Public Service into an electronic government organization	- The E-Government Unit continues to provide technical assistance and support to various Ministries and Departments in a wide number of technological areas including network design development and implementation, web design and development and database design and implementation. - E-Government Unit Staffed - Developed E-Government Strategic Planning Framework and Action Plan - Procedural guidelines and consultancy services provided on the establishment and launching of websites to six (6) ministries - Developed a preliminary draft of the Project Charter and Request for Proposal (RFP) for the Government Portal Project	- Inadequate staffing for projects - Funding for non budgeted expenses for projects

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
NATIONAL E-COMMERCE SECRETARIAT (NeCS)		
<u>Principal Responsibilities</u> The NeCS is responsible for developing a comprehensive policy and strategic framework for facilitating economic development that is aligned with Government's vision of achieving developed nation status by the year 2020.	- E-Commerce Survey Business- This is a continuation of the annual measurement on e-commerce adoption by the business sector. It assists the secretariat in developing policy recommendations on issues that would foster the adoption of e-commerce by the business sector. - Created a Domain Name Stakeholders Committee to develop policy on the .tt ccTLD. - Developed Draft Policy for the administration of the .tt ccTLD. - New E-Commerce Legislation reviewed.	
<u>Products and Services</u> Provision of information on e-commerce activity throughout Trinidad and Tobago	Conducted 2nd Annual E-Commerce Essay competition in Secondary and Primary Schools to promote increase awareness among the school population, achieved 50% participation.	
- Assist with the development and adoption of e-commerce throughout the business sector with particular emphasis on SMEs - Provide the appropriate legal and regulatory instruments for the development of e-commerce in conformance with global standards	- Secured Trade Facilitation for SMEs through the ITC E-Trade Bridge Programme. - Development of SME On-Line Guide on Electronic Commerce. - Staging of a Regional Workshop on "Building Competitiveness for SME's using E- Commerce at which Government and Private Sector Officials from 11 Caribbean Commonwealth Countries attended. - Developed RFP for SME B2B Portal (EnterpriseNeTT). - Conducted first baseline survey on household e-commerce usage and awareness.	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
NATIONAL INFORMATION AND COMMUNICATIONS TECHNOLOGY SECRETARIAT (NICT) <u>Principal Responsibilities</u> • Development a National Information and Communications Technology (NICT) Strategy to complement and build on "Vision 2020" as a pivot for Trinidad and Tobago, becoming a knowledge-based society and achieving developed nation status	• Completion of the E-Readiness Assessment and the Benchmarking Study • Development of National Information and Communications Technology Strategic Plan (fastforward). This commenced in May 2003 and involved the participation of five (5) working groups and consultation with the public at large. The Plan was completed in September 2003. It addressed the infrastructure, financial/economic, government, human resources and legal/policy requirements of the country. The Plan outlined strategies for accelerating Trinidad and Tobago into being a prominent player in the global information society, and for moving citizens towards a knowledge-based society, by 2008. The execution of the Plan is estimated to cost US\$82 million over five years.	
<u>Services</u> • Review of large Information Systems/Information Technology Projects in the Public Service	• The Integrated Human Resource Management System IHRIS) Project (was reviewed during this period and contributions were made with respect to managing proposed contract variations, and specification of Statement of Works (SOWs). Cost variations for customization and equipment were minimized and SOWs were appropriately structured as a result of interventions made. As a member of the Technical Advisory Committee, appropriate review of payment and other deliverables were completed. Contribution in this area focused on ensuring that Government obtained value for money on the Project	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
NATIONAL INFORMATION SYSTEMS CENTER (NISC)		
<u>Products and Services</u>		
Consultancy	- Evaluated tender/quotations, recommended suppliers and prepared approvals for the procurement of computer hardware and software in the Public Service. This service ensures that computer equipment used in the Public Service conformed to current and established standards. - Assessed the IT Needs of the Government Printery.	
- Data Bureau: - Data Processing - Data Entry	Processed data for payrolls, pensions, lottery tickets, examinations and cheques reconciliation for Ministries, Departments and external clients	Dated computer technology resulting in frequent downtime
Application Maintenance	Upgraded and maintained legacy and PC based applications. The upgrades and maintenance of applications is an ongoing exercise	
Technical Support	Provided technical support to Ministries and Departments. This service minimizes disruption in service delivery in the Public Service by ensuring that computer hardware, software and networks in the Public Service are functioning	Increasing demand with limited resources
Training	Trained Public Officers in Computer Awareness and Microsoft Office. 500 Public Officers were trained to use the computer and Microsoft software in 2003. Microsoft technical and end-user training continues in 2004.	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Application Development	- Implemented a <i>Declarant Information</i> for the Integrity Commission. This system manages the information needs of the Commission pertaining to declarants, in a timely, efficient and accurate manner, in keeping with the goals and objectives of the Integrity Commission - Deployed the <i>File Registry System</i> in Ministries and Departments. This system, which facilitates efficient registry management, was implemented in 15 additional Ministries and Departments in 2003. The project continues in 2004. - Developed an information system for the <i>Generation and Distribution of Increment Liability Statements</i>. New and replaced Liability Statements were issued to in excess of 30,000 Public Officers. This project continues in 2004. - Developed and implemented a <i>Tenders Management System</i> for the Central Tenders Board (CTB). This system provides a knowledge base to hold contract information at the various stages of the tendering process. It manages the information needs of the CTB pertaining to the storage, retrieval and tracking of tenders in a timely manner, in keeping with the goals and objectives of the CTB - Developed a system for processing of <i>Public Service Commission Examinations</i>. This system maintains the appropriate files and prepares relevant documents for the Service Commissions Examinations such as Fire, Clerk I, Clerk Typist, Police and Immigration	Limited project resources resulted in an extension of the project duration
Administration of Enterprise License Agreement	A new Microsoft Enterprise License Agreement for the Public Service was signed in June 2003. The Public Service has access to Microsoft products for the period June 2003 to June 2006	

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
NATIONAL ARCHIVES <u>Principal Responsibilities</u> Provision of access to documentary heritage	- In an effort to provide better quality services to the national community, the services, of a Consultant was engaged to develop a National Archives Policy that will also address staffing, training and information technology requirements - Appraised its records to determine its status, classification and suitability for research purposes. It is envisioned that this will increase public knowledge of the role and function of the National Archives, increase motivation for the implementation of policies for improving Researcher services; and efficient consolidation of present and future storage space for record keeping. - Continued to inventory and preserves its records. In microfilm, 600 duplicates were reproduced from original master microfilm copies from the Colonial Records Office. (The National Archives of the United Kingdom) - Reduced the backlog of unsorted data by 55%. - Purchased 120 books of historical significance. - Acquired a donation of the papers of the late Dr. C.V Gocking - Restored approximately 394 documents - Continued appraisal of semi-current records - Duplicated 75% of master copies of microfilm records - Acquired Archival documents and journals - Conducted outreach programmes in seven (7) public sector agencies (including two in Tobago) and nine (9) Secondary Schools - Continued training and development of staff in Archives Administration and Records Management - Received report from Consultancy to develop a National Archives policy - Provided services to 1,647 researchers for the period January to December 2003 - Acquired information of special historical significance - Continued restoration and conservation of records - Completed 55% of appraisals of an unsorted backlog of records - There were two major exhibitions – one to commemorate Shouter Baptist Day and one to commemorate our Independence and Republic Day Status	- Inadequate levels of staff and accommodation and obsolete equipment - Inadequate manual information systems - Lack of a National Archives and Records Management Policy and Legislation - Inadequate staffing structure

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
GOVERNMENT PRINTERY <u>Principal Responsibilities</u> Responsible for satisfying the printing and related needs of all Government Ministries and Departments, and the sale of important publications.	The Government Printery receives approximately four thousand (4,000) jobs, (press orders) annually, from the Government Ministries and Agencies. Additionally, in excess of one thousand (1,000) requests were processed in the fiscal year 2003 for items of stock, which include general forms and receipt books.	Due to privatization of the Postal Services, the Unit is faced with a large postal bill. To offset this cost, a postal charge was imposed on paying customers. The documents of non-paying customers (Ministries/Departments) were either delivered or collected by the respective agency.
<u>Products and Services</u> - Restoration and Modernization - Training of Human Resource - Upgrading Technology	- As a result, of structural deterioration, restoration and modernization works were undertaken during 2002 and 2003 – Checking, Gazette and Machine Areas of Binding were completely refurbished - Acquired Computers and Pre-Press equipment which now allows for faster production and better quality of work in the Pre-Press section 30% of Staff received Computer Literacy Training - Personnel and Accounting Staff received training at NISC - One officer is receiving training in Health and Safety - One officer is receiving Human Resource Management Training - Offset Printing Operators were trained in Colour Printing Techniques - Compositors were trained in New Pre Press Computer Applications - Twenty-four (24) on-the-job trainees were successfully trained - All Government Ministries/Dept are receiving Publication and Other Legal Documents via e-mail	The late release of funds retarded the progress which resulted in several slippages. Has increased the existence of a backlog in the Printing and Finishing sections because of the lack of modern equipment in those areas

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
LEGAL UNIT (created in July 2003) <u>Principal Responsibilities</u> • Render legal advice to the Ministry of Public Administration and Information on legal issues. The unit provides general legal services within the scope of the Ministry and on behalf of Departments, Divisions and other agencies, which fall under the umbrella of the parent Ministry.	The Division comprises a Head, Legal Specialist, three Legal Officers and a Secretary. The Division's work is centered around key areas, such as: • Telecommunications • Property and Real Estate • Information and Communication Technology • Procurement Procedures' • Freedom of Information • Interpretation of Legislation • Drafting and Review of contracts/agreements • Drafting of legislation pertinent to the mandate of the Ministry • Legal Research • General Legal Advice	
HUMAN RESOURCE MANAGEMENT <u>Principal Responsibilities</u> • Responsible for all aspects of (workforce) Human Resource Planning, Staffing, Training and Development, and Employee Relations as they relate to the staff of the Ministry		Staff shortage resulted in the Unit's incapacity to produce workforce planning reports such as monthly staffing reports, commencement and cessation profiles, staffing profiles, etc. Also, resulted in slow implementation of the Performance Appraisal and Development System.

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
ACCOUNTS AND FINANCE UNIT <u>Principal Responsibilities</u> Ensures that financial systems, processes are effective and in accordance with the Financial Regulations	- During the period under review, the Accounts and Finance Unit was responsible for the management of extremely complex payments and contracts on behalf of the Ministry of Public Administration and Information, involving activities of the various divisions. These include but are not limited to the FINCOR loan arrangements, agreements in the telecommunications and Information Communication Technology sphere, many agreements with consultants and the processing of financial arrangements for the PSIP projects - For the period January 2002 to September 2002, the Unit serviced five (5) divisions with thirteen (13) members of staff and generated 7350 cheques. - During the period October 2002 to September 2003, 13878 cheques were generated – twelve divisions were serviced. - The Appropriation statement for the period October 2000-September 2001 submitted on time as requested. (January 2002). Also, the Appropriation statement for the period October 2001-September 2002 submitted on time as requested. (January 2003). - The collation of information from the various divisions for the submission of the Draft Estimates of Expenditure by April 30, 2002 and April 30, 2003 for the financial years 2002-2003 and 2003-2004.	- The Unit lacks a modern organizational structure - Acute staff limitations

PRINCIPAL RESPONSIBILITIES/ PRODUCTS/SERVICES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
INFORMATION TECHNOLOGY UNIT <u>Principal Responsibilities</u> - Responsible for developing and implementing the Ministry's IT strategy and for the proper selection of technologies by providing information on advanced and appropriate technology, systems analysis and software acquisition. - Assists all the 'non-e-programme' areas in meeting their specific information technology requirements and plays an active role in the building and upgrading of the skills and knowledge of staff in the use of computers and relevant software applications.	During the period under review, the Information Technology (IT) Unit formed part of the Corporate Services Division, (CSD) and served as a focal point to establish technology standards of relevance to Ministry's local environment, while applying and supporting the use of computer technology to enhance staff productivity and improve the quality of the Ministry's output.	This Unit is currently staffed by one person and is therefore operating way below strength.
FREEDOM OF INFORMATION UNIT <u>Principal Responsibilities</u> Administer the Ministry's responsibilities under the Freedom of Information Act (FOIA) 1999	In 2002 and 2003, the Ministry received requests for access to documents under the FOIA. The documents covered a range of activities undertaken by the Ministry. The Ministry received one request for review of FOI decisions. There were no applications for review made to the ombudsman.	
INTERNAL AUDIT <u>Principal Responsibilities</u> Ensure that all transactions of the Ministry are executed fairly and transparently with a minimum of errors, and in accordance with the relevant Statutory Regulations	In carrying out its function, the Audit Unit used procedures of best practice and assessed constantly the internal controls governing all business activities of the Ministry. During the period, the Audit unit comprised one person who was responsible for: - Verification of all arrears of payment owed by the Ministry and current payments - Verification of pension and leave records of service and all virements	This Unit is also understaffed and a review of the human resource requirement is being undertaken.

