



Office of the Prime Minister

Administrative Report 2007/2008

Table of Contents

Mission, Vision and Core Values.....	iii
Introduction	1
Divisions/Units.....	3
Cabinet Secretariat.....	4
Corporate Services Division	8
▪ General Administration.....	8
▪ Human Resource Unit.....	9
▪ Financial/Office Management Unit.....	10
▪ Registry and Records Management Unit.....	11
▪ Accounts Unit.....	11
▪ Ecclesiastical Affairs.....	11
▪ Public Concerns/Inquiries.....	12
▪ Public Holidays.....	12
IT Unit.....	14
Public Affairs and Communications Unit.....	16
International Relations and Protocol Unit.....	18
National Awards Secretariat.....	21
Secretariat to the Committee Established to hold Round Table Discussions on Race Relations.....	23
Sport and Culture Fund.....	24
Draft Constitution Secretariat.....	25
National AIDS Coordinating Committee (NACC).....	28

Double Secretariat.....	33
National Security Council Secretariat.....	43
Security Unit.....	45
Special Projects	
▪ Ministerial Performance Management Framework.....	46
▪ Restoration of Stollmeyer's Castle.....	48
▪ Reconstruction of the Prime Minister's Residence.....	48
▪ Whitehall Restoration.....	49
▪ Electronic Document Management System (EDMS).....	49
▪ The Big Dance Band (Divine Echoes).....	51
Central Administrative Services Tobago (C.A.S.T.).....	54
▪ General Administration.....	55
▪ Finance (Audit) Division.....	56
▪ Treasury Division.....	56
▪ Trade and Industry (Weights and Measures) Division.....	56
▪ Meteorological Services Division.....	57
▪ Registrar General's Division.....	57
Conclusion.....	59

Vision

A contemporary Office leading the co-ordination of Government's activity with the highest level of integrity and providing service in a responsive and effective manner.

Mission

To provide the best professional support to the Prime Minister, utilizing contemporary systems and technology, to enable fulfillment of his mandate as Head of Government.

Core Values

The Office of the Prime Minister (OPM) subscribes to the following core values which govern behaviour and work ethic and which help create the desired culture within the organization:

1. *Respect:* Showing regard and consideration for all.
2. *Integrity:* Demonstrating honesty and transparency in all that we do.
3. *Teamwork:* Encouraging and facilitating dialogue and the sharing of information and resources among staff.
4. *Professionalism:* Functioning according to an agreed set of standards and ethics and operating with a high level of expertise.
5. *Confidentiality:* Maintaining the privacy of the OPM's information so that its work is not compromised.

Introduction

The Government's Vision 2020 Plan seeks to have Trinidad and Tobago achieve developed country status by the year 2020. Within this context, the Office of the Prime Minister, which provides high level support to the Prime Minister, has to take the lead in the achievement of this goal. Situated at the pinnacle, so to speak, of the Government, the Office of the Prime Minister straddles the following three (3) development pillars of the Vision 2020 Operational Plan:

- Promoting Effective Government
- Developing Innovative People
- Nurturing a Caring Society

Promoting Effective Government speaks to providing the enabling environment for enhancing the quality of life of all citizens. One of the core objectives of this pillar is the nurturing of a culture of good governance which in turn leads to strengthening the governance system. Constitutional Reform is one of the means by which the system can be strengthened in providing for the more effective representation of the population's interests and the Office of the Prime Minister has commenced discussion and action on this matter.

Under the pillar, *Developing Innovative People* which refers to fostering innovation, competitiveness skills, development and life long learning, the Office of the Prime Minister has focused on music as a means of transforming, educating and empowering young people by the formation of a Big Dance Band comprising trained musicians ranging in ages from 18 years to 45 years. Plans are underway to create a National Philharmonic Orchestra so that our classically trained musicians would have avenues available in Trinidad and Tobago, for the practice of their craft.

One of the objectives of this pillar is the preservation of the cultural heritage of Trinidad and Tobago. In this regard, the Office of the Prime Minister has embarked on the restoration of two of the 'Magnificent Seven' buildings at Queen's Park West – Stollmeyer's Castle and Whitehall.

Nurturing a Caring Society focuses on improving the lives of citizens and the Office of the Prime Minister's initiative under this pillar is its responsibility for co-ordinating the activities linked to alleviation and mitigation of HIV/AIDS. The National AIDS Co-ordinating Committee (NACC), established under the aegis of the Office of the Prime Minister, provides a high level of leadership and influence in the performance of its co-ordinating, monitoring and advisory role in the national response to HIV/AIDS.

Divisions/Units

This report on the administration of the Office of the Prime Minister covers the Fiscal Year 2007/2008 and presents information on the following Divisions/Units of the Office of the Prime Minister:

- Cabinet Secretariat
- Corporate Services
- Information Technology (IT)
- Public Affairs and Communications
- International Relations and Protocol
- National Awards Secretariat
- Secretariat to the Committee established to hold Round Table Discussions on Race Relations
- Sport and Culture Fund Secretariat
- Draft Constitution Secretariat
- National AIDS Co-ordinating Committee Secretariat
- Double Secretariat (Responsible for co-coordinating arrangements for the 5th Summit of the Americas and the Commonwealth Heads of Government Meeting in 2009)
- National Security Council Secretariat
- Security (the Executive Security Services was established with effect from August, 2007)

*Office of the Prime Minister
Administrative Report 2007/2008*

*Cabinet
Secretariat*

Cabinet Secretariat

Section 75(1) of the Constitution of the Republic of Trinidad and Tobago provides that “there shall be a Cabinet for Trinidad and Tobago which shall have the general direction and control of the Government and shall be collectively responsible thereof to Parliament”.

The present Cabinet, comprising 24 members, including the Prime Minister, meets in regular sessions on the Thursday of every week. To assist in the exercise of its function, Cabinet may appoint Sub-Committees and Advisory Committees which make recommendations to Cabinet.

The Cabinet Secretariat, headed by the Secretary to Cabinet, provides specialized administrative support to the Cabinet and also provides secretariat support to the following Sub-Committees which meet on the Monday of every week at the Office of the Prime Minister:

- The Finance and General Purposes Committee (FGPC)
- The Parliamentary Questions Committee (PQC).

The Secretariat is also the traditional communication link between Ministries/Departments and the Cabinet, as well as between the Public Service, the President and Parliament.

The main functions of the Secretariat are as indicated hereunder:

- (i) preparation of the Cabinet Agenda and circulation thereof to Ministers;
- (ii) preparation and circulation to members, of the respective Agendas for the meetings of the FGPC and the PQC;
- (iii) preparation of the recommendations of the FGPC and the PQC which are included in the Cabinet Agenda;

- (iv) recording of the decisions of Cabinet, which involves the preparation of the relevant Cabinet Minutes;
- (v) dissemination of Cabinet decisions to the relevant Ministries/Departments for implementation/information;
- (vi) implementation of certain decisions of Cabinet that require the signing of legal documents by the President or the Secretary to Cabinet; and
- (vii) storage and retrieval of the Cabinet records dating back to 1956.

In order to fulfill its mandate, the Cabinet Secretariat is divided into the following Sections:

- *Despatch/Registry Section* – responsible for the receipt of Cabinet Notes; collation and despatch of the Cabinet Agenda, as well as the Agendas for the FGPC and the PQC; and dissemination of Cabinet Minutes to Ministries/Departments.
- *Minutes Section* – responsible for recording the decisions of Cabinet and the preparation of Minutes for confirmation by Cabinet and for signature by the Secretary to Cabinet. This Section is also responsible for the preparation of the recommendations of the FGPC and the PQC.
- *Implementation Section* – responsible for pursuing implementation of certain decisions of Cabinet, in particular, those requiring the preparation of legal documents by the Ministry of the Attorney General for signature by the President or the Secretary to Cabinet. This Section also provides secretariat support services to the FGPC and the PQC.

- ***Records Section*** – responsible for the management of the Cabinet records dating back to 1956. This involves the electronic capture and storage of all the documents in the Electronic Document Management System and retrieval of same under the said System. The documents are also stored in bound volumes and on microfilm.

In the period under review:

- (a) The Cabinet held 54 meetings and made 3,330 decisions.
- (b) The FGPC held 50 meetings and made 607 recommendations to Cabinet.
- (c) The PQC held 39 meetings and made 294 recommendations to Cabinet in respect of Parliamentary Questions/Statements to Parliament.
- (d) The Implementation Section pursued with the Ministry of the Attorney General the implementation of those decisions of Cabinet which required the preparation of legal documents for the signature and seal of the President, or the signature of the Secretary to Cabinet.
 - Documents vetted and transmitted to the President for his signature included Instruments of Appointment to Boards and Commissions of Enquiry, Proclamations, Orders and Consent Leases for land.
 - Documents signed by the Secretary to Cabinet included Orders and Notifications.
- (e) The Records Section:
 - processed approximately 300 requests from Ministries/Departments for copies of Cabinet Minutes from previous years;

- bound 414 volumes of Cabinet Notes (an ongoing project to preserve the hard copies); and
- microfilmed three (3) years of Cabinet documents (an ongoing project to preserve the records on microfilm).

Section 81 of the Constitution provides as follows:

“The Prime Minister shall keep the President fully informed concerning the general conduct of the Government of Trinidad and Tobago and shall furnish the President with such information as he may request with respect to any particular matter relating to the Government of Trinidad and Tobago”.

During 2007/2008, the Secretary to Cabinet furnished the President, on a weekly basis, with copies of the Notes considered by the Cabinet at its Meetings and copies of the confirmed Cabinet Minutes.

Monitoring and Evaluation

The Cabinet Secretariat has a responsibility for ensuring that certain Cabinet decisions are implemented and pursued action accordingly during the period under review.

In this connection, the Cabinet took a decision in January, 2008 that Monitoring and Evaluation (M&E) Units should be established in all Government Ministries and Departments to provide support to evidence-based decision and policy making and to track the progress, outcomes and impact of Government’s projects, programmes and policies, particularly as they relate to the achievement of the goals and objectives of Vision 2020.

During 2008, the Office of the Prime Minister began working with the Public Management Consulting Division of the Ministry of Public Administration to design and develop an appropriate M&E Unit in the Office of the Prime Minister, while also working with the Ministry of Planning, Housing and the Environment to create a policy for monitoring and evaluation in the Public Service.

*Office of the Prime Minister
Administrative Report 2007/2008*

*Corporate
Services Division*

Corporate Services Division

The Corporate Services Division is responsible for the delivery of support services to the other Divisions and Units of the Office of the Prime Minister. In so doing, it addresses needs in respect of accommodation, human resources, procurement, records management, inventory management, internal security, maintenance of facilities and accounts. It also provides administrative support to Commissions of Enquiry and secretariat services to certain Committees/Boards within the Office of the Prime Minister.

In order to carry out these responsibilities, the Corporate Services Division comprises the following Units:

- General Administration
- Human Resource
- Financial/Office Management
- Registry and Records Management
- Accounts

General Administration

The General Administration Unit is responsible, *inter alia*, for:

(a) providing administrative support in the preparation of:

- Cabinet Notes
- Notes for the Honourable Prime Minister
- Responses to requests for information under the Freedom of Information Act
- Responses to questions posed in the House of Representatives and the Senate

(b) providing secretariat support to:

- the Ministerial Tenders Committee
- the Sport and Culture Board of Management
- the Round Table on Race Relations

(c) taking follow-up action and responding to concerns and enquiries from citizens.

Human Resource Unit

The main function of this Unit is to implement and maintain an effective system of human resource management in the Office of the Prime Minister. It has responsibility for developing the capacity of its members of staff; for ensuring the timely performance appraisal of such staff; and for administering all other Human Resource (HR) functions which have been delegated or devolved to HR Units by the Central HR agencies in the Public Service.

In keeping with these responsibilities, the Human Resource Unit arranged for selected staff members to attend programmes/workshops, during the period under review, in the following areas:

- ❖ Conflict Management Skills
- ❖ Elementary Spanish
- ❖ Administration of Terms and Conditions of Employment of Persons on contract in the Public Service
- ❖ CSME Sensitization
- ❖ Administrative Professional Skills
- ❖ Training for Internal Auditors
- ❖ Alternative Dispute Resolution
- ❖ Managing Diversity
- ❖ Employee Assistance
- ❖ Implementation and Maintenance of Windows Vista
- ❖ Successful Records Management

During this period the Human Resource Unit brought on board some eighty (80) contract officers, having managed the entire process from development of job descriptions, acquiring Cabinet's approval for the creation of positions, inviting applications through advertisement, conducting interviews where required, and liaising with the Chief Personnel Officer on the determination of terms and conditions of employment, to seeking Ministerial approval for the employment of persons selected for positions.

The Unit also brought on board a total of twenty-three (23) On-the-Job Trainees for assignment to the Big Dance Band (Divine Echoes), Head Office, the NACC Secretariat and the Double Secretariat responsible for co-ordinating arrangements for the hosting of the Fifth Summit of the Americas and the Commonwealth Heads of Government Meeting (CHOGM) in 2009.

Regulation 33 of the Civil Service Regulations Chapter 23:01, requires that the computation and authorization of pensions and gratuities of persons whose retirement from the Civil Service is known to be impending shall be treated as urgent matters of high priority. In addition, the particulars of service and pay of all officers whose retirement is known to be imminent are required to be submitted to the Comptroller of Accounts not less than three calendar months before the date of retirement of the officer. This is to ensure that the computation of pensions and gratuities is completed before the date on which the officer's retirement from the Public Service is due to take effect.

In order to address the challenges faced by the Office of the Prime Minister in maintaining updated Pension and Leave Records of officers, resulting in a backlog of incomplete records not only of serving officers but also of persons who have since moved on to other Ministries/Departments, a Pension and Leave Unit, comprising one (1) Pension and Leave Supervisor and two (2) Pension and Leave Officers, was created in May 2008, for a period of three (3) years. It is anticipated that this course of action will assist considerably in clearing the backlog of incomplete records and ensuring compliance with the provisions of the abovementioned Regulation 33 of the Civil Service Regulations Chapter 23:01.

Financial/Office Management Unit

The Financial/Office Management Unit is responsible for ensuring that all Divisions and Units of the Office of the Prime Minister are provided with materials and supplies, office equipment, telecommunication services and general maintenance services.

This Unit is also responsible for lease renewals and maintenance of the following off-site Units of the Office of the Prime Minister:

- No. 9 Mary Street, Port of Spain (Security Unit)
- Jobco Building, Frederick Street, Port of Spain (Accounts Unit)
- Telly Paul Building, New Street, Port of Spain (Cabinet Records Section)
- Trade Zone, El Socorro, San Juan (Records Centre)

In August, 2008, the Unit successfully co-ordinated the move of the Office of the Prime Minister from Whitehall to premises at 13 – 15 St. Clair Avenue, St. Clair, Port of Spain.

Registry and Records Management Unit

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

Accounts Unit

The Accounts Unit is responsible for the processing of salaries and other remuneration, of employees; payments in respect of goods and services received by the Office of the Prime Minister; monitoring expenditure; as well as offering financial advice in accordance with existing regulations and procedures.

Ecclesiastical Affairs

In keeping with established practice whereby financial grants have been made to certain religious organizations to assist with their community and social work, the Office of the Prime Minister effected quarterly disbursements in 2008, totaling \$401,205.20, to twenty-four (24) religious bodies.

Public Concerns/Enquiries

The Office of the Prime Minister receives numerous letters from members of the public seeking the assistance of the Prime Minister in various areas. Receipt of each letter is acknowledged and, where necessary, referred to the Ministry/Department/Organization where the concern raised can best be addressed. In other instances, the Ministry/Department/Organization may be requested to investigate the issues raised and to submit reports to the Office of the Prime Minister. The writers of the letters are advised of the action taken in respect of the matters raised and where possible, of their outcome.

During the period under review, matters most commonly raised included requests for housing and employment; complaints about the utilities and against Public Sector organizations. Numerous requests for financial assistance were received from Community Groups/Charitable and Cultural Organizations/NGOs and Religious organizations and where possible, grants and donations were made and met from the relevant item of expenditure under the Office of the Prime Minister.

Public Holidays

In accordance with the Public Holidays and Festivals Act Chapter 19:05 of the Laws of the Republic of Trinidad and Tobago, the dates of two (2) religious public holidays - Eid-ul-Fitr and Divali - are to be appointed by the President by Notification. The dates of these holidays are determined each year by lunar sightings and are indicated to the Office of the Prime Minister by the respective Muslim and Hindu Organizations. The recommended date for the celebration of Eid-ul-Fitr is submitted by the Muslim Coordinating Council which consists of:

- The Trinidad Muslim League Incorporated;
- The Anjuman Sunnat-ul-Jamaat Association of Trinidad and Tobago; and
- The Tackveeyalul Islamic Association of Trinidad and Tobago Incorporated.

In respect of Divali, a recommended date is put forward by the following Hindu organizations:

- The Sanatan Dharma Maha Sabha of Trinidad and Tobago Incorporated;
- The Arya Pratindhi Sabha of Trinidad Incorporated;
- The Vishva Hindu Parishad of Trinidad and Tobago Incorporated;
- The Divine Life Society of Trinidad and Tobago Incorporated;
- The Shiva Dharma Sabha of Trinidad and Tobago Incorporated; and
- The Kabir Panth Association of Trinidad and Tobago Incorporated.

Following receipt of the recommendations of the various religious organizations, the recommended date of the holiday is submitted for the approval of Cabinet and subsequent appointment by the President by Order.

The dates of those Public Holidays in the period under review were:

<u><i>Holiday</i></u>	<u><i>Date</i></u>
Eid ul Fitr	October 13, 2007
Divali	November 09, 2007

*Office of the Prime Minister
Administrative Report 2007/2008*



*Information
Technology (IT)
Unit*

Information Technology (IT) Unit

During the period under review, the IT Unit continued to maintain and support the network systems and information resources of the Office of the Prime Minister and its sub-sites which include the National AIDS Co-ordinating Committee (NACC) Secretariat and the Cabinet Records Section. The Head Office continued to be connected to GovNett (backbone) which provided e-mail and internet connectivity. This service was also extended to the Accounts Unit located on Frederick St., Port of Spain.

A major activity of the IT Unit in 2008 related to the relocation of the Office from Whitehall to St Clair Avenue. The entire network, including connections to GovNett, had to be relocated and re-installed in the shortest time possible. Relocation was done during the week of August 11 – 17, 2008. Connectivity and operations resumed within the following week. There were a few serious challenges as to the state of readiness of some offices, e.g. incomplete telephone and network wiring, and this caused some delays in having IT operations fully restored in these cases.

The entire telephone network was changed following the relocation to St. Clair, with TSTT being the new supplier of the PBX system. The IT Unit worked alongside TSTT technicians to configure the PBX to the requirements of the Office of the Prime Minister.

Another major activity undertaken by the IT Unit was the provision of IT and telecommunication support and the procurement and installation of equipment for the Double Secretariat, which was established under the Office of the Prime Minister to co-ordinate arrangements for hosting of the Fifth Summit of the Americas and the Commonwealth Heads of Government Meeting (CHOGM) in 2009.

Access to Cabinet Information via the Electronic Document Management System (EDMS) application, "OnBase", was extended to the Ministers and Permanent Secretaries of the following Ministries and this was overseen and managed by the IT Unit:

- Ministry of the Attorney General;
- Ministry of Legal Affairs;
- Ministry of Finance;
- Ministry of Public Administration;
- Ministry of Education; and
- Ministry of Information.

The access gained was to all Cabinet notes and Minutes relevant to these Ministries and pertaining to the year 2002 onwards. Work on providing access to documents prior to 2002 and on extending the facility to other Ministers and Permanent Secretaries is scheduled to begin in 2009.

*Office of the Prime Minister
Administrative Report 2007/2008*



*Public Affairs and
Communications
Unit*

Public Affairs and Communications Unit

The year 2008 saw the establishment and equipping of Media Briefing facilities at both the Office of the Prime Minister in St Clair and at the Diplomatic Centre, St Ann's. In addition, work on the establishment of the Multi Media Video Conferencing facility at the Office of the Prime Minister commenced in June 2008 with a scheduled completion date of June 2009.

During 2008, the Communications Unit carried out a wide range of activities which included:

1. Management of the Post Cabinet Media Conference.
2. Management of all other Media Conferences in both the Diplomatic Centre and the Office of the Prime Minister.
3. Supply of Media Releases to both the Print and Electronic Media.
4. Supply of the Prime Minister's Speeches to the Print and Electronic Media.
5. Management of Recording and Distribution of the Prime Minister's Addresses to the Nation' to the Print and Electronic Media.
6. Management of all photo opportunities by the Print and Electronic Media.
7. Internal photo opportunities and distribution to the Print Media.
8. Attendance at all speaking engagements of the Prime Minister to facilitate adequate Media coverage.
9. Management of hospitality activity in both the Diplomatic Centre and the Office of the Prime Minister e.g. special visits by schools, associations etc.

10. General Supervision of the Band, “Divine Echoes”, on all engagements.
11. Assistance in all official engagements at the Diplomatic Centre.
12. Supervision and servicing of the website of the Office of the Prime Minister.
13. Provision of support services in respect of speech preparation for the Honourable Prime Minister.
14. Provision of support services on communication issues related to hosting of the Fifth Summit of the Americas.
15. Coverage of the Prime Minister’s overseas assignments, as necessary.
16. Monitoring of Television and Radio channels with specific reference to the official activities of the Honourable Prime Minister.

The Unit partnered with the relevant organizing authorities for the under-mentioned key events on matters related to the attendance of the Honourable Prime Minister at same:

- Launch of the Fifth Summit of the Americas;
- The formal opening of the Hyatt Regency Trinidad;
- Launch of the National Steel Symphony Orchestra; and
- Launch of the Commonwealth Heads of Government Meeting (CHOGM) 2009.

*Office of the Prime Minister
Administrative Report 2007/2008*



*International
Relations
and Protocol
Unit*

International Relations and Protocol Unit

The International Relations and Protocol Unit (IRPU) in the Office of the Prime Minister (OPM) monitors relations with States, and international, hemispheric, regional and sub-regional organizations, in close collaboration with the Ministry of Foreign Affairs and Trinidad and Tobago's Embassies, High Commissions and Consulates abroad. The Unit also provides all the protocol required for the Office of the Prime Minister. There are also synergies between the Unit and a number of Ministries/Departments.

During the period under review, the IRPU was engaged in the following activities:

- Drafting of Cabinet Notes, largely involving the travel of the Honourable Prime Minister to participate in international meetings; preparation of reports on these meetings;
- Preparation of letters to Heads of State/Government, Heads of International Organisations, private and public sector entities and Diplomatic representatives, in response to correspondence received.
- Participating in preparatory work in respect of Official and State Visits to Trinidad and Tobago. This involved attendance at planning meetings associated with the visits, and implementation of decisions taken at these meetings.

In the period under review there were three (3) official visits to Trinidad and Tobago:

- The Prince of Wales and the Duchess of Cornwall – March 2008
- H.E. He Guoqiang, Member of the Standing Committee of the Political Bureau of the Central Committee of the Communist Party of the People's Republic of China – June 2008
- H.E. President John Agyekum Kufuor of Ghana – August 2008

- Facilitating the official travel abroad of the Prime Minister involving making flight and hotel arrangements; completion of requisite forms for participation at conferences; liaising with the Ministry of Foreign Affairs and Trinidad and Tobago's Overseas Missions, when necessary, regarding requests for airport courtesies, visas, etc. In 2008 such arrangements were made in respect of the following overseas travel of the Prime Minister:
 - Attendance at celebrations commemorating the 60th Anniversary of the University of the West Indies – Jamaica – February 22, 2008
 - Participation in the 19th Inter-Sessional Meeting of the Conference of Heads of Government of CARICOM – The Bahamas – March 7-8, 2008
 - Participation in the World Economic Forum on Latin America – Mexico – April 15-16, 2008
 - Participation in the Fifth Summit of Heads of State and Government of Latin America, the Caribbean and the European Union and related meetings – Peru - May 13-17, 2008
 - Participation in a representative group of Commonwealth Leaders to undertake advocacy and lobbying in support of reform of international institutions – London – June 9-10, 2008
 - Participation in the New York Conference on CARICOM – New York – June 19-21, 2008 and Visit to Washington, D.C. for discussions with US Congressmen on matters related to trade and energy – June 22-24, 2008
 - Participation in the 29th Regular Meeting of the Conference of Heads of Government of CARICOM – Antigua and Barbuda – July 1-4, 2008
 - Visit to Brazil for bilateral discussions with the President of Brazil – July 23, 2008

- Provision of all Protocol with respect to meetings and courtesy calls on the Prime Minister from international and local entities. Protocol services were also provided to the Prime Minister in the course of his overseas travel, at official receptions and functions, as well as at meetings and events associated with Official and State Visits to Trinidad and Tobago.

*Office of the Prime Minister
Administrative Report 2007/2008*

*Secretariat
Services*

National Awards Secretariat

The National Awards Committee was established by Letters Patent establishing the *Order of the Trinity* in 1969 (which was amended to the *Distinguished Society of Trinidad and Tobago*) to select persons nominated by members of the public, deemed suitable for National Awards based on selection criteria.

The Committee is made up of the following persons:

- ❖ The Chief Justice - Chairman
- ❖ The Chairman of the Public Service Commission
- ❖ The Chairman of the Teaching Service Commission
- ❖ The Chairman of the Elections and Boundaries Commission
- ❖ One (1) Senior Officer appointed by the Prime Minister
- ❖ Two (2) persons, representative of the General Public, appointed by the Prime Minister for three (3) years

The Secretary to the Commission is appointed by the Prime Minister and is a senior staff member of the Office of the Prime Minister.

In 2006, Cabinet, in light of a ruling of the High Court in a constitutional motion filed against the State challenging the Trinity Cross as the nation's highest award, agreed to the establishment of a Committee to, *inter alia*, review all aspects of the Nation's highest award - the Trinity Cross.

The Committee submitted its report on the subject of the highest award, and Cabinet, in July 2006, agreed to accept, in principle, the recommendations of the Committee, one of which was that the public be allowed to comment on the proposed new name and design of the nation's highest award. These were, accordingly, published in the daily newspapers and comments invited on the matter.

Subsequently, the Committee met and carefully considered all the comments received in response to the advertisement, as well as commentary published in the print media. Thereafter, the Committee recommended variations to its original report which were considered by the Cabinet in April 2008 at which time it was agreed:

- That the name of the new highest national award should be '*The Order of the Republic of Trinidad and Tobago*';
- that holders of this award would be entitled to use the initials '*O.R.T.T.*' after their names; and
- that the name of the Society replacing the Order of the Trinity should be '*The Distinguished Society of Trinidad and Tobago*'.

In order to give effect to these decisions, the Letters Patent, which established the Order of the Trinity, were duly amended.

In 2008, there were 28 recipients of National Awards as follows:

<i>Award</i>	<i>No. of Recipients</i>
The Order of the Republic of Trinidad and Tobago	3
The Chaconia Medal (Gold))	8
The Chaconia Medal (Silver)	4
The Humming Bird Medal (Gold)	7
The Humming Bird Medal (Silver)	5
Public Service Medal of Merit (Silver))	1

This was the first occasion on which the Order of the Republic of Trinidad and Tobago, which replaced the Trinity Cross as the Nation's highest award, was awarded. The first recipients, who were presented with the award for their contribution in the field of Steelpan Development, were:

- Professor Brian Copeland;
- Mr. Bertram "Bertie" Lloyd Marshall; and
- Mr. Anthony Williams.

Secretariat to the Committee Established to hold Round Table Discussions on Race Relations

This Committee was established in July 2003 to hold round table discussions on race relations with a view to fostering racial harmony and ultimately, national unity, between the two major groups in Trinidad and Tobago.

The Committee, which comprises representatives of the following organizations, meets monthly, exchanges ideas and perspectives on race issues and conducts its discussions out of the glare of public scrutiny to address differences in a cordial setting:

- the Emancipation Support Committee;
- the National Association for the Empowerment of African People;
- Club L'Ouverture;
- the Sanatan Dharma Maha Sabha;
- the National Council of Indian Culture; and
- the Muslim Co-ordinating Council.

The Secretary to this Committee, a staff member of the Corporate Services Division, makes all arrangements for the conduct of its meetings and records and prepares the Minutes of such meetings.

Some of the local, regional and international issues discussed by the Committee during the period under review, related to:

- The Education System
- Crime
- The Religious System
- Political Leaders
- Global Issues
- Provision of Basic Amenities
- Equity in the Distribution of Government Resources

The representative of Club L'Ouverture passed away on October 4, 2007, following which Club L'Ouverture indicated it was unable to continue its membership on the Committee.

Sport and Culture Fund

The Sport and Culture Fund was established by the Sport and Culture Fund Act No. 31 of 1988, as amended by Act No.25 of 1993. It was established, *inter alia*, to facilitate the provision of sporting and cultural activities to citizens and to enable grants and loans to be made to deserving individuals, groups and organizations. In these activities, the Board of Management of the Fund is assisted by a Secretary/Member who is a senior member of staff of the Corporate Services Division.

The goals and objectives of the Fund are:

- to encourage and to facilitate the promotion of excellence in Sport and Culture by individuals and organizations involved in activities related thereto;
- to assist in the nurturing and development of human and technical resource capabilities in Sport and Culture;
- to encourage self-reliance of groups, associations and individuals;
- to facilitate the provision and upgrading of facilities for sporting and cultural activities; and

- to facilitate the promotion of research and development and to determine the feasibility of undertaking projects related to Sport and Culture.

Grants approved in the period under review in various areas of sport and culture, were as follows:

<i>Field of Culture</i>	<i>Amount Disbursed</i> \$
Literary Arts	267,207.00
Visual Arts	109,887.00
Performing Arts	1,241,718.00
Training – Music Therapy etc.	1,854,765.00
Annual Celebrations e.g. Emancipation Day, Indian Arrival Day	125,450.00
Total	3,599,027.00

<i>Field of Sport</i>	<i>Amount Disbursed</i> \$
Games – Track and Field and Multisport	238,869.00
Football	1,266,129.00
Martial Arts	104,280.00
Assistance for Training (Sports Therapy, Sports Management etc.)	249,734.00
Upgrade of Sporting Facilities	119,646.00
Boxing	139,303.00
Total	2,117,961.00

Draft Constitution Secretariat

A Draft Constitution Secretariat, comprising a Coordinator and a Clerical Assistant/Secretary, was established in 2007, to provide the required support to the Draft Constitution Round Table chaired by the Honourable Prime Minister, as well as to handle administrative matters arising therefrom.

Round Table

In 2008, discussions on the Draft Constitution for the Republic of Trinidad and Tobago continued among members of the Round Table, comprising Sir Ellis Clarke T.C., Mr. Tajmool Hosein T.C., Q.C., Professor Emeritus Selwyn Ryan, Professor Emeritus John La Guerre, and Professor Emeritus John Spence. Dr. Hamid Ghany of the Principles of Fairness Committee, Dean, Faculty of Social Sciences and Coordinator, Constitutional Affairs and Parliamentary Studies Unit (CAPSU), U.W.I, subsequently joined the Round Table, attending his first meeting on January 15, 2008.

Other members of the Round Table were:

- Senator the Honourable Bridgid Annisette-George, Attorney General;
- Senator Dr. the Honourable Lenny Saith, Minister in the Office of the Prime Minister;
- Honourable Karen Nunez-Tesheira, Minister of Finance;
- Senator the Honourable Conrad Enill, Minister of Energy and Energy Industries;
- Honourable Christine Kangaloo, Minister of Science, Technology and Tertiary Education;
- Honourable Paula Gopee-Scoon, Minister of Foreign Affairs;
- Honourable Peter Taylor, Minister of Legal Affairs; and
- Dr. Anselm London, Secretary, Finance, Enterprise and Development of the Tobago House of Assembly.

Technical support was provided by Ms. Nicole Fernandes, Senior Advisor in the Ministry of the Attorney General and Mr. Samraj Harripaul, Law Reform Officer, of the Law Reform Commission.

A total of seventeen (17) meetings, chaired by the Honourable Prime Minister, were held in 2008. Discussions addressed all major areas contained in the "Draft Constitution" e.g. the Presidency, the Judiciary, the roles of the Attorney General and of the Director of

Public Prosecutions, the Cabinet, the Bill of Rights, the Service Commissions, and the appointment, role and function of Permanent Secretaries.

Sub-Committees

In addition to Round Table discussions, sub-committees were formed to review specific topics and provide reports to the Round Table. For example, a sub-committee, comprising Sir Ellis Clarke and Mr. Tajmool Hosein, prepared and presented a paper in February 2008 on the roles of the Director of Public Prosecutions and the Attorney General, as well as on the Bill of Rights.

Another sub-committee, comprising Senator the Honourable Bridgid Annisette-George, Professor Selwyn Ryan, Dr. Hamid Ghany, Mr. Samraj Harripaul and Ms. Nicole Fernandes, reviewed the "revised" Bill of Rights and reported on the matter in May 2008. A paper on "Entrenched Provisions" was prepared by a sub-committee comprising Sir Ellis Clarke, Mr. Tajmool Hosein, Mr. Samraj Harripaul and Ms. Nicole Fernandes, while one on "The Doctrine of the Separation of Powers" was presented by Dr. Ghany. In addition, papers on "Education within an Agency Model" and the "Teaching Service Commission" were presented by Professor John Spence.

External Meetings

The Attorney General, Senator the Honourable Bridgid Annisette-George, Professor Selwyn Ryan and Dr. Hamid Ghany met on 16th April 2008 with the Honourable. Ivor Archie, Chief Justice, to discuss issues related to the Judiciary in the context of the Draft Constitution.

Working Document on Constitutional Reform

During the course of the year several revisions were made to sections of "The Draft Constitution" and in July, 2008, a "Working Document on Constitutional Reform for Public Consultations" replaced the "Draft Constitution". Between July and September 2008 five (5) drafts of the "Working Document on Constitutional Reform for Public

Consultations" were produced. It was envisaged that this "Working Document" could be completed and laid in Parliament by the end of 2008.

National AIDS Co-ordinating Committee (NACC)

In 2003, the Government of the Republic of Trinidad and Tobago embarked on the development of a strategic framework for effective coordination of activities directed towards the reduction in the incidence of HIV. In this regard, the National Aids Co-ordinating Committee was established under the aegis of the Office of the Prime Minister, as a policy-advising body, with representation from public and private sectors, civil society organisations, faith-based organisations, and persons living with HIV (PLHIV), to co-ordinate activities aimed at mitigating the effects of the epidemic.

Sub-committees of the NACC were established to support activities directed at ensuring that each of the five (5) priority areas under the 2004-2008 National HIV/AIDS Strategic Plan (NSP) were addressed utilising a comprehensive range of strategies as articulated to reverse the trend of the epidemic. In Tobago, co-ordination of the expanded response to the epidemic included close collaboration with the Tobago House of Assembly (THA), which works through the Tobago HIV/AIDS Co-ordinating Committee (THACC) in addressing the needs in the island.

The NACC Secretariat serves as the operating arm of the NACC, and this report focuses on activities that have been undertaken by the Secretariat in the five priority areas identified in the NSP 2004-2008, as set out below:

- Prevention;
- Treatment, Care and Support;
- Advocacy and Human Rights;
- Surveillance and Research; and
- Programme Management, Coordination and Evaluation.

Prevention

With respect to Prevention, Priority Area 1 of the NSP, special focus was placed on communications campaigns aimed at increasing knowledge of the benefits of HIV testing. The slogan developed in partnership with the Ministry of Health and Regional Health Authorities was '*Know Your Status*'. Collateral material was provided to stakeholders and civil society organizations, including information, educational and communication materials such as brochures, pins and 'Frequently Asked Questions' (FAQ) booklets. The campaigns were timed to coincide with national events associated with high risk behaviour or international days recognising HIV and AIDS.

The NACC also provided financial support to the Civil Society Organisation (CSO) sector to assist in the implementation of their community-based projects which highlight the critical importance of prevention and educate their publics on the various modes thereof.

World AIDS Day is celebrated world wide on December 1 and provides an opportunity to demonstrate care and compassion for persons infected and affected by the disease. The World AIDS Day 2007 campaign comprised the following activities:

- ❖ Collaboration with UNAIDS to facilitate a musical caravan of soca artistes travelling through communities on the East-West corridor.
- ❖ Hosting by the North West Regional Health Authority (NWRHA) of a 'For Women Only' forum that ended with the formation of a human ribbon (the HIV/AIDS symbol) at the National Stadium. The public was able to access HIV/AIDS testing at the Stadium by way of the Mobile Clinical Units positioned by the NWRHA.
- ❖ Hosting of a health fair on the grounds of the San Fernando Hospital by the South AIDS Support Group/South West Regional Health Authority (SWRHA).

- ❖ Conduct of a series of interviews/interactive sessions with staff of the NACC by three (3) media houses.

Many proposals were received from Civil Society, Community-based and Faith-based organisations, for financial assistance in respect of activities related to observance of 'World AIDS Day' and other internationally recognised days which acknowledge the issue of HIV and AIDS e.g. Candlelight Memorial Day. Such assistance was provided where the activities were assessed as being relevant and in keeping with the approved policies of the NACC.

The *Condom Social Marketing Campaign* increased momentum during the year. Based upon the findings of research in two communities in Trinidad, concepts were developed for an advertising campaign aimed at addressing risky sexual behaviours. Advertising concepts, scripts and proofs were edited by the NACC and tested with focus groups prior to their placement in the media scheduled for the new fiscal year.

The *Peer Education Training Programme for Sex Workers* commenced in August, 2008 in conjunction with Pan American Partnership (PANCAP) with the stated objective of empowering sex workers to negotiate safer sex and enhancing their education on reproductive health issues. The training programme targeted this vulnerable population on issues of sexually transmitted infections, HIV and AIDS, male and female condoms, human rights, stigma and discrimination and peer education training.

The NACC collaborated with the Ministry of Health on a number of areas relating to the prevention of HIV. With regard to policy issues, the NACC assisted in the development of the *Draft Sexually Transmitted Infection Policy*, the *Prevention of Mother to Child Transmission Policy* and the *HIV Testing Policy*. In addition, a number of sites were identified for inclusion in the availability of same day testing services within each RHA and a number of Voluntary Counselling Testing (VCT) and Provider Initiated Testing and Counselling (PITC) training programmes were conducted in collaboration with the

Ministry of National Security, the Eastern Regional Health Authority, the North West Regional Health Authority and the Tobago AIDS Society.

Treatment, Care and Support

On Priority Area 2, 'Treatment, Care and Support', the NACC collaborated with the Ministry of Health in funding the provision of services for key health facilities. These included the services of an additional laboratory technician at the Trinidad Public Health Laboratory and of a consultant to design the expansion of the National Blood Transfusion Unit (NBTU).

With regard to the development of capacity building, the NACC collaborated with the Ministry of Health for the establishment of the *Trinidad and Tobago Health Training Centre (TTHTC)* and assisted in the development of a number of policies and guidelines including: *Treatment, Care and Support Guidelines for Adults and Paediatrics*, *Draft Post Exposure Prophylaxis (PEP) Policy*, a *Draft Policy for Decentralisation of HIV Services* and an *HIV in the Workplace Policy*.

A series of discussions was facilitated by the NACC and the Ministry of Health (HIV/AIDS Co-ordinating Unit (HACU)/Community Care Program) and a team of representatives from the NWRHA to finalise the home care pilot project for the provision of home care services for people living with HIV and AIDS.

Advocacy and Human Rights

Under Priority Area 3, 'Advocacy and Human Rights', a legislative assessment of the laws affecting people living with HIV and AIDS was undertaken and three stakeholders' consultations were held in Port of Spain, San Fernando and Scarborough, Tobago, in August, 2008. A report on the assessment undertaken and on the outcome of the consultations was submitted to the Advocacy and Human Rights Sub-Committee which deliberated on its contents. As a consequence, the Sub-Committee proposed seeking approval for the Ministry of the Attorney General to prepare draft legislation as recommended, hopefully, in the new fiscal year.

During the period under review the NACC collaborated with the Ministry of Labour, Small and Micro Enterprise Development and the International Labour Organization, in the finalisation of the *National Workplace Policy on HIV and AIDS*, which was launched in April 2008.

Surveillance and Research

Regarding Priority Area 4, 'Surveillance and Research', the results of a study on 'Young Women and the Management of Sexual Relationships in Trinidad' was completed during the first quarter of 2008 and a consultant was procured to undertake a study on a Knowledge, Attitudes and Perceptions study among the sex worker population.

A Surveillance and Information Technology Platform, funded by the NACC, was installed in the Ministry of Health in order to capture reliable data on HIV/AIDS and the rollout of this project, continued into the seven (7) selected pilot sites:

- Medical Research Foundation
- National Blood Transfusion Unit
- National Surveillance Unit
- Trinidad and Tobago Public Health Laboratory
- Queen's Park Consultancy Centre and Clinic (North)
- Queen's Park Consultancy Centre and Clinic (South)
- Cyril Ross Nursery

Programme Management, Coordination and Evaluation

Under Priority Area 5, 'Programme Management, Coordination and Evaluation', funding under a European Union grant assisted in providing support to the national response to HIV in a variety of ways during the period under review. This included the procurement of anti-retro viral medication, support to civil society, including the Cyril Ross Nursery, technical assistance for a number of projects within Tobago and the procurement of computer and laboratory equipment for medical sites within Trinidad and Tobago.

Two members of the NACC and one member of the Secretariat attended the International HIV and AIDS Conference in Mexico during August, 2008. This conference proved to be especially invaluable as there were a number of symposia related to the issue of HIV and AIDS in the Caribbean region. Reports and findings of the conference were disseminated to stakeholders.

The NACC collaborated with HIV Co-ordinators in line Ministries in the development of work plans and sector-based policies and strategies. These Ministries included the Ministry of Education, the Ministry of Labour and Small and Micro Enterprise Development, the Ministry of National Security, the Ministry of Sport and Youth Affairs, the Ministry of Social Development and the Ministry of Local Government.

Double Secretariat

In December 2006, the Double Secretariat was established under the Office of the Prime Minister, to co-ordinate arrangements for the hosting, by Trinidad and Tobago, of the Fifth Summit of Heads of State and Government of the Americas (VSOA) and the Commonwealth Heads of Government Meeting (CHOGM) in 2009.

The Organisation

The Structure

The Double Secretariat is headed by a Chairman/National Coordinator who assumed duty in early 2007, and who, in collaboration with senior staff of the Office of the Prime Minister, began to develop an initial organisation structure which was subsequently approved by the Cabinet. Steps were taken thereafter, to employ suitably qualified persons to fill the positions of Head of the following main areas which made up the structure:

- Protocol/Logistical Support and Security
- Thematic Area and Civil Society Participation
- Inter-Ministerial and Multilateral Co-ordination
- Communication and Press

- Administration and Budget
- Website Development
- CHOGM

In early 2008, as planning for the Summit intensified, the structure was streamlined and varied to strengthen its capacity in the areas of research, data analysis and knowledge management, as well as in events management, conference co-ordination and administrative support. The revised structure covered the following main areas:

- Thematic Area & Advisory Group Consultation
- Civil Society, Private Sector & Indigenous Groups Consultation
- Commonwealth Heads of Government Meeting (CHOGM)
- Research and Knowledge Management
- Communications, Press & Publications
- Marketing, Internet & Outreach Services
- Protocol & Logistical Support
- Security & Transportation
- Administration & Budget

As the Summit drew closer and with an increase in activity, it became necessary to recruit additional staff who possessed the right combination of knowledge, skills, abilities and competencies to ensure a successful Summit. As a result, the structure of the Secretariat was again modified to include positions under the following areas:

- Protocol Orientation
- Policy and Thematic
- Support Services
- Logistics Orientation
- Ministerial Steering Committee Co-ordination

Ministerial Steering Committee

In March 2008, a Ministerial Steering Committee, with the under-mentioned terms of reference, was established to provide guidance to the Double Secretariat and to oversee the planning and implementation of all operational aspects of the VSOA and CHOGM to be held in Trinidad and Tobago in 2009:

- Provide political leadership and strategic guidance in the preparations for the VSOA and CHOGM and facilitate all processes required by the Double secretariat for the successful hosting of these events.
- Engage in the strategic planning, management and monitoring of all related activities.
- Expedite decision-making at the Ministerial level.
- Review and approve overall plans for logistics, protocol, security, transportation and upgrade of selected facilities and services, as well as oversee the implementation of such plans.
- Identify and ensure the timely implementation of priority projects that are critical to the successful hosting of the two events.
- Adopt a strategic view of the planning and implementation of logistics, protocol, security and transportation arrangements.
- Advise on the strategy for the procurement of goods and services and the issuance and management of related contracts.
- Address any inter-institutional problems that may arise and provide high-level coordination and harmonization of all arrangements among key public agencies.

- Continuously assess the status of preparations for the events and take corrective action as and when necessary to resolve issues and bottlenecks.
- Provide guidance on technical issues and positions consistent with the vision of the Government of Trinidad and Tobago.
- Review and advise on the strategies for mobilizing the private sector and civil society as strategic partners for the successful execution of both events.
- Serve as the key information channel between the Double Secretariat and the Cabinet.
- Ensure that human resource requirements for both events are met.
- Mobilize financial resources required for the implementation of key projects and the hosting of both events.
- Advise on the promotional dissemination of information o both events to key stakeholder groups and the general public.

The Committee comprises the following persons:

- | | | |
|--|---|----------|
| ▪ Minister in the Ministry of Finance | - | Chairman |
| ▪ Minister in the Office of the Prime Minister | | |
| ▪ Minister of Public Utilities | | |
| ▪ Minister of Foreign Affairs | | |
| ▪ Minister of Works and Transport | | |
| ▪ Minister of Education | | |
| ▪ Minister of Information | | |
| ▪ Minister of Tourism | | |
| ▪ Minister of National Security | | |
| ▪ Minister of Local Government | | |

The Chairman/National Co-ordinator and Special Envoy to the Americas serves as Adviser to the Committee while secretariat services are provided by the Double Secretariat.

Summit Advisory Groups/Committees

Preparatory work for the VSOA, led by the National Coordinator, began in early 2007 and continued well into 2008. This work involved close and regular interactions with key Summit actors, including Governments, multilateral institutions, civil society, the private sector and several Summit bodies, including the Summit Implementation Review Group (SIRG), the Joint Summit Working Group (JSWG), and the Committee on Inter-American Summits Management and Civil Society Preparation (CISC), in activities of the Organisation of American States (OAS).

Special Advisory Group (SAG)

In August 2007 a Special Advisory Group (SAG) was established, comprising representatives from international and regional development organizations, academia and the private sector. The role of the SAG was, *inter alia*, as follows:

- to provide expert advice to the Double Secretariat on all technical matters related to the implementation of the VSOA;
- to advise on the development challenges of particular importance to the countries of the hemisphere and strategic options for meeting these challenges in the context of a dynamic social, economic and political environment;
- to provide technical guidance and support on:
 - ~ the process of identifying and elaborating the *Theme* for the VSOA;
 - ~ the development of a *Concept Paper* on the most pertinent issues related to the theme of the summit in order to facilitate discussion among OAS

Member States, partner institutions, the JSWG, members of the SIRG, civil society and other interest groups; and

~ the development of the *Declaration of Commitment of Port of Spain* and *Plan of Action* for the Summit; and

- to advise on the possible approaches for future cooperation among OAS Member States, including strategies to improve implementation effectiveness of the Summit process.

Summit Implementation Review Group (SIRG)

The SIRG is responsible for reporting annually on progress achieved in the implementation of past Summit mandates. It comprises the thirty-four (34) nations which are represented in the group by their National Summit Co-ordinators. This Group has a Steering Committee (Executive Committee) comprising past, current and future Summit hosts, that is available to provide assistance to the Summit Chair - in this case Trinidad and Tobago - in preparing for the SIRG Meetings as well as the next Summit.

Joint Summit Working Group (JSWG)

The role of the JSWG is to enhance co-ordination among key institutional actors in the implementation and follow-up of past Summit mandates. The Group is chaired by the OAS and comprises the following:

- The United Nations Economic Commission for Latin America and the Caribbean (UNECLAC)
- The Inter-American Bank (IDB)
- The Pan American Health Organisation (PAHO)
- The World Bank
- The Inter-American Institute for Co-operation on Agriculture (IICA)
- The Andean Development Corporation (CAF)
- The Caribbean Development Bank (CDB)
- The Central American Bank for Economic Integration (CABEI)

- The International Organisation for Migrations (IOM)
- The International Labour Organisation (ILO)
- The Institute for Connectivity in the Americas (ICA)

*Committee on Inter-American Summits Management
and Civil Society Preparation (CISC)*

The CISC is a parallel multilateral Summit mechanism that operates within the political structure of the OAS. It is entrusted with the co-ordination of activities assigned to the OAS by the Summits of the Americas, as well as the participation of civil society organizations in OAS activities.

Theme of the Summit

One of the major responsibilities of the host country is the selection of the theme of the Summit around which the Heads of State and Government would centre their discussions and agree on a collective Plan of Action for implementation by Member States.

In developing a theme for the Summit, the Secretariat took a comprehensive review of the challenges facing the Hemisphere and identified four important groups of issues for consideration:

- Multi-dimensional human development, including crime and poverty reduction, improving educational levels and the health status of the population, and ensuring food security.
- Economic growth and competitiveness.
- Energy security and sustainable development.
- Democracy, good governance and promotion of human rights.

After taking into consideration all the abovementioned issues it was decided that the theme for the VSOA should be:

'Securing our Citizens' Future: Promoting Human Prosperity, Energy Security and Environmental Sustainability'

The theme, which was approved by Cabinet in December 2007, focused on reducing critical vulnerabilities and fundamentally improving the well-being and safety of all citizens. It also addressed a collective regional agenda for achieving higher rates of economic development and growth; accelerated human development and poverty reduction; a rapid reduction of social and cultural exclusion; and a transition to greater energy security and more sustainable patterns of development.

Concept Paper

The main issues around the theme for the Summit and the strategic responses advanced by the host country to address issues are outlined in a Concept Paper, the contents of which were noted by Cabinet in April, 2008. It was developed by the Secretariat and forms the basis of extensive discussions with Member States as a pre-cursor to the drafting of the Declaration of Commitment and Plan of Action for the Summit.

The Concept Paper for the VSOA provides an initial expression of the key issues and strategic measures advanced by the Government of Trinidad and Tobago for the Summit. It is shaped by our vision of a hemisphere in which all citizens have the opportunity to participate fully in society, to benefit from economic development and growth and to enjoy peace, security and prosperity in their daily lives.

Draft Declaration of Commitment of Port of Spain

The Draft Declaration of Commitment of Port of Spain delineated specific and time-bound targets to be achieved and actions to be undertaken by institutions of the United Nations and Inter-American Systems in the areas of human prosperity, energy security and environmental sustainability. It was prepared by the Secretariat following extensive consultation on the issues with Government officials, academics, representatives of the private and public sectors and the regional and international institutions that comprise the JSWG. It is intended to be used as the base document for negotiations among countries, an integral aspect of the process of producing a final document of consensus among Heads at the VSOA.

As is customary, the negotiations on the draft document take place in the context of the SIRG Meetings which involve the National Coordinators of the 34 Member States and chaired by the National Coordinator of the host country.

Pre-Summit Meetings

During the period under review, the Double Secretariat hosted meetings of the *Summit Implementation Review Group (SIRG)* as follows:

- *February 2008 – Tobago* - at which time discussions were held on the Draft Concept Paper which was developed by the Double Secretariat and which outlined the key issues and strategic initiatives being advanced by Trinidad and Tobago for the Summit. At the meeting the Secretariat engaged in dialogue with government officials, civil society and the multilateral partner institutions of the JSWG with a view to incorporating their input and fostering their active participation in all aspects of the summit process.
- *July 2008 – Washington D.C., USA* – The Draft Declaration of Commitment of Port of Spain was presented to Member States for the commencement of the negotiation process.
- *September 2008 – Barbados* – The negotiation process on the Draft Declaration of Commitment of Port of Spain continued in this SIRG Meeting, as would be the case in all future meetings.

June 2008, - Washington D.C. USA - Officials of the Secretariat held discussions, with the *Joint Summit Working Group (JSWG)* on their respective goals, targets, strategies and activities in the coming years. Issues also discussed were the indicators already being used by the institutions that comprise the JSWG, to monitor progress in areas relevant to the three main pillars of the theme of the Summit – ‘*Human Prosperity, Energy Security and Environmental Sustainability*’. The information derived from the

discussions was integral to the development of tangible and measurable targets for the Declaration of Commitment of Port of Spain and the strengthening of implementation and follow-up of Summit mandates.

June 2008 -St. Lucia - Officials of the Double Secretariat participated in the *Third Annual Private Sector Meeting with Ministers of Trade and Ministers of Finance*. The Secretariat made a presentation to the members of the *Caribbean Association of Industry and Commerce (CAIC)*, as well as Ministers of Finance and Trade, on the work being undertaken by Trinidad and Tobago in preparation for the Fifth Summit of the Americas.

July 2008 – USA re: Cruise Ships - It was agreed that the Tourism Development Company Limited (TDC), on behalf of the State, charter from Carnival Cruise Lines, the *Carnival Victory* and from the Princess Cruise Lines, the *Carnival Princess*, for a period of fourteen (14) days - April 12 to 26, 2009. Officials from the Secretariat and the TDC paid reconnaissance visits to the USA to assess the ships' facilities as input into the security, logistical and spatial arrangements for the Summit.

September 2008 - Washington D.C., USA - A delegation from the Secretariat participated in the *Twelfth Annual CAF Conference*. This annual conference is sponsored jointly by the Corporacion Andina de Fomento (CAF), the Inter-American Dialogue (IAD) and the Organisation of American States (OAS), and is held for Washington D.C. officials and opinion leaders on hemispheric affairs. Over two days of discussions, the annual CAF Conference brings together over 300 people – U.S. and Latin American government officials; lawmakers, leading policy analysts and journalists; and corporate and financial leaders – to demonstrate the importance of U.S. economic and political relations with the Andean region and Latin America more broadly, and to provide a detailed review of hemispheric economic affairs.

At the Conference, the National Co-ordinator of the Secretariat was a member of a panel that was jointly moderated by the President of CAF and the President of the IAD. Other members of the panel were the OAS Secretary General, the President of the IDB and the

World Bank's Vice President for Latin America. The panel provided a strategic opportunity for the Secretariat to hear the opinions of regional experts on addressing the challenges facing the region.

National Security Council Secretariat

The National Security Council (NSC) is charged with the responsibility for coordinating policy on national security issues and advising on matters related to national security. The National Security Council Secretariat provides administrative support to the National Security Council which is chaired by the Prime Minister.

During the period under review, the National Security Council Secretariat continued to:

- provide support to the NSC involving, *inter alia*,:
 - preparing agendas and documentation for its meetings;
 - generating of Minutes for information and appropriate action;
 - recording and cataloguing decisions of the NSC; and
 - monitoring the implementation of decisions of the NSC.
- co-ordinate, receive, collate and analyse products of security agencies relative to matters of national security; and prepare reports for the NSC
- fulfill the requirements of its membership on the National Drug Council.
Activities during this period included:
 - a strategic review of Trinidad and Tobago's Anti-Drug Programme;
 - revision of the National Anti-Drug Plan;
 - development of a brief in support of Trinidad and Tobago's recent election to the United Nations Commission on Narcotic Drugs;
 - development of the "*Eva Goes Foreign*" education programme targeting drug swallowers
- participate in the fortnightly meetings of Heads of Security Departments/Agencies chaired by the Minister of National Security

- provide support to the Prime Minister in his capacity as Lead Head of Government for regional security in the CARICOM quasi Cabinet
- represent Trinidad and Tobago at meetings of CARICOM Crime and Security fora
- represent Trinidad and Tobago in bilateral negotiations for the mobilization of resources for the CARICOM Crime and Security Agenda
- manage the expansion of the National Coastal Surveillance Radar System to incorporate other CARICOM Member States.

In addition, the Secretariat was involved in the design and establishment of essential components of the security arrangements for the Fifth Summit of the Americas scheduled to take place in Port of Spain in April 2009.

*Office of the Prime Minister
Administrative Report 2007/2008*

*Security
Unit*

Security Unit

During the year 2008 the Executive Security Service (ESS) concentrated on the preservation of the security inviolability of the premises which constitute the Official Residence of the Prime Minister and Diplomatic Centre, consistent with its operational mandate. Efforts in that regard were heightened during visits to these premises by Their Royal Highnesses Prince Charles and the Duchess of Cornwall, Mr. Samuel Bodman, the United States Secretary of Energy, a Delegation led by His Excellency HE Guoqiang, Member of the Standing Committee of the Political Bureau of the Central Committee of the Communist Party of the People's Republic of China, and His Excellency President John Agyekum Kufuor of Ghana, among others.

The ESS also enhanced security measures on the occasion of visits by Heads of Government of the CARICOM Community at the Diplomatic Centre and on several other occasions when official functions were hosted at that venue.

Training was also an on-going activity of the ESS during the period under review. Twenty five (25) Agents were subjected to a five (5) week Induction Training Course while an additional eighteen (18) Agents, who were specially selected to form the Tactical Support Team (TST), were exposed to several specialized disciplines, among other training exercises. Refresher courses were also conducted for other members in several disciplines.

Nine (9) Agents received Precepts and Firearm Users' Employees' Certificates from the Commissioner of Police. The granting of these instruments was predicated by relevant in-house training and success in the Precept Examinations which were conducted by the Trinidad and Tobago Police Service.

*Office of the Prime Minister
Administrative Report 2007/2008*

*Special
Projects*

Special Projects

Ministerial Performance Management Framework

The Ministerial Performance Management Framework (MPMF) process began in 2004 with the recognition that Trinidad and Tobago required a comprehensive approach to the strengthening of managerial skills and organisational performance of its Public Service if it was going to achieve the goals set out in Vision 2020. The process was led by the Office of the Prime Minister with the Permanent Secretary to the Prime Minister as Project Head. As a result, a Central Support Unit was established in the Office of the Prime Minister to drive the MPMF process in all Ministries and Departments.

The model of 'performance management' which is custom made for Trinidad and Tobago, is one of self-appraisal and focuses on assessing the work of both the organization and the individual. It was introduced and developed via a pilot project in three (3) Ministries – Ministry of the Attorney General, Ministry of National Security and Ministry of Tourism. During the pilot phase, each step, event and activity was carefully evaluated and the model evolved to a stage where it now encompasses five components:

- Ministry performance (Organizational Self Assessment);
- Employee engagement (Employee Survey);
- Service to citizens (Opinion Leaders Panel and other client/citizen data on service);
- Management performance (Consolidated 360° Assessment results); and
- Achievement of Vision 2020 goals (Vision 2020 Strategy and Action Plan).

In 2006, Cabinet ratified the Ministerial Performance Management Policy that provided an essential management tool enabling the attainment of Vision 2020 goals. The Policy ensured that a robust mechanism was in place to measure performance and improve

managerial and organisational performance, all targeted towards the attainment of Vision 2020.

The goals of the MPMF Policy are to ensure:

- the success and institutionalization of a results based performance management culture;
- the achievement of the goals of Vision 2020 by linking individual and team performance to Ministerial business plans;
- the provision of a balanced approach for measuring performance results and competencies;
- the development of core competencies that reflect the values and skills that are necessary for the individual and for governmental success; and
- the promotion of job satisfaction in a motivating environment and the recognition and reward of good performance.

During the period under review, as the agency responsible for the implementation of the MPMF, the Office of the Prime Minister facilitated and oversaw its rollout in 11 Ministries/Departments (Group A) which included the Office of the Prime Minister (OPM). This rollout began with sensitization seminars with the aim of informing staff of all aspects of the Framework and building commitment for the project. Implementation Teams were identified for each Ministry/Department with the objective of introducing and sustaining the Framework within the organization. These teams, with the support of the respective Permanent Secretaries and their Ministers, took up the roles as agents of organizational improvement with a commitment to seed and model change in their organizations.

The OPM began its MPMF implementation process with the following activities:

- selection of an Implementation Team - seven (7) persons from various Divisions/Units of the OPM were selected;
- hosting of a one-day Staff Seminar to introduce the members of the Implementation Team and the MPMF process to all members of staff;
- conduct of a 360° Assessment of managers;

- conduct of a coaching and feedback sessions with the managers who were assessed – pointing out strengths and areas for improvement;
- preparation of a Self-Assessment Report on the OPM and an Action Plan for the organization; and
- set up of a Committee to implement recommendations stated in the Action Plan.

The CSU continued its work of facilitating and overseeing the implementation process in Ministries/Departments through liaison with the team of consultants contracted to develop and implement the Framework.

Restoration of Stollmeyer's Castle

A decision had been taken by the Cabinet that the Urban Development Corporation of Trinidad and Tobago (UDeCOTT) should undertake the refurbishment of Stollmeyer's Castle to facilitate its transformation into an official protocol house for visiting dignitaries.

Subsequently, the Office of the Prime Minister entered into an agreement with UDeCOTT, to effect the restoration. Genivar, a Canadian company which specializes in the restoration of historical buildings, was sub-contracted by UDECOTT to manage the project and it began the process of producing the necessary architectural designs for the project.

During the period under review, works on the areas surrounding the Castle began with the demolition of the ruins of the Stables and the start of construction of an ancillary services building on the site.

Reconstruction of the Prime Minister's Residence

In 2006 Cabinet agreed that the Urban Development Corporation of Trinidad and Tobago (UDeCOTT) enter into formal negotiations with the Shanghai Construction Group International (SCG) for a design/build contract for the design and construction of an

Official Residence and Diplomatic Centre for the Prime Minister of Trinidad and Tobago.

Construction of the Official Residence of the Prime Minister of the Republic of Trinidad and Tobago and the Diplomatic Centre began in late November 2006 and was completed in August 2007, at which time the buildings were officially handed over, by UDeCOTT, to the Ministry of Public Administration, the Ministry with responsibility for Government properties.

During the period under review the following additional buildings were designed and constructed and formed part of the complex of the Official Residence of the Prime Minister and the Diplomatic Centre:

- An Administration Building
- A Drivers' Lounge to accommodate drivers of visiting officials and dignitaries
- A Multi-vehicle garage
- A garbage disposal room.

Whitehall Restoration

In September 2008, Cabinet agreed that the Urban Development Corporation of Trinidad and Tobago (UDeCOTT) should undertake the refurbishment of Whitehall to facilitate its transformation into an official protocol house for visiting dignitaries. Arrangements to take this matter forward would begin in the new fiscal year.

Electronic Document Management System (EDMS)

Cabinet had agreed to the introduction of an electronic document management system for the storage and retrieval of documents within the Office of the Prime Minister. Through various search processes, this system would facilitate quick and accurate retrieval of documents, thus improving the efficiency and effectiveness of the organisation.

The pilot phase of the Electronic Document Management Systems (EDMS) (OnBase) commenced in the Cabinet Secretariat and in 2004, the system was rolled out to the other Divisions of the Office of the Prime Minister.

The EDMS comprises the following modules:

- *Preparation, Scanning, Indexing and Verification* of Documents within the organization.
- *Physical Records Management* which tracks the physical location and asset trail of documents and files in use in the within the organization, as well as those stored at the off-site facilities. This module assists in the management of the ever increasing volume of official records and the physical movement of files among officers.
- *Workflow* - a management tool designed to track the status of correspondence and provides easy document routing and information exchange throughout the organization.

Implementation of the first Module presented several challenges which resulted in considerable delay being experienced in its completion. Among difficulties encountered were rapid turnover of staff members who were trained in the system; the need for a dual Registry system involving both manual and electronic procedures during the period of transition; the sheer quantity of documents to be processed; and the lack of adequate space to facilitate the efficient conduct of the exercise.

During the period under review, the Physical Records Management Module was implemented, resulting in the effective management of the ever-increasing volume of official records of the Office of the Prime Minister and the physical movement of files among officers in the various Divisions/Units of the Office.

In 2008, mapping of the following business processes by way of the Workflow Module was undertaken:

- Human Resource Document Routing:
 - ◊ General Leave
 - ◊ Pension and Leave
 - ◊ Pension and Leave (Retirement)
- General Mail Routing
- Procurement Document routing
- Prime Minister's Mail Routing
- Cabinet Mail Routing
- Legal Document Routing

Mapping of several other work processes and the training of staff in use of the EDMS will continue in the 2009 fiscal year.

The Big Dance Band, 'Divine Echoes'

A Big Dance Band, 'Divine Echoes', comprising 28 members ranging in age from 18 years to 45 years, was established in August, 2007 to offer the young people of Trinidad and Tobago an alternative form of music and dance. It is intended that the Band would work with dance organizations such as the National Ballroom Dance Association, in arranging ballroom dancing sessions at schools throughout the country; that public concerts geared towards young audiences would be held in the various communities; and that the Band would seek to inculcate in the youth of the nation, through their own example, strict codes of dress, grooming and etiquette.

Divine Echoes was formally launched to the public at a concert at Queen's Hall on October 13, 2007. The event was attended by several hundred persons, including the Prime Minister, persons in the music industry, school children and their teachers.

In May, 2008, sixteen (16) On the Job Trainees (OJT's) were assigned to work with the Band. Their involvement with the Band was in keeping with the objective of having the Band comprise young men and women working to develop a culture of performance excellence. The objectives of the programme for the OJT's were as follows:

- To provide the Trainees with job skills and work-based training opportunities that would offer them a foothold in the music employment market and to allow them to maximize the benefits to be derived from their participation in the programme;
- To improve the Trainees' understanding of performance standards and excellence;
- To provide opportunities for Trainees to understand the relationship between music experience and other life experiences;
- To increase the Trainees' understanding of the history of the music industry, music literature and various music concepts;
- To inspire and motivate Trainees to continue their study of the fundamentals of improvising, memorizing various marks of expression, articulation, notation glossary, scales, chords and melodic and rhythmic patterns;
- To facilitate and improve concepts of self-respect, self esteem and self confidence among young individuals, thereby enhancing their ability to interact successfully in the wider community;
- To encourage young musicians to adopt specific strategies and positive work attitudes in order to enhance their chances of successfully sustaining employment and self-employment opportunities; and
- To assist young musicians in developing professional and interpersonal skills.

During the period under review, the Band was retained to perform at several events and on August 29, 2008 the Divine Echoes presented a 'Gift to the Nation', a free concert, at Woodford Square, Port of Spain, in celebration of the nation's 46th anniversary of Independence. The concert drew a large audience and was well received.

*Office of the Prime Minister
Administrative Report 2007/2008*



*Central
Administrative
Services, Tobago
(C.A.S.T.)*

Central Administrative Services Tobago (C.A.S.T.)

The Tobago House of Assembly Act No. 37 of 1980, later replaced by Act No. 40 of 1996, provided that “functions relating to the public administration of Tobago and not by this Act, made the responsibility of the Assembly, remain to be exercised by the Government and shall be so exercised through a department, the most senior post in which shall be in rank and status not less than that of Permanent Secretary....”. By decision of Cabinet in December, 1980, this Department was named “Central Administrative Services, Tobago” (C.A.S.T.).

At this time, C.A.S.T. falls under the Office of the Prime Minister and oversees and administers the functions of Central Government in Tobago through collaboration with the various relevant agencies.

One of the major functions of C.A.S.T. is administering the functions delegated by the Public Service Commission to the Permanent Secretary, C.A.S.T., pursuant to Section 127(1) of the Constitution, Chapter 1:01. These functions include, *inter alia*, “the power to appoint persons on recruitment from outside the Civil Service in a temporary capacity to an office in a Ministry or Department located in Tobago”.

During the period under review, the Permanent Secretary exercised this function when staff was required in the following agencies, as well as in C.A.S.T. itself:

- Office of the Ombudsman
- Magistracy
- Elections and Boundaries Commission
- Police Department (Ministry of National Security)
- Fire Services Department
- Tobago House of Assembly

C.A.S.T. comprises the following Divisions/Units:

- General Administration
- Finance (Audit)
- Treasury
- Trade and Industry
- Meteorological Services
- Registrar General

General Administration

This Division comprises the Personnel and Services Sections.

Personnel Section

The Personnel Section deals with the Human Resource Management (HRM) functions of the Department, inclusive of those arising out of the powers delegated by the Public Service Commission.

Services

The Services Section is responsible for:

- Maintenance of office buildings, equipment and furniture
- Security
- Procurement of stationery, materials and supplies
- Registry services
- Arranging for official visits to Trinidad
- Control and maintenance of official vehicles
- Processing of applications for refund of air fare in respect of visits to Trinidad for medical services not provided in Tobago
- Supervision of manipulative staff
- Provision of uniforms to eligible officers

During the period under review the Services Section ensured that the physical and material requirements of the Department were met and inventory of supplies and furniture was also updated.

Finance (Audit) Division

The core functions of this Division relate to Internal Audit and Stock Verification. This Division ensures that the financial practices and operations of the Department (C.A.S.T.) are in keeping with the financial rules and regulations outlined in the Financial Regulations and Instructions 1965 and the Exchequer and Audit Act, Chapter 69:01.

Treasury Division

The Treasury Division is the Accounting Unit for the Department. It also carries out the Sub-Accounting Unit functions for the General Administration and Trade and Industry Divisions. The Division is also responsible for the following:

- Collection of revenue on behalf of other Ministries/Agencies
- Encashment of Government cheques in respect of salaries, Old Age Pensions/Senior Citizens Grant
- Issuing of cheques to the Tobago House of Assembly in respect of funds disbursed by the Ministry of Finance in keeping with the provisions of the Tobago House of Assembly Act (No. 40 of 1996).

Trade and Industry (Weights and Measures) Division

This Division was established to ensure, *inter alia*, that customer satisfaction was achieved through the use of fair weights and measures by proprietors. To this end, Weights and Measures Inspectors make regular field checks throughout the island ensuring that weighing and measuring instruments are stamped and in good and accurate working condition. They also investigate complaints from members of the public regarding the use of unfair weights and measures.

The office, which is located in the annex of the General Administration Building on Jerningham Street, Scarborough, Tobago, is open weekly to the public on the designated day when weighing and measuring instruments can be thoroughly checked for accuracy and duly certified.

Meteorological Services Division

This Division has the following as its core functions:

- Observing and monitoring weather conditions at the aerodrome and within specific areas of other designated sites.
- Collecting and providing relevant atmospheric data to all users, mainly the customers associated with the aviation industry.
- Verifying and investigating unusual and unseasonal conditions reported by members of the public from remote and not frequently visited coastal areas.
- Conducting office tours for visitors, especially students who are interested in the discipline of Natural Science.
- Repairing all meteorological equipment utilized in the daily operations of the Division.

This Division is also committed, through its technical staff, to its international and regional undertaking to make operational and maintain sea level/hydro meteorological stations on behalf of the Mainstreaming Adaptation to Climate Change (MACC) project.

Registrar General's Division

The Registrar General's Division in Tobago is a sub-office of the Registrar General's Department in Trinidad and falls under C.A.S.T. for administrative purposes. The functions of this sub-office are as follows:

- To process applications for birth, marriage and death certificates, President's Licences and President's Authority (a President's Licence allows parties to marry without publishing banns, while a President's Authority allows a resident to apply for a marriage licence where one party is non-resident).
- To process applications for certified copies of deeds, mortgages, bills of sale and agreements, as well as to register various documents, including land deeds, bills of sale, mortgages etc.
- To process applications in respect of business and company names and facilitate the recording of appropriate documents under the Companies Act.

During the period under review, the various Divisions/Units under C.A.S.T. undertook their responsibilities in as effective and efficient a manner as possible, providing services to both their internal and external clients, as required.

*Office of the Prime Minister
Administrative Report 2007/2008*

Conclusion

Conclusion

The staff of the Office of the Prime Minister worked assiduously and professionally during the period under review in order to ensure that the goals and objectives of the organization could be met. This, notwithstanding the many challenges and constraints under which they were required to work. e.g. staff shortages and cramped accommodation.

In that regard, the Office relocated to larger premises at 13 – 15 St. Clair Avenue, St. Clair, Port-of-Spain in August, 2008 and discussions are on-going with the Public Management Consulting Division (PMCD), Ministry of Public Administration, on the staffing needs of the Office of the Prime Minister.

Overall, the Office of the Prime Minister sought to provide the best possible support to the Honourable Prime Minister and the highest level of service to its many clients and stakeholders, always bearing in mind the role that it must play in the achievement of the goals of Government's Vision 2020 Plan.