

# Head 31: Ministry of Public Administration and Communications

A summary of the Ministry's Expenditure, Divisions and Projects  
Financial Scrutiny Unit, Parliament of the Republic of Trinidad and  
Tobago

2017-2018

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## About this Guide

This guide provides a summary of expenditure for the Ministry of Public Administration and Communications for the period 2012-2018. It provides the Members of Parliament and stakeholders with an overview of the Ministry's responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the Ministry of Public Administration and Communications and provide readers with an analysis of same. This guide is based primarily on the Draft Estimates of Recurrent Expenditure, the Estimates of Development Programme, the Public Sector Investment Programme and the Auditor General's Report on the Public Accounts of the Republic of Trinidad and Tobago for the fiscal year 2016.

# Head 31: Ministry of Public Administration and Communications

## Ministry Overview

The Ministry of Public Administration and Communications is a facilitating partner to Government Ministries, Departments and Agencies. It is dedicated to supporting and developing a stronger and more versatile Public Service to improve the quality of service to all citizens and enhance the way in which work is done in the Public Service so that we can bring Government services closer to all citizens.<sup>1</sup> Seven divisions operate under the Ministry of Public Administration and Communications; divisions which are designed to provide counselling, management, support and training services to both Government agencies and the general public. The core objective of the Ministry is maintaining a focus on public sector transformation and assuring citizen satisfaction with services provided by the Government of Trinidad and Tobago. The Ministry of Public Administration and Communications leads Government Communications by coordinating, monitoring, and guiding policies and standards throughout Government Ministries and agencies and facilitating access to public information for citizens and the media.<sup>2</sup>

The Ministry of Public Administration and Communication consists of the following portfolio assignment

- Programme Management
- Public Management Consulting
- Public Service Academy
- Public Service Transformation
- Scholarships and Advanced Training

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<sup>1</sup> Ministry Public Administration website, Accessed on September 29, 2017 <http://www.mpac.gov.tt/ourwork>

<sup>2</sup> Ministry Public Administration website, Accessed on September 29, 2017 <http://www.mpac.gov.tt/ourwork>

## **Mission**

To facilitate and lead the renewal and modernization of a citizen- centric Public Service.

## **Vision<sup>3</sup>**

MPAC is the Champion of Service Delivery Excellence.

The Ministry of Public Administration and Communication is assigned the following areas of responsibility as published in the Trinidad and Tobago Gazette:<sup>4</sup>

### **Public Administration**

- The Public Service
- Public Service Administration and Management
- Public Management Consulting
- Public Service Legislative Framework
- Strategic Human Resource Management
- HRM Policy Development and Monitoring
- Information and Communication Technology

-Daily-rated Workforce Management

-Employee Assistance Programme

-Industrial Relations

-Data Classification

- Property and Real Estate
- Open Government
- Public Service Transformation
- Technical Cooperation (training)
- Personnel Department

-Compensation and Benefits Management

-Employee Relations

-Performance Management

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<sup>3</sup> Ministry Public Administration website, Accessed on September 29, 2017: <http://www.mpac.gov.tt/Vision-Mission-Values>

<sup>4</sup> Trinidad and Tobago gazette, pg. 1105, accessed on August 07<sup>th</sup>, 2016: <http://www.news.gov.tt/archive/E-Gazette/Gazette%202015/Gazette/Gazette%20No.%2097.pdf>

## **Communication**

- Data Protection
- Content Generation
- Government Printery Services
- Freedom of Information Monitoring
- Government Information

**Minister of Public Administration and Communications:** The Honourable Maxie Cuffie, MP

**Permanent Secretary:** Mrs. Joan Mendez

# Entities Falling Under Their Purview

Entities Falling Under Their Purview
The Telecommunications Authority of Trinidad and Tobago <sup>5</sup>
The National Information and Communication Technology Company Limited (NICTCL branded as iGovTT) <sup>6</sup>
Service Commissions Department <sup>7</sup>
National Library and Information System Authority <sup>8</sup>

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<sup>5</sup> Telecommunications Authority of Trinidad and Tobago website, accessed on September 26, 2017: <https://tatt.org.tt/>

<sup>6</sup> NICTCL website, accessed on September 26, 2017: <http://igovtt.tt/company-profile/>

<sup>7</sup> Service Commissions Department website, accessed on September 26, 2017: <http://scd.org.tt/index.php/en/>

<sup>8</sup> National Library and Information System Authority website, accessed on September 26, 2017: <https://www.nalis.gov.tt/>

## Key Statements from 2016 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2016, the following statement was made by the Minister of Public Administration and Communications, the Honourable Maxie Cuffie, MP, in relation to the emphasis of the Ministry of Public Administration and Communication for fiscal year 2016/2017<sup>9</sup>:

*“A fundamental aspect of this Government’s Vision 2030 is for our institutions to be transformed, to become more efficient and focus on creating value and delivering excellent service. The shrinking of the Government’s budget poses a challenge for the Ministry of Public Administration and Communications and all avenues of government.*

*Our focus for fiscal year 2017 is:*

- *to work with the Public Service Commission and the Service Commissions Department to strengthen and modernize the institutions so that they are better equipped and resourced to fulfil their obligations to the various other Service Commissions;*
- *to improve the staffing situation in the public service and build the capacity that is critical to fulfil the Ministry’s mandate;*
- *utilize more information and communication technology as an enabler for service delivery;*
- *provide the training that meets the needs of the public service and is within the budget constraints we have been given.”*

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<sup>9</sup> Standing Finance Committee Hansard of Ministry of Public Administration and Communication 18 Oct16, accessed September 29, 2017



# Where the Ministry Spends Its Money

## *2017-2018 Estimates of Expenditure*

The budget allocation of **\$980,032,390.00** for the Ministry of Public Administration and Communications is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of **\$948,824,390.00**;
- The Draft Estimates of Development Programme in the sum of **\$31,208,000.00**
  - Consolidated Fund in the sum of **\$24,208,000.00**; and
  - Infrastructure Development Fund<sup>10</sup> in the sum of **\$7,000,000.00**.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - **\$50,055,300.00**
- 02 Goods and Services -**\$723,939,700.00**
- 03 Minor Equipment Purchases -**\$965,600.00**
- 04 Current Transfers and Subsidies -**\$47,213,790.00**
- 06 Current Transfers to Stat. Brds. and Similar Bodies -  
**\$126,650,000**

The Ministry of Public Administration and Communications':

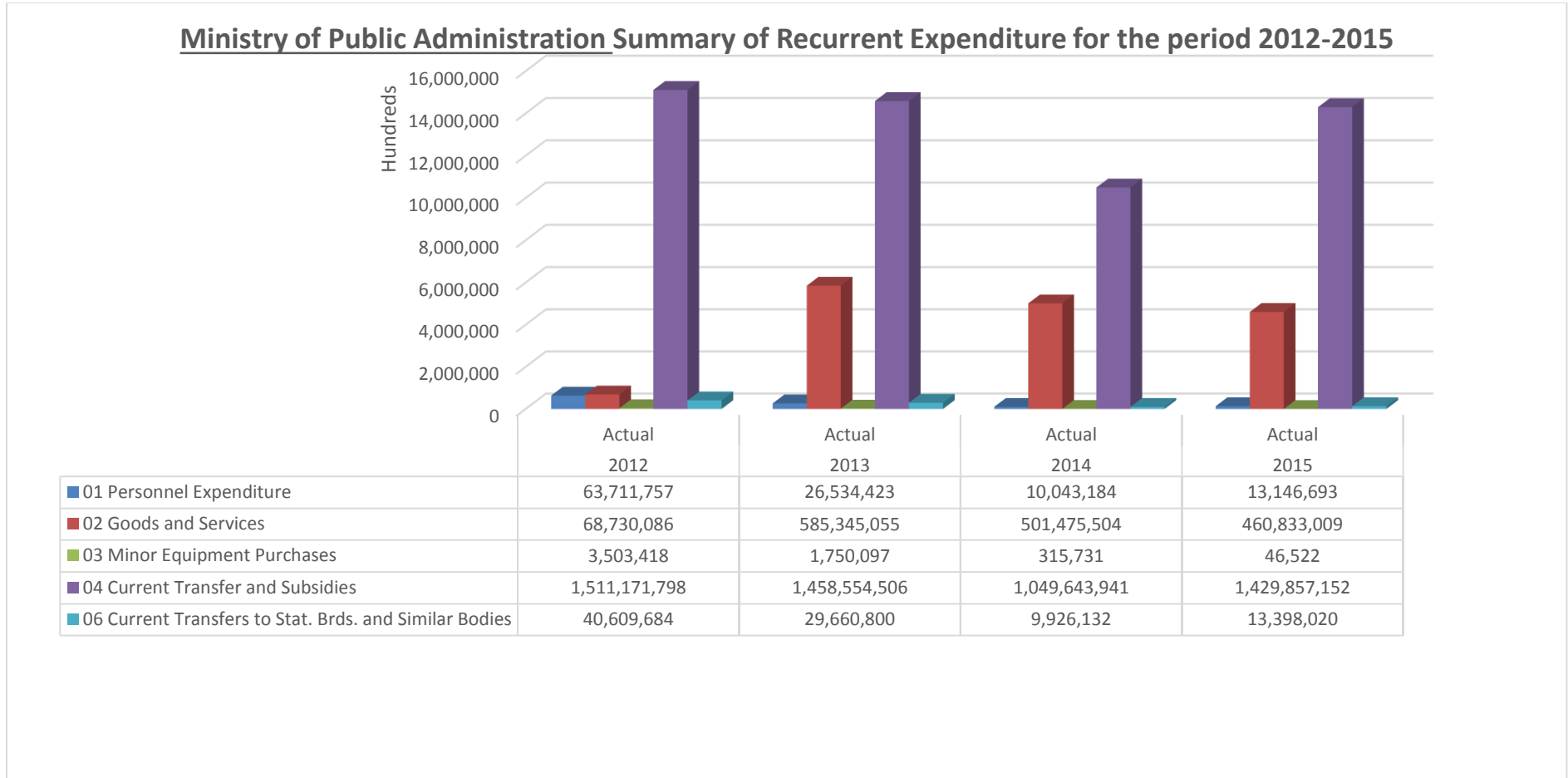
- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is **1.81%**;
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is **0.99%**; and
- Infrastructure Development Fund allocation as a percentage of the total Infrastructure Development Fund is **0.26%**.

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<sup>10</sup> Head 18 -Ministry of Finance, Sub-Head 04 - Current Transfers and Subsidies, Sub-Item 11- Infrastructure Development Fund (IDF) (Infrastructure Development Fund allocation is part of the Ministry of Finance allocation for the financial year. Therefore, the total recurrent expenditure for the Ministry of Public Administration and Communications does not include the IDF funding.

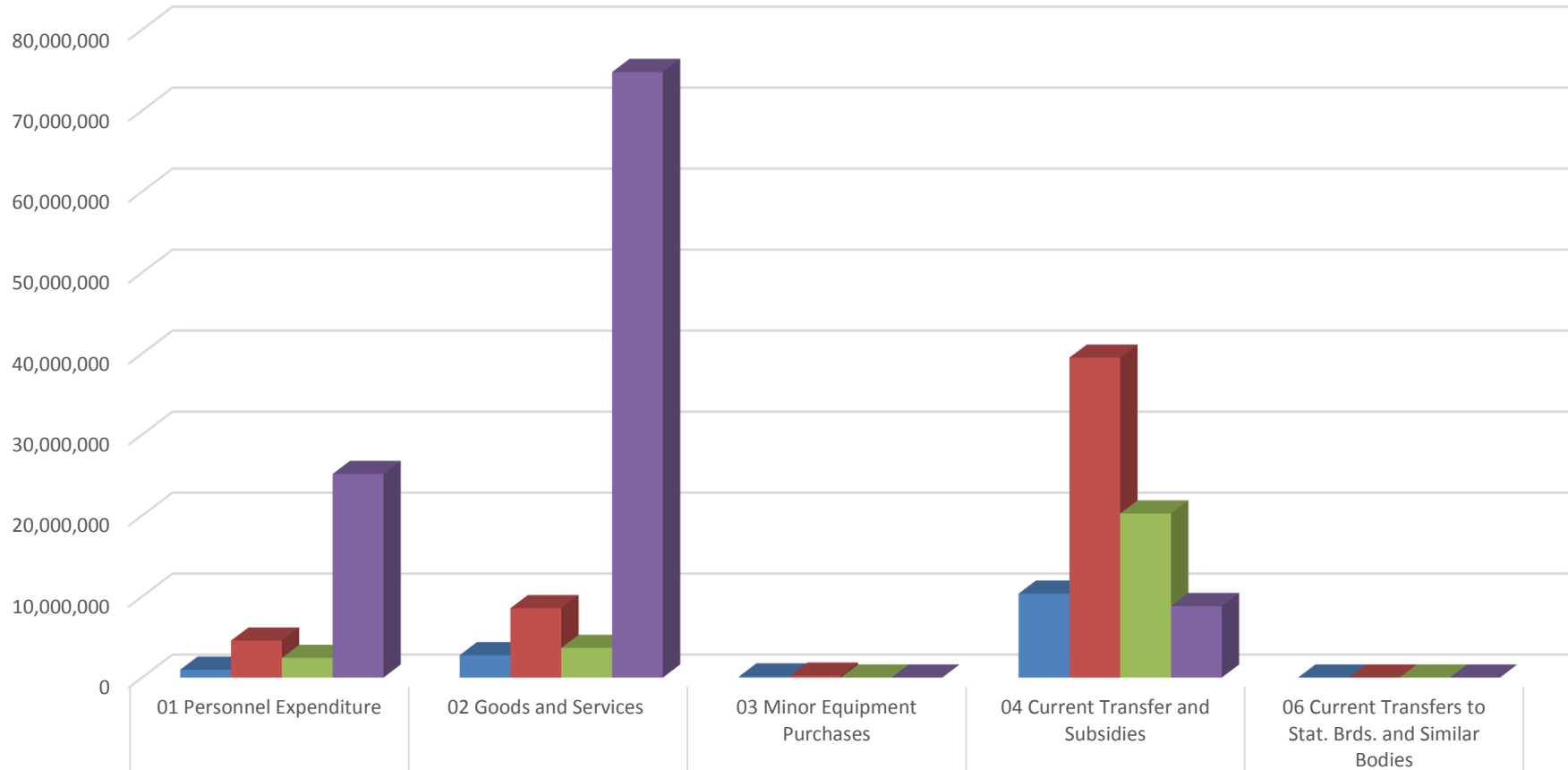
# Summary of Recurrent Expenditure for the period 2012-2018

The diagrams below provides a summary of Recurrent Expenditure for the Ministry of Public Administration and the Ministry of Communications for the fiscal year 2011 to 2015 which were separate Ministries at the time.<sup>11</sup>



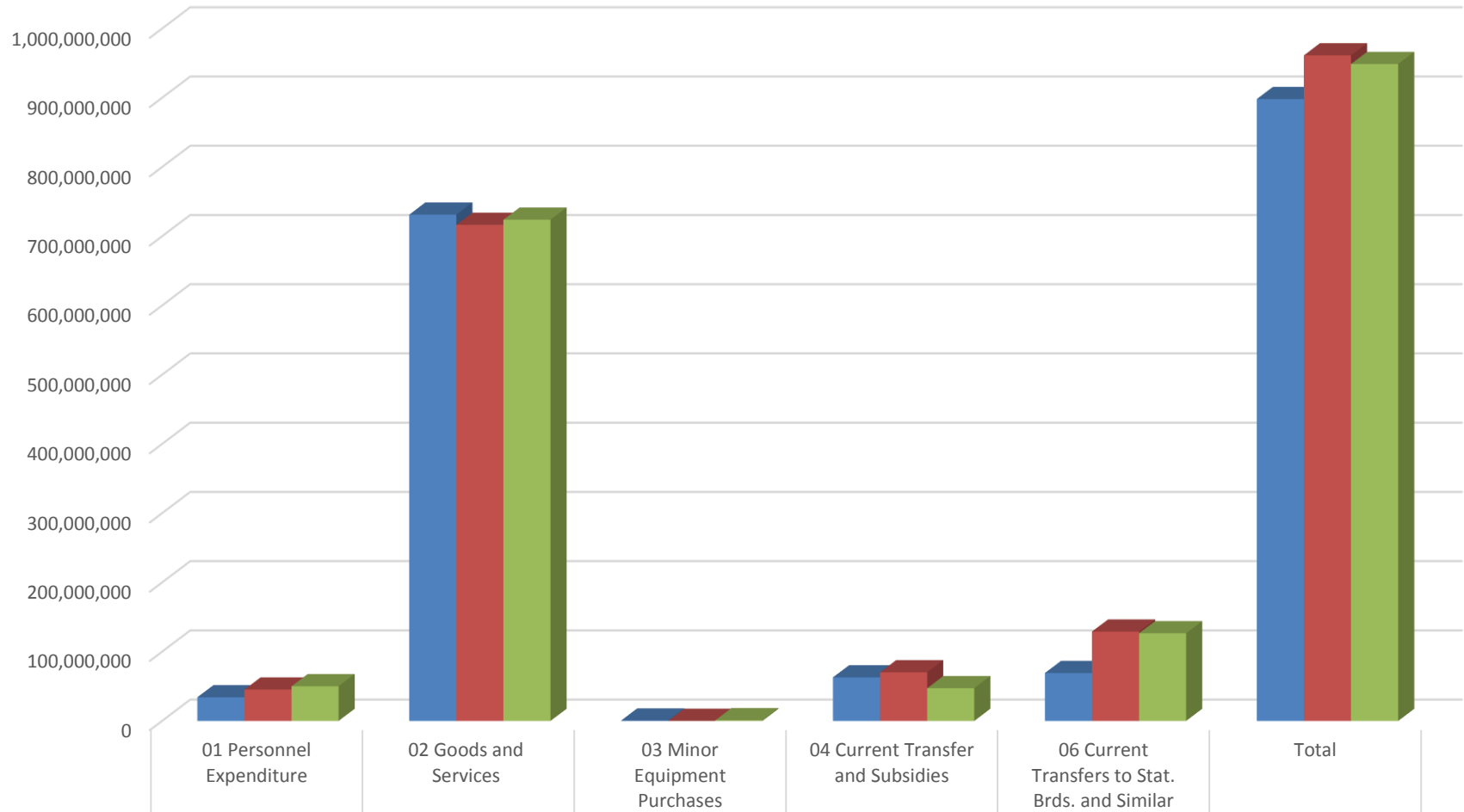
<sup>11</sup> The Ministry of Public Administration fused with the Ministry of Communication in September 2015, as such, the Expenditure for each was considered separately for prior years.

## Ministry of Communications Summary of Recurrent Expenditure for the period 2012-2015



■ 2012 Actual	971,144	2,764,634	146,943	10,360,000	0
■ 2013 Actual	4,567,984	8,568,507	230,396	39,496,500	0
■ 2014 Actual	2,431,789	3,664,260	0	20,263,400	0
■ 2015 Actual	25,138,399	74,770,372	0	8,828,353	0

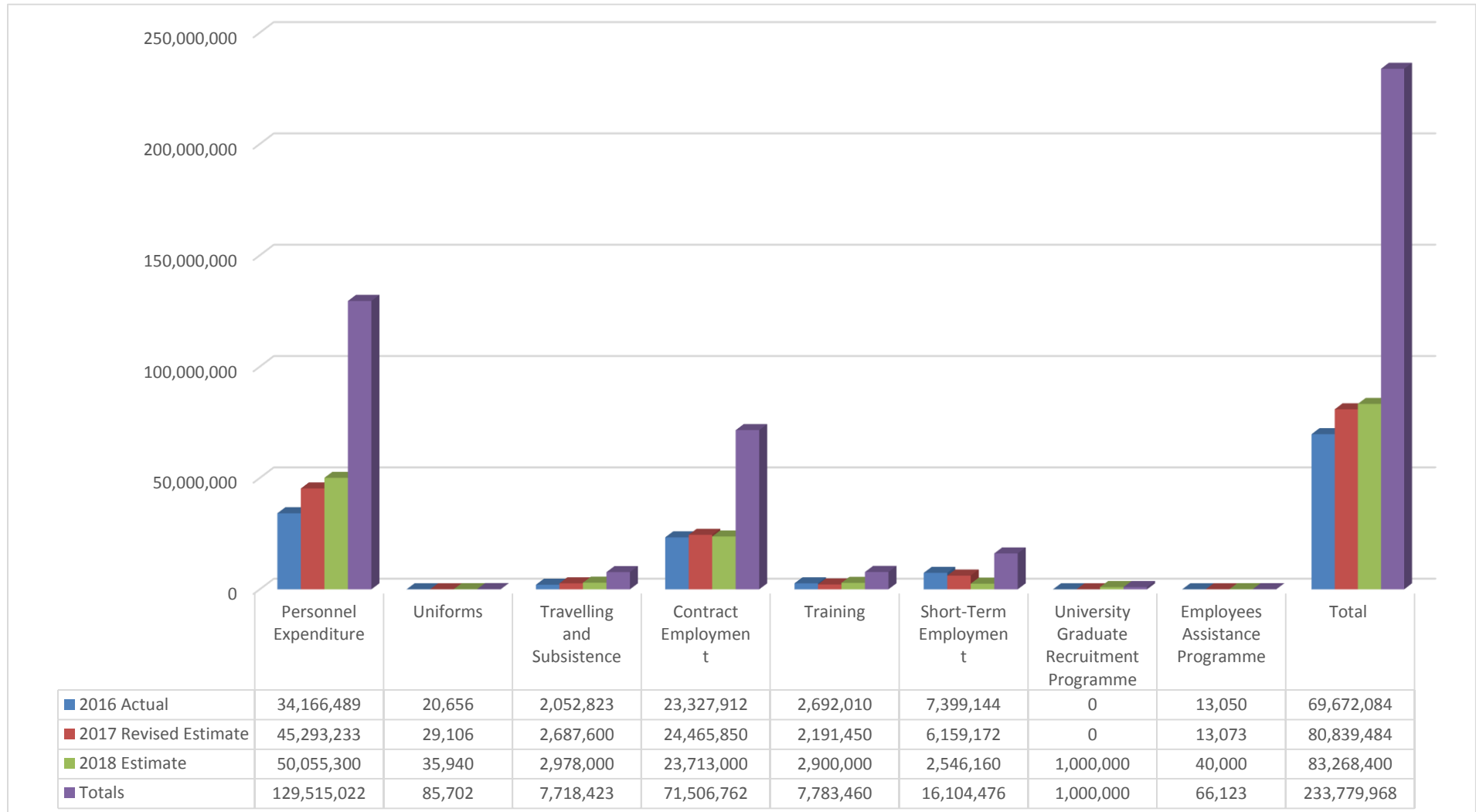
## Ministry of Public Administration and Communications Summary of Recurrent Expenditure for the period 2016-2018



■ 2016 Actual	34,166,489	731,274,364	545,311	62,975,495	69,212,725	898,174,384.00
■ 2017 Revised Estimate	45,293,233	716,501,860	184,731	70,224,775	129,100,500	961,305,099.00
■ 2018 Estimate	50,055,300	723,939,700	965,600	47,213,790	126,650,000	948,824,390.00

# Staff and Pay

The allocation of staff expenditure for the fiscal year 2018 was **\$83,258,400.00** which represents an increase of approximately **3%** from the last fiscal year 2017. The following table provides a breakdown of all expenditure related to staff from 2016-2018.



# Analysis of Summary of Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred for the day-to-day operations of the Ministry including Personnel Expenditure, Goods and Services, Minor Equipment Purchases, Current Transfers and Subsidies and Current Transfers to Statutory Boards and Similar Bodies.

- Recurrent Expenditure for Fiscal year 2017/2018 was estimated at **\$948,824,390.00**. This represents 1.81% of the total Estimated Recurrent Expenditure for the financial year 2016/2017.
- Recurrent Expenditure for Fiscal Year 2016/2017 was estimated at **\$961,305,099.00** (Revised). Comparing this with the allocation in Fiscal Year 2016/2017, there is a decrease of **1.3%**.
- The largest portion of the allocation has consistently gone to Goods and Services for the years 2016-2018. This figure has been fluctuating over the period 2016 - 2018 accounting for approximately **76.3%** of total funding for the Ministry.
- In 2018, Personnel Expenditure will account for **5.3%** of the Ministry's total recurrent expenditure.
- Minor Equipment Purchases received the lowest portion of the Ministry's allocation for the period 2016 to 2018.
- The actual/estimated Recurrent Expenditure for the five (5) sub heads has fluctuated over the three (3) year period. From a low of **\$898,174,384.00** in 2016 to a high of **\$961,305,099.00** in 2017. On average, the Ministry received approximately \$ 0.9 billion over the same period.

# Summary of Development Programme Expenditure for the period 2016-2018

Development Programme is capital expenditure aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes; human resources, economic and social development.

The Public Sector Investment Programme (PSIP), which represents the capital expenditure component of the National Budget, is the instrument used by Government to effect its vision and policies. It is a budgeting and strategic planning tool made up of projects and programmes, designed to realise the goals set out in the Government's overarching policy.

The PSIP budget document provides a detailed description of the programmes and projects and includes a review of the implementation of projects and programmes in the previous financial year and highlights the major projects and programmes to be implemented in the upcoming financial year.

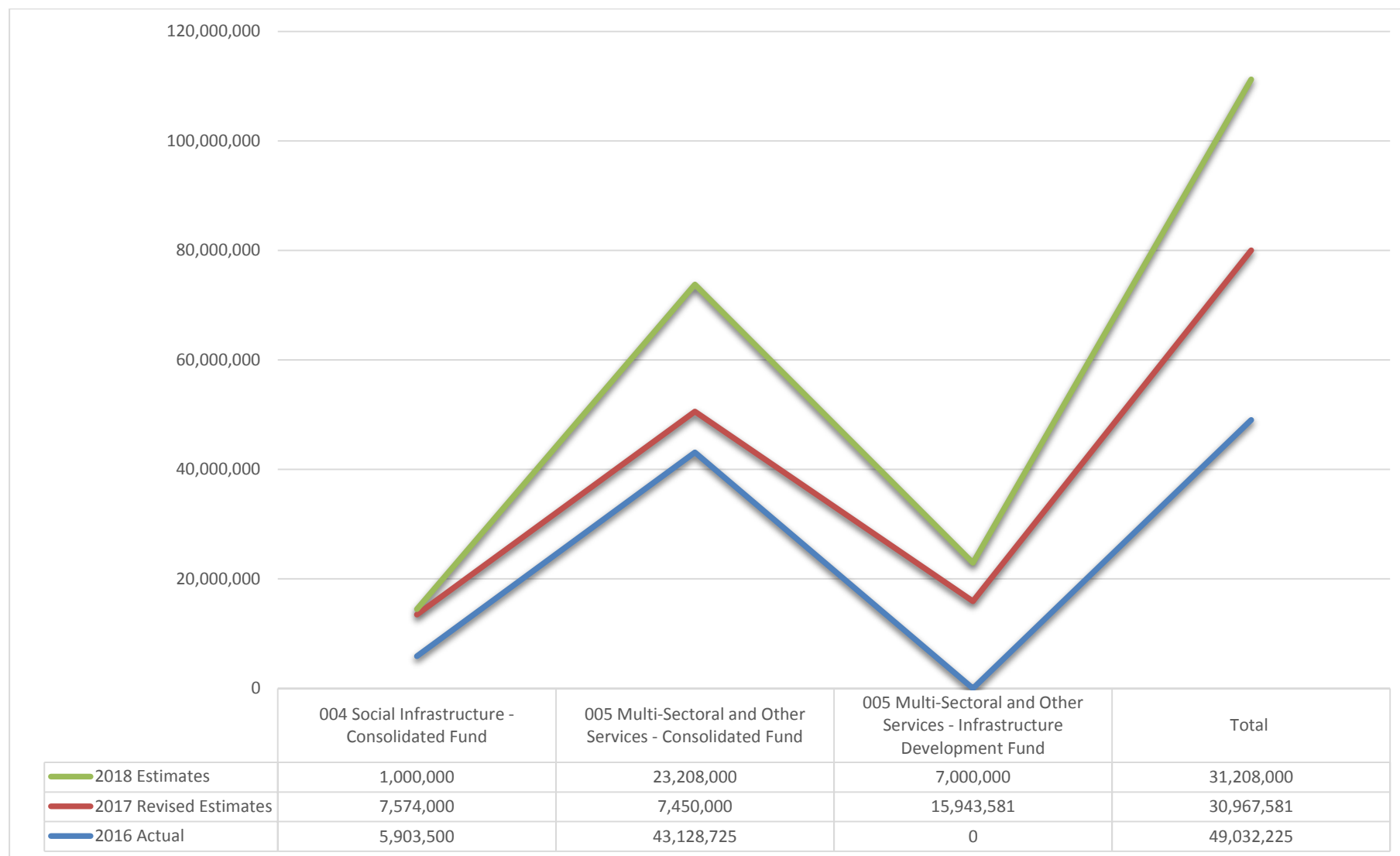
- The Public Sector Investment Programme is intended to achieve:
  - the country's social and economic development goals; and
  - enhance the quality of life of all citizens.

The estimates for the development programme are presented in two parts as follows:

- Funds appropriated by Parliament and disbursed directly from the Consolidated Fund; and
- Funds disbursed from the Infrastructure Development Fund.

## Summary of Development Programme for the Ministry of Public Administration and Communications'

### Expenditure for the Period 2016-2018





## The Ministry's total allocation as a percentage of the National Budget for the period 2015 to 2018.

Year <sup>12</sup>	Total Allocation <sup>13</sup>	National Budget <sup>14</sup>	Percentage of National Budget
2015	\$411,618,746.00	\$ 61,966,922,675.00	0.66%
2016	\$947,206,609.00	\$56,573,913,053.00	1.67%
2017	\$976,329,099.00	\$55,598,436,912.00	1.76%
2018	\$973,032,390.00	\$54,955,041,591.00	1.77%

- Total allocation to the Ministry as a percentage of the national budget increased by **0.01%** between the period 2016/2017 and 2017/2018.

<sup>12</sup> For the Fiscal Years 2012-2016, actual figures were used to calculate the total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2017 and 2018.

<sup>13</sup> Total Allocation for the Ministry of Public Administration and Communications = Recurrent Expenditure + Consolidated Fund Expenditure

<sup>14</sup> The National Budget = Recurrent Expenditure + Development Programme Consolidated Fund.

# Auditor General Report Findings for the Fiscal year 2016

Ref: Auditor General's Report<sup>15</sup>

## **31 – MINISTRY OF PUBLIC ADMINISTRATION AND COMMUNICATIONS**

The figure of \$947,206,609.00 shown in the Appropriation Account as the total expenditure did not agree with the records of the Ministry of Public Administration and Communications and the Comptroller of Accounts as follows:

<b>Particulars</b>	<b>Amount</b>
	<b>\$</b>
Appropriation Account	947,206,609.00
Abstract of Payments	823,081,516.46
Final Expenditure Notification	943,867,476.00
Treasury Card	947,986,536.92
Statement of Expenditure	947,986,536.92

## **MINISTRY OF COMMUNICATIONS**

With respect to actual Expenditure there was no agreement among the Appropriation Accounts, Expenditure Notification, Treasury Card and Daily Abstract of Payments as follows:

<b>Particulars</b>	<b>Amount</b>
	<b>\$</b>
Appropriation Account	125,531,788.20
Expenditure Notification	246,361,490.58
Treasury Card	246,366,432.63
Abstract of Payments	93,784,725.01

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<sup>15</sup> Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year ended September 30, 2016, pgs 37, 55,75  
[http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016\\_0.pdf](http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016_0.pdf)

## Revenue Control

Supporting documents for the collection of revenue totalling \$11,852,372.03 Property and Real Estate Services Division were not produced during the audit.

## INFORMATION TECHNOLOGY GENERAL CONTROLS (IT Audit by the Auditor General's Department)

The monitoring and oversight of the IT function in the Public Service by the Ministry of Public Administration and Communications was not evident at the entities examined. The IT Units appeared to operate without clear direction and defined goals and objectives.

IT Governance at the Ministries/Divisions examined was found to be deficient in the following areas:

- IT Strategic Plans were not developed.
- Formal IT Steering Committees were not established to guide the use of IT resources in achieving organizational objectives.
- IT Security policies and procedures were either in draft or non-existent. The Ministry of Public Administration Network Security and Access Control Policy and Procedural Guidelines draft version 1.0 dated April 21, 2006 was adopted by some of the entities as their IT Security Policy. However, this policy was never customized to address the needs of the respective entities.
- There was no approved overarching IT policy in use for the Public Service.

## Noteworthy Development Programme Estimates in 2016-2018

The table below lists the projects that have experienced irregular variances in estimates for funding received under the Ministry of Finance:<sup>16</sup>

Development Programme 2018	PROJECTS	2016 Actual	2017 Estimate	2017 Revised Estimate	2018 Estimate
004-04-G-021	Library Services (NALIS) – Purchase of Books and Materials	1,000,000	3,000,000	2,300,000	-
004-04-G-022	Computerisation of Library Services	1,283,500	2,000,000	2,000,000	-
004-04-G-023	Upgrade of Public Library Facilities	2,620,000	2,000,000	1,774,000	-
005-06-A-001	Implementation of ICT Plan	1,158,012	5,800,000	-	5,000,000
005-06-A-022	Public Sector Reform Preparation Programme	-	-	-	7,758,000
005-06-A-040	Development of a Business Continuity Plan for the Public Service	723,879	-	-	-
005-06-A-046	E-Government and Knowledge Brokering Programme	34,441,727	-	-	-
005-06-A-054	Establishment of a Virtual Call Centre in the Public Service	1,883,743	-	-	-

<sup>16</sup> Estimates of Development Programme 2018, accessed on October 4, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

Development Programme 2018	PROJECTS				2016 Actual	2017 Estimate	2017 Revised Estimate	2018 Estimate
005-06-A-057	Property Management (PRESID)	Information	System	-	2,400,000	-	1,000,000	

## Status of New Projects for the Financial Year 2016-2017

The following new projects that received funding in the 2016/2017 financial year<sup>17</sup>:

<b>Development Programme 2018</b>	<b>PROJECTS</b>	<b>2017 Estimate</b>	<b>2017 Revised Estimate</b>	<b>2018 Estimate</b>
005-06-F-010	Construction of Car Park for MPAC	500,000	685,300	-
IDF-005-06-F-039	NALIS Restoration of Carneige Free Library	1,000,000	-	-

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<sup>17</sup> Estimates of Development Programme 2018, accessed on October 4, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# New Projects for the Financial Year 2017-2018

The following new projects that received funding in the 2017/2018 financial year<sup>18</sup>:

<b>Development Programme 2018</b>	<b>PROJECTS</b>	<b>2018 Estimate</b>
005-06-A-062	Strengthening Internal Communication Capacity Sharepoint	500,000
005-06-F-012	Upgrade and Outfitting of National Archives Facility	500,000

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<sup>18</sup> Estimates of Development Programme 2018, accessed on October 4, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

## Major Programmes and Development for the Period 2016 to 2018

The following table shows a list of the significant expenditure items, based on the proportion of the budgetary allocation assigned.<sup>19</sup>

<b>Development Programme 2018</b>	<b>PROJECTS</b>	<b>2016 Actual</b>	<b>2017 Revised Estimate</b>	<b>2018 Estimate</b>
005-06-A-049	Enhancement of the Human Resource Management (HR) Function of the Public Service	3,587,988	4,000,000	3,000,000
IDF-005-06-F-031	Construction of Chaguanas Library	-	4,790,830	2,000,000
IDF-005-06-F-036	Restoration of Heritage Library	-	3,111,294	3,000,000

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<sup>19</sup> Estimates of Development Programme 2018, accessed on October 4, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>



# Committee Reports Related to the Ministry of Housing and Urban Development

## FIRST REPORT OF THE PUBLIC ADMINISTRATION AND APPROPRIATIONS COMMITTEE

Examination into the Current Expenditure of Ministries and Departments under three (3) Sub-Heads: Current Transfers and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund.

<i>Report Recommendations</i>	<i>Ministerial Responses</i>	<b>Area requiring funding or follow-up</b>
<i>Completes the necessary recruitment, selection, training and development to increase the Monitoring and Evaluation capacity by December 2016.</i>	<i>By March 2017 MPAC will commence training select employees involved in the project lifecycle, in the use of the M&amp;E tools and techniques entailed in the framework. By March 2017 MPAC will institutionalize the usage of Contract Completion Report forms, Project Completion Report forms and Deliverable Acceptance forms on all projects as means of validation of project outputs and verification of payment information against such outputs.</i>	Status of the training or personnel.

## General Useful Information

- Ministry of Public Administration, Bangladesh: <http://www.mopa.gov.bd/en>
- Department for Digital, Culture, Media & Sport, UK: <https://www.gov.uk/government/organisations/department-for-culture-media-sport>
- Public Services and Procurement Canada, CAN: <https://www.canada.ca/en/public-services-procurement.html>