Head 31: Ministry of Public Administration
Total Allocation: $1,207,203,293.00

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

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All correspondence should be addressed to:

The Secretary
Standing Finance Committee
Office of the Parliament
Levels G-7, Tower D
The Port of Spain International Waterfront Centre
1A Wrightson Road Port of Spain Republic of Trinidad and Tobago
Tel: (868) 624-7275; Fax: (868) 625-4672
Email: standingfinance@ttparliament.org
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About this Guide

This guide provides a summary of expenditure for the Ministry of Public Administration for the period 2014-2020. 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 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 2018.
Head 31: Ministry of Public Administration

Ministerial Overview

The Ministry partners with other Government Ministries and Agencies 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. The Ministry has responsibility for the Public Service and more specifically, the administration and management of the sector which employs more than 66,000 persons. Its’ vision is to create a public service that observes the principles of accountability, transparency, fairness, ethics and social responsibility: a public service known for its responsiveness to customers’ needs. The Ministry has the following responsibilities:

- Managing service delivery transformation projects including e-Government systems integration
- Coordinating human resource management policies
- Directing the modernization programme
- Providing organizational design services to improve structures and staffing
- Coordinating sales, acquisition and rental of Government real estate
- Facilitating training and development of public officers
- Strengthening public service governance

Under its remit, the Ministry of Public Administration (MPA) is charged with the responsibility of Public Service modernisation. The Ministry does so in part by providing employees of the Public Service with networking and capacity building (training) opportunities

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which translate into tangible returns for taxpayers. In a media release dated September, 10, 2019, the Minister of Public Administration, Senator the Honourable Allyson West stated that networking in particular has provided strategies for:

- Problem solving;
- Promoting;
- Information sharing;
- Seeking experience;
- Reusing assets;
- Coordination and synergy;
- Discussing developments;
- Documentation;
- Site visits;
- Creation of materials and resources;
- Mapping knowledge and identifying gaps which can be helpful in the creation; and
- Management of government policies.

In keeping with its remit, the Ministry has already established Communities of Practice for Human Resource Management and ICT, and had identified Policy Development and Management as the next critical area for achieving key success in the modernization drive. The main objective of the establishment of a Community of Practice is to build a more coordinated, cohesive and standardized approach to policy formulation and management within the Public Service.

The MPA is assigned the following areas of responsibility as published in the Trinidad and Tobago Gazette:\(^3\)

**Public Administration**

- The Public Service
- Data Classification
- e-Government Systems Integration
- Public Service Administration and Management
- Public Management Consulting
- Public Service Legislative Framework
- Strategic Human Resource Management
- Technology Centres
- HRM Policy Development and Monitoring
- Information and Communication Technology
- Property and Real Estate
- Open Government
- Public Service Transformation
- Technical Cooperation (training)
- Personnel Department

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\(^3\) Trinidad and Tobago Gazette No. 127 of 2019 accessed on October 3, 2019: [http://news.gov.tt/sites/default/files/E-Gazette/Gazette%202019/Gazettes/Gazette%20No.%20127%20of%202019.pdf](http://news.gov.tt/sites/default/files/E-Gazette/Gazette%202019/Gazettes/Gazette%20No.%20127%20of%202019.pdf)
Minister of Public Administration: Senator the Honourable Allyson West

Parliamentary Secretary in the Ministry of Public Administration: The Honourable Maxie Cuffie, MP

Accounting Officer: Mrs. Joan Mendez

Deputy Permanent Secretary: Mr. Claudelle McKellar
## State Enterprises, Statutory Boards and Other Bodies

### Wholly Owned Enterprises

<table>
<thead>
<tr>
<th>Telecommunications Authority of Trinidad and Tobago (TATT)</th>
<th>National Information and Communication Technology Company Limited (iGovTT)</th>
</tr>
</thead>
</table>

### Statutory Board and Other Bodies

<table>
<thead>
<tr>
<th>TTConnect Service Center</th>
</tr>
</thead>
</table>

### Indirect:

<table>
<thead>
<tr>
<th>Personnel Department</th>
<th>Service Commissions Department</th>
</tr>
</thead>
</table>

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5 TATT website, Accessed on September 20, 2019: [https://tatt.org.tt/AboutTATT.aspx](https://tatt.org.tt/AboutTATT.aspx)

Revenue Control (page 32)

PA1–PERMANENT SECRETARY, MINISTRY OF PUBLIC ADMINISTRATION AND COMMUNICATIONS

3.22 Balances reported on the Receipts and Disbursements Statement were not reconciled with records of the Comptroller of Accounts

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Key Statements from 2018 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2018, the following statement was made in relation to the emphasis of the Ministry of Public Administration for fiscal year 2018/2019:

“The Ministry of Public Administration has two primary responsibilities: one, the National Information and Communication Technology (ICT) and Public Service Modernization. The work of this Ministry is aligned with the National Strategic Plan Vision 2030 and the sustainable development of the country, particularly the public service, which remains a key facilitator and enabler of national economic and social development. …”

- Minister of Public Administration

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8 Hon. Marlene McDonald, Standing Finance Committee Hansard 15 Oct 18, pg. 131, Accessed September 20, 2019
http://www.ttparliament.org/legislations/hh20181015SFC.pdf
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.

**Public Buildings**

Strong infrastructure that includes buildings, ICT, law and the regulatory environment were given priority attention. For 2019 construction and refurbishment works were undertaken which aimed at providing suitable accommodation and a safe and healthy work environment at several Ministries and Departments in compliance with the Occupational Safety and Health (OSH) Act. The sum of $144.8 million was allocated of which $29.4 million was expended to undertake activities.

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**Capacity Building/Institutional Strengthening**

The Ministry of Public Administration continued focus on the improvement of the Human Resource Management Architecture throughout the public service, geared towards the major initiatives of strengthening the technical and operational capabilities across the entire public sector.

**Enhancement of the Human Resource Management function in the Public Service**

The sum of $0.1 million was provided under the project Enhancement of the Human Resource Management function in the Public Service aimed to produce a cadre of Public Service leaders who possess and exhibit the right mix of competencies and knowledge to ensure the improved performance and effectiveness, and to strengthen the various divisions. The activities included:

- E-Based Competency Development Programme;
- Course Material - Phases 1 and 2;
- Animation Licence; and
- Instructional Training.
The Ministry’s total allocation as a percentage of the National Budget for the period 2015 to 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allocation</th>
<th>National Budget</th>
<th>Percentage of National Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$411,618,746.00</td>
<td>$61,966,922,675.00</td>
<td>0.66%</td>
</tr>
<tr>
<td>2016</td>
<td>$947,206,609.00</td>
<td>$56,573,913,053.00</td>
<td>1.67%</td>
</tr>
<tr>
<td>2017</td>
<td>$973,456,978.00</td>
<td>$54,883,153,410.00</td>
<td>1.77%</td>
</tr>
<tr>
<td>2018</td>
<td>$871,981,781.00</td>
<td>$54,211,726,813.00</td>
<td>1.61%</td>
</tr>
<tr>
<td>2019</td>
<td>$640,905,136.00</td>
<td>$54,149,378,860.00</td>
<td>1.18%</td>
</tr>
<tr>
<td>2020</td>
<td>$1,207,203,293.00</td>
<td>$58,058,338,392.00</td>
<td>2.08%</td>
</tr>
</tbody>
</table>

- Total allocation to the Ministry as a percentage of the national budget decreased by 0.9% between the period 2018/2019 and 2019/2020.

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10 For the Fiscal Years 2015-2020, actual figures were used to calculate the total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2019 and 2020.
11 Total Allocation for the Ministry of Public Administration = Recurrent Expenditure + Consolidated Fund Expenditure
12 The National Budget = Recurrent Expenditure + Development Programme Consolidated Fund
Where the Ministry Spends Its Money
2019-2020 Estimates of Expenditure

The budget allocation of $1,207,203,293\textsuperscript{13} for the Ministry of Public Administration is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $1,192,703,293; and
- The Draft Estimates of Development Programme in the sum of $14,500,000.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - $24,449,750.00
- 02 Goods and Services - $688,764,870.00
- 03 Minor Equipment Purchases - $782,100.00
- 04 Current Transfers and Subsidies - $478,706,573.00

Percentage Allocation of the Ministry of Public Administration is as follows:

- Total allocation as a percentage of the National Budget\textsuperscript{14} is 2.08%;
- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 2.15%;
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 0.57%.


\textsuperscript{14} The National Budget = Total Recurrent Expenditure + Development Programme Expenditure: Consolidated Fund
Summary of Recurrent Expenditure for the period 2014-2020

The diagram below provides a summary of Recurrent Expenditure for the Ministry of Public Administration and Communications for the fiscal years 2014 to 2017.\(^{15}\)

\(^{15}\) The Ministry of Public Administration fused with the Ministry of Communication in September 2015. For fiscal year 2014 the figures shown here are the sum of the individual amounts for the Ministry of Public Administration and the Ministry of Communication in that year.
The diagram below provides a summary of recurrent expenditure for the Ministry of Public Administration for the period 2018 to 2020\textsuperscript{16}, after the separation from the Ministry of Communication in June 2018.

\begin{table}[h]
\centering
\begin{tabular}{|c|c|c|c|c|}
\hline
\textbf{} & \textbf{01 Personnel Expenditure} & \textbf{02 Goods and Services} & \textbf{03 Minor Equipment Purchases} & \textbf{04 Current Transfers and Subsidies} & \textbf{06 Current Transfers to Stat Brds & Similar Institutions} \\
\hline
2018 Actual & $36,549,583.00 & $707,386,787.00 & $72,236.00 & $41,191,301.00 & $85,583,500.00 \\
2019 Revised Estimates & $21,515,010.00 & $584,675,671.00 & $82,295.00 & $33,522,580.00 & $- \\
2020 Estimates & $24,449,750.00 & $688,764,870.00 & $782,100.00 & $478,706,573.00 & $- \\
TOTAL & $82,514,343.00 & $1,980,827,328.00 & $936,631.00 & $553,420,454.00 & $85,583,500.00 \\
\hline
\end{tabular}
\end{table}

Staff and Pay

The following table provides a breakdown of all expenditure related to staff from 2018 to 2020. It must be noted that for fiscal 2018 MPA was fused with the Ministry of Communications.

<table>
<thead>
<tr>
<th></th>
<th>2018 Actual</th>
<th>2019 Revised Estimate</th>
<th>2020 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expenditure</td>
<td>$36,549,583.0</td>
<td>$21,515,010.0</td>
<td>$24,449,750.0</td>
</tr>
<tr>
<td>Travelling and Subsistence</td>
<td>$2,164,965.00</td>
<td>$1,282,875.00</td>
<td>$1,505,680.00</td>
</tr>
<tr>
<td>Uniforms</td>
<td>$29,537.00</td>
<td>$11,383.00</td>
<td>$14,380.00</td>
</tr>
<tr>
<td>Contract Employment</td>
<td>$18,664,995.0</td>
<td>$16,845,240.0</td>
<td>$17,284,660.0</td>
</tr>
<tr>
<td>Training</td>
<td>$708,507.00</td>
<td>$645,665.00</td>
<td>$1,800,000.00</td>
</tr>
<tr>
<td>Short-Term Employment</td>
<td>$2,251,372.00</td>
<td>$1,886,600.00</td>
<td>$2,038,080.00</td>
</tr>
<tr>
<td>Training</td>
<td>$-</td>
<td>$-</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Employees Assistance Programme</td>
<td>$708,507.00</td>
<td>$645,665.00</td>
<td>$1,800,000.00</td>
</tr>
<tr>
<td>University Graduate Recruitment Programme</td>
<td>$-</td>
<td>$-</td>
<td>$1,000,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$60,368,959.0</td>
<td>$42,186,773.0</td>
<td>$48,112,550.0</td>
</tr>
</tbody>
</table>

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 2019/2020 was estimated at $1,192,703,293. This represents 2.15% of the total Recurrent Expenditure for the financial year 2019/2020.

- The largest portion of the allocation was allocated to Goods and Services for fiscal 2020. This allocation accounted for approximately 57.7% of total Recurrent Expenditure funding for the Ministry.

- In 2020, the estimate of Personnel Expenditure of $24,449,750.00 was 2.05% of the Ministry’s total recurrent allocation.

- Minor Equipment Purchases received the lowest portion of the Ministry’s allocation for fiscal 2020 receiving approximately 0.07% of the Ministry’s total recurrent allocation.

- In 2020, Current Transfer and Subsidies estimate of $478,706,573 was 40.1% of the Ministry’s total recurrent allocation.
Summary of Development Programme Expenditure for the period 2018-2020

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.

In fiscal year 2019/2020, the allocation of $14,500,000 to the Ministry of Public Administration for the Development Programme is presented solely via funds appropriated by Parliament and disbursed directly from the Consolidated Fund, as no funds were disbursed from the Infrastructure Development Fund.
Summary of Development Programme for the Ministry of Public Administration\textsuperscript{18} Expenditure for the Period 2018-2020\textsuperscript{19}

<table>
<thead>
<tr>
<th></th>
<th>2018 Actual</th>
<th>2019 Revised Estimates</th>
<th>2020 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>004 Social Infrastructure - Consolidated Fund</td>
<td>0</td>
<td>1,109,580</td>
<td>14,500,000</td>
</tr>
<tr>
<td>005 Multi-Sectoral and Other Services - Consolidated Fund</td>
<td>1,198,374</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>005 Multi-Sectoral and Other Services - Infrastructure Development Fund</td>
<td>3,446,456</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,644,830</strong></td>
<td><strong>1,109,580</strong></td>
<td><strong>14,500,000</strong></td>
</tr>
</tbody>
</table>

\textsuperscript{18} Ministry of Public Administration and Communication until June 2018.

# Noteworthy Development Programme Estimates in 2018-2020

The table below lists the projects that have experienced irregular variances in estimates for funding received under the Ministry of Finance:20

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2018 Actual</th>
<th>2019 Revised Estimate</th>
<th>2020 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>004-04-G-021 Library Services (NALIS) – Purchase of Books and Materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>004-04-G-022 Computerisation of Library Services21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>004-04-G-023 Upgrade of Public Library Facilities22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>005-06-A-001 Implementation of ICT Plan</td>
<td></td>
<td>$286,063</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>005-06-A-022 Public Sector Reform Preparation Programme23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>005-06-A-057 Property Management Information System (PRESD)</td>
<td>$405,161</td>
<td>$777,904</td>
<td></td>
</tr>
</tbody>
</table>


22 Same as above.

23 Same as above.
Status of New Projects from the Financial Year 2017

For the financial year 2017, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion.\(^{24}\)

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2018 Actual</th>
<th>2019 Revised Estimate</th>
<th>2020 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-F-010-CF Construction of Car Park for MPAC(^{25})</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>005-06-F-010-CF Ste Madeleine Staff Club and Golf Course Development(^{26})</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>005-06-A-057 CF Property Management Information System (PRESD)(^{27})</td>
<td>$405,161</td>
<td>$777,904</td>
<td></td>
</tr>
<tr>
<td>005-06-F-039 NALIS Restoration of Carneige Free Library(^{28})</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


\(^{26}\) Same as above.

\(^{27}\) Same as above.

\(^{28}\) Same as above.
Status of New Projects for the Financial Year 2018

For the financial year 2018, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2018 Actual</th>
<th>2019 Revised Estimate</th>
<th>2020 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-062 CF Strengthening Internal Communication Capacity Sharepoint</td>
<td>$500,000</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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Status of New Projects for the Financial Year 2019

For the financial year 2019, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2018 Actual</th>
<th>2019 Revised Estimate</th>
<th>2020 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-F-013 Establishment of Activity Centres</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---


New Projects for the Financial Year 2020

The new projects that received funding in the 2020 financial year:\n
<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2020 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-063</td>
<td>Modernisation of the Public Service Academy</td>
<td>$500,000</td>
</tr>
<tr>
<td>005-06-A-064</td>
<td>Implementation of the Business Continuity Management (BCM) in the Public Service</td>
<td>$242,000</td>
</tr>
<tr>
<td>005-06-A-065</td>
<td>Public Sector Performance Management Systems</td>
<td>$1,000,00</td>
</tr>
</tbody>
</table>

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## Committee Inquires Related to the Ministry of Public Administration

<table>
<thead>
<tr>
<th>Inquiry</th>
<th>Report Status</th>
<th>Ministerial Response</th>
<th>Key Recommendations^{33}</th>
</tr>
</thead>
</table>
| The Eleventh Report of the Public Administration and Appropriations Committee on the Examination of the Administration and Expenditure of the Ministry of Public Administration and Communications | Report Presented: 09.11.2018 (HOR) 20.11.2018 (Senate) | 25.01.2019 (HOR) 22.01.2019 (Senate) | • That immediate measures to ensure the asset management system be developed and implemented and report on the measures designed and the status of the project by January 31, 2019.  
• To develop a tertiary level recruitment programme designed to attract suitably qualified young persons to the public service as a career based on the periodic analysis of the needs of the Ministry. A report of the progress made on the programme design and implementation should be submitted to Parliament by January 31, 2019 |
| The Sixteenth Report of the Public Administration and Appropriations Committee on an Examination into the | Report Presented: 25.01.2019 (HOR) 29.01.2019 (Senate) | 18.06.2019 (HOR) 17.06.2019 (Senate) | • To partner with the Ministry of Planning and Development to ensure that all relevant Accounting Officers and staff assigned to Project Management |

^{33} Key Recommendations relate to recommendations that may have a financial impact on the Ministry
Implementation of the Public Sector Investment Programme.


- That the vacancies in critical positions within the MPAC and CPO be identified with a view to placing priority on filling such vacancies in the short to medium-term. As these bodies serve the wider public service filling these vacancies must be treated as special project and the necessary funding assigned to ensure the implementation of same;

- That the Ministry of Public Administration collaborate and consult with the Public Service Commission, Office of the Attorney General, relevant Trade Unions and other stakeholders with a view to drafting legislative amendments to facilitate greater security of tenure and equal opportunities for contract employees in the public service.
General Useful Information

- Department for Digital, Culture, Media & Sport, UK: [https://www.gov.uk/government/organisations/department-for-culture-media-sport](https://www.gov.uk/government/organisations/department-for-culture-media-sport)