Summary for the Members of the
Standing Finance Committee in their examination of the Ministry

Total Allocation: $1,207,530,475 or
2.13% of the National Budget
Publication
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About this Guide

This guide provides a summary of expenditure for the Ministry of Public Administration and Digital Transformation (MPADT) for the period 2014-2021. 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 MPADT 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 2019.
Head 31: Ministry of Public Administration and Digital Transformation

Ministerial Overview

The Ministry of Public Administration and Digital Transformation is charged with the task of partnering with other Government Ministries and Agencies to improve the quality of service provided to all citizens. It is continually improving the way work is done in the Public Service so that government services are brought closer to all citizens.

Mission

The mission of the MPADT is building a best in class public service by developing the ICT sector and utilising innovative service improvement, human resource management, property management, public administration solutions.

Vision

To be the regional leader in Public Service Transformation and use of ICT for development that contributes to the well-being of citizens.

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1 Ministry of Public Administration and Digital Transformation website, accessed on September 15, 2020: http://www.mpac.gov.tt/about%20mpa#:~:text=The%20Ministry%20of%20Public%20Administration%2c%20service%20provided%20to%20all%20citizens,
The MPADT is assigned the following areas of responsibility as published in the Trinidad and Tobago Gazette:

Business Continuity
Digital Government
Digital Transformation
  - Cyber-security
  - E-identity
  - Government Services On-line
  - Public Service ICT Governance
  - Systems Interoperability
HRM Policy Development and Monitoring
ICT Access Centres
Information and Communication Technology
  - ICT Policy, Strategy and Management
  - National ICT Planning
Information and Data Protection
Open Government
Public Management Consulting

**Indirect:**
Personnel Department

Public Service Administration and Management
Public Service Legislative Framework
Public Service Modernisation
Public Service Training and Development
Property and Real Estate
Strategic Human Resource Management

**Wholly Owned Enterprises:**
National Information and Communication Technology Company Limited (iGovTT)

**Statutory Boards and Other Bodies:**
Telecommunications Authority of Trinidad and Tobago (TATT)
ttconnect Service Centre

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Service Commissions

Minister of Public Administration and Digital Transformation: Senator the Honourable Allyson West

Minister in the Ministry of Public Administration and Digital Transformation: Senator The Honourable Hassel Bacchus

Accounting Officer: Mrs. Joan Mendez

Deputy Permanent Secretary: Mr. Claudelle McKellar

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3 Ministry Public Administration and Digital Transformation website, accessed on September 15, 2020: 
http://www.mpac.gov.tt/MINISTER%20OF%20PUBLIC%20ADMINISTRATION
## State Enterprises, Statutory Boards and Other Bodies

### Wholly Owned Enterprises

<table>
<thead>
<tr>
<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>
<th>Telecommunications Authority of Trinidad and Tobago (TATT)</th>
</tr>
</thead>
</table>

### Indirect:

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

---


Auditor General Report Findings for the Fiscal year 2019

Ref: Auditor General’s Report

Special Audit Reports (page 79)

AREAS OF CONCERN

IT Governance

5.15 The MPA had not yet developed an IT Governance Framework to guide Ministries and Departments in implementing and monitoring IT governance to support the organization in achieving its strategic objectives. IT governance was lacking at most of the Ministries and Departments audited, IT strategic plans were being developed or in draft at some Ministries/Departments.

An IT governance framework, for example, COBIT or ITIL, was not adopted by the MPA for use at all Ministries and Departments. Adoption of a governance framework would assist Ministries and Departments in implementing best practices.

The MPA has not issued an updated IT policy for use by Ministries and Departments. The last policy was approved in July 1997. In the interim, some Ministries/Departments have developed individual policies and guidelines for its use.

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Key Statements from 2019 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2019, the following statement was made in relation to the emphasis of the Ministry of Public Administration for fiscal year 2019/2020:

“The Ministry of Public Administration in keeping with its mandate for national information and communication technology will in fiscal 2020 be advancing the usage of available ICTs within the national community, particularly so within Government. The digitization of Government’s operations and services promises to serve as a catalyst for realizing the development goals and objectives as presented in the National Development Plan, Vision 2030, a vehicle for significantly enhancing the operational effectiveness of systems and processes within Ministries, Departments, and agencies, and the mechanism for improving the ease of doing business with Government for citizens, businesses, and other groups and stakeholders....”

- Minister of Public Administration

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7 Senator the Honourable Allyson West, Standing Finance Committee Hansard 21 Oct 19, pg. 236, Accessed September 17, 2020
http://www.ttparliament.org/legislations/hh20191021SFC.pdf
The Public Sector Investment Programme (PSIP) is a strategic investment plan of the Government of the Republic of Trinidad and Tobago in the formulation of the National Budget which reflects public investment against national priority areas for development. The PSIP comprises programmes and projects of Ministries, Departments and Agencies (MDAs) designed to achieve national strategic objectives and it is funded through the Consolidated Fund (CF) and the Infrastructure Development Fund (IDF). These programmes and projects are designed to realise the goals set out in Government’s National Development Strategy (NDS) 2016 – 2030 (Vision 2030), which have also been linked to the Roadmap to Recovery Committee Report and Government’s Policy Framework. 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.

**Capacity Building/Institutional Strengthening**

The Ministry of Public Administration continued its focus on the improvement of the Human Resource Management architecture throughout the public service as well as the enhancement of the future leadership of the Public Service under its Executive Development Programme for Senior Public Officers. Capacity building in the Public Service is essential to facilitate strategic service delivery and success in leadership across the public sector. Major initiatives to strengthen the operational effectiveness throughout the public service continued in 2020 and funds were provided in the amount of $1.7 million of which $0.3 million was utilised for the following activities:

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• Modernisation of the Public Service Academy – staff development continued with 11 officers trained in Instructional Design Programme Module III (virtual session)

**Implementation of the Business Continuity Management (BCM) in the Public Service**

ISO Certified training was completed over the period in:

• Risk Management for 6 persons
• BCM training in two cycles of 15 persons each
• Public Sector Performance Management Systems (PSPMS) – the following activities were completed in 2020:
  • acquisition of service providers over a 12 month period;
  • acquisition of licences for online solution (open source) for 12 months,

**Information Technology and Infrastructure**

The Government has committed to the advancement of Trinidad and Tobago towards a Digital Society by 2022. Accelerating the introduction of digital services within the Public Service is a priority. Facilitating a cultural transformation through widespread adoption of digitisation, by the implementation of public service modernisation and service improvement is dependent on Ministries, Departments and Agencies (MDAs) putting greater investment in its digital infrastructure and services. As such, improvement of the information technology infrastructure of the Public Service will continue with the allocation of $10.0 million to the Digital Transformation Programme. Fostering Economic Development focuses on building a pro e-Enterprise environment. Activities scheduled to continue include:

• The Ministry of Public Administration and Digital Transformation (MPADT) will commence the design and implementation of the National e-Identity-digital ID Card (EIDS). The implementation of an EIDS in Trinidad and Tobago can serve a variety of different ends such as more efficient delivery of government services to citizens,
improved interactions with business and industry, citizen empowerment through access to information, and more efficient Government management.⁹
The Ministry’s total allocation as a percentage of the National Budget for the period 2015 to 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allocation¹¹</th>
<th>National Budget¹²</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>$682,693,309.00</td>
<td>$54,581,467,181.00</td>
<td>1.25%</td>
</tr>
<tr>
<td>2020</td>
<td>$1,091,196,525.00</td>
<td>$57,252,443,354.00</td>
<td>1.91%</td>
</tr>
<tr>
<td>2021</td>
<td>$1,207,530,475.00</td>
<td>$56,788,359,151.00</td>
<td>2.13%</td>
</tr>
</tbody>
</table>

- Total allocation to the Ministry as a percentage of the national budget increased by 0.22% between the period 2019/2020 and 2020/2021.

¹⁰ For the Fiscal Years 2015-2019, actual figures were used to calculate the total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2020 and 2021.

¹¹ Total Allocation for the Ministry of Public Administration and Digital Transformation = Recurrent Expenditure + Consolidated Fund Expenditure

¹² The National Budget = Recurrent Expenditure + Development Programme Consolidated Fund.
Where the Ministry Spends Its Money

2020-2021 Estimates of Expenditure

The budget allocation of $1,207,530,475\(^{13}\) for the Ministry of Public Administration and Digital Transformation is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $1,165,670,475;
- The Draft Estimates of Development Programme in the sum of $41,860,000.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - $20,028,800
- 02 Goods and Services - $642,992,600
- 03 Minor Equipment Purchases - $536,800
- 04 Current Transfers and Subsidies - $502,112,275

Percentage Allocation of the Ministry of Public Administration and Digital Transformation is as follows:

- Total allocation as a percentage of the National Budget\(^{14}\) is 2.13%;
- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 2.14%;
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 1.88%.


\(^{14}\) The National Budget = Total Recurrent Expenditure + Development Programme Expenditure: Consolidated Fund
Total Budget Allocation for the Ministry of Public Administration

- **Personnel Expenditure**, $20,028,800.00, 2%
- **Goods and Services**, $642,992,600.00, 55%
- **Minor Equipment Purchases**, $536,800.00, 0%
- **Current Transfers and Subsidies**, $502,112,275.00, 43%
Summary of Recurrent Expenditure for the period 2014-2021

The diagrams below provides a summary of Recurrent Expenditure for the Ministry of Public Administration and the Ministry of Communications for the fiscal year 2012 to 2015 which were separate Ministries at the time.\(^\text{15}\)

\(^{15}\) 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

<table>
<thead>
<tr>
<th></th>
<th>2012 Actual</th>
<th>2013 Actual</th>
<th>2014 Actual</th>
<th>2015 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01 Personnel Expenditure</strong></td>
<td>971,144</td>
<td>4,567,984</td>
<td>2,431,789</td>
<td>25,138,399</td>
</tr>
<tr>
<td><strong>02 Goods and Services</strong></td>
<td>2,764,634</td>
<td>8,568,507</td>
<td>3,664,260</td>
<td>74,770,372</td>
</tr>
<tr>
<td><strong>03 Minor Equipment Purchases</strong></td>
<td>146,943</td>
<td>230,396</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>04 Current Transfer and Subsidies</strong></td>
<td>10,360,000</td>
<td>39,496,500</td>
<td>20,263,400</td>
<td>8,828,353</td>
</tr>
<tr>
<td><strong>06 Current Transfers to Stat. Brds. and Similar Bodies</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
# Ministry of Public Administration and Communications

Summary of Recurrent Expenditure for the period 2016-2018

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Revised Estimate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Personnel Expenditure</td>
<td>34,166,489</td>
<td>44,429,442</td>
<td>44,012,970</td>
<td>898,174,384.00</td>
</tr>
<tr>
<td>02 Goods and Services</td>
<td>731,274,364</td>
<td>716,886,871</td>
<td>720,971,574</td>
<td>960,769,102.00</td>
</tr>
<tr>
<td>03 Minor Equipment Purchases</td>
<td>545,311</td>
<td>212,520</td>
<td>299,600</td>
<td>827,434.00</td>
</tr>
<tr>
<td>04 Current Transfer and Subsidies</td>
<td>62,975,495</td>
<td>70,139,769</td>
<td>38,292,830</td>
<td>171,308,094.00</td>
</tr>
<tr>
<td>06 Current Transfers to Stat. Brds. and Similar Bodies</td>
<td>69,212,725</td>
<td>129,100,500</td>
<td>126,600,000</td>
<td>324,913,225.00</td>
</tr>
</tbody>
</table>

Legend:
- **2016 Actual**
- **2017 Actual**
- **2018 Revised Estimate**
In June 2018 the Ministry of Public Administration and Communications was split into the Ministry of Public Administration and the Ministry of Communications.

<table>
<thead>
<tr>
<th></th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>Revised Estimates Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Personnel Expenditure</td>
<td>36,549,583</td>
<td>21,426,058</td>
<td>20,028,800</td>
<td>870,783,407.00</td>
</tr>
<tr>
<td>02 Goods and Services</td>
<td>707,386,787</td>
<td>625,233,627</td>
<td>593,008,200</td>
<td>680,057,659.00</td>
</tr>
<tr>
<td>03 Minor Equipment Purchases</td>
<td>72,236</td>
<td>83,085</td>
<td>38,000</td>
<td>1,090,387,275.00</td>
</tr>
<tr>
<td>04 Current Transfer and Subsidies</td>
<td>41,191,301</td>
<td>33,314,889</td>
<td>477,312,275</td>
<td></td>
</tr>
<tr>
<td>06 Current Transfers to Stat. Brds. and Similar Bodies</td>
<td>85,583,500</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16 In June 2018 the Ministry of Public Administration and Communications was split into the Ministry of Public Administration and the Ministry of Communications.
Summary of Recurrent Expenditure for the Ministry of Public Administration and Digital Transformation for fiscal 2020-2021

In June 2018 the Ministry of Public Administration and Communications was split into the Ministry of Public Administration and the Ministry of Communications.

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Personnel Expenditure</td>
<td>20,028,800</td>
<td>20,028,800</td>
<td>40,057,600</td>
</tr>
<tr>
<td>02 Goods and Services</td>
<td>593,008,200</td>
<td>642,992,600</td>
<td>1,236,000,800</td>
</tr>
<tr>
<td>03 Minor Equipment Purchases</td>
<td>38,000</td>
<td>536,800</td>
<td>574,800</td>
</tr>
<tr>
<td>04 Current Transfer and Subsidies</td>
<td>477,312,275</td>
<td>502,112,275</td>
<td>979,424,550</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,090,387,275.00</strong></td>
<td><strong>1,165,670,475.00</strong></td>
<td><strong>2,256,057,750.00</strong></td>
</tr>
</tbody>
</table>

17 In June 2018 the Ministry of Public Administration and Communications was split into the Ministry of Public Administration and the Ministry of Communications.
### Staff and Pay (Excluding Direct Charges)

The following table provides a breakdown of all expenditure related to staff from 2018 to 2021. It must be noted that between 2016 to 2018, the then MPA was fused with the Ministry of Communications.

#### Summary of Staff and Pay for the period 2019 to 2021

<table>
<thead>
<tr>
<th>Personnel Expenditure</th>
<th>Travelling and Subsistence</th>
<th>Uniforms</th>
<th>Contract Employment</th>
<th>Training</th>
<th>Short-Term Employment</th>
<th>Employees Assistance Programme</th>
<th>University Graduate Recruitment Programme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 Actual $36,549,583</td>
<td>$1,775,437.0</td>
<td>$26,237.00</td>
<td>$18,664,995.</td>
<td>$708,507.00</td>
<td>$2,079,362.0</td>
<td>$-</td>
<td>$-</td>
<td>$59,804,121</td>
</tr>
<tr>
<td>2019 Actual $21,426,058</td>
<td>$1,270,970.0</td>
<td>$10,175.00</td>
<td>$15,632,346.</td>
<td>$1,658,789.0</td>
<td>$1,957,915.0</td>
<td>$-</td>
<td>$-</td>
<td>$41,956,253</td>
</tr>
<tr>
<td>2020 Revised Estimate $20,028,800</td>
<td>$1,044,000.0</td>
<td>$27,130.00</td>
<td>$10,242,000.</td>
<td>$2,074,000.0</td>
<td>$14,211,200.</td>
<td>$-</td>
<td>$-</td>
<td>$47,627,130</td>
</tr>
<tr>
<td>2021 Estimate $20,028,800</td>
<td>$1,040,000.0</td>
<td>$27,000.00</td>
<td>$18,822,000.</td>
<td>$274,000.00</td>
<td>$1,460,000.0</td>
<td>$-</td>
<td>$-</td>
<td>$41,651,800</td>
</tr>
</tbody>
</table>

---

The following table provides a breakdown of all expenditure related to staff for fiscal 2019/2020 and 2020/2021 for MPADT. The allocation of staff expenditure for the fiscal year 2020/2021 was $41,651,800 which represents a decrease of approximately 12.54% from the last fiscal year 2019/2020.

<table>
<thead>
<tr>
<th>Personnel Expenditure</th>
<th>Travelling and Subsistence</th>
<th>Uniforms</th>
<th>Contract Employment</th>
<th>Training</th>
<th>Short-Term Employment</th>
<th>Employees Assistance Programme</th>
<th>University Graduate Recruitment Programme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Revised Estimate</td>
<td>$20,028,800.0</td>
<td>$1,044,000.0</td>
<td>$27,130.0</td>
<td>$10,242,000.0</td>
<td>$2,074,000.0</td>
<td>$14,211,200.0</td>
<td>$-</td>
<td>$47,627,130.0</td>
</tr>
<tr>
<td>2021 Estimate</td>
<td>$20,028,800.0</td>
<td>$1,040,000.0</td>
<td>$27,000.0</td>
<td>$18,822,000.0</td>
<td>$274,000.0</td>
<td>$1,460,000.0</td>
<td>$-</td>
<td>$41,651,800.0</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 2020/2021 was estimated at $1,165,670,475. This represents 2.14% of the total Recurrent Expenditure for the financial year 2020/2021.

- The largest portion of the allocation was for Goods and Services in the sum of $642,992,600 for fiscal 2021. This allocation accounted for approximately 55% of total Recurrent Expenditure funding for the Ministry.

- In 2021, the estimate of Personnel Expenditure of $20,028,800.00 was 2% of the Ministry’s total recurrent allocation.

- Minor Equipment Purchases received the lowest portion of the Ministry’s allocation for fiscal 2021 receiving approximately 0.46% of the Ministry’s total recurrent allocation.

- In 2021, the Current Transfer and Subsidies estimate of $502,112,275 was 43% of the Ministry’s total recurrent allocation.
Summary of Development Programme Expenditure for the period 2018-2021

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 allocation of $41,860,000 for the Development Programme are presented via funds appropriated by Parliament and disbursed directly from the Consolidated Fund.
Summary of Development Programme
Expenditure for the Period 2018-2021

<table>
<thead>
<tr>
<th></th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>005 Multi-Sectoral and Other Services - Consolidated Fund</td>
<td>2,635,650</td>
<td>809,250</td>
<td>41,860,000</td>
</tr>
</tbody>
</table>
Summary of Development Programme Expenditure for the Ministry of Public Administration and Digital Transformation for fiscal year 2020/2021

2021 Estimate

- **004 Social Infrastructure - Consolidated Fund**: 0
- **005 Multi-Sectoral and Other Services - Consolidated Fund**: 41,860,000
## Noteworthy Development Programme Estimates in 2018-2021

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

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2019 Actual</th>
<th>2020 Revised Estimate</th>
<th>2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-001 Implementation of ICT Plan</td>
<td>$665,970</td>
<td>$0</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>005-06-A-057 Property Management Information System (PRESD)</td>
<td>$0</td>
<td>$61,000</td>
<td>$360,000</td>
</tr>
<tr>
<td>005-06-F-013 Establishment of Activity Centres</td>
<td>$900</td>
<td>$462,000</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

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### 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\(^20\):

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2019 Actual</th>
<th>2020 Revised Estimate</th>
<th>2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-062 CF Strengthening Internal Communication Capacity Sharepoint(^21)</td>
<td>$500,000</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>


\(^{21}\) The project highlighted in red was removed from the Draft Estimates for Development Programme for the fiscal year 2021
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>2019 Actual</th>
<th>2020 Revised Estimate</th>
<th>2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-F-013 Establishment of Activity Centres</td>
<td>$900</td>
<td>$462,000</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

# Status of New Projects for the Financial Year 2020

For the financial year 2020, 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\(^\text{23}\):

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-063</td>
<td>Modernisation of the Public Service Academy</td>
<td>$165,500</td>
<td>$500,000</td>
</tr>
<tr>
<td>005-06-A-064</td>
<td>Implementation of the Business Continuity</td>
<td>$120,750</td>
<td>$0</td>
</tr>
<tr>
<td>005-06-A-065</td>
<td>Public Sector Performance Management Systems</td>
<td>$61,000</td>
<td>$360,000</td>
</tr>
</tbody>
</table>

Status of New Projects for the Financial Year 2021

The following new project received funding in the 2021 financial year:

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-066</td>
<td>Digital Transformation</td>
<td>$0</td>
<td>$10,000,000</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</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 Implementation of the Public Sector Investment Programme. | 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 Units/Project Implementation Units across the Public Service are trained. |

25 Key Recommendations relate to recommendations that may have a financial impact on the Ministry

<table>
<thead>
<tr>
<th>Report Presented:</th>
<th>18.06.2019</th>
<th>17.06.2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.05.2019 (HOR)</td>
<td>16.04.2019 (Senate)</td>
<td></td>
</tr>
</tbody>
</table>

- 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

- Ministry of Digital Transformation, Ukraine: https://thedigital.gov.ua/
- Department for Digital, Culture, Media & Sport, UK: https://www.gov.uk/government/organisations/department-for-culture-media-sport