PAAC

PARLIAMENT

REPUBLIC OF TRINIDAD AND TOBAGO

FIRST REPORT OF THE

THE COMMITTEE ON

PUBLIC ADMINISTRATION AND APPROPRIATIONS

FIRST SESSION OF THE 11TH PARLIAMENT

INQUIRY 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.

Public Administration and Appropriations Committee

The Public Administration and Appropriations Committee (PAAC) is established by Standing Order 102 and 92 of the House of Representatives and the Senate respectively. The Committee is mandated to consider and report to Parliament on:

(a) *the budgetary expenditure of Government agencies to ensure that expenditure is embarked upon in accordance with parliamentary approval;*

(b) *the budgetary expenditure of Government agencies as it occurs and keeps Parliament informed of how the budget allocation is being implemented; and*

(c) *the administration of Government agencies to determine hindrances to their efficiency and to make recommendations to the Government for improvement of public administration.*

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Mrs. Ayanna Webster-Roy	Member
Mr. Clarence Rambharat	Member
Mr. Daniel Dookie	Member
Mr. Wade Mark	Member
Ms. Allyson Baksh	Member
Ms. Melissa Ramkisoon	Member

Committee Staff

The current staff members serving the Committee are:

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Publication

An electronic copy of this report can be found on the Parliament website using the following link:
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Date Laid in HOR: ________________ **Date Laid in Senate: ________________**

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Members of the Public Administration and Appropriations Committee

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EXECUTIVE SUMMARY

The Public Administration and Appropriations Committee (PAAC) is established by Standing Order (S.O.) 102 and 92 of the House of Representatives and the Senate respectively. The Committee is mandated to consider and report to Parliament on:

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c) the administration of Government agencies to determine hindrances to their efficiency and to make recommendations to the Government for improvement of public administration.

This Report of the PAAC for the First Session of the Eleventh Parliament contains the details of the examination of thirty-two (32) Ministries and Departments with regard to three (3) Sub-Heads –

- Current Transfers and Subsidies;
- Development Programme – Consolidated Fund; and
- Infrastructure Development Fund.

In undertaking this examination, the Committee decided to employ three (3) mechanisms: written submissions, Public Hearings and site visits. The Committee made a general call for written submissions from the relevant Ministries and Departments and then focused on a review and analysis of the written submissions. Subsequently, the Committee conducted Public Hearings with eleven (11) Ministries and Departments and conducted four (4) site visits. The approach adopted by the Committee took into account the time constraints.

Emanating from the examination, certain pervasive issues were identified:

- Internal Audit;

- Fraud;
- Monitoring and Evaluation;
- Exclusion of Projects from the Public Sector Investment Programme (PSIP)
- Project Management;
- Non-Profit Institutions;
- Sub-Accounting Units in Small Departments; and
- Communication Backbone

Specific issues related to individual Ministries and Departments were also identified. The Committee has proffered recommendations related to the issues identified.

The Committee submits its observations and recommendations in chapter 2.

1. INTRODUCTION

THE COMMITTEE

The PAAC (The Committee) of the Eleventh Republican Parliament was established by the revised Standing Orders to:

- examine current public expenditure, thereby capturing the full budget cycle by providing Parliamentary oversight of the implementation of the budget; and
- conduct a real time examination of the expenditure by Ministries and Departments.

In the 11th Parliament the Members of the Committee were appointed by resolutions of the House of Representatives and the Senate at sittings held on Friday November 13, 2015 and Tuesday November 17, 2015 respectively.

By virtue of S.O. 109(6) and 99(6) of the House of Representatives and the Senate respectively+, the Chairman of the Committee was the Speaker. At its First Meeting held on January 27 2016, the Vice-Chairman was elected. Additionally, in order to exercise the powers granted to it by the House, the Committee was required by the Standing Orders to have a quorum. A quorum of three (3) Members, inclusive of the Chair or Vice-Chairman, with representatives from both Houses, was agreed to by the Committee at its First Meeting.

The Committee in the discharge of its Parliamentary Financial Oversight function of monitoring the implementation of the budget focused on the control mechanism for expenditure under the Sub-Heads: Current Transfers and Subsidies, Development Programme (DP) - Consolidated Fund (CF) and Infrastructure Development Fund (IDF). The objective of the Committee's inquiry was to determine whether there was accountability, transparency and value for money in the use of public funds under these three Sub-Heads.

METHODOLOGY

Determination of the Committee's Work Programme

Preliminary Considerations

The Committee held a meeting with stakeholders in order to get a full understanding of the budget preparation process. These stakeholders included:

- the Permanent Secretary and the Director of Budgets, Ministry of Finance; and
- the Permanent Secretary, Ministry of Planning and Development.

Based on these discussions, the Committee identified two (2) possible approaches to conduct its examination:

- entity by entity; or
- specific Sub-Heads of Expenditure.

Review of Documents

The Committee deliberated on the budget documents, namely:

i. The Draft Estimates of Expenditure
ii. The Draft Estimates of Revenue
iii. The Draft Estimates - Details of Estimates of Recurrent Expenditure
iv. The Draft Estimates of Revenue and Expenditure of the Statutory Boards and Similar Bodies and of the Tobago House of Assembly
v. The Draft Estimates of Development Programme
vi. The Public Sector Investment Programme (PSIP)
vii. The Public Sector Investment Programme (PSIP) Tobago
viii. The Three Year Public Sector Investment Programme (PSIP)
ix. The Social Sector Investment Programme
x. The State Enterprises' Investment Programme
xi. The Review of the Economy
xii. The Ministry of Finance's Call Circular
xiii. General Warrant

The Committee noted the total allocations for Current Transfers and Subsidies, Development Programme - Consolidated Fund and the Infrastructure Development Fund for 2016 were as follows:

Sub-Head	Total – 2016
Current Transfers and Subsidies	$23,511,715,852
Consolidated Fund (DP)	$3,467,250,000
Infrastructure Development Fund (DP)	$3,532,750,000

Current Transfers and Subsidies refers to the transfer of funds to Regional Bodies, Non-Profit Organisations, State Enterprises and Subsidies e.g. the Government Assistance for Tertiary Education (GATE).

The Development Programme consists of the Consolidated Fund and Infrastructure Development Fund. This constitutes the Capital Expenditure component of the National Budget and is used by the Government as a strategic tool to effectively execute its policies and achieve its national development objectives. This expenditure is intended to fund projects and programmes which are investments geared collectively towards stimulating economic growth and achieving high human development.

- The Consolidated Fund refers to Direct Charges from the Consolidated Fund; and
- The Infrastructure Development Fund refers to a transfer from the allocation to the Ministry of Finance.

Consequently, the Committee agreed to conduct an omnibus examination for compliance with systems and processes established to monitor expenditure across Ministries and Departments under the above mentioned Sub-Heads. Thirty-two (32) Ministries and Departments were identified as receiving an allocation under one (1) or more of the (3) three Sub-Heads of Expenditure, namely:

<u>HEAD</u>

03 Judiciary
04 Industrial Court
05 Parliament

06 Service Commissions

08 Elections and Boundaries Commission

09 Tax Appeal Board

13 Office of the Prime Minister

15 Tobago House of Assembly

17 Personnel Department

18 Ministry of Finance

22 Ministry of National Security

23 Ministry of the Attorney General and Legal Affairs

26 Ministry of Education

28 Ministry of Health

30 Ministry of Labour and Small Enterprise Development

31 Ministry of Public Administration and Communications

35 Ministry of Tourism

37 Integrity Commission

38 Environmental Commission

39 Ministry of Public Utilities

40 Ministry of Energy and Energy Industries

42 Ministry of Rural Development and Local Government

43 Ministry of Works and Transport

48 Ministry of Trade and Industry

61 Ministry of Housing and Urban Development

62 Ministry of Community Development, Culture and the Arts

64 Trinidad and Tobago Police Service

65 Ministry of Foreign and CARICOM Affairs

67 Ministry of Planning and Development

68 Ministry of Sport and Youth Affairs

77 Ministry of Agriculture, Land and Fisheries

78 Ministry of Social Development and Family Services

The Committee determined the examination would begin by a call for written responses to the thirty-two (32) Ministries and Departments to questions posed by the Committee. Questions[1] were sent on February 26, 2016 and written responses were requested to be submitted by March 11, 2016.

Of the thirty-two (32) Ministries and Departments which received requests for written responses, the Ministry of Attorney General and Legal Affairs neglected to submit their response by the given deadline of March 11, 2016. Consequently, the Ministry of Attorney General and Legal Affairs was summoned before the Committee on Wednesday April 13, 2016 to state reasons for the non-submission of written responses within the stipulated timeframe. The written responses were subsequently received on April 18, 2016.

Implementation of the Work Programme

The Committee deliberated on the responses submitted by Ministries and Departments and agreed on the selection of twelve (12) for examination in public based on the content of the responses or current matters in the public domain. The Twelve (12) Ministries and Departments were:

HEAD	Ministries & Departments	Date Examined
68	Ministry of Sport and Youth Affairs	April 13, 2016 and June 15, 2016
04	Industrial Court	April 27, 2016
09	Tax Appeal Board	April 27, 2016
38	Environmental Commission	April 27,2016
37	Integrity Commission	April 27, 2016
39	Ministry of Public Utilities	May 11, 2016
13	Office of the Prime Minister	June 08, 2016
64	Trinidad and Tobago Police Service	June 08, 2016
17	Personnel Department	June 08, 2016

[1] Questions sent to the Ministries and Departments are included in **Appendix I**.

08	Elections and Boundaries Commission[2]	June 08, 2016
28	Ministry of Health	June 15, 2016
35	Ministry of Tourism	Junes 22, 2016

The Inquiry Process

The Inquiry Process outlines steps to be taken by the Committee when conducting an inquiry into an entity or issue. The following steps outline the Inquiry process followed by the PAAC, for this omnibus examination:

I. Identification of entities to be examined;

Head	Ministries/Departments
68	Ministry of Sport and Youth Affairs
04	Industrial Court
09	Tax Appeal Board
38	Environmental Commission
37	Integrity Commission
39	Ministry of Public Utilities
13	Office of the Prime Minister
64	Trinidad and Tobago Police Service
17	Personnel Department
08	Elections and Boundaries Commission
28	Ministry of Health
35	Ministry of Tourism

II. The Inquiry Proposal which outlined:
   a. Objectives of the Inquiry; and
   b. Questions.

III. Production of an Issues Paper by the Committee based on written responses received from the Ministries and Departments. The Issues Paper identified and summarised any matters of concern raised in the responses;

[2] The Elections and Boundaries Commission were not examined on June 08, 2016, as intended, due to time constraints as a result of the in depth/lengthy examination of the other three (3) Ministries and Departments on that day.

IV. Determination of the need for a Public Hearing[3] based on the analysis of written submissions. If there was need for a Public Hearing, the relevant witnesses were invited to attend and provide evidence. Twelve (12) Ministries and Departments were selected for public hearings.

V. Conduct of a site visit[4] to obtain a first-hand perspective of the implementation of a project (optional/discretionary). The Committee conducted site visits to the following:
   - National Aquatic Centre
   - Cycling Velodrome
   - Trinidad Generation Unlimited
   - Couva Children's and Adult Hospital;

VI. Issue of written request to the entity for further details should the Committee require any additional information after the public hearing or site visit.[5]

VII. Report Committee's findings and recommendations to Parliament upon conclusion of the inquiry.

VIII. Present Ministerial Response to any recommendations or comments addressed to a particular Ministry or Department, by the Minister with responsibility.[6]

[3] Public Hearings are information gathering mechanisms and forms part of Parliament's oversight role. Hearings are conducted to examine the operations of Ministries and Departments. At such hearings, the Committee question witnesses (persons concerned with the agency or issue under scrutiny) in order to obtain information to make valid findings and recommendation, which addresses issues and challenges.

[4] Site visits form part of Parliament's oversight role and serves the purpose of gathering information to determine whether such projects are in compliance with stated policies and/or objectives. Specifically, site visits provide immediate feedback, to ensure that the inspected entity is in compliance with oversight regulations and hold service providers accountable for their responsibilities to provide quality services.

[5] Requests for further details were sent to most of Ministries and Departments who appeared at Public Hearings.

[6] Pursuant to S.O. 110(6).

2. ISSUES, OBSERVATIONS AND RECOMMENDATIONS

Pervasive Issues

Pervasive Issues are areas where improvements are needed across several Ministries and Departments. Based on written submissions and Public Hearings, the Committee identified a number of these issues[7]. The following pervasive issues were identified:

1. **Internal Audit**

   The role of Internal Audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. Internal Audit serves a critical function in all Ministries and Departments. However, based on the Committee's examination, the Internal Audit function appeared to be:

   - non-existent; or
   - understaffed; or
   - under-resourced; or
   - lacking the capacity to assist in the mitigation of risks, for example, the general strengthening of the internal control processes.

   The Internal Audit staff of many Ministries and Departments were occupied with administrative duties such as checking payments of salary arrears, overtime and other similar routine tasks. This was especially the case in larger Ministries such as the Ministry of Health, Ministry of Education and Ministry of National Security in which there were a large number of persons employed in various categories of service. This coupled with the general insufficiency of persons working in the Internal Audit units reduced the capacity of those units (where they exist) to focus on larger issues of risk management, governance and internal control processes.

[7] It is important to note that a number of these pervasive issues were also identified in the Auditor General's Report on the Public Accounts of the Republic of Trinidad and Tobago for the financial year 2015. http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202015.pdf

Recommendations:

- ***The Head of the Public Service develops a training programme to strengthen the Internal Audit function throughout the Public Service, which must include continuous training to ensure knowledge and practices remain up-to-date with International Financial Reporting Standards (IFRS)/ IPSAS.***

  Consideration may be given to the use of the resources of the Treasury and the Auditor General to assist with the delivery of the programme. Through the strengthening of Internal Audit departments, many issues can be rectified in a timely manner. Records will be properly maintained, issues will be identified and dealt with and there will also be a higher sense of accountability, transparency and value for money.

- ***The Public Service Commission and the Chief Personnel Officer review the job descriptions and the terms and conditions of employment for all levels of Internal Audit staff, with the with the objective of making Internal Audit a professional stream in the Public Service.***

- ***The Public Service Commission and the Chief Personnel Officer takes all requisite steps to fill all vacant positions after the review mentioned above, in a timely manner.***

- ***The Public Service Commission and the Chief Personnel Officer must deviseand implement retention strategies to minimise loss of Internal Audit personnel in the Public Service.***

2. Fraud

According to the Association of Certified Fraud Examiners, fraud can be defined as a knowing misrepresentation of the truth or concealment of a material fact to induce another to act to his or her detriment. Consequently, fraud includes any intentional or deliberate act to deprive another of property or money by guile, deception, or other unfair means.[8]

[8] http://www.acfe.com/fraud-101.aspx

Based on the Committee's examination, there appeared to be no distinct mechanism to distinguish between fraud and error in the Public Service, rather, most instances of misrepresentation appeared to be classified as errors.

Recommendations:

- ***The Ministry of Finance develops and implements a mechanism to:***
  - ***identify; and***
  - ***prevent fraud***

  which is to be applied to all Ministries, Departments, State Enterprises and Statutory Authorities. This will ensure that accountability is maintained.
- ***Penalties should be introduced to penalise persons found guilty of committing fraud within Ministries, Departments, State Enterprises and Statutory Authorities.***

3. Monitoring and Evaluation

Monitoring and evaluation refers to the process that helps improve performance and achieve results with the aim of improving current and future management of outputs, outcomes and impacts. Monitoring and Evaluation Units ensure that economies of scale are achieved in projects and that there is no resource wastage.

Based on the Committee's examination, a number of Ministries and Departments did not have a Monitoring and Evaluation unit or where units existed, they found to be severely understaffed. Instances of wastage were identified within various Ministries and Departments, for example, the project to outfit the New Office Building for the Personnel Department. Steps should be taken to ensure that projects are completed while avoiding cost overruns and ensuring that resources are distributed efficiently and effectively.

Recommendations:

- ***Ministries and Departments must familiarise themselves with the National Monitoring and Evaluation Policy of Trinidad and Tobago[9] which outlines***

[9]http://www.planning.gov.tt/sites/default/files/content/mediacentre/documents/NationalMonitoringAndEvaluationPolicyOfTrinidadAndTobago.pdf

the system for monitoring and evaluation during the execution of projects, focusing on accountability, transparency, credibility, objectivity, ethics and utility.

- ***The Ministry of Finance and Ministry of Planning and Development must ensure there is a clear distinction between the functions of the Internal Audit Units and the Monitoring and Evaluation Units.***
- ***Ministry of Planning and Development develops training to ensure the Monitoring and Evaluation Units perform at optimum capacity.***
- ***Ministry of Planning and Development develops Standard Operating Procedures (SOP) for the Monitoring and Evaluation Units.***

4. Exclusion of Projects from the PSIP

According to the Annual Call Circular for the Preparation of the Estimates of Revenue and Expenditure, annual/legacy (long-standing) projects, i.e. multi-year programmes and projects for which there are no discernable end dates and which are deemed to be annual must be excluded from capital expenditure funding.

Based on the Committee's examination, there were a number of projects including computerisation, health programmes and maintenance and upgrades which were identified to be removed from capital expenditure funding.

Recommendations:

- ***The Ministry of Planning and Development identifies and removes long-standing projects and programmes from capital expenditure funding.***
- ***The Ministry of Finance through its Budgets Division, must ensure that programmes transferred to recurrent expenditure from capital expenditure receive adequate funding.***

5. Project Management

Project management, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.[10] Effective project management can assist Ministries and Departments in carrying out projects while receiving value for money.

Based on the Committee's examination, project management is required as a specialty skill used by Ministries and Departments. Ministries and Departments such as, the Trinidad and Tobago Police Service and the Ministry of Public Utilities appeared to have effectively functioning Project Management Units, while others such as, the Ministry of Sport and Youth Affairs needed to strengthen its capacity.

Recommendation:

- ***The Ministry of Planning and Development standardises the project management function across Ministries and Departments. The Ministry may wish to consider identifying existing model Ministries and Departments which can be used as benchmarks.***

6. Non-profit Institutions

Non-profit Institutions form an important part of the Government service delivery mandate as they ensure the welfare of citizens in specific areas such as, sporting, community development, gender and healthcare.

Based on the Committee's examination, controls over the use of Government's funds in Non-Profit Institutions appeared to be weak. For example, in the Ministry of Sport and Youth Affairs, the Committee discovered a duplicate transfer of funds to a Non-Profit Institution. The Committee also identified that there may exist the risk of Non-Profit Institutions receiving funding from multiple Ministries and Departments because there were no checks across Ministries and Departments.

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[10] http://www.pmi.org/about/learn-about-pmi/what-is-project-management

Recommendations:

- ***The Ministry of Finance establishes and maintains a register of all Non-Profit Institutions receiving funding from the State including the quantum, the source of funding and the purpose. This register should be made accessible to all Ministries and Departments providing funding to Non-Profit Institutions.***
- ***The Ministry of Finance develops specific rules for expenditure control in Non-Profit Institutions. These rules should clearly outline the terms and conditions for the release of funds to Non-Profit Institutions and for the accountability for the expenditure of the funds.***

7. Sub-Accounting Units in Small Departments

In the Public Service, the Accounting Unit may be divided into the main Accounting Unit and the Sub-Accounting Unit. This division may occur depending on the number of sections under the control of the Accounting Unit. An Accounting Unit is a section where vouchers are passed by its own check staff and vote control division for the preparation of cheques. A Sub-Accounting Unit is a section of a department where the placing of orders is undertaken and where payment vouchers are prepared and certified.

Based, on the Committee's examination, there were a number of weaknesses in the use of Sub-Accounting Units by smaller Departments. For example, the Tax Appeal Board and Environmental Commission were Sub-Accounting Units of the Industrial Court. This caused delays in payments and created gaps in expenditure control. The use of Sub-Accounting Units may usurp the authority of the Accounting Officer to which the Sub-Accounting Unit has been assigned. In Sub-Accounting Units, the Internal Audit function would be shared by both the Sub-Accounting Unit and the main Accounting Unit which further burdens the limited resource capacity of the Internal Audit Unit.

Recommendation:

- ***The Ministry of Finance discontinues the use of Sub-Accounting Units within Ministries and Departments.***

- ***In the interim, where Sub-Accounting Units exist, the Ministry of Finance must ensure there are clear lines of authority for each Accounting Officer.***
- ***The Public Service Commission must ensure that main Accounting Units be adequately staffed both in persons and with the skill sets to properly service all Divisions within the Ministry.***

8. Communication Backbone

Since 2001, the Government has provided a single, secure wide area network called GovNeTT which connects all Ministries and Department. This communications backbone enables collaboration and service delivery, supports enterprise-wide applications and provides shared services.

Based on the Committee's examination it was noted that a number of Ministries and Departments failed to utilise the common infrastructure, instead many have pursued siloed investments in hardware, software and internet connectivity solutions from commercial providers. These practices have resulted in inefficiencies, wastage and a substantial duplication of expenditure while also running counter to the centralised approach envisaged for GovNeTT.

Recommendation:

- ***The Ministry of Public Administration and Communications mandates that all Ministries and Departments utilise the Government Communication Backbone in keeping with the Cabinet Minute. This will assist in producing economies of scale while demonstrating fiscal prudence.***

SPECIFIC ISSUES

Head 03 - Judiciary

I. Based on the written submission, the Committee noted that:

- Templates were provided, however, they were not populated with information, save for the total approved cost of some projects. As such the Committee was unable to come to any conclusive finding;

Recommendation:

- **Dialogue should be had with the Court Executive Officer to provide detailed information on the areas selected for examination in this inquiry by December 31, 2016.**

Head 04 - Industrial Court

I. Tobago Court

The Committee noted that in the 2003/2004 financial year, the Industrial Court identified a need for a court in Tobago because of the hardship endured by litigants from Tobago with their matters being heard in Trinidad. There was some initial difficulty in identifying a building to accommodate the Court. In 2014, the Sandy Hall building was leased from the Tobago House of Assembly to accommodate the new court. The estimated cost to outfit the building was eleven million dollars ($11 Mn). The commencement date could not be determined as the project was transferred to the Ministry of Planning and Development.

Recommendations:

- ***The Ministry of Planning and Development must prioritise the project to outfit the Sandy Hall building to house the Tobago branch of the Industrial Court.***

Head 05 - Parliament

I. Based on the written submission, the Committee noted that:

- Under Current Transfers and Subsidies the Parliament received a total allocation $879,000. This allocation was divided into Commonwealth Bodies and International Bodies. The effectiveness of the Parliament's membership in these bodies was assessed not only by the Accounting Officer but by Members of Parliament through the responsible Committee. Generally the effectiveness of these organisations depended upon the extent to which the Parliament avails itself of the opportunities provided for Member and staff training exposure;

Recommendation:

- ***The Accounting Officer should ensure that the responsible parliamentary Committee is informed in a timely manner of all opportunities for Member and staff training;***

Head 06 - Service Commissions Department (SCD)

I. Implementation of an Electronic Document Management System

The total 2016 allocation for SCD for Sub Head 09 – Development Programme was $5,000,000.00 for the Implementation of an Electronic Document Management System (EDMS). This represented 20% of the funding required for the total implementation of the EDMS. The 2016 allocation was being utilised for the procurement of hardware, consumables, preparation of space for backfile conversion, staff and infrastructural work including electrical and Ethernet drops. The total expenditure as at February 2016 was $298,000.00, which was used to purchase equipment for scanning (computers). The total outstanding commitments as at February 2016 was $290,000.00, which was reserved to pay for switches for the network backbone and for preparation of accommodation for equipment and data entry personnel.

In September 2014, Cabinet approved funding in the sum of US$4,009,432 (TT$25,780,650) for the implementation of the EDMS. The EDMS was a computer system used to track and store electronic documents and/or images of paper documents allowing the SCD to streamline operations and share information.

The implementation of the EDMS would assist the SCD in managing the lifecycle of all personnel and operations files through the different stages of creation, operation, referencing, archival/preservation and discard and allow faster access to information to enable the commissions to achieve its objective.

The EDMS was a two (2) year project, which commenced in January 2016, and was expected to be completed in December 2017. The Auditor played an active role in monitoring the project by providing advice and guidance towards ensuring compliance with the relevant financial rules and regulations that govern the procurement of good and services within the Public Service and by providing objective analyses of related activities.

There was oversight from the Accounting Officer, Management Committee and Internal Audit Department at varying stages of project implementation to ensure that issues such as fraud could be detected and/or prevented before, during and after completion of the project.

Recommendation:

- The Service Commissions Department should widen the Internal Audit scope to include:
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.

Head 08 - Elections and Boundaries Commission (EBC)

I. Voter Registration and Election Management System (Integrity) Software

A total of $5,000,000.00 was allocated, under Sub-Head 09 – Development Programme for the Upgrading of the Electronic Voter Registration and Election Management

System. In 2004, the EBC entered into a contract with De La Rue International Limited for the supply of Voter Registration and Election Management System (Integrity) Software. Since then, the parties have entered into several arrangements for continuing support and maintenance as well as the provision of additional services and/or hardware as required. The current agreement would come to an end on October 31, 2016, when a new contract was expected to be negotiated.

Based on the Annual Call Circular for the Preparation of the Estimates of Revenue and Expenditure, the project for the Upgrading of the Electronic Voter Registration and Election Management System can be deemed an annual/legacy (long-standing) project, for which there is no discernable end date and it ought to be excluded from capital expenditure funding. The Committee acknowledges that the EBC expressed similar reasoning in its submission to the Committee. Additionally, the Committee noted that it remained unclear whether De La Rue was the only company capable of providing support, maintenance and other services.

Recommendations:

- ***The EBC must identify the Upgrading of the Electronic Voter Registration and Election Management System as a long-standing project and ensure that the Ministry of Planning and Development removes it from capital expenditure funding.***

- ***The Ministry of Finance through its Budgets Division, should ensure that the project receives adequate funding under recurrent expenditure.***

- ***Must at all times follow the tendering rules and procedures mandated for use in the Public Service regardless of any previous arrangement with suppliers. This includes the rules for Sole Selective Tendering which requires that the contractor prepares Technical and Price proposals on the basis of the Terms of Reference which is negotiated by the entity. Additionally a report must be submitted as soon as possible to the Minister of Finance prepared by the Ministry/Department.***

II. Construction of the Arima and Piarco Registration Area Office

For 2016 a total of $1,000,000.00 was allocated, under Sub-Head 09 – Development Programme – IDF, for the Construction of the Arima and Piarco Registration Area Office. However, as at March 29, 2016, work was yet to commence. The Ministry of Works and Infrastructure, the designated Project Manager, was not able to start the project. The Commission proposed to approach the National Insurance Property Development Company Limited (NIPDEC) to act as Project Manager in a bid to expedite the construction of the building.

Recommendations:

- **Elections and Boundaries Commission:**
    - ***Holds urgent discussions with the Ministry of Works and Transport and NIPDEC to determine the Project Manager for this project.***
    - ***Commences construction of the Office by December 2016.***
- ***The Accounting Officer of the Commission must ensure that there is in-house project management capacity to monitor this project.***

Head 09 - Tax Appeal Board

I. Library

The Committee noted that the Tax Appeal Board:

- Undertook a project to change its physical infrastructure to accommodate an expanded library;
- Was housed in rented accommodation which was not intended to be its permanent location;
- Library staff consisted of a Librarian from NALIS and two (2) Library Assistants;
- Made attempts to partner with the NALIS Library, however, the NALIS library did not possess then, the repository of books required by the Board.

Recommendations: Tax Appeal Board -

- ***Ceases further upgrades to and expansion of the Library until the Board is accommodated in a permanent location owned by the State.***
- ***In the interim, should work in conjunction with NALIS to facilitate the purchase and supply of any additional books, journals, materials and library services.***

II. Supply and Installation of an Uninterrupted Power Supply

The Committee noted that the Tax Appeal Board:

- Implemented a project to supply and install an Uninterrupted Power Supply (UPS) to provide continued and uninterrupted functions in the event of a power failure.
- Intended to install the UPS on the second floor of the building which houses the Board's Library as well as offices of the Chairman and members of the Board's Tribunal.
- The actual cost of the project was expected to be $89,889.75.

Based on the Committee's examination it was unclear whether the Board followed proper tendering procedure to select the supplier for the UPS.

Recommendation: Tax Appeal Board -

- ***Must at all times follow the tendering rules and procedures mandated for use in the Public Service regardless of any previous arrangement with suppliers. This includes the rules for Sole Selective Tendering which requires that the contractor prepares Technical and Price proposals on the basis of the Terms of Reference which is negotiated by the entity. Additionally a report must be submitted as soon as possible to the Minister of Finance prepared by the Ministry/Department.***

Head 13 - Office of the Prime Minister

I. Licensing and Monitoring of Community Residences

The Committee noted:

- The Children's Authority was responsible for licensing forty-nine (49) Community Residences with the relevant legislation.
- There were forty-eight (48) residences awaiting licences, one recently licenced.
- A monitoring and evaluation mechanism and reporting mechanism was put in place to treat with the payment to Community Residences.
- The Office of the Prime Minister's Monitoring and Evaluation Coordinating Unit provided training to the staff of the Community Residences to ensure best practices were maintained.
- The Monitoring and Evaluation Coordinating Unit worked with Community Residences to assist with the preparation of reports to the Ministry.

Recommendations: The Office of the Prime Minister -

- ***Ensures that there is a policy for financial and administrative oversight of all Community Residences receiving funding.***
- ***Ensures the licensing of Community Residences by December 2016.***

II. Presence of ChildLine in Schools and Awareness to the General Public

The Committee noted that ChildLine aimed to ensure that children in Trinidad and Tobago live in an environment free from physical, emotional, sexual and psychological violence.[11] ChildLine would visit at least one hundred (100) schools in each quarter with some schools that requested repeated workshops on particular topics. ChildLine also conducted outreach services and calls if it recognised or identified certain areas and issues.

[11] http://childlinett.org/index.php?option=com_content&view=article&id=46&Itemid=53

Recommendations: The Office of the Prime Minister -

- ***Embarks on a public awareness campaign to ensure the widest possible use of the programme.***
- ***Directs ChildLine to collaborate with the Student Support Services Unit of the Ministry of Education on issues affecting children throughout schools in Trinidad and Tobago.***

Head 15 - Tobago House of Assembly

I. Based on the written submission, the Committee noted that:

- The Internal Audit Department conducted periodic reviews of the internal controls.
- In instances of suspicion of fraud, when a matter was brought to the attention of the Chief Administrator, the Audit Department would investigate;
- The Division of Planning and Development was charged with the responsibility of monitoring and evaluation of the PSIP programme of the THA;
- There were a number of projects with commitments or expenditure but no parliamentary allocation;

Recommendations: Tobago House of Assembly

- ***Should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Should ensure that the Division of Planning and Development has the requisite staff complement to engage in effective monitoring and evaluation. Additionally, regular training should be provided for staff engaged in monitoring and evaluation;***

Head 17 - Personnel Department

I. Customisation and Outfitting of the Barataria Office

The Committee noted:

- The Personnel Department received an allocation for the Customisation and Outfitting of a new office building in Barataria.
- This office was intended to house all five (5) branches of the Personnel Department.
- The project started in March 2014, however, rent was paid from December 2012. This was due to the requirements indicated by the owner of the building.
- The Personnel Department was involved in a three (3) year contract with the owner from 2012 to 2015.
- As at September 2015 a total of $41Mn was spent on rent of office.
- As of the date of the examination the customisation and outfitting of the office had not been completed.
- The lease agreement ended December 2015, but Personnel Department continued to pay rent for the building as at March 2016.
- Personnel Department also continued to pay the security contract fees for the office.

Based on the Committee's examination, these matters constituted a breach of Financial Regulation 34[12] which places the responsibility on the Accounting Officer to use public funds to its best advantage.

Recommendations: Personnel Department -

- ***Terminates forthwith the payments of security fees for the property.***
- ***Must obtain legal advice on the recovery:***
  - ***of monies paid to the landlord to customise the office;***
  - ***of the additional rent fees after the expiration of the lease.***

[12] See page 25 of the Auditor General Report, 2014.

- ***Develops monitoring procedures and policies to ensure mismanagement of funds does not re-occur.***

II. Strategic Plan

A Strategic Plan is a document used to communicate with the organisation, its goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

The Committee noted that the Personnel Department was being steered by a Draft Strategic Plan. The development of the strategic plan began in October 2012, and was expected to be completed in September 2016. The strategic objectives of the plan were being utilised by the Department, as at the date of examination by the Committee .

Recommendation:

- ***The Personnel Department presents a report to the Parliament on the status of the development and implementation of its Strategic Plan for 2016-2020 by December 2016.***

<u>Head 18 - Ministry of Finance</u>

I. Based on the written submission, the Committee noted that:

- 54 percent of the entities listed under Current Transfers and Subsidies for fiscal 2016 were Non-operational entities and were in different stages of liquidation;
- The Investments Division was in the early stages of developing Performance Indicators and Benchmarks that could be used to assess the level of effectiveness attained by each Enterprise in its different sectors;
- Cabinet, by Minute No. 142 of October 22, 2015, agreed to the establishment of a Committee to conduct a review and assessment of the operations and performance of all existing Special Purpose/Wholly Owned State Enterprise or entities controlled by the State. It was the intention that findings and recommendations coming out of the report would be used to inform the revision of the State Enterprises Performance Monitoring Manual.

- The Ministry did not have a direct role in detecting or investigating fraud in State Enterprises. The Ministry, through the officers of the Central Audit Committee sitting in the Audit Committees of State Enterprises, monitored the Audit reports of the Internal Audit Department for instances where fraud was detected.
- The Tender Procedures were closely followed to prevent, detect and investigate fraud in projects (under Development Programme).
- The focus of Internal Audit of Ministries and Departments had always been on compliance checking rather than governance and risk management, which would also determine the level of transparency and accountability.
- In the Treasury Division, audit reports were prepared up to March 2015, however, Current Transfers and Subsidies were not included in the Internal Audit Work Programme for fiscal year 2016 and as such no reporting was done. Additionally, it was indicated that although there were eleven (11) Internal Audit staff members on the establishment, there were only for (4) audit staff members. A difficulty to source persons who were willing to fill these vacancies was cited.

Recommendations: Ministry of Finance

- ***Provides a status update on the Performance Indicators and Benchmarks and indicates whether this resource will be shared with the rest of the Public Service by December 2016;***

- ***Provides a status update on the review and assessment of the operations and performance of Special Purpose/Wholly Owned State Enterprises or entities controlled by the State by December 2016;***

- ***Provides a timeframe for the revision of the State Enterprises Performance Monitoring Manual by December 2016;***

- ***Takes immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

- **S*hould widen the Internal Audit scope (if not already in place) to include:***

    - Analysis of strengths, weaknesses and threats;

- Identification and assessment of risk;
- Identification of conflicts of interests; and
- Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.

- ***Ensures that Current Transfers and Subsidies is included in the Internal Audit Work Programme for fiscal year 2017;***

- ***Takes urgent steps to fill the existing vacancies in the Internal Audit Department while also ensuring that proper training is provided;***

Head 22 - Ministry of National Security

I. Based on the written submission, the Committee noted that:

- In the re-alignment of Ministries, a Monitoring and Evaluation Unit was acquired. The Ministry assured that when the unit was functional, it would engage in measuring the outcome of each project under its remit;
- The Annual Administrative Report which outlined the developments of each entity was prepared by the Ministry and laid in Parliament;
- Accounting controls ensured that financial statements were prepared correctly;
- The Internal Auditor was required
  - (a) to examine all expenditure in relation to the Draft Estimates;
  - (b) to ensure funds were available for all expenditure under the correct Vote; and
  - (c) to verify that there was proper authority and supporting documents for expenditure.

  From the aforementioned statement it remained unclear whether the Internal Auditor was engaged solely in administrative duties or whether the Internal Auditor's focus entailed larger issues of risk management, governance and internal control processes;

- As at February 2016, no sums were transferred under Development Programme;

Recommendations: Ministry of National Security

- ***Should ensure that its Internal Audit scope includes:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Should ensure that the Monitoring and Evaluation Unit is fully functional and staffed by September 2017, with the capability to measure the outcome of projects;***

Head 23 - Ministry of the Attorney General and Legal Affairs

I. Based on the written submission, the Committee found that:

- Internal Audit reports were produced on request from the Permanent Secretary and vouchers were reviewed in the normal vouching system. The date of the last Internal Audit Report was November 2015. There were no issues and no recommendations were made;
- Accountability to Parliament occurred through the submission of Annual Reports;
- There was no documented policy or mechanism for preventing, detecting and investigating fraud both at the Ministry and for entities under its purview;
- There appeared to be no clear distinction between Project Management and Monitoring and Evaluation. Reference was made to a Project Team which seemed to fulfill both these functions;

Recommendations: Ministry of Attorney General and Legal Affairs

- ***Should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and

    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Should take immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error;***
- ***Should ensure that the Project Team is properly trained and possess the requisite experience in Project Management and Monitoring and Evaluation;***

<u>Head 26 - Ministry of Education</u>

I. Based on the written submission, the Committee found that:

- There appeared to be no standard mechanism for detecting fraud and differentiating between fraud and error;
- The Internal Audit function at the Ministry appeared to extend well beyond administrative duties and also focused on larger issues of risk management, governance and internal controls.
- The Internal Audit Unit had produced a number of reports. Audits were conducted on a rotational and sample basis as outlined in the approved Annual Audit Programme.
- Due to the large volume of previous year vouchers, which were being submitted to Internal Audit at the start of the 2015-2016 fiscal year and were still being submitted for verification as at February 2016, under the instruction of the Permanent Secretary, the programmed audit surveys were suspended.
- IDF was included in the Annual Audit Programme for 2015-2016, however, due to staff constraints and increased volume of work as at February 2016, the audit survey was not attempted.
- In order to address the staffing issue, the establishment of the Internal Audit Unit was being reviewed with a view to increasing the number of technical officers to meet the auditing needs of the Ministry.

- The Seamless Education System Project was audited by Inter-American Development Bank (IDB) auditors;
- The Ministry expressed the need for clarity on whether Internal Audit could audit expenditure of funds released to State Enterprises. Clarity was also sought on the role of the Permanent Secretary in relation to State Enterprises. The Ministry also highlighted that the Public Management Consulting Division (PMCD) in determining staffing for Internal Audit did not include work with regard to State Enterprises and educational institutions;
- Financial Statements and Annual Administrative Reports of the Ministry and entities under its purview, were identified as measures for accountability to Parliament;
- There were three (3) projects, as at February 2016, which did not have parliamentary approval and were classified as new. These were the construction of St. Helena SDMS, San Francique SDMS and Mafeking Government Primary Schools. Of these, construction of St. Helena SDMS was approved via Cabinet Minute No. 1747 dated 18 June 2014. Pre-construction activities were initiated for these projects;

Recommendations: Ministry of Education

- ***Takes immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

- ***Ensures that the Internal Audit Unit is sufficiently staffed with technical officers and receives the necessary training to build capacity. Additionally, the Ministry should widen the*** *Internal Audit scope to include:*

    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.

- ***Ensures that there are mechanisms in place to treat with previous years vouchers without jeopardising the Internal Audit Work Programme in the current fiscal year;***

- ***Ensures the inclusion of IDF in the Annual Internal Audit Work Programme for fiscal year 2017;***

- ***Provides a status update on whether the construction of St. Helena SDMS, San Francique SDMS and Mafeking Government Primary Schools has received parliamentary approval, by December 2016.***

Head 28 - Ministry of Health

I. Internal Audit Unit

The Committee noted that based on the last Internal Audit Report conducted by the Ministry of Health, of the twenty (20) areas identified in the Internal Audit Work Programme, thirteen (13) were not audited by the Internal Audit Unit. This stemmed from an understaffed Internal Audit Unit.

Recommendations: The Ministry of Health -

- ***Urgently makes arrangements with the Public Service Commission to appoint suitably qualified persons to fill the vacancies of the Internal Audit Unit.***
- ***Ensures staff of the Internal Audit Unit are properly trained and certified.***
- ***Audits the remaining thirteen (13) areas to ensure accountability within the Ministry of Health by February 28, 2017.***

II. Hospital Refurbishment Programme

The Committee noted the Ministry of Health was refurbishing the Neonatal Unit and Labour Ward at the San Fernando General Hospital. The work was primarily concerned the repair and replacement of the roof of the building. As at June 2016, the Ministry of Health was developing the scope of works for the project.

Recommendations: The Ministry of Health -

- ***Completes the project by December 2016.***
- ***Refers to The Public Procurement and Disposal of Public Property (Amendment) Bill, 2015 when selecting contractors for this project to ensure accountability, value for money and that the project is completed in a timely manner and within budget.***

III. Upgrade of Medical Equipment

The Committee noted the Ministry of Health had a Medical Equipment Upgrade Programme to refurbish medical equipment at hospitals and Regional Health Authorities. This project started in March 2013, however, the Committee noted that the status of this project at the individual hospitals and Regional Health Authorities had not commenced as the requisite approval for expenditure from the Ministry had not been acquired and even in cases when approval was received no expenditure was incurred.

Recommendations:

- ***The Project Manager revisits and revises this programme to ensure it meets all requirements to receive approval by the Permanent Secretary.***
- ***Revision and approval should occur by December 2016 so that the programme can commence and be completed within six (6) months of the date of the approval.***

IV. Couva Children's and Adult Hospital

The Committee noted that the Hospital was in the commissioning process and had not yet been handed over to the Ministry of Health. Additionally, the Ministry, at the time of the site visit, was considering the option of a public/private arrangement for management of the hospital. There was no time line for when RFP's would be sent out.

The Committee expressed concern:

a. over the future maintenance of the facility and how the Ministry intended to preserve the standard of the hospital;
b. over the financial viability and how the Ministry planned to generate income for the facility.

The Committee was satisfied with the aesthetical appearance of the buildings on the site and the medical equipment stored therein which can add value to the healthcare system.

Recommendations:

- ***The Ministry must develop a strict maintenance plan and an operations plan to ensure the sustainability of the facility and to promote its optimum use.***
- ***In the interim, prior to the opening of the facility, the Ministry must institute measures to minimise running cost overheads.***

<u>Head 30 - Ministry of Labour and Small Enterprise Development</u>

I. Based on the written submission the Committee noted that there were twenty-seven (27) projects under the Consolidated Fund for financial year 2016, with a total allocation of $31,200,000. Of these projects four (4) were new and twenty-three (23) were ongoing. However, of the 27 projects under the Consolidated Fund, there was expenditure for only five (5) as at February 29, 2016.

Under the IDF there were two (2) projects for financial year 2016 with a total allocation of $3,800,000. Both of these projects were ongoing but there was no expenditure as at February 29, 2016. It remained unclear whether the Internal Auditor monitored expenditure under IDF.

Additionally, while it was indicated that one of the systems for ensuring compliance with parliamentary approval, proper management of resources and adequate performance was the submission of Annual Administrative Reports in accordance with Section 66D of the Constitution, the Committee found that the last Administrative Report and Financial statement laid in Parliament for the National Entrepreneurship Development Company Limited (NEDCO) was for financial year 2014.

As it relates to Current Transfers and Subsidies, on the question of how the Permanent Secretary assessed the effectiveness of the entities under the Ministry's purview, the response provided was not sufficient to allow the Committee to come to any conclusive finding.

Recommendations: Ministry of Labour and Small Enterprise Development

- ***Ensures that the Internal Audit Unit is sufficiently staffed and receives the necessary training to build capacity. Additionally, the Ministry should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Takes immediate steps to ensure that entities falling under its purview such as NEDCO, becomes up to date with the submission of Annual Administrative Reports to the Parliament by December 2016;***
- ***Provides a more detailed account on the Accounting Officer's assessment of the effectiveness of entities falling under the Ministry's purview by December 2016;***

Head 31 - Ministry of Public Administration and Communications

I. Based on the written submission, the Committee found that:

- Projects were tracked via a deliverable and payment schedule. The Ministry was, however, undertaking the necessary recruitment and selection and training and development to increase the Monitoring and Evaluation capacity;

- The Programme Management Division (PMD) provided oversight, data verification and document control in conjunction with the Accounting and Internal Audit Units as a measure for preventing, detecting and investigating fraud;
- The role of the Auditor was to review Financial Records to ensure adherence to Financial Instructions 1965, Financial Regulations and Exchequer and Audit Act. Monthly reports by the Internal Audit Unit would be provided to and verbal discussions held with the PS/Accounting Officer for the Ministry;

Recommendations: Ministry of Public Administration and Communications

- ***Completes the necessary recruitment, selection, training and development to increase the Monitoring and Evaluation capacity by December 2016;***
- ***Takes immediate steps to implement a fraud policy. This policy should include mechanisms for distinguishing between fraud and error;***
- ***Widens the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.

Head 35 - Ministry of Tourism

I. Domestic Tourism

The Committee noted the Ministry of Tourism was in collaboration with the private sector, tour operators and owners of accommodation sites to strengthen the promotion of sites and local hotels in both Trinidad and Tobago.

Recommendations: Ministry of Tourism -

- ***Develops the infrastructure of existing local sites.***
- ***Ensures safety of all local sites in accordance with best practice.***
- ***Ensures routine maintenance and upgrade of local sites.***
- ***Ensures local hotels and guest houses meet international standards.***

II. Certification of Tourism Programme Operators – TTTIC

The Committee noted:

- The Trinidad and Tobago Tourism Industry Certification (TTTIC) programme was a national certification programme designed to ensure that tourism operators and service providers in Trinidad and Tobago's tourism sector conformed to prescribed standards of service in their operations.
- These standards were developed through the Trinidad and Tobago Bureau of Standards (TTBS), the National Standards and Certification Body, as well as through extensive stakeholder input. [13]
- The Ministry of Tourism developed this programme to ensure that all tour operators were certified.
- The certification was not mandatory, and the Ministry was working towards making the programme mandatory.

Recommendations: The Ministry of Tourism -

- ***Ensures that Certification of Tour Operators and Service Providers become mandatory throughout Trinidad and Tobago by December 2016.***
- ***Conducts frequent and rigorous checks to ensure all tour operators and service providers are certified.***
- ***Ensures certification is renewable at specific intervals to be determined based on best practice.***

[13] http://www.tdc.co.tt/index.php/services/tttic

III. Product Development

The Ministry of Tourism informed the Committee of the need to refresh and revitalise the Caribbean Product in view of the competition beyond the region. The Ministry highlighted the need to collaborate with all other Ministries, related organisations and Regional Corporations to develop and strengthen the product to become more suitable internationally.

Recommendations: The Ministry of Tourism -

- ***Develops a clear Vision for Tourism and also develop and operationalises a Strategic Plan for the Sector.***
- ***Establishes a team/group to focus on researching new ways in which the country can revitalise its Tourism Industry.***
- ***Finds new innovations that would create a greater appeal to tourists.***
- ***Partners with other Ministries and agencies including the Ministry of Social Development, the Ministry of Local Government, the Ministry of Community Development, Culture and the Arts and the Tourism Development Company (TDC) to re-develop the Tourism Industry which would allow the local industry to achieve international standards.***

Head 37 - Integrity Commission

I. Internal Audit and Oversight

The Committee noted the Internal Audit Unit of the Office of the President provides oversight of the Integrity Commission. There appeared to be some limitations and challenges with this arrangement. Additionally, the Auditor assigned to the Office of the President and by extension the Integrity Commission holds the position of Auditing Assistant.

***Recommendation*:**

- ***The Accounting Officer of the Integrity Commission must ensure that there is in-house capacity to monitor expenditure controls and ensure accountability and transparency.***

Head 38 - Environmental Commission

I. Accounting Unit

The Environmental Commission is a Sub-Accounting Unit of the Industrial Court. The Industrial Court processes vouchers, exercises vote control and prepares cheques for the Environmental Commission. The Industrial Court is also responsible for securing the release of funds for the Environmental Commission.

Based on the examination, the Committee was concerned with the staffing level of the Accounting Unit of the Industrial Court. Additionally, the authority of the Accounting Officer of the Environmental Commission (the Sub-Accounting Unit) was possibly being usurped, which may hinder the ability to maintain accountability and transparency.

Recommendations:

- ***The Accounting Officer for the Industrial Court must ensure that the Accounting Unit is sufficiently staffed and resourced to fulfill the needs of the Environmental Commission.***
- ***The Accounting Officer of the Environmental Commission must ensure that accountability and transparency is maintained at all times in spite of the current arrangement as a Sub-Accounting Unit of the Industrial Court.***

II. Communication Backbone

The Committee noted that the Environmental Commission procured its communication services from Digicel. However, the Government provided this service as well as an Electronic Document Management System for state agencies.

Based on the Committee's examination it was found that the Commission was failing to maximise economies of scale by accessing the Government Communication Backbone, GovNeTT which connects all Ministries and Department.

Recommendation: Environmental Commission should -

- ***Take immediate steps to commence using the Government's Communication Backbone and Electronic Document Management System.***

III. Project Evaluation

The Environmental Commission did not have a Project Evaluation Unit. Projects were evaluated by the Industrial Court's Internal Auditor and the Auditor General.

Recommendation:

- ***The Accounting Officer of the Environmental Commission must ensure that there is in-house capacity to monitor and evaluate the implementation of projects.***

Head 39 - Ministry of Public Utilities

I. Fraudulent Cheques

The Committee noted sixty-seven (67) fraudulent cheques were reported missing at the Water and Sewerage Authority (WASA) in early 2016. The Ministry of Public Utilities reported that the matter was being investigated by the police and one (1) person was arrested. As a consequence, the Ministry of Public Utilities mandated the crossing of all cheques which required cheques to be deposited rather than cashed, adding an additional layer of security.

Recommendation:

- ***The Ministry mandates WASA to prepare a fraud policy with specific reference to prevent the preparation and issuing of fraudulent cheques at WASA. This policy must be approved by the Board for implementation by December 2016.***

II. Supply of Electricity

The Committee noted that on the morning of May 11, 2016;

- Port of Spain and other areas across the country experienced a twenty (20) minute power outage.
- The cause of the outage was as a result of an issue affecting supply at the Trinidad Generation Unlimited (TGU) Power Plant.

The TGU Power Plant is a new plant that uses less gas in its operations and is capable of generating 720MW of power. The Trinidad and Tobago Electricity Commission (T&TEC) is prepared to commence using increased power from TGU Power Plant. There have been some minimal challenges as TGU increases its capacity to meet the 600MW demand from T&TEC. It was anticipated that there would be minimal technical challenges as T&TEC increased its transmisson infrastructure to accommodate increased power supply from TGU, as the latter increases its generation to meet the 600MW demand from T&TEC.

Recommendation:

- ***The Ministry of Public Utilities:***
    - ***Ensures that all risks involved in the increased reliance on the TGU Power Plant are identified;***
    - ***Develops possible short-term mitigation strategies;***
    - ***Maximises distribution of the increased power.***

III. Accountability and Awareness of Assistance Programmes

The Committee noted the Ministry has three (3) assistance programmes:

- Solar Panel;
- Utility Bill; and
- Electrification Assistance.

The programmes were ongoing, however, with seemingly little participation and awareness by citizens.

Based on the Committee's examination, the Ministry appears to have limited monitoring mechanisms in place to prevent fraud and abuse within these programmes.

Recommendations: The Ministry of Public Utilities should -

- ***Embark on a cost effective and aggressive public awareness campaign to ensure the widest possible use of the programme.***
- ***Implements cost effective measures to ensure that the three (3) Assistance programmes are delivered efficiently.***
- ***Collaborate with the Registrar General's Department of the Ministry of the Attorney General and Legal Affairs to ensure the provision of real time information on the death of persons benefitting from the utility assistance programmes.***
- ***Conduct site visits to homes of beneficiaries.***

Head 40 - Ministry of Energy and Energy Industries

I. Based on the written submission, the Committee noted that:

- The Ministry appeared to have no significant role in preventing, detecting and investigating fraud in entities falling under its purview. The Ministry relied on the financial audits performed by the external auditors of these entities;
- Internal Audit included "value for money" audits in its Programme of Work for the 3rd quarter and 4th of the financial year for Consolidated Fund and IDF respectively. These tests were designed to establish how resources were managed and how well public money was spent and in the case of IDF to determine whether contractual obligations were met in a timely and efficient manner and as specified in contracts and MOUs;
- The Ministry had plans to implement a Monitoring and Evaluation Unit;

Recommendations: Ministry of Energy and Energy Industries should -

- ***Take immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***
- ***Make value for money audits a regular feature of the Programme of Works for the Internal Audit Department. Moreover, the Ministry should widen the Internal Audit scope to include:***

- Analysis of strengths, weaknesses and threats;
- Identification and assessment of risk;
- Identification of conflicts of interests; and
- Evaluation of the achievement of economy, efficiency and effectiveness in service delivery*;*

- ***Seek to implement a Monitoring and Evaluation Unit by December 2016.***

<u>Head 42 - Ministry of Rural Development and Local Government</u>

I. Based on the written submission the Committee noted that the Ministry received an allocation of $204Mn under Development Programme – Consolidated Fund for the financial year 2016. Under the Infrastructure Development Fund the Ministry received an allocation of $476Mn for the fiscal year 2016. However, the Ministry did not have provisions or procedures in place for Monitoring and Evaluation.

Furthermore, the Ministry appeared to lack any oversight mechanisms or systems to ensure compliance with and management of resources. It was also noted that there were no mechanisms in place to ensure value for money, accountability and transparency.

Recommendations: Ministry of Rural and Local Development

- ***Must familiarise itself with the National Monitoring and Evaluation Policy of Trinidad and Tobago which outlines the system for monitoring and evaluation during the execution of projects, focusing on accountability, transparency, credibility, objectivity, ethics and utility. Subsequently developing a Monitoring and Evaluation Unit to ensure this policy is carried out.***
- ***Must develop and implement a policy for financial and administrative oversight for all projects to ensure transparency and accountability.***

<u>Head 43 - Ministry of Works and Transport</u>

I. Based on the written submission, the Committee noted that:

- The Internal Audit's primary role was to ensure that internal controls were effectively and efficiently functioning. Whilst conducting an audit fraud may have been detected, the detection of fraud was not the primary objective of any audit. If fraud was detected, the matter would be investigated and reports would be produced providing the necessary evidence and any recommendations to prevent or mitigate the fraud from re-occurring. This would be brought to the attention of the Permanent Secretary.

- State Enterprises have the responsibility of reporting any instances of fraud to the line Minister;

Recommendation: Ministry of Works and Transport should -

- ***Take immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error;***

<u>Head 48 - Ministry of Trade and Industry</u>

I. Based on the written submission, the Committee found:

- Within the Ministry's system for preventing, detecting and preventing fraud, a distinction between fraud and error was not identified;
- The Ministry indicated that regular checks were undertaken by Internal Audit which would allow for early detection of fraud;
- The Internal Audit Unit was expected to provide analyses, appraisals and recommendations and ensure the transparent accountability of the Ministry. The Internal Auditor would examine and verify the subventions and other payments made to entities on a quarterly basis;
- Within the Ministry there were two distinct units for Project Management and Monitoring and Evaluation;
- As at February 2016, there were no releases of expenditure under IDF;

Recommendations: Ministry of Trade and Industry should:

- ***Take immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

- **Widen the Internal Audit scope to include:**

    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Ensure that the both the Project Management and Monitoring and Evaluation Units are fully staffed that the regular training is undertaken to boost the capacity of the units;***

<u>Head 61 - Ministry of Housing and Urban Development</u>

I. Based on the written submission, the Committee found that:

- New City Mall and East Side Plaza were relatively new to the Ministry's portfolio and as at February 2016, the Ministry was still in the process of reviewing systems for monitoring the performance of these entities;
- The Ministry acknowledged it did not possess all the requisite skills and personnel to fully implement systems for ensuring compliance with parliamentary approval, proper management of resources and adequate performance. Through the institutional strengthening of an IDB loan, a consultant was to be procured to assist in the establishment of a dedicated unit that will develop systems and monitor performance. The Ministry also hoped that this unit would assist in the prevention, detection and investigation of fraud. It remained unclear whether this dedicated unit would focus purely on Monitoring and Evaluation or Internal Audit or both;
- Periodic audits were conducted if there was a special request from the Accounting Officer. The role of the Internal Auditor in monitoring expenditures appeared minimal.
- As at February 2016, there was no transfer of funds under Development Programme;
- The Ministry began to increase the frequency of site visits and PSIP meetings with agencies. It was believed that this would assist in validating claims. The Committee believes that with the establishment of a Monitoring and Evaluation Unit, site visits would be conducted more effectively;

- The Ministry was in the process of hiring a Monitoring and Evaluation Officer;

Recommendations: Ministry of Housing and Urban Development

- ***Must fully utilise through its Accounting Officer the function of the Internal Audit.***
- ***should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Must establish two distinct units for Monitoring and Evaluation and Internal Audit respectively. Provisions should be made to ensure that these units are fully functional and staffed by September 2017. Specialised training would also be required for both units;***

Head 62 - Ministry of Community Development, Culture and the Arts

I. Based on the written submission, the Committee noted:

- Inadequacy in terms of numbers and the capacity of staff was identified as a deficiency, both at the Ministry level and at the implementation agencies for the Ministry's projects;
- The Permanent Secretary acknowledged that the inadequate staffing of the Internal Audit Unit compromised the effective functioning of the unit;
- Funding was allocated for operational expenses (salaries, maintenance, upkeep, security, janitorial services) for NAPA and SAPA;
- Allocations under IDF were substantially reduced in fiscal 2016 in comparison to previous years. The Ministry indicated that this affected the implementation of the Ministry's programmes in meeting its mandate for fiscal 2016;
- Discovered fraud cases were to be referred to the fraud squad of the TTPS;
- The policy development process regarding the Community Development, Culture and Arts and Diversity Grants commenced in October 2015 and was expected to

be finalised by May 2016. The Committee endorsed the Ministry's view that grants should not be viewed as a right, entitlement or indefinite source of project funding, but as a fillip to effective civil society action, and an incentive to innovative, independent fund raising and volunteering efforts;

- The policy development process for the Rationalisation of Community Facilities Management Policy, commenced in August 2015 and was expected to be finalised by June 2016;
- The Ministry was in the process of restructuring the role of the proposed Monitoring and Evaluation Unit. In the interim, under different Divisions and projects, varying aspects of monitoring and evaluation were applied. There appeared to be the lack of a consistent and standard process;
- Cabinet agreed to the expansion of the Project Management Unit to undertake the responsibility for the administration of the Ministry's PSIP. As at February 2016, the Unit did not have its full complement of staff. This impacted the Unit's ability to effectively track and monitor usage of funds for projects under Development Programme;

Recommendations: Ministry of Community Development Culture and the Arts

- ***The Ministry, in collaboration with the relevant agencies such as the Public Service Commission or the Service Commission Department, should take urgent steps to fill all existing vacancies within the Ministry;***
- ***should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Should take immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

- ***Should develop a comprehensive maintenance plan for all Public Auditorium – Academy for the Performing Arts under its purview which must be designed to suit the needs of each such academy;***

- ***Should conduct regular site visits as part of its maintenance plan for all all Public Auditorium – Academy for the Performing Arts.***

- ***Should provide a status update on the development of the Community Development, Culture and Arts and Diversity Grants Policy and the Rationalisation of Community Facilities Management Policy and the implementation of these policies.***

- ***Should takes immediate steps to establish a fully functional, fully staffed Monitoring and Evaluation Unit. This Unit will serve all Divisons of the Ministry. The PS must ensure that proper training for staff of this unit;***

Head 64 - Trinidad and Tobago Police Service (TTPS)

I. The Committee endorses the system implemented by the TTPS to monitor and evaluate Police Youth Clubs across Trinidad and Tobago. The TTPS assigned an Executive Officer who was supported by a Secretariat and a Community Policing Secretariat who provided a role for monitoring and assessing the functions of the individual Youth Clubs. Each Police Youth Club was supported by a Management Committee comprised of Police Officers and members of the community along with Parents and Guardians.

According to the Police Commissioner, assessments were consistent with the "long-term outcome". The life span of a Police Youth Club member ranged from five (5) years to twenty-five (25) years, the TTPS then evaluated the impact the Youth Club had on their lives with testimonies from past Youth Club Members. Assessments were also conducted by way of academic achievement, sporting achievement and musical attainment on an on-going basis.

Regarding the Police Youths Clubs having an impact on the crime situation in various communities, the Commissioner of Police (Ag.) highlighted that there existed a positive correlation between the establishment of Youth Clubs and the change in crime and crime patterns in some communities. For example, recently in Bagatelle, Diego Martin a Youth Club was established and the Western Division Police District reported a decrease in criminal activities in the community.

<u>Head 65 - Ministry of Foreign and CARICOM Affairs</u>

I. Based on the written submission, the Committee noted that:

- As at February, a total of $11,173,984.04 was remitted under Current Transfers and Subsidies and there were no transfers under Development Programme;
- The Internal Auditor designed an audit programme to incorporate the nature of the risk involved under each sub-head and sub-item to go along with normal Audit procedures;
- The Auditor General would undertake periodic visits to Overseas Missions and identify areas for action where discrepancies were unearthed. In such instances, the Auditor General would submit a Management Letter indicating the areas and a timeframe for follow-up action. Locally where there was suspicion of fraud and sufficient evidence to support that concern, the matter would be referred to the Comptroller of Accounts, the Auditor General and/or the Police as the circumstances warrant.

Recommendations: Ministry of Foreign and CARICOM Affairs

- ***Should widen the Internal Audit scope to include:***
    - Analysis of strengths, weaknesses and threats;
    - Identification and assessment of risk;
    - Identification of conflicts of interests; and
    - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.
- ***Takes immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

Head 67 - Ministry of Planning and Development

I. Based on the written submission the Committee noted that:

- A total of $201,522,700 was allocated under Current Transfers and Subsidies for fiscal year 2016. This represented transfers to Regional, Commonwealth and International Bodies, United Nations Organisations, Non-Profit Institutions, Educational Institutions, Households, Other Transfer and Other Transfers Abroad. As at March 18, there were no transfers or expenditure to date. Additionally based on the submission provided there was no real tangible evidence of the benefits of transfers to Regional, Commonwealth and International Bodies and United Nations Organisations.
- With regard to the Consolidated Fund, a total of $100.7 Mn was allocated, to finance the implementation of sixty (60) projects. As at the end of February 2016, releases totaling $16.135 Mn was requested and a total of $5.787 Mn was approved for release. However, the actual expenditure, as at February 2016 was $4.873 Mn.
- In the Ministry's monitoring and evaluation of projects under its remit, much of the focus has been on implementation. The Ministry was in the process of deepening the scope of its evaluations by focusing on the outcomes/results that ensue, as a direct consequence of the implementation of the project.
- At the time of the submission, value for money auditing did not form part of the Internal Audit function of the Ministry;
- There was an apparent lack of systems at the Chaguaramas Development Authority (CDA), to verify the completion of work described on invoices and to verify the payment of monies, disbursed by the Ministry, to CDA's creditors. The Committee endorsed the Ministry's recommendation that these systems be put in place.

CDA: The project to renovate the C-44 Building was abandoned after final designs were completed, tenders invited and a contractor selected. This was due to the refurbishment and use of the building being out of sync with the Master plan for the Chaguaramas area. A sum of $818,000, a 10% mobilisation fee was paid and the contractor also filed a claim to recover damages for abandonment of the contract. This money was to be requested from the Ministry. The Committee endorsed the Ministry's view that this was evidence of wastage and mismanagement of funds.

Recommendations: Ministry of Planning and Development

- ***Takes steps to incorporate value for money auditing as part of the Internal Audit function at the Ministry and ensures that the unit is sufficiently staffed to accommodate the added function;***

- ***Expands the scope of the Monitoring and Evaluation function to include the monitoring of outcomes/results by December 2016. The Ministry should also ensure that the unit responsible for this function is sufficiently staffed and receives training to build capacity;***

- ***Ensures that all entities under its purview puts systems in place to verify the completion of work described on invoices and to verify the payment of monies, disbursed by the Ministry, to entities' creditors;***

Head 68 - Ministry of Sport and Youth Affairs

I. Short-Term Employment

The Committee noted that Short-term or revolving employment referred to instances where an employee's term does not exceed six (6) months.

Based on the Committee's examination, there were a number of persons employed under the short–term contract arrangement at the Ministry of Sport and Youth Affairs in excess of five (5) years.

Recommendations:

- ***The Ministry of Public Administration and Communications regularises and reviews the Human Resource policy on short-term and contract employment to ensure compliance with good industrial relations practices.***

- ***The Ministry of Sport and Youth Affairs regularises the persons employed on short-term contract using existing vacancies in the contract employment establishment at the Ministry.***

II. Stadia and large Sporting Facilities

The Committee noted that major upgrade works were necessary for the Dwight Yorke Stadium as a result of the failure to conduct routine maintenance work.

Recommendations: Ministry of Sport and Youth Affairs should -

- ***Develop a comprehensive maintenance plan for each large sporting facility under its purview which must be custom designed to suit the needs of each facility.***
- ***Conducts regular site visits as part of its maintenance plan for all stadia and large sporting facilities.***

Head 77 - Ministry of Agriculture, Land and Fisheries

I. Based on the written submission, the Committee found that:

- Allocations under Current Transfers and Subsidies were reduced given the requirement to reduce expenditure by 7%;
- The Ministry relied on the checks and balances in the system to prevent and/or detect fraud. Where fraud was suspected, the Permanent Secretary would request the Internal Audit Unit to investigate;
- The Ministry had a Programmes and Projects Unit within its Agricultural Planning Division which had responsibility for monitoring all projects and their implementation. There were plans to establish a Monitoring and Evaluation Unit by the end of the financial year;
- The Ministry was not satisfied with the evaluation of the outcomes of projects under Development Programme. Although the Planning Division of the Ministry monitored the financial and physical status of the projects, the specific unit responsible for evaluating projects to assess the achievement of objectives was short-staffed. Efforts were being made to fill exiting vacancies in the unit.

Recommendations: Ministry of Agriculture, Land and Fisheries should -

- ***Takes immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***
- ***In the event that at the time of this Report there is no Monitoring and Evaluation Unit takes steps to establish one by December 2016. Provisions should be made to ensure that the unit is fully staffed and regular training is provided.***

Head 78 - Ministry of Social Development and Family Services

I. Based on the written submission, the Committee noted that:

- A total of $46.2Mn[14] was allocated under Development Programme for fiscal year 2016. As at February 2016, $466,227 was transferred and of that amount $134,957 was spent.
- Investigations into incidences of fraud and theft of Senior Citizens Pensions were described as protracted;
- The Ministry had primary responsibility for reporting, detecting and investigating discrepancies in the implementation of projects.
- No information was provided on how the Permanent Secretary assessed the effectiveness of the internal audit function.

Recommendations: Ministry of Social Development and Family Services should -

- ***Initiates action to widen the Internal Audit scope to include:***
  - Analysis of strengths, weaknesses and threats;
  - Identification and assessment of risk;
  - Identification of conflicts of interests; and
  - Evaluation of the achievement of economy, efficiency and effectiveness in service delivery.

[14] The Estimates of Development Programme for 2016 indicated an allocation total of $40.8Mn.

- ***Takes immediate steps to implement a fraud policy, this policy should include mechanisms for distinguishing between fraud and error.***

- ***Provides a detailed account by December 2016 on the system employed by the Accounting Officer in assessing the effectiveness of the internal audit function.***

3. CONCLUSION

During the First Session of the Eleventh Parliament, the PAAC conducted an examination into the current public expenditure of 32 Ministries and Departments under three (3) Sub-Heads: Current Transfers and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund. During the course of the examination which comprised, written submissions, Public Hearings and site visits, the Committee discovered a number of pervasive issues such as Internal Audit, Monitoring and Evaluation and the Exclusion of Projects from the PSIP. The prevalence of these issues, hinders the efficiency of the Ministries and Departments and these are matters the Committee hopes to examine/investigate further. The Committee also discovered specific issues relevant to each Ministry and Department.

The Committee is hopeful the adoption of its proposed recommendations would lead to greater accountability, transparency and value for money in the use of public funds under the three (3) Sub-Heads.

This Committee respectfully submits this Report for the consideration of the Parliament.

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Mrs. Bridgid Mary Annisette-George
Chairman

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Dr. Lackram Bodoe
Vice-Chairman

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Mrs. Ayanna Webster-Roy
Member

………………………………….

Ms. Nicole Olivierre
Member

…………………………………

Mr. Maxie Cuffie
Member

………………………………….

Mr. Wade Mark
Member

………………………………….

Mr. Daniel Dookie
Member

…………………………………..

Ms. Allyson Baksh
Member

…………………………………..

Mr. Clarence Rambharat
Member

…………………………………..

Ms. Melissa Ramkissoon
Member

APPENDIX I

Questions to Entities

Questions submitted to Ministries and Departments

Sub-Head 04: Current Transfers and Subsidies

Questions:

1. What transfers and subsidies are made under this sub-head? Identify the recipient of each transfer and subsidy and state how this sub-head is administered.
2. What are the benefits of the transfers and subsidies for each entity?
3. How much money has been transferred to date and of that sum, how much has been spent?
4. How does the Permanent Secretary (PS) oversee and account for the allocation of these funds?
5. How does the PS assess the effectiveness of these entities?
6. Provide a detailed breakdown of the transfers to these entities in the financial year 2016.
7. What systems are in place to ensure compliance with parliamentary approval, proper management of resources and adequate performance?
8. Are internal policies and procedures reviewed and revised to reflect current practice?
9. What is the Ministry's role in preventing, detecting and investigating fraud in these entities?
10. What is the role of the Internal Auditor in monitoring the expenditures under this sub-head?
11. Are Internal Audit reports produced to ensure there is evidence of transparency and accountability?
12. What was the date of the last Internal Audit Report and what is the status of its recommendations?
13. How does the PS assess the effectiveness of the internal audit function as it pertains to these sub-items?
14. What are the mechanisms set up to monitor expenditure under this sub-head? Provide a copy of these mechanisms.
15. Could the PS explain clearly his/her accountability to Parliament and clarify how these are shared, delegated and devolved to others within the system for which he/she has responsibility?

Sub-Head 09: Development Programme Consolidated Fund

Questions:

1. How are the funds for this sub-head being utilised?
2. Provide a brief description of how these projects under this sub-head assist the Ministry in achieving its strategic initiatives?
3. How do these allocations meet the needs of the Ministry and contribute to the improvement of its performance?
4. How much money has been transferred to date and of that sum, how much has been spent?
5. What are the mechanisms set up to monitor expenditure under this sub-head? Provide a copy of these mechanisms.
6. Are there systems in place to ensure effective compliance, proper management of resources and adequate performance? If yes, provide a detailed description.
7. What oversight mechanisms are in place to ensure that there is value for money, accountability and transparency for these sub-items under this sub-head?
8. Provide the following details for the projects under this sub-head in the 2016 financial year:
    a. New projects, ongoing projects and completed projects;
    b. Project description;
    c. Project objectives;
    d. Contract terms;
    e. Project start date;
    f. Total approved cost of project;
    g. Total expenditure to date;
    h. Total outstanding commitments to date;
    i. Project completion date;
    j. Percentage of the project completed to date;
    k. Initial cost and the current revised cost (where applicable); and
    l. Project outcomes; and
    m. Variations to the scope of works (where applicable).
9. Are there any development projects that are ongoing which have not received parliamentary approval?
10. What is the role of the Internal Auditor in monitoring the expenditures under this sub-head?

11. Are internal policies and procedures reviewed and revised to reflect current practice?
12. What is the Ministry's role in preventing, detecting and investigating fraud in its projects?
13. How does the PS assess the effectiveness of the internal audit function?
14. What systems are in place to track/monitor usage of funds for the projects under this sub-head?
15. How does the Ministry measure or evaluate the outcome each project under its remit in light of the stated objectives?

Development Programme- Infrastructure Development Fund

Questions:

1. How are the funds for this sub-head being utilised?
2. Provide a brief description of how these projects under this sub-head assist the Ministry in achieving its strategic initiatives?
3. How do these allocations meet the needs of the Ministry and contribute to the improvement of its performance?
4. How much money has been transferred to date and of that sum, how much has been spent?
5. What are the mechanisms set up to monitor expenditure under this sub-head? Provide a copy of these mechanisms.
6. Are there systems in place to ensure effective compliance, proper management of resources and adequate performance? If yes, provide a detailed description.
7. What oversight mechanisms are in place to ensure that there is value for money, accountability and transparency for these sub-items under this sub-head?
8. Provide the following details for the projects under this sub-head in the 2016 financial year:
    a. New projects, ongoing projects and completed projects;
    b. Project description;
    c. Project objectives;
    d. Contract terms;
    e. Project start date;
    f. Total approved cost of project;
    g. Total expenditure to date;

h. Total outstanding commitments to date;
i. Project completion date;
j. Percentage of the project completed to date;
k. Initial cost and the current revised cost (where applicable); and
l. Project outcomes; and
m. Variations to the scope of works (where applicable).

9. Are there any development projects that are ongoing which have not received parliamentary approval?
10. What is the role of the Internal Auditor in monitoring the expenditures under this sub-head?
11. Are internal policies and procedures reviewed and revised to reflect current practice?
12. What is the Ministry's role in preventing, detecting and investigating fraud in its projects?
13. How does the PS assess the effectiveness of the internal audit function?
14. What systems are in place to track/monitor usage of funds for the projects under this sub-head?
15. How does your Ministry measure or evaluate the outcome each project under your remit in light of your stated objectives?

APPENDIX II

The Inquiry Process

The Inquiry Process

The Inquiry Process outlines steps to be taken by the Committee when conducting an inquiry into an entity or issue. The following steps outlines the Inquiry process followed by the PAAC:

i. Identification of entities to be examined;

ii. Preparation of Inquiry Proposals for the selected entities. The Inquiry Proposal outlines:

iii. Background;

iv. Objective of Inquiry; and

v. Proposed Questions.

vi. Consideration and approval of Inquiry Proposals by the Committee and when approved, questions are forwarded to the entity for written responses;

vii. Issue of requests for written comment from the public are made via Parliament's website, social media accounts, newspaper and advertisements;

viii. Preparation of an Issues Paper by the Secretariat for the Committee's consideration, based on written responses received from the entities. The Issues Paper identifies and summarises any matters of concern in the responses provided by the entity or received from stakeholders and the general public;

ix. Review of the responses provided and the Issues Paper by the Committee;

x. Conduct of a site visit to obtain a first-hand perspective of the implementation of a project (optional);

xi. Determination of the need for a Public Hearing based on the analysis of written submissions and the site visit (if required). If there is need for a public hearing, the relevant witnesses will be invited to attend and provide evidence. There is usually no need to examine the entity in public if:

xii. the Committee believes the issues have little public interest; or

xiii. the Committee believes that the written responses provided are sufficient and no further explanation is necessary.

xiv. Issue of written request to the entity for further details should the Committee require any additional information after the public hearing.

xv. Report Committee's findings and recommendations to Parliament upon conclusion of the inquiry.

APPENDIX III

Site Visits

Site Visits

Site visits, for instance, to a health facility, road infrastructure, schools or local government authority form part of Parliament's oversight role and serve the purpose of gathering information to determine whether such projects are in compliance with stated policies and/or objectives. Specifically, site visits provide immediate feedback, to ensure that the inspected entity is in compliance with oversight regulations and hold service providers accountable for their responsibilities to provide quality services. In addition, site visits are equally important in maintaining awareness of parliamentary oversight, in helping the inspected entity with its own programme, and in providing on-the-spot interpretations of policies and regulations.
Site visits generally include three (3) key sets of activities:

1) pre-inspection activities;
2) on-site activities; and
3) post-inspection activities.

The Committee conducted site visits to the following facilities:

1) the National Aquatic Centre,
2) the Cycling Velodrome,
3) Trinidad Generation Unlimited and
4) the Couva Children's and Adult Hospital.

During these site visits, Members were given the opportunity to have a tour of the facilities and gain a first-hand perspective of the various aspects of the facilities.

Programme/Activities

- Pre tour discussions with Parliament team and representatives/management of the organisation
- Tour of the facility

Site visit to the National Aquatic Centre and Cycling Velodrome

Introduction

At a meeting held on Wednesday May 11, 2016, the Committee agreed to conduct a site visit at the National Aquatic Centre and Cycling Velodrome. This decision was made following the Public Hearing with the Permanent Secretary and other officials of the Ministry of Sport and Youth Affairs on Wednesday April 13, 2016. While the written and oral submissions provided the Committee with a considerable amount of information on the operations of the Ministry, the Committee determined that it would be useful to conduct a site visit to both projects in order to:

a) **acquire a realistic perspective of the issues/challenges which may be impacting the entity in question with a view to making informed findings and feasible recommendations in its report to Parliament; and**
b) **verify evidence received in writing or during a public hearing.**

The tour of the Centre was guided by Project Consultant Mr. Wilfred Fullerton. During this tour, the following issues/matters were discussed:

a. **The current status of the project;**
   - The project was in its final stage and the Ministry was expected to take possession of the facilities by the end of June 2016.
   - The Defects Liability Period was one year from the date the Ministry took possession of the facilities.
   - SPORTT would be responsible for managing the facility.

b. **Maintenance Costs and Plans;**
   - A tender was advertised for the Technical Maintenance Contracts for the facilities.
   - The construction company Shanghai Construction Group (SCG) was also responsible for maintenance of the facility until the project was completed.

c. **Value for Money;**
   - There were several plans to be implemented by SPORTT to allow the facility to generate revenue:
     - Recruiting international athletes to use the facility for training;

- Partnering with TTHI to incorporate on site Dormitory or Sport Hotel;
- Branding/Naming rights for the facility;
- Utilising the grounds adjacent to the facility for Drag Racing and Dirt Bike Competitions;
- Media Rights to events;
- Hosting Non-Sporting events;
- Franchising; and
- Hosting Trade Shows, Swim Meets, Water Polo, Goodwill and Carifta Games etc.

d. Staffing;

- There is a plan to relocate the SPORTT headquarters to this facility, which would allow direct oversight by the staff.
- Staff for the facility would be required on a needs only basis.
- The staff of SPORTT would be trained to handle the supervision of the facility and events.
- The Committee heard of plans to partner with Universities to engage students who require practical experience for events.

e. Accessibility and Parking;

- Access roads to the venue are to be repaired to facilitate easy access to the facility.
- The current car park accommodates 250 vehicles and parking would also be available at the neighbouring Ato Boldon Stadium.

f. Strategic Plan;

- The SPORTT Board recently approved a Procurement Process for the facility.
- The Strategic Policy used would be in line with the Ministry of Sport and Youth Affairs

g. Security and Safety;

- The facility is equipped with 43 cameras which require four (4) to five (5) persons to monitor in the Control Room.

There is a Dry Diving Facility and the SPORTT plans to contract specialists from China to introduce diving as a sport in Trinidad and Tobago.

Recommendations

- Institute a maintenance plan
- Develop activities for the venue

Site Visit to the Cycling Velodrome

The Cycling Velodrome was the 114th of its kind with Category I status for Cycling Tracks. The track is the first of its kind in the Caribbean. As such the facility was being promoted as an International Training Facility. During this tour, the following issues/matters were discussed:

a. Electricity

- T&TEC provides electricity for both the Centre and the Velodrome
- The monthly cost of electricity was $250,000 per month for both facilities
- The Velodrome has 3 tiers of lighting- Security Lighting, Training Lighting and Competition Lighting
- The Committee learnt that Union Cycliste Internationale (UCI) set the guidelines for the lighting for the Velodrome.

b. Air- Conditioning and Maintenance

- The Committee learnt that there was an Air Control Centre that runs 24 hours.
- Officials from Shanghai Construction Group (SCG) informed the Committee that the Velodrome was cleaned once every two weeks.

c. Advertising

-

Recommendations

- Institute a maintenance plan
- Develop activities for the venue
- Ensure defects are identified during Defects Liability period

Site visit to the Couva Children's and Adult Hospital

Introduction

At a meeting held on Wednesday June 22, 2016, the Committee agreed to conduct a site visit to the Couva Children's and Adult Hospital. Previously, the Committee wrote to the Ministry of Health requesting written submissions on certain areas of its operations. These areas were as follows:

i. **Current Transfers and Subsidies**
ii. **Development Programme – Consolidated Fund**
iii. **Infrastructure Development Programme**

The Committee convened a Public Hearing with the Permanent Secretary and other officials of the Ministry on Wednesday June 15, 2016. The written and oral submissions provided the Committee with a considerable amount of information on the operations of the Ministry, however, the Committee determined that it would be useful to conduct a site visit to the Couva Children's and Adult Hospital in order to:

a. **acquire a first-hand account of the status of the project;**
b. **acquire a realistic perspective of the issues/challenges which may be impacting the project with a view to making informed findings and feasible recommendations in its report to Parliament; and**
c. **verify evidence received in writing or during a public hearing.**

The Couva Children's and Adult Hospital

The tour of the hospital commenced at approximately 2:50 p.m. A short meeting was held with Officials of UDeCOTT and MOH and Members of the Committee prior to the start of the tour. The tour lasted two (2) hours.

The tour of the Hospital was guided by Medical Engineer Ms. Emily Carter. During this tour, the following issues/matters were discussed:

d. Overview and Layout of the Hospital Complex

- A 230-bed Hospital- 80 Paediatric and 150 Adult
- A 330-student Multi-Training Facility
- Paediatric and Adult Outpatient Clinics
- A Central Energy Plant
- A Waste Water Treatment Plant
- A Helipad
- External Works – 598 parking spaces, roads, drainage, landscaping
- Major Medical Equipment, furniture, security and data systems.

e. Equipment

- The warranty period for the Medical Equipment commences once the hospital was handed over.
- Prior to handover Biomedical Limited would be responsible for conducting ~~In~~ routine operational checks on all equipment.
- The warranty term for large equipment has a one-year warranty with three (3) year extended maintenance.

f. Training and Staff

- The Ministry of Health was in the process of recruiting staff in order to provide training as at June 2016.
- Training would be provided by Suppliers of the medical equipment for the end user.

g. Security and Safety

- Monitors in each room.
- Call buttons in both toilets and showers.

h. Maintenance

- Existing Maintenance Plan with Biomedical Limited.
- Facilities would also be maintained by local suppliers and Janitorial Services would be contracted out.

i. Multi-Training Centre

- Equipped with two University lecture rooms with a capacity to hold three hundred (300) students.
- Three (3) pharmacy labs.
- Equipment, furniture and fixtures for the centre are to be provided by the University of the West Indies/training provider/facility user.

Observations and Concerns

The Committee noted that the Hospital was in the commissioning process and had not yet been handed over to the Ministry of Health. Additionally, the Ministry, at the time of the site visit, was considering the option of a public/private arrangement for management of the hospital. There was no time line for when RFP's would be sent out.

The Committee expressed concern:

c. over the future maintenance of the facility and how the Ministry intended to preserve the standard of the hospital;

d. over the financial viability and how the Ministry planned to generate income for the facility.

The Committee was satisfied with the aesthetical appearance of the buildings on the site and the medical equipment stored therein which can add value to the healthcare system.

Recommendation:

The Committee recommended that the Ministry must develop a strict maintenance plan and an operations plan to ensure the sustainability of the facility and to promote its optimum use. In the interim, prior to the opening of the facility, the Ministry must minimise operational overheads.

Site visit to the Trinidad Generation Unlimited

Introduction

At a meeting held on Wednesday June 8, 2016, the Committee agreed to conduct a site visit at the Trinidad Generation Unlimited (TGU). Previously, the Committee wrote to the Ministry of Public Utilities requesting written submissions with regard to certain areas of its operations. These areas were as follows:

iv. **Current Transfers and Subsidies**

v. **Development Programme – Consolidated Fund**

vi. **Infrastructure Development Programme**

The Committee convened a Public Hearing with the Permanent Secretary and other officials of the Ministry on Wednesday May 11, 2016. The written and oral submissions provided the Committee with a considerable amount of information on the operations of the Ministry. However, on the morning of the Public Hearing, there was a power outage in various parts of the country due to the failure of an air system at the TGU plant, and, the Committee determined that it would be useful to conduct a site visit to the plant in order to:

c) **acquire a realistic perspective of the issues/challenges which may be impacting the plant with a view to making informed findings and feasible recommendations in its report to Parliament; and**

d) **verify evidence received in writing or during a public hearing.**

The Trinidad Generation Unlimited Plant

The site visit of the plant commenced at approximately 10:42 a.m. with a safety briefing on procedures that would apply in the event of an emergency or disaster. Members of the Committee were given an overview presentation of the facility prior to the start of the tour.

The tour of the plant was guided by Ag. Team Leader, Mr. Adrian Sammy. During this tour, the following issues/matters were discussed:

Ownership;

- TGU plant was originally a joint venture between the Government of Trinidad and Tobago (GORTT) and Sural Limited. Sural had a 60% shareholding with GORTT holding the remaining 40%.

- Government subsequently acquired the remaining shares held by the AES Corporation (the eventual owners of the Sural shareholding in the facility) at the cost of $US 31 million and therefore became the sole owner of the facility and the TGU Plant became fully state owned in January 2011.

- TGU's vision is to expand throughout Trinidad and Tobago and the rest of the region.

Plant Layout

The plant consists of:

- Six (6) Gas Turbines and Generators;
- Six (6) Heat Recovery Steam Generators: and
- Two (2) steam Turbines.

Operations and Maintenance

- The facility is designed to provide 764 MW of electricity, at an efficiency rate of ≈50 %. At this rate of output, the heat rate of the facility is 7422 kJ/kWh.
- Regarding contracted output, TGU is able to supply T&TEC with 720MW at contracted output, with an efficiency of ≈44 %, or an equivalent availability of 93% to T&TEC.
- The heat rate of the facility at contract output is 8290 kJ/kWh.
- Of this total, 450 MW is generated via simple cycle gas turbine/generators, using 120 mmscf/d of natural gas as fuel per day.

- 270MW is generated from single cycle generator units.
    - Captured waste heat from single cycle generator units is used to produce steam in heat recovery units which in turn, drives two steam turbines. Additional electricity, further to that produced by the gas turbines on their own, is generated. This additional capacity uses no additional gas as fuel.

- After electricity is generated, T&TEC is responsible for the dispatch of supply to the national grid.
- Since the commissioning of the facilty in 2011, actual equivalent availability has averaged 94.32%, fluctuating from a high of 95.65% in 2012 to a low of 92.25% one year later. In terms of output, the highest level TGU has ever operated is 602MW. As TGU ramps up capacity to the national grid, there are "teething issues" that occur with new facilities, and as these issues are ironed out, overall capacity will increase.
- The Control room has five (5) staff members with a twelve (12) hour shift rotation. Complementing the plant's onsite monitoring is TGU's remote access and offsite monitoring systems.
- Regarding overall facility maintenance, TGU has a five (5) year maintenance plan, based around time-based monitoring. The modular setup of the plant means that maintenance can be done on any part of the plant without interruptions to supply.
- In terms of recent operational concerns, major maintenance needs to be carried out on the new interior.

APPENDIX III

Minutes of Meetings

MINUTES OF THE FIRST MEETING HELD ON WEDNESDAY, January 27, 2016 AT 1:34 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-8, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Member
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Mr. Wade Mark	-	Member
Ms. Allyson Baksh	-	Member
Mr. Clarence Rambharat	-	Member
Ms. Melissa Ramkisoon	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern
Mr. Desell Austin	-	Parliamentary Intern

Excused were:

Mrs. Ayanna Webster-Roy	-	Member
Mr. Daniel Dookie	-	Member

COMMENCEMENT

1.1 At 1:34 p.m. the Chairman called the meeting to order and welcomed those present.

1.2 The Chairman indicated that Mrs. Ayanna Webster-Roy and Mr. Daniel Dookie asked to be excused from the meeting.

ELECTION OF VICE-CHAIRMAN

2.1 The Chairman invited nominations for the post of Vice-Chairman. Dr. Lackram Bodoe was nominated on a motion moved by Mr. Wade Mark and seconded by Ms. Melissa Ramkissoon.

2.3 There being no further nominations, Dr. Lackram Bodoe was declared the duly elected Vice-Chairman of the Committee.

DETERMINATION OF A QUORUM

3.1 The Committee agreed to a quorum of three (3) Members, inclusive of the Chairman/Vice-Chairman with representation from both Houses.

DETERMINATION OF THE DATE AND TIME OF MEETINGS

4.1 The Committee agreed to meet twice per month, on the 2nd and 4th Wednesday of each month at 1:30 p.m.

DETERMINATION OF WORK AGENDA

5.1 The Chairman suggested that an orientation session be held at the next meeting of the Committee on the role of relevant stakeholders in the budget process, with a particular focus on the implementation of the budget. These stakeholders include the Permanent Secretary and Director of Budgets, Ministry of Finance and the Permanent Secretary, Ministry of Planning and Development. After some discussion, the Committee agreed to have the orientation session at the next meeting.

5.2 The Committee discussed the establishment of a Parliamentary Budget Office (PBO) which would assist the work of the Committee. The Chairman advised Members that it will be some time before the establishment of the PBO, however she assured that it was on the Parliament's agenda.

5.3 Two approaches were put forward for the way the Committee may carry out its work:

- Entity by entity examination
- Examining sub-heads and looking at allocation totals

Based on the Committee's deliberations, the Chairman instructed the Secretariat to produce two (2) sample Inquiry Proposals on the Ministry of National Security, utilising the approaches identified by the Committee.

5.4 The Committee agreed that it will determine its way forward after the orientation session at the next meeting.

5.5 The Committee noted that Ministries and Departments were required to submit Monthly Expenditure Statements. After some discussion, the Committee agreed that there should be a mechanism to track the submission of these statements and identify the entities that have not submitted for examination.

OTHER BUSINESS

6.1 Mr. Mark suggested the establishment of a Liaison Committee of Chairmen, stating that it will prove useful in avoiding duplication in the work of Committees, and also having possible joint meetings.

6.2 The suggestion was acknowledged as being valid and one that will be taken up at the level of the Speaker of the House.

ADJOURNMENT

7.1 There being no further business, the Chairman adjourned the meeting to **Wednesday February 10, 2016 at 1:30 p.m.**

7.2 The adjournment was taken at 2:36 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

January 28, 2016

MINUTES OF THE SECOND MEETING HELD ON WEDNESDAY, February 10, 2016 AT 1:37 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-8, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Maxie Cuffie	-	Member
Mr. Wade Mark	-	Member
Ms. Allyson Baksh	-	Member
Mr. Clarence Rambharat	-	Member
Ms. Melissa Ramkisoon	-	Member
Mrs. Ayanna Webster-Roy	-	Member

Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern
Mr. Desell Austin	-	Parliamentary Intern

Excused were:

Ms. Nicole Olivierre	-	Member
Mr. Daniel Dookie	-	Member

COMMENCEMENT

1.3 At 1:37 p.m. the Chairman called the meeting to order and welcomed those present.

1.4 The Chairman indicated that Ms. Nicole Olivierre and Mr. Daniel Dookie asked to be excused from the meeting.

EXAMINATON OF MINUTES OF THE FIRST MEETING

2.1 The Committee examined the Minutes of the first meeting. There being no omissions or corrections, the Minutes were confirmed on a motion moved by Mr. Wade Mark and seconded by Dr. Lackram Bodoe.

MATTERS ARISING OUT OF THE MINUTES OF THE FIRST MEETING

3.1 On item 5.2, Mr. Mark enquired about the timeframe for the establishment of the Parliamentary Budget Office (PBO) and suggested that grant funding be considered. The Chairman advised Members that the implementation of a PBO is still in the planning phase and gave the tentative timeframe for establishment as June 2016. In the interim alternative structures which will assist the Committee will be considered.

3.2 Item 6.1 and 6.2 - The Chairman stated that there was no timeframe for the establishment of the suggested Liaison Committee of Chairmen but committed to following up on the matter.

ORIENTATION FOR MEMBERS

4.1 The Chairman reminded the Committee that the purpose of the Orientation session was to educate Members on the role of relevant stakeholders in the budget process with particular focus on the implementation of the budget. The Chairman then invited the relevant stakeholders to enter the room.

4.2 The Chairman introduced the Members of the Committee and asked the Stakeholders to introduce themselves.

Present were:

- Permanent Secretary, Ministry of Finance – Mr. Maurice Suite
- Director of Budgets, Ministry of Finance – Ms. Cherry Ann Le Gendre
- Permanent Secretary (Ag.), Ministry of Planning and Development – Ms. Joanne Deoraj
- Deputy Permanent Secretary, Ministry of Planning and Development – Ms. Ayleen Ovid
- Director, Project Planning and Reconstruction Division (PPRD), Ministry of Planning and Development – Mrs. Jacqueline Weekes-Penco
- Project Monitoring Officer, Ministry of Planning and Development - Mr. Mark Joseph

4.3 Mr. Maurice Suite, Permanent Secretary of the Ministry of Finance presented on behalf of the Ministry, outlining the Budget cycle, Parliament's role in the Budget process, PAAC's role in the Budget process, the importance of the Estimates and the pre-requisites for a successful Budgetary process.

4.4 The Deputy Permanent Secretary, and the Director of the PPRD presented on behalf of the Ministry of Planning and Development, outlining the Planning process, the importance of the Annual and Three year Public Sector Investment Programme (PSIP), PSIP sources of funding – Consolidated Fund and Infrastructure Development Fund (IDF), PSIP process, the Ministry's role in the Budget process and Project implementation challenges.

4.5 The Chairman invited questions from Members. At the conclusion of this segment, the Chairman thanked the Stakeholders for their informative presentations.

(Stakeholders existed the room)

Review of the Sample Inquiry Proposals

5.1 The Chairman invited discussion on the approach the Committee should adopt to carry out its work: entity by entity examination vs. an examination of certain sub-heads and allocation totals. Two Sample Inquiry Proposals utilising the approaches were provided. The Committee decided to adopt the examination of sub-heads approach.

5.2 The Committee agreed to initially examine three (3) sub-heads:

- Current Transfers and Subsidies;
- Development Programme – Consolidated Fund; and
- Development Programme - Infrastructure Development Fund.

5.3 The Chairman asked Members to review the Sample Inquiry Proposal (which utilised the sub-head approach) and forward any comments/suggestions to the Secretariat via email by **Wednesday February 17, 2016**.

OTHER BUSINESS

6.1 Mr. Mark brought to the Chairman's attention two (2) Concept Notes on the PBO and suggested that the documents be made available to the Members of the Committee. The Chairman agreed and indicated that they will be circulated electronically.

6.2 The Committee agreed that its next meeting will be held on Wednesday February 24, 2016 at 1:30 p.m., when they will consider the Sample Inquiry Proposal and determine the inquiry process to be adopted going forward. A draft inquiry process will be circulated to Members.

ADJOURNMENT

7.1 There being no further business, the Chairman adjourned the meeting to **Wednesday February 24, 2016 at 1:30 p.m.**

7.2 The adjournment was taken at 3:54 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

February 12, 2016

MINUTES OF THE THIRD MEETING HELD ON WEDNESDAY, FEBRUARY 24, 2016 AT 1:35 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-8, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Mr. Wade Mark	-	Member
Ms. Allyson Baksh	-	Member
Mr. Clarence Rambharat	-	Member
Ms. Melissa Ramkissoon	-	Member
Mrs. Ayanna Webster-Roy	-	Member
Mr. Daniel Dookie	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern
Mr. Desell Austin	-	Parliamentary Intern

Excused were:

Dr. Lackram Bodoe	-	Vice-Chairman

COMMENCEMENT

1.5 At 1:35 p.m. the Chairman called the meeting to order and welcomed those present.

1.6 The Chairman indicated that Dr. Lackram Bodoe asked to be excused from the meeting.

EXAMINATION OF MINUTES OF THE SECOND MEETING

2.1 The Committee examined the Minutes of the second (2nd) meeting held on Wednesday February 10, 2016.

2.2 The following corrections were made:

- Item 3.1, page 2, line 5: "will" was replaced with the words "are being" and the words "and pursued" were inserted after the word "considered".

- Item 4.2, page 2, line 9: "Ms. Meera Ramesar" was replaced with "Mrs. Jacqueline Weekes-Penco".
- Item 5.1, page 3, line 2: the word "certain" was replaced with "selected".

2.3 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Mr. Wade Mark and seconded by Ms. Allyson Baksh.

MATTERS ARISING OUT OF THE MINUTES OF THE MEETING

3.1 As per item 5.3, the Chairman indicated that responses to the Sample Inquiry Proposal were received from Ms. Ramkissoon and Mrs. Webster-Roy. The Chairman thanked the Members for their comments.

3.2 With reference to item 6.2, Members confirmed receipt of the draft Inquiry Process.

CONSIDERATION OF SAMPLE INQUIRY PROPOSAL

4.1 The Chairman invited discussion on the sample Inquiry Proposal and informed members that there were certain Heads of Expenditure which do not receive allocations under the three (3) sub-heads identified for examination by the Committee (Current Transfer and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund). These were:

- President;
- Industrial Court;
- Registration, Recognition and Certification Board;
- Public Service Appeal Board; and
- Equal Opportunity Tribunal.

4.2 The Chairman suggested that the five (5) Departments that receive no allocations under the identified sub-heads be excluded from initial examination until the Committee examines sub-heads under which these Departments receive allocations. The Committee agreed.

4.3 The Committee agreed to the following amendments to the Sample Inquiry Proposal:

Sub-Head 04: Current Transfers and Subsidies

- Questions Nos. 1, 2, 3 and 18 were amended
- Question No. 15 was deleted

Sub-Head 09: Development Programme: Consolidated Fund

- Questions Nos. 4, 8e, 8f, 8i, 13 and 14 were amended; and

- New 8c, 8g and 9 were inserted.

Sub-Head 09: Development Programme: Infrastructure Development Fund

- Questions Nos. 4, 8e, 8f, 8i, 13 and 14 were amended; and
- New 8c, 8g and 9 were inserted and other questions renumbered.

4.4 The Committee directed that letters for written responses will be forwarded to Ministries/Departments by Friday February 26, 2016.

CONSIDERATION OF DRAFT INQUIRY PROCESS

5.1 The Chairman invited Members to review the Draft Inquiry Process.

5.2 The Committee agreed to the Draft Inquiry Process without amendments.

OTHER BUSINESS

6.1 The Committee agreed to a two (2) week deadline for the receipt of written responses from Ministries and Departments. The Committee also agreed that it will not meet prior to the receipt of these responses.

6.2 The Chairman advised Members that technical assistance for the Committee was being sought.

6.3 Ms. Ramkissoon sought guidance/clarification on how the Committee would treat with a situation where the Committee examines a Ministry for which a Committee Member as a Minister has Cabinet responsibility.

6.4 The Chairman stated that if such a situation arose, it is expected that the Member shall declare any conflict of interest and recuse himself/herself from the Committee. The Committee agreed that it will treat with such matters as the need arises; recognising that such a Member may likely be a representative from the specific Ministry.

6.5 The Chairman directed Members to the research folder of the PAAC on Rotunda and detailed some of the documents which have been uploaded to assist Members. These include:

- Report on Technical Support to Parliament of Trinidad and Tobago by Dr. Rasheed Draman
- PBO Concept for Trinidad and Tobago Parliament by Dr. Rasheed Draman
- General Warrant - Call Circular
- Auditor General's Report 2014
- Accountability for Taxpayers money
- Ministry of Planning and Development Presentation to the Public Administration and Appropriations Committee

- Ministry of Finance Presentation to the Public Administration and Appropriations Committee

6.6 The Chairman informed Members that they may view the Public Accounts Committee (PAC) hearing with the Auditor General Department held on February 24, 2016 on the Parliament's YouTube Channel.

ADJOURNMENT

7.1 There being no further business, the meeting was adjourned to **Wednesday March 23, 2016 at 1:30 p.m.**

7.2 The adjournment was taken at 3:44 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

February 25, 2016

MINUTES OF THE FOURTH MEETING HELD ON MONDAY, MARCH 21, 2016 AT 3:15 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-8, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Nicole Olivierre	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern
Mr. Desell Austin	-	Parliamentary Intern

Excused were:

Mrs. Ayanna Webster-Roy	-	Member
Mr. Maxie Cuffie	-	Member
Mr. Daniel Dookie	-	Member
Ms. Allyson Baksh	-	Member
Mr. Clarence Rambharat	-	Member
Ms. Melissa Ramkissoon	-	Member

<u>COMMENCEMENT</u>

1.7 At 3:15 p.m. the Chairman called the meeting to order and welcomed those present.

1.8 The Chairman indicated that Mr. Maxie Cuffie, Ms. Allyson Baksh, Mrs. Ayanna Webster-Roy, Mr. Clarence Rhambarat, Mr. Daniel Dookie and Ms. Melissa Ramkissoon asked to be excused from the meeting.

<u>EXAMINATION OF MINUTES OF THE THIRD MEETING</u>

2.1 The Committee examined the Minutes of the third (3rd) meeting held on Wednesday February 24, 2016.

2.2 The following corrections were made:

Item 4.2, page 2, line 1: the words “receive no” were changed to “do not receive”.

2.3 There being no further omissions or corrections, the Minutes as amended were then confirmed on a motion moved by Mr. Wade Mark and seconded by Ms. Nicole Olivierre.

MATTERS ARISING OUT OF THE MINUTES OF THE MEETING

3.1 As per item 4.4, the Chairman indicated that letters were sent to thirty-two (32) Ministries/Departments on the agreed date, Friday February 26, 2016.

3.2 The Chairman thanked Members for agreeing to reschedule the meeting date from Wednesday March 23, 2016 to Monday March 21, 2016.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS

4.1 The Chairman informed the Members that twenty-two (22) Ministries/Departments submitted written responses:

1. Office of the Prime Minister
2. Ministry of Health
3. Ministry of Labour and Small Enterprise Development
4. Ministry of Tourism
5. Ministry of Energy and Energy Industries
6. Trinidad and Tobago Police Service
7. Ministry of Sport and Youth Affairs
8. Office of the Parliament
9. Service Commissions
10. Integrity Commission
11. Environmental Commission
12. Tobago House of Assembly
13. Judiciary
14. Ministry of Foreign and CARICOM Affairs
15. Ministry of Rural Development and Local Government
16. Ministry of Communications
17. Ministry of Housing and Urban Development
18. Ministry of Planning and Development
19. Tax Appeal Board
20. Ministry of Social Development and Family Services
21. Ministry of Community Development, Culture and the Arts
22. Ministry of Public Utilities

4.2 The Chairman indicated that requests for an extension were received from the following seven (7) Ministries/ Departments:

1. Ministry of National Security by 22 March, 2016
2. Ministry of Finance by 18 March, 2016
3. Ministry of Works and Transport by 22 March, 2016
4. Ministry of Agriculture, Land and Fisheries by 01 April, 2016
5. Personnel Department by 31 March, 2016
6. Ministry of Education by 18 March, 2016
7. Attorney General and Legal Affairs by 23 March, 2016

4.3 The Chairman informed Members that three (3) Ministries/Departments did not submit a response or request an extension:

1. Ministry of Public Administration
2. Ministry of Trade and Industry
3. Elections and Boundaries Commission

4.4 The Chairman indicated that an email was sent to Ministries/Departments who missed the deadline of March 11, 2016 and did not request an extension.

4.5 The Chairman invited Members to examine the responses received to determine the way forward but limited deliberations due to the absence of several Members.

4.6 The Chairman invited the Committee to review a summary of the responses prepared by the Secretariat, which outlined the status of each entity's response and the possible way forward for their examination.

4.7 The Chairman suggested a division of tasks regarding the various Ministries/Departments, with each Member "championing" specific Ministries/Departments. This does not preclude Members from reviewing any number of additional entities. The Committee agreed and the Chairman encouraged Members to think of the Ministries/Departments they would like to "champion".

4.8 The Chairman also invited the Committee to review the Issues Papers prepared by the Secretariat for the Ministry of Sport and Youth Affairs and the Trinidad and Tobago Police Service.

4.9 The Chairman suggested that the Committee examine the Ministry of Public Administration and Communications at the end of the current Parliamentary session because of the recent merging of the two Ministries. The focus of the inquiry would be issues arising from the fusing of the Ministries. The Committee agreed.

4.10 The Chairman indicated that the underlying assumption was that the timeline for the completion of the examination of the initial three sub-heads identified was the end of the First session.

4.11 The Committee agreed that at its next meeting on April 13, 2016, the Committee will conduct its first Public Hearing with the Ministry of Sports and Youth Affairs. The

Ministry is about to undertake a major project and there were certain deficiencies identified in its written submissions.

4.12 The Committee agreed that prior to the Public Hearing there will be an *in camera* meeting to discuss:

1. the way forward;
2. determine of the next entity to be examined; and
3. consider the possibility of site visits.

4.13 The Chairman directed the Secretariat to circulate the list of Ministries/Departments to Members (who have not yet made selections) to identify the entities they would like to champion. The Chairman asked that Members who hold a Ministerial portfolio refrain from selecting the Ministry for which they have responsibility.

4.14 The Chairman asked Members to pay close attention to the information uploaded to the Rotunda to ensure they keep abreast of the business of the Committee. Any proposed supplemental questions to entities will be posted for Members' consideration within one (1) week, thereafter they will be disseminated. Members can submit their questions to the Secretariat.

OTHER BUSINESS

5.1 On the matter of questioning, the Chairman emphasised the role of the Chair in regulating the process and suggested that it may be prudent to divide questions in order to capture all issues arising.

5.2 The Committee agreed that the entity would not be privy to the questions prior to the hearing. The entity may be given some context of the general areas to be examined.

5.3 The Committee also agreed that Ministries/Departments who have not yet submitted or requested an extension by April 07, 2016 will be written to on April 08, 2016 to appear before the Committee at its next meeting on April 13, 2016 in public, to indicate reasons for the delay.

5.4 The Chairman underscored the need for Members punctuality at the next meeting.

ADJOURNMENT

6.1 The Chairman extended Easter greetings to the Committee and the sentiments were reciprocated by the each Member present.

6.2 There being no other business, the Chairman adjourned the meeting to **Wednesday April 13, 2016 at 1:30 p.m. *in camera* and 2:30 p.m. *in public.***

6.3 The adjournment was taken at 4:06 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

March 22, 2016

MINUTES OF THE FIFTH MEETING HELD ON WEDNESDAY, APRIL 13, 2016 AT 1:32 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-9, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Nicole Olivierre	-	Member
Mrs. Ayanna Webster-Roy	-	Member
Mr. Maxie Cuffie	-	Member
Mr. Daniel Dookie	-	Member
Ms. Allyson Baksh	-	Member
Mr. Clarence Rambharat	-	Member
Ms. Melissa Ramkissoon	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern
Mr. Desell Austin	-	Parliamentary Intern

MINISTRY OF THE ATTORNEY GENERAL AND LEGAL AFFAIRS

Ms. Ingrid Seerattan	-	Permanent Secretary (Ag.)
Ms. Angela Siew	-	Permanent Secretary (Ag.)

MINISTRY OF SPORT AND YOUTH AFFAIRS

Ms. Joan Mendez	-	Permanent Secretary
Mr. Ian Ramdahin	-	Deputy Permanent Secretary
Adrian Raymond	-	Ag. CEO Sport
Mr. Wilford Fullerton	-	Project Coordinator
Ms. Meredith Sambury	-	Accounting Executive
Mr. Lyndon Burton	-	Assistant Project Coordinator
Ms. Calistra Gregoire	-	Project Manager
Ms. Sade Sarjeant-Hanief	-	Project Analyst

<u>COMMENCEMENT</u>

1.9 At 1:32 p.m. the Chairman called the meeting to order.

<u>EXAMINATION OF MINUTES OF THE FOURTH MEETING</u>

2.1 The Committee examined the Minutes of the fourth (4th) meeting held on Monday March 21, 2016.

2.2 The following corrections were made:

- Item 4.12, page 4, line 4: the word "of" was deleted.
- Item 4.14, page 4, line 4: the word "and" was inserted before the word "thereafter" and the word "they" was deleted after the word "thereafter".
- Item 5.3, page 4, line 1: the word "who" was replaced with the word "which".
- Item 6.1, page 5, line 2: the word "the" was deleted.

2.3 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Dr. Lackram Bodoe and seconded by Ms. Nicole Olivierre.

MATTERS ARISING OUT OF THE MINUTES OF THE FOURTH MEETING

3.1 As per item 4.7, Mr. Cuffie sought clarification on what was meant by 'champion'. The Chairman provided an explanation.

3.2 With regard to item 4.2, the Chairman informed Members that responses have since been received from the following Ministries/Departments:

- Ministry of National Security – April 05, 2016
- Ministry of Finance – April 01, 2016
- Ministry of Works and Transport – April 12, 2016
- Ministry of Agriculture, Land and Fisheries – April 01, 2016
- Personnel Department – April 12, 2016
- Ministry of Education – March 23, 2016

3.3 The Chairman advised Members that the Ministry of the Attorney General and Legal Affairs requested an extension until April 12, 2016 and thereafter an additional extension to April 22, 2016. The Chairman informed the Committee that based on the decision taken at the last meeting regarding non-compliant Ministries/Departments, the Ministry of the Attorney General and Legal Affairs was invited to appear before the Committee to give reasons for the delay in its submission. She sought Members views on whether the Ministry should be heard in camera or in public. After much discussion it was decided that the Ministry would appear before the Committee in public.

3.4 As per item 4.3, the Chairman informed Members that the Public Administration arm of the new Ministry of Public Administration and Communications has requested an extension until April 25, 2016. The Committee granted the request.

3.5 In terms of item 4.13, the Chairman indicated that the list of Ministries/Departments was circulated via email on April 12, 2016 and invited members to select the entities they would like to champion. The Chairman highlighted the need for Members to be present on the occasions the Committee is examining a Ministry/Department they chose to champion.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINISTION OF THE WAY FORWARD

4.1 The Chairman informed Members that thirty (30) of the thirty-two (32) Ministries/Departments submitted written responses.

4.2 The Chairman notified Members that draft Issues Papers have been prepared on the following Ministries/Departments and uploaded to Rotunda:

- Ministry of Health
- Service Commissions
- Ministry of Labour and Small Enterprise Development
- Trinidad and Tobago Police Service
- Ministry of Social Development and Family Services

4.3 The Committee agreed that questions related to each Ministry/Department to be examined will be forwarded to the Member assigned for their consideration prior to dissemination.

4.4 The Chairman invited Members to examine the Analysis of Written Submissions prepared by the Secretariat to determine the way forward.

4.5 The Committee determined that the Secretariat should proceed to write to Ministries/Departments for which a supplementary request for information was recommended. Submissions should be received within a two-week deadline.

4.6 The Committee agreed that the next entity to appear will be Integrity Commission.

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE MINISTRY OF SPORT AND YOUTH AFFAIRS

5.1 The Chairman invited discussion on the approach for the examination of the Ministry of Sport and Youth Affairs (MSYA).

5.2 The Chairman drew Members attention to sample question 4 on page 8 of the Issues Paper advising that it should be deleted as it was not relevant to the inquiry. The Members agreed.

5.3 The Committee questioned the rationale for the revised document submitted by the Ministry.

5.4 The Committee agreed that Ms. Ramkissoon, as the "champion" for this particular entity, will follow directly after the Chairman, in terms of questioning.

5.5 The Committee also agreed that the duration of the public hearing would be two (2) hours.

5.6 The Chairman suggested a debriefing session after the public hearing, the Members agreed.

5.7 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:28 p.m.

EXAMINATION OF THE MINISTRY OF THE ATTORNEY GENERAL AND LEGAL AFFAIRS

6.1 The Chairman called the public meeting to order at 2:37 p.m., in the J. Hamilton Maurice Room.

6.2 The Chairman welcomed officials from the Ministry of the Attorney General and Legal Affairs (MAGLA) to the First (1st) public hearing of the PAAC and outlined the mandate of the Committee.

6.3 The Chairman invited officials of the Ministry to explain the non-submission of information requested by the Committee.

- The Permanent Secretary (P.S.) explained that the initial correspondence was not sent to her office, as the accounting officer, rather to the P.S. responsible for Legal Affairs. Having been provided with the relevant correspondence an extension was requested until April 12, 2016. The P.S. indicated that the Ministry is still in the process of compiling the information.

- The Committee was also informed that there were a number of changes at the Ministry, including at the P.S. level. The new P.S. was in the process of becoming acquainted with the submission.

- Officials agreed to submit the requested information by Monday April 18, 2016.

6.4 The Chairman thanked officials of the Ministry of Attorney General and Legal Affairs for appearing and they were excused.

EXAMINATION OF THE MINISTRY OF THE SPORT AND YOUTH AFFAIRS

7.1 The Chairman welcomed the officials of the Ministry of Sport and Youth Affairs and introductions were exchanged.

7.2 The Chairman outlined the purpose of the meeting: the examination of the 2016 expenditure of the MSYA under the sub-heads of Current Transfers and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund.

7.3 The following issues arose from the examination with the officials of the Ministry of Sport and Youth Affairs:

i. Opening Statement

The Committee learned that MSYA was in a transitional phase given the return of the Youth Affairs portfolio and the removal of regional complexes from the Ministry's purview. Among the challenges being faced by the Ministry were: human resource staffing, record keeping, inventory management, asset management, implementation of capital projects, and the payment of outstanding commitments.

The Ministry has embarked on a one-year action plan and was reviewing its policies, systems and work processes. It has engaged in capacity building in the areas of procurement, financial management and accounting procedures. Officials informed the Committee that they were about to embark on a strategic review and transformation exercise.

ii. Revised submission of the MSYA

The Committee sought reasons for the revised submission of the MSYA. Officials indicated that it was a means of bringing the Committee up to date with the mid-year review and also to update current expenditure to date.

iii. Impact of the mid-year review

The Committee sought insight into the impact of the mid-year review. The mid-year review resulted in a 7 per cent operating reduction, approximately $34 million. Officials indicated that the Ministry engaged in a line by line review of its expenditure, particularly its operating costs and expenses. The MSYA also sought to get more value from services provided by various service providers and to determine a more cost effective way of managing its contracts. The Ministry was also forced to review its training budget. Attempts were made not to review personnel expenditure.

iv. Human Resource issues

The Committee learned that most of the staff in both the Sport and Youth Divisions have been on short-term for over five (5) years. This presented an industrial relations challenge. The Ministry was awaiting the report of the Cabinet appointed committee on short-term employment. In the interim, the MSYA advertised vacant positions on the contract establishment and short-term employees who were qualified were invited to apply.

In terms of training and development, a training plan was submitted to the Ministry of Finance (MoF), to source funding. If funds were not forthcoming, the plan would be carried over to the next fiscal year.

v. Internal Audit Unit

The Committee raised concerns about the understaffed Internal Audit Unit, the lack of expert skills and questioned the Ministry's ability to ensure transparency and value for money. Officials revealed that a financial consultant had been engaged to assist in examining financial reports and preparing the Auditor General's Report. The position of financial consultant was a short-term engagement. The consultant, a former employee of the Ministry, executed training and capacity building for staff members. Additionally in the next quarter, training in forensic-type procedures was being planned.

The preparation of the Auditor General's Report was now centralised and under the purview of the Deputy Permanent Secretary (DPS). Officials assured the Committee that though the unit was depleted in numbers, the Ministry possessed in-house capabilities to supplement. The Ministry was liaising with the Service Commissions Department to fill existing vacancies in the unit.

The Audit Committee at the time of the meeting only comprised the auditor but the MSYA was hoping to expand the Committee to include the DPS or PS, Head of Administration, Accounts and other personnel of the Ministry. This was expected to be finalised in approximately two (2) months.

The Audit Committee's work programme was carried out on a weekly basis. The Ministry and all facilities falling under its purview were audited at various times throughout the financial year. The last internal audit was conducted in the first quarter of 2016.

vi. Internal controls

The Committee questioned the Ministry's internal controls and the detection of fraud. Officials stated that the task of correcting anomalies and malpractice fell under the purview of the DPS. The DPS was charged with red flagging issues and bringing it to the attention of the PS and any other relevant officer.

vii. Brian Lara Stadium

The Committee sought clarification on releases for the Brian Lara Stadium in the sum of $34 million. The Committee learned that the MSYA was refinancing a loan that extends to 2019. The $34 million reflected an instalment that was due. The loan was in relation to the original project. The project for completion of stadium was in progress with the UDeCOTT and the arrangement was being finalised.

viii. National Aquatic Centre, Couva

The Committee noted the variation in expenditure for the National Aquatic Centre. Officials explained that the variation was partly due to an expanded scope of works. Also an additional facility in the form of diving pools and a diving facility was added to the Aquatic Centre. There were also upgrades with the implementation of a more modern system, the Murtha system and also furniture, fixtures and equipment.

ix. Suppressed Projects

The Committee sought information on what projects would have to be suppressed to complete national projects such as the Aquatic Centre. Officials revealed that two (2) multi-purpose indoor facilities were suppressed, partly due to the unavailability of suitable land to locate them. Of the nine (9) regional sporting complexes to be built through an ANSA bond facility, five (5) have been suppressed. The Ministry was seeking to repurpose the ANSA loan in order to cover the cost of the national projects.

Criteria for suppressing projects

The Committee sought information on the criteria used to suppress a project. The Committee was informed that the Ministry reviewed the overall work programme. It was a collaborative effort between the Ministry and SporTT. They attempted to determine the plans and projects that were necessary to be carried out in order to fulfill the objectives of the Ministry. A revised list of projects and plans was then presented to the MoF.

x. Disciplinary matters

The Committee sought information on what actions may have been taken against persons in breach of policies and procedures. Officials indicated that investigations were undertaken and reports were submitted to the Public Service Commission and they were awaiting a decision. The officers were, at the time of the meeting, on suspension.

xi. Inventory controls

The Committee sought information on inventory control systems in place at the Ministry. Officials stated that a needs assessment was being conducted to ensure that all assets were recorded in accordance with regulations. The Ministry would be adopting an e-approach to inventory.

xii. Challenges to the implementation of the capital programme

The Committee sought elaboration on the challenges faced in the implementation of the capital programme. Ministry officials indicated that outstanding commitments from the previous financial year eroded its current allocation.

xiii. 2018 World Cup Football campaign

The Committee sought information on the Ministry's plan to fund the 2018 World Cup football campaign. The Sport Company (SporTT) gave the Trinidad and Tobago Football

Association (TTFA) a commitment to cover all flight arrangements and accommodation both locally and internationally. This was intended to cover both qualification matches and international friendlies. For local games, SporTT will be underwriting a lot of the operational costs such as electricity, water and security. VIP and protocol services will also be provided. Gate receipts will be used to supplement and be a source of income to the TTFA.

xiv. Youth Affairs projects

The Committee raised concern regarding the deferral of youth projects to 2017. Officials informed the Committee that the projects were under review. The Ministry determined there can be collaboration with tertiary institutions and the Ministry of Social Development and Family Services. In developing a Youth Employment Policy, the MSYA was collaborating with the Ministry of Labour and Small Enterprise Development, and were hoping to implement the policy in 2017.

In terms of the "Save the Youths in the Marginalised Communities" project the Ministry was awaiting the disbursement of $1 million from the MoF to pay an outstanding bill.

xv. Sport Development Officers

The Committee sought details on the 36 Sport Development Officers. The Committee learned that as of March 31, 2016, the employment of these officers came to an end and the job description and specification were under review.

xvi. Submission Annual Administrative and Financial Reports to Parliament

The Committee enquired whether the administrative reports and audited financial statements of the Ministry and its implementing agency were up to date. Officials indicated that the administrative reports of the then Ministry of Sport for fiscal years 2013, 2014 and 2015 were drafted and submitted for review. Once the review has been completed, they would be submitted to Cabinet for approval.

The Sport Company was up to date with its audited financial statements. However, from the period August 2014 to April 2015 there was no active board. This prevented the approval of the audited financials at an Annual General Meeting (AGM). The 2014 and 2015 audited financials were approved in February 2016. Officials added that monthly and quarterly reports as required under the State Enterprises Performance Monitoring Manual were submitted to the MSYA and the MoF. This aided in monitoring and evaluation.

xvii. Procurement policy

The Committee queried whether the Ministry had an existing procurement policy. The Committee learned that the Sport Company had a draft procurement policy and it followed the State Enterprises Performance Manual. Having received feedback, a new draft will be resubmitted to the MSYA and the MoF for review. The draft was being used as part of the SporTT's procedure.

xviii. **Delineation between the MSYA and SporTT**

The Committee sought clarification on the delineation between the MSYA and SporTT with regard to projects. Officials indicated that the MSYA was responsible for upgrading community swimming pools and the improvement of indoor sporting arenas while SporTT was responsible for the upgrade and rehabilitation of corporation grounds in rural communities. These projects were monitored and evaluated through reports and site visits. Site visits were dependent on the life cycle of a project.

xix. **Elite Athlete Assistance Programme**

The Committee sought greater detail on the Elite Athlete Assistance Programme (EAAP). The Committee learned that that there were different categories within this programme: top 10, top 30 (who receive elite athlete funding) and aspiring elite athletes (who receive grant funding). For fiscal 2015/2016 grant funding disbursement amounted to $1, 111, 800, and elite athlete funding was $1, 543, 758, both amounting to a total to $2, 805, 770.

There were 20 elite athletes who received $1.5 million and 26 athletes received grant funding for the fiscal year thus far. The Ministry has been prioritising athletes who can qualify for Olympics.

xx. **TT Pro League**

The Committee sought reasons for the reduction in the government subvention to the TT Pro League. Officials informed the Committee that the additional subvention of $83, 000 per team, did not receive Cabinet approval. Additionally given the Ministry's reduced allocation, only the original subvention of $50, 000 was possible. The Ministry was collaborating with the TT Pro League to acquire a new business model and reduce its reliance on government's subvention. Officials also indicated that the Ministry would work with the League to improve the recreation grounds.

xxi. **Recreation Grounds**

The rate of releases from IDF was proving to be a challenge. There was Cabinet approval for approximately 100 recreation grounds, the grounds have been dealt with on a phased basis in each financial year. The Ministry hoped to have all active projects (14) completed within this fiscal year. Based on the scope of works, turnaround time was approximately 3 to 6 months, inclusive of the procurement process. SporTT liaised with the various regional corporations regarding corporation grounds.

xxii. **Technical maintenance package**

In terms of the technical maintenance package the Ministry hoped that the software aspect of the package would be fluid enough to be utilised at all facilities. The software package was expected to be implemented by the end of financial year 2016 or early in fiscal year 2017.

xxiii. Sell Sport

Officials revealed that they would be embarking on a project entitled, "Sell Sport" which was an expo aimed at building public - private partnerships. The various national governing bodies would be invited and the various sporting disciplines would be marketed.

xxiv. Dwight Yorke Stadium

The Committee sought clarification on the allocation to the Dwight Yorke Stadium. Officials indicated that for the current financial year there was no work on the Stadium, at the time of the meeting, the project is under review. The Ministry engaged in some maintenance work to keep the facility up and running until major works could commence.

The MSYA partnered with the Tobago House of Assembly, which provided some funding. Within the Ministry's budget, $500, 000 was allocated for maintenance and $760, 000 for upgrades.

xxv. Code of Conduct

The Committee sought further details on the Ministry's code of conduct. The Committee learned that the MSYA followed the public service regulations regarding the code of conduct. It was seeking to define its own code of conduct in terms of its internal policy. This was an activity being spearheaded by the DPS.

xxvi. Trinidad and Tobago Boxing Board of Control

The Committee queried the figures quoted for the stipend to the Board contained in the original and revised submission of the Ministry. Officials revealed that there was a double payment and as such the accounting records would have to be varied.

The Committee sought information on when the last audit was conducted for the TTBBC and what were the findings. Officials indicated an audit was conducted in 2014 with a follow up in the 2015. In 2014 TTBBC's internal controls were found to be weak. The Ministry was satisfied that the controls put in place then were resulting in greater efficiencies.

xvii. Requested information

Further to the discussions during the hearing, the MSYA was asked to provide written submissions on the following matters:

- The date of the last site visit conducted at each project under the purview of the Ministry of Sport Youth Affairs (MSYA) and the Sport Company of Trinidad and Tobago (SporTT).
- Clarification on the signage for the Brazil Recreation Ground being located at Las Lomas No. 2 and not the actual site of the recreation ground and whether expenditure was earmarked for the renovation of the Brazil Recreation Ground or another project at Las Lomas No.2.

- Details on how the Elite Athlete Assistance Programme has helped shape sport development in Trinidad and Tobago.
- The rationale for undertaking a $500, 000 maintenance plan instead of the $760, 000 upgrade plan for the Dwight Yorke Stadium.
- The ways in which the MSYA and by extension SporTT plan to contribute to the country's Gross Domestic Product (GDP) in light of the investments made in the construction and upgrade of world-class sporting facilities throughout Trinidad and Tobago.
- Findings of the last audit conducted by the Ministry of Sport and Youth Affairs.
- Details on project management strategies adopted to ensure efficiency and efficacy in the delivery of projects under Sub-Head 09.
- Whether there is need for a new approach to procurement at the Ministry and its implementing agency, SporTT.
- Recommendations for improving the process at the Ministry under the three Sub-Heads: Current Transfers and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund.
- Whether the audit reports have revealed goods and services being provided to the MSYA by employees of the MSYA, either personally or through affiliates.
- Comment on the issue of overlap/duplication with other Ministries as it relates to the Youth Affairs Portfolio and the impact on the efficiency of public administration.

7.4 The Chairman thanked officials of the MSYA and SporTT for appearing before the Committee and placed them on notice that they may be required to appear again on April 27, 2016 to assist the Committee in its deliberations.

SUSPENSION

8.1 At 4:45 p.m., the Chairman suspended the *public* meeting to resume *in camera* for a post-hearing discussion with Members only.

RESUMPTION

9.1 At 4:48 p.m. the Chairman resumed the meeting *in camera.*

POST-HEARING DISCUSSION

10.1 The Chairman sought Members views on the just concluded public hearing. HR and internal audit issues stood out as the major challenges facing the Ministry.

10.2 The Committee decided that there was no need for a further public hearing with the Ministry of Sport and Youth Affairs.

10.3 A discussion ensued on the matter of reporting. The Committee agreed that it will report on each entity examined and an overarching report will be done at the end of the session, identifying trends and systemic issues.

ADJOURNMENT

11.1 There being no other business, the Chairman adjourned the meeting to **Wednesday April 27, 2016 at 1:30 p.m*. in camera*** **and 2:00 p.m. *in public.***

11.2 The adjournment was taken at 5:06 p.m.
We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

April 22, 2016

MINUTES OF THE SIXTH MEETING HELD ON WEDNESDAY, APRIL 27, 2016 AT 1:41 P.M.
IN THE ANR ROBINSON EAST AND WEST MEETING ROOMS, LEVELS G-9, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Ms. Allyson Baksh	-	Member
Ms. Melissa Ramkissoon	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern

Absent were:

Mrs. Ayanna Webster-Roy	-	Member (Excused)
Mr. Daniel Dookie	-	Member (Excused)
Mr. Clarence Rambharat	-	Member (Excused)

Also present were:

Industrial Court

- Mr. Noel Inniss - Registrar
- Ms. Kathy-Ann Alexander-Fraser - Assistant Registrar
- Ms. Youland Robinson - Court Administrator
- Ms. Lydia Glasgow - Accounting Executive I
- Ms. Yvienne Lawrence - Communications Officer
- Mr. Roger Belcon - Information Tech. Specialist
- Ms. Hetty Burke - Auditor I

Tax Appeal Board

- Mr. Dushant Persad Maharaj - Registrar

- Mrs. Gayvelle Davis - Librarian II
- Mr. Keith Joseph - Information Tech. Specialist

Environmental Commission

- Ms. Gizel Thomas-Roberts - Registrar
- Ms. Stacy Alleyne - Administrative Officer II (Ag.)
- Ms. Chrysten Dalrymple - Accounting Assistant (Ag.)
- Mr. Troy Roberts - Information Tech. Consultant

Integrity Commission

- Ms. Jasmine Pascal - Registrar (Ag.)
- Ms. Isha George - Accounting Assistant
- Ms. Petal Alexander - Legal Officer II
- Ms. Adella Ramroop - Legal Officer II
- Mr. Mervyn Crichlow - Manager,Corporate
- Mr. Richard Frederick - Director of Investigations
- Mr. Christopher Ramsey - Director of Compliance
- Ms. Candice Young - Senior Human Resource Analyst
- Mrs. Natasha Elder St. Louis - Information Tech. Specialist/Webmaster

<u>COMMENCEMENT</u>

1.10 At 1:44 p.m. the Chairman called the meeting to order.

<u>EXAMINATION OF MINUTES OF THE FIFTH MEETING</u>

2.1 The Committee examined the Minutes of the fifth (5th) meeting held on Wednesday April 13, 2016.

2.2 The following corrections were made:

- Item7.3 (iv), page 6, line 2: the word “engaged” was inserted before the word “on”, the word “contracts” was inserted before the word “for”; and
  line 4: the words “has been advertising” replaced the word “advertised”.

2.3 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Dr. Lackram Bodoe and seconded by Mr. Maxie Cuffie.

MATTERS ARISING OUT OF THE MINUTES OF THE FIFTH MEETING

3.1 The Chairman informed Members that a revised submission was received from the Personnel Department on April 20, 2016.

3.2 With regard to item 3.3, the Chairman informed Members that a response has since been received from Ministry of Attorney General and Legal Affairs on April 18, 2016.

3.3 As per item 3.4, the Chairman informed Members that the Public Administration arm of the Ministry of Public Administration and Communications has made a request for further extension until May 6, 2016.

3.4 Mr. Cuffie having Cabinet responsibility for the Ministry of Public Administration and Communications recused himself from the meeting until discussions on his Ministry were concluded.

3.5 The Chairman sought members' views on the request for a further extension. The Committee agreed to communicate with the Ministry, indicating its displeasure and stating that should the submission not be received by May 06, 2016, the Ministry will have to appear before the Committee at its next meeting.

3.6 In terms of item 7.3 sub point xvii, the Chairman indicated that the requested additional information from the Ministry of Sport and Youth Affairs (MSYA) was received on April 20, 2016.

3.7 Members expressed dissatisfaction with the submission from the MSYA. The responses provided were insufficient.

3.8 The Chairman directed the Secretariat, based on the concerns raised by Members, to draft the additional questions and circulate to the respective Member to ensure his/her concerns were fully captured.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINATION OF THE WAY FORWARD

4.1 The Chairman suggested a site visit to the National Aquatic Centre. Another Member suggested a visit to the Cycling Velodrome. The Committee agreed to make a decision on site visits at the next meeting.

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE FOUR DEPARTMENTS FOR FISCAL YEAR 2016

5.1 The Chairman informed the Committee that Issues Papers on the Expenditure of Industrial Court, Tax Appeal Board, Environmental Commission and Integrity Commission were circulated to Members. The Chairman invited discussion on the approach for the examination of the four (4) Departments.

5.2 The Chairman emphasised the importance of time management in achieving the objectives of the public hearing. The Chairman suggested 30 minutes for each Department. The Committee agreed.

5.3 The Chairman reminded the Committee that the business of the meeting was confined to Sub-Head: 09 Development Programme - Consolidated Fund and informed the Committee the order in which the Departments would appear:

1. Industrial Court
2. Tax Appeal Board
3. Environmental Commission
4. Integrity Commission

5.4 The Chairman reminded the Committee of the champion for each Department under examination:

- Industrial Court and Tax Appeal Board – Chairman
- Environmental Commission and Integrity Commission – Ms. Ramkissoon

5.5 The Chairman, based on recommendations of the Secretariat, proposed the Ministry of Public Utilities as the next entity to be examined. The Chairman asked Members to deliberate on the matter and should they have any further suggestions, these should be indicated by April 28, 2016. The Committee agreed.

5.6 The Vice-Chairman indicated that he was unwell and asked to be excused from the public hearing. The Member was so excused.

5.7 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:09 p.m.

EXAMINATION OF INDUSTRIAL COURT

6.1 The Chairman called the public meeting to order at 2:16 p.m., in the A.N.R Robinson Meeting Room (West).

6.2 The Chairman welcomed officials of the Industrial Court to the Second (2nd) public hearing of the PAAC and outlined the mandate of the Committee and the purpose of the hearing.

6.3 The following issues arose from the examination with officials of the Industrial Court.

Opening Statement

The Committee was informed that the Court was a superior court of record, hearing and determining trade disputes. As it related to Sub-Head 09: Development Programme: Consolidated Fund, the major challenges identified were:

- Computerisation – upgrading of the court website: officials stated that presentations were made by potential suppliers/providers and the Department was awaiting written proposals detailing cost.
- Improvement works - Reconfiguration of the Court's registry: NIPDEC was identified as the Agency dealing with this project and it was awaiting board approval to move forward. This was expected in the month of May.
- Accommodation for Tobago Office of the Industrial Court: funds allocated for this project were described as insufficient. The project was estimated to cost approximately $11Mn and the Department was allocated $600,000. The Department has subsequently requested the Ministry of Planning and Development take over the project.

Overall funding was identified as a challenge.

i. Computerisation

The Committee sought clarification on the scope and life of the computerisation project. Officials explained that the computerisation project was an ongoing project with different aspects. For fiscal 2016, the computerisation project was focused on the upgrade of the website. The scope entailed making the website more functional. Officials indicated that once the project commenced it would likely be completed within four (4) months.

The Committee referenced the Call Circular of the Ministry of Finance for the years 2015 and 2016, in particular the "Criteria for Exclusion of Projects/Programmes from PSIP" and more specifically the point on "annual/legacy projects" to seek officials' views on whether the computerisation project was an annual/multi-year project. Officials of the Industrial Court conceded that the project was at variance with the Call Circular in terms of there being no discernible end dates, however, maintained that the computerisation was a PSIP project. The Committee suggested that the Department review its classification of the project.

Officials also informed the Committee that there was no one person dedicated to website maintenance, rather the Communications Officer and the Librarians will upload information and provide recommendations for the website. Although the officials accepted that these were financially challenging times, consideration was not being given to hiring a webmaster.

ii. Tobago Court

The Committee sought insight into the initial estimated cost of the project and the reason(s) for the new estimated cost of $11Mn. Officials indicated that the project has been ongoing since 2003/2004. There was difficulty in identifying a building. A building was initially identified in 2005, but the number of approvals required for a state agency led to the landlord electing to rent to a private agency. In 2014, Sandy Hall was identified. Officials informed the Committee that the initial estimated cost was $4.9million, however, a more recent assessment placed the cost at $11Mn. The Committee had reservations about this.

The Committee sought the estimated timeframe for the commencement of this project. Officials stated that a specific timeframe or completion date could not be given as the project was referred to the Ministry of Planning and Development.

The Committee sought information on what measures were in place for workers in Tobago requiring access to the courts. Many of the persons would have to come to Trinidad to access the Industrial Court, either in Port of Spain or San Fernando. Officials explained that over the years, the Industrial Court, during the vacation of the Supreme Court, would utilise that court facilities or building to hear matters regarding Tobago workers. The Committee learned that as many as thirty (30) matters were heard during the period of August.

The Committee sought to determine whether the Department had explored the idea of sharing accommodation within the Supreme Court given the current economic situation. Officials indicated that this was not under consideration.

iii. **Projects for financial year 2016**

The Committee sought clarification on which project the figure $461,000 related to. Officials explained that this allocation was for the Improvement of Works – Reconfiguration of the Court Registry project. A separate sum of $500,000 has been allocated for the computerisation project, and $600,000 for the Tobago Court.

iv. **Release of funds**

The Committee raised concern about funds being released for each of the three projects outlined and expenditure being nil in the seventh month of the fiscal year 2016 and inquired whether this was an issue of capacity. In the case of the computerisation project officials expressed that to some extent it was a matter of capacity and the ability to mobilise and engage specific persons to deal with the project. With regard to the reconfiguration of the Registry, the Court was ready to commence the project and in the case of the Tobago project, insufficient funds was an issue.

v. **Improvement Works of the Industrial Court – Reconfiguration of the Registry**

The Committee sought information on the role of the Accounting Officer in the tendering process for the reconfiguration project. Officials indicated that NIPDEC was solely responsible for the tendering process. The Accounting Officer would make the final decision on whether to pay the successful tenderer or not.

The Committee learned that the Court Administrator had responsibility for monitoring the projects and ensuring it was completed within budget and within schedule.

vi. **Role of the Internal Auditor**

The Committee sought clarification on the role of the Internal Auditor in monitoring the reconfiguration project. Officials explained that the internal auditor only became involved when invoices, documentation and contracts requirements were submitted by NIPDEC.

Officials also indicated that Internal Audit reports were submitted to the Accounting Officer on a monthly basis and that the last report was received in March.

vii. **Prevention of fraud**

The Committee sought information on what were the guidelines or regulations employed to prevent fraud in the procurement process. Officials stated the Department follows Central Tenders Board Regulations. On big projects the Court would liaise with the Central Tenders Board to ensure it functioned in accordance with the correct procedures.

viii. **Value for money**

The Committee sought information on the measures in place to capture value for money by the Department. Officials explained that there was a small committee responsible for ensuring compliance with the procurement guidelines and Central Tenders Board Regulations. Officials assured that this particular committee would capture value for money.

ix. **Recommendations**

On the question of recommendations to improve the operations of the Court, officials proffered that the Ministry of Finance should take into consideration any variation which may occur during the period when the estimates were prepared in April and the start of the financial year in October.

x. **Staffing of the Internal Audit Department**

The Committee sought information on the staffing component of the Internal Audit Department. Officials indicated that the Internal Audit Department comprised an Auditor I and two (2) Auditing Assistants. Submissions have been made to the Public Management Consulting Division (PMCD) for two (2) more positions, an Auditor II and another Auditing Assistant.

The Committee learnt that the Internal Audit Department was responsible not just for the Industrial Court but also four (4) sub-accounting units: Public Service Appeal Board, Environmental Commission, Equal Opportunities Tribunal and Tax Appeal Board.

Staff of the Internal Audit Department was selected for various training opportunities. Two to three sets of training were held per year. The last training was held in February 2016.

6.4 The Chairman indicated that further questions would be sent to the Commission on April 28, 2016 and the deadline to submit would be May 2, 2016.

6.5 The Chairman thanked the Officials of the Industrial Court for appearing before the Committee and they were excused.

EXAMINATION OF THE TAX APPEAL BOARD

7.1 The Chairman welcomed the officials of the Tax Appeal Board and introductions were exchanged.

7.2 The Chairman outlined the purpose of the meeting: the examination of the 2016 expenditure of the Tax Appeal Board under the sub-head 09 Development Programme – Consolidated Fund.

7.3 The following issues arose from the examination with the officials of the Tax Appeal Board:

Opening Statement

Officials stated that the Tax Appeal Board was a superior court of record that adjudicated appeals of assessments from the Board of Inland Revenue. The Judicial and Legal Service Commission appointed the Board's Chairman and Registrar.

vi. Stakeholders

The Committee sought information on the external stakeholders of the Board. Officials indicated that the external stakeholders were mainly attorneys, lay litigants and the Board of Inland Revenue. There has been approximately 400 matters/applicants per year, not all persons would necessarily use the library.

vii. Partnership with another legal library or NALIS

The Committee sought to determine whether consideration was given to have library service provided in conjunction with the NALIS Library or the Supreme Court Library. Officials explained that attempts were made but these libraries did not possess the repository of books required by the Board.

viii. Human Resource issues

The Committee learned that the Library staff only consisted of a Librarian and two Library Assistants. The current Librarian was from NALIS. Officials stated that prior to the tenure of the current Librarian attempts were made to acquire the services of a Librarian from NALIS but the request was denied and as such the Board secured the services of an On-the-Job-Trainee and the Registrar trained himself in the MINISIS system.

ix. Income Taxpayers

The Committee sought clarification on whether ordinary income tax payers could have their matter heard by the Tax Appeal Board. Officials stated that income tax payers were allowed to have their matter heard by the Tax Appeal Board upon the expiration of 2 years of not receiving a response from the Board of Inland Revenue. Officials also recommended that anyone appearing before the Board should have an attorney be present. Approximately 10 per cent of the litigants per year are individuals.

x. Expenditure

The Committee sought clarification on the expenditure for the Library upgrade project, of the $1,210,000 allocated, $878,996 remained unspent. Officials explained that when a contract was signed, an initial down payment, approximately 30% of the overall payment. This accounted for the unspent sum.

xxvii. **Upgrade of Library**

The Committee sought information on the overall upgrade of the Library and sought to determine whether the sum of $1.2Mn was the final figure or a moving figure in terms of cost for the library upgrade. Officials indicated that the figure quoted was the final figure. Matters such as the acquisition of new books would fall under recurrent expenditure. Officials also recommended that the Committee pay a site visit to the Library.

xxviii. **Internal Audit**

The Committee sought to determine whether an internal audit unit existed at the Department and when the last report was submitted and its findings. Officials explained that the Department was a sub-accounting unit of the Industrial Court, which would be responsible for this. Officials committed to providing the reports submitted to the Board by the Industrial Court.

xxix. **Supply and Installation of an Uninterrupted Power Supply (UPS)**

The Committee sought clarification on the use of funds allocated for the UPS project, noting that there was 10 per cent unaccounted for. Officials indicated the breakdown contained in the Board's written submission was incorrect and it should read 10 per cent (initial outlay), 50 per cent (installation of materials and equipment) and 40 per cent (termination services and training for Tax Appeal Board staff). Officials advised the Committee to disregard the original submission of the Board and focus on Achievement Report submitted which was more recent.

The Committee sought information on the allocation for Termination Services and training of Tax Appeal Board staff. Officials explained that due to the nature of the project Termination Services would be not just at the end of the project but also for maintenance. The Committee also learnt that training was necessary for maintenance of the system and the prevention of breakdowns.

Officials indicated that a UPS system has already been installed and operationalised on the first floor of building occupied by the Board. The Board consulted with the Supreme Court, Industrial Court and other agencies before a decision was made on the UPS system. The Committee learnt that the same contractor was re-engaged, subsequent to a request for proposal and evaluation. The Board also realised cost savings as the selected contractor negotiated a lower cost than was budgeted. Officials informed the Committee that the project was not yet started but expected it would be completed by the end of fiscal year 2016.

7.4 The Chairman indicated that further questions would be sent to the Commission on April 28, 2016 and the deadline to submit would be May 2, 2016.

7.5 The Chairman thanked the Officials of the Tax Appeal Board for appearing before the Committee and they were excused.

EXAMINATION OF THE ENVIRONMENTAL COMMISSION

8.1 The Chairman welcomed the officials of the Environmental Commission and introductions were exchanged.

8.2 The following issues arose from the examination with the officials of the Environmental Commission:

Opening Statement

- Officials indicated that the Environmental Commission was a superior court of record, established in 2000. The Commission has jurisdiction to hear appeals, applications, and administrative civil assessments from the Environmental Management Authority.
- The Committee learned that $1Mn was requested to aid in the Commission's Relocation Programme.

i. Electronic Data Management System Project

The Committee sought information on the amount of funds transferred to date and what percentage of the Electronic Data Management System has been completed to date. Officials stated that no funds were transferred and that the project was not yet started.

The Committee also learned that this project would be completed in phases. The first phase would have commenced in fiscal year 2014. The Committee drew reference to the Call Circular of the Ministry of Finance for the years 2015 and 2016 and suggested that the Electronic Document Management System be migrated out of PSIP and be included under another head of expenditure. The officials of the Environmental Commission agreed.

The Committee sought clarification on why the approved cost was $1Mn but the cost stated in the response was $425,000. Officials explained the $1Mn was requested in the event that the Commission relocated and the plan for the establishment two courtrooms and an expanded jurisdiction was realised. Should relocation not occur, the entire sum would not be utilised thus amounting to savings for the government.

The Committee sought information on how this project was expected to improve staff productivity. Officials stated that it would allow staff to be more efficient and create less room for human error.

The Committee also sought clarification on whether the adoption of this system, would lead to redundancy/redeployment and future layoffs. Officials stated that this was difficult to determine this at that point.

ii. Relationship between the Environmental Commission and the Industrial Court

The Committee was informed that the Commission was a sub-accounting unit of the Industrial Court and prior to this the Commission fell under the Ministry of Public Utilities. The Industrial Court would monitor the expenditure of the Commission. As a sub-accounting unit, the Commission was unable to take its own Notes to Cabinet.

Officials informed the Committee that the relationship between the Commission and the Industrial Court was being managed, and there has been improvement. Although the Commission would prefer to have its own accounting unit, its small size was an impediment.

iii. Communication Backbone

The Committee sought to determine whether the communication backbone of the Commission was the government backbone. Officials indicated that the Commission did not utilise the government communication backbone, the GovNet kit. The Commission would have exchanged one service provider with another, Digicel.

The Committee raised concerns about the Commission not utilising the government backbone and the Electronic Document Management System provided for state agencies and thereby achieving cost savings. Officials indicated that they were yet to solicit quotes to get onto the government backbone. The possible relocation of the Commission has also been a deterrent.

iv. Role of the Accounting Officer

The Committee sought clarification on the role of the Accounting Officer of the Environmental Commission, given that it was a sub-accounting unit. Officials explained that the Accounting Officer has the same powers as a Permanent Secretary and there was independence in terms of how money would be spent. The Industrial Court monitored, provided guidance and printed cheques.

v. Human Resource

The Committee sought information on the Human Resource capacity within the Commission. Officials stated that this was one of the challenges they faced. In the case of IT, the Commission approached PMCD for an IT Specialist, but there were challenges in justifying the workload.

vi. Three Quote System

The Committee sought information on the three quotes system and the existence of a prequalified list. Officials stated that a pre-qualified list did not exist and persons in the business of the required services were sought out and three quotes were obtained.

vii. Software Agreements

The Committee sought information on whether the Commission utilised software agreements and licences used by the government. Officials stated that the Commission solicited and received licences from iGov for all Microsoft software. The Committee learnt that Commission liaised with its iGov representative frequently.

viii. **Compliance and Management of Resources**

The Committee sought information on the measures in place to ensure effective compliance and proper management of resources and to determine how the Commission measured performance. Officials requested that this response be provided in writing. The Committee agreed.

ix. **Evaluation**

The Committee raised concerns about the Commission's evaluation of projects after completion and sought to determine the existence of an audit unit. Officials stated that the Industrial Court provided internal audit functions along with the Auditor General's Department which would conduct oversight and checks, as per the legislation. No member of staff of the Commission was involved in internal audit.

x. **"Paperless Environment"**

The Committee sought explanation on how a "paperless environment" assisted in measuring or evaluating the outcome of each project under the Commission's remit. Officials explained that having a paperless environment was one of the goals of the Commission and did not specifically assist in measuring of completed projects but it was merely an administrative tool for use.

8.3 The Chairman indicated that further questions would be sent to the Commission on April 28, 2016 and the deadline to submit would be May 2, 2016.

8.4 The Chairman thanked the Officials of the Environmental Commission for appearing before the Committee and they were excused.

EXAMINATION OF THE INTEGRITY COMMISSION

9.1 The Chairman welcomed the officials of the Integrity Commission and introductions were exchanged.

9.2 The following issues arose from the examination with the officials of the Integrity Commission:

Opening Statement

- The Commission's vision was the promotion of integrity and making Trinidad and Tobago corruption-free.
- The Commission is empowered to oversee the ethics and integrity of public officials: persons in public life and persons exercising public functions.
- The responsibility of the Registrar was outlined.

- The Integrity Commission and the Office of the President utilise the same accounting unit.
- The Commission was engaged in a review of the Integrity in Public Life Act (IPLA).
- The draft Whistleblower legislation emanated from the Office of the Attorney General, the Commission was in no way involved in the preparation of the Bill.

i. Role of the Accounting Officer

The Committee sought information on the role of the Accounting Officer. Officials indicated that the Accounting Officer was responsible for financial matters of the Commission, reporting to the Auditor General, the Ministry of Finance and all relevant bodies including the Parliament and the Public Accounts Committee.

The Committee also sought information on the responsibility of the Accounting Officer in overseeing the implementation of Financial Regulations. Officials stated the Accounting Officer's role was to ensure adherence to the Exchequer and Auditor Act and the Financial Regulations, and to ensure value for money and that money is spent on what it was allocated for.

ii. Whistleblower Protection Unit

The Committee sought information on the intended cost of the proposed Whistleblower Unit. Officials stated that no discussions have been held, and that there would be need for consultation with the various stakeholders.

The Committee questioned if the Commission anticipated the project cost being more than the allocation received. Officials indicated that it may be a possibility.

The Committee sought information on the measures in place to educate the public on the Whistleblower Legislation. Officials stated that Commission planned to hold general meetings with the national community and to identify the stakeholders.

The Committee queried if no consideration was given to a specialised unit to deal with the Whistleblower Legislation, how the Commission arrived at a figure requested. Officials indicated that discussions were held between the Office of the Attorney General and the Ministry of Planning and Development without the inclusion of the Commission and the allocation was placed within the Integrity Commission development programme. It was not requested by the Commission.

The Committee sought information on whether the Commission would require additional resources, staff and space to act as a designated authority for the Whistleblower Legislation. Officials indicated that a report was to be presented to PMCD as it related to the restructuring of the Commission. The Whislteblower Unit did not form part of that report. The Committee advised that the report be revised to incorporate this unit.

iii. **Prior Projects**

The Committee sought information on prior projects undertaken by the Commission. Officials indicated that there was an IT infrastructure Project in fiscal year 2007 which cost approximately $2Mn.

iv. **Making Trinidad and Tobago Corruption Free**

The Committee sought details on the initiatives of the Integrity Commission to achieve the objective of making Trinidad and Tobago corruption free. Officials explained that in order to achieve this the Commission has to tackle the issue on two fronts: prevention and detection. Education formed part of the preventive aspect. Initially the school-aged population was targeted and over the last five years this initiative has been successful. In 2015, tertiary level institutions were targeted, by way of a debate competition. Overall the Commission has sought to spread the message of "do the right thing". Mention was also made of the recent consultation with Integrity Commissions in the Caribbean. Officials indicated that a number of initiatives were cut due to budgetary constraints.

In order to enhance the detection aspect, the Commission embarked on a review of the Integrity in Public Life Act, and was seeking to strengthen its investigative capacity.

The Commission has also conducted a number of sensitisation programmes with persons in public life and an open week was planned for May for persons who must file declarations by May 31, 2016.

v. **Reform of the Integrity Commission Project**

The Committee sought the justification for the allocation of $500,000 for the Reform of the Integrity Commission. Officials indicated that this allocation was mainly to hire a draftsperson to assist with the amendments to the IPLA and consultation thereafter with different stakeholders and public consultation.

This sum was allocated to the Commission, it was not requested by the Commission itself. The Commission has no authority in statute or otherwise to do drafting.

vi. **Compliance and Resource Management**

The Committee sought an explanation for not having effective compliance, proper management or a system in place to prevent corruption within the Commission. Officials admitted that the question was misinterpreted and offered to submit a response in writing to the Committee. The Committee agreed.

vii. **Performance Management System**

The Committee sought information on the existence of a performance management system and its functions. Officials explained that the Performance Management System used was based on guidance from the Chief Personnel Officer's office with respect to contract employees. It referred to the performance appraisal system, it was not organisational in nature.

viii. Oversight

The Committee sought information on the oversight mechanisms in place at the Integrity Commission. Officials stated that the audit department which operated out of the President's House provided oversight for the Commission and the Commission also adhered to the Exchequer and Audit Act and the Financial Regulations.

The Committee also sought clarification on how value for money, transparency and accountability were captured by the body and measures outlined. Officials indicated some difficulty as there was no Internal Auditor attached to the Integrity Commission and the functionary performing the audit function at the President's House was at the level of an Auditing Assistant.

Officials informed the Committee that the Commission has recommended that it obtains its own Audit Unit which would be overseen by an experienced auditor.

ix. Fraud

The Committee sought information on the Department's role in preventing, detecting and investigating fraud. Officials requested the Commission's response to this query be submitted in writing. The Committee agreed.

9.2 The Chairman indicated that further questions would be sent to the Commission on April 28, 2016 and the deadline to submit would be May 2, 2016.

9.3 The Chairman thanked the Officials of the Integrity Commission for appearing before the Committee and they were excused. The Chairman also thanked members of the media and the public for attending and taking an interest in the work of the Committee.

<u>SUSPENSION</u>

10.1 At 5:28 p.m., the Chairman suspended the *public* meeting to resume *in camera* for a post-hearing discussion with Members only.

<u>RESUMPTION</u>

11.1 At 5:30 p.m. the Chairman resumed the meeting *in camera.*

<u>POST-HEARING DISCUSSION</u>

12.1 The Chairman sought Members views on the just concluded public hearing. The Committee expressed that overall the Departments lacked oversight and needed more rigorous policies to detect fraud.

12.2 The Committee decided that there was no need for a further public hearing with any of the Departments which appeared. The site visit to the Tax Appeal Board would be considered.

12.3 The Committee agreed to next examine the Ministry of Public Utilities.

ADJOURNMENT

13.1 There being no other business, the Chairman adjourned the meeting to **Wednesday May 11, 2016 at 1:30 p.m*. in camera* and 2:30 p.m. *in public.***

13.2 The adjournment was taken at 5:46 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

May 05, 2016

**MINUTES OF THE SEVENTH MEETING HELD ON WEDNESDAY, MAY 11, 2016 AT 1:36 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-8, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.**

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Ayanna Webster-Roy	-	Member
Mr. Maxie Cuffie	-	Member
Ms. Allyson Baksh	-	Member
Ms. Melissa Ramkissoon	-	Member
Mr. Clarence Rhambharat	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern

Absent were:

Ms. Nicole Olivierre	-	Member (Excused)
Mr. Daniel Dookie	-	Member (Excused)

COMMENCEMENT

1.11 At 1:36 p.m. the Chairman called the meeting to order.

CONFIRMATION OF MINUTES OF THE SIXTH MEETING

2.1 The Committee examined the Minutes of the sixth (6th) meeting held on Wednesday April 27, 2016.

2.2 The following corrections were made:
- the words "Committee learned" was replaced with the words "Committee learnt" in all instances in which it appeared; and
- Item 8.2 (iii), page 11, paragraph 1, line 3: the words "GovNet Kit" was replaced with the words "TT Gov Net".

2.3 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Mr. Maxie Cuffie and seconded by Mr. Wade Mark.

MATTERS ARISING OUT OF THE MINUTES OF THE SIXTH MEETING

3.1 With regard to item 3.7 Members enquired if additional information from the Ministry of Sport and Youth Affairs was received. Members were informed that the submission had not yet been received.

3.2 Member Ramkissoon enquired about the procurement plan of the Ministry of Sport and Youth Affairs. The Chairman suggested that the concerns of Members be forwarded to the Secretariat.

3.3 The Chairman informed Members that requested additional information was received from the following Departments:

- Industrial Court on May 5, 2016;
- Tax Appeal Board on May 10, 2016;
- Environmental Commission on May 3, 2016; and
- Integrity Commission on May 3, 2016.

3.4 Members requested time to review the additional information submitted by the Departments and to forward their comments/concerns to the Secretariat. The Chairman suggested a deadline for Monday 16, 2016. The Committee agreed.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINATION OF THE WAY FORWARD

4.1 After some discussion, the Committee agreed to conduct a site visit to the National Aquatic Centre and the Cycling Velodrome on Monday May 23, 2016 at 1:30 p.m.

4.2 The Chairman, based on recommendations of the Secretariat, proposed the following agencies to be examined next:

- Office of the Prime Minister;
- Trinidad and Tobago Police Service;
- Elections and Boundaries Commission; and
- Personnel Department.

4.3 The Chairman explained that for the Sub-Heads under review, the allocation to each entity was small and therefore the four (4) entities could be managed in one public hearing. The Committee agreed with the Chairman's proposal.

4.4 The Chairman reminded the Committee of the champion for each entity:

- Office of the Prime Minister – Chairman
- Elections and Boundaries Commission – Ms. Nicole Olivierre
- Trinidad and Tobago Police Service – Ms. Allyson Baksh
- Personnel Department – Mr. Wade Mark

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE MINISTRY OF PUBLIC UTILITIES FOR FISCAL YEAR 2016

5.1 The Committee discussed the approach to be used in the Public Hearing and agreed on the specific areas to focus.

5.2 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:15 p.m.

EXAMINATION OF THE MINISTRY OF PUBLIC UTILITIES

6.1 The Chairman called the public meeting to order at 2:34 p.m., in the J. Hamilton Maurice Room, Mezzanine Floor.

6.2 The following officials joined the meeting:

Ministry of Public Utilities

Mr. Vishnu Dhanpaul	-	Permanent Secretary
Ms. Vashti Shrikrisen Singh	-	Deputy Permanent Secretary
Ms. Anika Farmer	-	Director Legal Services
Ms. Beverley Quamina	-	Acting Head Economic Research Policy Planning Unit
Ms. Mauricia Pegus	-	Manager Customer Service Unit
Mrs. Arlene Johnson Lawrence	-	Senior Project Manager
Ms. Alisia Quaccoo	-	Director Monitoring and Evaluation
Ms. Pamela Lachman	-	Accounting Executive I
Ms. Carol Babb	-	Auditor II
Mr. Ronald Roach	-	Chief Executive Officer, SWMCOL
Mr. Kelvin Ramsook	-	General Manager T&TEC
Mr. Naresh Sukhram	-	General Manager Finance, TTPost
Mr. Alan Poon King	-	Chief Executive Officer WASA
Mr. Rixon Boodoo	-	Finance Manager CEPEP
Mr. Rondell Donawa	-	Corporate Secretary CEPEP

6.3 The Chairman welcomed officials of the Ministry of Public Utilities to the Third (3rd) Public Hearing of the PAAC and outlined the mandate of the Committee and the purpose of the hearing.

6.4 The following issues arose from the examination with officials of the Ministry of Public Utilities:

i. The realignment of the Ministry and the increase in size and mandate.

ii. The role of the Accounting Officer in the delegation of duties and the discharge of the day-to-day operations and accounting functions.
iii. The efficiency, effectiveness and composition of the Internal Audit Unit.
iv. The status of the outstanding Financial Statements of the Water and Sewage Authority.
v. The status of Projects given the prevailing economic conditions, including:
    a. Major Water sources;
    b. Resurfacing of Roads; and
    c. Fuel and Energy.
vi. The three (3) components of Ministry's PSIP: Consolidated Fund, external funding and domestic financing. External financing entailed IDB loans and fell within IDF.
vii. The systems in place to monitor projects to ensure projects were completed on time and within budget.
viii. The role of the Monitoring and Evaluation Unit and the framework used to monitor the various agencies in the Ministry.
ix. The use of pressure management and pipeline replacement to deal with Water Leakages.
x. The power outage which occurred on May 11, 2016 the risk of over-reliance on Trinidad Generation Unlimited (TGU).
xi. The status and cost of the Guanapo Landfill Project.
xii. Impact of Leachate on the Caroni River.
xiii. The status of Recycling Projects, the Beverage Container Cleanup Project and the iCARE Project.
xiv. The Residential Electrification Assistance Programme.
xv. The role of the Ministry in preventing, detecting and investigating fraud in projects under the Ministry's purview or associated with the Ministry.
xvi. The HIV and Healthy Lifestyle Programme.
xvii. Security Infrastructure Upgrade for the installation of CCTV cameras at all TTPOST offices across Trinidad and Tobago.
xviii. The status and public awareness of Postal Code S42 Addressing System.
xix. The need for the exclusion of certain legacy projects from PSIP.
xx. The role of the Ministry in ensuring awareness of the various Assistance Programmes provided by the Ministry.
xxi. The status Water Resource Management Strategic Study.
xxii. The mandate of CEPEP and the number of persons who benefiting programme.
xxiii. The role of the Accounting Officer in ensuring accountability and transparency in agencies such as RIC, MTS and TSTT that do not receive a subvention, but still fall under the purview of the Ministry.
xxiv. T&TEC's Debt Profile and the reasons for the debt.
xxv. The establishment, role and function of the Water Resource Management Unit.
xxvi. The measures to deal with the WASA Debt to Contractors.
xxvii. The status of the investigation of 67 Fraudulent Cheques purported to be issued by WASA.

6.5 Further to the discussions during the hearing, the Ministry of Public Utilities gave an undertaking to provide the Committee with the following:

i. How much funding was available from previous fiscal years for all projects under IDF (where applicable) and how much has been spent in fiscal 2016 on these projects;
ii. 003-05 Economic Infrastructure – Fuel and Energy
   a) The areas (geographic) that have benefitted from projects under this item for fiscal 2016;
   b) What has been accomplished thus far for 2016; and
   c) What were the sources of funding for these projects;
iii. Reasons for electricity being cut for parks or recreation grounds or street lights, if the Ministry is responsible for paying the electricity bill;
iv. Schedule of works for addressing water leakages;
v. Status update for projects listed under 003-16 Economic Infrastructure – Major Water Sources;
vi. Function and objectives of the HIV and Health Awareness Programme and Unit;
vii. S42 Addressing System
   a) The areas which have been started (Point Fortin, Tobago, Chaguanas, Siparia, Penal and Arima);
   b) The percentage completed to date; and
   c) The timeline for completion;
viii. Water Resource Management Unit
   a) A breakdown of how the allocation of $20Mn was being utilised; and
   b) When the last Water Resource Management Strategic Study was conducted and the recommendations of the study;
ix. The debt profile of WASA;
x. Given the strategic objective of "Ensuring that communities throughout Trinidad and Tobago are provided with adequate, reliable and affordable utility services, which is modern, customer oriented and technology enabled to provide effective, cost-efficient, quality service to all citizens", provide the empirical data gathered under each category for each of the utilities.
xi. Moratorium on hunting which expired on September 30, 2015
   a) Was WASA involved in the enforcement of the Moratorium;
   b) How did WASA become involved in the enforcement of the Moratorium;
   c) The cost to WASA for its involvement in the enforcement of the Moratorium; and
   d) How did WASA separate the cost of the contractor's personnel from the cost of WASA's employees used in the enforcement of the Moratorium;
xii. Fraudulent cheques at WASA
   a) Status of the police investigation into the matter; and
   b) Status of efforts to recover the money from the fraudulent cheques;
xiii. Recommendation for improving the efficiency, effectiveness and the economy as it relates to getting the best from entities under the purview of the Ministry, value for money, and systems of more robust accountability and transparency;
xiv. Recommendations for improving the operations of entities under the purview of the Ministry and the oversight responsibility of the Ministry.

6.6 The MPU was given a deadline of Friday May 13, 2016 to provide the information and in the case of the recommendations, a deadline of Friday May 20, 2016.

6.7 The Chairman thanked officials of the Ministry of Public Utilities for appearing before the Committee and they were excused. The Chairman also thanked the members of the media and the public for attending and tuning in.

Please see the verbatim notes for the detailed oral submission by the witnesses.

SUSPENSION

7.1 At 5:20 p.m., the Chairman suspended the *public* meeting to resume *in camera* for a post-hearing discussion with Members only.

RESUMPTION

8.1 At 5:27 p.m. the Chairman resumed the meeting *in camera.*

POST-HEARING DISCUSSION

9.1 The Chairman sought Members' views on the public hearing. The Committee expressed that overall the Permanent Secretary seemed well experienced and proactive within the Ministry. The Committee emphasised the need for better processes and procedures.

9.2 The Committee decided that there was no need for a further public hearing with the Ministry of Public Utilities or a site visit. The Chairman directed the Secretariat to prepare a report.

ADJOURNMENT

10.1 There being no other business, the Chairman adjourned the meeting to **Wednesday May 25, 2016 at 1:30 p.m. *in camera* and 2:30 p.m. *in public.***

10.2 The Chairman reminded the Members of the site visit scheduled on Monday May 23, 2016 at 1:30 p.m. Mr. Cuffie indicated he would be unavailable.

10.3 The adjournment was taken at 5:38 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

June 3, 2016

MINUTES OF THE EIGHTH MEETING HELD ON WEDNESDAY, JUNE 08, 2016 AT 1:36 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-6, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Ms. Allyson Baksh	-	Member
Ms. Melissa Ramkissoon	-	Member
Mr. Daniel Dookie	-	Member
Ms. Jacqui Sampson-Meiguel	-	Secretary
Ms. Hema Bhagaloo	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern

Absent were:

Mrs. Ayanna Webster-Roy	-	Member (Excused)
Mr. Clarence Rambharat	-	Member (Excused)

COMMENCEMENT

1.12 At 1:37 p.m. the Chairman called the meeting to order.

1.13 The Chairman indicated that Mrs. Ayanna Webster-Roy and Mr. Clarence Rambharat asked to be excused from the meeting.

EXAMINATION OF MINUTES OF THE SEVENTH MEETING

2.1 The Committee examined the Minutes of the seventh (7th) meeting held on Wednesday May 11, 2016.

2.2 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Mr. Maxie Cuffie and seconded by Dr. Lackram Bodoe.

MATTERS ARISING OUT OF THE MINUTES OF THE SEVENTH MEETING

3.1 Mr. Cuffie expressed his dissatisfaction with the additional response received from the Ministry of Sport and Youth Affairs (MSYA). He sought clarification on the scope of works and money expended on the works in relation to the Brazil Recreation Grounds.

3.2 Mr. Cuffie sought clarification on the global ranking of the newly built Cycling Track. Ms. Ramkissoon also sought information on the twenty (20) acres of land proposed for parking at the site.

3.3 Mr. Mark suggested the Committee ask the Sport Company to provide a proposal for acquiring the extra twenty (20) acres of land. The Committee agreed.

3.4 The Chairman directed the Secretariat to document these concerns, amend the Site Visit Report accordingly and recirculate to the Committee subsequently.

3.5 The Committee also agreed to invite the MSYA to the next meeting of the Committee.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINATION OF THE WAY FORWARD

4.1 Mr. Cuffie sought guidance on whether he should recuse himself from the examination of the Personnel Department, as the Department currently has a reporting relationship with the Public Administration arm of the Ministry of Public Administration and Communications.

4.2 The Chairman indicated that this relationship did not concern the items of expenditure under the relevant sub-heads and therefore the Member would be permitted to participate in the examination the Department.

4.3 The Chairman suggested a site visit to Trinidad Generation Unlimited (TGU). The Committee agreed. The Committee also agreed that the date for the site visit would be the morning of June 29, 2016.

4.4 The Committee agreed to next examine the Ministry of Health on Wednesday June 15, 2016 at 1:30 p.m.

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE MINISTRY AND DEPARTMENTS FOR FISCAL YEAR 2016

5.1 The Chairman informed the Committee that Issues Papers on the Expenditure of the Office of the Prime Minister, Elections and Boundaries Commission, the Trinidad and Tobago Police Service and the Personnel Department were circulated to Members. The Chairman invited discussion on the approach for the examination of the Ministry and Departments.

5.2 The Chairman reminded the Committee that the business of the meeting was confined to Sub-Head: 04 Current Transfers and Subsidies and 09 Development Programme -

Consolidated Fund and Infrastructure Development Fund. The Chairman informed the Committee the order in which the Departments would appear:

1. Office of the Prime Minister
2. Trinidad and Tobago Police Service
3. Personnel Department
4. Elections and Boundaries Commission

5.3 The Chairman reminded the Committee of the champion for each Ministry/Department under examination:
- Office of the Prime Minister – Chairman
- Trinidad and Tobago Police Service – Ms. Allyson Baksh
- Personnel Department – Mr. Wade Mark
- Elections and Boundaries Commission – Ms. Nicole Olivierre

5.4 The Committee discussed the approach to be used in the Public Hearing and agreed on the specific areas to focus.

5.5 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:12 p.m.

EXAMINATION OF THE OFFICE OF THE PRIME MINISTER

6.1 The Chairman called the public meeting to order at 2:23 p.m.

6.2 The following officials joined the meeting:

OFFICE OF THE PRIME MINISTER

Ms. Sandra Jones	-	Permanent Secretary
Ms. Jacqueline Johnson	-	Permanent Secretary (Ag.)
Ms. Debra Parkinson	-	Deputy Permanent Secretary
Ms. Rosemarie Richardson	-	Director Corporate Services (Ag.)
Mr. Learrie Barry	-	Manager, Policy, Research Planning Unit
Ms. Esther Rahim	-	Accounting Executive II
Ms. Tracey Lucas	-	Monitoring & Evaluation Coordinator
Ms. Devika Maharaj	-	Auditor II (Ag.)

6.3 The Chairman welcomed the officials of the Office of the Prime Minister and introductions were exchanged.

6.4 The Chairman outlined the purpose of the meeting: the examination of the 2016 expenditure of the Office of the Prime Minister under the sub-head 04 Current Transfers and Subsidies.

6.5 The following issues arose from the examination with the officials of the Office of the Prime Minister:

i. The status of the Citizen Initiative Fund Policy;

ii. The criteria for accessing the Citizen's Initiative Fund;

iii. The status of the policy for licensing by the Children's Authority;

iv. The realignment of the Ecclesiastical Organisations;

v. The status of the construction of the Barataria Headquarters of the Office of Prime Minister;

vi. The systems in place for proper monitoring of Non-Profit Organisations;

vii. The role of the Accounting Officer of the Office of the Prime Minister in monitoring in the sixty-four (64) community residences across Trinidad and Tobago;

viii. The determination of cost paid per child and funds given to community residences;

ix. The systems in place to monitor and evaluate Community Residences;

x. The functions of the Child Welfare League and the Adolescent Mothers Programme;

xi. The expenditure and functions of the National Association of Administrative Professionals;

xii. The monitoring and evaluation of the efficient use of the allocation for the National Association of Administrative Professionals;

xiii. The status of the Magnificent Seven (7) Buildings project;

xiv. The benefits of Childline to schools and the general public;

xv. The systems in place to ensure that financial procedures and practices are adhered to in keeping with the Exchequer and Auditor Act, regulations and other principles governing expenditure in the public sector;

xvi. The staffing and monitoring functions of the Internal Audit Unit; and

xvii. The status of the Internal Audit Reports.

6.6 Further to the discussions during the hearing, the Office of the Prime Minister gave an undertaking to provide the Committee with the following:

i. Detailed information on the Ecclesiastical Organisations;
ii. Information on the policy for Ecclesiastical Organisations used by the OPM;
iii. Detailed information on the Childline.

6.7 The Chairman thanked officials of the Office of the Prime Minister and they were excused.

6.8 The meeting was suspended at 3:42 p.m.

EXAMINATION OF THE TRINIDAD AND TOBAGO POLICE SERVICE

7.1 The Chairman resumed the public meeting to order at 3:49 p.m.

7.2 The following officials joined the meeting:

TRINIDAD AND TOBAGO POLICE SERVICE

Mr. Stephen Williams	-	Commissioner of Police (Ag.)
Mr. Andy Bradshaw	-	Superintendent - Finance
Mr. Trevor Boissiere	-	Head - Internal Audit
Mr. Someet Ramroop	-	Administration
Mr. Ramdeo Ramesar	-	Head - Finance
Ms. Liloutee Balroop	-	Accounting Executive I
Mr. Felix Pearson	-	Head - Planning, Research & Project
and		Implementation

7.3 The Chairman welcomed the officials of the Trinidad And Tobago Police Service (TTPS) and introductions were exchanged.

7.4 The following issues arose from the examination with the officials of the TTPS:

i. The role of the Commissioner of Police (CoP) in the ensuring accountability of public funds;
ii. The status of the Performance Management System;
iii. The benefits of the International Criminal Police Organisation (Interpol) to Trinidad and Tobago;
iv. The current crime situation;
v. The CoP's role and benefits as the Accounting Officer (AO) of the TTPS;
vi. The training of police officers;
vii. The status of the Roxborough and Old Grange construction projects in Tobago;
viii. The functions, benefits and expected outcomes of the Community Safety Partnership Project;

ix. The process for obtaining releases from the Ministry of Finance;
x. The status of the construction of the nine (9) nine new Police Stations;
xi. The CoP's role in the monitoring and evaluation of projects;
xii. The percentage of projects overseen by the TTPS and the Urban Development Corporation of Trinidad and Tobago (UDECOTT);
xiii. The system in place for monitoring the Police Youth Clubs;
xiv. The challenges faced by the TTPS in recruiting officers;
xv. The Project Implementation strategies;
xvi. The creation of public awareness from the TTPS;
xvii. The status of the Internal Audit function and reporting at the TTPS;
xviii. The effectiveness of the Internal Audit Unit in performing its monitoring and evaluation functions;
xix. The development of the Computer System for the Police Service; and
xx. The recommendations for the PAAC to assist the TTPS in performing its duties and functions.

7.5 Further to the discussions during the hearing, the TTPS gave an undertaking to provide the Committee with the following:

i. The challenges in recruiting qualified persons in the TTPS;
ii. The number of recruits released, in batches;
iii. How many recruits are required by the TTPS to fulfil its mandate;

Consolidated Fund

iv. How were programmes implemented to decrease the level of crime;
v. Whether the release of funding was more effective now in reducing crime;
vi. Detailed information on all projects under 100% completed and within budget;
vii. Detailed information on the development of the Computer System project for the TTPS.

7.6 The Chairman thanked officials of the TTPS and they were excused.

7.7 The meeting was suspended at 5:08 p.m.

EXAMINATION OF THE PERSONNEL DEPARTMENT

8.1 The Chairman resumed the public meeting to order at 5:16 p.m.

8.2 The following officials joined the meeting:

OFFICIALS FROM PERSONNEL DEPARTMENT

Mr. Beresford Riley	-	Chief Personnel Officer (Ag.)
Ms. Natalie Willis	-	Deputy Chief Personnel Officer
Mr. Gary Joseph	-	Deputy Chief Personnel Officer
Ms. Gail Balkissoon-Wickham	-	Programme Manager
Mr. Anslem Emmanuel	-	Accountant II
Ms. Dawn De Silva	-	Senior Human Resource Officer
Ms. Denise Dumas-Koylass	-	Ag. Dir. Human Resource Management Services
Mr. Ronald Lessey	-	ICT Director

8.3 The Chairman welcomed the officials of the Personnel Department and introductions were exchanged.

8.4 The following issues arose from the examination with the officials of the Personnel Department:

- **i.** The status of the Customisation and Outfitting of the Barataria Office project;
- **ii.** The Accounting Officer's views on the breach of Financial Regulation 34 and the wastage of funds for the Customisation and Outfitting Project;
- **iii.** The status of the Knowledge and Information Systems Project;
- **iv.** The status of the Job Evaluation Projects for the Tobago House of Assembly, the Prison Service and the Salaries Review Commission;
- **v.** The status of the last Annual Report and Internal Audit Report; and
- **vi.** The status of the Personnel Department strategic plan.

8.5 Further to the discussions during the hearing, the Personnel Department gave an undertaking to provide the Committee with the following:

- **i.** A detailed breakdown accounting for the $7,369,254 spent to date;
- **ii.** The status of the strategic objectives and strategic plan of CPO;
- **iii.** Information on the lease agreement for the Customisation and Outfitting of the Barataria Office;
- **iv.** A copy of the project Management Plan;
- **v.** A copy of the cost proposal submitted for the Job Evaluation projects;
- **vi.** Information on the contracts for the Job Evaluation projects and the scope of works;

vii. Detailed information on the tendering process for the Job Evaluation projects.

8.6 The Chairman thanked officials of the Personnel Department and they were excused.

[Please see Verbatim Notes for the detailed oral submission by the witnesses]

***Due to time constraints the Committee agreed to postpone the meeting with officials of the Elections and Boundaries Commission to a date to be determined.**

<u>ADJOURNMENT</u>

10.1 The Chairman adjourned the meeting to **Wednesday June 15, 2016 at 1:30 p.m*. in camera* and 2:00 p.m. *in public.***

10.2 The adjournment was taken at 6:43 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

June 14, 2016

MINUTES OF THE NINTH MEETING HELD ON WEDNESDAY, JUNE 15, 2016 AT 1:37 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVELS G-6, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Wade Mark	-	Member
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Ms. Allyson Baksh	-	Member
Ms. Melissa Ramkissoon	-	Member
Mr. Daniel Dookie	-	Member
Mrs. Ayanna Webster-Roy	-	Member

Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern

Absent was:

Mr. Clarence Rambharat	-	Member (Excused)

COMMENCEMENT

1.14 At 1:37 p.m. the Chairman called the meeting to order.

1.15 The Chairman indicated that Mr. Clarence Rambharat asked to be excused from the meeting.

EXAMINATION OF MINUTES OF THE EIGHTH MEETING

2.1 The Committee examined the Minutes of the Eighth (8th) meeting held on Wednesday June 08, 2016.

2.2 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Mr. Wade Mark and seconded by Mr. Maxie Cuffie.

MATTERS ARISING OUT OF THE MINUTES OF THE EIGHTH MEETING

3.1 The Chairman advised Members that based on discussions with officials from the Ministry of Sport and Youth Affairs the Site Visit Report would be amended and circulated.

3.2 The Chairman informed Members that the additional information was submitted by the Personnel Department on June 13, 2016. The Chairman also indicated that both the Trinidad and Tobago Police Service and the Office of the Prime Minister requested an extension to Friday June 17, 2016.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINATION OF THE WAY FORWARD

4.1 The Chairman reminded Members of the site visit to Trinidad Generation Unlimited (TGU) scheduled for Wednesday June 29, 2016 at 10:00 a.m.

4.2 The Chairman proposed that at the next meeting the Committee examine the Election and Boundaries Commission and the Ministry of Tourism. After a brief discussion the Committee agreed to examine the proposed entities at the next meeting scheduled for Wednesday June 22, 2016.

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE MINISTRY SPORT AND YOUTH AFFAIRS AND MINISTRY OF HEALTH FOR FISCAL YEAR 2016

5.1 The Chairman reminded Members that the Ministry of Sport and Youth Affairs was invited to appear to provide clarification on the following specific issues:

- the proposal for acquiring the twenty (20) acres of land for parking at the National Aquatic Centre and Cycling Velodrome and any other relevant information;
- the ranking of the Cycling Velodrome;
- the scope of works for the Brazil Recreation Grounds and the status of each category of work; and
- a detailed breakdown of the $1,645,523.22 expended on the works for Brazil Recreation Ground.

5.2 The Chairman informed the Committee that an Issues Paper on the Expenditure of the Ministry of Health was circulated to Members. The Chairman invited discussion on the approach for the examination of the Ministry of Health (MoH).

5.3 The Chairman reminded the Committee that the champion for the Ministry of Health was the Vice-Chairman.

5.4 The Committee discussed the approach to be used in the Public Hearing and agreed on the specific areas to focus.

5.5 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:06 p.m.

EXAMINATION OF THE MINISTRY OF SPORT AND YOUTH AFFAIRS

6.1 The Chairman called the public meeting to order at 2:15 p.m.

6.2 The following officials joined the meeting:

MINISTRY OF SPORT AND YOUTH AFFAIRS

Ms. Joan Mendez	-	Permanent Secretary
Mr. Ian Ramdahin	-	Deputy Permanent Secretary
Mr. Adrian Raymond	-	Ag. Chief Executive Officer, SPORTT
Ms. Tennille Clarke	-	Project Administrator, SPORTT
Mr. Wilfred Fullerton	-	Project Consultant, SPORTT

6.3 The Chairman welcomed the officials of the Ministry of Sport and Youth Affairs and introductions were exchanged.

6.4 The Chairman outlined the purpose of the meeting: to seek further clarification following the public hearing held on April 13, 2016 and the Site Visit to the National Aquatic Centre and Cycling Velodrome on May 23, 2016.

6.5 The following issues arose from the examination with the officials of the Ministry of Sport and Youth Affairs:

i. The clarification on the additional twenty (20) acres of land;
ii. The status of the prospective projects e.g. drag racing, Sportel etc.;
iii. The measures in place for these prospective projects and the period in which they may be commenced;
iv. The contractor for the works on the Brazil Recreation Grounds;
v. The amount expended on the Las Lomas Grounds works;
vi. The amount paid to contractors for installation of signs where no works were done;
vii. The scope of works for the Brazil Recreation Grounds; and
viii. The global status and ranking of the Cycling Velodrome.

6.6 The Chairman thanked officials of the Ministry of Sport and Youth Affairs and they were excused.

6.7 The meeting was suspended at 2:33 p.m.

EXAMINATION OF THE MINISTRY OF HEALTH

7.1 The Chairman resumed the public meeting to order at 2:38 p.m.

7.2 The following officials joined the meeting:

MINISTRY OF HEALTH

Ms. Donna Ferraz	-	Permanent Secretary
Mr. Lawrence Jaisingh	-	Director, Health Policy, Research & Planning
Ms. Veronica Pedro	-	Accounting Executive I
Mr. Stewart Smith	-	Senior Health System Adviser
Mr. Ronald Koylass	-	Project Manager
Dr. Akenath Misir	-	Chief Medical Officer
Ms. Mala Kowlessar	-	State Counsel II
Mr. Beesham Seetaram	-	Programme Administrator, Extended Patient Programme

7.3 The Chairman welcomed the officials of the Ministry of Health and introductions were exchanged.

7.4 The following issues arose from the examination with the officials of the Ministry of Health:

i. The core functional areas of the MoH;
ii. The strategic plan of the MoH;
iii. The core services in the Regional Health Authorities (RHAs);
iv. The waiting time for surgeries at the RHAs;
v. The mandate of the RHAs;
vi. The monitoring of performance and effectiveness of RHAs;
vii. The Ministry's mechanism for performance monitoring of the RHAs;
viii. The site visits conducted by Ministry officials to the RHAs;
ix. The status of contracts awaiting approval for the RHAs;
x. The effect(s) of the seven per cent (7%) cut in expenditure to the Ministry and the examined Sub-Heads;
xi. The impact of the current economic climate;
xii. The mechanisms used by the Permanent Secretary to assess the performance of the Internal Audit Department;
xiii. The challenges faced by the Internal Auditor;
xiv. The Ministry's fraud policy and risk based auditing;
xv. The payment of arrears to the Public Officers;
xvi. The systems in place to measure health outcomes;
xvii. The MoH obligations to International Bodies;
xviii. The quality and availability of health care in Trinidad and Tobago;
xix. The waiting period for surgery for women with Breast Cancer;
xx. The special services offered at specific hospitals;
xxi. The process for assessing clinical patients for surgery;
xxii. The monitoring of Non-Governmental Organisations (NGOs);
xxiii. The status of the legal settlement under Item 009 Other transfers;

xxiv. The status of the two (2) Renal Dialysis Centres;
xxv. The status of measures in place to handle the Zika Virus;
xxvi. The Children's Life Fund and the number of patients accessing the fund;
xxvii. The opening hours of Health Centres in Trinidad and Tobago;
xxviii. The status of works at the Couva Children's Hospital;
xxix. The status of the construction of the Oncology Centre;
xxx. The status of the construction of the Arima and Point Fortin Hospitals;
xxxi. The alignment of NGOs and the Ministry's strategic objectives;
xxxii. The outcomes of the weekly strategic planning meetings;
xxxiii. The number of projects approved in the last fiscal year which rolled over to the current fiscal year;
xxxiv. The understaffing within the Project Monitoring Unit;
xxxv. The ability of the Ministry to handle the number of Cardiac Disease and Cancer patients;
xxxvi. The waiting period for Chemotherapy and Radiation Treatment;
xxxvii. The reprioritisation and funding constraints;
xxxviii. The exclusion of projects from Capital expenditure funding;
xxxix. The status of the Medical Equipment Upgrade Programme;
xl. The status of the refurbishment of the Labour Ward at Port of Spain General Hospital; and
xli. The recommendations to assist the MoH in effectively discharging their functions.

7.5 The Chairman thanked officials of the Ministry of Health and they were excused.

[Please see Verbatim Notes for the detailed oral submission by the witnesses]

<u>ADJOURNMENT</u>

8.1 The meeting was adjourned to **Wednesday June 22, 2016 at 1:30 p.m.** ***in camera*** **and 2:00 p.m.** ***in public.***

8.2 The adjournment was taken at 6:00 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

June 21, 2016

MINUTES OF THE TENTH MEETING HELD ON WEDNESDAY, JUNE 22, 2016 AT 1:49 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVEL 6, AND THE J. HAMILTON MAURICE ROOM, MEZZANINE FLOOR, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Daniel Dookie	-	Member
Mrs. Ayanna Webster-Roy	-	Member
Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Ms. Rachel Nunes	-	Parliamentary Intern

Absent were:

Mr. Wade Mark	-	Member (Excused)
Mr. Clarence Rambharat	-	Member (Excused)
Ms. Nicole Olivierre	-	Member (Excused)
Mr. Maxie Cuffie	-	Member (Excused)
Ms. Allyson Baksh	-	Member (Excused)
Ms. Melissa Ramkissoon	-	Member (Excused)

COMMENCEMENT

1.16 At 1:49 p.m. the Chairman called the meeting to order.

1.17 The Chairman indicated that Mr. Wade Mark, Mr. Clarence Rambharat, Ms. Nicole Olivierre, Mr. Maxie Cuffie, Ms. Allyson Baksh and Ms. Melissa Ramkissoon asked to be excused from the meeting.

1.3 The Vice-Chairman asked to be excused from the meeting for a period of time, with the expectation of re-joining the meeting subsequently.

EXAMINATION OF MINUTES OF THE NINTH MEETING

2.1 The Committee examined the Minutes of the Ninth (9th) meeting held on Wednesday June 15, 2016.

2.2 The following corrections were made:

- Item 3.1, page 2: the sentence "The National Aquatic Centre was opened within weeks of the Committee's visit." was inserted at the end of the paragraph;
- Item 7.4 (xl), page 5: the words "at Port of Spain" was replaced with the words "and Neo-Natal Unit at the San Fernando"; and
- The acronym "MoH" was replaced with the word "Ministry" where it occurred.

2.2 There being no further omissions or corrections, the Minutes as amended were confirmed on a motion moved by Mrs. Ayanna Webster-Roy and seconded by Dr. Lackram Bodoe.

MATTERS ARISING OUT OF THE MINUTES OF THE EIGHTH MEETING

3.1 The Chairman informed Members that the Site Visit Report was amended and circulated.

3.2 The Chairman also informed Members that the requested additional information from the Ministry of Sport and Youth Affairs, the Trinidad and Tobago Police Service and the Office of the Prime Minister was received.

3.3 The Chairman advised Members that a representative of TGU indicated that the date scheduled for the site visit, June 29, 2016 was inconvenient as the company was in the process of closing a financing deal and the executives would be out of the country finalising this deal. The matter was expected to be finalised by late September.

3.4 The Chairman advised that the matter would be verified with the Permanent Secretary of the Ministry of Public Utilities. Once the site visit was confirmed the Chairman suggested that Members indicate their availability by Friday 24, 2016.

CONSIDERATION OF WRITTEN SUBMISSIONS FROM MINISTRIES AND DEPARTMENTS AND DETERMINATION OF THE WAY FORWARD

4.1 The Vice-Chairman suggested a site visit to the Couva Children and Adult Hospital. The Committee agreed.

4.2 The Chairman suggested that a final decision on the date of the site visit be made through round-robin given the absence of the majority of Members. The Committee agreed.

4.3 The Committee agreed that the last meeting of the Committee for First Session would be held on July 13, 2016.

PRE-HEARING DISCUSSION RE: EXPENDITURE OF THE ELECTIONS AND BOUNDARIES COMMISSION AND THE MINISTRY OF TOURISM FOR FISCAL YEAR 2016

5.1 The Chairman informed members that the EBC was hosting a conference, which was indicated previously and thus would be unable to appear before the Committee on June 22, 2016. The Chairman suggested that questions be submitted to the EBC in lieu of the Department appearing before the Committee. The Committee agreed. The Chairman directed that the questions be sent no later than Friday June 24, 2016 with a deadline of Thursday June 30, 2016 for response.

5.2 The Chairman invited Members to review the Issues Paper on the Expenditure of the Ministry of Tourism for fiscal year 2016 and reminded Members of the areas of focus for the examination.

5.3 The Chairman invited discussion on the approach for the examination of the Ministry of Tourism and reminded the Committee that the champions for the Ministry were Mr. Daniel Dookie and Mrs. Ayanna Webster-Roy.

5.4 Members were reminded to ask one question at a time.

5.5 There being no further business for discussion *in camera*, the Chairman suspended the meeting at 2:15 p.m.

EXAMINATION OF THE MINISTRY OF TOURISM

6.1 The Chairman called the public meeting to order at 2:22 p.m.

6.2 The following officials joined the meeting:

MINISTRY OF TOURISM

Ms. Samdai Rampersad	-	Permanent Secretary (Ag.)
Ms. Satie Jamraj-Marimuthu	-	Deputy Permanent Secretary (Ag)
Mr. Anand Maraj	-	Monitoring and Evaluation Co-ordinator
Mr. Kamal Baal	-	Accountant II

TOURISM DEVELOPMENT COMPANY (TDC)

Mr. Keith Chin	-	Chief Executive Officer
Mr. Warren Solomon	-	General Manager, Marketing
Mr. Leland Dennis	-	Manager, Sites and Facilities
Mr. Davis Ragoonanan	-	Finance Manager

6.3 The Chairman welcomed the officials of the Ministry of Tourism and introductions were exchanged.

6.4 The Chairman outlined the purpose of the meeting and the objectives of the inquiry.

6.5 The following issues arose from the examination with the officials of the Ministry of Tourism:

ix. The challenges faced in light of the seven 7% cut in expenditure;
x. The relationship between the Ministry of Tourism and TDC;

xi. Contemporary global trends in the tourism sector and the impact on Trinidad and Tobago;
xii. The impact of technology;
xiii. Overseas representatives versus TDC staff in the promotion of T&T;
xiv. Training and development and the impact of the 7% cut in expenditure;
xv. Measures in place to reduce rental costs of the Ministry;
xvi. The Cruise Tourism Initiative;
xvii. The strategic plan and strategic road map of the Ministry;
xviii. Strategy for boosting domestic tourism;
xix. Status update on the administrative reports and financial statements of the Ministry and TDC;
xx. The work of the Monitoring and Evaluation Unit of the Ministry;
xxi. Review of PSIP projects;
xxii. Indicators used by the TDC to measure performance in the tourism sector e.g. exit surveys;
xxiii. Status update on tours and transportation within the sector;
xxiv. The promotion of sites and attractions;
xxv. The "Stay to Get Away" promotion;
xxvi. The selection, training and branding of tour operators;
xxvii. The Certification of Tourism Programme Operators – TTTIC;
xxviii. The staffing and functions of the Internal Audit Unit of the Ministry and TDC;
xxix. Partnership with the Port Authority of Trinidad and Tobago and Caribbean Airlines Limited;
xxx. Plans for increasing visitation to other sites and attractions within Trinidad;
xxxi. Product development e.g. the Sport Tourism product;
xxxii. Cruise packages and the differences between Trinidad and Tobago;
xxxiii. Identification of multi-year projects and need for relocation to recurrent expenditure;
xxxiv. Status update on the Tourism Baseline Survey;
xxxv. The benefits of the STAR programme and how it is measured;
xxxvi. The status of La Brea Pitch Lake Enhancement Project;
xxxvii. The status of the Tourism Safety and Security Project;
xxxviii. The releases, expenditure, commitments and percentage completed for projects of the TDC under Consolidated Fund;
xxxix. How unspent releases are dealt with;
xl. Systems for detecting fraud and actions taken;
xli. Update on the Maracas Beach Facility Improvement Project and whether there has been value for money;
xlii. Funding for delegations to attend international sporting events and returns on investment;
xliii. Strategies for the South American market;
xliv. Funding for site development; and
xlv. Update on the Sugar Heritage Village Museum.

6.6 The Chairman thanked officials of the Ministry of Tourism and they were excused.

[Please see Verbatim Notes for the detailed oral submission by the witnesses]

SUSPENSION

7.1 At 5:19 p.m., the Chairman suspended the *public* meeting to resume *in camera* for a post-hearing discussion with Members only.

RESUMPTION

8.1 At 5:22 p.m. the Chairman resumed the meeting *in camera.*

POST-HEARING DISCUSSION

9.1 The Chairman informed Members that the Committee would proceed with the site visit to TGU on June 29, 2016 at 10:00 a.m.

9.2 The Chairman suggested that the site visit to the Couva Children and Adult Hospital be held on the same day. The Secretariat was directed to make the appropriate arrangements and advise the Committee accordingly.

9.3 The Chairman informed the Committee that it was hoped that an expert could be engaged to evaluate the work done by the Committee thus far. Members welcomed the idea.

ADJOURNMENT

10.1 The meeting was adjourned to **Wednesday July 13, 2016 at 2:00 p.m*. in camera.***

10.2 The adjournment was taken at 5:32 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

June 23, 2016

MINUTES OF THE ELEVENTH MEETING HELD ON WEDNESDAY, JULY 13, 2016 AT 1:59 P.M.
IN THE ARNOLD THOMASOS EAST ROOM, LEVEL 6, TOWER D, OFFICE OF THE PARLIAMENT,
INTERNATIONAL WATERFRONT CENTRE,
1A WRIGHTSON ROAD, PORT OF SPAIN.

Present were:

Mrs. Bridgid Mary Annisette-George	-	Chairman
Dr. Lackram Bodoe	-	Vice-Chairman
Mr. Daniel Dookie	-	Member
Ms. Nicole Olivierre	-	Member
Mr. Maxie Cuffie	-	Member
Ms. Allyson Baksh	-	Member
Ms. Melissa Ramkissoon	-	Member

Ms. Keiba Jacob	-	Secretary
Ms. Sheranne Samuel	-	Assistant Secretary
Hema Bhagaloo	-	Procedural Clerk Assistant
Ms. Rachel Nunes	-	Parliamentary Intern

Absent were:

Mr. Wade Mark	-	Member (Excused)
Mrs. Ayanna Webster-Roy	-	Member (Excused)
Mr. Clarence Rambharat	-	Member

COMMENCEMENT

1.18 At 1:59 p.m. the Chairman called the meeting to order.

1.19 The Chairman indicated that Mr. Wade Mark and Mrs. Ayanna Webster-Roy asked to be excused from the meeting.

EXAMINATION OF MINUTES OF THE TENTH MEETING

2.1 The Committee examined the Minutes of the Tenth (10^{th}) meeting held on Wednesday June 22, 2016.

2.2 There being no omissions or corrections, the Minutes were confirmed on a motion moved by Dr. Lackram Bodoe and seconded by Mr. Daniel Dookie.

MATTERS ARISING OUT OF THE MINUTES OF THE TENTH MEETING

3.1 The Chairman informed Members that site visits were conducted to Trinidad Generation Unlimited (TGU) and the Couva Children and Adult Hospital on Wednesday July 29, 2016. The site visit reports were circulated to Members.

3.2 The Chairman also informed Members that the requested additional information from the Ministry of Health and the outstanding response from the Elections and Boundaries Commission were both received on July 04, 2016.

3.3 The Chairman indicated that both a hard copy and an electronic version of the Ministry of Health's response will be circulated to Members by the end of the week.

CONSIDERATION OF SITE VISIT REPORTS

4.1 The Chairman invited consideration of the site visit reports. Members indicated that the reports needed to be framed in the context of the purpose of the visit and include a determination of whether the Committee was satisfied or dissatisfied based on the purpose outlined. Members also stated that recommendations needed to be included in the reports.

4.2 The Chairman indicated that going forward a request would be made to entities to record during site visits, in a bid to better capture what is said at the visits. The Committee agreed.

4.3 The Committee also agreed to review how site visits are conducted.

4.5 Some amendments were made to the reports during the meeting, however, Members were asked to provide further feedback on the site visit reports electronically by **July 22, 2016**, so that revised versions could be circulated by the Secretariat by *August 03, 2016*. Member Olivierre was asked to review the accuracy of the data captured in the TGU Site Visit Report and Member Bodoe was asked to review the Couva Children and Adult Hospital Site Visit Report.

CONSIDERATION OF COMMITTEE REPORT

5.1 The Chairman invited Members to examine the First Draft of the Committee's Report, advising that they were not being asked to adopt the report at this meeting rather they were being asked to agree on the omnibus format of the report.

5.2 The Chairman requested that Member Cuffie and Member Rambharat provide assistance to develop the format of the report.

5.3 The Committee agreed not to include photographs from site visits in the Committee Report. However, the conclusions and recommendations emanating from the site visit reports would be included in the Committee Report. The Committee also agreed that site visit reports would be published on the Parliament's website and other social media platforms.

5.4 Members were asked to provide feedback on the draft report by **July 22, 2016**. In their review, Members were asked to pay particular attention to the recommendations. The Secretariat was directed to list the recommendations as bullet points rather than paragraph from.

5.5 A final draft of the report will be circulated by the Secretariat by *August 03, 2016* for comment by **August 17, 2016**.

DETERMINATION OF THE WAY FORWARD

6.1 The Chairman invited Members to discuss the approach to inquiries in the 2nd Session of the 11th Parliament. The Chairman suggested that based on 1st Session inquiries, the Committee may wish to focus on some of the macro issues affecting expenditure in the Public Service such as Infernal Audit, Overpayments, Inventory Control, Lease Agreements, Contract Employment, Acquisition of Motor Vehicles and Conflict of Interest.

6.2 The Chairman informed Members that this would mean a move away from the three (3) Sub-Heads under review to other Sub-Heads such as Goods and Services and Minor Equipment, as previously agreed.

6.3 To assist Members in their deliberations, two (2) documents were circulated:

- Public Administration and Appropriations Committee – Possible Areas for Examination; and
- Inquiry Proposal on the examination of the system of contract employment within the Public Service.

6.4 The Chairman encouraged Members to visit *Parlview* to review public hearings with entities for which they were the champions. The Chairman also suggested that an external entity may be invited to review the Committee's public hearings in order to provide feedback.

6.5 A suggestion was made to engage Members of the PAAC, Jamaica.

6.6 The Chairman directed the Secretariat to design an evaluation form for Members as well as witnesses who appeared before the Committee during the First Session.

6.7 The Committee agreed to conduct a post mortem of the 1st Session at the next meeting on September 14, 2016.

INSTITUTE OF CHARTERED ACCOUNTANTS OF TRINIDAD AND TOBAGO (ICATT) SEMINAR

7.1 The Chairman reminded Members of the invitation to attend the ICATT Seminar: Promoting Public Financial Reform on Thursday July 21, 2016, 8:30 a.m. – 12: 30 p.m., at the Trinidad Hilton.

7.2 The Chairman directed the Secretariat to send a reminder to all Members. Member Bodoe indicated that he would try to attend.

7.3 The Chairman suggested that the Committee engages ICATT in the next session as part of its training plan.

ADJOURNMENT

8.1 The Chairman thanked Members and the Secretariat for their contributions during the 1st Session and the meeting was adjourned to **Wednesday September 14, 2016 at 1:30 p.m*. in camera.***

8.2 The adjournment was taken at 3:44 p.m.

We certify that these Minutes are true and correct.

CHAIRMAN

SECRETARY

July 14, 2016

Appendix III

Attendance

The Committee Members present at the First Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Nicole Olivierre	-	Member
v.	Mrs. Ayanna Webster-Roy	-	Member
vi.	Mr. Maxie Cuffie	-	Member
vii.	Mr. Daniel Dookie	-	Member
viii.	Ms. Allyson Baksh	-	Member
ix.	Mr. Clarence Rambharat	-	Member
x.	Ms. Melissa Ramkissoon	-	Member

Witnesses who appeared were:

<u>Officials from Ministry of the Attorney General and Legal Affairs</u>

i.	Ms. Ingrid Seerattan	-	Permanent Secretary (Ag.)
ii.	Ms. Angela Siew	-	Permanent Secretary (Ag.)

<u>Officials from Ministry Of Sport and Youth Affairs</u>

i.	Ms. Joan Mendez	-	Permanent Secretary
ii.	Mr. Ian Ramdahin	-	Deputy Permanent Secretary
iii.	Adrian Raymond	-	Ag. CEO Sport
iv.	Mr. Wilford Fullerton	-	Project Coordinator
v.	Ms. Meredith Sambury	-	Accounting Executive
vi.	Mr. Lyndon Burton	-	Assistant Project Coordinator
vii.	Ms. Calistra Gregoire	-	Project Manager
viii.	Ms. Sade Sarjeant-Hanief	-	Project Analyst

The Committee Members present at the Second Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Nicole Olivierre	-	Member
v.	Mr. Maxie Cuffie	-	Member
vi.	Ms. Allyson Baksh	-	Member
vii.	Ms. Melissa Ramkissoon	-	Member

Parliamentary Staff:

i.	Ms. Keiba Jacob	-	Secretary
ii.	Ms. Sheranne Samuel	-	Assistant Secretary
iii.	Ms. Rachel Nunes	-	Parliamentary Intern

Witnesses who appeared were:

Officials from Industrial Court

i.	Mr. Noel Inniss	-	Registrar
ii.	Ms. Kathy-Ann Alexander-Fraser	-	Assistant Registrar
iii.	Ms. Youland Robinson	-	Court Administrator
iv.	Ms. Lydia Glasgow	-	Accounting Executive I
v.	Ms. Yvienne Lawrence	-	Communications Officer
vi.	Mr. Roger Belcon	-	Information Tech. Specialist
vii.	Ms. Hetty Burke	-	Auditor I

Officials from Tax Appeal Board

i.	Mr. Dushant Persad Maharaj	-	Registrar
ii.	Mrs. Gayvelle Davis	-	Librarian II
iii.	Mr. Keith Joseph	-	Information Tech. Specialist

<u>Officials from Environmental Commission</u>

i.	Ms. Gizel Thomas-Roberts	-	Registrar
ii.	Ms. Stacy Alleyne	-	Administrative Officer II (Ag.)
iii.	Ms. Chrysten Dalrymple	-	Accounting Assistant (Ag.)
iv.	Mr. Troy Roberts	-	Information Tech. Consultant

<u>Officials from Integrity Commission</u>

i.	Ms. Jasmine Pascal	-	Registrar (Ag.)
ii.	Ms. Isha George	-	Accounting Assistant
iii.	Ms. Petal Alexander	-	Legal Officer II
iv.	Ms. Adella Ramroop	-	Legal Officer II
v.	Mr. Mervyn Crichlow	-	Manager, Corporate
vi.	Mr. Richard Frederick	-	Director of Investigations
vii.	Mr. Christopher Ramsey	-	Director of Compliance
viii.	Ms. Candice Young	-	Senior Human Resource Analyst
ix.	Mrs. Natasha Elder St. Louis	-	Information Tech. Specialist

The Committee Members present at the Third Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Ayanna Webster-Roy	-	Member
v.	Mr. Maxie Cuffie	-	Member
vi.	Ms. Allyson Baksh	-	Member
vii.	Ms. Melissa Ramkissoon	-	Member
viii.	Mr. Clarence Rhambharat	-	Member

Parliamentary staff:

i.	Ms. Keiba Jacob	-	Secretary
ii.	Ms. Sheranne Samuel	-	Assistant Secretary
iii.	Ms. Rachel Nunes	-	Parliamentary Intern
iv.			

Witnesses who appeared were:

<u>Officials from Ministry of Public Utilities</u>

i.	Mr. Vishnu Dhanpaul	-	Permanent Secretary
ii.	Ms. Vashti Shrikrisen Singh	-	Deputy Permanent Secretary
iii.	Ms. Anika Farmer	-	Director Legal Services
iv.	Ms. Beverley Quamina	-	Acting Head Economic Research Policy Planning Unit
v.	Ms. Mauricia Pegus	-	Manager Customer Service Unit
vi.	Mrs. Arlene Johnson Lawrence	-	Senior Project Manager
vii.	Ms. Alisia Quaccoo	-	Director Monitoring and Evaluation
viii.	Ms. Pamela Lachman	-	Accounting Executive I
ix.	Ms. Carol Babb	-	Auditor II
x.	Mr. Ronald Roach	-	Chief Executive Officer, SWMCOL
xi.	Mr. Kelvin Ramsook	-	General Manager T&TEC
xii.	Mr. Naresh Sukhram	-	General Manager Finance, TTPost
xiii.	Mr. Alan Poon King	-	Chief Executive Officer WASA
xiv.	Mr. Rixon Boodoo	-	Finance Manager CEPEP
xv.	Mr. Rondell Donawa	-	Corporate Secretary CEPEP

The Committee Members present at the Fourth Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Nicole Olivierre	-	Member
v.	Mr. Maxie Cuffie	-	Member
vi.	Ms. Allyson Baksh	-	Member
vii.	Ms. Melissa Ramkissoon	-	Member
viii.	Mr. Daniel Dookie	-	Member

Parliamentary staff:

Ms. Jacqui Sampson-Meiguel	-	Secretary
Ms. Hema Bhagaloo	-	Assistant Secretary

Ms. Rachel Nunes	-	Parliamentary Intern

Witnesses who appeared were:

Officials from Office of the Prime Minister

i.	Ms. Sandra Jones	-	Permanent Secretary
ii.	Ms. Jacqueline Johnson	-	Permanent Secretary (Ag.)
iii.	Ms. Debra Parkinson	-	Deputy Permanent Secretary
iv.	Ms. Rosemarie Richardson	-	Director Corporate Services (Ag.)
v.	Mr. Learrie Barry	-	Manager, Policy, Research Planning
vi.	Ms. Esther Rahim	-	Accounting Executive II
vii.	Ms. Tracey Lucas	-	Monitoring & Evaluation
viii.	Ms. Devika Maharaj	-	Auditor II (Ag.)

Officials from Trinidad and Tobago Police Service

Mr. Stephen Williams	-	Commissioner of Police (Ag.)
Mr. Andy Bradshaw	-	Superintendent - Finance
Mr. Trevor Boissiere	-	Head - Internal Audit
Mr. Someet Ramroop	-	Administration
Mr. Ramdeo Ramesar	-	Head - Finance
Ms. Liloutee Balroop	-	Accounting Executive I
Mr. Felix Pearson	-	Head - Planning, Research & Project and Implementation

Officials from Personnel Department

i.	Mr. Beresford Riley	-	Chief Personnel Officer (Ag.)
ii.	Ms. Natalie Willis	-	Deputy Chief Personnel Officer
iii.	Mr. Gary Joseph	-	Deputy Chief Personnel Officer
iv.	Ms. Gail Balkissoon-Wickham	-	Programme Manager
v.	Mr. Anslem Emmanuel	-	Accountant II
vi.	Ms. Dawn De Silva	-	Senior Human Resource Officer
vii.	Ms. Denise Dumas-Koylass	-	Ag. Dir. Human Resource

			Management Services
viii.	Mr. Ronald Lessey	-	ICT Director

The Committee Members present at the Fifth Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Nicole Olivierre	-	Member
v.	Mr. Maxie Cuffie	-	Member
vi.	Ms. Allyson Baksh	-	Member
vii.	Ms. Melissa Ramkissoon	-	Member
viii.	Mr. Daniel Dookie	-	Member
ix.	Mrs. Ayanna Webster-Roy	-	Member

Officials from Ministry Of Sport and Youth Affairs

i.	Ms. Joan Mendez	-	Permanent Secretary
ii.	Mr. Ian Ramdahin	-	Deputy Permanent Secretary
iii.	Mr. Adrian Raymond	-	Ag. Chief Executive Officer, SPORTT
iv.	Ms. Tennille Clarke	-	Project Administrator, SPORTT
v.	Mr. Wilfred Fullerton	-	Project Consultant, SPORTT

Officials from Ministry Of Health

i.	Ms. Donna Ferraz	-	Permanent Secretary
ii.	Mr. Lawrence Jaisingh	-	Director, Health Policy, Research & Planning
iii.	Ms. Veronica Pedro	-	Accounting Executive I
iv.	Mr. Stewart Smith	-	Senior Health System Adviser
v.	Mr. Ronald Koylass	-	Project Manager
vi.	Dr. Akenath Misir	-	Chief Medical Officer
vii.	Ms. Mala Kowlessar	-	State Counsel II
viii.	Mr. Beesham Seetaram	-	Programme Administrator, Extended Patient Programme

The Committee Members present at the Sixth Public Hearing of the Committee were:

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Daniel Dookie	-	Member
iv.	Mrs. Ayanna Webster-Roy	-	Member

Officials from Ministry Of Tourism

i.	Ms. Samdai Rampersad	-	Permanent Secretary (Ag.)
ii.	Ms. Satie Jamraj-Marimuthu	-	Deputy Permanent Secretary (Ag)
iii.	Mr. Anand Maraj	-	Monitoring and Evaluation Co-ordinator
iv.	Mr. Kamal Baal	-	Accountant II

Officials from Tourism Development Company (TDC)

i.	Mr. Keith Chin	-	Chief Executive Officer
ii.	Mr. Warren Solomon	-	General Manager, Marketing
iii.	Mr. Leland Dennis	-	Manager, Sites and Facilities
iv.	Mr. Davis Ragoonanan	-	Finance Manager

The Parliamentary contingent visiting the National Aquatic Centre and Cycling Velodrome comprised the following persons:

Members

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Allyson Baksh	-	Member
v.	Ms. Melissa Ramkissoon	-	Member
vi.	Mr. Daniel Dookie	-	Member

Parliament staff

i.	Ms. Keiba Jacob	-	Secretary
ii.	Ms. Sheranne Samuel	-	Assistant Secretary
iii.	Ms. Rachel Nunes	-	Parliamentary Intern

On arrival at the site, the contingent was greeted by the following officials of the Ministry of Sport and Youth Affairs and SPORTT, including:

i.	Mr. Ian Ramdahin	-	Permanent Secretary (Ag.);
ii.	Ms. Violet Joseph	–	Director, Monitoring and Evaluation;
iii.	Mr. Michael Phillips	-	Chairman, SPORTT;
iv.	Mr. Adrian Raymond	-	CEO (Ag.), SPORTT;
v.	Mr. Wilfred Fullerton	-	Project Consultant, Nationals;
vi.	Ms. Tennille Clarke	-	Project Administrator;
vii.	Mr. Clifford Murray	-	FIDIC Engineer;
viii.	Mr. Nigel Aqui	-	FIDIC Engineer; and
ix.	Mr. CG Murray	-	Project Consultant.

The Parliamentary contingent visiting the Trinidad and Generation Unlimited comprised the following persons:

Members

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Ms. Melissa Ramkissoon	-	Member
v.	Mr. Daniel Dookie	-	Member

Parliament staff

i.	Ms. Keiba Jacob	-	Secretary
ii.	Ms. Sheranne Samuel	-	Assistant Secretary
iii.	Ms. Rachel Nunes	-	Parliamentary Intern

On arrival at the site, the contingent assembled in the lobby at TGU and was greeted by the following officials of TGU:

i.	Mr. David D'Andrade	-	Chairman
ii.	Mr. Ian Anthony	-	Corporate Secretary
iii.	Mr. Namdeo Boodram	-	CEO
iv.	Mr. Hardeo Bahall	-	Plant Manager
v.	Mr. Adrian Sammy	-	Team Lead Ag.
vi.	Ms. Saira Ramlogan	-	Corporate Services Manager
vii.	Ms. Terrysha Williams	-	Community and Public Relations Officer

The Parliamentary contingent visiting the Trinidad and Generation Unlimited comprised the following persons:

Members

i.	Mrs. Bridgid Mary Annisette-George	-	Chairman
ii.	Dr. Lackram Bodoe	-	Vice-Chairman
iii.	Mr. Wade Mark	-	Member
iv.	Allyson Baksh	-	Member

Parliament staff

i.	Ms. Keiba Jacob	-	Secretary
ii.	Ms. Sheranne Samuel	-	Assistant Secretary
iii.	Ms. Rachel Nunes	-	Parliamentary Intern

On arrival at the site, the contingent assembled in the lobby of the hospital and was greeted by the following officials of UDeCOTT and the Ministry of Health (MOH), including:

i.	Chris Jagroop	–	Chief Construction Engineer
ii.	Sunil Ramnath	–	Senior Project Manager
iii.	Varma Joadsingh	–	Senior Project Manager
iv.	Emily Carter	–	Medical Engineer
v.	Eden Ramsaroop	–	Clerk of Works
vi.	Ms. Donna Ferraz	–	Permanent Secretary, MOH
vii.	Mr. Ronald Koylass	–	Project Manager, MOH