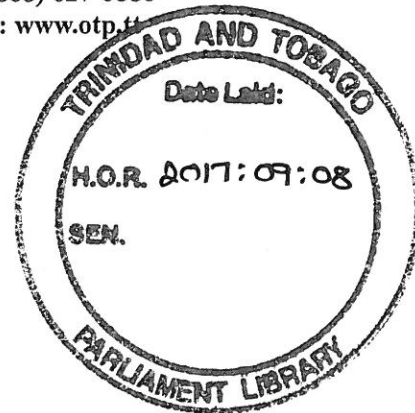




**OFFICE OF THE PRESIDENT
REPUBLIC OF TRINIDAD AND TOBAGO**

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From: Secretary to His Excellency the President

To: *Attention: Ms. Jacqui Sampson-Meiguel*
Clerk of the House
Office of the Parliament

Date: 4th July, 2017

Subject: The Second Report of the Public Administration and Appropriation Committee, Second Session, Eleventh Parliament, on an Examination of the Current Expenditure and Internal Controls of the Office of the President.

Your Report Parl.:5/7/22 dated 26th May, 2017 on the matter at caption refers.

1. INVENTORY CONTROL

- Based on the recommendations made by the Public Administration and Appropriation Committee, hereafter called the Committee, current measures are presently being undertaken to utilise the training offered by the Public Service Academy in areas of Inventory Management, Procurement and Internal Auditing. The Office of the President (OTP) was reliably informed that training in these areas will be offered during the months of August and September 2017. The matter is being addressed with urgency as there was previously no officer assigned to the OTP to address our training needs. There is no Public Service position neither any Training Officer on the present establishment of the OTP.
- The current staffing issues have also been communicated to the Public Management Consultancy Division (PMCD) and the Service Commissions Department. We have forwarded our Organizational Chart to the PMCD and discussions are ongoing with regard to addressing the matter in a timely manner.
- The card system is currently in use at the OTP under the supervision of a designated officer since the position of Comptroller of the Household is still vacant. Since then the relevant staff has been sent for training in Inventory and Warehouse Management to effectively and efficiently perform this function.

2. INTERNAL AUDIT

- Based on the recommendations made by the Committee, current measures are being undertaken to utilise the training offered by the Public Service Academy in areas of Internal Auditing. Training in Risk Based Auditing will be offered during the month of September 2017. The internal auditor has also attended training in the areas of Accounting and Auditing from the Financial Management Branch of the Treasury Division in keeping with International Public Sector Accounting Standards (IPSAS).
- The current staffing issues with regard to the Internal Audit Unit have also been communicated to the PMCD and the Service Commissions Department. We have forwarded our Organizational Chart to the PMCD and discussions are ongoing with regard to addressing the matter in a timely manner.

3. ACCOUNTING AND TRANSPARENCY

- The OTP is committed to ensuring compliance to current Legislation in place for the procurement of goods and services. The Procurement Legislation has been assented to but has not yet been proclaimed. The current directives by the Central Tenders Board are still currently in use by all Ministries and Departments until the Procurement Act becomes Law and replaces the Central Tenders Board Ordinance.
- Efforts are being made to have a Policy Framework developed consistent with Public Service Regulation and Financial Regulations to identify and resolve instances of conflicts of interest within the OTP.

4. STRATEGIC PLAN

- The Strategic Plan for the OTP is completed and a copy is attached for your kind attention and perusal.

5. STAFFING

- Based on the recommendations made by the Committee, current measures are being undertaken to utilise the expertise by the Public Management Consultancy Division and the Service Commissions Department to effectively address our staffing issues. We have forwarded our Organizational Chart to the PMCD and discussions are ongoing with regard to addressing the matter in a timely manner.

6. ACCOMMODATION

- Communication has been ongoing with the Ministry of Works and Transport, UDeCOTT and the Ministry of Finance to provide adequate accommodation for the staff at the OTP, that is extending the current office space to accommodate existing and additional staff. There are Heritage building restrictions that must be adhered to.
- The OTP is committed to providing a safe and secure environment for all its staff and efforts are being made to ensure that the OTP is in compliance with the OSHA Act.

7. OFFICIAL OVERSEAS TRAVEL AND OVERSEAS TRAVEL FACILITIES – DIRECT CHARGES

- The OTP has adapted a holistic approach to keep expenditure within the budgetary allocation.

8. HOSTING OF CONFERENCES, SEMINARS AND OTHER FUNCTIONS

- The OTP has reviewed and prioritised its events to keep expenditure within the budgetary allocation.

9. OTHER MINOR EQUIPMENT

- The OTP has reviewed and prioritised its purchases of items under Sub-item 04 Minor Equipment Purchases to keep expenditure within the budgetary allocation.
- To ensure that value for money, market price and quality are being obtained for goods purchased and services rendered, quotations are generally requested for purchases to compare cost and market price. Sole supplier is sometimes employed. Finally, an evaluation is undertaken from our existing suppliers for goods purchased and services rendered, to ensure that the quality received is of high standard, and also to ascertain that we are getting value for our money.

The OTP appreciates the recommendations made by the Committee and is committed to ensuring that we are in compliance with the existing Legislation and directives, thereby adding value, increasing productivity and efficiency at the Office of the President.

Sincerely


Secretary to His Excellency
the President

SECRETARY TO
HIS EXCELLENCY THE PRESIDENT



OFFICE OF THE PRESIDENT
REPUBLIC
OF
TRINIDAD AND TOBAGO

STRATEGIC PLAN 2017-2020

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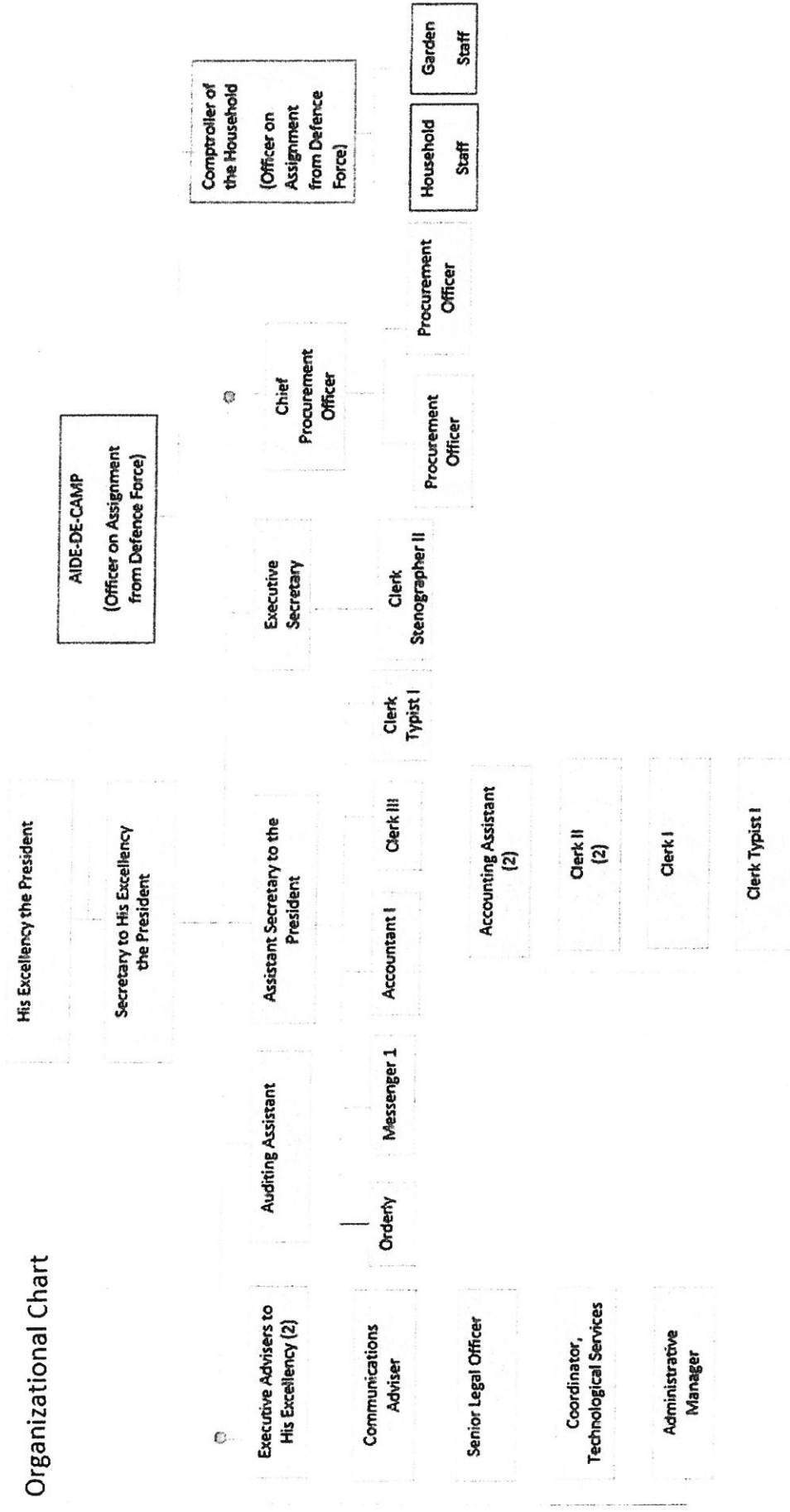
List of Acronyms

IPSAS	International Public Sector Accounting Standards
JLSC	Judicial & Legal Service Commission
NAPA	National Academy of the Performing Arts
NGO	Non-Government Organisation
OSHA	Occupational Safety and Health Act
OTP	Office of the President
PESTLE	Political Economic Social Technological Legal Environmental
SWOT	Strengths Weaknesses Opportunities Threats

Organizational Structure

Office of the President

Organizational Chart



Definition of Vision and Mission

VISION AND MISSION STATEMENT

The Office of the President will positively transform the Republic of Trinidad and Tobago by creating a better citizen and patriot, as well as a greater Nation, by fostering:

- *Institutional Inclusivity*
- *Innovation and Invention*
- *Women and Youth Empowerment*
- *Genuine Empowerment of the Differently-Abled and Less Fortunate/ Those in Marginalized Communities*
- *Connectivity of Government to the People*
- *Service Leadership*
- *Restorative Justice*
- *Mediation and Alternative Dispute Resolution*
- *Volunteerism Among Citizens*
- *A More Forgiving and Compassionate Society*
- *Environmental Advocacy*
- *A Solution-Oriented and not Problem-Stating Society*
- *The Internationalisation of the Trinbagonian/Caribbean Persona*
- *Global Villager / Global Responsibilities*
- *Caribbean Integration*
- *Support for NGOs and Individuals Involved in Social Transformation*
- *A Greater Degree of Diplomacy and Protocol*
- *A Greater Appreciation of the National Watchwords; Discipline, Tolerance and Production*
- *Integrity, Transparency and Accountability*
- *Solution-Oriented Methodologies*
- *Unity Among the Races*
- *International Benchmarks, Practices and Standards*
- *Appointing Competent, Apolitical and Independent Persons of Integrity*
- *Creating Appropriate Lines of Succession*

OUR VISION AND MISSION

The Office of the President will transform the Republic of Trinidad and Tobago by creating a better citizen and patriot as well as a greater nation by fostering:

Institutional Inclusivity

Innovation and Invention

Women and Youth Empowerment

Empowerment of the differently abled and the Marginalised

Connectivity of Government to the People

Service Leadership

Restorative Justice

Mediation and Alternative Dispute Resolution

Volunteerism among Citizens

A More Forgiving and Compassionate Society

Environmental Advocacy

A Solution Oriented and not Problem Stating Society

The Internationalisation of the Trinbagonian/Caribbean Persona

Global Villager / Global Responsibilities

Caribbean Integration

Support for NGOs and Individuals involved in Social Transformation

A Greater Degree of Diplomacy and Protocol

Appreciation of the National Watchwords; Discipline, Production and Tolerance

SWOT Analysis

The SWOT Analysis that was conducted by the Office of the President yielded the following results:

Strengths	Weaknesses
• Excellent Connectivity/Authority with Government Agencies • Committed and Dedicated Support Staff • Passionate, Down to Earth Leader who has an Open Door Policy • Extremely secure environment	• Inadequate Staffing Accommodation • Staff Shortage/ Heavy Workload (Too much work for existing staff complement) • Limited Financial Resources • Lack of Understanding of Scope and Responsibilities of Public Officers and Contract Officers • Lack of Training
Opportunities	Threats
• Diplomatic ties with other Heads of State, Ambassadors, etc. • Ability to influence and encourage the creation of new progressive legislation • A more enlightened and educated population • Position to lead in terms of social transformation • Position to foster a greater understanding and appreciation of the Constitution.	• Security Risks re: Crime & Terrorism • Social Dysfunction • Unusual Media Scrutiny • Cybercrime • Misinformation • Fake News

PESTLE Analysis

In planning the strategic direction for the next three years, the OTP considered the potential impacts of the domestic, regional and international political, economic, social, technological, legal and environmental climate and the impact that these factors may have on the ability to accomplish this plan. It was established that the following considerations apply:

Political

- Political environment
- Political advocacy
- Vocal political commentators / quasi-public interest groups

Economic

- Stagnant economy
- Possibility of Devaluation
- Deficit budgets for several years
- High dependence on Energy and the low prices are projected to remain low
- Lack of Diversification
- Lack of Innovation and Invention
-

Social

- High levels of Crime and Murder Rate
- Rampant corruption
- High unemployment
- Sense of apathy and hopelessness
- Culture of male dominance and aggression
- Breakdown of moral order
- Generational cycles of abuse
- Toxic minority
- Gender Inequality
- Lack of genuine inclusivity and opportunity for the differently-abled
- Youth Delinquency
- Social Media/Internet

Technological

- Social Media Phenomenon
- Fake News Phenomenon/Misinformation
- Pervasive use of computers

Legal

- Lack of enforcement and implementation
- More progressive legislation
- Enabling legislation for Conventions and Protocols, signed-off and ratified

Environmental

- Greater environmental awareness in the population
- Paris Agreement and United States of America exit therefrom
- Climate Change / Greenhouse Effect
- Move to CNG and Hybrids in vehicles
- Move to more biodegradable items
- Deforestation
- Lack of Recycling
- Sensitising the public on environmental issues

Critical Issues

A Critical Issue is an issue that, if dealt with, can facilitate the achievement of the Vision/Mission. Alternatively, if it is not dealt with, it will hinder the Organisation from realising its Vision/Mission.

The following were identified as the Critical Issues facing the OTP:

- Limited Financial Resources
- Inadequate Staff/ High Staff Turnover
- Inadequate Accommodation
- Unusual Media Scrutiny
- Low Staff Morale
- Burdensome and Convolutd Bureaucratic System
- Lack of OSHA Compliance
- Inadequate Policies/ Procedures
- Inadequate Technological Resources and Support
- Institutional Knowledge not passed on
- Lack of Training and Development for Staff
- Lack of Institutional Autonomy
- Succession Planning with Institutional Knowledge
- The Republic's Inconsistencies on International Issues
- Dissemination of Presidential Communication/Messages to the Nation

Top Critical Issues

An analysis of the Critical Issues was conducted and it was determined that the following were the top Critical Issues facing the OTP:

- Limited Financial Resources
- Inadequate Staff / High Staff Turnover and Lack of Training and Development for Staff
- Inadequate Accommodation
- Inadequate Technological Resources
- Inadequate Policies/Procedures
- Dissemination of Presidential Communication/Messages to the Nation

Action Plans for Achieving 3-Year and 1-Year Objectives

For each of the Critical Issues, a 3-year Objective was developed. From this a 1-year Objective was defined. Action Plans were then developed aimed at the achievement of the 1-year Objective. These are detailed below.

Addressing these Critical Issues is the responsibility of the Accounting Officer, in Consultation with His Excellency the President.

1. Limited Financial Resources

3 Year Objective

To obtain 100% financing of our budgetary requirements to improve the overall functioning and performance of the Office of the President.

1 Year Objective

To obtain and utilize 80% financing of our budgetary requirement to meet the needs of our projected estimates to improve the overall functioning and performance of the Office of the President.

Actions Required

1. Reduce expenditure by decreasing the number of functions held by the Office.
2. Continue to utilize the services of household staff to cater at events instead of engaging in external catering, thereby saving costs.
3. Continue to engage in agricultural production at kitchen gardens at President's grounds for use at the President's Household, thereby also contributing to decreasing expenditure.
4. Sourcing less expensive locations for official functions and events, e.g. NAPA
5. A holistic approach to only purchase what is necessary and to keep within the budgetary allocation.
6. Utilizing our expenditure to add value and increase productivity and performance of the Office of the President.

2. Human Resource Issues – Inadequate Staffing and Training and Development

3 Year Objective

To have an adequate and sufficient complement of staff that are well trained and possess the necessary skillsets, competencies and efficiencies to improve the overall functioning and performance of the Office of the President.

1 Year Objective

To provide training and development in areas of critical concern such as Inventory Management. Conduct Relevant Training on par with the introduction of the Procurement Legislation, Internal Audit and Foreign Languages. To further address key areas for additional staff based on our approved budgetary allocation and our projected estimates to improve the overall functioning and performance of the Office of the President.

Actions Required

1. Development of a Training Plan in keeping with the needs of the Office.
2. Ensuring that the relevant employees have the necessary skillsets, experience and qualifications prior to hiring (this is done by the Service Commissions Department).
3. Vetting and Security Background checks for all new employees. (this is done by the Service Commissions Department/Special Branch Officers).
4. The Accounting Officer to address staffing issues by liaison with the Director of Public Administration.
5. Request training for the relevant members of staff to address areas of Inventory Management and Procurement Training from the Public Service Academy.
6. The Office of the President interfaces with many foreign dignitaries, institutions and VIP's and, as a result, His Excellency has introduced training to staff in foreign languages, e.g. Mandarin. This initiative will continue based on availability of funds.
7. A complement of Contract Staff sufficient to support His Excellency in the execution of his role and functions.
8. Access training in the areas of Accounting and Auditing from the Financial Management Branch of the Treasury Division. In keeping with International Public Sector Accounting Standards (IPSAS).

3. Inadequate Accommodation

3-year Objective:

Total office accommodation for all staff and adequate accomadation to facilitate the hosting of His Excellency's events and functions.

1- year Objective:

To provide adequate accommodation for office staff.

Actions Required

1. Identify the amount of staff that requires accommodation. Determine the building additions/modifications that are required.
2. Consultation with Ministry of Works and Transport or Property Management for approval to do the job and costing of materials, furniture and office equipment.
3. Obtain approval and costing from the Ministry of Works and Transport or Property Management.
4. Submit a virement of funds to Budget Division, Ministry of Finance for the expenses related.
5. Obtain release of funds from Budget Division, Ministry of Finance for funds and then proceed to purchase materials
6. Ministry of Works and Transport or Property Management would provide labour and commence building.
7. Upon completion of the building, purchase of furniture and office equipment for the new completed office.

4. Inadequate Technological Resources and Support

3-year Objective:

To be technologically advanced in all areas with respect to computers, intranet, telephone system and as well as I. T. personnel.

1-year Objective:

Upgrading of the telephone system and Internet.

Actions Required

1. Invite representatives from three (3) companies, examples T.S.T.T., Digi-cel and Flow to view the compound and the job required.
2. Get the invited companies to provide quotations and time frame for the completion of the job.
3. Selection process by the Secretary to His Excellency, I.T. personnel and the President.
4. Submit a virement of funds from within the votes to Budget Division, Ministry of Finance for the expenses related.
5. Obtain release of funds from the Budget Division, Ministry of Finance.
6. The selected company would then proceed with the job.

5. Inadequate Policies and Procedures

3- year Objectives:

To have effective policies and procedural plan in place.

1-year Objective:

To identify what policies are needed to be effective.

Actions Required

1. View methods in place
2. Consultation with members of staff to identify errors and possible solutions and ideas.
3. Identify feasible solutions, possibly protocol advice externally.
4. Document information sourced for further action.

6. Dissemination of Presidential Communication/Messages to the Nation

3-year Objective:

To ensure that His Excellency's vision of positively transforming Trinidad and Tobago comes to fruition, by creating a better citizen and patriot as well as a greater Nation.

1- year Objective:

To ensure that at least five elements of His Excellency's vision be included on a monthly or regular basis in his speeches and media releases. Some of the key elements are:

- Internationalisation of the Trinidadian/ Caribbean Persona
- Environmental Advocacy
- Women and Youth empowerment
- Innovation/Invention
- Differently-Abled
- Regeneration of the Man-Child in our Society

Actions Required:

1. Work with the media (newspapers) to have the information printed throughout, locally and regionally.
2. Target the various events His Excellency attends to have these key elements of his vision known.
3. Continue to push the key elements of His Excellency's vision on a regular basis.
4. Regular updating of the Office of the President's social media: Instagram and web page, with information of the various events His Excellency attends where his vision is made known to the population.

