



Government of the Republic of Trinidad and Tobago
Ministry of Public Administration

Our Ref: 3/8/2 Vol IV

March 14th, 2019

Mrs. Jacqui Sampson-Meiguel
Clerk of the House
Parliament of the Republic of Trinidad and Tobago
Levels G - 9
The Port of Spain International Waterfront Centre
1A Wrightson Road
Port of Spain

Dear Madam,

**The Fifteenth Report of the Public Administration and Appropriations
Committee on an Examination into the expenditure and internal controls of
the Ministry of Tourism**

Enclosed is our written response to the recommendations made in the captioned report further to your request dated January 22, 2019.

An e-copy is simultaneously submitted to coth@ttparliament.org for your attention and records.

Respectfully,

Joan Mendez (Mrs.)
Permanent Secretary

OFFICE OF THE PERMANENT SECRETARY

Level 7 - National Library Building, Corner Hart and Abercromby Streets, Port-of-Spain,
Republic of Trinidad and Tobago, West Indies

Tel: (868) 625-6724 Ext 2207/ 2210 Fax: (868) 623-6027



**Response to the Public Administration and
Appropriations Committee**

**Fifteenth Report of the PAAC
Inquiry: Examination into the expenditure and internal
controls of the Ministry of Tourism**

Written Submission

March 2019

OFFICE OF THE PERMANENT SECRETARY

Level 7 - National Library Building, Corner Hart and Abercromby Streets, Port-of-Spain,
Republic of Trinidad and Tobago, West Indies

Tel: (868) 625-6724 Ext 2207/ 2210 Fax: (868) 623-6027

Responses to PAAC's Questions

	Recommendations	Page	Ministry of Public Administration's Responses
1	<u>Accountability and Transparency – Internal Audit</u> ii. <u>Staffing</u> The PMCD should review and prioritize the approval of the Restructuring Note submitted by the Ministry of Tourism. A status of the Restructuring Note should be submitted to Parliament by March 31, 2019	11	As at February 22, 2019, the Restructuring Note was drafted. This was preceded by the following:- - six (6) meetings with various divisions/units of the Ministry of Tourism in July 2018. - a meeting with the Human Resource Management Unit in September 2018 to discuss the submission of the following documents: - The Ministry's strategic plan - The role and function of the Tourism Destination Marketing and Product Development Company - Draft organizational charts (existing and proposed) - Existing Functional Chart - History of the Ministry of Tourism - Status of Established offices and contract positions - a meeting held on January 10th 2019, where the Public Management Consulting Division (PMCD) met again with the Ministry to discuss outstanding issues relating to the restructuring of the Ministry. - a meeting with the Ministry on February 14th, 2019 to reaffirm the strategy for the processing and completion of the matter. The PMCD is presently awaiting the following documents from the Ministry to enable the finalization of this matter: - An amended Draft Note for Cabinet - Brief regarding the history of the Ministry of Tourism

	Recommendations	Page	Ministry of Public Administration's Responses
			iii. Amended Achievement Reports for the various Divisions/Units of the Ministry (excluding the Tourism Advisory Unit) iv. Amended Work Plans for the various Divisions/Units of the Ministry v. Workload statistics for the various Divisions/Units of the Ministry vi. Verification/confirmation of the existing and proposed Organizational Charts for the various Divisions/Ministries (prepared by PMCD) vii. Verification/confirmation of the Ministry's existing Functional Chart (prepared by PMCD) viii. A written submission from the present executive of the Ministry regarding the new direction of the Ministry of Tourism. PMCD remains committed in supporting the Ministry of Tourism and has offered assistance in preparing the relevant supporting documents as necessary towards the finalization of the restructuring of the Ministry.

DRAFT

STATUS REPORT ON THE NOTE FOR CABINET
RE: RESTRUCTURING OF THE MINISTRY OF TOURISM

Terms of Reference

By letter dated January 22, 2019 the Clerk of the House, Parliament informed that emanating from *"The Fifteenth Report of the Public Administration and Appropriation Committee on an Examination into the Expenditure and internal controls of the Ministry of Tourism"*, the Public Administration and Appropriation Committee submitted a recommendation regarding a Draft Note for Cabinet Re: Restructuring of the Ministry of Tourism as follows:

"The PMCD should review and prioritise the approval of the Restructuring Note submitted by the Ministry of Tourism. A status of the Restructuring Note should be submitted to Parliament by March 31, 2019."

Status Report:

2. The Ministry of Tourism submitted a Draft Note for Cabinet T: 18/232 T: 18/2/6 Vol. I dated May 2018 Re: *Restructuring of the Ministry of Tourism* undercover of a memorandum dated May 9, 2018 to the Public Management Consulting Division (PMCD).
3. Following a review of the relevant documentation, PMCD met with officers of the Human Resource Management Unit of the Ministry of Tourism on June 28, 2018 to discuss the contents of the Draft Cabinet Note (DCN). Based on the contents of the DCN, advice and recommendations were provided to the client based on PMCD's *'Checklist for Information required for the Review of Draft Cabinet Notes'*. At that meeting, both parties agreed that PMCD would meet with each Division/Unit separately to provide advice regarding the preparation and submission of the necessary supporting documents.
4. PMCD subsequently met with the Divisions/Units of the Ministry of Tourism in July 2018 as follows:

Division/Unit	Date
Tourism Advisory Unit, Research and Planning Unit and Investment Facilitation and Monitoring Unit	July 12 th 2018
Accounts Unit and Internal Audit Unit	July 16 th 2018
Human Resource Management Unit	July 18 th 2018
General Administration and Legal Services Unit	July 20 th 2018

Division/Unit	Date
Corporate Communications Unit and Information, Communications and Technology Unit	July 24 th 2018
Project and Facilities Management Unit and Monitoring and Evaluation Unit	July 26 th 2018

5. Based on the Organisational Charts submitted by the Ministry (attached to the DNC) as well as discussions with the individual Divisions/Units, PMCD prepared Existing and Proposed Organisational Charts and submitted these via email to the Ministry on August 30, 2018 for verification/confirmation by the respective Divisions/Units.

6. Subsequently, PMCD met with officers of the Human Resource Management Unit on September 4, 2018 to discuss the submission of other pertinent documents in order to expedite the processing of the Ministry's DNC. At that meeting the following matters were discussed:

- a. **The Ministry's Strategic Plan** – The Ministry does not have an approved Strategic Plan. PMCD however, requested a copy of the Draft Strategic Plan with the permission of the Executive Management;
- b. **The Tourism Destination Marketing and Product Development Company** – PMCD requested information/documents on the role and function of this new company;
- c. **Draft Organisational Charts (Existing and Proposed)** – these were produced by PMCD and forwarded via email on August 30, 2018 for verification/confirmation by the respective Units. The HRM Unit informed that feedback on the matter would be provided by September 10, 2018;
- d. **Existing Functional Chart** – the Ministry was requested to produce an existing Functional Chart. The Ministry advised that the Chart would be provided to PMCD by September 12, 2018;
- e. **History of the Ministry of Tourism** – information regarding the history of the Ministry was requested. The Ministry informed that research on this would be undertaken and feedback would be provided; and
- f. **Status of established Offices and contract Positions** – PMCD provided a Table listing the Ministry's established Offices for the Ministry to indicate the status of the said Offices. PMCD also requested information regarding the Ministry's contract positions (number of positions, position title, Cabinet Minutes conveying approval, period of contract and position status (filled or vacant)). The Ministry indicated that this information would be provided to PMCD by September 12, 2018.

7. PMCD received a Chart from the Ministry via email on September 11, 2018, which the Ministry identified as its Existing Functional Chart. However, this was actually the Ministry's Organisational Chart.

8. In an effort to expedite matters, PMCD prepared a Functional Chart (based on information garnered from 'inter alia' the Ministry's Administrative Report 2017). This was forwarded to the Ministry via email on September 20, 2018 for verification and confirmation.

9. On January 10, 2019, PMCD met again with the Ministry to discuss outstanding issues related to the restructuring of the Ministry. At that meeting, several matters were discussed and the submission of the following were agreed to by both parties:

Issue	Agreed Date of Submission
Verification/confirmation of the draft existing and proposed Organisational Charts	January 25, 2019
Confirmation of the Ministry's existing Functional Chart	January 25, 2019
Completion of a Table with respect to the Ministry's offices and positions and the status of same	January 31, 2019
The amended Draft Note for Cabinet	January 31, 2019

10. Also, at this meeting (January 10, 2019), PMCD solicited a written submission from the present executive of the Ministry regarding the new direction of the Ministry of Tourism.

11. To date the Ministry has submitted the following:

- i. Existing Organisational Chart of the Ministry of Tourism;
- ii. Brief on the Tourism Advisory Unit;
- iii. Revised Work Plan for the period 2018 to 2010 for the Tourism Advisory Unit;
- iv. Paper on the Justification for an additional position of Tourism Advisor I, Tourism Advisory Unit;
- v. Work Assignments for the Tourism Advisory Unit;
- vi. Revised Work Plan for the period 2017 to 2018 for the Research and Planning Unit (now outdated);
- vii. Achievement Report for the Information, Communication and Technology Unit (no period stated);
- viii. The Tourism Road Map for the Tourism Sector Development (2016-2020) for Trinidad;
- ix. Cabinet Minute No. 1020 dated June 7, 2017;
- x. Cabinet Minute No. 1933 dated July 8, 2004;
- xi. Ministry of Tourism's Administrative Report 2017;

- xii. Brief on the Tourism Destination Management Company Limited (Tourism Trinidad Ltd.);
- xiii. The Ministry of Tourism's Strategic Plan 2018 – 2021 (unapproved);
- xiv. Ministry of Tourism Review of the Economy 2017/2018; and
- xv. Table with the established offices and contract positions in the Ministry of Tourism and the status of same.

12. PMCD is presently awaiting the following documents from the Ministry to enable the finalisation of this matter:

- i. An amended Draft Note for Cabinet
- ii. Brief regarding the history of the Ministry of Tourism
- iii. Amended Achievement Reports for the various Divisions/Units of the Ministry (excluding the Tourism Advisory Unit)
- iv. Amended Work Plans for the various Divisions/Units of the Ministry
- v. Workload statistics for the various Divisions/Units of the Ministry
- vi. Verification/confirmation of the existing and proposed Organisational Charts for the various Divisions/Ministries (prepared by PMCD)
- vii. Verification/confirmation of the Ministry's existing Functional Chart (prepared by PMCD)
- viii. A written submission from the present executive of the Ministry regarding the new direction of the Ministry of Tourism.

13. As part of its continuing dialogue, PMCD met with officers of the Ministry on February 14, 2019 to reaffirm the strategy for the processing and completion of the matter.

14. PMCD has on several occasions since its initial engagement with the Ministry, offered its assistance with the preparation of the relevant supporting documents. Moreover, PMCD remains committed to providing the requisite support to the Ministry to enable the finalisation of the restructuring of the Ministry of Tourism.

**Public Management Consulting Division
Ministry of Public Administration**