



Ministry of Planning and Development
Office of the Permanent Secretary

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PL&D: 6/12/3 Vol. III

April 5th, 2019

Ms. Jacqui Sampson-Meiguel
Clerk of the House
PARLIAMENT
Level G-9, Tower D
The Port of Spain International Waterfront Centre
1A Wrightson Road
PORT OF SPAIN

Dear Ms. Sampson-Meiguel,

The Sixteenth Report of the Public Administration and Appropriations Committee on an Examination into the implementation of the Public Sector Investment Programme

Reference is made to your letter Parl.: 5/5/67 dated January 31, 2019, requesting a written response to the recommendations of the Committee in respect of the Sixteenth Report of the Public Administration and Appropriations Committee on an Examination into the implementation of the Public Sector Investment Programme.

Attached is the response of the Ministry of Planning and Development with respect of the recommendations/comments contained in the Report.

I do apologize for the delay in responding to the Committee's request and regret any inconvenience caused by the delay.

Yours respectfully,


Permanent Secretary
Ministry of Planning and Development

**Ministerial response to recommendations/comments contained in
The Sixteenth Report of the Public Administration and Appropriations Committee on
the Examination into the implementation of the Public Sector Investment Programme**

SECTION 3: ISSUES, OBSERVATIONS AND RECOMMENDATIONS

UNIT 1: PERVASIVE ISSUES

No. 3. Planning of PSIP Projects

I. Non-Adherence to the Call Circular

1. *Recommendation:*

The Ministry of Planning and Development should submit a progress report to the Parliament on the compliance of all Ministries and Departments to the Ministry's Project Screening Brief by February 28, 2019.

- *In an effort to evaluate the effectiveness of the Project Screening Brief, this report must determine if there is a relationship between compliant/non-compliant Ministries and Departments and their subsequent submission of properly planned projects to the Ministry of Planning and Development.*

Response:

The last project submissions for the Draft Estimates of Expenditure were requested via Call Circular No. 3 dated March 13, 2018 for the fiscal year 2018/2019. This was also the first year that the Project Screening Brief was introduced. **Table 1** shows that of the 1,260 projects submitted, thirty-three (33) were prepared in the Project Screening Brief format. This amounts to approximately three percent (3%) of projects submitted. Of the 33 projects submitted in the Project Screening Brief format, twenty-two (22) received funding while eleven (11) did not. It is anticipated that as Ministries/Departments become more familiarized with the Project Screening Brief format, there will be greater compliance.

2. Recommendation:

The Ministry of Planning and Development should recommend to the Board of Permanent Secretaries, that Ministries and Departments must adopt the Risk Management Model at Appendix F in the State Enterprises Performance Monitoring Manual for PSIP projects.

- ***Subsequent to the Ministry of Planning and Development's recommendation, a Circular should be issued to all Ministries and Departments formally indicating same.***
- ***The Ministry of Planning and Development should submit a status report to the Parliament on the progress made in ensuring that there is compliance by Ministries and Departments by February 28, 2019.***

Response:

The Risk Management Model as stated in Appendix F of the State Enterprises Performance Monitoring Manual provides a general description, model and definitions in dealing with risk management. The Risk Management Model is usually utilised as a tool for the management of the risk for complete portfolio of projects. This document can aid in providing key assessments to inform portfolio size in relation to capacity and resources, failure due to lack of priority and changes in the environment.

The Risk Management Model should be used on a Ministry level for an overall evaluation of their entire portfolio whereas the risk assessment detailed in the Project Screening Brief evaluates and manages the risk associated with individual projects. Ministries and other Government Agencies, in the development of a Project Screening Brief, are required to provide a component to monitor risk management of the project and are required to provide updates to the PPRD in tracking the risk and any mitigation strategies adopted.

Therefore, the Risk Management Model at Appendix F in the State Enterprises Performance Monitoring Manual may be utilized to manage the portfolio of projects for a Ministry. The Ministry of Planning and Development proposes to collaborate with the Investment Division, Ministry of Finance, who perhaps possesses the expertise in this area to develop a strategy for use of the Risk Management Module in managing the portfolio of PSIP projects.

3. Recommendation:

The Ministry of Planning and Development should submit to the Parliament, the findings and recommendations of its assessment on the capacity of the Public Service in relation to the PSIP by February 15, 2019. This submission should also include the timelines for the implementation of the recommendations arising from the assessment.

Response:

The Ministry of Planning and Development mid fiscal year 2018 requested all Ministries/Departments to submit a list of all persons involved in project development and management. It should be noted that due to the period of time since this data was collected an update may be required from the individual Ministries/Departments on their current project planning and monitoring staff and their various qualifications.

Table 2 below illustrates a ratio of the total allocation per Ministry/Department to the number of persons involved in the planning, execution and monitoring of PSIP projects. While the ratio varies among Ministries and Departments, the general ratio for the Public Sector is **11,076,246 : 1** or one person per projects to the value of \$11,277,176, taking into consideration that project management may not be the sole function of these officers.

TABLE 2

Ratio of the total allocation per Ministry/Department to the number of persons involved in the planning, execution and monitoring of PSIP projects.

Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio
03	Judiciary	40,100,000	8	5,012,500:1
04	Industrial Court	1,500,000	6	250,000 : 1
05	Parliament	7,500,000	6	1,250,000 : 1
06	Service Commission	7,000,000	5	1,400,000 : 1
08	Elections and Boundaries Commission	0.00	3	n/a
13	Office of the Prime Minister (Gender and Child Affairs)	116,633,000	5	23,326,600 : 1
15	Tobago House of Assembly	231,630,000	74	3,130,135 : 1
17	Personnel Department	10,000,000	14	714,285 : 1
18	Ministry of Finance	83,831,000	85	986,247 : 1
22	Ministry of National Security	325,552,000	11	29,595,636 : 1
23	Ministry of the Attorney General and Legal Affairs	42,900,000	3	14,300,000 : 1
26	Ministry of Education	803,141,000	4	200,758,250 : 1
28	Ministry of Health	481,000,000	11	43,727,272

Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio
30	Ministry of Labour and Small Enterprise Development	14,742,000	31	475,548 : 1
31	Ministry of Public Administration	4,095,000	7	585,000 : 1
35	Ministry of Tourism	39,000,000	14	2,785,714:1
37	Integrity Commission	300000.00	10	30,000 : 1
39	Ministry of Public Utilities	152,369,000	10	37,744,900
40	Ministry of Energy and Energy Industries	19,000,000	6	3,166,666 : 1
42	Ministry of Rural Development and Local Government	354,391,000	18	19,688,388 : 1
43	Ministry of Works and Transport	1,239,992,000	9	137,776,888 : 1
48	Ministry of Trade and Industry	77,710,000	5	15,542,000
61	Ministry of Housing and Urban Development	300,750,000	12	25,062,500
62	Ministry of Community Development, Culture and the Arts	101,150,000	38	2,661,842:1
64	Trinidad and Tobago Police Service	124,745,000	9	13,860,555 : 1
65	Ministry of Foreign and CARICOM Affairs	5,300,000	4	1,325,000 : 1
67	Ministry of Planning and Development	118,351,000	23	5,145,695 : 1
68	Ministry of Sport and Youth Affairs	116,360,000	1	116,360,000 : 1
77	Ministry of Agriculture, Land and Fisheries	100,618,000	8	12,577,250 : 1
78	Ministry of Social Development and Family Services	4,420,000	5	884,000 : 1
<u>Total</u>		4,973,234,630	449	11,076,246 : 1

There is a total of 449 persons who are suitably qualified and requiring training in the acceptable standards and processes of project development and management. In **Table 3**, which is attached as an appendix contain a more detailed version of the table presented, with additional information on positions and qualifications.

On reviewing the data it would appear that there are many positions submitted as having involvement in the project planning and management process, however, several of the names of these positions suggest that project management is not their main job function. For example, the Elections and Boundaries Commission submitted the Chief Elections Officer as a member of staff heavily involved in the project planning process. However, given the numerous responsibilities of the office of Chief Elections Officer, dedicated time to the projects within the Public Sector Investment Programme will be far less than a member of staff such as a Project Officer, dedicated to project planning and management.

From the data was collected on persons involved in project development and management within the Ministries/Departments, the training needs for these persons have been ascertained. This information will be utilized by the Ministry of Planning and Development and the Ministry of Public Administration in the design and roll out of the training programmes for persons involved in project development and management.

4. Recommendation:

The Ministry of Planning and Development should partner with the Ministry of Public Administration to ensure that all relevant Accounting Officers and staff assigned to Project Management Units/Project Implementation Units across the Public Service are trained in a combination of the following:

- *Basic, Intermediate and Advanced level in capital investment project preparation (Log Frame Approach);*
- *project appraisal (Cost Benefit Analysis and Cost Effective Analysis); and*
- *project selection (Multi Criterion Analysis).*

Response:

The Ministry of Planning and Development and the Ministry of Public Administration met on March 22, 2019 to discuss the training of Accounting Officers and staff assigned to Project Management Units/Project Implementation Units across the Public Service. The Ministry of Public Administration has undertaken, together with input from the Ministry of Planning and Development to design training programmes at the Basic, Intermediate and Advanced levels in capital investment project preparation (Log Frame Approach); project appraisal (Cost Benefit Analysis and Cost Effective Analysis); and project selection (Multi Criterion Analysis) for

Accounting Officers and staff assigned to Project Management Units/Project Implementation Units across the Public Service.

5. Recommendations:

The Ministry of Planning and Development should devise a plan of action for the proper discharge of its functions and the enhancement of its performance by February 28, 2019. This plan must include a strategy for addressing the staffing and other resource challenges.

Response:

There are forty (40) positions on the Staff Establishment of the Project Planning and Reconstruction Division. Thirty (30) of these positions are technical while ten (10) are administrative/clerical/secretarial.

The Public Service Commission has filled twelve (12) positions in the last quarter of 2018 as follows:

- Project Analyst II – two (2)
- Project Analyst I - six (6)
- Planning Officer II – one (1)
- Planning Officer I – three (3)

Currently, seven (7) of the technical positions are vacant.

6. Recommendation:

The Ministry of Planning and Development should partner with the Ministry of Finance to develop a Medium Term Expenditure Framework for PSIP projects to be implemented for fiscal year 2019/2020. The Ministry should report progress by March 31, 2019.

Response:

At present, the Ministry of Finance is receiving technical assistance from the International Monetary Fund with regard to producing a Medium Term Fiscal Framework. The Ministry of Finance intends to work on a Medium Term Budgeting Framework and then a Medium Term Expenditure Framework. A Medium Term Expenditure Framework cannot precede Medium Term Fiscal and Budgeting Frameworks since the ceiling for expenditure in the PSIP and Recurrent Expenditure is derived from the expected income. For this reason, it is necessary that the Ministry of Finance take the lead on this process. The Ministry of Planning and Development

will collaborate with the Ministry of Finance, to develop the Medium Term Expenditure Framework at the appropriate time.

At present, the Call Circular requests that submissions for the PSIP are provided on a three year basis, so there is data to support the development of this framework. The Ministry of Planning and Development will encourage Ministries/Departments that submit projects for the PSIP, to improve the accuracy of their three year PSIP submissions and projections, which is one of the critical elements for input into a Medium Term Expenditure Framework.

7. Recommendation:

The Ministry of Planning and Development should submit the steps being taken to achieve compliance with the PSB in this fiscal to ensure that compliance is sustainable.

Response:

The Ministry of Planning and Development conducted a two day workshop on February 4 and 6, 2019 to assist in the upgrading of skills and capabilities of the project implementing staff of line Ministries and Executing Agencies in the areas of the Annual Budget Cycle and the PSIP and in particular to provide a practical understanding of the Project Screening Brief. Thirty-two (32) Ministries/Departments were invited to nominate two (2) persons each. Fifty eight (58) persons attended of an expected 64 participants. Based on the comments made by participants, the Project Screening Brief was revised and this revision has been recommended to the Ministry of Finance in the Call Circular for fiscal year 2020. Discussions have also been held with the Ministry of Public Administration to incorporate the Project Screening Brief in their training sessions on Project Management.

TABLE 1

Ministry/Head	Total No. of Projects Submitted in 2018/9	No. of Projects that utilized the PSB	Names of Projects that utilised PSB	Did the projects that utilized the PSB receive allocations? Y/N
03 Judiciary	16	0	N/A	N/A
04 Industrial Court	2	0	N/A	N/A
05 Parliament	6	0	N/A	N/A
06 Service Commission	1	0	N/A	N/A
07 Statutory Authorities Service Commission	1	0	N/A	N/A
08 Election and Boundaries Commission	0	0	N/A	N/A
13 Office of the Prime Minister	17	0	N/A	N/A
15 Tobago House of Assembly	220	0	0	N/A
16 Central Administrative Services, Tobago	3	0	N/A	N/A
17 Personnel Department	7	1	039: Enhancing the Research Capability of the Personnel Department	YES- \$1,000,000.00
18 Ministry of Finance	25	0	N/A	N/A
22 Ministry of National Security	91	0	N/A	N/A
23 Ministry of the Attorney General and Legal Affairs	14	0	N/A	N/A
26 Ministry of Education	89	16	UWI Design and Construction of a Wastewater Treatment Plant	Yes - \$13,605,000
			Completion South Campus including Outfitting of Buildings	No
			New Administrative Building for Campus security	\$3,000,000.00 - Yes
			Building for the Fine Cocoa Innovation Centre	\$6,800,000.00 - Yes
			Renovation of the Chemistry C1 Building and replacement of fume hoods	Yes - \$16,000,000.00
			Teaching and Learning Complex Completion and Outfitting of 3rd floor laboratories	No
			Refurbishment and Outfitting of Food Laboratory at the Department of Agricultural Economics and Extension	No
			Construction of Building to Accommodate Faculty of Science and Technology	No
			NIHERST Science, Technology and Innovation (STI)	Yes - \$260,000

Ministry/Head	Total No. of Projects Submitted in 2018/9	No. of Projects that utilized the PSB	Names of Projects that utilized PSB	Did the projects that utilized the PSB receive allocations? Y/N
			Mapping and Priority Setting Programme Teach Me	Yes - \$300,000
			UTT - J005 ECIAF Campus	Yes - \$1,500,000.00
			UTT - J006 John S. Donaldson	Yes - \$2,000,000.00
			UTT - J007 San Fernando Campus UTT	Yes - \$2,000,000.00
			- J008 Establishment of the University of Trinidad and Tobago-Corinth Campus	Yes - \$4,000,000
			UTT - J014 Point Lisas Campus	No
			UTT - J025 Camden Campus	Yes - \$15,000,000
28 Ministry of Health	31	2	Redevelopment of the Port of Spain General Hospital	Yes- \$22,000,000
			Construction of CARPHA Headquarters and Carpha, NPH and NBTS Laboratories	NO
30 Ministry of Labour and Small Enterprise Development	17	4	Labour Legislation Reform	Yes - \$1,000,000.00
			Delinking the On the Job Training Programme from the National Training Agency	Yes - \$1,000,000.00
			Occupational Health and Safety Programme	Yes - \$1,500,000.00
			Construction of a New Office Complex for OSH Authority	Yes - \$400,000.00
31 Ministry of Public Administration	7	0	N/A	N/A
35 Ministry of Tourism	12	0	N/A	N/A
37 Integrity Commission	1	0	N/A	N/A
39: Ministry of Public Utilities	72	0	N/A	N/A
40: Ministry of Energy and Energy Industries	7	0	N/A	N/A
42 Ministry of Rural Development and Local Government	231	0	N/A	N/A
43 Ministry of Works and Transport	140	8	H834 : Repairs to the High Voltage Electrical System at the Port of Port of Spain	YES- \$2,500,000
			H828: Dredging of the Government Shipping Service Basin	YES- \$30,000,000
			NEW: Replacement of Pneumatic Foam Fenders at the Port of Scarborough	NO

Ministry/Head	Total No. of Projects Submitted in 2018/9	No. of Projects that utilized the PSB	Names of Projects that utilised PSB	Did the projects that utilized the PSB receive allocations? Y/N
			NEW: Repaving of the Storage Yard at the Scarborough Terminal	No
			H816: Upgrade of GSS Facilities: Scarborough Terminal Building First Floor	Yes- \$1,000,000
			New: Purchase of two (2) Vehicular Scanners for the Government Shipping Service Ferry Terminals	No
			NEW: Purchase of two (2) Baggage Scanners and one (1) Walk Through Metal Detector for Cruise Shipping Operations	No
			NEW: Expansion of CCTV coverage at the Port of Port of Spain	No
48 Ministry of Trade and Industry	22	0	N/A	N/A
61 Ministry of Housing and Urban Development	23	0	N/A	N/A
62 Ministry of Community Development, Culture and the Arts	20	0	N/A	N/A
64 Trinidad and Tobago Police Service	58	0	N/A	N/A
65 Ministry of Foreign and CARICOM Affairs	3	0	N/A	N/A
67 Ministry of Planning and Development	48	0	N/A	N/A
68 Ministry of Sport and Youth Affairs	21	0	N/A	N/A
77 Ministry of Agriculture, Land and Fisheries	48	2	New: Upgrade of Centeno Livestock Station.	Yes \$1,000,000
			New: Upgrade of Artificial Breeding Centre	Yes - \$1,000,00
78 Ministry of Social Development and Family Services	7	0	N/A	N/A
	1260	33		

TABLE 3: RATIO OF THE TOTAL ALLOCATION PER MINISTRY/ENTITY TO THE NUMBER OF PERSONS INVOLVED IN THE PLANNING, EXECUTION AND MONITORING OF PSIP PROJECTS

Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
3	Judiciary	40,100,000	8		
4	Industrial Court	1,500,000	6	250,000 : 1	Registrar (LLB, LEC, LLM) Assistant Registrar (LLB, LEC) Court Administrator (Bsc Business Technology, Masters Project Management) Information Technology Infrastructure Specialist (Master of Science-Information Systems Management) Corporate Communications Officer Office Manager
5	Parliament	7,500,000	6	1,250,000 : 1	Clerk of the House Procedural Clerk Manager, Public Procurement Administrative Officer IV Human Resource Officer II Project Manager
6	Service Commission	7,000,000	5	1,400,000 : 1	Senior Research Officer Human Resources Adviser III Ag. Senior Human Resource Adviser Clerk I/Ag Human Resource Adviser II Research Officer II Temporary Clkl/Ag. Human Resources Adviser I
8	Elections and Boundaries Commission	0	3		Chief Election Officer Deputy Chief Election Officer Accounting Executive I
13	Office of the Prime Minister	116,633,000	5	23,326,600 : 1	Project Support Services Economic Analyst Services Senior Policy Specialist Child Development Specialist Snr. Monitoring and Evaluation Officer

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15	Tobago House of Assembly	231,630	74	3,130 : 1	Project Manager
16	Central Administrative Services, Tobago	10,973,000	4	2,743,250 : 1	Junior Planning Officer
					Meteorological Supervisor
					Administrative Officer IV
					Administrative Officer IV
17	Personnel Department	10,000,000	14	714,285 : 1	Fourteen (14) Encumbents
18	Ministry of Finance	83,831,000	85	986,247 : 1	Deputy PS Strategic Management and Execution Office
					Director Strategic Management and Execution Office (SMEO)
					Senior Project Manager (SMEO)
					Programme Manager (SMEO)
					Three (3) ProjectManager (SMEO)
					Three (3) Project Support Officer - (SMEO)
					Monitoring and Evaluation Officer (SMEO)
					Administrative Professional (SMEO)
					Information Systems Manager (Financial Intelligence Unit)
					Network Administrator (SMEO)
					Manager Corporate Communications
					Corporate Communication Project Co-ordinator
					Corporate Communications Stakeholder Engagement Officer
					Project Operation Assistant
					Project Implementation Assistant
					Assitant Comptroller Ports
					Assistant Comptroller Central Services Tobago and Training
					Customs and Excise Preventative Inspector
					Administrative Officer IV
					Administrative Officer II
					Clerk IV Officer Manager
					Human Resource Officer I
					Human Resource Officer
					Administrative Officer V
					Accountant IV - Inland Revenue Division

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Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
					Accounting Executive I - Inland Revenue Division
					Director Information Technology Unit
					Facilities Manager
					Treasury Director, Financial Management Branch
					Eight (8) Treasury Accountant I
					Thirty-six (36) Budget Analysts
					Five (5) Budget Specialists
					Budget Supervisor
					Budget Supervisor
					Budget Supervisor / Deputy Director (A.g.)
22	Ministry of National Security	325,552,000	11	29,595,636 : 1	Programme Manager
					Budget Coordinator
					Snr. Project Manager
					Project Manager
					Three (3) Project Officers
					Two (2) Project Support Officers
					Business Operation Assistant II
					Business Operation Assistant I
23	Ministry of the Attorney General and Legal Affairs	42,900,000	3	14,300,000 : 1	Programme Manager
					Snr. Manager
					Project Manager
26	Ministry of Education	803,141,000	4	200,758,250 : 1	Four (4) Encumbents
28	Ministry of Health	481,000,000	11	43,727,272 : 1	Programme Manager
					Four (4) Project Managers
					Project Engineer
					Healthcare Architect
					Project Coordinator
					Monitoring and Evaluation Officer
					Director, Health Policy, Research and Planning
					ICT Manager

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Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
30	Ministry of Labour and Small Enterprise Development	14,742,000	31	475,548 : 1	Deputy PS
					Senior Legal Officer
					Three (3) Legal Officers
					Manager
					Advocacy Officer
					Research Officer
					Senior Policy Analyst
					Sector Specialist
					District Coordinator
					Business Operations Assistant II
					Director, Research and Planning
					Senior Planning Officer
					Three (3) Planning Officers
					Programme Manager and Measurement Specialist
					Facilities Superintendent
					Manager, Fiscal Affairs
					Manager Information Communication Technology
					Research, Planning and Development Manager
					IT & Project Manager
					Accountant
					An encumbent
					Centre Coordinator
					Administrative Assistant
					Business Relationship Officer
					Corporate Planner
					Monitoring and Compliance Officer
					Senior Business Operations Assistant
31	Ministry of Public Administration	4,095,000	14	3,471,071 : 1	Administration Officer II
70	Ministry of Communication	44,500,000			Property and Real Estate Officer
					Senior Programme Management Coordinator
					Research and Development Coordinator
					Human Resource Advisor II
					Government Archivist
					ICT, Policy and Strategy Development Specialist

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Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
					ICT Complaint and Standards Specialist
					Two (2) Systems Analysts
					Government Printer
					Facilities Building Construction & Project Administrator
					Accountant II
					Accounting Executive I
35	Ministry of Tourism	39,000,000	14	2,785,714 : 1	Senior Legal Officer
					Tourism Coordinator
					Tourism Services Advisor
					Senior Business Analyst
					Business Analyst
					Director, Research and Planning
					Research Officer II
					ICT Manager
					Project Management Coordinator
					Assistant Project Engineer
					On the Job Trainee
					Project Engineer
					Corporate Communications Manager
					Chief Financial Officer
37	Integrity Commission	300,000	10	30,000 : 1	Deputy Registrar
					Director of Review and Compliance
					Procurement Officer
39	Ministry of Public Utilities	377,449,000	10	37,744,900 : 1	Ten (10) Encumbents
40	Ministry of Energy and Energy Industries	19,000,000	6	3,166,666 : 1	Two (2) Snr Planning Officers
					Two (2) Planning Officers
					Petroleum Engineering Assistant
					Research Assistant
42	Ministry of Rural Development and Local Government	354,391,000	18	19,688,388 : 1	Snr. Planning Officer
					Ten (10) Planning Officers
					Chief Executive Officer
					Economist
					Five (5) Project Officers

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Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
43	Ministry of Works and Transport	1,239,992,000	9	137,776,888 : 1	Director
					Maritime Administrator Safety and Security
					Superintendent Light Houses
					Four (4) Civil Engineers
					Two (2) Drainage Engineers
48	Ministry of Trade and Industry	77,710,000	5	15,542,000	Snr Project Analyst
					Project Analyst II
					Research Officer I
					Project Analyst I
					Project Support Officer
61	Ministry of Housing and Urban Development	300,750,000	12	25,062,500	Three (3) Operational Research Officers
					Senior Economist
					Two (2) Planning Officers
					Programme Coordinator
					Two (2) Housing Development Inspectors
					Research Specialist
					Business Operations Assistant II
					Executive Assistant
62	Ministry of Community Development, Culture and the Arts	101,150,000	38	2,661,842 : 1	Technical Director
					Deputy Technical Director
					Special Projects Coordinator
					Facilities Manager
					Operations and Maintenance Manager
					Assistant Facilities Manager
					Two (2) Project Officers
					Facilities Technician
					Business Operations Coordinator
					Three (3) Business Operations Assistants
					Planning Specialist
					Planning Coordinator
					Policy Coordinator

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Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
					Senior Planning Officer
					Planning Officer
					Policy Development Specialist
					Policy Development Officer
					Director Planning and Implementation
					Director Human Resource Services
					Permanent Secretary
					Deputy Permanent Secretary
					Executive Director
					Four (4) Managers
					Five (5) Mediating Assistants
					Two (2) Research Specialists
					Project Analyst
64	Trinidad and Tobago Police Service	124,745,000	9	13,860,555 : 1	Department Head
					Project Analyst
					Civil Engineer
					Four (4) Project Co-Ordinators
					Civil Engineering Technician
					Administrative Assistant
65	Ministry of Foreign and CARICOM Affairs	5,300,000	4	1,325,000 : 1	Director
					Monitoring and Evaluation Coordinator
					Director
					Property Manager
67	Ministry of Planning and Development	118,351,000	23	5,145,695 : 1	Draughtsman/Estimator
					Project Administrator
					Eight (8) Project Officers
					Programme Coordinator - Implementation
					Snr M&E Specialist
					Implementation Coordinator
					Snr M&E Evaluation Specialist
					M&E Specialist
					Implementation Coordinator
					Project Manager
					Accountant
					Technologist

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PLANNING, EXECUTION AND MONITORING OF PSIP PROJECTS**

Head	Name of Ministries/Divisions	Revised Total Allocation (\$)	Total Number of Persons	Allocation to Staff Ratio	Positions
					Director Planning
					Project Planning and Monitoring Officer
					Project Specialist
68	Ministry of Sport and Youth Affairs	116,360,000	1	116,360,000 : 1	Assistant Project Co-ordinator (Ag.)
77	Ministry of Agriculture, Land and Fisheries	100,618,000	8	12,577,250 : 1	Eight (8) Encumbents
78	Ministry of Social Development and Family Services	4,420,000	5	884,000 : 1	Senior Research Officer
					Senior Planning Officer
					Director
					An encumbent
					An encumbent
	Total	<u>4,973,234,630</u>	<u>449</u>	<u>11,076,246 : 1</u>	