Fourth Session of the 12th Parliament

FINANCIAL SCRUTINY UNIT
Office of the Parliament of Trinidad and Tobago

HEAD 31: MINISTRY OF PUBLIC ADMINISTRATION
ALLOCATION: $715,898,924.00

A Summary of the Department’s Projects Expenditure, Divisions and Projects.

Financial Scrutiny Unit,
Parliament of Trinidad and Tobago.
Publication
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About this Guide
This guide provides a summary of expenditure for the Ministry of Public Administration (MPA) for the period 2018-2024. It provides the Members of Parliament and stakeholders with an overview of the Ministry’s responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the MPA and provide readers with an analysis of same. This guide is based primarily on:

- the Draft Estimates of Recurrent Expenditure 2024;
- the Estimates of Development Programme 2024;
- the Public Sector Investment Programme 2024; and
- the Auditor General’s Report on the Public Accounts of the Republic of Trinidad and Tobago for the financial year 2022.
Head 31: Ministry of Public Administration

Ministerial Overview\(^1\)

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

Mission

Building a best in class public service by developing our ICT sector and utilising innovative service improvement, human resource management, property management, public administration solutions.

Vision

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

RELATED AGENCIES

The following are agencies related to the Ministry of Public Administration:

- Personnel Department
- Service Commissions Department

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\(^1\) Ministry Public Administration website, accessed on September 26, 2023: https://mpa.gov.tt/about%20mpa.
Divisions
The following are the divisions that make up the Ministry of Public Administration:

- Property and Real Estate Services
- Public Management consulting
- Public Service Academy
- Modernisation and Service Improvement
- National Information and Communications Technology

SERVICES
The following are services provided by the Ministry of Public Administration:

CITIZEN SERVICES
- Community ICT Access Centres
- Telecoms Regulations
- National ICT

GOVERNMENT SERVICES
- Training for Public Officers
- Government Property and Real Estate
- Public Sector Organisational Design and Development
- Transformation Initiatives
Minister of Public Administration: Senator the Honourable Allyson West

Permanent Secretary: Mr. Claudelle McKellar

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CHAPTER 3 ACCOUNTS OF ACCOUNTING OFFICERS

Sub-head 07 - Debt Servicing

3.13 Other yearly Debt Servicing payments for certain State agencies and Statutory Authorities are brought to account under several Heads of Expenditure. These debt payments of $3,024,463,612.28 are recorded under 04/Current Transfers and Subsidies. Details of debt payments by relevant Heads of Expenditure are presented in Table 3.2 below.

Table 3.2 Debt Servicing by Heads of Expenditure for Fiscal 2022 TTD

<table>
<thead>
<tr>
<th>Head</th>
<th>Ministry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Ministry of Public Administration</td>
<td>759,873,506.60</td>
</tr>
</tbody>
</table>

3.15 With effect from October 1, 2019, a Treasury decision was taken to decentralise the payment of contract gratuities to ministries and departments. Ministries and departments are now required to bring to account contract gratuities under 04 - Current Transfers and Subsidies/007 - Households/40 - Gratuities to Contract Officers. Ministries and Departments Appropriation Statements recorded $183,345,509.83 expended to meet the payments of contract gratuities.

Table 3.3 Contract Gratuity Payments as per Appropriation Account 2022

<table>
<thead>
<tr>
<th>Head</th>
<th>Ministry/ Department</th>
<th>2022 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Ministry of Public Administration</td>
<td>3452803.47</td>
</tr>
</tbody>
</table>

Commitments

3.16 Commitments are recorded in the vote books of Ministries and Departments to record future payment obligations and to reserve funds to meet such payment obligations during the financial year. Therefore, in a financial year uncommitted balances of budgeted funds are available to meet expenditures that are supported by invoices. At the start of a new financial year, commitments recorded in the previous financial year that remained unpaid are brought forward in the vote books.

3.17 Comptroller of Accounts Circular No. 15 dated July 27, 2022 required ministries and departments to present in the Notes to the accounts at Note 2l(i) of the Appropriation Accounts a statement showing total outstanding commitments in respect of each sub-head of expenditure as at September 30, 2022. Presented below in Table 3.4 are the commitments recorded by Ministries and Departments at Note 2l(i) of their Appropriation Accounts.

<table>
<thead>
<tr>
<th>Head</th>
<th>Ministry</th>
<th>Commitments as per Note 2l(i) ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Ministry of Public Administration</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Head 48 - Ministry of Trade and Industry
Project 701/48/005/03/Q/316 - Construction of the Phoenix Park Industrial Estate

5.27 The Expenditure Statement in respect of disbursements made under the Infrastructure Development Fund showed actual expenditure of $84,645,346.21. Total disbursements in respect of this project was $84,645,348.00. This project commenced in January 2020 and was projected to be completed in twelve (12) months. The project’s completion date was extended on two (2) occasions to November 15, 2021 and August 07, 2022 due to health restrictions (COVID-19) and other delays.
5.28 Cabinet on August 11, 2022 noted, amongst other things that: i. The project provider had designed a drainage system with five (5) retention ponds to be located strategically across the estate. ii. The Drainage Division of the Ministry of Works and Transport indicated that for the final approval of the project an additional retention pond needed to be constructed to reduce the probability of future flooding.

5.29 Cabinet also agreed that the Ministry of Trade and Industry work with the Ministry of Finance to identify funds in the sum of $26.2Mn under Infrastructure Development Fund to meet the cost of construction of the additional retention pond at Phoenix Park Industrial Estate.

5.30 As at September 30, 2022 actual expenditure under this Vote was $84,645,346.21 of which $14,982,488.52 was spent on the retention pond. According to the achievement report dated 30th November, 2022 the additional retention pond was 30% completed and work was expected to be completed in the 2nd quarter of 2023.

5.31 Audit conducted a site visit on February 14, 2023. At the time of the site visit it was observed that the pond was under construction. The photograph of the retention pond is presented below.

**NATIONAL UNION OF GOVERNMENT AND FEDERATED WORKERS TRAINING FUND**

5.32 The National Union of Government and Federated Workers (NUGFW) Training Fund was established under section 43 (2) of the Exchequer and Audit Act, Chapter 69:01 and Legal Notice No. 280 dated September 27, 2004 to provide training and re-training of hourly, daily and weeklyrated workers of Central Government, the Tobago House of Assembly and certain Municipal Corporations where NUGFW is the certified bargaining agent.
5.33 The Chief Personnel Officer was appointed Administering Officer for the Fund with effect from July 28, 2015.

5.34 There have been no withdrawals from this Fund for a number of years.

GOVERNMENT ASSISTANCE FOR TUITION EXPENSES FUND (GATE)
5.35 The Government Assistance for Tuition Expenses (GATE) Fund was established under section 43 (2) of the Exchequer and Audit Act, Chapter 69:01. Legal Notice No. 329 dated December 9, 2004 refers.

5.36 Receipts for the financial year 2022 totalled $397,338,723.96. Payments totalled $399,666,759.80 resulting in excess of payments over receipts of $2,328,035.84.

GREEN FUND
5.37 Section 65(1) of the Miscellaneous Taxes Act, Chapter 77:01 established the Green Fund. This Act also established a Green Fund Levy which is currently at a tax rate of 0.3% on the gross sales or receipts of a company carrying on a business in Trinidad and Tobago, whether or not such a company is exempt from the Business Levy which is to be paid to the Board of Inland Revenue.

5.38 Section 65 (3) places the management of the activities financed by the Fund under the Minister with responsibility for the environment. The responsibility for the Green Fund now lies with the Minister of Planning and Development. Disbursements however, in accordance with section 65 (2), are the responsibility of the Minister responsible for finance.
5.39 Receipts for the financial year 2022 totalled $1,283,669,435.28. Payments totalled $1,209,401.00 resulting in excess of receipts over payments of $1,282,460,034.28.

**CARICOM PETROLEUM FUND**

5.40 Cabinet in September, 2006 agreed amongst other things “to the creation of a CARICOM Petroleum Fund under section 43 (2) of the Exchequer and Audit Act, Chapter 69:01 to provide relief to CARICOM States in accordance with the criteria agreed to between the Heads of Government and the CARICOM Secretariat.”

5.41 The criteria for disbursement were poverty alleviation, disaster mitigation, disaster recovery efforts in emergency cases, national security and infrastructure development programmes in the Organisation of Eastern Caribbean States in very special circumstances.

5.42 Interest Receipts for the financial year 2022 totalled $985,417.96. Payments totalled $0.00 resulting in excess of receipts over payments of $985,417.96.

**NATIONAL WASTEWATER REVOLVING FUND OF TRINIDAD AND TOBAGO**

5.43 The National Wastewater Revolving Fund was established under section 43 (2) of the Exchequer and Audit Act, Chapter 69:01. Legal Notice No. 255 dated 11th December, 2013, refers.

5.44 The purpose of the Fund is for the depositing of grant resources for financing the first generation project for the refurbishment of the pumps. It also required connection of domestic and commercial properties, as well as other possible
future wastewater projects at the Scarborough Wastewater Treatment Plant under the Caribbean Fund for Wastewater Management.

5.45 The balance on this fund of $16,965,400.00 has shown no movement since September 30, 2015.
Key Statements from 2022 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2022, the following statement was made in relation to the emphasis of the Ministry of Public Administration for fiscal year 2022/2023:

“The Ministry of Public Administration’s mandate is to enable high quality public service delivery of Government services. To this end, the Ministry is in the process of devising and implementing a programme of modernization of admin systems, business processes, legislation, facilities and human resource management, including the upgrading of skills. Our services are provided to other Government Ministries, departments and agencies and to Government employees. We are, in essence, the Ministry to build and strengthen the public service capacity, to implement, to deliver the Government’s policies and programmes for national development. In accordance with the hon. Prime Minister’s mandate, the Ministry of Public Admin is employing digital technology in our programmes. We are seeking to transform culture and mindsets for continuous service and operations’ improvement in this digital age. In closing, I give the public my assurance that in fiscal 2023, the Ministry of Public Administration will continue to pursue and deliver public service modernization activities to achieve fit-for-purpose Government institutions, a transformative workforce and a digitally mature public service.”

- Senator the Honourable Allyson West
- Minister of Public Administration

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Public Sector Investment Programme 2023 Achievements

The Ministry of Public Administration (MPA) plays an essential role in driving capacity building and institutional strengthening initiatives across the public sector. With a strategic focus on enhancing efficiency, effectiveness and service delivery, the Ministry continued to implement projects geared towards the development of a competent, modernised and resilient public sector, capable of meeting the evolving needs and demands of Trinidad and Tobago.

In fiscal 2023, funding in the sum of $3.5 million was provided, of which, the sum of $2.6 million was expended for the continuation of the following initiatives:

- **Modernisation of the Public Service Academy (PSA):** the project scope entails the design of a new structure for the Academy, formulation of a strategy for learning and development, upskilling of the staff, and the rebranding of the Academy. In fiscal 2023, the PSA worked on the development of the modernisation strategy and restructuring of three (3) of its learning and development programmes;

- **Public Sector Performance Management Systems (PSPMS):** the project entails the development and implementation of a citizen feedback system for service delivery across the Public Service. The system will receive responses and comments from citizens on Government services, and the findings will be reported to the relevant Government entities, towards a customer-focused approach for good governance and service excellence;

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• **Development and Implementation of a Workforce Planning Strategy for the Public Service:** the MPA commenced the procurement of a consultant to develop a workforce planning strategy which may be used to assess and anticipate current and future needs, such as the size of the workforce, the deployment of the workforce, and the knowledge, skills and competencies needed to pursue its mission;

• **Development and Implementation of a Public Sector Integrity System:** the MPA has initiated the process to engage a consultant for the development and implementation of a whistleblowing system for government services; and

• **Development of a Work-from-Home Policy for the Public Sector:** the MPA is currently seeking to engage a consultancy to develop a work-from-home policy.
# The Ministry’s Total Allocation as a percentage of the National Budget for the period 2018 to 2024

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allocation(^7)</th>
<th>National Budget(^8)</th>
<th>Percentage of National Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$871,981,781.00</td>
<td>$54,211,726,813.00</td>
<td>1.61%</td>
</tr>
<tr>
<td>2019</td>
<td>$682,693,309.00</td>
<td>$54,581,467,181.00</td>
<td>1.25%</td>
</tr>
<tr>
<td>2020</td>
<td>$1,099,810,443.00</td>
<td>$57,388,076,726.00</td>
<td>1.9%</td>
</tr>
<tr>
<td>2021</td>
<td>$1,137,906,133.00</td>
<td>$56,498,472,820.00</td>
<td>2.01%</td>
</tr>
<tr>
<td>2022</td>
<td>$887,887,625.00</td>
<td>$58,974,346,470.00</td>
<td>1.51%</td>
</tr>
<tr>
<td>2023</td>
<td>$764,256,100.00</td>
<td>$67,063,358,456.00</td>
<td>1.14%</td>
</tr>
<tr>
<td>2024</td>
<td>$681,331,924.00</td>
<td>$68,384,229,740.00</td>
<td>1.00%</td>
</tr>
</tbody>
</table>

- Total allocation to the Ministry as a percentage of the national budget decreased by 0.14% between the period 2023 and 2024.

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\(^6\) For the Fiscal Years 2018-2022, actual figures were used to calculate the total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2023 and 2024.

\(^7\) Total Allocation for the Ministry of Public Administration = Recurrent Expenditure + Consolidated Fund Expenditure

\(^8\) The National Budget = Recurrent Expenditure + Development Programme Consolidated Fund.
Where the Ministry Spends Its Money

2024 Estimates of Expenditure

The budget allocation of $715,898,924.00,9 for the Ministry of Public Administration is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $643,491,924.00;
- The Draft Estimates of Development Programme in the sum of $72,407,000.00:
  - Consolidated Fund- $37,840,000.00;
  - Infrastructure Development Fund - $34,567,000.00

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - $23,217,200.00
- 02 Goods and Services - $204,305,980.00
- 03 Minor Equipment Purchases - $4,893,100.00
- 04 Current Transfers and Subsidies - $411,075,644.00

Percentage Allocation of the Ministry of Public Administration is as follows:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 0.99%;
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 1.18%; and
- Infrastructure Development Programme as a percentage of the total Infrastructure development und allocation is 1.15%

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Summary of Recurrent Expenditure for fiscal years 2019 to 2024

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>Actual 2021</th>
<th>Actual 2022</th>
<th>Revised Estimates 2023</th>
<th>Estimates 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Personnel Expenditure</td>
<td>21,426,058.00</td>
<td>20,019,031.00</td>
<td>21,626,165.00</td>
<td>20,541,622.00</td>
<td>21,611,200.00</td>
<td>23,217,200.00</td>
</tr>
<tr>
<td>02 Goods and Services</td>
<td>625,233,627.00</td>
<td>600,943,376.00</td>
<td>584,723,948.00</td>
<td>377,544,979.00</td>
<td>251,843,180.00</td>
<td>204,305,980.00</td>
</tr>
<tr>
<td>03 Minor Equipment Purchases</td>
<td>83,085.00</td>
<td>39,749.00</td>
<td>81,376.00</td>
<td>1,005,875.00</td>
<td>188,800.00</td>
<td>4,893,100.00</td>
</tr>
<tr>
<td>04 Current Transfer and Subsidies</td>
<td>33,314,889.00</td>
<td>477,994,505.00</td>
<td>523,005,433.00</td>
<td>485,881,076.00</td>
<td>483,612,920.00</td>
<td>411,075,644.00</td>
</tr>
<tr>
<td>Total</td>
<td>680,057,659.00</td>
<td>1,098,996,661.00</td>
<td>1,129,436,922.00</td>
<td>884,973,552.00</td>
<td>757,256,100.00</td>
<td>643,491,924.00</td>
</tr>
</tbody>
</table>

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10 In September 2020, the Ministry of Public Administration and Digital Transformation was re-aligned into two separate Ministries (the Ministry of Public Administration and the Ministry of Digital Transformation (see footnote 4, page 8).
Analysis of Summary of Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred for the day-to-day operations of the Ministry including Personnel Expenditure, Goods and Services, Minor Equipment Purchases, Current Transfers and Subsidies and Current Transfers to Statutory Boards and Similar Bodies.

- Recurrent Expenditure for fiscal year 2024 was $643,491,924.00 this represented 0.99% of the total Recurrent Expenditure for the financial year 2024. For fiscal year 2022/2023 recurrent expenditure was estimated at 757,256,100.00.

- The largest portion of the allocation was for Sub-Head 04 Current Transfers and Subsidies in the sum of $411,075,644.00 for fiscal 2024. This allocation accounted for approximately 63.9% of total Recurrent Expenditure funding for the Ministry.

- In 2024, the estimate of Sub-Head 01 Personnel Expenditure of $23,217,200.00 was 3.61% of the Ministry’s total recurrent allocation.

- Sub-Head 03 Minor Equipment Purchases received the lowest portion of the Ministry’s allocation for fiscal 2024 receiving approximately 0.76% of the Ministry’s total recurrent allocation.

- In 2024, the Goods and Services estimate of $204,305,980.00 was 31.75% of the Ministry’s total recurrent allocation.

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2019 Actual=$680,057,659.00

- 01 Personnel Expenditure: 33,314,889.00, 5%
- 02 Goods and Services: 21,426,058.00, 3%
- 03 Minor Equipment Purchases: 83,085.00, 0%
- 04 Current Transfer and Subsidies: 625,233,627.00, 92%

2020 Actual=$1,098,996,661.00

- 01 Personnel Expenditure: 477,994,505.00, 43%
- 02 Goods and Services: 39,749.00, 0%
- 03 Minor Equipment Purchases: 600,943,376.00, 55%
- 04 Current Transfer and Subsidies: 20,019,031.00, 2%
2021 Actual=$1,129,436,922.00

- 01 Personnel Expenditure: 81,376.00 (0%)
- 02 Goods and Services: 523,005,433.00 (46%)
- 03 Minor Equipment Purchases: 21,626,165.00 (2%)
- 04 Current Transfer and Subsidies: 584,723,948.00 (52%)

2022 Actual=$884,973,552.00

- 01 Personnel Expenditure: 20,541,622.00
- 02 Goods and Services: 377,544,979.00
- 03 Minor Equipment Purchases: 1,005,875.00
- 04 Current Transfer and Subsidies: 485,881,076.00
**Staff and Pay (Excluding Direct Charges)**

The following table provides a breakdown of all expenditure related to staff from 2022 to 2024. It must be noted that in September 2020, the MPADT was re-aligned and separated into two Ministries (The Ministry of Public Administration and The Ministry of Digital Transformation). The allocation of staff expenditure for the fiscal year 2024 is **$53,171,830.00** which represents an increase of approximately 10.18% from the last fiscal year 2023. The diagram below provides a breakdown of all expenditure related to staff from 2022 to 2024.


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**Note:**

Summary of Development Programme Expenditure for the period 2019-2024

Development Programme is capital expenditure aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes: human resources, economic and social development.

The allocation of $72,407,000.00 for the Development Programme are presented via funds appropriated by Parliament and disbursed directly from the Consolidated Fund.

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**Development Programme Expenditure for the period 2019-2024**

<table>
<thead>
<tr>
<th></th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>Actual 2021</th>
<th>Actual 2022</th>
<th>Revised Estimates 2023</th>
<th>Estimates 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Sectoral and Other Services - Consolidated Fund</td>
<td>$1,198,374.00</td>
<td>$813,782.00</td>
<td>$8,469,211.00</td>
<td>$2,914,073.00</td>
<td>$7,000,000.00</td>
<td>$37,840,000.00</td>
</tr>
<tr>
<td>Multi-Sectoral and Other Services - Infrastructure Development Fund</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$837,624.00</td>
<td>$17,750,000.00</td>
<td>$34,567,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$1,198,374.00</td>
<td>$813,782.00</td>
<td>$8,469,211.00</td>
<td>$3,751,697.00</td>
<td>$24,750,000.00</td>
<td>$72,407,000.00</td>
</tr>
</tbody>
</table>

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Public Sector Investment Programme 2024 – Projections

A number of programmes for fiscal 2024, will focus on strengthening the capacity of MDA’s for better service delivery, and improved PSIP implementation. These are as follows:

Modernisation of the Public Service Academy

The Ministry of Public Administration (MPA) remains committed to the ongoing transformation and restructuring of the PSA. The PSA serves as the premier institution responsible for identifying and addressing the capacity growth requirements within the Public Service. This encompasses the design and delivery of learning content to meet and emerging demands.

The sum of $2.0 million will be provided in fiscal 2024 for the continuation of the Modernisation of the Public Service Academy with activities as follows:

- procurement of a learning management system;
- development and implementation of a learning and development programme;
- development and implementation of a marketing strategy; and
- accreditation of the PSA and its Programmes.

Public Sector Performance Management Systems (PSPMS)

The MPA continues to work towards improvement of the overall effectiveness of service delivery in Trinidad and Tobago, through the Public Sector Performance Management Systems project. It has initiated the development of the PSPMS, which

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aims to:

- appraise organisational performance management across the Public Service;
- assess and increase the capacity of the Public Service to deliver excellence in public service delivery; and
- assess and report on organisational performance in terms of strategy, operations, and process outcomes.

The MPA will be provided with an allocation of $2.0 million for the following activities:

- finalisation of the performance management system framework for MDAs for service delivery, which will provide clear guidance on design, establishment, enhancement and use of the performance management systems;
- capacity building of MDAs to improve institutional arrangements and skill sets for the implementation of performance management systems that leads to excellence in service delivery; and
- acquisition and roll out of a citizen feedback system to receive responses and comments from the public on Government services, the findings of which will be reported to the relevant Government entities.

Policy Development

The MPA will continue the advancement of three (3) policies for the Public Service, with an investment of $3.0 million in fiscal 2024 as follows:

- **Workforce Planning Strategy** - for the development and implementation of a strategic workforce plan for the Public Service. The policy will facilitate the development of competencies in the public sector and it will promote greater efficiency and quality in the delivery of services;
- **Public Sector Integrity System** - for fostering and instilling a culture of public sector integrity while cultivating dedication to these principles. It seeks to streamline the reporting process for instances of misconduct within the Public Service, thereby
curtailing financial burdens borne by the GORTT due to such misconduct; and

- *Work from Home Policy for the Public Service* - diagnostic of the Trinidad and Tobago Civil Service Ecosystem, the design of an initial remote work policy for the Civil Service and the development of an implementation strategy.
Noteworthy Development Programme Estimates 2020-2024

The table below lists the projects that have experienced irregular variances in estimates for funding received under the Ministry of Finance:16

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Actual</th>
<th>2023 Revised Estimate</th>
<th>2024 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06-A-001 Implementation of ICT Plan</td>
<td>$0</td>
<td>$993,639</td>
<td>Removed</td>
<td>Removed</td>
<td>Removed</td>
</tr>
<tr>
<td>005-06-F-013 Establishment of Activity Centres</td>
<td>$462,754</td>
<td>$1,754,733</td>
<td>Removed</td>
<td>Removed</td>
<td>Removed</td>
</tr>
</tbody>
</table>

Status of New Projects from the Financial Year 2019

For the financial year 2019, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion17:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Actual</th>
<th>2023 Revised Estimate</th>
<th>2024 Estimates</th>
</tr>
</thead>
</table>


Status of New Projects from the Financial Year 2020

For the financial year 2020, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion:\(^{18}\):

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Actual</th>
<th>2023 Revised Estimate</th>
<th>2024 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>CF-005-06-A-063</td>
<td>Modernisation of the Public Service Academy</td>
<td>$165,500</td>
<td>$11,193</td>
<td>$35,056</td>
<td>$600,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>CF-005-06-A-064</td>
<td>Implementation of the Business Continuity Management (BCM) in the Public Service</td>
<td>$120,750</td>
<td>$0.00</td>
<td>Removed</td>
<td>Removed</td>
<td>Removed</td>
</tr>
<tr>
<td>CF-005-06-A-065</td>
<td>Public Sector Performance Management Systems (PSPMS)</td>
<td>$64,778</td>
<td>$802,367</td>
<td>$960,167</td>
<td>$500,000</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>

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Status of New Projects from the Financial Year 2021

For the financial year 2021, the following new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion 19:

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2021 Actual</th>
<th>2022 Actual</th>
<th>2023 Revised Estimates</th>
<th>2024 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>CF-005-06-A-066</td>
<td>Digital Transformation</td>
<td>$8,505</td>
<td>$189,000</td>
<td>$1,000,000</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

Status of New Projects from the Financial Year 2022

For the financial year 2022, the two new projects were scheduled for implementation under the Ministry of Public Administration, and as such require further inquiry on the progress of completion 20:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2022 Actual</th>
<th>2023 Revised Estimate</th>
<th>2024 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>005-06A-067</td>
<td>$120,234</td>
<td>$2,000,000</td>
<td>$14,600,000</td>
</tr>
</tbody>
</table>


### Status of New Projects for the Financial Year 2023

The following new project received funding in the 2023 financial year:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2023 Revised Estimate</th>
<th>2024 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and Implementation of a workforce Planning Strategy for the Public service</td>
<td>$0.00</td>
<td>$500,000</td>
</tr>
<tr>
<td>Development and implementation of a Public Sector Integrity System</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Development of a work from home policy for the Public Service</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Upgrade of Physical Infrastructure for Tunapuna Administrative Complex and Siparia Administrative Complex</td>
<td>$2,000,000</td>
<td>$2,367,000</td>
</tr>
<tr>
<td>Upgrade of Physical Infrastructure for NALIS Building</td>
<td>$2,750,000</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Development of the Arima Administrative Complex</td>
<td>$10,000,000</td>
<td>$4,000,000</td>
</tr>
</tbody>
</table>

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New Projects for the Financial Year 2024

The following new project received funding in the 2024 financial year:

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>2024 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDF-005-06-F005 Development of Government Storage Facilities</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>IDF-005-06-F006 Development of Government Office Accommodation</td>
<td>$18,000,000</td>
</tr>
</tbody>
</table>

General Useful Information

- India Institute of Public Administration: https://www.iipa.org.in/cms/public/