

2012

Administrative Report 2011-2012

A report to summarize the achievements and challenges of the Ministry of Gender, Youth and Child Development between 1st October 2011 and 30th September 2012.



Contents

| | |
|---|----|
| Introduction | 4 |
| 1.0 Purpose | 5 |
| 1.1 Vision..... | 5 |
| 1.2 Mission | 5 |
| 1.3 Mandate..... | 5 |
| 1.4 Core values..... | 5 |
| 1.5 Strategic Plan | 6 |
| 2.1 Services provided | 10 |
| Interdisciplinary Child Development Centre (ICDC) | 12 |
| National Family Services Division..... | 12 |
| 3.0 Performance Accomplishments | 13 |
| Interdisciplinary Child Development Centre (ICDC) | 19 |
| 3.1Critical Success Factors | 25 |
| 3.2 Infrastructural Development | 26 |
| 3.3 Challenges | 26 |
| 4.0 Financial Operations | 26 |
| 4.1 Expenditure..... | 27 |
| 4.2 Recurrent Expenditure | 27 |
| 4.3 Variances under Recurrent Expenditure..... | 28 |
| 4.4 Development Programme (DP)..... | 28 |
| 4.5 Infrastructure Development Fund (IDF)..... | 29 |
| 4.6 Revenue | 29 |
| 4.7 Debt Policy & Investment Policy | 30 |
| 5.0 Human Resource Development Plan | 30 |
| 5.1 Career Path Systems | 30 |
| 5.2 Performance Measurement Tools | 30 |
| 5.3 Promotion | 31 |
| 5.4 Recruitment and Selection Procedures | 31 |
| 5.5 Positions filled in Financial 2011-12..... | 32 |
| 5.6 Training and Development Programmes Conducted For Financial 2011 – 2012 | 32 |

| | |
|---|----|
| 6.0 Reporting Functions | 33 |
| Departmental Reports | 33 |
| External Reports..... | 33 |
| 7.0 Procurement Procedures | 34 |
| 7.1 Central Tenders Board Limits..... | 34 |
| 7.2 Open Tender, Selected Tender Procedures, and Sole Tender with Criteria Used In Selecting Each System..... | 35 |
| 8.0 Public and Community Relations | 35 |
| 8.1 Client and public access to services/service delivery systems | 35 |
| 8.2 Community and Stakeholder Relations/Outreach..... | 35 |

Introduction

The Ministry of Gender, Youth and Child Development was established in July 2011. Initially, it comprised of an executive that included the Minister, the Minister of State, the Permanent Secretary and their personal staff. During these initial months, the Ministry set a strategic direction which was articulated in an interim Strategic Plan 2011-2013. Furthermore, in this period of establishing the Ministry, programmes, that had been transferred from other Ministries were reviewed and aligned to the Governments Medium Term Policy Framework 2011-2014. Institutional strengthening activities were also prioritised and cohesive organizational arrangements achieved so that various Units and Divisions were merged into a complementary mechanism able to deliver the Ministry's mandate, which is to enable families and youth to locate and access gender sensitive services that support the development of positive nurturing families and productive youth.

The Trinidad and Tobago Gazette no. 76 vol. 51 presents the Ministry's Business and Department of Government as

- Gender Affairs
- Industrial Schools and Children's Homes
- Interdisciplinary Child Development Centre
- National Family Services
- Trinidad and Tobago Association for Retarded Children
- Youth Camps
- Youth Groups
- Programmes
- Youth Academic Training
- Statutory Boards and Other Bodies
- Adoption Board
- Children's Authority

These Divisions and Units function within the Ministry of Gender, Youth and Child Development's framework for building human capacity, which is based on the following strategies:

- Building the knowledge and talent of our human resources.
- Ensuring gender mainstreaming and equality.
- Promoting youth development and empowerment.
- Protection and development of children.
- Collaboration with individuals, groups, communities and international organizations to allow for full participation in the efforts to promote national development.

During the start-up period, 2011 – 2012, the Ministry focused on aligning the activities of the various Units and Divisions in order to allow for the attainment of the Ministry's strategic objectives. These activities included the merging of Units /Divisions and the building of team and capacity. However, some challenges were encountered which included staffing shortages, a lack of appropriate accommodation, a need for the expansion of information technology (IT) capacities and a paucity of vital information.

In this regard, the Ministry of Gender, Youth and Child Development recognizes its employees who worked very long hours and continue to contribute to the success and sustainability of the programmes and projects and the delivery of accessible, gender sensitive services for the development of positive nurturing families and productive youth.

1.0 Purpose

The Ministry's main purpose is to lead, facilitate, support and monitor the advancement of gender equality and the holistic development of children and young people by spearheading rights-based policies and programmes, service delivery and information dissemination, in collaboration with other stakeholders.

1.1 Vision

The Ministry of Gender, Youth and Child Development is a people-centered, proactive institution which guarantees that standards of excellence are achieved by all stakeholders to promote and protect the rights of all citizens, in particular children and young people, while improving the overall human development status of the people of Trinidad and Tobago.

1.2 Mission

The mission of the Ministry is to provide effective leadership on issues related to gender and development and effective child and youth development, by ensuring evidence based policy making, planning, monitoring, evaluation and implementation of quality services and programmes, and stakeholder collaboration. The Ministry establishes national priorities for child, youth and gender issues to support an enabling environment for the delivery of a broad range of high quality, people-centered services by a mix of public, private, regional and international providers.

1.3 Mandate

The strategic mandate of the Ministry is to contribute to overall human development through the following key areas:

- Gender and Development
- Child Development
- Youth Development

These areas of work reveal the critical role of the Ministry in enhancing the quality of life of the people of Trinidad and Tobago. Within the context of a constantly evolving socio-economic landscape, the Ministry is determined to cement its relevance through the implementation of evidence-based policies and programmes, effective use of information and communication technologies, and continuous monitoring and evaluation.

1.4 Core values

The Ministry is driven by strong core values which define its policies, programmes and services. These values are envisioned to have a catalytic effect on the social transformation efforts to support infrastructural and legislative frameworks, programme reforms and service delivery systems. These values include:

| | |
|----------------------------|---|
| People-Centered | focusing on meeting the needs of our stakeholders |
| Equality and Equity | ensuring that the services of the Ministry are available and accessible to all citizens |
| Integrity | operating on the tenets of honesty and accountability |
| Service-Oriented | striving for excellence in customer service delivery |

Collaboration creating and maintaining mutually beneficial relationships with all stakeholders

Efficiency and Effectiveness ensuring that all efforts rebound to the benefit of all stakeholders

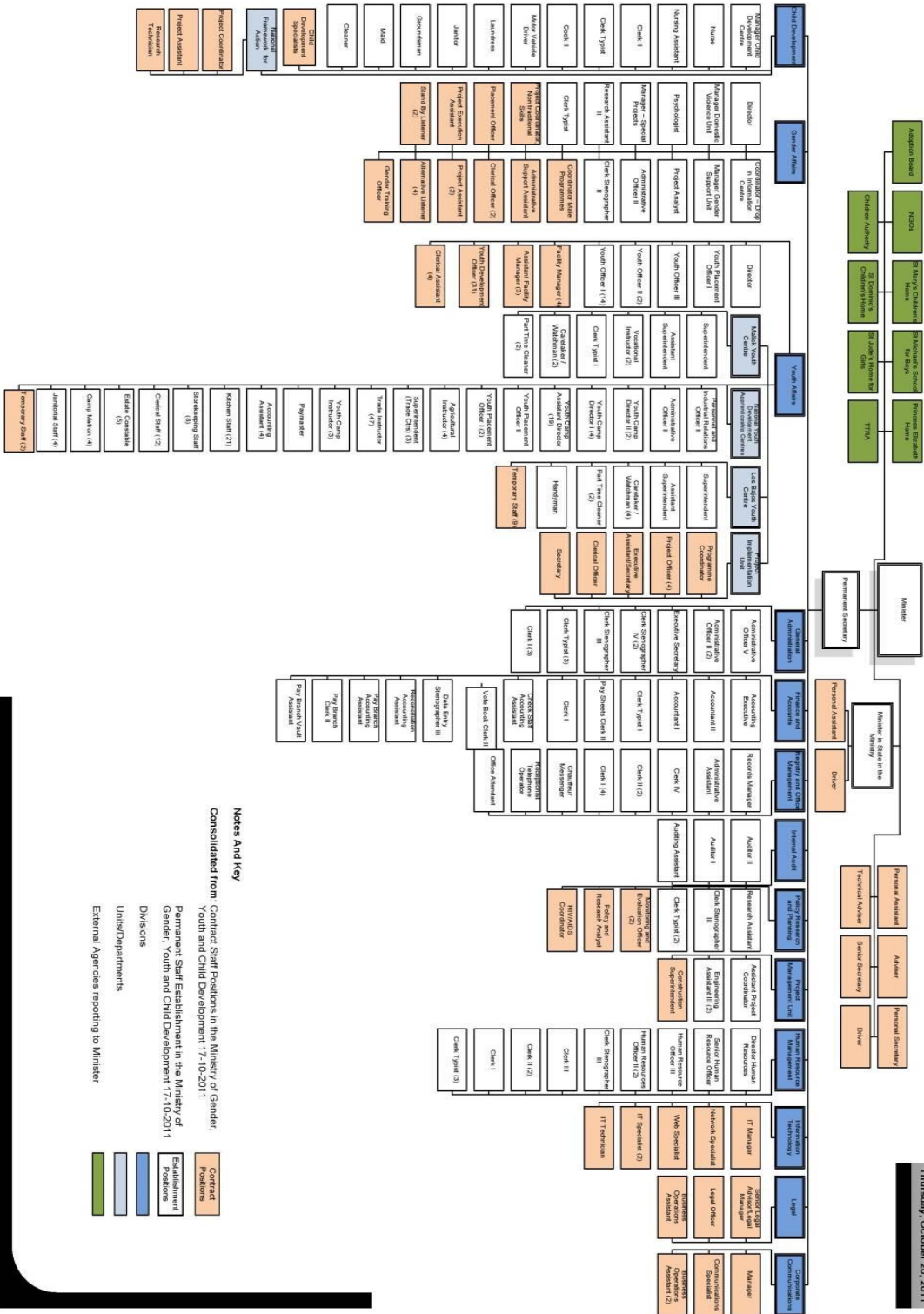
1.5 Strategic Plan

The Strategic Priorities of the Ministry are aligned to the first pillar of the National Framework for Sustainable Development – People-Centered Development. It is in this context of achieving the envisaged national development through social transformation that the Ministry has identified the following strategic objectives:

- 1 To champion evidence based policy making, programme implementation and high quality, accessible and effective service delivery in order to advance gender equality, the rights of the child and youth development.
- 2 To facilitate multisectoral action (involving state, private sector, and civil society) towards the achievement of gender equality, and the fullest potential of children and young people.
- 3 To sensitize and mobilize Trinidad and Tobago citizens to uphold and promote equality between women and men, the universal rights and needs of every child, and the holistic development and empowerment of young people.
- 4 To honour international obligations, develop intervention strategies to protect voiceless and vulnerable groups, and adopt a team-based approach to our work on gender, youth and child development.

MINISTRY OF GENDER, YOUTH AND CHILD DEVELOPMENT

Thursday, October 20, 2011



Notes And Key

Contract Staff Positions in the Ministry of Gender, Youth and Child Development 17-10-2011

Permanent Staff Establishment in the Ministry of Gender, Youth and Child Development 17-10-2011

DIVISIONS

Units/Departments

External Agencies reporting to Minister



2.0 Organisational Structure

2.0 Divisions/Units of the Ministry of Gender, Youth and Child Development

The table below is a summary of the functions of the various Divisions/Units of the Ministry of Gender, Youth and Child Development.

| Division/Unit | Function |
|---|--|
| Gender Affairs Division | <p>This Division works to achieve gender equity and equality for all persons in Trinidad and Tobago through the process of gender mainstreaming in all government policies, projects and programmes. Its roles include:</p> <ul style="list-style-type: none"> • the identification of gender gaps in Trinidad and Tobago • the formulation and execution of policies and initiatives to address these gaps • the promotion of gender awareness and sensitivity <p>Overall the Division's mandate is to improve the quality of life of all persons at all levels of society.</p> |
| Youth Division | <p>The Youth Division serves to prepare young people to meet the challenges of adolescence and adulthood. The Youth Division is mandated to coordinate programmes that support social, moral, emotional, physical and cognitive development in youth. It implements its services through: Nine (9) District Youth Services (DYS); two (2) Youth Development Apprenticeship Centres (YDAC); six (6) nonresidential youth facilities; youth placement services; and Youth Resource and Information Services (YRIS).</p> |
| Interdisciplinary Child Development Centre(ICDC) | <p>This Centre provides comprehensive child care services in collaboration with the Ministry of Health catering for approximately forty five (45) children between the ages of ten (10) months and four and a half years (4.5). The Centre provides early childhood education, nutrition and sensory stimulation.</p> |
| Project Management Unit | <p>This Unit manages and monitors all of the projects of the Ministry of Gender, Youth and Child Development.</p> |
| National Family Services Division (NFS) | <p>This Division assists families in social functioning remedial, developmental and supportive counseling in addition to promoting the welfare of all children. The NFS also implements the parenting programme and oversees the foster care and adoption process.</p> |
| Internal Audit Unit | <p>This Unit has the responsibility of ensuring that all the Ministry's operations are in compliance with the relevant rules, regulations, policies and guidelines applicable to the Public Service.</p> |
| Information Communications Technology Division (ICTD) | <p>This Unit provides ICT support and services that enhance the operational effectiveness, efficiency and service delivery of the Ministry.</p> |
| Human Resource Management Division | <p>The Human Resources Unit's mandate is to provide efficient and effective human resource services to all internal and external customers in an effort to build institutional capacity and promote human development efforts within the Ministry. It is responsible for providing advice and support to the Permanent Secretary on all human resource matters while effectively managing the human resource needs of the staff. The functions and responsibilities of the Unit include:</p> <ul style="list-style-type: none"> • human resource planning • human training and development • salary and benefits administration • managing industrial and employee relations |
| General Administration Division | <p>This Unit manages the resources need of the Ministry and procurement for the Ministry is central to this role.</p> |

| | |
|------------------------------------|---|
| Legal Unit | Responsibilities of this Unit include representing the Ministry in all legal matters, the provision of advice to the Ministers, Permanent Secretary and Heads of Unit/Division of the Ministry in addition to nine (9) external agencies that report to the Ministry. These agencies include the Children's Homes and the Adoption Board. Its roles and functions include: legislation; litigation (civil and criminal); contracts and conveyance; participation/representation on behalf of the Ministry. |
| Corporate Communications Unit | This Unit develops and implements strategies for marketing and branding the Ministry in addition to events planning and management and the dissemination of information to all stakeholders. |
| Policy, Research and Planning Unit | This Unit is concerned with research to allow for evidenced policy, programme and project development across the Ministry. Also housed within this unit are Monitoring and Evaluation coordinators responsible for the monitoring and evaluation of all Ministry operations. |
| HIV/AIDS Unit | The Coordinator strengthens the implementation and coordination capacity of the Ministry to respond to the HIV/AIDS epidemic, emphasising prevention, care and support, advocacy, human rights and research. |
| Finance and Accounts Division | This Unit is responsible for all accounting duties in the Ministry as directed by the Comptroller of Accounts, the Financial Instructions, Regulations, Circulars and all other directives from the Comptroller of Accounts and Ministry of Finance. Duties include:- - Payment of salaries and wages -Payments to suppliers and contractors -Maintenance of books and reports -Preparation of all accounting reports |
| Adoption Unit | <ul style="list-style-type: none"> • Receives applications from birth parents, guardians and adopters. •Performs casework investigations for local and international agencies on children and family issues. •Caseworkers investigate matters concerning the adoption of children for the consideration of the court. •In accordance with the Adoption of Children Act 31of 1946 the Board acts as guardian ad litem (provided custodial care) of any child in respect of whom an adoption order was sought. •Caseworkers prepare and present leading evidence in adoption applications to the Court. •The Unit networks with the Medical Social Workers, Clerks of the Peace, School Principals and other Government agencies. |

2.1 Services provided

The table below presents a summary of the Ministry's services.

Gender Affairs Division

| Service Provided | Service Description |
|--|---|
| Gender Mainstreaming/Gender Responsive Budgeting | Workshops, seminars and lectures that serve to sensitize stakeholders on gender related issues including gender budgeting, gender based violence and gender equality. |

| | |
|---|---|
| The Food Preparation and Home Management Programme for Men and Boys | Empowerment of participants in the fundamentals of cooking, improving family relationships and the preparation of males to participate more effectively in home management. |
| Defining Masculine Excellence Programme | To reshape negative concepts of masculinity by addressing the relationships men have with their mothers, life partners, children, colleagues and employers. This programme is open to the public and targets boys and men from as young as nine (9) years old. |
| Women in Harmony Programme | To economically empower single female heads of households who face challenges because of their socio economic status, lack adequate skills and are socially disadvantaged. Participants can access training in either Care for the Elderly or Agriculture/Landscaping. Each cycle of the programme affords women three (3) months of training. |
| Non Traditional Skills Training for Women | The economic empowerment of single female heads of household who do not have formal education, lack adequate skills and are socially disadvantaged. Participants benefit from training in male dominated/non-traditional fields thereby improving their employability. It includes an On-the Job experience component. The programme is also enhanced through the provision of courses in literacy, numeracy, information technology and life skills. |
| National Domestic Violence Drop-In Centres | The Drop--In Centre programme offers counselling and other forms of intervention to victims or perpetrators of domestic violence, including victims of rape and incest. This programme also provides information and referral services to persons who require assistance to deal with other personal and family issues such as drug abuse, anger management, conflict management and teenage pregnancy. |
| National Domestic Hotline (868) 800-SAVE (7283). | Provides twenty four (24) hour counselling and support to victims or perpetrators of domestic violence, including victims of rape and incest. |

Youth Division

| Service Provided | Service Description |
|--|---|
| Youth Facilities: <ul style="list-style-type: none"> • Basilon Street • Malick • Californnia • Los Bajos • Laventille | Community based non-residential skills training programmes are offered to young people 12-29 years old. Courses include Food Preparation, Bartending, Tourism Management, Jewellery Craft, Barbering, Martial Arts, Music Literacy and Music Production (Recording). The facilities are also available for conferences, meetings and other programmes conducted by community youth organizations. |
| Youth Development and Apprenticeship Centres (YDACs): <ul style="list-style-type: none"> • Praesto Presto • Chatham | A structured environment for boys between the ages of fourteen (14) and seventeen (17) who have dropped out of the formal education system or who come from socially disadvantaged circumstances. In addition to life skills, the trainees are exposed to instruction in various trades, remedial literacy and numeracy and physical recreation. Trainees can earn regional and |

| | |
|---------------------------------------|---|
| | national qualifications in their trade of choice. Two year course of training leads to Level 1 National Examinations Council (NEC). |
| National Youth Volunteerism Programme | The Programme aims to nurture a sense of caring, giving and pride in youth through involvement in meaningful volunteer projects which contribute to self development, community development and national development. |
| District Youth Offices | Provides capacity building and leadership training for Community Based Organizations, sports groups and/or clubs. |
| Gatekeepers Programme | Delivered by Toco Foundation, this programme targets young men in the communities of Santa Cruz and Covigne Road with the aim of building responsible social action. |

Policy, Research and Planning Unit

| Service Provided | Service Description |
|--|---|
| Vacation Camp on the theme 'Our Culture, Our Heritage' | Camps provide a safe place for children during the vacation and offer a fun learning experience to all campers. The camps ease the burden of parents by providing free and reliable supervision for their children for the July – August vacation period. Camp VYBE is dedicated youth between the ages of twelve (12) to seventeen (17). Camp Footprints is dedicated to children between the ages of three (3) to eleven (11). The camps delivered activities based around the theme 'Our Culture, Our Heritage'. |

Interdisciplinary Child Development Centre (ICDC)

| Service Provided | Service Description |
|---|--|
| Interdisciplinary Child Development Centre (ICDC) | The ICDC Camp provides day care services for babies aged one (1) to three (3) years and pre-school service for children aged three (3) years to five (5) years. It also offers research and training in Early Childhood Care and Education (ECCE) for students from various institutions and programs e.g. University of the West Indies students, On The Job Trainees (OJTs) and Civilian Co-operation students; and provides parent education. |

National Family Services Division

| Service Provided | Service Description |
|------------------|--|
| Child Adoption | Adults over the age of twenty five (25), who meet specific criteria, may be eligible to adopt a child. Prospective adoptive parents are investigated and evaluated before they are approved as suitable candidates for adoption, to ensure that children will be safe, loved and nurtured. |

| | |
|--|---|
| Foster Services | The goal of foster care is to reunite the child with their parent or guardian or find another suitable permanent living arrangement such as an adoptive home, guardianship or placement with a relative. |
| Individual, Group and Family Counselling | The National Family Services Division offers free counselling services for individuals, groups and families. This service provides preventive, remedial and developmental counselling for persons who may be facing a crisis or dealing with psychological problems. Counselling usually spans several sessions, over a forty five (45) minute to two (2)hour duration, but can at times require only a single session. |
| Parenting Programme | To provide support and services for parenting through the core areas of education and support which includes workshops for parents, media dissemination of messages and the sensitization of stakeholders concerning parenting issues. Support includes counselling referrals and access to support groups. |

Adoption Unit

| Service Provided | Service Description |
|---------------------------|--|
| Child Adoption Services | Receives applications from birth parents, guardians and adopters |
| Casework investigations | Performs casework investigations for local and international agencies on children and family issues. |
| Acts as guardian ad litem | In accordance with the Adoption of Children Act 31 of 1946 the Board acts as guardian ad litem (provided custodial care) of any child in respect of whom an adoption order was sought. |

3.0 Performance Accomplishments

The performance accomplishments of each Division or Unit are presented in tables below. The services provided by each Unit and Division are briefly described and accomplishments pertaining to the service summarized.

Gender Affairs Division

| Service Provided | Performance Accomplishments |
|---|--|
| National Policy on Gender and Development for the Republic of Trinidad and Tobago | <ul style="list-style-type: none"> - Cabinet appointed Committee approved, November 2011. - Review and finalization of draft policy completed. |
| The Food Preparation and Home Management Programme for Men and Boys | August - September 2012 at twelve (12) centres across Trinidad. One Hundred and Fifty-Four (154) men and boys completed the programme. |

| | |
|--|---|
| Defining Masculine Excellence (DME) Programme | <ul style="list-style-type: none"> - One (1) class was conducted from 11 April to 13 June, 2012, San Fernando with thirty-five (35) participants who all graduated from the programme. - One (1) class was conducted from 12 April, 2012 to 14 June, 2012, Macoya Industrial Estate with thirty-nine (39) participants who all graduated from the programme. - A condensed version of DME programme was facilitated for the young men at the PraestoPresto Youth Development Apprenticeship Centre (YDAC) from 24 April to 19 June, 2012; forty (40) residents participated. |
| Women in Harmony Programme | <ul style="list-style-type: none"> - Classes were conducted in April in eleven (11) centres and attended by three hundred and twenty (320) participants. - A total of three hundred and twenty (320) participants graduated upon their successful completion of the programme. |
| Non Traditional Skills Training for Women | -Thirteen (13) programmes in ten (10) centres. Two hundred and sixty five (265) participants completed the programmes. May to July 2012 the trainees participated in the ‘On the Job Experience’ in various companies, businesses and training centres. A total of One Hundred and Ninety (190) women graduated in August 2012. |
| National Domestic Violence Drop-In Centres | <ul style="list-style-type: none"> - Nine (9) Drop-In Centres, one (1) resource centre at Arima. - More than two hundred (200) clients refereed by the Domestic Violence Hotline. - Three hundred and twenty four (324) clients have been assisted at the Drop-In Centre. |
| National Domestic Violence Hotline (868) 800-SAVE (7283). | <p>Clients serviced:-</p> <ul style="list-style-type: none"> - Male – one hundred and twenty one three (121). - Female – seven hundred and seventy six (776). <p>Calls answered:-</p> <ul style="list-style-type: none"> - Personal – six hundred and forty three (643). - Prank- one thousand one hundred and thirteen (1113). - Hang ups –nine hundred and eighteen (918). - Brief client calls – three thousand five hundred and twenty (3520). - Information requests – eight hundred and forty (840). - Wrong numbers – eighty seven (87). - Interagency calls- nine hundred and eighty nine (989). |
| Public consultations held for National Gender Policy | -One (1) Religious Body Consultation, May 2012, with fifty (50) participants representing the Hindu, Christian (multiple denominations) and Muslim faiths. |
| International Women’s Day - Week of Activities | <ul style="list-style-type: none"> - 5k race in Queens Park Savannah, 11 March 2012. - Breakfast seminar in Hyatt Regency Hotel on “Gender Responsive Budgeting”, two hundred (200) participants, March 2012. |
| International Day for the Elimination of Violence against Women, 25 th November | -Breakfast Seminar at Hyatt Regency Hotel entitled “Gender-based Violence in Calypso” in collaboration with the Trinbago Unified Calypsonians Organisation (TUCO), two hundred (200) participants. |

| | |
|--|--|
| Community Fairs delivered by Gender Affairs Division | Caravans held in:- <ul style="list-style-type: none">- Cedros- Rio Claro- Chaguanas- Maracas Bay- Penal- Sangre Grande Over one hundred(100) participants at each caravan |
|--|--|



Participants at the International Women’s Day 5k Walkathon



Gender Sensitization for Government Ministries, civil society and TUCO



Food Preparation and Home Management for Men and Boys



Women in Harmony Programme

Youth Division

| Service Provided | Performance Accomplishments |
|--|---|
| Youth Development and Apprenticeship Centers (YDACs): <ul style="list-style-type: none"> • Praesto Persto • Chatham. | <ul style="list-style-type: none"> - At Persto Praesto vocational and remedial classes were offered for the period 2011-2012. There were seventy five (75) participants. - At Chatham, Vocational and Remedial Classes were offered for the period 2011-2012. There were thirty six (36) participants in September 2012. |
| National Youth Volunteerism Programme | <ul style="list-style-type: none"> - Launched on 9 May 2012. - A Logo and Art-Work competition were held. Zachary De Lima and Atiba Cudjoe were 12 – 17 & 18 – 29 age group winners respectively. - Jingle produced for promotion of the programme. |
| District Youth Offices | The following programmes were run between January and June 2012: <ul style="list-style-type: none"> - Adolescent Intervention Programme - Youth Literacy & Enhancement - Youth Leadership - Positive Vibes Carnival Programme - Safe Sex Practices Workshop - Youth Health Project - Youth Health Carnival Parade - Providing Alternative Activities For Youth During -Carnival - Innovative Theatre Workshop - School Health Intervention Programme See Appendix I for further details. |
| Gatekeepers Programme | <ul style="list-style-type: none"> - Nineteen (19) male participants from Upper and Lower Santa Cruz and seventeen (17) male participants from Covigne Road enrolled. |
| National Youth Policy | <ul style="list-style-type: none"> - Committee appointed in November, 2011. - Ten (10) community consultations. - Fifteen (15) focus groups. - Approximately two thousand five hundred (2,500) persons consulted. - Data analysis conducted on the information collected from these focus groups. - Draft policy submitted to stakeholders and key members of the ministry for review before submission to Cabinet. - Final submission to Cabinet, August 2012. |
| National Youth Council Review Committee appointed | <ul style="list-style-type: none"> -Committee appointed, January 2012. |
| Vacation camp for young men and boys | <ul style="list-style-type: none"> -Thirty-five (35) boys /young men attended in July/August 2012. |
| Arima Resource Centre for Men and Boys | <ul style="list-style-type: none"> - One day sensitization programme titled “Male Character Building – Understanding Your Role.”,15 February to 24 March, 2012, fifteen (15) boys between the ages of fourteen (14) to eighteen (18) attended. - Additionally a lay counselor and a psychologist offered support group services and individual counselling to men and boys at the centre. |

| | |
|-----------------------|--|
| | Seventy (70) men and boys have used this service during the period under review. |
| National Youth Awards | -Ceremony held in August 2012. Forty-four (44) individuals and four (4) groups, comprising one (1) to thirty (30) persons were nominated and recognized in their respective fields. Sixty three (63) nominations received. |

Policy, Research and Planning Unit

| Service Provided | Performance Accomplishments |
|---|---|
| Vacation Camps. The activities of the camp centered on the theme 'Our Culture, Our Heritage'. | -Camp Footprints (3-11 years), eighteen (18) camps, held for two (2) weeks in August, nine hundred and thirty four (934) children attended. - Camp Vybes (12-18 years). Thirty one (31) camps, held for two (2) weeks in August. Four hundred and fifty two (452) children attended. |
| The National Strategic Plan for Child Development (NSPCD) | -Plan developed and approved by Cabinet in March 2012. |
| Subvention to Children's homes | Financial support of the following children's homes:- <ul style="list-style-type: none"> - Credo Foundation For Justice (Sophia House) \$400,000.00 - Credo Drop-in Centre for Socially Displaced Boys \$500,000.00 - Credo Aylward House \$200,000.00 - Rainbow Rescue -A Haven of Hope \$242,252.00 - Islamic Home for Children Inc. \$40,000.00 - Ferdean's Place Children's Home \$40,000.00 - Jayalakshmi Children's Home \$60,000.00 - The Cyril Ross Nursery \$200,000.00 - Hope Centre \$25,000.00 - Mothers' Union \$150,000.00 - Casa de Corazon \$270,000.00 - Bridge of Hope \$281,640.00 <p>Total: \$2,408,991.00</p> Financial support to the following state children's homes: <ul style="list-style-type: none"> - St. Michael's School for Boys \$8,700,000.00 - St. Jude's School for Girls \$5,800,000.00 - St. Mary's Children's Home |

| | |
|--|---|
| | <p>\$10,900,000.00</p> <ul style="list-style-type: none"> - St Dominic's Children's Home <p>\$11,000,000.00</p> <p>Total: \$36,400,000.00</p> |
|--|---|

Interdisciplinary Child Development Centre (ICDC)

| Service Provided | Performance Accomplishments |
|---|---|
| Interdisciplinary Child Development Centre (ICDC) | -Forty five (45) children aged one (1) to five (5) attended the Centre throughout the year. |
| ICDC (1-5 years) vacation camp. | -One (1) camp held for two (2) weeks in August. Forty five (45) participants. |

HIV/AIDS Coordinator

| Service Provided | Performance Accomplishments |
|---|---|
| Information dissemination | <ul style="list-style-type: none"> - Relevant documents from Office of the Prime Minister (OPM), the Ministry of Labour and Chief Personnel Officer (CPO) were provided and explained to the Heads of Divisions (HoD). - Meetings convened with HODs to discuss the issue of HIV mainstreaming with the various Divisions providing them with a greater appreciation of their role in the expanded response to HIV/AIDS. |
| HIV and AIDS Sensitisation/Awareness Programmes | -HIV and AIDS Workplace Education Open House, 30 November, 02 and 07 December, 2011. |
| HIV and AIDS Resource/Referral Directory | -Development of directory started. |
| Strengthening collaborative relationships | -Collaborative relationships developed with Government, Civil Society, Regional and International Organisations including: Ministry of Health, Ministry of Labour, CPO, OPM, Ministries of the People and Social Development, National Security and Tourism, Family Planning Association of Trinidad and Tobago (FPATT), Young Men's Christian Association (YMCA), Trinidad and Tobago Red Cross, Red Initiative, Voice of One Overcomers, South AIDS Support, Caribbean HIV Alliance, UNAIDS, UNFPA, and UNICEF. |
| Direct support to colleagues/field staff | -Youth Health Caravans, the Social Eduvans and Peer Educators Programmes supported. |

National Family Services Division

| Service Provided | Performance Accomplishments |
|------------------|-----------------------------|
|------------------|-----------------------------|

| | |
|--|--|
| Child Adoption | -One (1) child adopted. * No adoption Board in place between June and November 2012. |
| Placing a Child in Foster Care / Becoming a Foster Care provider | -Twenty seven (27) children placed in foster care. |
| Individual, Group and Family Counselling | As requested by the Courts/individuals |

Adoption Unit

| Service Provided | Performance Accomplishments |
|--------------------------------|---|
| Receives adoption applications | <ul style="list-style-type: none"> •Twelve (12) Prospective Adoptive Parent applications were approved and applicants were placed on the waiting list. •One hundred and thirty-one (131) interviews were conducted at the Port of Spain office. •One hundred and thirty (130) interviews were conducted at the south office. |
| Casework investigations | Fourteen (14) Approved Parent matters were investigated. Eight (8) casework (foreign) matters were investigated. |
| Acts as guardian ad litem | As required |

Information Communication Technology Division (ICTD)

| Service Provided | Performance Accomplishments |
|---|---|
| Provision of ICT services to general staff. | -T1 voice communication line (TSTT) installed. |
| | -One hundred (100) desk phones installed. |
| | -Voice over IP PBX and one hundred (100) desk phones (sharing PBX with Ministry of Transport) |
| | -Two (2) direct lines for facsimile transmission installed. |
| | -DIT numbers on the PBX for Executive Staff (ability for external parties to call directly to the extension) facilitated. |
| | -Security Access System (Video Surveillance/ Card Entry) installed. |
| | -Forty (40) desktop PCs, ten (10) standalone printers, and AntiVirus software for all staff were set up. |
| | -The GovNETT connection (temporary solution) was deployed as were the iHRIS application, and GPS (Cheque writing system – Ministry of Finance). |
| | -Symantec End Point training, five (5) days, was hosted by iGovTT for ICT Manager and IT Specialist. |

Corporate Communications Unit

| Service Provided | Performance Accomplishments |
|--|--|
| Online information dissemination to public | -Website 80% completed. Facebook page in development stages. |
| Marketing the work of the Ministry through | - Appointment of the Children's Authority Board. |

| | |
|--|---|
| Media coverage of key initiatives | <ul style="list-style-type: none"> - International Women's Month in commemoration of International Women's Day. - National Gender Policy Stakeholder Consultations including the development of a nine-part radio programme on Power 102FM radio station on the National Policy for Gender and Development. - Non Traditional Skills Training Programme - Launch of the National Youth Volunteerism Programme. - Vacation Camps (3-17 yrs). - National Youth Awards. |
| Marketing Campaigns | <ul style="list-style-type: none"> - Carnival Campaign: re Looking out for Children during Carnival. - National Youth Volunteerism Programme (NYVP) - 1st Phase: NYVP Artwork Competition. |
| Media Management | <ul style="list-style-type: none"> - Media database developed. - Media Monitoring: production of "In the News" – online real time updates of news in the press. - News Clipping Library re: archiving of news clipping relevant to the work of the Ministry developed. - Creation of a picture library. |
| Staff Engagement | <ul style="list-style-type: none"> - Celebration of national cultural events including Carnival, Administrative Professionals Week, Mother's and Father's Day, Indian Arrival Day, Eid, Christmas, Easter and Emancipation Day. - Creation of the Social Events Club. |
| Media releases | <ul style="list-style-type: none"> - Thursday 28 June 2012: Minister Marlene Coudray assumes office at the Ministry of Gender, Youth and Child Development. - Monday 18 June 2012: Consultations on the Review of the National Youth Policy in Tobago - Friday 18 May 2012: National Policy on Gender and Development. - Thursday 17 May 2012: Appointment of Mrs. Hazel Brown and Mrs. Brenda Gopeesingh as special envoys on women and gender equality. - Thursday 17 May 2012: Ministry of Gender, Youth and Child Development supports Global Young Leaders. - Friday 11 May 2012: Encouraging self, community and national development: Ministry launches national youth volunteerism programme. - Friday 11 May 2012: Volunteerism matters: Ministry launches National Youth Volunteerism Programme. - Thursday 26 April 2012: National Policy on Gender and Development. |
| Speeches for Minister Marlene Coudray- Fiscal Year 2011-2012 | <ul style="list-style-type: none"> - 5th Annual Young Women of the Year Award 2012; Network of Non-Governmental Organizations of Trinidad and Tobago for the Advancement of Women. - Commissioning of Gatekeepers Foundation. - Launch of the Training and Sensitization on the Children's Act. |
| Hosted Administrative Professional Week - | <ul style="list-style-type: none"> - 24 April, 2012: Entertainment, tokens and prizes for administrative staff aimed at demonstrating appreciation and as a motivational tool. |
| Hosted Mother's Day Celebration | <ul style="list-style-type: none"> - May 2012: Lunch and gifts as tokens of appreciation. |
| Hosted Father's Day Celebration | <ul style="list-style-type: none"> - June 2012: Engendered sensitivity around gender roles as well as appreciation and motivation of staff. |

| | |
|---------------------------------------|---|
| Hosted Indian Arrival Day Celebration | - May 2012: Awareness and appreciation of national diversity. |
| Hosted Emancipation Day Celebration | - August 2012: A collective awareness and appreciation of historical struggles. |

Human Resources Management Division

| Service Provided | Performance Accomplishments |
|---|---------------------------------------|
| Orientation Manual for new employees | -Draft developed. |
| Employee Handbook | -Draft developed. |
| Institutional Strengthening of the Ministry | -Cabinet Note prepared, January 2012. |
| Installation of a security system | -System installed, July 2012. |

Internal Audit Unit

| Service Provided | Performance Accomplishments |
|---|--|
| Audit of Youth Camps | Audit of Facilities:-100% -Administrative operations. -Expenditure. -Revenue. -Inventory. |
| Audit of Children's Homes | -Update of Pension and Leave Records-95% -Review of Pay Record Cards-95% -Award of increments-95% |
| Human Resource and the Integrated Human Resource Information System (IHRIS) | -Audit undertaken. |
| Audit of Main Accounting Unit | -Audit of accounting records completed. |
| Asset Inventory | -Activity commenced and will continue in next fiscal. |
| Special Assignments: | - Payments and cash disbursements to trainees at Youth Camps-100% -Audit Examination of activities at the Laventille Youth Facility-100% -Audit Examination of the Chatham Youth Camp-100% |

Legal Unit

| Service Provided | Performance Accomplishments |
|------------------------------|------------------------------|
| Children's Act No 10 of 2012 | -Bill Passed, 15 June, 2012. |

| | |
|---|---|
| Standardization of the Legal Age of Marriage | -National Consultation, 4 November, 2011. |
| Provided input for the finalization of the 4 th , 5 th and 6 th Periodic Reports | -4 th , 5 th and 6 th Periodic Report under the International Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). |
| Provided input for the Ministry of Foreign Affairs | - Draft Charter of the Commonwealth. |
| Provided brief for Honourable Minister Marlene Coudray with specific emphasis on Child Protection | -Review of the Dangerous Dogs Act. |
| Provision of legal advice to the Ministry | -The Unit, on its own initiative, accessed free on-line training with the Inter-American Children's Institute – a specialized organization of the Organization of American States (OAS) – in respect of the area of International Child Abduction and an Update on the Rights of the Child. It is anticipated that the Legal Unit will work together with the Human Resources Management Unit to access further training in Human Rights issues so as to better advise the Ministry on these specialized and evolving areas of law. |

Children's Homes

| Service Provided | Performance Accomplishments |
|---------------------------|--|
| St Jude's Children's Home | <p>-S.E.A - In March 2012 four (4) students did the S.E.A examination and were successful as follows: - One (1) was assigned to Corpus Christi College, One (1) Carapichaima West Secondary, One (1) Mucurapo West Secondary, One (1) Guaico Secondary.</p> <p>School Leaving Certificates: In June 2012 (13) thirteen students did the Primary School Leaving Certificate Examination. Five (5) received full certificate</p> <p>YTEPP courses: Fifteen (15) students completed Patient Care Ten (10) students completed Beauty Culture</p> <p>UWI : Open Campus Three (3) residents were successful in the General Cooking and Cake and Pastries Courses. Grades A and B attained.</p> <p>COSTAATT: Two (2) students enrolled</p> <p>Netball: Republic Bank Netball League winners</p> <p>Cricket: POWERGEN and Francis Rivas Cricket Leagues winners Received trophies for:</p> |

| | <p>-Most Wickets -Most Outstanding Player -Most Runs</p> <p>Swimming: Eight (8) residents successfully completed a course in swimming – Water Polo</p> <p>Taekwondo: Five (5) residents successfully completed 1st level</p> <p>Management And Staff – Training</p> <table border="0"> <thead> <tr> <th>Training</th> <th>No. of persons</th> </tr> </thead> <tbody> <tr> <td>Families in Action -Basic Counseling</td> <td>2</td> </tr> <tr> <td>-Advanced Counseling</td> <td>2</td> </tr> <tr> <td>Chamber of Commerce - Mediation</td> <td>2</td> </tr> <tr> <td>Trinzuela College – Construction Certificate major in Plumbing</td> <td>1</td> </tr> <tr> <td>Arthur Lok Jack - Events Management Certificate -</td> <td>1</td> </tr> <tr> <td>Safety in Driving Course</td> <td>1</td> </tr> </tbody> </table> | Training | No. of persons | Families in Action -Basic Counseling | 2 | -Advanced Counseling | 2 | Chamber of Commerce - Mediation | 2 | Trinzuela College – Construction Certificate major in Plumbing | 1 | Arthur Lok Jack - Events Management Certificate - | 1 | Safety in Driving Course | 1 |
|---|--|-----------------|-----------------------|--------------------------------------|---|----------------------|---|---------------------------------|---|---|---|--|---|--------------------------|---|
| Training | No. of persons | | | | | | | | | | | | | | |
| Families in Action -Basic Counseling | 2 | | | | | | | | | | | | | | |
| -Advanced Counseling | 2 | | | | | | | | | | | | | | |
| Chamber of Commerce - Mediation | 2 | | | | | | | | | | | | | | |
| Trinzuela College – Construction Certificate major in Plumbing | 1 | | | | | | | | | | | | | | |
| Arthur Lok Jack - Events Management Certificate - | 1 | | | | | | | | | | | | | | |
| Safety in Driving Course | 1 | | | | | | | | | | | | | | |
| St Dominic’s Children’s Home | <ul style="list-style-type: none"> - Three (3) children wrote S.E.A in 2012, and attained passes for Belmont Boys’ Secondary, Success Laventille Composite and Mucurapo Secondary (East). - Six (6) children graduated from a year-long Computer Course – Introduction to Word, Excel and Power Point; sponsored by KISS Baking Company. - Water Polo team won their category in the Primary School Water Polo league. - Five (5) children on football scholarship from Harvard Club earned certificates of participation and performance awards on completion of a six (6) month programme. - Five (5) children benefitted from a cricket scholarship. | | | | | | | | | | | | | | |
| St Mary’s | <ul style="list-style-type: none"> - Acquisition of a 28 seater-bus - Introduction of an Information Technology Programme for the residents through Kiss Baking Company - 19 yr old male resident a graduate of Trinity College East – received the Glynne Gordon-Carter Award for Community Service. - A coordinator was recruited to deliver the Living 18 and Beyond Programme which prepares residents for leaving the Home. - Collaboration between St. Mary’s Children’s Home and the Ministry of Tertiary Education introduced the Multi-Sector Skills Training Programme (MuST). Hospitality programs will be six (6) months. - Seven Male residents received Scholarship to Youth Facilities - The Home began Psycho-Ed Evaluations for all children as a prelude to preparation of Care Plans for all children. | | | | | | | | | | | | | | |

| | |
|------------------------------|--|
| | <ul style="list-style-type: none"> - A 19 yr old male resident was awarded Adjudicators Award in Championship in the Open trombone Class for Music Festival. He also received the Most Outstanding Open Brass Performer at the Music Festival 2012. He is now a member of the T&T Police Band and presently pursuing a Diploma in Music at UTT. - Ten Residents completed a study in Information Technology which was sponsored by Kiss Baking Company (this is done on an Annual Basis) |
| St Michael's School for Boys | <ul style="list-style-type: none"> - Development of effective management - Development of audited accounts - Full staff complement - Development of documented screening process - One child per bed - Development of individualized care plan - All children immunized |

Finance and Accounts Division

| Service Provided | Performance Accomplishments |
|---------------------------------|---|
| Starting up of fiscal 2011/2012 | -Accounting systems reconfigured under Head 66 |
| Payments | <ul style="list-style-type: none"> - Payments of salaries and wages for fiscal year. - Payments to suppliers. - Payment of subventions. - Payment of one-off grants approved by Grants Committee. |
| Appropriation account | -Prepared Appropriation Account for July 2010 to September 2011 and forwarded to Comptroller of Accounts and Auditor General in January, 2012. |
| Budget projection 2011/2012 | - Prepared and submitted, April 2012. |
| Reconciliation | -Prepared monthly and submitted to Comptroller of Accounts. |

3.1 Critical Success Factors

For the success of programme/service implementation several critical factors were identified. These factors were:

- suitable infrastructure including ICT
- suitably qualified staff
- access to services
- site acquisition for the construction of new facilities
- provision of accommodation
- engagement of Non Governmental Organizations

3.2 Infrastructural Development

In order to ensure efficient and effective delivery of services, the Ministry undertook several infrastructural projects. The table below summarises the status of these projects and the respective delivery partners.

| Project | Delivery partner | Status |
|---|-------------------------|---|
| Establishment of Model Children's Home | NIPDEC | Concept paper developed. |
| Construction of Three (3) Interdisciplinary Child Development Centres | NIPDEC | Concept paper developed. |
| Construction of Four (4) Assessment Centres | NIPDEC | Concept paper developed. |
| Institute of Healing | NIPDEC | Concept paper developed. |
| Construction of Three (3) Safe Houses | NIPDEC | Concept paper developed. |
| Construction of Two (2) Respite Centres | NIPDEC | Concept paper developed. |
| Refurbishment of Youth Training Facilities | NIPDEC | Concept paper developed. |
| Reconstruction of St James Youth Facility | NIPDEC | Not completed. |
| Outfitting of the reconstructed St. James Youth Facility | SPORTT | Concept paper developed. |
| Establishment of a Remand Facility for Young Female Offenders | Design by eTeck | Concept developed, design contract awarded. |

3.3 Challenges

The Ministry, in startup mode, was confronted with issues associated with the creation of a new Ministry through the merging of established divisions previously attached to other Ministries. These issues related largely to change management pertaining to human resources, transfer of resources and accommodation. However, over time, the Ministry has been successfully confronting these issues through team building exercises, training and retraining of staff, contracting service providers on a short term basis, strategic planning and strategic management of scarce resources.

4.0 Financial Operations

The Ministry of Gender, Youth and Child Development received funding under the Appropriations Act 2012. Thus the Ministry of Finance disburses approved funds identified under various sub-heads.

4.1 Expenditure

The allocation of the Ministry for the financial year 2011-12 was **two hundred and one million, three hundred and twenty one thousand, four hundred and sixty dollars (\$201,302,460.00)**.

The actual expenditure for the financial year 2011-12 totaled **one hundred and twenty one million, fifty four thousand, and forty four dollars (\$121,054,044.00)**, 60% of the total budget of the Ministry.

4.2 Recurrent Expenditure

Recurrent Expenditure payments for expenses incurred through day-to-day Ministry operations, amounted to one hundred and five million, five hundred and eight thousand, nine hundred and thirty six dollars (\$105,598,936.00) of the allocated **one hundred and fifty nine million, one hundred and twenty one thousand, four hundred and sixty dollars (\$159,121,460.00)**.

The tables below provide further information on the Allocated and Actual Recurrent Expenditure of the Ministry for the financial period 2011-2012. As this was the first fiscal year of the Ministry, comparative data will only be available from the following fiscal year.

| Breakdown Of Allocation And Expenditure For Fiscal 2011-12 | | | |
|---|-------------------------|---------------------------|------------------------|
| Expenditure Category | Allocation | Actual Expenditure | Variance |
| Recurrent expenditure | \$159,121,460.00 | \$105,598,936.00 | \$53,522,524.00 |
| Development programme (DP) | \$42,200,000.00 | \$15,455,108.00 | \$26,744,892.00 |
| Infrastructure development fund (IDF) | - | - | - |
| Insurance | - | - | - |

| Budget Versus Actual Recurrent Expenditure For Fiscal Year 2011-2012 With Projections For 2013 | | | |
|---|-------------------|--------------------|------------------|
| Sub-Head & Item | Allocation | Expenditure | Projected |
| Personnel Expenditure | \$32,036,000.00 | \$18,543,848.00 | \$34,154,600.00 |
| Goods and Services | \$34,784,650.00 | \$22,036,440.00 | \$34,005,445.00 |
| Minor Equipment Purchases | \$1,787,500.00 | \$1,659,489.00 | \$1,259,355.00 |
| Current Transfers and Subsidies | \$65,491,177.00 | \$38,725,131.00 | \$73,130,259.00 |

| | | | |
|--|-------------------------|----------------------|-------------------------|
| Current Transfers to Statutory and Similar Bodies | \$25,022,133.00 | \$24,634,028.00 | \$12,941,607.00 |
| TOTAL | \$159,121,460.00 | \$105,598,936 | \$155,491,266.00 |

4.3 Variances under Recurrent Expenditure

Sixty six percent (66.4%) of the allocated Recurrent Expenditure was utilised for the financial period. The variance of **fifty three million, five hundred and twenty two thousand, five hundred and twenty four (\$53,522,524)** is largely attributed to the Ministry not being fully established. Variance in Personnel Expenditure is attributed to vacant positions. Consequently the amounts estimated and allocated for Goods and Services was less than that spent. Further, regarding both Goods and Services, and Transfers and Subsidies, some of the funds were not fully transferred to the Ministry during this fiscal period, thus contributing to further variance. Lastly releases received were often less than the amounts requested/allocated.

4.4 Development Programme (DP)

The Development Programme is a capital expenditure programme which seeks to improve and enhance Trinidad and Tobago's development including human resources, economic and social development.

The **forty two million, two hundred thousand dollars (\$42,200,000.00)** assigned to the Developmental Programme accounts for approximately twenty one percent (21%) of the Ministry's total allocation. Of this, **fifteen million, four hundred thousand fifty five thousand, one hundred and eight dollars (\$15,455,108.00)** was spent; an estimated thirty seven percent (37%) of the allocated DP.

The three (3) categories under which projects were funded for financial year 2012, along with the budgeted and actual expenditures, are reflected in the table below.

| BUDGET VERSUS ACTUAL DP EXPENDITURE FOR FISCAL YEAR 2011-12 WITH PROJECTIONS FOR 2013 | | | |
|--|------------------------|------------------------|------------------------|
| SUB-HEAD /ITEM/DESCRIPTION | ALLOCATION | EXPENDITURE | PROJECTED |
| 09 Developmental Programme | \$42,200,000.00 | \$15,455,108.00 | \$50,000,000.00 |
| 003 ECONOMIC INFRASTRUCTURE | \$1,500,000.00 | \$1,050.00 | \$300,000.00 |
| 004 SOCIAL INFRASTRUCTURE | \$39,200,000.00 | \$14,654,274.00 | \$47,500,000.00 |
| 005 MULTI-SECTORAL AND OTHER SERVICES | \$1,500,000.00 | \$799,784.00 | \$2,200,000.00 |

The main reasons for the variance of 63% (\$26,744,892) are highlighted in the table below.

| VARIANCES UNDER DEVELOPMENT PROGRAMME | | |
|--|-----------------|---|
| Development Programme Sub-Section | Variance | Delayed Projects/Programmes |
| 003 ECONOMIC INFRASTRUCTURE | \$1,498,950.00 | Youth Resources for Implementing Successful Enterprise |

| | | |
|--|-----------------|--|
| | | The project proposal was forwarded to Cabinet for consideration and approval to proceed with the changes. |
| 004 SOCIAL INFRASTRUCTURE | \$24,545,726.00 | Prior to the creation of the Ministry several projects fell under the portfolios of other Ministries. There were lengthy delays in there retrieval of information from the various Ministries. Delays in identification of suitable sites for construction. |
| 005 MULTI-SECTORAL AND OTHER SERVICES | \$700,216.00 | Funding for institutional strengthening not accessed for the Fiscal year. |
| TOTAL | \$26,744,892.00 | |

4.5 Infrastructure Development Fund (IDF)

The Infrastructure Development Fund (IDF) was established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. The purpose of the fund is to act as a readily accessible resource to fund state infrastructure projects. In order to use funds under the IDF, the procurement of goods or services must be through a Special Purpose Company (SPC). SPCs are state enterprises created for a specific purpose.

The Ministry requested funding from the IDF for fiscal year 2011-2012.

4.6 Revenue

The Ministry has four (4) revenue sources: rental income from the two Youth Development and Apprenticeship Centres (YDACs – referred to as youth camps in the table below); rental income from the Youth Centres; and non-industrial sales from the YDACs.

The revenues collected for this fiscal year totaled **eighty four thousand six hundred and fifteen dollars (\$84,615)**, or about sixty one (61%) of the estimated/expected income of **one hundred and thirty eight thousand dollars (\$138,000.00)**.

| REVENUES COLLECTED BY THE MINISTRY FOR FISCAL YEAR 2011-2012 | | |
|---|------------------|---------------|
| SUB-HEAD & Item | ESTIMATED | ACTUAL |
| 06 PROPERTY INCOME | | |

| | | |
|--|---------------|--------------|
| 01 Rental Income 001 Proceeds from Rental - Chatham Youth Camp 002 Proceeds from Rental- PerstoPraesto Youth Camp 003 Proceeds from Youth Centres | \$ 120,000.00 | \$ 66,953.00 |
| 07 OTHER NON-TAX REVENUE | | |
| 04 Non-Industrial Sales 001 PerstoPraesto Estate - Sale of Produce 002 Chatham Youth Camp | \$18,000.00 | \$17,662.00 |
| TOTAL | \$138,000.00 | \$84,615.00 |

4.7 Debt Policy & Investment Policy

Any such policy would be in accordance with any policies and guidelines of the Government of Trinidad and Tobago as articulated by Ministry of Finance.

5.0 Human Resource Development Plan

The Human Resource Management Unit (HRMU) nurtured a work environment in which workers were valued and respected, with opportunities for professional development in addition to a positive work-life balance.

The HRMU recognized that the achievements of the Ministry hinge on the achievement of individual employees work goals. Thus the HRMU was central to staff development and its application of skills and abilities towards the achievement of the organizational goals.

5.1 Career Path Systems

The Civil Service Act Chapter 23:01 outlines the framework for career paths within Ministries. A hierarchy of positions was created for Ministries and Departments in the public service. From time to time, Ministers can review their organizational structure and make recommendations to Cabinet through the Public Management Consulting Division for new posts to be created and added to the Ministry's establishment on terms and conditions approved by the Chief Personnel Officer.

While the hierarchical structure outlined career paths, the appointment to an office is determined by the Public Service Commission. However the Ministry did prepare staff for promotion to higher offices through coaching, mentoring, training and exposure to experiences.

The Ministry was also guided by the Chief Personnel Officer's policy for the creation of contract employment in the Public Service. Personnel Department Circular Memorandum PD (bm): 12/2/1/ Vol. IV refers. The circular clearly outlined the procedures for creating, remunerating and filling contract positions.

5.2 Performance Measurement Tools

The performance management tools in the Ministry are those approved by the Chief Personnel Officer for contract and public service staff. The performance tool for public service staff was designed to support the Performance Management and Appraisal System which was approved by the Chief Personnel Officer and the Public Services Association.

5.3 Promotion

The eligibility of officers for promotion is made in accordance with Regulation 18 of the Public Service Commission Regulations, 1966. Regulation 18(2) sets out the criteria that the Commission shall take into account, and give consideration to the following: (1) seniority, (2) experience, (3) educational qualifications, (4) merit and ability, (5) together with relative efficiency of such officers.

Conversely, promotion of contract staff does not exist and the positions are filled on a competitive basis through the interview and assessment process in Ministries and Departments.

5.4 Recruitment and Selection Procedures

Recruitment of officers in the Public Service establishment is managed by the Director Personnel Administration, whereas recruitment of contract officers is managed by the Permanent Secretary. The Ministry has also contracted the Government Human Resources Services (GHRS) to assist in contract recruitment.

The general procedure for recruitment on contract was as follows:

- All contract vacancies were advertised internally and/or externally.
- Criteria for selection were based on qualification and experience

Interviews

- i) The Human Resource Management Unit is responsible for arranging and coordinating all interviews. This includes advising both interviewers and interviewees of the date, time and venue for interviews as well as ensuring the preparation of all relevant documentation related to the interviews, including recommended selection criteria.
- ii) The interview panel comprises a minimum of three (3) persons and will include the following:
 - The Head of Department or designated representative.
 - A representative from the Human Resources Department;
 - At least one other person who has the requisite knowledge and skill related to the particular position;
- iii) Procedures for the various steps related to the employment process will be reviewed at least once per year.
- iv) Each interviewer must independently complete an Interview Assessment Form at the end of the interview process.
- v) The candidate with the highest average score will be the first ranked. In the event of a tie, a new interview panel will be established to interview the candidates with the tied scores.

Criteria for Selection

The following criteria shall apply in the selection process:

- Educational, professional, and technical requirements for the position.
- Relevant experience
- Current registration with appropriate board, council or recognized licensing authority, where relevant.
- Proven skills and competitiveness.
- References.

References

The Ministry requires that all applicants provide the names, addresses and telephone numbers of two (2) persons as referees (excluding relatives). The Ministry may also seek references from previous employers and institutions in the selection process. Reference checks will be conducted by the Ministry before final selection.

5.5 Positions filled in Financial 2011-12

As of mid-May 2012, fourteen (14) contract positions have been filled through a transparent and effective recruitment and selection process.

| | Position | Assumption Date |
|-----|---|--|
| 1. | One (1) Manager, Corporate Communications | 16.01.12 |
| 2. | One (1) Manager, Information Technology | 01.02.12 |
| 3. | One (1) Senior Legal Advisor/Manager | 01.02.12 |
| 4. | One (1) Manager, Policy Research and Planning | 01.06.12 |
| 5. | Two (2) Child Development Specialists | 19.03.12 |
| 6. | Two (2) Business Operations Assistant I, Corporate Communications | 03.04.12 11.04.12 |
| 7. | Two (2) Information Technology Specialists | 18.06.12 |
| 8. | One (1) IHRIS Data Transaction Clerk | 01.02.12 |
| 9. | One (1) Network Specialist/Network Security Administrator | 01.08.12 |
| 10. | Three (3) Clerical Officers | 01.08.12 |
| 11. | Two (2) Senior Policy Specialists | 01.08.12 |
| 12. | Two (2) Researchers | 01.08.12 |
| 13. | Five (5) Active Listeners | 16.04.12 23.04.12 01.05.12 01.05.12 14.05.12 |
| 14. | One (1) Business Operations I (Legal) | TBD |

5.6 Training and Development Programmes Conducted For Financial 2011 – 2012

Several training sessions were conducted successfully both internally and externally as follows:

- Gender Budgeting
- Registry Systems and Procedures Workshop
- Integrated Global Payroll Training
- Outstanding Customer Service: The Emotional Intelligence Approach
- Sensitization and Education Training on the Children’s Bill
- Creating Balance for Administrative Professionals
- Effective Skills for Administrative Professionals
- Mediation Level 1 – Essential Skills
- Orientation Training
- Managing Diversity in the Workplace
- Interviewing Skills
- Change Management Workshop
- Enterprise Endpoint Security Deployment Training Workshop
- Addressing the Stigma and Business Cost of Mental Illness
- Conflict Resolution
- Supervisory Management Training

- Traumatic Incident Reduction Training

6.0 Reporting Functions

Departmental Reports

| | Document | Received by |
|--|---|--|
| Youth Division | Monthly Reports on <ul style="list-style-type: none"> • District Youth Services • Facility Activities • YDAC | Director of Youth |
| Gender Affairs Division | Monthly Reports | Director of Gender |
| | End of Programme Report | Director of Gender |
| | End of Programme Report | Director of Gender |
| Policy Research & Planning Unit | Status Reports/Monthly Updates | Permanent Secretary |
| Information Communication Technology Division | Fortnightly Status Updates | Deputy Permanent Secretary |
| Human Management Resources Division | Monthly (staff attendance/return of personnel (ROP)) | Personal File/Accounts |
| | Performance Appraisals Yearly/incrementally or on officer being transferred | Heads of Departments; Officers Director of Personnel Administration |
| | Quarterly Period Performance Report | Heads of Departments |
| | Annual Training Report | Permanent Secretary |
| | Quarterly: Returns of Delegation of Authority | Permanent Secretary |
| | Quarterly HR Performance Report | Permanent Secretary/Planning Unit |
| General Administration | Asset Management Report | Permanent Secretary |
| Internal Audit Unit | Quarterly Report | Permanent Secretary |
| Finance and Accounts Division | Monthly Financial Report (Copy of Statement of Expenditure) | Permanent Secretary |
| ALL | Ad hoc Status Reports as Needed/Requested | Directors, Permanent Secretary, Deputy Permanent Secretary, Minister |

External Reports

| Document | Receiving Agency |
|---|--|
| Operating Budgets Strategic Plan (Annual) | <ul style="list-style-type: none"> • Line Minister • Ministry of Planning and Sustainable Development • Cabinet |
| Financial Reports (Monthly) | <ul style="list-style-type: none"> • Ministry of Finance (Budget Division) |
| Performance Reports (Monthly/ Annual) | <ul style="list-style-type: none"> • Line Minister • Ministry of Planning and Sustainable Development • Cabinet |
| Quarterly Progress Reports on One Year Action Agenda | <ul style="list-style-type: none"> • Ministry of Planning and Sustainable Development |
| Quarterly Freedom of Information Act (FOIA) reports reporting on the number of FOIA requests in the ministry (as required under the FOIA act 1999) | <ul style="list-style-type: none"> • Office of the Prime Minister |
| Annual Financial Report (Appropriation Account, Statements of receipts & Disbursements and Statement of Expenditure under the Long Term Funds under IDF) | <ul style="list-style-type: none"> • Ministry of Finance • Auditor General |
| Monthly Reports on Devolved Functions | <ul style="list-style-type: none"> • Chief Personnel Officer |
| Quarterly Returns of Delegation of Authority | <ul style="list-style-type: none"> • Director Personnel Administration |
| Annual Administrative Report | <ul style="list-style-type: none"> • Cabinet • Parliament |
| Monthly Reports on Delegated Functions | <ul style="list-style-type: none"> • Director of Personnel Administration • Cabinet |
| Weekly PSIP Reports | <ul style="list-style-type: none"> • Office of the Prime Minister |
| Appropriation Report | <ul style="list-style-type: none"> • Ministry of Finance |

7.0 Procurement Procedures

In order to ensure accountability, transparency, and value for money in the procurement process the following general process and procedural guidelines were issued for the Ministry's Vertical Services and Special Programmes.

7.1 Central Tenders Board Limits

The Central Tenders Board Regulations which the Ministry's procurement operations were guided by were amended with regard to authority to approve purchases by Legal Notice No. 155 dates August 27, 2009 as follows:

| Amount | Authority |
|-----------------------------|--|
| Up to \$1,000,000 | Permanent Secretary (Accounting Officer) |
| > \$1,000,000 - \$2,000,000 | Ministerial Tenders Committee |
| > \$2,000,000 | Central Tenders Board |

7.2 Open Tender, Selected Tender Procedures, and Sole Tender with Criteria Used In Selecting Each System

Any such policies, procedures and practices of the Ministry were in accordance with those set out by the Central Tenders Board, Ministry of Finance in the Exchequer and Audit Act Chapter 69:01, Financial Regulations 1965, the Financial Instructions 1965 and the Procurement Policies and Guidelines.

8.0 Public and Community Relations

8.1 Client and public access to services/service delivery systems

The service delivery systems of the Ministry of Gender, Youth and Child Development were accessed through a variety of routes dependent on the service offered.

Walk in services include National Domestic Violence Drop-In Centres were offered through the Gender Affairs Division and Youth Facility services, District Youth Office services were offered by the Youth Division.

Telephone access to services included National Domestic Violence Drop-In Centres, National Domestic Hotline (868) 800-SAVE (7283) offered through the Gender Affairs Division and individual, group and family counseling offered by National Family Services.

Several equity focused services were delivered through the Ministry. These services were focused on specifically identified individual and group needs. The Defining Masculine Excellence Programme, The Food Preparation and Home Management Programme for Men and Boys, Women in Harmony Programme and Non Traditional Skills Training for Women were all equity focused services delivered by the Gender Affairs Division whilst the Gatekeepers programme, Arima Resource Centre for Men and Boys and the Youth Development and Apprenticeship Centres (YDACs) were delivered through the Youth Affairs Division.

The vacation camps delivered through the Policy, Planning and Research Unit, the services of the Interdisciplinary Child Development Centre (ICDC) as well as the Parenting programme delivered through National Family Services were all equity focused.

8.2 Community and Stakeholder Relations/Outreach

The Community and Stakeholder Outreach Events of the Ministry are summarized in section 3.0 Performance Accomplishments. The Gender Affairs Division had several events focused on community and stakeholder outreach, and included breakfast seminars, the celebration of internationally recognized days, public consultations and community caravans.

The Youth Division presented multiple community caravans in communities, primary and secondary schools. Outreach also occurred through programmes delivered out of the District Youth Offices and

multiple public consultations were held in the development of the National Youth Policy. Finally the national youth Awards could also be considered a community and stakeholder relations initiative in that it engaged the national community in the process of nominating and selecting National Youth Awardees.