

**MINISTRY OF SOCIAL
DEVELOPMENT**



**REPORT TO THE JOINT SELECT
COMMITTEE OF PARLIAMENT IN
ACCORDANCE WITH SECTION 66A
(1) (A) OF THE CONSTITUTION**

October 2003

MINISTRY OF SOCIAL DEVELOPMENT

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SECTION 1 - VISION, POLICY OR PHILOSOPHY AND THE STRATEGIC PLAN

The new Ministry of Social Development was established in the first quarter of 2002 with portfolio responsibility for the following:

The Ministry of Social Development has portfolio responsibility for the following:

- i) Social planning, development and monitoring
- ii) Social research and
- iii) Social impact assessment and review.

The Vision of the Ministry is as follows:

A results-oriented, client-driven organization, promoting and sustaining the well-being of all citizens through people-centered development.

The Mission of the Ministry is as follows:

To formulate and coordinate the development, monitoring and evaluation of social sector policies and programmes and to monitor implementation to ensure effective targeting and coverage for the benefit of all citizens.

Policy and Philosophy

In effecting its portfolio responsibility for the social sector, the Ministry of Social Development views its role as the catalyst for the achievement of government's overall

social development policy objectives as outlined in the Social and Economic Policy Framework and other national planning documents. The Ministry is committed to ensuring as far as possible that socio-economic initiatives impact positively on the well-being of the population. In effecting its mandate, the Ministry is guided by a philosophy that is founded on equity, equality, participation, empowerment, sustainability and dignity of the person.

Goals and Objectives

The overarching goal of the Ministry is to ensure the effective and efficient functioning of the social sector towards improvement in the standard of living of all citizens. This can be further broken down into the following objectives:

- Alleviation of poverty through programming that is holistic and empowering and which promote sustainability;
- Provision of a decentralized system of social services delivery to enable equitable and easy access to needed services ;
- Promotion of the concept of good governance through the use of participatory approaches to social sector policy development, programming and evaluation;
- Facilitation of coordination among the social sector Ministries to ensure the achievement of sector objectives;
- Fostering peace and harmony through the promotion of restorative justice and alternative means of conflict resolution;
- Promotion of initiatives designed to develop in the citizenry, the values and attitudes necessary for the achievement of vision 2020 goals.

Short, Medium and Long Term Plans

In keeping with the above goals and objectives, the Ministry is working towards completion of a number of initiatives over the medium to long term. The

Ministry's deliverables over the immediate to short term planning horizon include the following:

- Introduction of a Comprehensive Programme for Adolescent Mothers;
- Establishment of a Division of Ageing;
- Development of a new system for Community Mediation;
- Development of a proposal to address the negative socio-economic impact of deportees in Trinidad and Tobago
- Introduction of a Family Support Services Programme
- Conduct of a national Week of Social Harmony
- Development of a National Plan of Action for Children and sensitization of the population on the International Convention on the Rights of the Child
- Development of a National Policy on Older Persons
- Development of the Social Services Investment Programme Document to support the National Budget;
- Development of an effective monitoring and evaluation system for social sector programmes;
- Development of a Research Agenda.

Other critical programmes and projects under the ambit of the Ministry to be implemented over the short to medium term include:

- Establishment of a Remand Home for young Male Offenders at Aripo;
- Decentralization of the Social Services Delivery System;
- Development of a National Policy on Social Development;

- Development of a Comprehensive Plan to Provide Support to Ex-prisoners;
- Development of a manual on social sector programmes;
- Development of a plan for addressing Child Poverty;
- Development in collaboration with the Office of the Prime Minister (Social Services Delivery) of a Central Registry for monitoring the Status of Children in Need of Special Protection;
- Development and implementation of a comprehensive plan for support to ex-prisoners in collaboration with the Ministry of National Security and Rehabilitation;
- Conduct of Research on social issues such as the status of the family in Trinidad and Tobago, the impact of alcohol use and abuse and gambling on the family and the status of the young male in society;

Programmes which are targeted for implementation in the medium to long term include:

- Establishment of databases on socio-economic variables and critical social service facilities;
- Establishment of a Remand Home for Young Female Offenders.

SECTION 2 - ORGANIZATIONAL STRUCTURE

a) Corporate Structure

The top level management structure of the Ministry consists of the Minister of Social Development, the Permanent Secretary, a Deputy Permanent Secretary (post vacant), a Chief Technical Officer, and a Director of Human Resource

Services (post vacant, newly created). The second level management structure consists of the Directors or Heads of various Divisions of the Ministry. The Divisions are as follows:

- Social Investigations
- Policy and Programme Planning and Development
- Monitoring and Evaluation
- Legal
- Information Technology
- Human Resource
- Communications
- General Administration
- Mediation Centres

A chart depicting the organizational structure for the Ministry is attached as Appendix I.

b) Services/Products provided and Special Projects

The services provided by the Ministry of Social Development are achieved through the collective contribution of the various Divisions. Some of the specific services/products include:

- Policies, programmes and projects developed for the social sector,
- Programme monitoring and evaluation services,
- Databases on socio-economic indicators,
- Research on pertinent social issues,
- Training in monitoring and evaluation, database development and analysis of data using computer applications;

- Mediation services,
- Status Reports on International Conventions;
- Minutes, status reports and other requested documentations,
- Cabinet Notes and related documentations,
- Status Reports on projects, Budget submissions and other requested information,
- Briefs and Speeches;
- Reports, questionnaires, general information to other Ministries and agencies and the general public in keeping with the Freedom of Information Act;
- A Social Sector Programmes document for presentation with the Budget;
- Annual Reports to the Joint Select Committee of Parliament in accordance with Section 66A (1)(a) of the Constitution.

Details on the functions of the Divisions of the Ministry also provide insight on the types of products provided by the Ministry and are outlined hereunder:-

Social Investigations Division

The Social Investigating Division when fully established will design, implement and conduct continuous review of the research agenda for the social sector. The major functions of the Division are to:-

- determine in collaboration with social sector Ministries, a research agenda for the sector;
- initiate and conduct where appropriate investigative and specialized research in collaboration with social sector Ministries for the purpose of identifying social problems;

- review in collaboration with social sector Ministries findings of research studies and recommend programmes and projects for implementation;
- perform needs assessments;
- develop and maintain a central data base on socio-economic indicators including critical indicators such as the juvenile delinquency rate, divorce rate etc.;
- monitor socio-economic trends and indicators;
- liaise with regional and international funding agencies to identify areas for collaboration;
- keep abreast of current local and international research studies relevant to the social sector;
- conduct annual reviews of socio-economic performance, including forecasts of key variables over a three-year horizon, utilizing quantitative tools;
- prepare reports examining social conditions, problems and needs at regional, national and community level;
- conduct and facilitate the analysis of Surveys of Living Conditions and annual reviews of living conditions;

Policy and Programme Planning and Development Division

This Division is responsible for social sector planning, development and implementation. Its activities includes prioritizing identified social problems and determining gaps in existing policies. The major functions of the Division are to:-

- develop a Policy Planning Framework for the social sector in keeping with the national macro-planning framework, and in particular, to achieve the socio-economic goals and objectives of Vision 2020;
- monitor the implementation of Regional and International Conventions/Agreements pertaining to the social sector such as the Convention on the Rights of the Child and the Plan of Action of the World Summit for Children, which have been ratified by the Government;
- assess current policies of the sector to determine their performance and relevance;
- identify and develop programmes and projects to treat with changing trends in the social environment and facilitate their implementation;
- facilitate establishment of formal and informal networks for collaboration among Ministries and with other external agencies;
- establish and maintain structures for participatory development through continuous dialogue with civil society organizations;
- identify bottlenecks in project and programme implementation and undertake solutions;
- co-ordinate the general programming and project development and implementation function in the social sector to ensure that it is relevant to national social development objectives;
- review planning agendas of external agencies to identify areas of collaboration;
- facilitate development of policies and policy guidelines for the sector and facilitate their implementation.

Monitoring and Evaluation Division

The monitoring and evaluation is responsible for reviewing and assessing the impact of social sector programmes and projects. The main functions of the Division are to:-

- develop, implement and maintain a monitoring and evaluation system for the sector to enable continuous assessment of social sector performance;
- undertake annual reviews of social sector performance based on impact assessments;
- undertake reviews on the impact of projects and programmes;
- undertake assessment of the current projects and programmes of the sector to determine performance and relevance;
- undertake social auditing functions;
- assist in building the capacity of social sector Ministries in monitoring and evaluating;
- provide expert advice to social sector Ministries undertaking evaluations of projects and programmes;
- assist with evaluation of the various options for treating with social problems to determine the most cost effective solution by using cost benefit analysis etc.;
- make recommendations for the introduction of new programmes/projects based on assessments;
- make recommendations for the revision or deletion of programmes/projects based on assessments.

Legal Division

As a core policy development unit and in light of the enactment of the Freedom of Information Act, the Legal Division plays an important role to play in the functioning of the Ministry. The major functions of the Division are to:-

- provide legal advice to the Minister on matters pertinent to the mandate of the Ministry;
- provide legal services for the Ministry such as assisting with the drafting of contracts and the development of legal documents;
- liaise with the Office of the Attorney General, the Legal Affairs Ministry and other external agencies on legislation and other legal matters relevant to the Ministry's portfolio;
- undertake reviews of existing legislation pertinent to the social sector and the Ministry's mandate and make recommendations for amendment where necessary;
- conduct research on legal issues pertinent to improving the well-being of citizens in keeping with the Ministry's mandate;
- provide comments on the legal aspects of policies and programmes recommended for implementation.

Information Technology Division

The Information Technology Division is responsible for the development and maintenance of the information technology infrastructure for the Ministry. This is critical given that the Ministry is expected to function as an information hub for the social sector. The functions of the Information Technology (IT) Division are to:

- develop and implement specific IT policies and management information systems consistent with industry best practices and standards.
- conduct needs assessments and establish IT infrastructure for the Ministry that is consistent with the wider public service.
- serve as the catalyst for organizational transformation utilizing effective policy implementation and technology management.
- align the Ministry's technology infrastructure, policies and programmes with current industry standards and best practices. Streamline the aforementioned to the Government's E-Government Unit Communications Backbone Project.
- develop a procurement procedure and vendor selection criteria for the acquisition of new hardware, software, peripheral equipment as well as maintenance agreements and on-going services.
- design, implement and maintain Local and Wide Area Networks (LAN and WAN)
- design, develop, implement and manage Internet systems including website and electronic mail services.
- design, implement and maintain databases in collaboration with various technical divisions.
- provide Ministry wide web-enabled research capabilities.
- co-ordinate the development and implementation of a strategic information technology plan for the Ministry.
- co-ordinate appropriate training for technical, operational and support staff of the Ministry.

Human Resource Division

The Human Resource Division has responsibility for human resource planning and development, employee relations and the integrated human resource information system. The Division is therefore charged with the task of developing policies and plans that will allow for the recruitment of staff with

core skills, knowledge and competencies and to develop processes for regular monitoring and evaluation of staff performance.

Assisting in the ongoing development of the Ministry's human resources and the matching of people and their career needs and capabilities with jobs and career paths is another important role of the Division. The core functions of the Human Resource Management Division are to:-

- implement the new performance management system throughout the Ministry;
- provide quality and timely Human Resource Services;
- plan for future human resource needs;
- resolve disputes equitably and build partnerships with unions;
- promote modern human resource principles and practices;
- improve the quality of life of employees;
- introduce an Employee Assistance Programme.

Communications Division

The Communications Division has the overall responsibility for the development and implementation of a communications strategy for the Ministry. Other functions of the Division are to:-

- develop and execute related communication plans in the context of the wider National Communications Strategy of the public sector;
- develop and execute of programmes geared toward educating the public and disseminating information about the Ministry and its work;
- establish communications networks with the Ministries of the social sector to keep the Ministry informed of ongoing activities, programmes etc.;

- establish formal and informal communication networks with critical external agencies including the media;
- provide protocol and other public relations services for the Minister;
- prepare periodic administrative and progress reports;
- plan, coordinate and organize public consultations, conferences, seminars, workshops and similar special events;
- liaise with the media and the Ministry of Public Administration and Information (Information Division) to arrange for media coverage of events.

General Administration

The General Administration Division provides administrative support to the Permanent Secretary and facilitates the other Divisions of the Ministry with the provision of common support services which includes office management, property management, procurement, information and records management and accounting and financial management. The core functions of the General Administration Division are to:-

- provide administrative support services to the Permanent Secretary and facilitate the work of other Divisions on behalf of the Permanent Secretary;
- obtain relevant approvals on administrative matters as required, and implement decisions.
- arrange official overseas travel arrangements;
- arrange for office accommodation and parking facilities, utilities, equipment and office maintenance, security, janitorial and messenger services;
- provide procurement and stores management;
- oversee records management;

- provide registry services;
- provide information services (Library);
- provide information under the Freedom of Information Act;
- prepare and submit estimates to the Ministry of Finance;
- request for funds (based on the estimates) from Ministry of Finance;
- prepare pay sheets and vouchers for payment of salaries and for goods and services;
- prepare cheques;
- reconcile expenditure of the Ministry with the Comptroller of Accounts;
- prepare Pension and Leave Records for officers; and
- prepare Appropriation of Accounts on votes relevant to the Ministry.

Community Mediation Centres

The Community Mediation Programme was established as a pilot project in 2000. The Centres function under Act #13 of 1998 as amended by Act 45 of 2000. New Mediation Legislation was recently approved by Cabinet and when introduced, will govern the operations of the Mediation Centres. The Centres offer Mediation services to persons involved in disputes. The underlying philosophy of the programme is to provide administrative and organizational services while promoting the concept of restorative justice as opposed to retributive justice. The core functions of the Mediation Centres are as follows:-

- Providing mediation services to the public in a non-threatening environment;
- Providing public education and awareness on Mediation;
- Networking with Community Based Organizations and Non-Governmental Organizations, to develop and deliver viable community-based mediation projects;

- Examining and recommending amendments to legislation to enhance the efficiency and effectiveness of the Mediation programme;

Other Functions

In terms of special projects, in addition to those already listed under the Ministry's immediate to long term plans at Section 1 above, the Ministry of Social Development also functions as Secretariat to the Co-ordinating Committee on the Social Sector which is a Sub Committee of Cabinet mandated to facilitate coordination among social sector Ministries and to oversee the implementation of social sector programmes.

c) Delegated Levels of Authority

The delegated levels of authority to the Minister and the Ministry in accordance with the relevant references are reflected in Appendix II attached.

d) Reporting Functions

The Ministry provides a number of reports as follows:

- i) Annual Administrative Reports of Divisions;
- ii) Reports of officials on their attendance at Conferences, Meetings and Seminars, submitted to the Permanent Secretary and Minister;
- iii) Report on the implementation of Cabinet decisions, submitted to the Policy Monitoring Unit of the Office of the Prime Minister;
- iv) The status of implementation of the policies and measures emanating from the National Budget Statement, submitted to the Ministry of Finance;

- v) Policy objectives and targets to be met in the next fiscal year with respect to the Medium Term Policy Planning Framework, submitted to the Ministry of Planning and Development;
- vi) Updated inputs for the Social and Economic Policy Framework submitted to the Ministry of Planning and Development;
- vii) Report to the Joint Select Committee appointed to report on Government Ministries, Statutory Authorities and State Enterprises falling under those Ministries;
- viii) Annual Report of the Ministry for submission to Parliament.

SECTION 3 - PERFORMANCE AND ACCOMPLISHMENTS

The major accomplishments of the Ministry of Social Development are as follows:

Development of a Proposal to Address Child Poverty: The Multiple Indicators Cluster Survey (MICS), a survey which provides a range of health, nutrition and education indicators on children, commissioned by the Ministry, was finalized. Additionally, the Ministry conducted a gap analysis on the recommendation of the MICS study and identified new areas for alleviation child poverty which were approved by Cabinet.

Activities towards Introducing a Decentralized Social Services Delivery System: The Ministry chaired a Cabinet-appointed Steering Committee to oversee the consultancy to design a system for the decentralization of the delivery of social services to communities. A draft of the report on the design was completed.

Development of the Adolescent Mothers Programme: This programme, was launched in September 2002. It entails expansion of the government-funded CHOICES Programme of the Child Welfare League of Trinidad and Tobago. The programme entails increasing the amount of centers from three to ten to service more communities throughout the country. Funds in the amount of \$4,168,380.00 were provided to meet

initial capital expenditure and recurrent expenditure in the first year of the programme. An initial installment of \$134,750.00 was released to the League on August 5th 2003. It is expected that two additional Centres would be opened by December, 2003 to serve Clients in East Port-of-Spain and Tobago.

Formulation of a National Plan of Action for Children and sensitization of the population on the Convention on the Rights of the Child: During 2002, the Ministry conducted four sector workshops to solicit information from the population on issues affecting children. The recommendations for these workshops fed into the draft National Action Plan for Children.

Launch of Global Movement for Children in Trinidad and Tobago: As a follow-up to the launched the Global Movement for Children in March 2002, the Ministry, in collaboration with UNICEF, organized regional activities to promote the Movement in Point Fortin and Tobago.

Development of a Social Development Policy: Pursuant to the development of a National Social Development Policy, the Ministry conducted a series of Focus Group Meetings and Mini Consultations throughout Trinidad and Tobago to obtain the inputs of the population. This process culminated in the hosting of a National Consultation on Social Development on September 19th 2003.

Appointed Committee to Examine the Status of the Family in Trinidad and Tobago: In March, 2003, the Ministry obtained Cabinet approval for the appointment of a Committee to Examine the Status of the Family in Trinidad and Tobago. The Committee has representation from religious organizations, NGOs, Government Ministries and experts in the field. The terms of Reference of the Committee are as follows:

- i) To assess the current status of the family unit in Trinidad and Tobago through examination of reports of studies previously undertaken and other relevant data or conducting new studies as necessary;

- ii) To prepare a report in respect of (i) above, including recommendations to treat with the problems identified;
- iii) To develop an Action Plan for the implementation of the recommendations made; and,
- iv) To identify immediate, medium and long-term actions which can be taken by Government to provide for support to families to rehabilitate and reconstruct the institution of the family where necessary.

The Committee held its first meeting on July 18th 2003. Five (5) meetings have been held thus far.

Conduct of Training in Monitoring and Evaluation: In August, 2003, the Ministry through its Monitoring and Evaluation Division commenced monitoring and evaluation training with a 2-weeks training workshop in Monitoring and Evaluation Concepts, Tools and Strategies. Twenty-three participants from nine (9) Ministries participated in the training.

Conduct of Workshops on Teenage Sexuality: A video on teenage sexuality entitled "Your Life, Your Choice" and an accompanying Facilitator's Guide was developed by the Ministry. Workshops were held for teachers, health personnel, representatives of the National Parent Teachers Association, TTUTA, the Police Service, the Cadet Force and community groups to train facilitators on the use of the video and the Guide. Workshops were held in Central, South East and North Trinidad.

Development of a Database on Homes for Older Persons: The Ministry developed a database of information on the number of Homes, location and types of services available. The data would be useful in monitoring and for determining the types and levels of assistance to be given to the Homes, to assist them in attaining the standards stipulated by the Homes for Older Persons Act 2000.

Establishment of a Division of Ageing: The Ministry obtained Cabinet approval for the establishment of a Division of Ageing and is currently recruiting staff for the Division. The functions of the Division include:

- finalization of the National Policy on Ageing
- coordination of implementation of the National Policy, including development and implementation of programmes and projects and the conduct of research
- monitoring, regulating and licensing of Homes for Older Persons,
- training and placement of caregivers and
- ensuring the provision of community care for older persons

The Division commenced operations in August, 2003.

Development of a National Policy on Ageing for Trinidad and Tobago: The Ministry developed a Draft National Policy on Ageing. In an effort to finalize the policy, a series of public consultations were launched in early October. Consultations were held in Port of Spain, San Fernando and Macoya to facilitate stakeholders in North, Central and South Trinidad. The final consultation was held in Tobago in September 2003.

Community Mediation: The pilot project came to an end in September 2002 but was extended for an additional year. The Ministry is currently developing a new Community Mediation Programme, which would be consistent with the requirement set out in the Mediation Bill 2003. The Bill is expected to be laid in Parliament shortly. A number of projects were successfully conducted by the Community Mediation Centres during 2003 as follows:

- *Anger management programme-* a group of teens from the Cunupia Community with behaviour conflicts participated in an **Anger Management and Self Esteem Building Workshop** in 2002. Follow-up sessions were conducted in 2003 and included sessions for the parents of the teens as a support mechanism. The

session for the teens was held in July 2003. The parents' session was also held in July. Based on the evaluation forms submitted the parents indicated that the session was useful. A similar workshop was held in September for one hundred (100) youths and adults in Laventille.

- An **art therapy project** was also conducted in September 2003. The project entailed training in drawing or painting a conflict situation together with ideas for the solution. Two sessions were held for students with disabilities.
- **Peer Mediation training** programmes were conducted for eight (8) selected high-risk schools in Port of Spain, Chaguanas and Tobago. Ninety students, twentyfive teachers, and five parents benefited from the training. In addition, in September 2003, further follow-up sessions were conducted, two in Trinidad and one in Tobago for students who participated in the sessions in 2002. An additional ninety (90) students benefited from this training. As a follow up to the conduct of these workshops a decision was taken to produce a booklet and video on peer mediation. The booklet is intended to provide written guidelines on the principles and procedures to be applied by peer mediators. The video would assist in raising public awareness of peer mediation through the medium of the film and is to be used as a learning tool in the teaching of peer mediation. A script of the video and a first draft of the booklet on peer mediation were produced. Shootings for the video commenced in August 2003.
- In Tobago, **Financial Management Workshops** were held in July and to educate members of the public on issues related to financial management. It was designed to provide participants with tools for effective money management. A review of the matters addressed at the Scarborough Mediation Centre had revealed that the most prevalent conflicts managed at the Centre were debt recoveries and breaches of financial contracts. The financial management workshops were expected to serve as preventive measures.

- A two (2) day Workshop and orientation meeting were held in July 2003 for participants of the **One Caring Adult Programme**. The Programme seeks to match qualified volunteers with "**at risk**" youth to create mentoring relationships. The mentor serves as a trusted guide or counselor, tutor or coach to a mentee and as a role model to teach, sponsor, encourage, counsel and befriend a less skilled person so that that individual can develop to their fullest potential. The first workshop targeted mentors for training in areas such as the benefits of mentoring, leaving a legacy that lasts, building support systems, the mentoring process and mentoring stages. The second workshop consisted of an orientation session where mentors were introduced to their mentees. A recall session of mentors and mentees was held in September 2003 to obtain feedback from those who have been paired as mentor and mentee.
- A **Logo competition** was launched for secondary schools in July 2003. The aim of the project is to reduce violence and conflicts in communities by focusing on the development of a culture of peace. School children were asked to design an emblem (logo) which depicts diffusion of conflicts in a friendly environment. The ten (10) schools which participated in the Peer Mediation Training Programme in 2003 were particularly targeted for this project.
- Training for the development of **skits for street theatres** on non-violent forms of conflict resolution commenced in Cunupia, Trinidad in June 2003. The purpose of this project is "to script a play of a community mediating conflicts so that the benefits of mediation are apparent. The participants must represent the range of populations in the country, while mediating typical conflicts of any community". The overall aim of this project is to create for the Community Mediation Centres a play that will promote the service of Community Mediation in communities. Phase I of the Street Theatre project began in June, 2003 and focused on forming a theatrical group. Phases II and III were also completed. These included the training of the group and the production of the script and the conduct of three (3) theatrical presentations in Cunupia, Couva and Laventille.

Constraints

There were a number of major constraints which militated against the Ministry's ability to affectively implement its mandate, these include:

- Inadequate staff, particularly in the area of programme and project implementation,
- Inadequate and unsuitable accommodation
- Inadequate physical resources.

The Ministry plans to have on board the required staff, adequate equipment and accommodation by the end of 2003 so that it would be better able to effectively implement its mandate over the next fiscal year.

SECTION 4 - FINANCIAL OPERATIONS

The financial operations of the new Ministry of Social Development commenced as of October 1st 2002.

Budget Formation

The preparation of the Annual Budget submission of the Ministry is coordinated by the Accountant II. Each Division/Department is requested to prepare estimates for programmes and projects under capital and recurrent expenditure. The submission are compiled by the Accountant and a general meeting of all Heads of Departments/Divisions is held with the Permanent Secretary to review and harmonize the submission. The Ministry's estimates are then approved by the Minister before submission to the Ministry of Finance.

Expenditure Versus Budget

For the 2003/2004 Fiscal Year, the Ministry of Social Development received a Budget allocation of \$47,375,704.00. As at the end of September 2003, the total expenditure of the Ministry stood at approximately \$14,409,162.00.

Audit

The seminal role of the Internal Audit Unit is to ensure that the Ministry's financial transactions and processes are in accordance with the guidelines laid down in the Financial Instructions 1965, the Financial Regulations 1965, the Exchequer and Audit Act, Chapter 69:01 and any other circulars and directives that may be issued from time to time.

At the beginning of each financial year an annual audit programme of work is submitted to the Accounting Officer (Permanent Secretary) for approval. This covers the main operations of the Ministry as well as its Divisions/Sections. Monthly programmes of work are also submitted to the Accounting Officer at the beginning of each month for approval.

Reports are prepared and submitted to the Accounting Officer, on all audit exercises undertaken. Where discrepancies or weaknesses are discovered in the accounting system, these are brought to the attention of the Accounting Officer and recommendations are made for corrective action. Based on the audit exercises conducted to date, no major discrepancies have been discovered in the accounting records to warrant concerns.

SECTION 5 - HUMAN RESOURCE DEVELOPMENT PLAN

Career Path System and Promotion – Selection Procedures

These two factors are inter-related. Promotion within the Public Service and by extension, within the Ministry is a centralized function of the various Commissions, and is based essentially on seniority at the lower levels. At the management levels, criteria such as qualifications, experience, job performance and overall suitability for the post are taken into consideration.

The career path of staff within the Ministry is facilitated by the Ministry's training needs which are assessed, evaluated and implemented in the context of the Ministry's human resource growth and developmental requirements, and in keeping with the Ministry's goals and objectives.

Training programmes are designed for skills enhancement, acquiring new knowledge, job enrichment, personal development, enhancement of job performance and for succession planning.

In keeping with the procedures and regulations in place, members of staff are given the requisite time-off to facilitate their self development and their careers. Members of staff also apply for funding for tuition, and requests are considered based on the Ministry's training requirements, a financial needs assessment of the respective officer and the availability of funds.

Performance Measurement Tools

The Ministry has in place the Performance Management Appraisal System used throughout the Public Service. Performance is reviewed and evaluated on the basis of standards set for the duties attaching to each position. Performance is reviewed quarterly, half yearly or annually as required for the respective positions.

Evaluation of performance would indicate the need for further training and development, reassignment to perform at a higher level, (acting appointment) or promotion to the next grade.

Benefits also include:-

- (i) Improved planning through the process of identifying and linking the objectives and strategies of the Ministry to the related duties of each employee.
- (ii) Better understanding of work through clarification of individual work tasks and responsibilities, boundaries and expectations.

SECTION 6 - PROCUREMENT PROCEDURES

The procedures for the procurement of goods and services of the Ministry of Social Development are in keeping with the appropriate Central Tenders Board Ordinance and Regulations.

The Central Tenders Board (Amendment) Regulations 1995 provides for Ministerial Tenders Committees and Permanent Secretaries to act for the Board for the award of contracts not exceeding \$500,000 and \$100,000 respectively. In the execution of this provision for procurement of goods and services, the following financial limits have been established:

- (i) CENTRAL TENDERS BOARD - Over \$500,000.00
- (ii) MINISTERIAL TENDERS COMMITTEE - \$100,000.00 to \$500,000.00
- (iii) PERMANENT SECRETARY - Up to \$100,000.00

a. The Central Tenders Board

The Central Tenders Board is the sole authority for processing and awarding contracts for the procurement of goods and services where the total value exceeds five hundred thousand dollars (\$500,000.00). All requests for the award of contracts for the procurement of goods and services exceeding \$500,000.00 are referred to the Director of Contracts, Central Tenders Board.

b. Ministerial Tenders Committee

This Committee processes and awards contracts for the purchase of goods and services for the Ministry of Social Development at a total value in excess of \$100,000.00 and not exceeding \$500,000.00.

All requests for processing for and award of contract for the procurement of goods and services at such a value are made through the Secretary of the Ministerial Tenders Committee. The Committee's composition is as follows:-

Representative of C.T.B	-	Chairman
Director, Social Planning and Research	-	Member
Auditor I	-	Member
Clerk II	-	Secretary

c) Permanent Secretary

Invitations for Tenders are processed and recommendations are made to the Permanent Secretary for the award of contracts for the procurement of goods and services for amounts up to \$100,000.00. Such recommendations are subject to the written approval of the Permanent Secretary before the award of any contract.

Approval is granted by the Permanent Secretary, for the procurement of goods and services only when funds specific to the purpose are available. Once approval is granted to procure goods and services in the amounts that can be approved by the Permanent Secretary, at least three quotations from potential suppliers must be obtained, from which a selection based on price, quality and the track records of the supplier. Once a supplier is selected, a voucher is prepared for presentation of the supplier of the good or service for delivery of the good or service to the Ministry.

With respect to the purchase of computer systems, main frames and major networks, for computer systems, approval is obtained from National Information Systems Centre.

d) Other Procedures

All goods and services indicated in the "List of Contracts for supplies and services for Central Government, etc." are purchased from the relevant Bonded Contractors. Purchase of such goods and services from suppliers other than those "listed" are made where the contractor confirms in writing, or other appropriate documentary proof is available, that he is unable to supply.

Quotations are invited by public tender where practicable, and otherwise from as many suppliers as possible. In cases where circumstances and exigencies mitigate against this, a minimum of three (3) quotations from suppliers are received and considered.