

Ministry of Social  
Development and  
Family Services:  
Annual  
Administrative  
Report 2019/2020

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## EXECUTIVE SUMMARY

### Overview

The Ministry of Social Development and Family Services' (MSDFS) Annual Administrative Report 2019/2020 provides an overview of the Ministry's performance and the way forward for the succeeding fiscal year 2020/2021.

The Report also provides the required information on the Ministry's Corporate Structure, Legislative and Regulatory Frameworks, Reporting Functions, Financial Operations, Human Resource Development Plans, and Procurement Procedures. Also included are the achieved initiatives of the various Units within the Ministry whose strategic operations have been aligned to eight (8) Corporate Objectives namely: (i). Poverty, (ii) Build Families, (iii). Empower Persons with Disabilities, (iv). Improve the well-being of Older Persons, (v). Reduce the number of Socially Displaced Persons, (vi). Reduce Substance Abuse in the population, (vii). Strengthen Planning and Development Systems, and (viii). Improve Performance.

A Summary of the overall performance of the Ministry and the Statutory Boards under its remit for fiscal 2019/2020 is outlined hereunder.

### COVID-19 Financial Relief by MSDFS

The World Health Organisation (WHO) declared the COVID-19 (Coronavirus) to be a pandemic in March 2020. The term pandemic, according to PAHO, refers to a "global epidemic that spreads to more than one continent". This pandemic has affected almost all countries around the world (except 12 countries) and has challenged not only the health sector but caused economic, human and social crises.

The effects of the pandemic in Trinidad and Tobago have been adverse, creating a public health and economic crisis. This was also at a time when Trinidad and Tobago, as an energy driven economy, was impacted by a collapse in oil prices in the first quarter of 2020. The compounding effect was likely an increase in unemployment and volatile commodity prices.

It was agreed to strengthen the social protection system, to mitigate the socio-economic impact of the measures implemented to reduce the spread of the 2019 Novel Coronavirus (COVID-19). The GoRTT through the MSDFS implemented many emergency social measures to treat the socio-economic repercussions of COVID-19 given that a significant number of citizens were retrenched, terminated or were in receipt of reduced income due to the Government's Social Distancing and Stay-At-Home initiatives. The main measures included:

- a) Temporary Food Support Card in the value of \$510.00 for three months- (issued one food card per family).

- b) Public Assistance Grant in the value of \$1500.00 per month for an initial period not exceeding 3 months to persons who were retrenched/terminated/experienced reduced income.
- c) Rental Assistance Grant in the value of \$2,500.00 per month for a period of three (3) months initially, and up to six (6) months as required. If this support is required beyond the six months, the Rental Assistance Grant will be reduced to \$1,500.00 and then a further reduction of \$1,000.00 for any additional months required. The total period of rental assistance must not exceed twelve (12) months.

## Financial Operations

For fiscal 2019/2020 the Ministry of Social Development and Family Services received an initial Budgetary Allocation of \$4.968Bn with supplementary funding, out of which \$5.109Bn was the total expenditure as shown in Table 1 below.

**Table 1: Budgetary Estimates and Expenditure for Fiscal 2019-2020**

SUB-HEADS	ESTIMATES Financial Year 2020	ACTUAL EXPENDITURE Financial Year 2019	VARIANCE
Personnel Expenditure	44,855,742.00	41,389,782.43	3,465,959.57
Goods and Services	115,966,688.00	82,756,126.09	33,210,561.91
Minor Equipment Purchases	2,675, 919.00	86,209.03	2,589,709.97
Current Transfers and Subsidies	4,752,598,400.00	4,950,796,171.62	198,197,771.62
Current Transfers to Statutory Boards and Similar Bodies	44,903, 251.00	33,624,886.00	11,278,365.00
Development Programme	7,500,000.00	374,665.00	7,125,335.00
<b>TOTAL</b>	<b>4,920,920,830.00</b>	<b>5,109,027,840.17</b>	<b>255,867,703.07</b>

## Internal Audit

The Ministry's Internal Audit produced sixty-two (62) reports for fiscal 2019/2020.

## Human Resource Development

The Human Resource Department (HRD) of the MSDFS continues to play an integral role in the coordination of the Ministry's personnel to achieve specific business objectives. As a consequence, the HRD is responsible for managing employees' work-life cycles (i.e. recruiting, hiring,

onboarding, training, and terminating employees) and administering employees benefits. During fiscal 2019/2020 the staff complement comprising established, contract and short-term were totalled, 536 employees.

## Procurement Procedures

The Ministry of Social Development and Family Services operates within the legal and regulatory frameworks of the Central Tenders Board Ordinance 22 of 1961, the Central Tenders Board Regulations 1965, their amendments and subsidiary legislation. Its procurement operations are based on the following principles:

- Value for Money
- Open and Fair Competition
- Accountability

## CORPORATE OBJECTIVE 1: Poverty Reduction

### 1. COVID-19 SUPPORT PAYMENTS

Table 2: COVID-19 Financial Support Programme, as of August 27, 2020.

Intervention	Description	Amount (TT\$)	Breakdown	Duration (months)	Households paid to date	Expenditure
Food Cards	Additional support to existing beneficiaries of food support	\$450	2,633	3	25,101	\$17,144,100.00
		\$300	7731			
		\$150	14,737			
Food and Income Support-Retrenched/terminated/income reduced for an initial period not exceeding 3 months.	\$510.00	(Food) -45,426 (69,501,780.00)	3	47,250	\$203,746,530.00	
	\$1,500.00	(Income)- 43,944 (134,244,750.00)	2			
	The provision of Food Support to households that receive meals from the School Feeding Programme but who	\$510.00		3	20,500	\$31,365,000.00

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	are not current beneficiaries of food support.					
<b>Income Support</b>	<b>Support to current beneficiaries of the Public Assistance and Disability Assistance Grant</b>	\$500	714	3	42,451	\$22,520,250.00
		\$450	1,281			
		\$300	3,366			
		\$150	37,090			
<b>Senior Citizens Pension (outstanding)</b>	Food support to persons who applied for Senior Citizens Pension but their matters were not determined.	\$1,500.00		3	2,818	\$ 12,681,000.00
<b>Disability Assistance Grant (outstanding)</b>	Food Support to persons who applied for Disability Assistance Grant but their matters were not determined	\$1,000.00		3	488	\$1,464,000.00
<b>Hampers</b>	<b>Emergency hampers</b> were provided to families in urgent need during the stay at home period. This project was executed in collaboration with the 14 Municipal Corporations.	\$357.14		1	1,400	\$500,000.00
<b>Food Vouchers</b>	<b>Food Vouchers/Market Boxes provided to families,</b> in collaboration with the Ministry of Agriculture during the stay at home period and continuing. This includes a basket of fresh produce, inclusive of two chickens, and a grocery voucher. This initiative aims to provide support to 30,000 families.	\$250		3	17,300	\$4,325,000.00
<b>Rental Assistance</b>	<b>Rental Assistance</b> to a family where a member was retrenched/terminated/reduced	\$2,500		2	2,206	\$9,453,200.00
	<b>TOTAL (\$)</b>				<b>159,514</b>	<b>\$303,199,080.00</b>

## 2. NATIONAL SOCIAL DEVELOPMENT PROGRAMME

The National Social Development Programme (NSDP) is a social intervention strategy that was established to assist underserved/deprived citizens and communities of Trinidad and Tobago in the overall improvement in their quality of life. For fiscal 2019/2020 a total of **451** beneficiaries benefitted from social improvement services such as House Wiring (materials only); Sanitary

Plumbing Facility, Minor House Repairs (materials only), and the Sowing Empowerment through Entrepreneurial Development (SEED) at **\$1.9Mn.**

## 3. SOCIAL WELFARE DIVISION

The Social Welfare Division is charged with the responsibility for the equitable, transparent and timely provision of services to assist the less fortunate members of society in meeting their social and financial needs. For fiscal 2019/2020 an expenditure of **\$5.1Bn** was effected in grants disbursed to persons in need of the following social welfare assistance:

- Senior Citizens' Pension- \$4 Bn
- Public Assistance Grant - \$339 Mn
- Disability Assistance Grant (DAG)- \$526 Mn
- Disability Assistance for Children- \$31.8Mn
- Food Support- \$193.7 Mn
- General Assistance Grants- \$7 Mn
- Prosthetics Grant - \$1.2 Mn
- Special Achievers - \$.1 Mn

## 3. ADULT EDUCATION

The Adult Education Programme provides free educational opportunities to citizens 15 years and over to complete Primary and Secondary Education, Technical Vocational Skills Training and Literacy Skills. The Intervention targets those who are unable to participate in the world of work/entrepreneurship. Participants can choose from over 60 TVET Courses, music, typing, first aid and CXC Maths and English.

During Fiscal 2019/2020 enrolment levels to the Ministry's adult education programmes were as follows:

- 6,900 persons were enrolled in the programme (1,424 persons enrolled for CXC/Primary School Leaving courses and 5,476 persons enrolled for the TVET courses offered in collaboration with the University of the West Indies Open Campus. However, no classes were materialised during the fiscal due to COVID-19 restrictions.
- Laid the groundwork for the establishment of an ICT Lab at the San Fernando Lifelong Learning Centre.



## CORPORATE OBJECTIVE 2 - Build Families

### 1. NATIONAL FAMILY SERVICES

The National Family Services Division (NFS) was established via Cabinet in March 1991 to promote healthy family functioning through the provision of preventive, developmental and remedial programs and services. During fiscal 2019/2020 the Division was able to meet its objectives through the provision of the undermentioned psycho-social support services, workshops and radio programmes where several persons benefitted as follows:

- Cases receiving psycho-social support – **3,307**.
- Couples and families benefitted from the following services:
  - **Counselling (3,719)**
  - Co-parenting Counselling (**349**)
  - Advocacy (**246**)
  - Advice/Information (**2509**)
- Three (3) Parenting workshops were conducted online. These workshops provided information on positive parenting practices and behaviours where a total of **90 persons** registered for the workshops.
- Hosting of the Radio Programme, *“It’s Family Time, Let’s Talk”*, to provide a forum for discussion on various aspects of family life.

### 2. INTER-DISCIPLINARY CHILD DEVELOPMENT CENTRE

The Inter-Disciplinary Child Development Centre (ICDC) was established in 1979, to provide educational, nutritional and social services for low-income families and children with mild learning disabilities. The Centre caters for 60 children - 45 pre-schoolers, aged 3-5 years, and 15 babies, aged 1- 3 years. Meals including breakfast and lunch, are provided for all children. During fiscal 2019/2020, thirty-nine (39) children benefitted from the services provided during the period that the school was in operation. As with all schools for fiscal 2020, the Centre closed its doors in March 2020.

## CORPORATE OBJECTIVE 3 – Empower Persons with Disabilities

### 1. DISABILITY AFFAIRS UNIT

The Disability Affairs Unit (DAU) was formally established in August 1999. The Unit serves as a resource and referral centre for persons with disabilities. During fiscal 2019/2020 the Unit was able to plan and execute several programmes and achieved several objectives including:

- The conduct of Therapeutic services, such as Motor Group Therapy, for children with disabilities, in collaboration with the non-governmental organization, Caribbean Kids and Families Therapy Organization for the period, October to December, 2019;

- On March 16, 2020, Cabinet approved the appointment of the Inter-Agency Committee to promote and monitor both the United Nations Conventions on the Rights of Persons with Disabilities and the National Policy on Persons with Disabilities for two (2) years; and
- A Management Committee revised the Request for Proposal for inviting organisations to bid for the management of the daily operations of the National Enrichment Centre at Carsen field.

## CORPORATE OBJECTIVE 4 – Improve the Well-being of Older Persons

### 1. DIVISION OF AGEING

The Division of Ageing (DOA) was established in 2003 to serve as an umbrella agency focusing on ageing initiatives and issues in Trinidad and Tobago. For fiscal 2019/2020 the DOA set out to achieve several performance objectives and initiatives both as a unit and in collaboration with other Units within the Ministry. Some of the initiatives were as follows:

- Refurbishment works were commenced at the Home for the Aged in Chaguanas.
- Continued operations of the Older Person Information Centre (OPIC).
- Developed Draft Manual as a guide for Senior Activity Centres (SACs) receiving subventions and for future SACs
- Five (5) Activity Centres were in operation within communities across the country, namely: Maloney, Rio Claro, Barataria, Princes Town and Pointe-a-Pierre. *(Approximately 558 senior citizens were able to benefit from the use of these centres)*
- Support to elderly persons - **9,417** older persons were new recipients of Senior Citizens' Pension.
- Investigations and timely interventions conducted by DOA have resulted in decreases in Elder abuse reports where private residences showed a 60% decrease in reports, while Homes for older persons also showed a 25% decrease compared to last year's reports. *(Elder Abuse reported for the period were 112 reports from domiciles (private residences) and 25 from Homes for Older Persons).*
- As of September 2020, under the Community Care Programme (CCP), ninety-one (91) residents across eighteen (18) Homes for Older Persons (HOP) were supported by this initiative. Also, (21) older persons were decanted from various Regional Health Authorities and placed into HOP.

### 2. RETIREES ADOLESCENT PARTNERSHIP PROGRAMME (RAPP)

The Retirees Adolescent Partnership Programme (RAPP) is one of the priority Social Sector Programmes implemented by the Ministry of Social Development and Family Services. It is a community-oriented programme, which seeks to utilize the skills and experiences of retired persons to assist by way of supervision for youths ages 9-21 years.

For fiscal 2019/2020 (250) participants took part in programmes and other initiatives offered by RAPP in various at-risk communities namely Belmont: Couva, La Horquetta, Laventille and Valencia.

### 3. GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME (GAPP)

The Geriatric Adolescent Partnership Programme (GAPP) was introduced in 1993. The programme is an intergenerational training programme, which imparts knowledge and skills in elder care to young persons between the ages of 17 years and 35 years, where graduates of the training are required to provide care to seniors. For fiscal 2019/2020 Caregivers were assigned to assist **1,044** elderly persons in their **private** homes in daily living activities, as well as with medical appointments etc., in the East, North, Northeast, Central, St. Patrick and Victoria regions.

## CORPORATE OBJECTIVE 5 – Reduce the Number of Socially Displaced Persons

### 1. SOCIAL DISPLACEMENT UNIT

The Social Displacement Unit (SDU) is responsible for the assessment, care and rehabilitation of socially displaced persons. During fiscal 2019/2020 the Unit undertook the following activities and interventions:

- **Street Outreach Programme:**
  - A National Head Count of persons living on the street was conducted, **and it was discovered** that a total of **four hundred and forty-one (441)** persons were found sleeping on the streets.
  - **Twenty-Four (24)** public reports of persons living on the streets were addressed or investigated.
  - **One hundred and sixty-five (165)** persons were referred to substance abuse rehabilitation.
- **Social Work Services:**
  - **Three hundred and nine (309)** in-office Social Work Interventions were conducted with clients.
  - Routine Technical Advice was provided to **eight (8)** non-governmental organisations (NGOs).
- **Elderly Relocation:**
  - **Nineteen (19)** Elderly Persons were provided with accommodation under Community Care.
- **Deportee Reception and Integration:**
  - **Thirty-One (31)** deported persons were provided with counselling.

- **Centre for socially Displaced Persons – Riverside Carpark:**
  - **Sixty-two (62)** persons were referred for admission to CSDP.
  - COVID-19 (C19) Shelter, Port-of-Spain was constructed as a temporary measure to facilitate street dwellers to have an additional option for shelter in keeping with the amended Public Health Regulations as a result of the pandemic. Sixty-four (64) persons accessed this shelter during fiscal 2019/2020.
  
- **Policy Document re Amendment to Act 59 of 2000 draft completed.**

## **CORPORATE OBJECTIVE 6 – To Reduce Substance Abuse In The Population**

### **1. PIPARO EMPOWERMENT CENTRE**

The Piparo Empowerment Centre (PEC) commenced operations in July 2001 to provide residential treatment and rehabilitation services for male drug addicts using the Therapeutic Community Model. The Centre receives its clients from walk-ins, the socially displaced, past offenders, referrals from other treatment and rehabilitation agencies, the Drug Treatment Court and those requiring long-term treatment from other short-term programmes. During fiscal 2019/2020 the PEC accomplished the following:

- **Seven (7)** persons successfully graduated from the Programme;
- **Twenty (20)** new residents were enrolled in the Centre;
- **Two (2)** students completed their Practicum training at the PEC; and
- The PEC successfully hosted its Annual Family Day in December 2019.

## **CORPORATE OBJECTIVE 7 – Strengthen Planning And Development Systems**

### **1. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION**

The Policy and Programme Planning and Development Division (PPPDD) has overall responsibility for the development and coordination of social sector policies, projects and programmes that are culturally relevant, economically viable and sustainable. It operates on the foundation that policy development and programme planning and development are ultimately linked and must be undertaken holistically. During fiscal 2019/2020 the Division was instrumental in the preparation of critical documentation necessary for organizational accountability and transparency as follows:

- Preparation of **three (3)** Parliamentary Responses for Joint Select Committees;
- Preparation of **four (4)** Oral Replies to the Senate;
- Development of **one (1)** policy; and

- Preparation of **fourteen (14)** Requests for Comments/ Briefs/ Documents/ Reports, for External Agencies and Government Ministries etc.

## 2. LEGAL UNIT

This Unit provides support to the Ministry on all legal matters that affect the Ministry's work. The legal officer is required to attend Parliament and Legislative Review Committee Meetings, in support of the Minister, Permanent Secretary and other technical officers when matters about the Ministry are being discussed. During fiscal 2019/2020 the Unit achieved the following:

- Review of Legislation and legal matters.
- Finalised the Street Dwellers Policy for submission to the Ministry of Attorney General and Legal Affairs.
- Senior Citizens' Pension Act- The policy was completed and sent to the Executives for approval.
- Reviewed the Home for Older Persons Act.
- Removal of the Life Certificate in Senior Citizens' Pension Act – Brief was sent to the Minister of National Security.
- The number of Industrial Court matters the Ministry had during the same fiscal was nineteen (19), with one (1) matter being addressed.

## 3. HIV/AIDS COORDINATING UNIT

The core business of the HIV/AIDS Coordinating Unit is to educate and sensitise staff and clients of the Ministry on HIV issues. The Unit is also responsible for integrating the national HIV/AIDS response into the Ministry's development process, including poverty reduction strategies, budgeting instruments and sectoral programmes/initiatives and projects. During fiscal 2019/2020 the Unit achieved the following:

- **76** clients were sensitized and educated on HIV issues;
- The Unit, in commemoration of World AIDS Day, facilitated:
  - HIV testing of **34 persons**.
  - Basic health screening for 117 persons.
  - Pap smear testing for **14 female** staff members.
  - PSA (prostate-specific antigen) testing for **3** male staff members.

## 4. MONITORING AND EVALUATION UNIT

The Monitoring and Evaluation Division (MED) was established in April 2003 with the overarching mandate to coordinate monitoring and evaluation (M&E) in the Social Sector and to facilitate the provision of timely and reliable evidence-based information for effective decision making. During fiscal 2019/2020 the Unit accomplished the following:

- Completed three (3) evaluations:

- NGO – CSDP (Draft Report submitted to the MSDFS Executive).
  - Programmes – GAPP (Draft Report submitted to MSDFS Executive).
  - RAPP (Data collection completed, draft report submitted March 2020).
- Commenced preliminary activities for three (3) evaluations:  
Three (3) NGOs: - Marabella Family Crisis Centre
    - PAVI
    - Lifeline
  - Developed a TOR/RFP for outsourcing the conduct of programme Evaluations.
  - Feedback forms, monthly progress form, work plan, quarterly reporting and quarterly progress report templates were updated and finalized and have been commissioned for implementation.

## 5. CORPORATE COMMUNICATIONS AND EDUCATION UNIT

The Corporate Communications and Education Unit (CCEU) of the Ministry of Social Development and Family Services seeks to add value to the Ministry's corporate image by providing strategic counsel and creatively utilizing communications and public relations strategies that increase awareness of the Ministry's programmes and achievements among its internal and external publics. Some of the Unit's major achievements for fiscal 2019/2020 were as follows:

- Launched Internal Roll Out of the VABS Campaign.
- Conducted **24** Community Social Outreach and Impact Caravans across Trinidad and Tobago.
- Advertising – More than **one hundred (100)** advertisements of various types were published over the reporting period.
- Launch of Project HEARD – Helping and Empowering with Assistance right at your Doorsteps (COVID-19 Relief).

## 6. SOCIAL INVESTIGATIONS DIVISION

The Social Investigations Division (SID) of the Ministry of Social Development and Family Services is the central coordinating research unit for the social sector. The Division is therefore the repository of information exchange on all research-related activities of the social sector. SID is responsible for undertaking social research or the investigation of major social issues (e.g. Crime, Poverty, Street Dwelling) to inform policy, programme development and implementation. Some of the key achievements for fiscal 2019/2020 were:

- Implementation of aspects of Phase 1 of the National Social Mitigation Plan (NSMP) 2017 – 2022.

- Operation of the Inter-Ministerial Research Council (IMRC) 2018 – 2021.
- Review of the Standard Means Test (SMT) for Selected Grants of the MSDFS.
- Implementation of the MSDFS Strategic Plan 2018 – 2022.
- Conduct of Focus Groups for the National Parenting Policy (NPP).
- Prepared report on Survey of Therapeutic Services for Persons with Disabilities.
- Continuation of the development of the Poverty Reduction including National Poverty Reduction Strategy (NPRS).
- Preparation of Chapters for the Social Sector Investment Programme (SSIP).

## **Corporate Objective 8 – Improve Performance**

### **1. DEVELOPMENT SUPPORT UNIT**

The Development Support Unit (DSU) was established on July 22, 2004. The Unit's vision presents a commitment to give continuing support to the organisation through its journey from developmental status to transformational status. During fiscal 2019/2020 some of the initiatives accomplished by the DSU were as follows:

- **Innovation and Recognition**
  - The Ministry was among the top three (3) in the Inter-American Development Bank (IDB)'s Presidential Awards for Service Excellence and Innovation.
- **Organisational Development:**
  - Coordination of the Recertification exercise.
  - Implementation of the new Debit Card system to transfer funds to beneficiaries of the food support grant.
- **Leadership Development**
  - General Staff Orientation
  - Development and Implementation of a Plan to reduce the backlog of cases in the various Boards.

### **2. PROJECT IMPLEMENTATION UNIT**

The PIU is responsible for the management and implementation of all Public Sector Investment Programme (PSIP) projects of the MSDFS. During fiscal 2019/2020 the following project activities were completed:

#### **1. The Street Dwellers Rehabilitation and Reintegration Project:**

- The contract was awarded for painting and decorating of the Centre for Socially Displaced Persons (CSDP). Painting (internal and external) at the Centre for Socially Displaced Persons was completed.

## 2. Establishment of Social Displacement Centres:

- The contract was awarded for the refurbishment of the electrical, and plumbing systems; the replacing of locksets on some doors and the grill that covers the box culverts;
- Cabinet works; and air-conditioning at the New Horizon Facility in Piparo Empowerment Centre.
- A Temporary Shelter was established on the ground level of the Centre for Socially Displaced Persons (CSDP), to safeguard and house homeless persons during the COVID-19 pandemic.

## 3. Refurbishment of Hernandez Place (Phase I):

- The contract was awarded for Phase I Refurbishment for the completion in some areas of electrical, kitchen, ceiling, Ground level bathroom, plumbing, and perimeter fence. Additionally, insect screens were installed and internal and external painting of the building and perimeter walls were undertaken along with building block works at the Home.

## 3. INFORMATION TECHNOLOGY DIVISION

The Information and Communication Technology (ICT) Division is responsible for the development and maintenance of a modern, secure information and communication technology infrastructure, as well as the provision of client systems, business application services, ICT strategic planning and administration for the Ministry. During fiscal 2019/2020 the Division accomplished inter alia the following key activities:

- **Implementation of SAN:** The new SAN Storage was set up and configured. The migration of critical services from the old SAN to the new SAN storage.
- **Migration of SSCMS:** SSCMS Application was migrated from the old network environment to a new one.
- **Integrated Social Enterprise Management System:** The ISEMS is a strategic information technology (IT) approach for the management of a complex array of social service programmes offered by the various divisions of the Ministry.
- **Social Service Client Management System:** This is an interim client management system that is being developed within the ministry to formalize and add structure to clients' data with the goal of an easy transition into the ISEMS.
- **National Insurance Board (NIB) Request:** A collaborative agreement was made between NIB and MSDFS to gain data on clients for the process of ensuring that the application of grants is delivered effectively.



#### 4. NON-GOVERNMENTAL ORGANISATION (NGO) UNIT

In 2011, Cabinet approved the establishment of a Non-Governmental Organization (NGO) Unit. However, in May 2013 the Unit was officially established to manage the Ministry's relationship with service delivery partners involved in social services in communities. Some activities accomplished for fiscal 2019/2020 under the remit of the Unit were:

- Reviewed nineteen (19) Draft Service Level Agreements.
- Continued collaboration with the Trinidad and Tobago Blind Welfare Association (TTBWA) to ensure completion of recommendations of MSDFS' Internal Audit.
- Continued the administration of subventions for twenty-two (22) NGOs and three (3) Statutory Bodies under the Ministry's remit.

#### 5. PROCUREMENT UNIT

Cabinet in July 2017, agreed to the establishment of Procurement Units under each Accounting Head in Ministries, Departments and Agencies based on set organisational structures, as well as the functions and duties in respect of the Procurement Units to be carried out by existing staff as far as possible. Each structure consists of an Evaluation and Disposal Committee, which may be resourced by the same individuals carrying out both functions. In November 2020, the Ministry of Social Development and Family Services recruited a Public Procurement Officer to continue the transitional works required to prepare the Ministry for the full proclamation of the Public Procurement and Disposal of Public Property Act 2015.

During fiscal 2019/2020, the Procurement Unit achieved the following activities:

- Established inclusive of physical space, email, server, documentation/filing system etc for the operations of the Procurement Unit.
- Developed Standard Operating Procedures (SOPs) for each position in the Procurement Unit.
- Commenced evaluation of Pre-Qualification Listing.
- Developed Website application for procurement activities including the posting of Contract Listing and Annual Procurement Plan with proposed procurement activity.
- Conducted review of Organisational Procurement.
- Developed Procurement One-Year Training Plan for 2019/2020 & 2020/2021.

## STATUTORY BODIES

For the period 2019/2020, the achievements of the Statutory Bodies namely the Trinidad and Tobago Association for the Hearing Impaired, the Trinidad and Tobago Blind Welfare Association and the Trinidad and Tobago Association for Retarded Children, which fall under the remit of the Ministry, are as follows for the period 2019/2020:

### TRINIDAD & TOBAGO BLIND WELFARE ASSOCIATION:

- i. During fiscal 2019/2020, **38** Braille sessions, **138** computer sessions, **42** typing sessions and **19** Smartphones usage sessions were held.
- ii. The Handicraft workshop made a total of \$177,356.00 in sales.
- iii. The teaching of Braille was conducted online at the University of Trinidad and Tobago (UTT) with seventy (70) students.
- iv. Implementation of The Cottage Industry; Pilot Project completed with three (3) persons enrolled as cottage workers.
- v. The Operational Manual is 60% completed.
- vi. The Association distributed sixty-three (63) white canes.
- vii. Five (5) blind or visually impaired students were given smart desks with features such as smart Braille, refreshable Braille display and tablet tactile globe.

### TRINIDAD & TOBAGO ASSOCIATION FOR THE HEARING IMPAIRED:

- i. DRETCHI now has an Auditory Brainstem Response (ABR) Machine that facilitates the screening of infants and young children.
- ii. Back to School Initiatives with Quota TT were conducted.
- iii. A Proposal for a Sign Language Dictionary was completed.
- iv. International Week of the Deaf.
- v. Raised awareness on Sign Language was hosted.
- vi. "Sponsor a Child Initiative" for Speech and Language Therapy was undertaken.
- vii. "A First Protect Your Ear" Campaign was conducted.

### TRINIDAD AND TOBAGO ASSOCIATION FOR RETARDED CHILDREN:

- i. On January 24, 2020, the Lady Hochoy Special School located in Penal, celebrated its 43<sup>rd</sup> Anniversary.
- ii. Trinidad and Tobago Special Olympic Games selected a student to participate in a workshop, hosted in Jamaica, for the next Special Olympic Games.
- iii. Refurbishment works were completed at the Lady Hochoy Home in Cocorite and Gasparillo.

## APPENDICES

The Administrative Report 2019/2020 also contains reports on the following organisations as Appendices:

- Appendix I: Trinidad and Tobago Blind Welfare Association (TTBWA).
- Appendix II: Trinidad and Tobago Association for the Hearing Impaired (DRETCHI).
- Appendix III: Trinidad and Tobago Association for Retarded Children (TTARC).

## THE STRATEGIC FRAMEWORK

### 1.1 Vision

A dynamic, service-driven organisation that delivers premium social services towards the achievement of sustainable human and social development.

### 1.2 Mission

Positively transforming the lives of the people of Trinidad and Tobago through the provision of quality social services.

### 1.3 Goals

- a. Promote Resilience for all
- b. Protect, empower and transform families
- c. Reduce and prevent poverty, vulnerability and inequality
- d. Ensure a modern client-centred, high-performance organisation.

### 1.4 Core Values

**Respect**                      The valuing of people through courteous, caring and unbiased interaction.

<b>Equity</b>	Treating all persons with fairness, and impartiality. Ensuring that the treatment provided conforms to the specific needs of the individual.
<b>Integrity</b>	Adherence to moral and ethical principles. Honesty in all that we do.
<b>Compassion</b>	Developing interconnectedness with clients by having a sympathetic and empathic consciousness of their need together with a desire to alleviate it.
<b>Responsiveness</b>	Continuously anticipating and monitoring society's ever-changing social issues to develop appropriate social programmes and services.
<b>Innovativeness</b>	Always looking for new approaches/ways of performing and doing things better.
<b>Commitment</b>	Working together, pledging to achieve excellence in the delivery of social services.
<b>Inclusiveness</b>	Engaging all citizens so that their voices are heard and their opinions matter in our society.

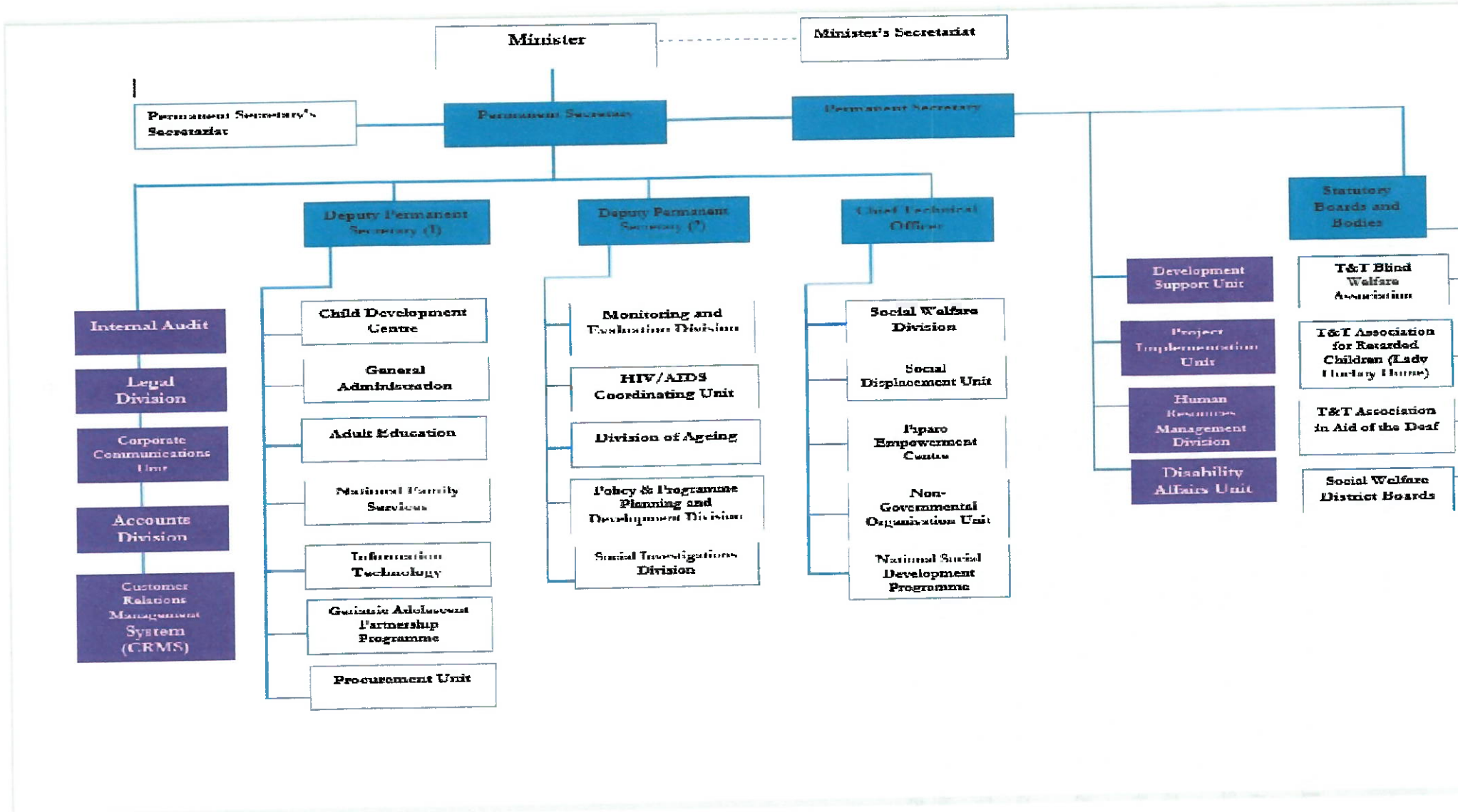
## 1.5 Corporate Objectives

1. To reduce the incidence of poverty in society.
2. To build strong functional families as the foundation of society and promote sound value systems among the population.
3. To increase the level of participation of persons with disabilities in society toward the realization of their full potential.
4. To enhance and sustain the well-being of all older persons.
5. To reduce the number of socially displaced persons.
6. To reduce substance abuse in the population.
7. To develop, monitor and evaluate the policy framework for the effective delivery of social services.
8. To achieve high performance, customer-focused organisation that meets its operational strategic objectives efficiently and effectively.

## 1.6 Priorities/Strategic Imperatives

1. Reduce the incidence of poverty in society at a rate of 2% annually.
2. Reduce the number of socially displaced persons through policies and effective, innovative, preventative and rehabilitative programmes.
3. Enhance and sustain the well-being and quality of life of all older persons.
4. Promote public awareness and provide advocacy and support for persons with disabilities in society toward their increased participation and realisation of their full potential.
5. Reduce substance abuse in the population by way of demand reduction and the prevention and reduction of the negative consequences of substance abuse.
6. Increase knowledge and promote behaviour change as it relates to HIV/AIDS.
7. Provide an appropriate environment for collaborative decision making.
8. Develop, monitor and evaluate the policy framework for effective delivery of social services.
9. Manage the process of transition from poverty to economic inclusion and self-sufficiency.

## 2.0 ORGANISATIONAL STRUCTURE



## 2.1 Heads of Divisions

**Table 3: Heads of Divisions**

<b>Executives</b>	
Jacinta Bailey - Sobers	Permanent Secretary
Sheila Seecharan	Ag. Permanent Secretary
Vijay Gangapersad	Ag. Deputy Permanent Secretary
Michael Reid	Ag. Chief Technical Officer
<b>Heads of Divisions</b>	
Aidan Lubin Hewitt	Administrative Officer V, General Administration
Paul Kanneh	Manager, Information Technology Division
Anton Reyes	Project Coordinator, Geriatric Adolescent Partnership Programme
Brenda McCree Hunte	Coordinator, Retiree Adolescent Partnership Programme
Carla McKie	Internal Auditor II, Internal Audit
Diann Cooper Mark	Manager, Project Implementation Unit
Brennan Gowrie	Director, Monitoring and Evaluation Division
Esther Pilgrim-Soanes	Director of Finance and Accounts, Accounting Unit
Cindy Heeralal	Coordinator, Non-Governmental Organisation Unit
Joella Taylor	Programme Director, Piparo Empowerment Centre
Judy Tacklalsingh	Manager, Inter-Disciplinary Child Development Centre
Loraine Reyes-Borel	Executive Director, Social Displacement Unit
Maria Cruikshank	Coordinator, HIV/AIDS Coordinating Unit
Mariah Celestine	Legal Officer, Legal Division
Lisa R. Ifill	Ag. Director, Policy, Programme Planning and Development Division
Natalie Walters	Manager, Communications and Education Unit
Nivea Davis	Change Management Officer, Development Support Unit
Patricia De Leon-Henry	National Director, National Social Development Programme
Rachael Guzman DeVlugt	Education Extension Facilitator, Adult Education Unit
Sharon Rogers	Director, Disability Affairs Unit
Kathleen Sarkar	Assistant Director, National Family Services
Hyacinth Blake	Director, Division of Ageing
Rawatee Jaipaul	Ag. Director, Human Resource Management Unit

Troy Pollonais	Ag. Director, Social Welfare Division
Dr Wendy Johnson	Director, Social Investigations Division
Angelique Taylor	Interim Manager, Procurement Unit

## 2.2 Organisational Profile

The Government of the Republic of Trinidad and Tobago (GoRTT) articulated a vision of growth, development, social peace, economic stability, transformation and equity. The Government further outlined a governance approach that is guided by scientific, holistic and evidence-based driven data, as well as paying due attention at all times to the need for compassion, sensitivity and respect for the rights and freedom of all citizens in all matter of state.’

The MSDFS serves as the core social sector Ministry with responsibility for coordinating the implementation of initiatives for achieving the Government’s social and human development objectives. Therefore, emphasis is placed particularly on developing and executing programmes that protect and assist vulnerable and marginalized groups in society in keeping with the Ministry’s mandate to:

1. serve as a central coordinating body for the social sector with respect to the conduct of research, policy and programme planning and development; and monitoring and evaluation;
2. deliver social services and provide social support for vulnerable groups, towards sustainable enhancement of their well-being;
3. facilitate networking, information and data gathering and dissemination within the social sector and with external agencies;
4. make recommendations for the effective functioning of the social sector based on continuous assessment;
5. facilitate the decentralization of the social services delivery system;
6. develop systems, strategies and programmes to realize positive attitudes and behaviour in the citizenry;
7. identify gaps and make recommendations for the drafting and amendment of legislation relevant to the sector;
8. foster good governance through the promotion of participatory development approaches;
9. monitor regional and international conventions and agreements about the social sector; and
10. serve as a coordinating body to address people’s issues.



The Ministry comprises eleven (11) Service Delivery Units, five (5) Policy and Research-focused Units and ten (10) Support Divisions as follows:

## 2.3 Corporate Structure

### Service Delivery Divisions/Units

1. Piparo Empowerment Centre
2. Social Displacement Unit (including New Horizons Centre)
3. Social Welfare Division
4. National Social Development (NSDP) Programme
5. HIV/AIDS Coordinating Unit
6. Non-Governmental Organisation (NGO) Unit
7. Adult Education
8. National Family Services
9. Inter-Disciplinary Child Development Centre
10. Geriatric Adolescent Partnership Programme
11. Retirees Adolescent Partnership Programme

### Policy Divisions/Units

1. Disability Affairs Unit
2. Division of Ageing
3. Monitoring and Evaluation Division
4. Policy, Programme Planning and Development Division
5. Social Investigations Division

### Support Divisions/Units

1. Accounting Unit
2. Corporate Communications & Education Unit
3. Development Support Unit
4. General Administration (, Registry, Library Services, Office Management and Records)
5. Human Resources Division
6. Information Technology Division
7. Internal Audit
8. Legal Division
9. Project Implementation Unit
10. Procurement Unit

## 2.4 Legislative and Regulatory Framework

The undermentioned Acts and Regulations provide the Framework within which the Ministry administers its responsibilities.

- Equal Opportunities Act, 2000
- Industrial Relations Act 88:01
- Pensions Act 23:52
- Children's Act 46:01
- Family Law Act 46:08
- Immigration Act 18:01
- Judicial Review Act 7:08
- Mental Heal Act 28:02
- Non-Profit Organization Act 7 of 2019
- Private Hospitals Act 29:03
- Regional Health Authorities Act 29:05
- State Liability and Proceedings Act 8:02
- Summary Offences Act 11:02
- Trinidad Bling Welfare Association Ordinance 14 of 1947
- Trinidad and Tobago Association for the Hearing Impaired Act 53 of 2000.

## 2.5 Reporting Functions

The Ministry is required to submit the following reports on an annual basis:

**Table 4. Reporting Functions**

TYPE OF REPORT	RECIPIENT					
	Ministry of Finance	Auditor General	Cabinet	Parliament	President	Prime Minister
Annual Progress Report	X					
Auditor General's Report		X				
Annual Administrative Report			X	X	X	
Social Sector Investment Programme	X			X		
Status Report on the PSIP and SSIP Projects of the Ministry	X					

### 3.0 FINANCIAL OPERATIONS

#### 3.1 Budget Formulation

The Ministry of Social Development and Family Services is funded through the system of Parliamentary Appropriation, by which funds identified under the various Sub-Heads are disbursed in the form of Releases and Warrants by the Ministry of Finance.

#### 3.2 Expenditure Accounts for Financial Year Ending September 30, 2020

A breakdown of the Expenditure Accounts of the Ministry is listed hereunder:

**Table 5. Budgetary Estimates and Expenditure for Fiscal 2019-2020**

SUB-HEADS	ESTIMATES Financial Year 2020	ACTUAL EXPENDITURE Financial Year 2019	VARIANCE
<b>Personnel Expenditure</b>	44,855,742.00	41,389,782.43	3,465,959.57
<b>Goods and Services</b>	115,966,688.00	82,756,126.09	33,210,561.91
<b>Minor Equipment Purchases</b>	2,675, 919.00	86,209.03	2,589,709.97
<b>Current Transfers and Subsidies</b>	4,752,598,400.00	4,950,796,171.62	198,197,771.62
<b>Current Transfers to Statutory Boards and Similar Bodies</b>	44,903, 251.00	33,624,886.00	11,278,365.00
<b>Development Programme</b>	7,500,000.00	374,665.00	7,125,335.00
<b>TOTAL</b>	<b>4,920,920,830.00</b>	<b>5,109,027,840.17</b>	<b>255,867,703.07</b>

#### 3.3 Internal Audit Functions

The Internal Audit Department (IAD) is authorized to perform a broad, comprehensive program of internal auditing within the Ministry of Social Development and Family Services. Internal Auditing examines and evaluates the adequacy and effectiveness of the system of controls as provided by:

- The Financial Regulation 1965

- Financial Instructions 1965
- Stores Regulations 1965
- Audit and Exchequer Act 1959; and
- Written guidelines issued by the Chief Personnel Officer, the Comptroller of Accounts and the Ministry of Finance.

The purpose of the IAD is to provide independent, objective assurance and consulting activities that add value and improve the MSDFS' operations.

The IAD also provides the Accounting Officer with an independent appraisal of the adequacy and effectiveness of the MSDFS's system of internal administrative and accounting controls. Moreover, the primary objective is to assist the Accounting Officer in the effective discharge of his/her responsibilities. As a consequence, the IAD fulfils its responsibility to the Accounting Officer by:

- developing an Audit Plan based on risk analysis which includes the concerns of management;
- providing audit coverage that consistently meets the needs and expectations of management;
- following-up on identified weaknesses, findings and recommendations from previous audits;
- participating in a program of quality assurance designed to ensure the increasing professionalism of the Department and standard of the work performed;
- following-up on queries by internal and external audits to ensure corrective action is taken; and
- serving as resource personnel for proper financial practices at the Ministry.

Each year the IAD submits information on its annual work plan and work schedule to the Accounting Officer for review and approval. The Internal Auditor also provides monthly activity reports to the Accounting Officer, detailing progress against the annual audit plan, audit accomplishments and highlights of any significant audit findings and recommendations.

The Internal Audit produced **sixty-two (62)** reports in the fiscal year 2019/2020.

## 4.0 HUMAN RESOURCE DEVELOPMENT PLANS

### 4.1 Category of Employees

The Ministry comprises three broad categories of staff: monthly paid i.e public officers (civil servants), contract, and short-term employees. During fiscal 2019/2020 the Ministry of Social Development and Family Services reported that there were **192** vacant established positions and **198** filled established positions. Of the **603** vacant contract positions, **172** were filled, whereas **166** persons were employed on a short-term basis. Altogether, the total staff complement was **536** for the reporting period.

### 4.2 Career Path Systems

The Human Resource Division makes internal acting arrangements when positions/offices become vacant through a variety of staff movements. However, the Service Commissions Department has the authority for the filling of these offices based on seniority. The Ministry, however, seeks to develop employees by providing training opportunities, rotating clerical staff to expose them to a variety of job schedules and offering advice for career paths within the Public Service.

### 4.3 Performance Assessment/Management Strategies

The Ministry utilizes the Performance Management Appraisal System (PMAS), which has been implemented throughout the Public Service under the Personnel Department's Circular No. 9 dated November 21, 2001. Position Descriptions have been developed for all offices and periodic reviews, as well as Annual Performance Appraisal Reports, are completed to evaluate each officer's performance. Contract employees are also evaluated by utilising the appropriate Performance Appraisal Reporting Instrument. The number of appraisals completed was **393**.

### 4.4 Employee Assistance Programme

The Ministry provides access to an Employee Assistance Programme (EAP), which is an employer-sponsored service designed to improve organizational performance, through the provision of structured management/workplace and employee support services. The programme is intended to help employees address personal or family problems, including mental health, substance abuse, various addictions, marital, parenting and emotional problems, as well as financial or legal issues. During fiscal 2019/2020, **three (3)** persons utilised the Employee Assistance Programme.

## 4.5 Training Programmes

The Ministry holds the view that people are its most valuable resource and that the task of capacity-building must begin with its employees, who must be trained and educated to improve their current job performance and acquire the capacity for optimal performance, as they strive to achieve their personal and professional goals and those of the organization.

The training and development of the Ministry's staff is a shared responsibility. The organization is, therefore, committed to encouraging staff in their efforts at self-development, especially where there is consistency with organizational and national goals.

In the absence of an approved Training and Development Plan, the Ministry of Social Development and Family Services still seeks to provide, within the limits of its budgetary allocations, opportunities for members of staff to acquire the competencies that are essential for individual growth, effective job performance, and the achievement of organizational goals.

However, during the fiscal year 2019/2020, the Ministry of Social Development and Family Services was unable to provide training programmes and workshops to staff due to COVID-19 restrictions. **Notwithstanding, the Ministry was able to successfully recruit eighty-six (86) persons in various positions.**

## 5.0 PROCUREMENT PROCEDURES

### 5.1 Delegation of Authority for Procurement of Goods and Services

#### Procurement

The Ministry of Social Development and Family Services operates within the legal and regulatory framework of the Central Tenders Board Ordinance 22 of 1961, the Central Tenders Board Regulations 1965, their amendments and subsidiary legislation. Its procurement operations are based on the following principles:

- **Value for Money**
- **Open and Fair Competition**
- **Accountability**

As of September 2020, the following Tenders Committees were operational within the Ministry:

#### i. The Permanent Secretary Tenders Committee

By virtue of Legal Notice No. 223 of December 31, 2003, amendments to Regulations 11 and 12 of the Central Tenders Board Regulations 1965, provide for Ministerial Tenders Committees and Permanent Secretaries to act for the Central Tenders Board where the total value of the articles to be supplied or work and services to be undertaken do not exceed in the case of:

- |      |                                      |                                                  |
|------|--------------------------------------|--------------------------------------------------|
| (i)  | <b>Permanent Secretary</b>           | <b>- one million dollars (\$1,000,000.00) or</b> |
| (ii) | <b>Ministerial Tenders Committee</b> | <b>- two million dollars (\$2,000,000.00)</b>    |

In accordance with the provision of paragraph (5) of Regulation 12 of the Central Tenders Board (Amendment) (No. 2) Regulations 1983, the Permanent Secretary's delegated levels of authority for the Ministry are as follows:

- ✓ The Tenderers Instructions
- ✓ Copies of the Specifications/Scope of Works/Request for Proposal



- These documents are sent to the Chairman of the Ministerial Tenders Committee for approval and signature.
- Copies of Tender Notices are sent for publication in the newspaper fourteen (14) days before the tender opening.

**Table 6. List of Tenders Executed by the Procurement Unit for Fiscal 2019 - 2020**

No.	Subject
1	Accessibility and Refurbishment Works at Hernandez Place, Arima
2	Refurbishment of CSDP Riverside Facility
3	Refurbishment of Electrical and Plumbing System at New Horizons, Piparo
4	Invitation to Submit Proposals for a Consultant to undertake the Development, Review and Finalization of Procedural Manuals for Homes for Older Persons in accordance with the Homes for Older Persons Act No. 20 of 2007 and the Homes for Older Persons Regulations of 2009
5	Consultancy Services for the Implementation of the National Social Mitigation Plan (NSDP) – Phase 1 for the Ministry of Social Development and Family Services
6	Invitation to Submit Proposals to Assess and Value Services Rendered by NOVO Technology Incorporation Limited under Biometric Project
7	SMS Services for Food Support

## **CORPORATE OBJECTIVE 1: POVERTY REDUCTION**

*To reduce the incidence of poverty in society at the rate of 2% annually*

### **DIVISIONS/UNITS**

- ❖ National Social Development Programme
- ❖ Social Welfare Division
- ❖ Adult Education

## NATIONAL SOCIAL DEVELOPMENT PROGRAMME

### DESCRIPTION

The National Social Development Programme (NSDP) is a social intervention strategy that was established to assist underserved/deprived citizens and communities of Trinidad and Tobago for the overall improvement in their quality of life.

The NSDP ensures that provisions are made to the poor and vulnerable groups throughout the country to improve their standard of living by improving the infrastructure and physical living conditions of their dwellings in areas of minor structural repairs, improvement of sanitary plumbing facilities, electrical wiring. Requisite assistance is also provided to persons who have business ideas and are interested in setting up a small business.

The NSDP was placed under the portfolio of the Ministry of Social Development and Family Services (formerly Ministry of the People and Social Development) in July 2011 and began operations on October 1<sup>st</sup> 2012.

### SERVICES

1. **Minor House Repair Assistance** – assistance provided up to \$15,000 with materials and/or labour in minor structural repairs to their homes and up to \$20,000 in the event of a disaster.
2. **Materials for Sanitary Plumbing Assistance** – assistance provided up to \$15,000 to purchase materials to encourage more modern and hygienic toilet facilities. This component is primarily geared towards diminishing the use of outhouses.
3. **Wiring Assistance** – provides access to an electricity supply to individuals, families and community facilities. One-time assistance is also provided for the purchase of materials and/or labour which together shall not exceed a cost of **twenty-five thousand dollars (\$25,000.00)**. Facilities accessed include first time wiring; re-wiring and assistance with materials only.
4. **Sowing Empowerment through Entrepreneurial Development** – assists persons in difficult social and economic circumstances to establish or expand a micro-project (small business). Competencies and skills are developed through training, which enhances chances for employment or self-employment.
5. **COVID 19 Rental Assistance Grant** – assists eligible persons who were negatively impacted by the COVID-19 pandemic and in need of assistance to meet their residential rent obligations. Assistance is provided up to \$2,500.00 per month for a maximum of three (3) months.

## ACCOMPLISHMENTS

Illustrated in the table below are statistics for services for Trinidad and Tobago, for fiscal 2019/2020:

Table 7. Statistics on services provided by the NSDP for Fiscal 2019-2020

Service	No of Projects	Beneficiaries	Total Costs
House Wiring (Materials only)	8	37	95,589.50
Sanitary Plumbing Facility	17	63	179,579.68
Minor House Repairs (Materials only)	80	264	1,277,924.98
Sowing Empowerment through Entrepreneurial Development	27	87	372,015.96
<b>TOTAL</b>	<b>132</b>	<b>451</b>	<b>1,925,110.12</b>

## CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- The increasing reluctance of suppliers to accept Government Invoice Orders.
- Lack of funding and delays in receiving releases within the Programme. This limits the number of grants that could be distributed.
- Lengthy approval and funding process, which leads to price changes and materials availability issues with previously issued quotations.

## SOCIAL WELFARE DIVISION

### DESCRIPTION

The Social Welfare Division (SWD) is charged with the responsibility for the equitable, transparent and timely provision of services to assist the less fortunate members of society in meeting their social and financial needs. In July 1939, the Department of Social Welfare was established to administer Social Assistance and Old Age Pension (OAP). Since then, it has undergone significant modifications in the number and scope of services offered. The Public Assistance Act No. 18 of 1951, provided for the grant of public assistance (classified as urgent, temporary or prolonged) to necessitous persons prevented by some disability from earning a living. The Public Assistance Programme was introduced as one of the remedial measures to address the abject poverty existing at the time.

Over time, other grants have been introduced while the Public Assistance Act was amended to, *inter alia*, cater for permanently disabled persons from the age of 18 who fall within the prescribed income limit. Consequently, the Disability Assistance Grant (DAG) emerged, and in 2019 the Public Assistance Act was further amended to allow children with a disability to access a Disability Grant at a fixed rate of \$1,500.00 per month.

The two major pieces of legislation governing the Social Welfare Division are:

- The Senior Citizen's Pension Act Chapter 32:02 (formerly the Senior Citizen Grant Act); and
- The Public Assistance Act - Chapter 32:03 Act No. 18 of 1951.

The financial assistance/grants which are disbursed to persons in need through the Social Welfare Division include the following:

- Senior Citizens' Pension
- Public Assistance Grant
- Disability Assistance Grant (DAG)
- Special Achievers' Grant
- Free Bus Passes
- General Assistance Grants - Housing Assistance; Household Items, Medical Equipment, Domestic Help, Dietary Grant, Clothing Grant, Funeral Grant, Education Grant, Special Child Grant (under 18 years), Pharmaceutical Grant, House Rent, School Supplies Grant.
- Prosthetics Grant.

### ROLES AND FUNCTIONS

1. To provide a major social safety net for vulnerable persons.
2. To provide income support to persons 65 years and older who satisfy other criteria of income and residential qualification.

3. To provide income support to adult persons with disabilities who satisfy other criteria of income and residential qualification.
4. To provide income support to children who have a permanent and severe disability.
5. To provide financial assistance to the infirmed and needy.
6. To provide financial assistance to persons on behalf of children whose parents have died, deserted, imprisoned or ill and deemed needy.
7. To assist families who are experiencing difficult circumstances.
8. To assist persons who have contributed to national development and who are experiencing difficult circumstances.
9. To assist persons who experienced losses as a result of a disaster (natural or man-made).

## ACHIEVEMENTS – FISCAL YEAR 2019/2020

**Table 8. No of Beneficiaries by Expenditure**

<b>Grants</b>	<b>New Beneficiaries</b>	<b>Total Beneficiaries</b>	<b>Expenditure</b>
<b>Senior Citizen Pension</b>	9,417	10,4015	\$4,030,721,267.00
<b>Public Assistance</b>	2,716	18,942	\$339,409,453.00
<b>Disability Assistance Grant</b>	1,538	23,077	\$526,255,851.00
<b>Disability Assistance for Children</b>	1,580	2,134	\$31,849,750.00
<b>Food Support</b>	5,728	27,741	\$193,703,710.00
<b>General Assistance Grant <sup>1</sup></b>	1,657	1,657	\$7,711,404.22
<b>Prosthetics Grant</b>	48	48	\$1,246,700.00
<b>Special Achievers</b>	4	37	\$141,454.00
<b>Total Expenditure</b>			<b>\$5,131,039,589.22</b>

<sup>1</sup> One-off Grant: Number of beneficiaries receiving grants stays the same.

## Direct Deposit

The Direct Deposit Initiative allows recipients of the Senior Citizens Pension (SCP), the Public Assistance Grant (PAG) and the Disability Assistance Grant (DAG) to receive their funds in their bank accounts. Altogether 82,873 persons transitioned to the Direct Deposit System and of this total 67,557 are Senior Citizens' Pensioners; 9,826 are Disability Assistance recipients, and 5,490 are Public Assistance recipients.

**Table 9. No of Beneficiaries facilitated by Direct Deposit**

Grants	Total Beneficiaries	Number of Beneficiaries on Direct Deposit	Number of Beneficiaries on Cheques
Senior Citizens Pension	104,015	67,557 (65%)	36,458 (35%)
Disability Assistance Grant	18,942	9,826 (52%)	9,116 (48%)
Public Assistance Grant	23,077	5,490 (24%)	17,587 (76%)
<b>TOTAL</b>	<b>146,034</b>	<b>82,873 (57%)</b>	<b>45,574 (31%)</b>

## PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

The objectives of the Division are:

1. To reduce the incidence of poverty in society.
2. To enhance the social and economic well-being of persons with disabilities.
3. To sustain and enhance the well-being of older persons.
4. To reduce the number of persons living below the poverty line.
5. To enhance the quality of life of recipients and other necessitous persons.
6. To aid in the empowerment of the clientele to result in graduation from grants.

## CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Human Resource Shortages.
2. Lack of consistency in the delivery of services.
3. Need for automation to enhance the delivery of services.
4. Lack of basic supplies.
5. Inadequate emoluments in comparison to responsibilities.
6. Divisional culture issues.

## **ADULT EDUCATION**

The Adult Education Programme provides free educational opportunities to citizens 15 years and over to complete Primary and Secondary Education, Technical Vocational Skills Training, and Literacy Skills. The intervention targets those who are unable to participate in the world of work/entrepreneurship. Participants can choose from over 60 TVET courses, music, typing, first aid and CXC Maths and English.

## **ROLES AND FUNCTION**

1. To provide free tuition in Literacy and Numeracy, School Leaving Certificate, CXC Maths and English, and Assessments and Certification in 60 TVET courses.

## **PERFORMANCE OBJECTIVES**

1. To reduce the incidence of poverty in society.
2. To address the Literacy gap.
3. To assist adults in completing their Primary Education.
4. To move more adults towards Tertiary Education.
5. To assist adults with basic skills development for the world of work/entrepreneurship.

## **ACHIEVEMENTS**

- 6,900 persons were enrolled in the programme (1,424 persons enrolled for CXC/Primary School Leaving courses and 5,476 persons enrolled for the TVET courses offered in collaboration with the University of the West Indies Open Campus. However, no classes were materialised during the fiscal due to COVID-19 restrictions.
- Laid the groundwork for the establishment of an ICT Lab at the San Fernando Lifelong Learning Centre.

## **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Shortage of Staff.
2. Lack of resources.
3. Access to adequate classroom space.
4. Low remuneration packages.
5. Lack of quality assurance amongst validators.



## **CORPORATE OBJECTIVE 2: BUILD FAMILIES**

*To build strong functional families as the foundation of society and promote sound value systems among the population*

### **DIVISIONS/UNITS**

- ❖ National Family Services Division
- ❖ Inter-Disciplinary Child Development Centre

## NATIONAL FAMILY SERVICES

### DESCRIPTION

The National Family Services Division was established via Cabinet in March 1991. This Division is mandated to promote healthy family functioning through the provision of preventive, developmental and remedial programmes and services. The National Family Services was founded based on the recognition that the overriding problems in communities throughout Trinidad and Tobago were mainly due to poverty, child abuse and spousal abuse.

### ROLES AND FUNCTIONS

1. To manage cases of children, individuals, couples and families at risk.
2. To provide individual, group and family counselling.
3. To make referrals to relevant agencies, both Ministerial and external, in the management of cases.
4. To develop and conduct public education programs and training, including sensitisation campaigns, lectures and workshops on social issues throughout Trinidad and Tobago, on matters impacting family functioning.
5. To assist in the research and analysis of matters about the family and to disseminate information on issues affecting the family in Trinidad and Tobago.
6. To provide practicum experience for university students desirous of entering the field of social services and on the job training for graduates.
7. To respond and engage in crisis intervention in cases of homicides, suicides and accidents.

### PERFORMANCE OBJECTIVES

1. To reduce incidents of family dysfunction.
2. To reduce incidents of domestic violence.
3. To promote effective parenting.
4. To promote healthy interpersonal relationships.
5. To collect, collate and analyse data on family life issues to guide programmes and services.
6. To promote healthy families and cohesive communities.

### ACCOMPLISHMENTS

- The number of cases receiving psycho-social support from October 2019 to September 2020 was **3307** (new cases: 1656, old cases: 1651).

- The number of clients who benefited from services are as follows; Counselling (**3719**), Co-parenting Counselling (**349**), Advocacy (**246**), and Advice/Information; (**2509**).
- Three (3) Parenting workshops were conducted online. These workshops provided information on positive parenting practices and behaviour where a **total of 90 persons** registered for the workshops.
- The **Radio Programme, “It’s Family Time, Let’s Talk”**, continued to air and disseminate information from May 13 to August 4, 2020, on issues relevant to healthy family functioning. It also served to provide a forum for discussion on various aspects of family life.

### **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Insufficient Human Resource.
2. Inappropriately configured accommodation/Service Centres.
3. Delayed or restricted access to financial and housing resources for clients.
4. Lack of Social Housing/transitional housing for displaced clients.

## **INTER-DISCIPLINARY CHILD DEVELOPMENT CENTRE**

### **DESCRIPTION**

The ICDC, established in 1979, provides educational, nutritional and social services for low-income families and children with mild learning disabilities. The Centre caters for 60 children - 45 pre-schoolers, aged, 3-5 and 15 babies, aged 1- 3 years of age. Meals including breakfast and lunch are provided for all children.

### **ROLES AND FUNCTIONS**

1. Provide educational services.
2. Provide nutritional services.
3. Family support by referrals and workshops to parents.
4. Community involvement as it was established as a community-based project.

### **PERFORMANCE OBJECTIVES**

1. Upgrade the Facility and Programmes to include and provide for children with disabilities and of low socio-economic backgrounds.
2. Seek parental and community involvement to improve the delivery of some programmes such as enhancing the play areas.
3. Deliver the ECCE Curriculum.

### **ACHIEVEMENTS**

- 39 children benefited from the ECCE Curriculum.
- Christmas treat.
- Sports day.
- Carnival jump up.
- Staff development exercise.
- Hampers distribution to all parents by community sponsorship.
- Online/Remote Learning: Work packages for children prepared by teachers for parents to collect and supervise at home.
- Work packages for children prepared by teachers for parents to collect and supervise at home

### **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

#### **Lack of Resources**

- Materials (in some goods and services).
- Financial (lack of funding).
- Human resources (vacancies still need to be filled).

### **Dysfunction of services of the Centre**

- The cessation of the Nursery service to the public.
- Security concerns.

### **Building**

- More repair work needs to be done to the improvement of the building

### **Monitoring and Evaluation**

- Limited monitoring by the Ministry of Education.

### **CORPORATE OBJECTIVE 3 – EMPOWER PERSONS WITH DISABILITIES**

*To increase the level of participation of persons with disabilities in society toward the realisation of their full potential*

#### **DIVISIONS/UNITS**

- ❖ Disability Affairs Unit

## **DISABILITY AFFAIRS UNIT**

### **DESCRIPTION**

The Disability Affairs Unit (DAU) was formally established in August 1999. The Unit serves as a resource and referral centre for persons with disabilities. The DAU is responsible for the coordination, development and implementation of comprehensive programmes to assist persons with disabilities in Trinidad and Tobago. Through collaboration with key stakeholders, the DAU continues to adhere to its mission of being the leading agency in the social sector to ensure that persons with disabilities (PWDs) live full and productive lives uninhibited by social constraints.

### **ROLES AND FUNCTIONS**

1. To coordinate and monitor implementation of the National Policy on Persons with Disabilities.
2. To provide technical support and referrals for PWDs, their families and all other persons interested in learning about disabilities.
3. To network with pertinent NGOs, mass media and international organisations to collect and disseminate information on issues about PWDs.
4. To develop and implement Legislation for PWDs through effective consultations.
5. To inform government policy and decision making on disability-related issues.
6. To coordinate and monitor the implementation of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).
7. To advocate for equality and full social inclusion of PWDs.
8. To implement programmes that empower persons with disabilities.
9. To sensitize and increase public awareness of issues about persons with disabilities.
10. To conduct research and collect data on persons with disabilities.

### **PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS**

#### **1. National Enrichment Centre:**

- To provide an accessible NGO resource centre to support the advocacy and training requirements of the NGOs working for and on behalf of persons with disabilities; and
- To make available accessible and integrated therapies for persons with disabilities.

### **ACHIEVEMENTS**

- Therapeutic services such as Motor Group Therapy for children with disabilities in collaboration with a non-governmental organization.
- The Interagency Committee to promote and monitor the implementation of the UNCRPD and the National Policy on Persons With Disabilities was established in March 2020

- A Memorandum of Understanding was developed for NGOs wishing to utilize the Centre over a period.
- Revision of the Request for Proposal (RFP) for an organisation to manage the National Enrichment Centre, Carsen field.

## 2. National Sensitization and Public Awareness:

- To create a positive change in the public's attitude and perception towards persons with disabilities.
- To encourage the inclusion of disability perspectives in training and recruitment.
- To deliver a range of media and community outreach initiatives.
- To produce videos and booklets relating to disabilities.
- To air these videos and distribute booklets through visits to communities.

## ACHIEVEMENTS

- Participation in public information and education sessions.
- On International Day of Persons with Disabilities 2019, the National Policy on Persons with Disabilities was launched on television.
- In January 2020, the nation was sensitized on the work of the Unit through a television interview.
- The Unit completed the development of a training manual in September 2020 which is to be used during the execution of sensitization workshops.
- An accessible microsite was created in collaboration with the IT Unit with a directory of organizations that provide services to persons with disabilities. It also provides information on disability, including information about the Unit, the United Nations Convention on the Rights of Persons with Disabilities, the National Policy on Persons with Disabilities, etc.
- The Disability Affairs Unit collaborated with Nestle Co. Ltd Trinidad and Tobago to conduct a sensitization workshop for the managerial staff at Nestle which was executed in December 2019. The purpose of the workshop was to provide the management of the organization with the necessary techniques to accommodate persons with disabilities in the workplace. The training focused on the following:
  - Using the correct terminology when interacting or reporting on persons with disabilities;
  - An introduction to some assistive technology that would help persons with disabilities perform their tasks effectively on the job; and
  - Useful tips for interacting with persons with disabilities.



**3. The Universal Service Initiative:**

- To equip persons who are Deaf/hard of hearing and/or visually impaired with accessible mobile devices with features suitable for the targeted individuals.
- To increase access to information and communication for the underlined persons.
  
- The Telecommunications Authority of Trinidad and Tobago collaborated with the Disability Affairs Unit to implement the Universal Service Initiative for persons who are Deaf/hard of hearing and/or visually impaired.

**4. National Policy on Persons with Disabilities**

- To promote and monitor the implementation of the United Nations Convention on the Rights of Persons with Disabilities.
- To promote and monitor the implementation of the National Policy on Persons with Disabilities.
- On March 16, 2020, a Cabinet approved Inter-Agency Committee was appointed to promote and monitor both the United Nations Conventions on the Rights of Persons with Disabilities and the National Policy on Persons with Disabilities for two (2) years. The Committee is comprised of representatives from Government Ministries and organizations that serve persons with disabilities and individuals with disabilities.

**CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Lack of financial resources.
2. Insufficient staff.
3. Untimely approval for projects.

**CORPORATE OBJECTIVE 4 – IMPROVE THE WELL-BEING OF OLDER PERSONS**

*To enhance and sustain the well-being of all older persons*

**DIVISIONS/UNITS**

- ❖ Division of Ageing
- ❖ Retirees Adolescent Partnership Programme (RAPP)
- ❖ Geriatric Adolescent partnership Programme (GAPP)

## **DIVISION OF AGEING**

### **DESCRIPTION**

The Division of Ageing (DOA) was established in 2003, to serve as an umbrella agency that focuses on ageing initiatives and issues in Trinidad and Tobago. The Mission of the DOA is to educate and sensitize key stakeholders and the general public on ageing issues and to enhance the quality of life of older persons throughout Trinidad and Tobago, by providing an enabling environment for their continued development.

### **ROLES AND FUNCTIONS**

1. To develop national standards of care for older persons and facilitate compliance with legislative requirements through monitoring and regulating Homes for Older Persons.
2. To monitor and coordinate the implementation of the National Policy of Ageing following its Action Plan.
3. To facilitate the deinstitutionalization of older persons from the Regional Health Authorities (RHA) via the CCP programme.
4. To organize and coordinate training programmes, seminars and workshops for care providers of older persons.
5. To develop and implement programmes and projects for older persons.
6. To conduct contemporary research on ageing and ageing-related issues and its impact on seniors in Trinidad and Tobago.
7. To conduct public education and sensitization programmes nationwide on ageing issues.
8. To operate the Older Persons Information Centre (Help Desk) which records complaints and cases of elder abuse for a referral to the DOA Inspectorate, and provides information on products and services available to older persons.
9. To network with social-sector Ministries, private sector and civil society to develop and coordinate the implementation of a National Plan of Action on Ageing.

### **PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS**

#### **1. Community Care Programme(CCP):**

The Community Care Programme (CCP) was established to de-institutionalize Levels 1 to 3 patients (patients who do not need hospital care but are essentially in need of accommodation and social support) who are discharged but are residents at the various Hospitals. These persons are referred mainly from the hospitals via the five (5) Regional Health Authorities. As of September 2020, under the Community Care Programme (CCP), ninety-one (91) residents across eighteen (18) Homes for

Older Persons (HOP) were supported by this initiative. Also, (21) older persons were decanted from various Regional Health Authorities and placed into HOP.

**2. Older Person Information Centre(OPIC):**

OPIC is a programme that was originally established as a helpdesk/referral facility for information on activities, programmes, products and services for older persons. For fiscal 2020, the DOA received one hundred and twelve (112) reports from private domiciles and twenty-five (25) from Homes for Older Persons about elder abuse. Referrals and other investigations and interventions were done to manage these reports.

**3. Senior Activity Centre (SACs):**

The Senior Activities Centres Programme was designed to provide the necessary physical, social and mental stimulation as well as support mechanisms to enable older persons aged fifty-five (55) years and over to remain active and healthy. There are five (5) SACs operating within Trinidad. Additionally, a Request for Proposals from NGOs, FBOs and CBOs to operate additional SAC's in Trinidad was advertised. Fifteen (15) submissions were received from prospective operators. However, only five (5) proposals were successful. A draft "Guidelines and Procedures Manual" was developed and a consultation meeting was held with all persons who submitted proposals in December 2019. The purpose of the consultation meeting was to educate the various NGOs on the guidelines and procedures for operating a SAC.

**4. Home for Older Persons Manual:**

These manuals are currently in their final stages. It is expected that the Act will be proclaimed in June 2021. Though the Act has not been proclaimed there were twelve (12) inspections conducted and sixteen (16) compliance meetings held with Homeowners who facilitated inspections at their Homes in fiscal 2020. Additionally, for Fiscal 2021 the Ministry will be undertaking Refurbishment works at two (2) Homes to enable compliance with the Homes for Older Persons Act (HOPA) 2007.

## CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. The delay in the Proclamation of Homes for the Aged Act limits the powers of the inspectorate to make certain decisions.
2. Monitoring and regulating type I and II Homes for Older Persons, as the Homes for Older Persons 2007 Act has not been proclaimed.
3. Effectively, addressing issues of elder abuse in private residences where there is an inadequate legal provision to undertake such actions by the Inspectors.
4. Limited inter-agency collaboration.
5. Limited staff.

6. Preparing critical national and international reports given the aforementioned.
7. Managing the Older Persons Information Centre (OPIC) toll-free number in keeping with its strategic purpose.
8. Monitoring the implementation of the National Policy on Ageing and making timely revisions to the document given staff shortages.
9. The high turnover rate of senior staff has resulted in a significant loss of institutional knowledge.
10. Budgetary constraints.
11. Process applications and requests for key stakeholders promptly, especially concerning payments given the aforementioned.
12. Facilitate the timely deinstitutionalization of older persons in institutions via the CCP programme, especially when fee payment is outstanding.

## RETIRES ADOLESCENT PARTNERSHIP PROGRAMME (RAPP)

### DESCRIPTION

The Retirees Adolescent Partnership Programme (RAPP) is one of the priority Social Sector Programmes to be implemented by the Ministry of Social Development and Family Services. It is a community-oriented programme that seeks to utilize the skills and experiences of retired persons to provide assistance in supervision for youths ages 9-21 years.

### ROLES AND FUNCTIONS

1. To encourage retired persons to participate in the development of their communities – there is a growing number of retirees among our population whose resourcefulness cannot be allowed to remain unutilized.
2. To engage students ages 9 – 21 years in purposeful activities during their free time. The period after school is dismissed and parents are still at work has the unintended consequences of providing school children with time to assemble on the street corners, frequent arcades and engage in other undesirable behaviours.
3. To make the teaching environment more conducive to learning – this will be achieved through interactive teaching and monitoring in a stable community environment.

### PERFORMANCE OBJECTIVES

1. To provide adolescent youths ages 9 – 21 years with access to supplemental and remedial classes and assistance in character formation.
2. To expose participants in the programme to life skills, sports and culture to facilitate their holistic development.
3. To engage retired persons in the process of nation-building.
4. To promote mentoring and community support for our youth.
5. RAPP targets two hundred (200) participants (40 per Centre).

### ACCOMPLISHMENTS

1. Two hundred and fifty (250) participants attended the Centre during this period. Of this total, 136 were males and 114 were females.
2. The programme was hosted in five (5) at-risk communities namely: Couva, Belmont, La Horquetta, Laventille and Valencia.
3. The La Horquetta RAPP Centre hosted a *Girls' Adolescent Workshop* on November 23<sup>rd</sup>, 2019.

### **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Shortage of staff.
2. Lack of storage facilities.

### **TRANSFER OF RAPP**

During Fiscal 2020, the RAPP was effectively transferred from the remit of the MSDFS to the new Ministry of Youth and National Service

## GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME (GAPP)

### DESCRIPTION

The Geriatric Adolescent Partnership Programme (GAPP) was introduced in 1993. The programme is an intergenerational training programme, which imparts knowledge and skills in elderly care for young persons between the ages of 17 and 35 years. Graduates of the training provide care to seniors. The Mission of the GAP Programme is to utilize a combination of mentoring, skills training and field visits to develop self-confident, sagacious, ambitious young men and women who can provide competent, professional and compassionate home-based care to elders or otherwise develop meaningful careers as productive citizens.

### ROLES AND FUNCTIONS

1. Develop a sense of self-worth and self-discipline among young persons.
2. Bridge the gap between young persons and the elderly thereby allowing for more effective interaction and positive outcomes.
3. Develop caring skills in young people.
4. Foster national consciousness.
5. Improve social interaction among people in communities.
6. Improve intergenerational relationships.
7. Improve the quality of life of the elderly.
8. Provide the next generation with the tools to make appropriate life choices.

### PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. For fiscal 2019/2020 Caregivers were assigned to assist **(1044)** elderly persons at their homes in daily living activities, as well as with medical appointments etc., in the following regions: East, North, Northeast, Central, St. Patrick and Victoria

### CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Currently, GAPP does not have an ongoing training cycle because the requisite approval was not obtained from the Ministry since 2017. The Programme obtained the required approval for a Level II training on two (2) occasions, however, the COVID-19 safety guidelines have put a hold on all face to face training.
2. Lengthy process for recruitment, selection and appointment of contract staff.
3. The short-term contract employment of staff of the Division continues to negatively impact staff.



## **TRANSFER OF GAPP**

During Fiscal 2020, the GAPP was effectively transferred from the remit of the MSDFS to the new Ministry of Youth and National Service

## **CORPORATE OBJECTIVE 5 – REDUCE THE NUMBER OF SOCIALLY DISPLACED PERSONS**

*To reduce the number of socially displaced persons through policies and effective, innovative, preventative and rehabilitative programmes*

## **DIVISIONS/UNITS**

- ❖ Social Displacement Unit

## **SOCIAL DISPLACEMENT UNIT**

### **DESCRIPTION**

The Social Displacement Unit (SDU) commenced operations in August 1999, in accordance with the Socially Displaced Persons Act 59 of 2000. The Unit is responsible for the assessment, care and rehabilitation of socially displaced persons. A 'socially displaced person' is defined in the Act as *“any idle person habitually found in a public place, whether or not he’s begging and who by reason of illness or otherwise is unable to maintain himself and causes, or is likely to cause annoyance or damage to persons frequenting that public place or otherwise to create a nuisance”*.

The SDU coordinates all activities pertinent to the rehabilitation of socially displaced persons. The main objectives of the Unit are to provide direct social work services to the client population and, to ensure that the services and programmes provided to the socially displaced are adequate and appropriate. The Unit also receives deportees and assists them with the necessary social support services for reintegration.

### **PERFORMANCE OBJECTIVES**

1. Coordinating and monitoring the voluntary removal of socially displaced persons from the streets and other public places.
2. Reception and assistance in the integration of deported Trinidad and Tobago Nationals.
3. To inform and advise on policies and programmes for socially displaced persons.
4. To develop and coordinate rehabilitation programmes and services for socially displaced persons.
5. To carry out public sensitization campaigns about persons who are socially displaced.
6. To network with local, regional and international agencies.
7. To monitor and evaluate services and programmes for the socially displaced.

### **PERFORMANCE OBJECTIVES AND ACHIEVEMENTS:**

1. Engage all street dwellers and provide information on alternatives to the street dwelling.
2. Facilitate the voluntary relocation of persons from the streets to shelter.
3. Collect quarterly head count data for POS and San Fernando and annual national head count data.
4. Receive all deported persons at Piarco Airport as per prior notice of arrivals.
5. Provide technical advice upon request and as needed to:
  - a. NGO service delivery Partners.
  - b. General public.
  - c. Other State Agencies.
6. Provide general SD policy advice re Amendments to Act 59 of 2000.

**1. Street Outreach Programme:**

- A National Head Count of persons living on the streets was conducted, a total of **four hundred and forty-one (441) persons** were found sleeping on the streets.
- **Twenty-Four (24) public reports** of persons living on the streets were addressed or investigated.
- There were **five hundred and forty-six (546)** interviews with street dwellers.
- **One hundred and sixty-five (165) persons** were referred to substance abuse rehabilitation.

**2. Social Work Services:**

- For the period, **three hundred and nine (309) in-office Social Work Interventions** were conducted with clients.
- Routine Technical Advice provided to **eight (8)** non-governmental organisations (NGOs).

**3. Elderly Relocation Programme:**

**Nineteen (19)** Elderly Persons provided with Accommodation under Community Care.

**4. Deportee Reception and Integration:**

For the period, **Thirty-One (31) deported persons** were provided with counselling.

**5. Centre for socially Displaced Persons – Riverside Carpark:**

**Sixty-two (62) persons** were referred for admission to CSDP.

6. Policy Document re Amendment to Act 59 of 2000 daft completed.

7. The New Horizons facility handed over to the Ministry of Health

8. Establishment of **one (1)** Temporary Shelter in Port Of Spain for Street dwellers in response to the COVID 19 pandemic.

9. **Ninety (90)** persons were provided with services for the period July-September 2020.

10. **Six Hundred and twenty –five (625)** verifications of C19 rental assistance grant applications.

## CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- 1) The SDU has had perennial staffing challenges which has limited the capacity to respond as required to:
  - a. deportee reception
  - b. conducting of regional and national Head Counts

- 2) The COVID -19 Pandemic response of the Ministry required the temporary reassignment of staff to assist with the processing of C19 grants and services.
- 3) Limited progress in developing the range of services/programmes/facilities required for robust operation of a continuum of care.
- 4) Lack of any sustained collaboration and coordination among stakeholder Ministries and agencies involved in addressing street dwelling.

**CORPORATE OBJECTIVE 6 – TO REDUCE SUBSTANCE ABUSE IN THE POPULATION**

**DIVISIONS/UNITS**

- ❖ Piparo Empowerment Centre

## PIPARO EMPOWERMENT CENTRE

### DESCRIPTION

The Piparo Empowerment Centre (PEC) commenced operations in July 2001. It provides residential treatment and rehabilitation services for male drug addicts using the Therapeutic Community Model. The Centre receives its clients from walk-ins, the socially displaced, past offenders, referrals from other treatment and rehabilitation agencies, the Drug Treatment Court and those requiring long-term treatment from other short-term programmes. The programme can house fifty (50) residents, within a duration of nine (9) months to one (1) year. The Piparo Empowerment Centre (PEC) also accepts court referrals – the opportunity for rehabilitation is offered as an alternative to sentencing/incarceration and in this instance, completion of the programme is mandatory.

The Centre provides therapeutic interventions (both at the individual and group levels), remedial education and skills training.

### PERFORMANCE OBJECTIVES

1. To provide treatment and rehabilitation services for substance-abusing clients, towards their successful social reintegration.
2. To provide clients with opportunities for building and/or rebuilding skills to make them more marketable and improve their chances at successful reintegration.
3. To provide continued moral, social and spiritual support to clients and their families, both during treatment and following discharge.
4. To provide clients with a comprehensive array of rehabilitative services, including vocational and remedial skills training.
5. To provide long-term residential rehabilitation services for males who have a chronic substance abuse problem, and who may have had several failed attempts at recovery.
6. To provide a safe physical environment for residents in treatment.
7. To provide social housing for clients who have no family or social support.
8. To provide a job for those who have no means of economic upkeep or to help with a start-up in a small business.

### ACCOMPLISHMENTS

1. **Seven (7)** persons successfully graduated from the Programme.
2. **Twenty (20)** persons were admitted to the Piparo Empowerment Centre.
3. Calypso competition and Luncheon for Residents and Staff
4. **Two (2)** students completed Practicum training at the PEC.

5. Successfully hosted Annual Family Day in December 2019.

### **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Due to the COVID-19 Pandemic, the Centre decreased their intake amount by accepting referrals from other institution with persons who were checked regularly by a doctor/nurse, and who would have been under medical supervision for at least the previous two (2) weeks.

## **CORPORATE OBJECTIVE 7 – STRENGTHEN PLANNING AND DEVELOPMENT SYSTEMS**

*To develop, monitor and evaluate the policy framework for the effective delivery of social services*

### **DIVISIONS/UNITS**

- ❖ Social Investigations Division
- ❖ Policy and Programme Planning and Development Division
- ❖ Legal Division
- ❖ HIV/AIDS Coordinating Unit
- ❖ Monitoring and Evaluation Division



## SOCIAL INVESTIGATION DIVISION

### DESCRIPTION

The Social Investigations Division (SID) of the Ministry of Social Development and Family Services is the Central Coordinating Research Unit for the social sector. The Division is therefore the repository of information exchange on all research-related activities of the social sector. SID is responsible for undertaking social research or the investigation of major social issues (e.g. Crime, Poverty, Street Dwelling) to inform policy, programme development and implementation.

### ROLES AND FUNCTIONS

1. To undertake research and investigate major social issues to identify social problems.
2. To monitor trends and indicators, and keep abreast of current local and international research studies relevant to the social sector.
3. To determine in collaboration with social sector Ministries a research policy and agenda for the Sector, and to monitor its implementation.
4. To liaise with regional and international funding agencies to identify areas for collaboration.
5. To develop and maintain a central database on social sector indicators.
6. To conduct annual reviews of socio-economic performance and prepare reports examining social conditions, problems and needs at the regional, national and community levels.
7. To serve as the operational arm of the Inter-Ministerial Research Council.
8. To facilitate the building of capacity in all aspects of social research.

### PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

#### ***1. Implementation of Phase 1 of the National Social Mitigation Plan (NSMP) 2017 – 2022***

During fiscal 2018/2019, the SID provided technical support and assistance for the implementation of the NSMP, through the following:

- Convened monthly meetings and providing secretariat services for the Policy and Programmatic Oversight Committee (PPOC);
- Evaluated consultancy proposals and negotiating with the selected consultant to undertake Phase 1 of the Project;
- Maintaining a database for registration, evaluation at booth data at the Social Outreach and Impact Caravan;
- Planned, prepared and executed the Resilience Booth at the Community Outreaches;

- Participated in external Stakeholder Meetings;
- Monitored of COVID-19 Impact representation on the Planning Committee for the Social Outreach and Impact Caravan and Social Service Delivery;
- Reviewed CDB Disability Assessment in the context of NSMP (Gap Analysis); and
- Preparation of Research input documents.

## **2. Operation of the Inter-Ministerial Research Council (IMRC) 2018 – 2021**

The SID through the stewardship of the director as chair of the council facilitated the following:

- Conducted monthly meetings;
- Prepared a Literature Review of ethical research standards; and
- Drafted IMRC Progress Report 2018-2019.

## **3. Review of the Standard Means Test (SMT) for Selected Grants of the MSDFS**

- The Standard Means Test was implemented in March 2018. In fiscal 2018/2019, UNECLAC undertook an independent assessment and review of the SMT and providing recommendations to the MSDFS. The SID was responsible for leading an internal team in the review of the UNECLAC findings and recommendations to inform the Ministry's response to UNECLAC and determine priorities going forward. Accordingly, the SID also contributed to the revision of the Cabinet Note entitled *'The Revised Standardised Means Test for use to identify eligible households for grants administered by the Ministry of Social Development and Family Services.*

## **4. Implementation of the MSDFS Strategic Plan 2018 – 2023**

The SID together with the Ministry's internal team continued to collaborate on the implementation of the Cabinet approved Strategic Plan 2018-2023. The Plan was approved in November 2018. During fiscal 2019/2020, the SID assisted with the finalisation of the Key Social Indicators Manual for the Strategic Plan. The SID also provided the Road Map to Recovery Team with information on the MSDFS Measures and Situation Analysis. The SID also undertook a series of comparative analysis to inform the strategic agenda of the Ministry including:

- Comparative analysis between the MSDFS Strategic Plan, PNM Manifesto 2020, and NSMP.
- Reviewed the Road Map to Recovery Report and compared it to the Ministry's NSMP (2017-2022).

## **5. Conduct of Focus Groups for the National Parenting Policy (NPP)**

The SID is responsible for the coordination of the conduct of focus group sessions for the NPP. During fiscal 2019/2020, staff were involved in the conduct of focus groups with the Ministry of National Security (MNS), Office of the Prime Minister (OPM) - Gender and Child Affairs (GCA), Ministry of Education (MOE) and Ministry of Sport and Youth Affairs (MSYA), The Children's Authority and divisions of the Tobago House of Assembly (THA). Focus Groups were conducted with the following participants:

- Parents/relatives of children in institutions
- Non-Biological Parents / Guardians (foster / adoptive)
- Children In institutions (Children’s Homes)
- Tobago Civil society
- Tobago Faith-Based Organisations
- Tobago Parents/Grandparents/Guardians
- Young Persons (Primary School)
- Children Living with Single Parents
- Youth (Secondary School)
- Children living with biological parents
- Children cared for by non-biological parents
- Youth in Vocational Schools
- Professionals (School Supervisors and Counsellors)

SID staff also assisted with the preparation and editing of the draft National Family Policy which included attending meetings, editing and commenting on the draft Policy. Comments were submitted on the following sections: (i) International and Regional Conventions Legislative Framework, (ii) Policy Framework, (iii) Preparing notes and summary on Focus Groups in Tobago.

#### **6. *Survey of Therapeutic Services for Persons With Disabilities***

The SID provided technical support for a survey of therapeutic services in Trinidad and Tobago. The following support was provided:

- Collated feedback from Stakeholders.
- Reviewed and Updated Report.
- Revised proposal to update the study based on limitations identified in the report.
- Development of a new questionnaire.

During fiscal 2018/2019, the draft findings report of the survey was completed.

#### **7. *Poverty Reduction including National Poverty Reduction Strategy (NPRS)***

During fiscal 2019/2020, the SID continued to develop the National Poverty Reduction Strategy (NPRS). Desk research was undertaken towards the development of a draft Situational Analysis (SA). Both the International and Regional contexts for the SA were significantly revised and a Comparative Analysis of Poverty Reduction Strategies in Europe, Commonwealth and Caribbean was also prepared.

The SID also prepared a response to UNGA Brief Re: Action Item 23: Eradication of Poverty and Other Development Issues (UNGA Resolution 74/234 Implementation of the Third United Nations Decade for the Eradication of Poverty 2018-2027)

The SID also organised activities for the commemoration of International Day for Poverty Eradication (October 2019 and 2020).

During fiscal 2019/2020, the SID also assisted in the collaboration with the United Nations (UN) World Food Programme (WFP), on a case study on Shock-Responsive Social Protection. Staff collaborated with UN WFP Programme Office and the Oxford Management Consultant, as well as participated and attended interviews with stakeholders.

The SID also in collaboration with United Nations Development Programme (UNDP) and United Nation Children Fund (UNICEF) organised and hosted a panel discussion and release of documents on “Consultation Report on Multidimensional Poverty in Trinidad” and “Voices of Children on Poverty in Trinidad”.

### **8. Preparation of Social Sector Investment Programme (SSIP) Document**

Staff members of the SID played a critical role in the completion of the SSIP Report 2021. The SID was responsible for contributions in Chapter 1 – ‘**The National Social Situation**’ and Chapter 2 – ‘**Overview of the Social Sector and Review of Social Programmes and Initiatives for 2020**’. During the fiscal period, data were collected from social sector agencies to prepare a draft and final reports for inclusion in the document.

### **9. Provided Research/Technical Assistance**

During fiscal 2019/2020 in keeping with its mandate, the SID assisted with the following initiatives:

- **The Survey of Living Conditions (SLC) 2014** – continued to liaise with the Central Statistical Office and Kairi Consultants on the finalisation of the survey and adjustments to the adult equivalency scales.
- **The HBS/Survey of Living Conditions (SLC) 2020** - provided technical comments to the Central Statistical Office in planning and designing the survey.
- **The Multiple Indicator Cluster Survey 6 (MICS 6) Project** – Continued to liaise with the Central Statistical Office in planning the survey.
- **Assessments and Evaluations** – assisted the M&E Division of MSDFS in data collection for client satisfaction surveys for the Social Welfare Diagnostic Project and held discussions on the rapid assessment strategy for the Adult Education Programme
- **National Family Policy** – assisted with sourcing data and preparing the situation analysis chapter.
- **Manual for Homes for Older Persons** – provided technical support to the Division of Ageing.
- **Kids Corner Questionnaire** – assisted PPPDD with the development and design of a Needs Assessment questionnaire to administer to staff regarding child care assistance during working hours.
- **Client Satisfaction Survey for CSDP**, - assisted with the creation of a survey for street dwellers and had discussions on a manual for an assessment centre in Trinidad and Tobago to address homelessness
- **National Street Count** – analysed the national street count data and location mapping.
- **World Food Programme on Shock-Responsive Social Protections**

- Assisted with ***Food Card Verification*** at First Citizens Bank and distribution throughout various districts through TT Post locations.
- Reviewed the ***Directory of Social Services***
- Supported the DAU to develop a Survey Instrument to measure the ***Impact of COVID-19*** on Persons with Disabilities.
- Drafted Policy Framework for ***MSDFS Grants Administration***
- ***Covid-19 Relief Application Forms*** Review/Validation/Approval

***10. Undertook desk research and/or sourced statistical data on the following issues:***

- Respite Care
- Civil Society Organizations in Trinidad & Tobago
- Standards Mean Testing
- Poverty, extreme poverty, vulnerability and social protection
- poverty reduction strategies in the Caribbean
- COVID-19 pandemic
- COVID-19 Impact on PWDs
- Ageing
- Gender Equality
- Document Repositories, data management and storage
- Proposal writing

**CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

- Human Resource Constraints - The lack of a full complement of staff in the Division.
- Lack of access to useful software for data collection and analysis.
- The COVID-19 Pandemic.

## POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

### DESCRIPTION

The Policy and Programme Planning and Development Division (PPPDD) has overall responsibility for the development and coordination of social sector policies, projects and programmes that are culturally relevant, economically viable and sustainable. It operates on the foundation that policy development and programme planning and development are ultimately linked and must be undertaken holistically.

### ROLES AND FUNCTIONS

1. To develop social sector policies (including organizational policies) that are evidence-based, culturally relevant, economically viable and sustainable in keeping with the national macro-planning framework.
2. To develop appropriate programmes and projects based on social research.
3. To assess current policies of the social sector to determine their performance and relevance.
4. To facilitate the establishment of formal and informal networks for collaboration among Ministries, Government Agencies, International Development and Multilateral Agencies, the private sector, Non-Governmental Organizations and Community-Based Organizations.
5. To establish and maintain structures for participatory development through continuous dialogue with civil society organizations.
6. To review planning and policy agendas of external agencies to identify areas for collaboration.
7. To prepare Reports, Publications, Briefs, Comments for other government agencies and local, regional and international organisations.
8. To respond to requests for information from other government agencies and local, regional and international organisations.
9. To represent the Ministry on Committees both internal and external to the Ministry.

### PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

#### 1. Development and review of policies:

- Consultations on the Draft National Policy of Trinidad and Tobago (2020-2025) were conducted with several Government Ministries. Additional comments were also solicited to finalise the policy as a Green Paper for submission to Cabinet in early fiscal 2021.
- A Draft Work Plan for the National Parenting Policy has been developed based on Focus Group sessions that were conducted in four phases and the division is currently at:
-

- Phase IV – Revise the Green Paper and resubmit the document to Cabinet for approval as a White Paper.
  - The Division continues to work in tandem with the Division of Ageing and internal units to discuss and revise the National Ageing policy (2007).
  - Complete review of the Geriatric Adolescent Partnership Programme (G.A.P.P) for Executive approval.
  - Revise and finalise the National Parenting Policy (Green Paper) and resubmit the document to Cabinet for approval as a White Paper.
2. **Annual Administrative Reports**  
The Annual Administrative Report for the period 2018/2019 was completed and submitted to Cabinet for approval.
3. **Public Sector Investment Programme (PSIP)  
Status/Progress Report**  
The Status/Progress Report on the Ministry's PSIP achievements for 2018/2019 were completed and submitted monthly to the Ministry of Finance and Ministry of Planning and Development.
4. **The Social Sector Investment Programme (SSIP) 2020**  
The Unit played a primary role in the production of the SSIP 2020, which provides a socio-economic snapshot of the annual performance of the programmes within the primary and ancillary social sector Ministries. It is a key deliverable of the Ministry of Social Development that seeks to examine the social milieu of Trinidad and Tobago, as well as highlights all progress made toward attaining social transformation and development.
7. **National Social Mitigation Plan (NSMP)**  
The Division continued to play an integral role in the roll-out of the National Social Mitigation Plan (2017-2022) given that the Consultant was recruited in August 2020.
8. **MSDFS' 5-Year Strategic Plan**  
The PPPDD facilitates and assists in the conduct of the Ministry of Social Development and Family Services Strategic Exercises and Programme Evaluations.
9. **Preparation of Cabinet Notes/Briefs/Parliamentary Responses/Documents**
  - Number of reports to Joint Select Committee – **eight (8)**

- Number of Parliamentary/ Senate responses: - **four (4)**
- Number of Cabinet Notes – **Two (2)**
- Number of external requests/briefs – **fourteen (14)**
- Number of Committees on which staff provided technical support - **nine (9)**
  1. Community Resilience Initiative (CRI) Multi-Stakeholder Coordination Committee.
  2. Working Group Meeting for the Implementation in Drug Treatment.
  3. Working Committee for Delivery of Care to Victims of Trafficking- (Third Meeting).
  4. NEC Internal Committee Meeting.
  5. National Parenting Policy Committee.
  6. NSMP Inter-Sectoral Advisory Committee.
  7. Social Sector Investment Programme Committee.
  8. Labour Migration Policy for Trinidad and Tobago Committee.
  9. Values, Attitudes and Behaviours (VABs) Campaign.

#### 10. COVID-19 Applications

- The Division was responsible for validating more than 3,000 COVID-19 applications received from applicants for the Ministry's social protection grants.

#### CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Competing priorities as it relates to the completion of external requests and the core mandate of the Division.
- The impact of the COVID-19 pandemic had a significant effect on the proposed timelines for the completion of the policies and focus group sessions.
- Human Resource Constraints - The lack of a full complement of staff in the Division.
- Tardiness in the submission of data for essential reports from other Units/Divisions.



## **LEGAL UNIT**

### **DESCRIPTION**

This Unit provides support to the Ministry on all legal matters that affect the Ministry's work. The Legal officer is required to attend Parliament and Legislative Review Committee Meetings, in support of the Minister, Permanent Secretary and other technical officers when matters about the Ministry are being discussed.

### **ROLES AND FUNCTIONS**

- Advising the Permanent Secretary on legal aspects and issues relevant to the operations of the Ministry of Social Development and Family Services.
- Performing legal research and rendering legal opinions.
- Representing the Ministry of Social Development in the High Court of Trinidad and Tobago, Industrial Court, Disciplinary Tribunals and Conciliations at Ministry of Labour.
- Liaising with the Ministry of the Attorney General and Legal Affairs, concerning litigation brought against the Ministry of Social Development and Family Services.
- Liaising with other Ministries about technical and specialised legal matters that concern the Ministry of Social Development and Family Services.
- Representing the Ministry in contract negotiation, conciliation and arbitration procedures.
- Preparing and reviewing all contracts that the Permanent Secretary of the Ministry of Social Development and Family Services is a party to.
- Preparing and reviewing all memoranda of understanding which the Permanent Secretary of the Ministry of Social Development and Family Services is a party to.
- Interpreting and reviewing Legislation.
- Preparing proposed amendments to the Senior Citizens' Pension Act, Public Assistance Act, The Street Dwellers Act and the Homes for Older Persons Bill.
- Preparing affidavits, exhibit sheets and filing and serving same on the respective parties.

### **PERFORMANCE OBJECTIVES AND ACHIEVEMENTS**

- Review of Legislation and legal matters.
- Finalised the Street Dwellers Policy for submission to the Ministry of Attorney General and Legal Affairs.
- Senior Citizens' Pension Act- The policy was completed and sent to the Executives for approval.
- Home for Older Persons Act reviewed by the Legal Unit.

- Removal of the Life Certificate in Senior Citizens' Pension Act – Brief was sent to the Minister of National Security.
- Represented the Ministry in all legal matters before the Industrial Court and Disciplinary Tribunal Matters.
- Provided legal advice on all legal matters which was sent to the Legal Unit.
- Drafted all contracts which were sent to the Legal Unit

### **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

- The unit has not been formally established to date.

## HIV/AIDS COORDINATING UNIT

### DESCRIPTION

The core business of the HIV/AIDS Coordinating Unit is to educate and sensitise staff and clients of the Ministry on HIV issues. The Unit is also responsible for integrating the national HIV/AIDS response into the Ministry's development process, including poverty reduction strategies, budgeting instruments and sectoral programmes/initiatives and projects. The HIV Unit, in close collaboration with Divisional Heads and the HIV Multidisciplinary Committee, aims to educate staff and communities on HIV issues, its prevention and control, as well as provide relevant staff with the tools to provide services for clients living with HIV. HIV/AIDS Coordinating Unit is guided by the following in the design, delivery and implementation of the HIV/AIDS initiatives:

- The National AIDS Coordinating Committee (NACC).
- The National HIV and AIDS Strategic Plan 2013-2018;
- The Ministry of Social Development and Family Services Strategic Plan (2018-2023);
- The National Social Mitigation Plan (2017 -2022) of the Ministry;
- Vision 2030 (National Development Strategy (2016-2030)); and
- The Ministry of Social Development and Family Services HIV Multi-Disciplinary Committee.

### ROLES AND FUNCTIONS

1. Programme HIV issues in the internal (staff) and external (clients, communities etc.) domains geared towards addressing the national response to HIV/AIDS which is categorized as a general epidemic.
2. Implement and operationalize the Ministry's HIV Work Place Policy.
3. Build critical linkages with key stakeholders, social sector ministries, relevant international organizations and the private sector to ensure sustained awareness and educational programs on issues related to HIV and AIDS.
4. Help mitigate the negative impact of HIV/AIDS on persons affected in Trinidad and Tobago.
5. Help reduce the incidence of HIV infection in Trinidad and Tobago.

### PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. To educate the Ministry's staff on HIV issues, its prevention and control as well as to provide persons with the relevant tools to effectively service HIV clients: A total of (66 clients was sensitized.

2. To educate the new staff of NSDP of the Ministry, on HIV issues. A total of ten (10) staff members were sensitised.
3. To commemorate World AIDS Day with key stakeholders – a total of thirty-four (34) persons participated in HIV testing, one hundred and seventeen (117) persons participated in basic health screening, fourteen (14) staff members participated in Pap-smear testing and three (3) staff members participated in PSA (prostate-specific antigen) testing.
4. To facilitate testing amongst staff – A total of seventy-four (74) staff members participated in testing.
5. To educate communities on HIV issues – An estimation of 1000 persons passed through the booth with (470) persons (including school children) interacting and participating in the booth's activities.

### CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- The HIV Unit functioned without a full complement of staff.
- Critical budgetary constraints.

## MONITORING AND EVALUATION

### DESCRIPTION

The Monitoring and Evaluation Division (MED) was established in April 2003 with the overarching mandate to coordinate Monitoring and Evaluation (M&E) in the Social Sector and to facilitate the provision of timely and reliable evidence-based information for effective decision making.

### ROLES AND FUNCTIONS

1. Oversee the application of structured M&E systems in the social sector.
2. Set standards for M&E.
3. Provide guidance, advice on best practices and support to social sector Ministries, Departments and civil society organizations on the effective utilization of evaluation as a management tool.
4. Promote the use of evaluation findings among Social Sector Ministries, Departments and civil society organizations, to improve the quality of social interventions.
5. Assess M&E capacity within the social sector on a systematic basis.
6. Conduct periodic training with Social Sector Agencies to build capacity in M&E.
7. Conduct thematic/sector evaluations that cover cross-cutting themes or issues pertinent to the Social Sector.
8. Conduct evaluations with significant implications for national policy and other strategic evaluations requested by the Minister or Permanent Secretary in the MSDFS.
9. Conduct an evaluation of an intervention in special circumstances where an independent assessment is requested, through the Minister of Social Development and Family Services or by a Minister in the Ministry responsible for the social intervention.
10. Develop a multi-year evaluation plan for five years. The multi-year plan which is to be approved by Cabinet will identify the evaluations to be undertaken and the Agencies responsible for the conduct of these evaluations. This plan will not preclude the conduct of evaluations at the discretion of Ministries/Departments.
11. Conduct evaluations where required.
12. Develop and maintain a Management Information System for Social Programmes (MISSP), which will serve as a comprehensive central database on social programmes and projects and evaluations initiated in the social sector.
13. Assess new projects and programmes (above a specified band of estimated expenditure) to ensure that M&E is embedded into the design.
14. Establish a repository of evaluation findings in the social sector.
15. Assist the Policy, Programme Planning and Development Division of the Ministry of Social Development and Family Services in the monitoring and evaluation of social policies.

## PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

### 1. Performance Objective: To establish an MSDFS Evaluation Team

#### Accomplishments:

- The established Evaluation Team comprising persons across various Units in the Ministry, spearheaded by MED, has completed three (3) evaluations and commenced three (3) more to be completed in the new fiscal.

### 2. Performance Objective: To resume evaluations of NGOs and Programmes

#### Accomplishment:

- Commenced three (3) evaluations:
  1. NGO – CSDP (Draft Report submitted to Executive).
  2. Programmes – GAPP (Draft Report submitted to Executive).

RAPP (Data collection completed, draft report to be submitted December 2019).
- Commenced preliminary activities for three (3) evaluations:

3 NGOs:

  - Marabella Family Crisis Centre
  - PAVI
  - Lifeline

These would be completed in the first quarter of the new fiscal.

Developed a TOR/RFP for outsourcing the conduct of evaluations.

### 3. Performance Objective: To review reporting templates

#### Accomplishment:

- Feedback forms, action plan, work plan, quarterly reporting and quarterly progress report templates finalized.

### 4. Performance Objective: To report on the progress of MSDFS initiatives

#### Accomplishment:

- Monthly reports on the progress of MSDFS initiatives were submitted as of April 2020. This was paused as a result of the Covid-19 activities as all Units dedicated their efforts towards this priority objective of the Ministry.
- Mid-Year Performance Review exercise was not initiated due to Covid-19 activities.
- Annual Achievement Report drafted and would be submitted in the new fiscal year.

**5. Performance Objective: To ensure the M&E component is built into the National Social Mitigation Plan (NSMP) and implemented.**

**Accomplishment:**

- Data collection and report of findings submitted from various NSMP Outreach Programmes across the country as of March 2020. COVID-19 halted all Outreach Programmes.
- Served as members on both NSMP Committees.
  - NSMP Inter-Sectoral Advisory Committee.
  - NSMP Policy and Oversight Committee.
- Developed the M&E Framework to measure deliverables under Phase 1 of NSMP.

**6. Performance Objective: To assist the Division of Ageing (DOA) with the assessment of NGOs procuring for Senior Activities Centres (SACs).**

**Accomplishment:**

- Developed an M&E Training module specific to SACs and conducted training sessions with the DOA staff and NGOs who tendered for SACs.
- Developed a site visit tool for DOA.
- Conducted a capacity/readiness assessment of the five (5) successful NGOs.

**7. Performance Objective: To provide monitoring of certain activities under the Social Welfare Diagnostics Project.**

**Accomplishment:**

- Continued monitoring of the Diagnostic Project.
- Continued implementation of the recommendations at the SWD local boards. This includes the 'Have Your Say' survey, Ticketing system and Intake Officers.
- Assessed the Ticketing system and the Intake Officers Pilot project.

**8. Performance Objective: To create new tools for the enhancement of services in the MSDFS**

**Accomplishment:**

- Implemented the Employee Assumption Feedback Form for use by the HRM Department. However, due to COVID-19, the Internal Client Feedback Survey has been halted.
- Continued monitoring of the Local Boards and quarterly reporting on the 'Have Your Say' survey.

**9. Performance Objective: To assist PPPDD with the development of the SSIP Budget Document:**

**Accomplishment:**

- Developed and completed the chapter and other aspects of the SSIP budget document assigned to MED.

**CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. The MED is heavily dependent on the timely submission of reports to perform its core duties. The poor response rates affect MED's productivity.
2. COVID-19 measures hampered MEDs performance objectives as most Divisions/Units were whole-heartedly devoted to COVID-19 relief efforts by the MSDFS.
3. The MED has no middle management positions to address specific supervisory needs of the Division and to facilitate the diversification of roles and responsibilities of the Division.



## **CORPORATE OBJECTIVE 8 – IMPROVE PERFORMANCE**

*To achieve high performance, customer-focused organisation that meets its operational strategic objectives in an efficient and effective way*

### **DIVISIONS/UNITS**

- ❖ Corporate Communication and Education Unit
- ❖ Development Support Unit
- ❖ Project Implementation Unit
- ❖ Information Technology Division
- ❖ Non-Governmental Organisation Unit

## CORPORATE COMMUNICATION AND EDUCATION UNIT

### DESCRIPTION

The Corporate Communications and Education Unit (CCEU) of the Ministry of Social Development and Family Services seeks to add value to the Ministry's corporate image by providing strategic counsel and creatively utilizing Communications and Public Relations Strategies that increase awareness of the Ministry's programmes and achievements among its internal and external publics. One of the Unit's key objectives is to build and maintain a positive image and reputation for the Ministry. Advertisement of the work of the various delivery Units and the commemoration of important days relevant to the Ministry's overall mandate are key to this objective.

### PERFORMANCE OBJECTIVES

1. To develop and execute related communication plans in the context of the wider National Communications Strategy of the Public Sector.
2. To develop and execute programmes geared toward educating the public and disseminating information about the Ministry and its work.
3. To establish communications networks with the Ministries within the social sector to keep the Ministries and agencies informed of ongoing initiatives.
4. To establish formal and informal communication networks with critical external agencies including the media.
5. To provide protocol and other public relations services for the Minister and other key persons within the Ministry.
6. To fulfil the internal communications function geared towards building staff camaraderie.
7. To participate in planning, coordinating and organizing public consultations, conferences, seminars, workshops and similar special events.
8. To liaise with the media and Information Division to arrange for media activities.

The core functions of this Unit are:

- Strategic Communications Planning
- Public Awareness Campaigns
- Media Relations Support Services
- Protocol and Event Planning Services
- Reputation Management
- Internal Communication Support Services
- Graphic Design Services
- Speechwriting
- Crisis Communications & Issues Management
- Customer Relations
- Procurement of Corporate Material

## ACCOMPLISHMENTS

Increased knowledge and awareness of underserved individuals, families, communities through Outreaches and Caravans across Trinidad. Many sessions were conducted as follows:

1. ***The Ministry's Community Impact and Outreach Caravan was officially launched in October 2019 at the Sangre Grande Civic Centre.*** A total of twenty-four (24) of such Caravans were held across Trinidad during the period.
  - **Community Social Outreach and Impact Caravan**
    - Sangre Grande Civic Centre - Friday 4th October 2019
    - Cumana Community Centre - Friday 11th October 2019
    - Manzanilla Community Centre - Friday 18th October 2019
    - Valencia Community Centre - Friday 25th October 2019
    - Guaico Tamana Community Centre - Thursday 21st October 2019
    - Mayaro Civic Centre- 8th November 2019
    - Trinidad and Tobago Fire Services Compound, Morvant – 13th November 2019
    - Beetham Community Centre – 15th November 2019
    - Barataria Community Centre – 20th November 2019
    - Grande Riviere Community Centre – 22nd November, 2019
    - Patna/River Estate Community Centre – 29th November 2019
    - Tunapuna Community Centre – 4th December 2019
    - Bon Air West Community Centre - 6th December 2019
    - Malabar Phase IV Community Centre - 11th December 2019
    - La Horquetta Regional Complex - 13th December 2019
    - Pinto Community Centre - February 12th, 2020
    - Maloney Regional Complex – 14th February 2020
    - St Augustine South Community Centre - February 17th 2020
    - Plaisance Regional Complex - February 19th 2020
    - South Oropouche Community Centre - February 28th, 2020
    - Aripo Community Centre - March 4<sup>th</sup>, 2020
    - Grand Chemin Recreation Grounds - March 6<sup>th</sup>, 2020
    - Maracas Valley St Joseph Community Centre - March 9<sup>th</sup>, 2020
    - Chrissie Terrace Recreational Ground, Enterprise - March 11<sup>th</sup>, 2020
2. Coordinated and managed Christmas Food Support Distribution – 2019.
3. Assisted with assessments and distribution of Cheques related to Food Support Cards and Salary Relief Grants due to COVID-19.
4. Advertising – More than **one hundred (100)** advertisements of various types were published over the reporting period.

5. Launch of Project HEARD – Helping and Empowering with Assistance Right at your Doorsteps. (COVID-19 Relief)

## **ADVERTISING and MARKETING/COMMUNICATIONS**

In addition to this, the following was achieved:

### **1. Reintroduction of the Ministry’s Campaign on Values, Attitudes and Behaviours – Messaging**

- VABS Campaign – Completed the following for this Campaign:
  - Internal Roll out launched and ongoing.
  - Finalised Messaging.
  - Engaged TTT for the production of 5 videos related to the eleven (11) messages identified and approved to support the campaign.
- Recommissioned the Ministry’s website and initiated the development of a microsite for the Disability Affairs Unit.
- Increased following on all social media platforms which include Facebook, Instagram and Twitter.
- Proposals received for Digital advertising throughout the country for VABs messages.
- The proposal was developed for the development of a Social SMS application for clients for the Ministry and is being reviewed by the Information Technology Unit.
- Initiated a Television version of “Let’s Talk – It’s Family Time” with a focus on COVID-19. Three inaugural episodes were developed and aired entitled ‘Coping with COVID -19.’

### **2. Coordination of Ceremonies for:**

- Installation of New Committees for National Social Mitigation Plan.
- Inter-Ministerial Committee for the Working Committee for the Delivery of Care to Victims of Trafficking.
- Stakeholders Forum for Persons with Disabilities.

## DEVELOPMENT SUPPORT UNIT

### DESCRIPTION

The Development Support Unit (DSU) was established in 2004. The Unit's vision is the commitment to give continuing support to the organisation through its journey from Developmental Status to Transformational Status. On this journey and with the quest to also achieve and sustain high levels of performance without compromising overall wholeness and wellness, the Unit is positioned as an advocate for balancing organizational stability and addressing the needs of the Executive and staff.

### ROLES AND FUNCTIONS

#### Roles

1. Provides service to the organization in a facilitative and solution-oriented role
2. Fields, collates and interprets the concerns of staff, and shares them with the Executive in the form of formal proposals for remedial interventions.
3. Implements ideas and needs of the Executive.
4. Designs tangible, practical initiatives as solutions for achieving viable results.

#### Functions

1. Gives attention to the MSDFS's organisational wellness – in the context of providing change management strategies for the design and rollout of new initiatives; lobbying for service excellence (internal and external); establishment of strategic and operational planning.
2. Designs and develops initiatives that support the interests and mandate of the organization, in conjunction with Divisional/Unit heads.
3. Designs and develops initiatives that build team consciousness, teamwork and synergy among staff.
4. Applies Change Management theories and practices into the operations of the Ministry that would:
  - facilitate the smooth transitioning of the change involved in new initiatives and procedures in the MSDFS.
  - keenly ensure that the 'people side' of the change - those pertinent matters which influence staff's ability to adapt to new procedures and operations – are properly communicated, supported and utilized.

### PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

The Unit's Performance Objectives are achieved through three (3) main categories:

1. **Organisational Development**
2. **Leadership Development**
3. **Innovation and Recognition**

**1. Organisational Development**

Seeks to provide support for the Ministry's Developmental Agenda towards safeguarding the strategic wholeness, wellness, 'teamness,' synergy and general advancement of the organisation.

**2. Leadership Development**

Provides a strategy for augmenting the leadership stock of the organisation; a systematic approach for expanding the performance competencies in leadership roles; celebrating achievements; insisting on quality standards; displaying appreciation and engaging in strategic organisational planning and 'actioning.'

**3. Innovation and Recognition**

Seeks to promote innovation and recognition of individuals, teams, Divisions/Units that conceptualize frame-breaking ideas that add value to operations, and go the extra mile in service to the benefit of the organisation, its staff, clientele and other stakeholders.

**ACCOMPLISHMENTS**

**Organisational Development:**

- Completion of the Recertification exercise for recipients of the food card.
- Developed the Help A Buddy Initiative proposal.
- Coordinated the COVID-19 Social Assistance Initiative.
- Assisted with the Coordination of the Christmas Food Card Distribution Exercise.
- Assisted with the implementation of the new Debit Card System.
- Development and Implementation of a "Ticket System" to record clients' documents submitted/collected by the Social Welfare Division.
- Development and implementation of mechanisms to collect data re Customer Satisfaction with services provided by the various Boards.
- General Staff Orientation.
- Social Welfare Divisional Training (Orientation).
- Diagnostic of Social Welfare Division.
- Development and Implementation of a Plan to reduce Backlog of Cases in the Various Boards.

**CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES**

- **Project/Initiative Funding:**
  - Lack of funding posed a challenge for the Unit in various avenues.

- Lack of a full complement of staff.
  
- **Process Owners Engagement:**
  - In executing performance objectives, engaging process-owners sometimes posed some challenges, in that the Unit could not impose haste or assume roles that belonged to
  
  - others. At other times, unforeseen situations which emerged in part due to the process-owners (outside the purview of the DSU) served to delay progress.

## PROJECT IMPLEMENTATION UNIT

### DESCRIPTION

Cabinet in 1997 agreed to the establishment of a Project Implementation Unit (PIU) in the Ministry. The PIU is responsible for the management and implementation of all Public Sector Investment Programme (PSIP) projects within the MSDFS and manages the relationships among and between the internal and external stakeholders of the various projects. The purpose of the Unit is to enhance the implementation process of programmes/projects of the Ministry of Social Development and Family Services (MSDFS) consistent with client satisfaction and the Government's vision.

### PERFORMANCE OBJECTIVES

1. To enhance the implementation process of programmes/projects of the Ministry of Social Development and Family Services (MSDFS) consistent with customer satisfaction and the Government's vision.
2. To ensure that the Ministry's projects are implemented on time, within budget and according to best practice.
3. To ensure that projects meet planning objectives.
4. To establish contracts, inclusive of feasibility studies, for each project.
5. To liaise with Government Ministries, various agencies and consultants and maintain professional networks.
6. To coordinate, monitor and control the performance of various groups and the use of project resources to ensure those project activities are completed within the constraints of time and available resources.
7. To focus on output management and achievement of desired and sustainable outcomes.
8. To ensure that the project deliverables are fit for purpose and are satisfactory for clients and or stakeholders.

### PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

1. Collaborated with Policy and Programme Planning and Development Division (PPPDD) with the preparation of Annual Draft Budget Estimates for Projects in the Public Sector Investment Programme (PSIP).
2. Collaborated with PPPDD to prepare a Mid-term Review of the PSIP.
3. Collaborated with PPPDD to prepare Reports including Monthly Reports for the Ministry of Planning & Development and the Ministry of Finance.
4. Prepared Project Documents such as Terms of Reference (TOR), Scope of Works, Designs and Cost Estimates.
5. Responded to parliamentary questions.
6. Collaborated with the Tenders Committee regarding the Award of Contracts.
7. Conducted site visits, monitored, evaluated and certified works completed satisfactorily on Projects.



8. Recommended and obtained approval for payments for Agencies and Contractors.
9. Attended Meetings with other Heads of Units, Agencies regarding the implementation of PSIP projects.
10. Submitted Requests for Releases every month.
11. Prepared monthly Progress Reports on projects of the Ministry of Social Development and Family Services in the PSIP.

## **PROJECTS COMPLETED**

4. C112 – The Street Dwellers Rehabilitation and Reintegration Project:
  - The contract was awarded for Painting and Decorating at the Centre for Socially Displaced Persons (CSDP). Painting (internal and external) at the Centre for Socially Displaced Persons was completed.
5. C044 - Establishment of Social Displacement Centres:
  - The contract was awarded for the Refurbishment of the Electrical, Plumbing System, the replacing of lock sets on some doors and the grill that covers the box culverts, cabinet works and air-conditioning at New Horizon Facility in Piparo Socially Displaced Persons.
  - A Temporary Shelter was established at the ground level of the Centre for Socially Displaced Persons (CSDP), to safeguard and house the homeless persons during the COVID-19 Pandemic.
6. C130 – Refurbishment of Hernandez Place (Phase I):
  - The contract was awarded for Phase I Refurbishment works in the areas of electrical, kitchen, ceiling, ground-level bathroom, plumbing, perimeter fence which were completed. Additionally, insect screens were installed and internal and external painting of the building and perimeter walls were undertaken along with building block works at the Home.

## **CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

2. Limited project staff to facilitate the proper implementation and monitoring of projects.
3. Lack of sufficient expertise relevant to the Engineering disciplines.
4. Untimely payments to service providers.
5. Poor quality of work by some contractors.

## **REMEDIAL PLANS**

- Hire Staff with relevant expertise.
- Timely approval for payments.
- Hire Clerk of Works to work onsite.

## INFORMATION TECHNOLOGY DIVISION

### DESCRIPTION

The Information and Communication Technology (ICT) Division is responsible for the development and maintenance of a modern, secure information and communication technology infrastructure, as well as the provision of client systems, business application services, ICT strategic planning and administration, for the Ministry. The ICTD is the backbone of the Ministry's communication activity and continues to play an integral role in the daily operations of its divisions.

### PERFORMANCE OBJECTIVES

1. Coordinate the development and implementation of a Strategic Information Technology Plan for the Ministry.
2. Develop and implement specific ICT policies and procedures;
3. Procure relevant ICT resources (hardware, software, peripherals) for the Ministry based on needs assessment;
4. Organize and participate in the training of technical and support staff of the Ministry;
5. Develop, implement and maintain Local Area Network (LAN) and Wide Area Network (WAN);
6. Provide ICT support services and resources to internal and external clients;
7. Develop and maintain a social media presence (Website, Facebook etc) for the Ministry;
8. Provide an Internet Research Facility;
9. Develop appropriate business systems and applications in collaboration with the various Divisions;
10. Develop and implement a Management Information System (MIS);
11. Secure the Ministry's ICT assets ensuring there is business continuity and disaster recovery; and
12. Conduct research and make recommendations on new and emerging technologies to improve efficiency and effectiveness.

### ACCOMPLISHMENTS

1. **Implementation of SAN:** The new SAN Storage setup and configured. The migration of critical services from the old SAN to the new SAN storage.
2. **Migration of SSCMS:** SSCMS Application was migrated from the old network environment to a new one.
3. **Implementation of VPN Solution:** This allows users Remote Access to Network.

4. **Established File Sharing Facility:** Application created between Central Bank and MSDFS for information sharing.
5. **Ongoing monitoring of Networks – Neutralized Cyber-attack (ransomware) and inserted rebuild Transport Server.**
6. **Call Centre Directory:** This application was built for the use of all the Customer Service Representatives.
7. **Processing of COVID-19 Application Forms:** The processing of COVID-19 application forms for Rental Assistance, Food Card Assistance and Salary Relief Grant. Approximately 98% of application forms completely entered for payments and predictions of 100% completion by the end of the year.
8. **Data Entry:** The processing of School Feeding grants for schoolchildren under the School Feeding Programme of the Ministry of Education was completed. Also, data entry was completed for rejected applications; also the formatting of SMS Messages for both Rejected and Approved applications were completed.
9. **Web Development:** The MSDFS main website was redesigned and completed. Additionally, the ICT Division in collaboration with Corporate Communication and the Disabilities Affairs Unit developed a microsite to extend the ministry's services to persons with disabilities. The Division also collaborated with our internal Communications Unit to provide accurate and up-to-date information on the services provided by MSDFS on their website.
10. **National Insurance Board (NIB) Request:** A Memorandum of Understanding (MOU) was established between NIB and MSDFS to gain data on clients for the process of ensuring the application of grants are delivered effectively. **The next steps in this process were the creation and implementation of an electronic signature feature which was earmarked to take place in November 2020.**
11. **IT Service Desk Service:** The ICTD implemented an electronic service desk (Spiceworks) to log and respond to all requests for service or support. The IT Service Desk continued to receive and troubleshoot technical issues experienced by users within the Ministry. This enabled users to obtain a more speedy resolution to their issues and improved the efficiency and effectiveness of internal and external communications. Response times were reduced and planning and management capabilities improved.
12. **Ministry ID Badges:** The ICTD continued to supply ID Cards/Badges for all staff members and On-the-Job Trainees within the Ministry.

13. **Data Management:** Cheque to Bank Project (Direct Deposit). Continued to facilitate the monthly transfer of clients' cheques to banks via Direct Deposit.
- **Data from the Ministry of Legal Affairs:** Began to receive and process death data from the Ministry of Legal Affairs (Registrar General Department).
  - **Food Card:** add new Clients, validate clients, remove clients, produce payment files and reporting.
  - **Cheque Reconciliation:** Processing Payment files produced by NIB and Encashed cheques from Central Bank.
14. **Telephone and PBX:** A reliable telecommunications system is required to allow efficient and cost-effective communication amongst staff in the Ministry and between staff and citizens. As such, during the fiscal under review, the Information Technology Department sought to improve communications within the Ministry by implementing a new PBX System. Expansion of this PBX system will include all MSDFS' remote sites.
15. **Board of Survey:** Non-functional and obsolete ICT devices have been inventoried for disposal through the Board of Survey exercise in compliance with industry standards and recommendations from the Internal Audit and General Administration departments.
16. **Data Centre:** The design phase and Fire suppression, access controls, generators, precision cooling and General Works scope for the Data Centre and Storage was completed. The Data Centre will consist of storage devices and servers. Presently, MSDFS and Dell Company are conducting further discussions into building and implementing the Data Center.
17. **ICT Inventory:** An electronic inventory system was implemented to manage the entire Ministry's ICT equipment. The ICT Division embarked on an inventory exercise based on the recommendation of the Internal Audit and the Auditor General where all of the Ministry's ICT devices were documented in a standardized format. For the year 2020, a new application – "Open mate" was created to improve and revise the inventory system.
18. **Social Service Client Management System (SSCMS):** The SSCMS is an interim client management system that was developed within the ministry to formalize and add structure to client's data. As a forerunner to emerging technologies in the Ministry, the goal of the SSCMS is to facilitate easy transitioning to the Integrated Social Enterprise and Management System (ISEMS). During the last year, different modules of the SSCMS have been implemented and is currently used by various departments throughout the Ministry. **The SSCMS was a crucial backbone in the processing of**

thousands of grant applications where some 176,000 individuals and families benefitted from the Ministry's COVID-19 relief measures. Current development is ongoing to integrate the current business processes of the Social Welfare Division. This will allow the staff to download a schedule of all the clients that are currently being processed which will be used to facilitate the local board meetings. This is carded to be ready for implementation in January 2021.

19. **Integrated Social Enterprise and Management System (ISEMS):** iGovTT, on behalf of the Ministry, successfully procured and entered into a contractual arrangement with Fujitsu/Synergy on September 11 2020 for the implementation of ISEMS. ISEMS is an enterprise application designed for social protection services that will provide end-to-end processing and deliver functionality such as Grant Management, Case Management, Payment file creation and Check Printing. The system is also intended to capture client information associated with all services provided by the Ministry. Before the expiration of fiscal 2019/2020 the Ministry was also able to meet the cost for the mobilization fee, to the service provider.
  
20. **Payment Processing System:** Developed Requirements and RFPs, and engaged iGovTT to assist in Procurement.
  
21. **MySocial Intranet:** The MySocial Intranet is a platform that will assist the Ministry of Social Development and Family Services to easily share information with colleagues, partners, and customers. By using MySocial, you can access internal sites, documents, and disseminate and share information from anywhere on any device connected to the Internet — at the office, at home, or from a mobile device. The MySocial Intranet would empower teamwork with dynamic and productive team sites for every project team, department and division. Simple sharing and seamless collaborations are achieved by safely securing and effortlessly sharing files, data, news and resources. Cohesiveness and information sharing with minimal duplication can be achieved through the use of an intranet. Implementation of MySocial Intranet contributes to the Disaster Recovery and Business Continuity Plan ensuring the MSDFS can maintain operational efficiency and execute mission-critical functions following a disruption.  
**Project Status** – The project plan and roadmap phase has been completed. Configuration and development of the IT environment is being undertaken. The expected delivery date was December 2020. The Ministry was however unable to complete the project in fiscal 2020.
  
22. **Power BI:** This project will see the implementation of a business analytics-reporting tool to create interactive, immersive dashboards and reports. This will allow users to generate predefined as well as ad hoc visual reports to assist in decision-making.

**Project status-** The reporting services have been installed and several frequently requested reports were developed. Currently, our ICT staff is utilizing a trial version of Power BI and would require a license for deployment.

23. **Budgeting and Procurement of ICT Equipment:** The ICT Division is in the process of procuring ICT equipment to meet the needs of the ministry.

**Project status** – The needs assessment and roadmap have been completed and are currently in the procurement stage.

24. **MSDFS Grants Management System:** The Ministry of Social Development and Family Services (MSDFS) in collaboration with the National Information and Communication Technology Company Limited (iGovTT), have been working on developing an online application system to effectively manage and streamline the current process for receiving and processing social grants. The first phase of the online application is primarily to obtain and process Critical Incidents for persons affected by natural and man-made disasters.

**Project Status** – The project plan, roadmap and needs assessment for the project has been completed with collaborative efforts from the ICT Division, iGovTT and Social Welfare Division. Additionally, the development stage has been completed and the project is currently in the testing phase. The expected delivery date is still to be determined.

### **CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES**

1. Availability/ release of sufficient funds.
2. Lack of sufficiently skilled staff.
3. Continuous change of requirements and project priority.

## **NON-GOVERNMENTAL ORGANISATION (NGO) UNIT**

Cabinet in 2011 approved the establishment of a Non-Governmental Organization (NGO) Unit in the Ministry of the People and Social Development (MPSD). In May 2013, the Ministry of Social Development and Family Services officially established the Unit, to fulfil the Cabinet mandate to manage the Ministry's relationships with service delivery partners involved in the delivery of social services in communities.

### **ROLES AND FUNCTIONS**

1. To identify suitable organizations to undertake the delivery of services or the conduct of social programmes and projects in communities.
2. To manage contractual arrangements, with organizations, for the delivery of social services and programmes.
3. To register organizations involved in the delivery of social services.
4. To collaborate with relevant social service delivery agencies and divisions to ensure the effective and efficient delivery of services to clients.
5. To process and assess requests from organizations for subventions, grants and other types of assistance, and make appropriate recommendations.
6. To ensure compliance by organizations following established criteria, for the delivery of social services.
7. To develop mechanisms to monitor and evaluate the operations of NGOs and other organizations in receipt of financial assistance from the MSDFS.
8. To research matters about the non-governmental sector to advise State agencies on the operations of various NGOs.
9. To promote training and capacity building programmes for NGOs so that they would be better equipped to fulfil the delivery mandate.
10. To maintain an NGO Database.

### **PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS**

1. **To promote a better 'value for money' culture in the delivery of social services and to improve the efficiency of NGOs in their expenditure of Government funding for social programmes/projects:**

Audits were conducted on twenty (22) NGOs and three (3) Statutory Boards in receipt of subventions. Quarterly projection statements as well as, monthly actual Income and Expenditure Statements were submitted by all NGOs in receipt of subventions. A review and research of a fee-for-service model for subvention provisions were undertaken.

2. **To submit disbursement requests for subvention payments:**

Submission of monthly/quarterly disbursements for twenty-two (22) NGOs inclusive of Statutory Boards for subventions. The Total Disbursements was as follows: \$ 47,532,912.00.

**One-Off Grants (\$10,000 and Under)**

- ✓ Fifteen (15) requests for One-off Grants (financial assistance) for social projects were reviewed.
- ✓ Three (3) organizations received funding
- ✓ Total funds disbursed =\$33,000.00

**One-Off Grants (\$10,000 and Over)**

- ✓ Twelve (12) requests for One-off Grants (financial assistance) for social projects were reviewed.
- ✓ Five (5) organizations received funding
- ✓ Total funds disbursed =\$185,096.00

**3. To review the contractual arrangements of all NGOs receiving subventions for the delivery of social services and programmes:**

- ✓ Reviewed nineteen (19) Draft Service Level Agreement.
- ✓ Site Visit to twenty-two (22) NGOs: Youth and Statutory Boards, and their associated branches, Socially Displaced, Hostels and Halfway Houses, Persons with Disabilities and, Family Life and Counselling).

**4. Research and Capacity Building Programmes for NGOs:**

- ✓ Collaboration with relevant social service delivery agencies and divisions to ensure the effective and efficient delivery of social services:
  - Meetings with the National Emergency Operations Centre.
  - Meetings with the Non-Profit Organization (NPO) Legislative Committee.
  - Working Committee for the Delivery of Victims of Trafficking (VOT).

**5. To prepare Annual Trend Analysis of Expenditure Reports to assist in identifying underlying causes of fiscal stress and prediction of future financial outcomes, which may provide valuable information about the organization's current and future fiscal health:**

- ✓ Continued follow-up and collaboration with the Trinidad and Tobago Blind Welfare Association (TTBWA) to ensure completion of recommendations of Internal Audit.
- ✓ Assisted the T&T Association for Retarded Children Lady Hochoy Homes (TTARC)
- ✓ Continued collaboration with the Trinidad and Tobago Hearing Impaired Association (TTAHI).

**CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

- Funds not released on time to NGOs.
- A new strategic approach was developed for compliance reporting documentation for NGOs however NGOs experience challenges complying due to competency issues, lack of administrative staff to complete reporting documentation and the inability to submit documentation in adherence to deadlines.



- Due to the Coronavirus 19 pandemic, most NGOs were unable to service their clientele as required.

## PROCUREMENT UNIT

### DESCRIPTION

Cabinet by Minute No. 1200 of July 6, 2017, agreed to the establishment of Procurement Units under each Accounting Head in Ministries, Departments and Agencies based on set organisational structures, the functions and duties in respect of the Procurement Units to be carried out by existing staff as far as possible. Each structure comprises an Evaluation and Disposal Committee which may be resourced by the same individuals carrying out both functions.

In November 2020, the Ministry of Social Development and Family Services brought on a Public Procurement Officer to continue the transitional works required to prepare the Ministry for the full proclamation of the Public Procurement and Disposal of Public Property Act 2015. The unit is staffed by reassigned public officers to facilitate its new approach to procurement and disposal functions and will endeavour to build the requisite capacity to implement the organisation's Annual Procurement Plan.

### ROLES AND FUNCTIONS

1. To develop procurement processes, policies, procedures, templates and guidelines to bring alignment to the new procurement system.
2. To utilise procurement planning tools and techniques in determining relevant procurement methods for goods and services (Annual Procurement Plan, Procurement and Disposal/Evaluation Workflow Processes and Policies)
3. To develop Training, qualifications, and certification of relevant Divisional Staff (included on Fiscal Training Plan).
4. To monitor, measure and evaluate contractors and vendors performance and maintain a database of findings
5. To sensitize delegated units of procurement on their new roles and responsibilities
6. To ensure that zero offences and penalties are incurred by ensuring compliance with the Office of the Procurement Regulator's handbooks and guidelines.

### PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Established inclusive of physical space, email, server, documentation/filing system etc for the operations of the Procurement Unit.
2. Developed SOPs for each position in the Procurement Unit.
3. Commenced evaluation of Pre-Qualification Listing.
4. Conducted review of Organisational Procurement.
5. Developed Procurement One Year Training Plan for 2019/2020 & 2020/2021.
6. Designed internal process flows for the procurement and disposal processes.
7. Identified Strategic Procurement Objectives.
8. Created a Register of Procurement Contracts.

9. Developed Reporting templates for Divisions that have delegated authority.
10. Developed Website application for procurement activities includes posting of Contract Listing and Annual Procurement Plan with proposed procurement activity.

### **CHALLENGE(S) FACED IN ACHIEVING PERFORMANCE OBJECTIVES**

1. Lack of competency in the Unit.
2. Insufficient staff.
3. Visibility of procurement activities in the Ministry. (inclusive of the external Statutory Boards and NGO units)
4. Some tender cancellations and variations resulting from deficiencies in scope development
5. Budget constraints.

**OTHER CAPACITY BUILDING AND INSTITUTIONAL STRENGTHENING ACTIVITIES**

❖ Committees

❖ Training and Development

❖ Future Plans and Projects (Fiscal 2019/2020)

**COMMITTEES**
**Table 10. List of Committees**

<b>Committees within Ministry/Department Fiscal 2019/2020</b>		
<b>Evaluation Committee for the Pre-qualification listing</b>	To Provide the Ministry with an approved list of suppliers for goods and services to the Ministry of Social Development.	Ministerial
<b>HIV/AIDS Committee</b>	To guide the Ministry's HIV/AIDS Frame for Action; the development of the Workplace Policy; and to independently review and evaluate the Ministry's mainstreaming processes.	Ministerial
<b>Inter-Ministerial Research Council (IMRC)</b>	To coordinate and monitor research in the social sector.	Cabinet appointed:
<b>Inter-Ministerial Social Policy Committee</b>	To coordinate policy development, implementation, monitoring and assessment in the Social Sector.	Cabinet Appointed:
<b>Intersectoral Street Dwellers Coordinating and Monitoring Working Committee</b>	To make recommendations to the Minister of the MSDFS on some of the interventions detailed in the Implementation Strategy to address the issue of street dwelling in T & T.	Cabinet Appointed
<b>NEC Management Committee</b>	To monitor interim operations and coordinate long term delivery of specialized therapeutic services at the National Enrichment Centre.	Cabinet appointed:
<b>National Parenting Policy Committee</b>		Ministerial
<b>NSMP Inter-Sectoral Advisory Committee</b>	To guide the operations of the SSE and focus on preventative and restorative interventions and strategies geared	Cabinet appointed:

<b>Committees within Ministry/Department Fiscal 2019/2020</b>		
	towards sustainable human development.	
<b>NSMP Policy and Programmatic Oversight Committee</b>	To focus on the effective and efficient delivery of necessary support services to those negatively impacted by the changing socio-economic landscape.	Cabinet appointed:
<b>Permanent Secretary's Tenders Committee</b>	To review requests for specified supply services or products sourced by external service providers.	Ministerial
<b>Social Housing and Outreach</b>	To formulate Policy on Social Housing and streamline outreaches.	Ministerial
<b>Social Welfare Diagnostic Working Committee</b>	To promote institutional strengthening and efforts towards efficient and effective service delivery.	Ministerial
<b>Socio-Economic Database</b>	Creation of a computerised central database on social indicators.	Ministerial
<b>SSIP Committee</b>	To prepare the SSIP publication in time for the annual budget.	Ministerial
<b>Strategic Planning Committee</b>		Ministerial
<b>Transitional Housing Working Committee</b>	To review the existing Transitional Housing and Care Facilities for the vulnerable groups in Trinidad and Tobago and to make recommendations for an effective programme.	Ministerial
<b>Working Committee for the Delivery of Care to Victims of Trafficking (VOT)</b>	To provide strategic support and guidance to ensure compliance by the MSDFS in keeping with the Trafficking in Persons 2012 Act.	Ministerial

## TRAINING AND DEVELOPMENT

The Ministry of Social Development and Family Service's overall goal is ensuring the effective functioning of the social sector towards improving and empowering the lives of citizens in the nation, particularly those most at risk. As part of ensuring that the Ministry fulfils its responsibility, especially in the key areas of social sector research; social sector planning and policy development; delivery of social services and the monitoring and evaluation of outcomes, it is important for public officers in the various Divisions/Units of the Ministry to attend conferences, meetings, workshops/seminars and undergo continuous training and development.

For Fiscal 2019/2020, officers were exposed to various areas of training and development. These were aligned with the Ministry's Corporate Objectives and focused on areas such as substance abuse prevention and treatment, and HIV/AIDS.

## TRAINING UNDERTAKEN DURING FISCAL PERIOD 2019/2020

Staff from the various divisions of the Ministry participated in the following training courses/workshops for fiscal 2019/2020:

### 1. ADULT EDUCATION

- Training in Online Learning for TVET and CPE Trainers in collaboration with UWI Open Campus.

### 2. DEVELOPMENT SUPPORT UNIT

- Supporting Communities from the Frontlines: Mental Health and Psychosocial Support (MHPSS) in Emergency Settings - One (1) DSU Officer

### 3. DISABILITY AFFAIRS UNIT

- Training in preparing Terms of References.
- Training in project management.
- Training in preparing Cabinet Notes.
- Memorandum of Understanding.

### 4. GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME

- Care Plan Development.
- Ministry of Social Development and Family Services Standardised Means Test administration.

### 5. HIV COORDINATING UNIT

- Testing and Counselling Training.

### 6. INFORMATION TECHNOLOGY DIVISION

- SSCMS Training sessions with Staff.
- Training with staff members on the new SSCMS feature “Tobago Desk Application”.
- Training on new features implemented on SSCMS for the Covid-19 Applications.
- Training conducted with all the Customer Service Representatives (CSR) for Data Entry of Covid-19 Applications Forms.

### 7. LEGAL UNIT

- OPR Capacity Building Workshop, 2019 hosted by Office of Procurement Regulation.
- Freedom of Information workshop hosted by the Ministry of Public Administration.

### 8. NATIONAL FAMILY SERVICES

- Recognizing and Servicing Victims of Trafficking hosted by ‘Counter Trafficking Unit
- Living with Incarceration Symposium hosted by UWI.



## 9. PIPARO EMPOWERMENT CENTRE

- Substance Abuse Disorder.

## 10. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

- Virtual Presentation of UNDP's Socio-Economic Impact Assessment (SEIA) Tool.
- Executive Development Programme for Senior Officers.
- Online Workshop – Reception and Reintegration of Forced Returnees.

## 11. RETIREE ADOLESCENT PARTNERSHIP PROGRAMME

- Centre Staff Training Centre staff attended several online webinars during the Pandemic:  
*Sessions including the following topics:*
  - Cultivating Calm, Strong, Confident Children.
  - Mental Health and Psychosocial Support.
  - Remote Teaching – Survival Guide for Teachers.
  - Blueprint for Sanity – How to Keep One's Sanity In This Pandemic.
  - Extraordinary Kids Summit.

## 12. SOCIAL DISPLACEMENT UNIT

- Inclusion Education Stakeholder Consultation: Ministry of Education.
- Case Care Management OAS/CICAD January 2020.
- Reception and Reintegration of Forced Returnees to the Caribbean IOM August 2020.
- Onboarding Programme.

## 13. SOCIAL INVESTIGATION DIVISION

- HBS/SLC Pilot training at the CSO.
- Virtual Presentation of UNDP's Socio-Economic Impact Assessment (SEIA) Tool.
- Webinar on COVID 19: A Wake-Up Call for Regional Food & Nutrition Security.
- Webinar on Using the MPI as a tool for crafting government responses to the Covid-19 Pandemic.
- Webinar on Understanding and Improving the Policy-Making Process.
- International Men's Day Seminars.
- UWI Youth Economic Forum – Health & Well-being, Quality Education and Climate Action.

## 14. SOCIAL WELFARE DIVISION

- Customer service
- Grant processing

## FUTURE PLANS AND PROJECTS (FISCAL 2019/2020)

### 1. ADULT EDUCATION

- Registration of New Trainees.
- Review the Adult Education Programme.
- Finalize MOU with The UWI Open Campus.
- Launch 2021 cycle of Education and Training.
- Online Training of Students.
- Continuous Assessment of Trainees and Students.
- Seek to establish an MOU with ALTA to refer students who have completed their literacy classes at ALTA to the services of the Adult Education Programme.
- Improve access to the internet for Students/Trainees through Partnership with Digicel Foundation.
- Improve communication with the majority of Spanish speaking migrants, asylum-seekers by forging MOU with the Ministry of National Security and Ministry of Health to meet the demands for the provision of an expansion of the Conversational Spanish Course re Nurses, Doctors & Police.
- Register with the International Council for Adult Education (ICAE).
- Participate in the Rapid Evidence-Based Assessment (REBA) of the Adult Education Programme to be conducted in collaboration with SID.
- Having transitioned the AEP to accommodate Trainees Students in both a Virtual Learning Environment (VLE) and Brick Mortar spaces.

### 2. CORPORATE COMMUNICATIONS AND EDUCATION UNIT

- **Short Term Future Plans**
  - Completion of NSMP Outreaches by March 2020.
  - Planning of an interview with TTT to commemorate International Day of Persons with Disabilities on December 3, to focus discussion on Disability Policy areas.
  - Finalize MSDFS Mobile Unit.
  - Media promotion of National Social Mitigation Plan.
  - Finalization of Customer Relations Management (CRM) including MSDFS Call Centre.
- **Medium Term Future Plans**
  - VABs Roll Out and Messaging (Ongoing).
  - Testimonials and Short video clip of Ministry Achievements (Ongoing).
  - Short video clips on achievements based on Standing Finance Statistics.
  - Reconfiguration and reconstruction of the MSDFS website.
  - Training for CCEU staff.

- Improve MSDFS Social Media Star rating of recommendation and reviews on Facebook from 2.3/5.
- **Long Term Future Plans**
  - Development of an eight-page booklet/guide on the Disability Policy.
  - Highlighting success stories via various media.
  - Establishment of Media Room.
  - Development of an Intranet.
  - Development of a Social Media App.
  - Proposals received for Traditional Advertising on Wall of DRETCHI Compound on Wrightson Road, POS.
  - Proposals received for Digital advertising throughout the country for VABs messages for the external roll out.

### 3. DEVELOPMENT SUPPORT UNIT

#### Short Term Future Plans

- **Project Champions Initiative.**
- **Process monitoring of Ticketing System** – Note for any required changes, other changes to be communicated to the DSU for Change Management, Measurement and Reinforcement. Monitoring and Evaluation Unit engagement.
- **Process monitoring of Customer Satisfaction data collection mechanism** – Note for any required changes, other changes to be communicated to the DSU for Change Management, Measurement and Reinforcement. Monitoring and Evaluation Unit engagement.
- **Delivery of General Staff Orientation** – completion of 2<sup>nd</sup> project iteration workshop for all new recruits of the MSDFS.
- **Delivery of Social Welfare Divisional Training (Orientation)** completion of 2<sup>nd</sup> project iteration workshop for all new recruits of the MSDFS Social Welfare Division.

#### Medium Term Future Plans

- Provide support for the BPR- SWD collaborative Service Improvement exercise in the Social Welfare Division.
- Provide support for the creation of desk manuals within the Social Welfare Division.
- Training of SWD Project Champions in Project Management along with accompanying MS Project Tool as well as Action Learning.
- Assigned Internal and External Project/ Initiative processes to be monitored for any required changes, DSU to receive and review Project Champions reports and act accordingly through Change Management, Measurement and Reinforcement mechanisms.
- Launch of the Help-A-Buddy (In-House) initiative proposal.
- Continued rollout of the Premium Client Care Initiative (New MSDFS recruits).
- Hosting of Change Management Sensitization Workshops for HODS, DHODS, and selected general staff.
- Hosting of Change Management Sensitization Workshops for technical and clerical staff.
- Facilitation of the hosting of one (1) HODs Retreat.

- Facilitation of the hosting of one (1) HODs Conversational Forum.
- Provision of continued support for the MSDFS Integration Agenda- NSMP, STEP-UP, ISEMS, Inventory Control System.

#### **Long term Future Plans**

- The adoption of a client-centric, service-excellence culture change among the staff of the organization.
- Overall appreciation for the importance of embracing the right attitude to change...and acquired skills in managing change, by the personnel of MSDFS.

#### **4. DISABILITY AFFAIRS UNIT**

- Fully operationalize the National Enrichment Centre.
- Continue the process to develop the National Registry for Persons with Disabilities.
- Conduct sensitization sessions with the public and private sectors.
- Print brochures on disability issues.
- Commemorate International Day for Persons with Disabilities (IDPD).

#### **5. DIVISION OF AGEING**

- **Short Term:**
  - Assess all subvented Homes along with the Project Implementation Unit (PIU) to facilitate refurbishment works.
  - Ensure all subvented Homes are paid on time.
  - Create new contracts for subvented Homes.
  - Conduct screening before placement and continue monthly life verification of CCP clients.
  - Process monthly payments for persons in HOP under the CCP.
  - Create contracts for CCP Homes.
  - Execute the United Nations International Day for Older Persons (UNIDOP) 2020 HALO project.
  - Develop and manage the annual research agenda in collaboration with the Social Investigation Division of MSDFS and other stakeholders.
  - Develop a Memorandum of Understanding between various agencies to facilitate an Elder Abuse Intervention Working Committee to resolve OPIC cases.
  
- **Medium Term:**
  - Develop a proposal for the execution of an online symposium to be held during the week of the United Nations World Elder Abuse Awareness Day - (June 15 2021).
  - Prepare and submit the World Elder Abuse Awareness Day project proposal for 2021.
  - Engage networking with internal and external units/agencies for resolving OPIC cases.
  - Ensure SAC's are paid on time and draft new contracts.
  - Implement a process for obtaining national identification cards for new CCP clients.

- Collaborate with the Ministry of Health on a concept paper on healthy ageing.
- Revise the National Policy on Ageing in Trinidad and Tobago.
- Prepare policy to inform amendments to the HOP Act & regulations before its proclamation.

**Long Term:**

- Operationalise an elder abuse intervention working committee.
- Operationalise a Facility Review Team as part of the implementation of the protocols within the Homes for Older Persons Act (once proclaimed) and its attendant regulations.
- Continue to promote the decade of healthy ageing (2020-2030).
- Increase stakeholder engagement/collaboration.
- Conduct research on ageing and ageism in Trinidad and Tobago in collaboration with relevant internal and external stakeholders e.g. the Social Investigations Division and the Central Statistical Office.
- Digitisation of case management processes (this is being undertaken throughout the Ministry).

**6. GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME (GAPP)**

- Commencement of GAPP Level I &II Training.
- A Develop Blended Learning Curricula for Geriatric Care to meet the changing societal paradigm.
- Filling of all vacancies in the Programme.
- Change the view of the public of GAPP as a Geriatric Programme to a Youth Programme.
- Expansion of Caregiving Services. This requires the sub-division of the combined Eastern Region (St. Andrew/St. David & Nariva/Mayaro) into two (2) separate Regions for better management and client care. The Region currently spans from Sangre Grande to Guayaguayare. Employment on Contract additional staff to oversee the additional Region.
- An approved GAPP Policy, Standard Operating Procedure and Action/Implementation Plan.
- Implementation of a Cabinet approved GAPP Caregivers' Internship Contract and Implementation Procedures.
- Conducting a comparative analysis with other models of geriatric training and care institutions that exist locally and internationally.
- Developed GAPP Policy, Standard Operating Procedures and Action/Implementation Plan.
- Developed Monitoring and Evaluation formwork of the Programme.

**7. HIV/AIDS COORDINATING UNIT**

- Design and dissemination of IEC materials.
- External Mainstreaming:
  - World AIDS Day 2020.

- Sensitization for Ministry's clients.
- HIV Sensitization for external clients (Senior Activity Centers, Persons Living with Disabilities, Piparo Empowerment Centre).
- Carnival Initiative
- Participation in community outreaches in collaboration with the rest of the Ministry as well as other sector Ministries.
- Participation in HIV stakeholder activities
- Internal Mainstreaming:
  - Roving Caravan;
  - Commemoration of International Days (International Women's Day, Father's Day, Mother's Day, etc.);
  - Adherence Workshop 2021;
  - Production of a Monthly Newsletter for Staff; and
  - HIV Testing Initiatives.
- Undertake Life Skills Programme.
- Conduct Multidisciplinary Meetings (MSDFS HIV Workplace Policy).
- Continued research agenda in collaboration with SID.

## 8. INFORMATION TECHNOLOGY DIVISION

- Communication links Upgrades – To upgrade the WAN
- Telephone and PBX – To upgrade the PBX because the old PBX is obsolete, presently vendors are being sourced.
- Hyper-converged Infrastructure Solution - The purpose of this solution is to change the type of servers and routers that are existing; which would be more efficient, virtual and occupy less space. Preparation of Request For Proposal (RFP) with procurement unit and iGovTT
- Implementation of a new Firewall Security Solution
- Implementation of Backup Software Solution
- Implementation of Data Centre
- Implementation of Managed Anti – Virus Solution
- Setup and Configuration of new copiers
- Library Management System – develop a system so all our clients can access library resources.
- Implementation of the MySocial Intranet
- Implementation and launch of the MSDFS Grants Management System

## 9. LEGAL UNIT

- To ensure all relevant Acts are amended and proclaimed.

## 10. MONITORING AND EVALUATION DIVISION

- **Short Term Future Plans** - provide a proposal for addressing the human resource needs of the MED.
- **Medium Term Future Plans** - continue to provide support to Divisions and Units where needed despite staff limitations:
  - build M&E capacity among the staff of other Divisions and Units;
  - foster partnerships/ “think tanks” in M&E within the MSDFS as well as with stakeholders external to the Social Sector;
  - continue evaluations of internal programmes, projects and non-governmental organizations;
  - implement an M&E system for the MSDFS; and
  - develop an M&E Database for collecting, storing and sharing data
- **Long Term Future Plans** - strengthen and sustain M&E capacity among the staff of other Divisions and Units as a means towards institutionalizing M&E in the MSDFS;
  - continue to build partnerships in M&E;
  - continue implementation and sustain the M&E system for the MSDFS.

## 11. NATIONAL FAMILY SERVICES

- To advocate for increased human resource.
- To advocate for appropriate Service Centres
- To maintain services at its various Service Centres/ expand the number of Service Centres.
- To continue community training workshops in Parenting Skills and Domestic Violence Sensitization.
- To continue participation in community outreaches to promote services of the Division.
- To continue Public education/messaging through radio programmes.
- To continue networking with key stakeholders in the provision of services.
- To continue to collect, collate and analyse data to guide programmes and service provision.

## 12. NON GOVERNMENTAL ORGANISATION UNIT

- Continued identification of suitable organizations to undertake the delivery of services or the conduct of social programmes and projects in communities/Processing and assessment of

requests from organisations for Subventions/One-Off Grants and making appropriate recommendations.

- Continued preparation and releases of Subventions to NGOs under the purview of the Ministry.
- Continue working towards updating the Ministry's current policy on financial assistance to NGOs: "Framework to Guide the Relationship between Government and Non-Governmental Organizations for the Delivery of Social Services in Trinidad and Tobago — 2007."
- Continued Registration of NGOs in receipt of financial assistance from the NGO Unit for the update and upkeep of an NGO database.
- Follow-up of mechanisms implemented to monitor and evaluate the operations of NGOs and other organizations in receipt of financial assistance.
- Follow-up on Training and Development/ Capacity Building / Institutional Strengthening/ sessions with NGOs.
- Continued focus on impact performance of the delivery of services provided by NGOs.
- Update and implement the Service Level Agreements with current service delivery partners.

### 13. PIPARO EMPOWERMENT CENTRE

- To facilitate family visits and sessions for Christmas.
- To intake 4 new clients monthly.
- To train 2 OJTs in the capacity of Social Work.
- To train 1 Practicum Student in the capacity of Forensic Psychology in the Incarcerated Setting.
- To train/update Clinical Staff on best practices.
- To increase agricultural crop cultivation.
- To conduct outreach sessions.
- To re-establish connections with educational and vocational training institutions.

### 14. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

- Plan and Host the 4<sup>th</sup> National Social Policy Forum.
- Re-constitute the Inter-Ministerial Social Policy Committee as the life of the Committee ended August 2018.
- Coordinate activities for the production of the SSIP 2022.
- Prepare the Annual Administrative Report 2020/2021.
- Update and maintain the Ministry's Cabinet Minutes Database.
- Revise and Finalise the National Family Policy, and the National Parenting Policy.

### 15. PROCUREMENT UNIT

- **Short Term (3 months)**
  - Complete review of current policies and procedures for alignment with the new procurement system whilst maintaining current legislature framework and guidelines
  - Complete Annual Procurement Plan for Ministry for fiscal 2020/2021
  - Additional staff to be requested
  - Cabinets and designated Printer/Copier to be requested



- Build the procurement capacity of existing staff by presenting learnings from the Office of the Procurement Regulator weekly
- **Medium Term (6 months)**
  - Establish IT related solutions to data collection from all delegated procurement units, NGOs and Statutory Boards.
  - Increase sensitization sessions with delegated procurement units and provide a framework for guidance and maintenance of the new procurement requirements.
  - Set up a KPI dashboard to measure the performance of the Procurement Unit.
  - Develop Self-verification audit activities for the Procurement Unit.
- **Long Term (12 months and Beyond)**
  - Evaluate the effectiveness and efficiencies of the Procurement Unit in achieving the Ministry's needs through KPI review and internal department feedback.
  - Establishment of e-procurement systems for tender exercises

## 16. RETIREE ADOLESCENT PARTNERSHIP PROGRAMME

- **Long Term Future Plans** - To set up at least ten (10) more R.A.P.P Centres.
- **Short Term Future Plans –**
  - To acquire temporary storage for three (3) Centres.
  - Family Life Seminars
  - Establishing a formal relationship with NFS to access counselling services for participants.
  - RAPP inter centre pan competition.
  - Celebration of RAPP's 16th anniversary.

## 17. SOCIAL DISPLACEMENT UNIT

- Amendment of Act 59 of 2000:
  - Stakeholder Engagement Programme
- Pursue Research Agenda:
  - Conduct Client Needs Assessment.
- Audit of all social services and programmes available to the SD population.
- Establishment of Assessment Centre in POS.
- Sensitisation and Training of TT and Municipal Police.
- Public Education Campaign on Street Dwelling.

## 18. SOCIAL INVESTIGATION DIVISION

- Establishing a Robust Research Culture
- Preparation of the Social Sector Investment Programme (SSIP) Report
- Operation of the Inter-Ministerial Research Council (IMRC)

## 19. SOCIAL WELFARE DIVISION

- Improve the standard of living and quality of life of the poor and vulnerable.
- Review the Senior Citizens Pension Act and Public Assistance Act to ensure efficiency and effectiveness
- Review and improve the Standard Means Test.
- Improve processing time for grants to within three months of application
- Improve client perception of the Division by 50%.
- Increase the level of support provided to the clients.
- Graduate persons off the grants to be rehabilitated into productive citizens.
- Fully staffed district offices.
- Graduate 95% of clients to Direct Deposit.

Administrative Reports  
From  
Statutory Boards

# TRINIDAD AND TOBAGO BLIND WELFARE ASSOCIATION

Founded May 18, 1914

[ttbwa1914@gmail.com](mailto:ttbwa1914@gmail.com)

118 Duke Street, PORT OF SPAIN, TRINIDAD West Indies

Phone/Fax: Port of Spain- (868) 624-4675, San Fernando 652-2079, Tobago 639-2248

## ADMINISTRATIVE REPORT 2020

### Divisional profile

The Trinidad and Tobago Blind Welfare Association is a non-profit, voluntary rehabilitation organization whose mission is to ensure that persons who are blind and visually impaired are included into society, through advocacy, delivery of quality services and increased opportunities.

The late Mr. James Alves started the work for the Blind on 18th May, 1914. The Institute for the Blind as it was known in those days became known as the Trinidad and Tobago Blind Welfare Association by an Act of Parliament on 13th June, 1947.

The Association operates from four locations:

HEADQUARTERS PORT OF SPAIN - 624-4675  
116-118 Duke Street, Port of Spain

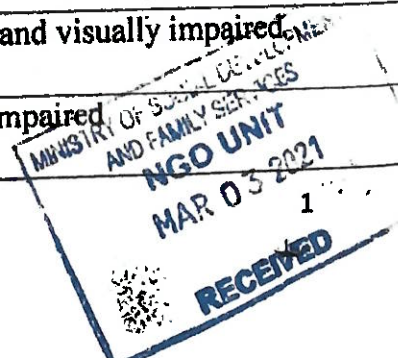
SAN FERNANDO BRANCH - 652-2079  
121 Coffee Street

TOBAGO BRANCH - 639-2248  
Fairfield Complex, Scarborough

Santa Cruz Branch - 316-0311  
Pax vale, Santa Cruz

### Role and Functions

1. Committed to assist blind and visually impaired people in coping with the problems that result from limited vision, failing vision and total blindness
2. To prevent blindness.
3. To promote public awareness in the community.
4. To promote independence and integration of persons who are blind and visually impaired.
5. To act as a resource centre for persons who are blind and visually impaired.



## Performance Objectives and Accomplishments

1.	External Audited Financial statements for the years 2020.
2.	Implementation of The Cottage Industry; Pilot Project. Project completed three (3) persons currently enrolled as cottage workers
3.	To complete operational manual of the Association by December 2020. (Work In Progress, due to covid-19 60% Completed)
4.	Amendment to copyright law to make printing materials accessible for the print disabled was passed in Parliament during the year 2020.
5.	The removal of quarantine on guide dogs/ potential guide dogs. ( This was accomplished)
6.	To enhance the ability of persons who are visually impaired to identify money and various notes. Achieved making the \$100.00 note accessible to persons who are blind. Central Bank is trying to make all notes polymer by June 2020. Phone apps have been implemented for TT \$ notes. (This was accomplished)
7.	The Association distributed Sixty-Three (63) white canes at no cost. Persons, who got white canes from the association, brought in their old cane which was either used for parts or repaired and put back into circulation. Also slate and stylus was bought to continue the Braille programme for persons who are blind and for sighted person who were interested in learning Braille.
8.	Policy has been drafted on building codes. This was jointly done between The Trinidad and Tobago Bureau of Standards and The consortium of Disability Organisations. (The Association will continue advocating for this Policy to become law). This has been accomplished and is now policy.
9.	Implementation on internet banking by September 2016. Dialogue has started between the Association and our bankers Republic Bank Limited. 100% of Salaries are currently being paid through ACH System). This was accomplished
10.	The white cane a symbol of blindness was passed as amendment to the Motor Vehicle Act 2020
11.	MOU with NALIS due to WIPO agreement services was extended to Rio Clario, Point Fortin Chaguanas, Curepe, Sangre Grande and Port of Spain. ( This was accomplished)
12.	Awareness program for sighted persons and how to interact with persons who are blind started at President house. (This was halted due to covid-19)
13.	Training was also conducted at a regional corporation ( Halted due to covid-19)
14.	Due to covid-19 restrictions, socialization programs were discontinued, to counter this, the Association conducted online classes for students and Christmas hampers were distributed to replace the children's Christmas party.
15.	The Association invested in five (5) smart desks for use by students who are blind or visually impaired. These desks are equipped with smart brailers, refreshable Braille display, tablet tactile globe etc.
16.	To represent persons who are blind and visually impaired on matters relating to national issues

	<p>a. The completion of the Workplace Policy on HIV through collaboration with the Ministry of Labour. (This was accomplished)</p> <p>b. Legislation to protect persons with a disability. The government of Trinidad and Tobago ratifies the united nation charter on the rights of persons with disabilities. The next step is to have laws pass in the parliament to protect persons with disabilities. (An inter ministerial committee has since been appointed)</p> <p>c. Amendments to the Equal Opportunities Act to meet the needs of persons with disabilities. (This is at the draft stage for consideration by the Government )</p>
17.	To distribute hampers to visually impaired clients a total of 467 hampers were distributed to Clients of the Association for the year 2020. Additionally Eighty-Nine (89) applications were submitted to the Guardian Neediest Cases Fund.
18.	Continue to partner with University and Colleges to provide support for their students. This program allowed persons of various tertiary educations to conduct practicum and other academic related work with respect to Visual Impairment and Blindness.
19.	For 2020 the following classes took place: <ul style="list-style-type: none"> <li>• 38 Braille sessions were conducted</li> <li>• 138 Computer sessions</li> <li>• 42 typing classes</li> <li>• 19 classes in the used of Smartphone</li> </ul>
20.	To improve the volunteer registration program. The volunteer programs attracted volunteers, who assisted with scanning and editing documents for embossing, sighted guide assistance at our "Jewels of the Evening Concert", planning committee for fund raising events, usher individuals at Mr. & Mrs TTBWA Pageant, Walk for Sight, Dinner in the Dark and Soca Monarch Competition. (This was suspended due to covid-19)
21.	To contribute to the income of the association. The following was completed: Provide Braille embossing services to the public; provide print to audio translation services to various companies and the distribution and collection of donation boxes. (At present the Association has a contract with the UTT for the teaching of Braille classes online for Seventy (70) Students) Classes were suspended due to covid-19
22.	Handicraft Production- The projected target for sale is 420,000.00. The 2020 Sales were 177,356.00.
23.	No fundraising projects were possible due to covid-19.
24.	The Association rented out additional building space to compensate for short falls in the other income stream.
<b>Challenges Faced in meeting Performance Objectives</b>	
1.	Insufficient funding. Financing continues to be a challenge for the Association. A number of measures are being considered to address this situation. (Lack of Foreign Exchange has prevented the Association from investing in aids & appliance for blind persons as well as purchase material's for the workshop).

2.	Lack of timely information. Information sometimes takes a long period to be gathered and hinders proper decision making. In addition poor record keeping and filing system hinders the Association from accessing available information-Composition of Clients' database.
3.	Lack of technical expertise in technological equipment, software, skilled workers and staff to collect data. We are looking to outsource the IT requirements of the Association.
4.	Increase effectiveness

**Remedial Plans (if any as it relates to Performance Gaps)**

1. Training of staff in customer service.
2. Annual review of the strategic plan.
3. Continue to review methods of increasing income and reducing cost.

**Future Plans (Short, Medium and Long Term – Fiscal 2021 and beyond)**

**SHORT TERM GOALS**

1. To improve production in the workshops thereby increasing sales in an attempt to reach the budgeted sales figure of 420, 00.00.
2. Increase classes for children
3. Implementation of a collective agreement for monthly paid workers. (Union not interested)
4. Increase programs offered to clients including massage therapy, awareness caravans, farming (Fishing and agriculture) and basketry which will be used to start clients in cottage industry. (YTEPP will be consisting )
5. To establish relevant policies and procedures for Human Resource Management by December 2021. 60 % completed
6. Additional Officers and Services for Tobago (Ongoing)

**MEDIUM TERM GOALS**

1. Computerization of the organisation which will include: networking of all locations; setting up and managing a website; starting an online radio station and the upgrade and update of the Association's face book page. ( Flow and Digicel will be making a proposal for Internet System)
2. Social Media to promote event to identify persons who are blind.

**LONG TERM**

1.	Clients to receive completion certificates from internationally accredited institutions for courses of studies in Braille, Computer Studies, Mobility training, the Performing Arts Such as Music, Dance and Drama.(Service is available, Participants have not taken advantage)
2.	To increase "Adjustments to Blindness" technicians by December 2021. (Ongoing)
3.	To provide technical support to persons who are blind and visually impaired.(Ongoing)
4.	To participate in the Para-Olympics in 2022. (Ongoing)
5.	To provide a dedicated hotline for persons who are blind and visually impaired. Partnering with the Ministry of Gender, Youth and Child Development. (Ongoing)
6.	To use the media in the month of May to focus on issues surrounding the Association and blindness. (Ongoing).
7.	To network with other groups to advocate for laws to protect persons who are blind and visually impaired. (Ongoing)
8.	To increase current streams of income by 25%. (Ongoing).
<b>Training undertaken during the fiscal period</b>	
1.	Training in Handy-craft (Basketry).
2.	Training in Computer, Braille and Music

Prepared by:

*Allana John*  
 Allana John  
 Administrative Assistant

Approved by:

*Kenneth Suratt*  
 Mr. Kenneth Suratt  
 Executive Officer







# THE TRINIDAD & TOBAGO ASSOCIATION FOR RETARDED CHILDREN

Parent Body: Lady Hochoy Home, Cocorite: Lady Hochoy Home, Gasparillo, T.T.A.R.C. Day Centre, Penal, Memisa Centre, Arima

## ADMINISTRATIVE REPORT

October 2019 - September 2020

### Divisional profile

The Trinidad and Tobago Association for Retarded Children was established in 1958 to cater to the needs of persons with Intellectual Disabilities in Trinidad and Tobago. The Corpus Christi Carmelite Sisters are responsible for the administration of the Centres operated by the Association. An Annual Subvention is received from the Ministry of Social Development and Family Services.

Our Mission Statement is as follows: to provide an environment for persons with Intellectual Disabilities and to enable them to achieve their full potential for integration into the mainstream of a well informed inclusive society.

The first Centre- the Lady Hochoy Home Cocorite was opened in 1961 with the acceptance of 25 residents. Since then five other centres have been established.

- Lady Hochoy Home, Harmony Hall Gasparillo
- Lady Hochoy Special School, Harding Place, Cocorite
- Lady Hochoy Vocational Centre, Dunlop Drive, Cocorite
- Lady Hochoy Special School, Clarke Road, Penal
- The Memisa Centre, Heights of Guanapo, Arima

### Role and Functions

1.	The Trinidad and Tobago Association for Retarded Children is the governing body for the Lady Hochoy Centres and Memisa Centre. There are members on this Executive body and meetings are held every month where the business of each centre is discussed.
2.	At the Annual General Meeting officers for the various positions are elected to serve. This is a voluntary body and persons with various interests.
3.	Staff members at all the centres work diligently to uphold the mission of the Association and to orchestrate the smooth running of the Centres.

4.	The Association is at present working with its legal person to remove the word "Retarded" from its name.
5.	<p><b>Lady Hochoy Home, Cocorite provides two types of services: 1. Residential &amp; Community based Early Intervention Out Reach.</b></p> <p>The Residential Centre accommodates children and adults with Intellectual Difficulties whose families are unable or unwilling to care for them. Currently we have 77 residents- 60 adults and 17 children: 54 females and 23 males. During the year we had the following changes to our residential population:-  <b>1 – Death, 1 – Resident returned Home, 2 – Transferred to other facilities, 3 – Admissions.</b></p> <p>Many of the persons who live here have multiple handicapping conditions. This includes persons with Cerebral Palsy, Down's Syndrome, Autism, Spina Bifida and Rubella Syndrome. There are residents who apart from their primary diagnosis present with other severe conditions such as Severe Behaviour problems seizure disorder and motor problems. Residents benefit from the Homelike and therapeutic atmosphere provided by the Nurse, Nurses' Aides', Physiotherapists and other members of staff of the Lady Hochoy Home. They are also afforded a good quality of life and enjoy a wide range of social and sporting activities. Regarding requests for the intake of residents, children are referred by the Children's Authority of Trinidad &amp; Tobago for residential care.</p> <p>The Community based Early Intervention Outreach Programme provides remedial services for children under 5 years old. This Programme admits children referred by the Child Developmental Clinic, Mt. Hope Hospital and other Health Centres. We also have 'walk in' clients, where parents can bring their child and an individual assessment done and a programme planned around that assessment. There are 20 children registered on this program. Services include physical therapy, parental support, teaching parents how to care for the special needs of the child, social and communication development, also referrals to other appropriate services. The aim of this Programme is to capitalize on the rapid development of the first three years of life and to support parents so that they do not become too frustrated with the child's slow development.</p>
6.	<p><b>Lady Hochoy Home, Gasparillo.</b> There are One Hundred and Twenty-Two (122) students at the school: School (52) and Pre Vocational (47) and Twenty-Three (23) children in the Early Intervention Program. This program helps with the meaningful attempt at rehabilitation of persons with disabilities at an early age. It specifically caters to children from birth to 6 years old.</p>
6.	<p><b>Lady Hochoy School, Penal.</b> There are currently Eighty (80) registered students at the school and Nineteen (19) children in the Early Intervention Program.</p>
7.	<p><b>The Memisa Centre (Residential Care).</b> This centre situated at the Heights of Guanapo- Arima, caters to the need of Thirty-Five (35) male residents with Intellectual Disabilities 18 yrs and over. The population is comprised of men, whose families are unable to care for them. Adult male residents from the Lady Hochoy Home, Cocorite who are moderately handicapped, are transferred to this Centre. These residents are occupied in the growing of small crops and fish farming. There is a sheltered workshop/vocational centre attached. Where young persons are taught life skills such as beauty culture, garment construction and the programme allows for the maintenance of reading and writing skills already taught at school. Presently the Memisa Centre has a Waiting List of 10 persons and 1 – Admission during the past year.</p>
8.	<p><b>Lady Hochoy Vocational Centre.</b> There are currently Eight-Five (85) trainees at the centre. This Centre trains students in a number of skills and acts as a sheltered workshop for those who are unable to work on the open market. They are taught in the field of hairdressing, sewing, art and craft, woodwork and the preparation and sale of Cocktail nuts.</p>
8.	<p><b>Lady Hochoy Special School.</b> There are currently Fifty-Six (56) students at the school ranging from ages 5-16 years of age. The Primary School Curriculum is adapted to teach these children.</p>

## Performance Objectives and Accomplishments

1.	To support the Mission of the Trinidad and Tobago Association for Retarded Children.
2.	To provide quality professional services that meets the needs of our clients.
3.	To collaborate with other organizations catering to the needs of persons with handicapping conditions.
4.	To promote the U.N Declaration of Rights for Persons with Handicapping Conditions.
5.	To work with stakeholders to promote the Trinidad and Tobago Policies for persons with handicapping conditions and assisting in the review and upgrade of this Policy document.
6.	To keep upgrading and maintaining our present facilities and equipment.
7.	To continue to focus on the need for more community based services, especially for our adult population with aging parents. To focus on lobbying for Residential Homes for children with mental illnesses, who cannot be accommodated in regular children's homes.
8.	To continue the message of inclusion of persons with intellectual disabilities in areas of life in Trinidad and Tobago.
9.	To continue staff training so that they can keep abreast with the current best practices in their job specification.
	<p><b>Achievements</b></p> <p>The Pandemic stymied some of the plans that the Association (TTARC) had for the year. However we were able to manage during the current situation.</p>
1.	On January 24, 2020 the Lady Hochoy Special School Penal, celebrated its 43 <sup>rd</sup> Anniversary, with students narrating the School's History in Song and Poems.
2.	Police Officers in training from the City of San Fernando, and Medical Students visited the Lady Hochoy Home, Harmony Hall Gasparillo, to discuss projects that can be done to assist the children as part of their course work.
3.	John Laldeo a student of Lady Hochoy Home Gasparillo was selected by the Trinidad & Tobago Special Olympics to attend a Workshop in Jamaica from January 23 – 27, 2020, to learn a new game – Floor Ball, which is being added to the next Special Olympic Games.
4.	Lady Hochoy Home Gasparillo also constructed a new Guard Booth, Toilet, and Wheelchair Access Ramp.
5.	At the Lady Hochoy School Penal, the classrooms were restructured, to make them more accessible and comfortable. The Library was also relocated to a more spacious area
6.	The Lady Hochoy Vocational Centre in Cocorite completely refurbished all the cupboards at the Centre. This had to be done, because of an infestation of termites. The main building, the Gym Room and its perimeter also had a complete and successful treatment for termite infestation.
7.	The Centre also took the opportunity during the 'lock down' to upgrade the kitchen and service equipment.
8.	Due to the Pandemic, the Executive of the TTARC held their monthly meetings by Zoom and Microsoft Teams. The innovations of Technology were used to make monthly meetings accessible to all members.

9.	

**Challenges Faced in meeting Performance Objectives**

1.	There is still no legislation in place to encourage/mandate employers to hire a percentage of persons with disabilities
2.	The Lady Hochoy Homes are not equipped to manage children with severe behavioural challenges.
3.	There are still no positions for Speech and Occupational Therapists at the Lady Hochoy Home. The cost of using private services is beyond the financial reach of most parents.
4.	Insufficient Professional services in the Public Health Care System for children and adults with special needs.
5.	Insufficient, dedicated public transport for children and adults with disabilities, especially those who are wheel chair users.
6.	The Buses used to transport children to and from school and various activities are registered at the Licensing Office as 'T' and require a Workmen's Permit every six month. This is time consuming as it takes approximately 3wks to acquire a Permit. During this time our clients are forced to miss clinic and other appointments, because the permits on the vehicles have expired.
7.	The Pandemic has placed a halt on fund raising activities of the TTARC and the various Lady Hochoy Homes.
8.	We are in need of new members for the Association to take up the mantle of advocating on behalf of persons with Intellectual Disabilities.
9.	

**Remedial Plans (if any as it relates to Performance Gaps)**

1.	To adapt to the new normal brought on by The Pandemic viz: the use of technology to advertise the Association's business and needs.
2.	To formulate a Pension Plan for workers of the Lady Hochoy Special School Penal, as there is no benefit packages for them when they have reached the retirement age of 60 years. This is still ongoing.
3.	To continue to collaborate with other organizations who work to highlight the needs of persons with handicapping conditions.
4.	To work with other organizations who have similar interests so that persons with handicapping conditions can live fulfilling lives.
5.	The Lady Hochoy Residential Facility Cocorite has not been licensed as a Facility for children because there is no place for the adult male and females who are severely disabled.
6.	The Association is committed to working with the Children's Authority to remedy this situation.
7.	

8.	
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**Future Plans (Short, Medium and Long Term – Fiscal 2017 and beyond)**

1.	Installation of security cameras in the Dormitories at the Lady Hochoy Residential Facility in Cocorite, to monitor all activities.
2.	Continue to maintaining and upgrading buildings, equipment and vehicles at all the Associations' Centres.
3.	The Association's Legal Team will continue to work with the Ministry (Cabinet) to finalize the name change of the Association.
4.	Continue the recruitment drive for membership to the Association.
5.	More aggressive Fund Raising
6.	Apply to Ministry of Social Development and Family Services for posts of Speech & Occupational Therapists for the Centres.
7.	.
8.	

**Training undertaken during the fiscal period**

1.	Online Training on Autism Awareness conducted by Dr. Bartholemew.
2.	Seizure Disorders conducted by Health Practitioners attached to Mt. Hope Hospital.
3.	Meal Preparation for Diabetics, and daily living for Diabetics. This workshop was undertaken by Community Nurse attached to the Woodbrook Health Centre.
4.	Due to the Pandemic in house training for staff was sharply curtailed.
5.	
6.	
7.	
8.	

# ADMINISTRATIVE REPORT

JANUARY 2020 TO DECEMBER 2020

DIVISIONAL PROFILE

The purpose of the Association is to improve the quality of life for the Deaf and late-deafened in Trinidad and Tobago by establishing schools and other institutions, facilitate and encourage the employment of the Deaf and Hard of Hearing (DHH), operate diagnostics services, provide counselling and psychological support for the families of the DHH and others.

## ROLE AND FUNCTION



### Board of Directors

Responsible for the general conduct and direction of the affairs and finances of the Association. The Implementation of policies and procedures, planning and coordinating programs and projects to assist with the holistic development of the DHH.

### Executive Officer

Reports to the Board of Directors (BOD) and has overall responsibility of leading the organization toward attaining its Vision, Mission, Strategic Goals, Financial, and Service Delivery objectives. The Executive Officer (EO) is responsible for overall management, operation and protection of the organization's assets (financial and other) while ensuring compliance with its Policies, Rules, Regulations, and Board directives. The EO also has general oversight of the schools and is also responsible for maintaining a relationship and reporting to the line Ministry and other Ministries on operational and financial matters relating to the business of the Association.

### DRETCHI Department

The Director/Co-Ordinator DRETCHI manages this department and reports to the Executive Officer. Has responsibility to oversee and manage the daily functions of the clinical services provided and staff within the DRETCHI Unit. The department is responsible for providing Audiological Evaluation, Ear-mold manufacturing, Tinnitus Rehabilitation, ENT services, Hearing-aid Fittings and Repairs, provision of Hearing-aid accessories, Speech Therapy, Counselling, Interpretation services, Maintenance and Calibration services and Outreach Partnerships.

### Audrey Jeffers School for the Deaf

Focus on providing effective Education to both Deaf and Hard of Hearing students in collaboration with the Ministry of Education (MOE). The MOE controls the education curriculum and TTAHI, via the

### Cascade School for the Deaf

Focus on providing effective Education to both Deaf and Hearing of Hearing students in collaboration with the Ministry of Education (MOE). The MOE controls the education curriculum and TTAHI, via the

Principal who also manages the infrastructure. Submits reports to the Executive Officer on monthly basis about the operations of the school.

Matron manages the Dormitory and infrastructure. The Matron submits reports to the Executive Officer on monthly basis through Heads of Department (HOD) meetings about the operations of the school. The Matron reports to the Executive Officer

**Accounts Department**

The Accountant manages this department which has the responsibility to safe guard the financial and other physical assets of the Association. To oversee procurement and purchasing and ensure they are in accordance with established policies, procedures and practice. To prepare Budget statements, manage budgets, revenues and cash flows and provide monthly reports to the Board and line Ministry (MSDFS) on Income and Expenditure based on the Government’s Subvention and other funds raised as mandated by Government and the BOD through the Executive Officer. To provide monthly financial reports to the BOD inclusive of Bank Reconciliations and Schedules required for year-end External Audit and the Annual General Meeting (AGM). The Accountant reports to Executive Officer.

**ADMIN Department**

To coordinate the maintenance of the infrastructure utilized by the Association. To provide Chauffeur/Messenger services and support for Transporting the students to our two (2) school, Audrey Jeffers and Cascade School for the Deaf and also logistical support for the Association. To ensure the adherence of sound Human Resources practices and procedures across the employee base. To develop programs to support the aims and objectives of the organization. This Department reports and supports the office of the Executive Officer.

**Security Department**

To oversee all security functions of TTAHI ensuring the smooth effective day-to-day running of site-based security teams in adherence to the Organizations’ Policies, Procedures and Standards. The head of this department reports to Executive Officer.

**PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS**

**BOARD OF DIRECTORS**

- Appointed a committee to review the constitution and hosted a constitution amendment with TTAHI members – November 2020
- Completed the 70th Annual General meeting – October 2020
- Hosted the 71<sup>st</sup> Annual General meeting – November 2020
- Approved the purchase of 1,200 Hearing Aids and accessories
- Approved the implementation of Screening for New Born

MANAGEMENT 2016-2017	<ul style="list-style-type: none"> <li>○ Resolved the Industrial Relations issue with Mrs. Cadine Simmons-John who returned to active duty in May 2020</li> <li>○ Implemented a work around to prevent rain from affecting the operations of the DRETCHI Department</li> <li>○ Implemented stringent Protocols to minimize the possibility of Clients and Employees contracting COVID-19 during our work activates</li> <li>○ Provided Interpretation services to the dally COVID-19 Press Briefings such that the Deaf and Hard of Hearing Communities could know what is happening</li> <li>○ Continued the partnership with OJT</li> <li>○ Continued the Protect Your Ear Campaign</li> <li>○ Re-submission of proposal for Sign Language Dictionary for funding purposes</li> <li>○ Received \$25,000.00 from Llons Club for the purchasing of Hearing-aids for Vimal Ramrattan – October 2020</li> <li>○ Continued the Back to School Initiative with Quota TT</li> <li>○ Completed discussions with Princess Elizabeth Centre re: Sedated ABR at their facilities July 2020</li> </ul>
PUBLIC AWARENESS	<ul style="list-style-type: none"> <li>○ Media Clinic Workshop hosted by Ministry of Social Development and Family Services to commemorate International Week of the Deaf and raise awareness about Sign Language.</li> <li>○ Sensitization sessions</li> </ul>
ACCOUNTS	<ul style="list-style-type: none"> <li>○ Continued the Sponsor a Child for Speech and Language Therapy program and the refurbishment of DRETCHI project</li> <li>○ Updated the "Pension and Leave" Record Cards of twenty (29) employees</li> </ul>
STAFF AND STAFFING	<ul style="list-style-type: none"> <li>○ Confirmed the Speech Therapist</li> <li>○ Confirmed the Hearing Aid Technician</li> <li>○ Confirmed the Cook II – Kitchen Cascade School for the Deaf</li> <li>○ Continued the engagement of contract employees for Security Services</li> </ul>
SCHOOLS	<ul style="list-style-type: none"> <li>○ Provided both Schools with a term fund of \$20,000. To assist with Stationery and Supplies.</li> <li>○ Repaired the Electrical system at the Audrey Jeffers School</li> <li>○ Repaired the Electrical system at the Cascade School for the Deaf</li> <li>○ Washed out the Water Tanks at the Cascade School for the Deaf</li> <li>○ Replaced the cupboards at the Cascade School for the Deaf in conjunction with support from the Central Bank</li> <li>○ Replaced the downstairs ceiling at the Cascade School Dormitory</li> </ul>
REWIRING PROJECT	<ul style="list-style-type: none"> <li>○ Initiated works to bring the Wrightson Road Complex up to the Electrical Code.</li> </ul>



	<ul style="list-style-type: none"> <li>o Responded to two (2) Audits from the Ministry of Social Development and Family Services</li> <li>o Completed the External Audit of the 2018 Financials</li> <li>o Completed the External Audit of the 2019 Financials</li> <li>o Amended the procedures for Service Providers to prepare Invoices for TTAHI</li> <li>o Amended the Purchasing Process to ensure the sign off of a "Completion Certificate" before payment is made</li> <li>o Conducted Staff appraisals for 2020</li> </ul>
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CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES	
GENERAL MANAGEMENT	<ul style="list-style-type: none"> <li>o The lack of strong Policy's and Systems for First Line Managers and Supervisors who need practice in sound Industrial Relations was less challenging with the implementation of HR Management Committee.</li> <li>o The accessibility to Foreign Exchange continues to be a challenge in purchasing Hearing-aids, accessories and other equipment.</li> <li>o The lack of up to date signatories on some Bank Accounts resulted is slow or no information being received on some accounts</li> <li>o The inability to complete the Roof Replacement Project due to legal issue involved has prevented the implementation of some work flow improvements</li> </ul>
EDUCATIONAL	<ul style="list-style-type: none"> <li>o Inability to facilitate DHH students effectively with the required number of Sign Language Interpreters which leads to performance gaps.</li> <li>o Specialized Training required for Teachers of the Deaf and Sign Language Interpreters.</li> <li>o The restructuring of the School Syllabus.</li> </ul>
DRETCHI	<ul style="list-style-type: none"> <li>o The COVID-19 pandemic prevented us from conducting our annual equipment Calibration exercise.</li> <li>o Inability to fit the number of clients expecting Hearing-aids due to the ongoing challenges in acquiring foreign exchange.</li> <li>o The many closures due to us addressing COVID-19 issues impacted negatively on the number of services we were able to deliver.</li> <li>o The inclusion of Social Workers and an additional Audiologist to assist in complementing the Unit.</li> </ul>
ACCOUNTS	<ul style="list-style-type: none"> <li>o The unavailability of funds in some Votes prevented us from addressing some of our challenges</li> <li>o The inability to complete final payment to Hearing-aid provider in a timely manner slowed down the delivery of Hearing-Aids and Accessories.</li> <li>o Getting up to date with reporting and understanding what is required.</li> </ul>

REMEDIAL PLANS (IF ANY AS IT RELATES TO PERFORMANCE GAPS)	
	The Association now has a new board therefore; we are now looking forward to working with the ministry and completing the Roof

#### Replacement Project

- Partnering with other Organization to continue the Development of Deaf Education and Teachers Training
- Increasing Awareness about Sign Language
- Seeking out other means of paying for hearing-aids and Accessories (e.g.) use of credit-card (to be implemented by the Board of Directors of the Association through Accounts Dept.)
- Fostering additional Partnership with other Groups, Organizations and Companies and engage in more Fund Raising activities to assist in meeting some of the Infrastructural needs of the Association and its Schools
- Working with the TV Stations to increase the size of the Interpreters during Newscast

#### FUTURE PLANS (SHORT, MEDIUM AND LONG TERM – FISCAL 2016 AND BEYOND)

- Register TTAHI under the 2019 NPO Act
- Register TTAHI under the Children's Authority Act
- Ensure that TTAHI has a "Charitable Status" certification letter from the Ministry of Finance
- Regularize TTAHI's Tax Exempt status with the Board of Inland Revenue
- Ongoing Advocacy and Outreach. Engage other registered NGO's to work with TTAHI to assist in meeting the Mandate.
- Increase our Sign Language Interpreting capacity
- Develop a Sign Language Interpreters Training Program
- Develop a Sign Language Interpreters Certification Program
- Engagement of a Health and Safety Consultant to assist with the Development of a Safety Plan, Training of Wardens, identifies Muster Points and providing General safety Training for Staff for one-year period.
- Complete the Sign Language Dictionary Project
- Register the Association of Sign Language Interpreters to begin the process of Training, Evaluating and licensing of Sign Language Interpreters
- To help break the communications barrier re-do TTSL Sign Language Dictionary.
- Provide training for Teachers of the Deaf.
- Form a Committee with both Schools to discuss and lobby for Syllabus and Curriculum that focus on the teaching of the Deaf and Hard of Hearing students.

#### TRAINING UNDERTAKEN DURING THE FISCAL PERIOD

- On the job training in the respective areas
- On the Job Training in New Born Screening

Submitted by



Linus Rogers,  
Transition Manager.