

RESPONSE TO RECOMMENDATIONS OF THE FIRST REPORT OF THE PUBLIC ADMINISTRATION AND APPROPRIATIONS COMMITTEE

Office of the Prime Minister

January 2017

Response of the Office of the Prime Minister (OPM) to Request for information to the Joint Select Committee (Public Administration and Appropriations)

The First Report of the Public Administration and Appropriations Committee on Examination into the Current Expenditure of Ministries and Departments under three (3) sub-Heads: Current Transfers and Subsidies, Development Programme – Consolidated Fund and Infrastructure Development Fund.

The Office of the Prime Minister (OPM) has noted the issues, observations and recommendations outlined in the First Report of the Public Administration and Appropriations Committee (PACC) at the first Session of the 11th Parliament of the Republic of Trinidad and Tobago, particularly the following pervasive issues which were identified:

- Internal Audit;
- Fraud;
- Monitoring and Evaluation;
- Exclusion of Projects from the Public Sector Investment Programme (PSIP);
- Project Management;
- Non-Profit Organizations;
- Sub-Accounting Units in Small Departments; and
- Communication.

Accordingly, this report will enunciate the views of the OPM with regard to the some of the aforementioned issues and respond to the recommendations proffered by the PACC.

Pervasive Issues

a) Internal Audit:

The OPM recognizes the important role of the Internal Audit in public sector agencies, that is, to mitigate against leakages and to ensure the control of processes for operational effectiveness. Consequently, it is incumbent that the human resource assigned to Internal Audit must have the requisite knowledge, skills and abilities in order to perform optimally. The recommendation that the Head of the Public Service develop a training programme to strengthen the Internal Audit function throughout the Public Service has been noted. I am advised that the Permanent Secretary Ministry of Public Administration and Communications will be approached to engage the assistance of Public Service Academy to develop and implement a training programme in the first half of 2017.

b) Fraud:

The OPM is in full agreement with the recommendations of the PACC that mechanisms must be developed to ensure accountability by all Ministries/Departments, State Enterprises and Statutory Authorities. Further, stringent penalties should be introduced to penalize persons found guilty of committing fraud within Ministries/Departments, State Enterprises and Statutory Authorities.

c) *Monitoring and Evaluation:*

The OPM concurs with the comments of the PACC that Monitoring and Evaluation is vital for the improvement of the performance of Ministries/Departments, State Enterprises and Statutory Authorities and achieving of results based on the following premise as outlined in the National Monitoring and Evaluation Policy of Trinidad and Tobago (2014):

- Accountability;
- Transparency;
- Credibility;
- Objectivity;
- Ethics; and
- Utility.

Accordingly, the Policy, Research and Development Unit of the OPM will be partnering with the Ministry of Planning and Development in order to develop and implement a Policy Document for the OPM.

d) *Project Management:*

Value for money must be a major priority for all public sector projects. Accordingly, the OPM agrees that effective project management will assist Ministries/Departments, State Enterprises and Statutory Authorities in the planning, executing and monitoring of all major projects and that the project management function must be standardized throughout all public services entities.

e) *Non-Profit Organizations:*

It is noted that Non-Profit Organizations play a pivotal role in the delivery of Services on behalf of Government. However, for accountability purposes, the OPM agrees strongly that systems and specific rules of expenditure must be established for the management of funding from the State to all Non-Profit Institutions.

f) *Communication:*

The OPM has noted the importance of GovNeTT as the single and secure information technology backbone to enable the delivery of IT services throughout the Public Service. Accordingly, the OPM agrees with the recommendation and mandate that all Ministries and Departments MUST utilize the Government Communication Backbone which will ultimately, reduce the duplication of expenditure to the State.

Specific Issues

1) Licensing and Monitoring of Community Residences

1) Recommendation Ia Pg. 28: Ensures that there is a policy for financial and administrative oversight of all Community Residences receiving funding.

Community Residences (CRs) are now eligible to receive government funding through the Financial Assistance for Community Residences Payment per Child (PPC) System. The policies governing the financial and administrative oversight of these CRs via this arrangement are governed by three related mechanisms:

1. Monthly financial and narrative reporting to the Office of the Prime Minister (OPM)
2. Process and outcome evaluations by the OPM in collaboration with the Children's Authority of Trinidad and Tobago (CA), and
3. Monitoring of the Residences by the (CA)

a) Financial and Narrative reporting to the OPM

The OPM is responsible for the financial management of the funding to Community Residences. This function is located in the Policy, Research and Planning Unit and is managed mainly by the Financial Compliance Officer, with support from the Administrative, Research, Economic Analyst, Policy and Monitoring staff.

A Memorandum of Understanding will be signed with each Community Residence. It will outline the responsibilities and obligations of each party (the OPM and the CR) to govern the funding arrangement. These will include, but not be limited to, matters of:

- Obligations re accessing funds:
 - o Claims for financing
 - o Reporting requirements
 - o Monitoring and Evaluation
- Payments
- Circumstances for termination.

The premise of the funding is improving the quality of care provided to children in CRs. Consequently, ensuring that CR's progress towards achieving Licensing is critical. This is therefore a requirement for funding; CRs can only access the PPC if they have applied for licensing with the CA. Further to this, progress towards licensing is necessary to maintain eligibility. Thus, CRs are required to report such progress in the monthly narrative reports. Further to this, CRs are required to report on the staff and child population, achievements, and feedback on the PPC system. These narratives provide a snapshot, bird's-eye view of across CRs. Reports from the CA, however, will remain the main source of national level data on the CR system.

In addition to the narrative reports, this system requires monthly financial reporting. The reporting templates permit homes to report in accordance with the line items/areas for

which funding was provided (See Appendix I, Monthly Reporting). Homes are required to report:

- Monthly income and expenditure
- Monthly projections

The payments disbursed are calculated by the OPM using Excel documents, pre-populated with the formulae based on the number, ages, and needs of the children in each home (see Appendix I. Payment per Child). The CA reports the CRs' monthly population to the OPM on a monthly basis. This serves as a security mechanism – only children recognized by the system will be financially supported. Medical claims however, are completed by the homes and submitted to the OPM, but must attain the endorsement of the CA. This collaboration with CA acts as a control for potential reporting errors and fraud.

b) Process and outcome evaluations

The Monitoring and Evaluation Framework (MEF) designed also stands as an oversight document. It guides tracking and periodic assessments to determine the effectiveness and efficiency of the system in the short term, and the impact of the system in the longer term. Such assessments help to determine policy relevance – that adequate funds are provided to the areas of most need to alleviate/solve the initially identified problem; and assist in adjusting any policy measures found to be inadequate.

While the OPM is responsible for the financial oversight, it will work closely with the CA particularly in determining the impact of the funding on the Homes, as this area – monitoring of the CRs – falls under the CA's purview.

c) Monitoring of the Residences by the Children's Authority of Trinidad and Tobago (CA)

The CA is responsible for monitoring the quality of care provided by the Community Residences. Given this, the OPM will work in tandem to determine whether/the extent to which the funding provided by the PPC system affects the quality of care provided and quality of life experienced by the children. Their continuous monitoring provides the monthly information regarding the number of children in each Residence, as well as the movement of children within the system. Further to this, deeper research also measures the impact the homes have on the children. Further collaboration is being planned to determine how such data can be used to evaluate the PPC.

These three (3) mechanisms outlined therefore present a strategy to lend financial and administrative oversight to the CRs in receipt of government funding.

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Appendices in this regard surround the following:

1. Approved Payment of Cost per Child for Private and State Community Residences
2. Monthly Reporting Descriptions
3. Payment per Child Process Map

2) ***Recommendation Ib. Pg. 28,; Ensures the Licensing of Community Residences by December 2016:***

The Children’s Authority of Trinidad and Tobago works continuously to License all Community Residences meeting the requisite standards. The current Status of Licensing is as follows:

Status of Licensing of 44 Homes	#
Licensed	8
Incomplete Application	22
Application Not Submitted	12
Inspection Conducted	2

A detailed breakdown is included at Appendix III.

2) Presence of ChildLine in Schools and Awareness to the General Public

3) ***Recommendation II a, Pg. 28,; Embarks on a public awareness campaign to ensure the widest possible use of the programme:***

ChildLine’s agenda includes outreach services that incorporate aspects of public education and advertisement of its services. However, it is understood that the OPM’s endorsement of the service can promote public awareness. Given this, the OPM’s Policy, Research and

Planning Division and Child Development Division will engage ChildLine to determine the most effective and efficient strategy for increasing national public awareness of the service.

4) *Recommendation II b, Pg. 28,; Directs ChildLine to collaborate with the Student Support Services Unit of the Ministry of Education on issues affecting children throughout schools in Trinidad and Tobago:*

Given ChildLine's interaction with primary and secondary schools across the country, and the nature of the work it covers, the OPM recognizes the importance of collaboration between ChildLine and the Ministry of Education. The OPM thereby agrees to direct ChildLine to collaborate with the Student Support Services Unit of the Ministry of Education on issues affecting children throughout schools in Trinidad and Tobago.

APPENDIX I

Approved Payment of Cost per child for Private Residences

Cost Structure			
DIRECT COST	INDIRECT COST A	INDIRECT COST B	MAINTAINANCE
Food Clothes: includes diapers, shirts, pants, dresses, school uniforms, suits; footwear, personal effects and hygiene School: school supplies, day care, & tuition, Medical Care: private general physician; prescribed and non-prescribed medication. Transportation: – for school, recreation, excursions, etc. & for ‘child care’ related transportation cost.	Psychosocial Care – relates to all social (including religious and cultural) and/or school activity expenses. Any type of care which allows children to participate in normal activities including counselling, psychological services	Administration – Salaries of caregivers, administrative and other staff. Utilities – includes telephone, water, domestic fuel and electricity	Building & Fixtures – include maintenance and upkeep of facilities (buildings and vehicles), purchases of furniture and appliances.

Monthly Payment per Child		
Age Range	Private Community Residences	State Community Residences
Less than 1	\$900	\$500
1 to 3	\$1,100	\$700
4 to 6	\$1,500	\$900
7 to 9	\$1,700	\$1,100
10 to 14	\$1,800	\$1,200
15 to 18	\$1,900	\$1,300

Note 1: Private CRs Payment per child proposals include direct and indirect costs
 Note 2: State CRs Payment per child proposals only include direct costs; indirect costs will be covered separately

PAYMENT PER CHILD SYSTEM

Monthly Reporting

I. NARRATIVE REPORTING



SECTION DESCRIPTION	
A	Reporting And Payment Information
B	Staffing
C	Current Population
D	Serious Incidents
E	Activities, Milestones And Accomplishments
F	Progress To Licensing
G	Legal Matters
H	Challenges & Solutions

II. FINANCIAL REPORTING



SECTION DESCRIPTION	
A	Profit/Loss Brought Forward
B	Revenue
C	Expenses: Direct Care
D	Expenses: Staff, Facilities & Administration
E	Summary Sheet
F	Salary Breakdown

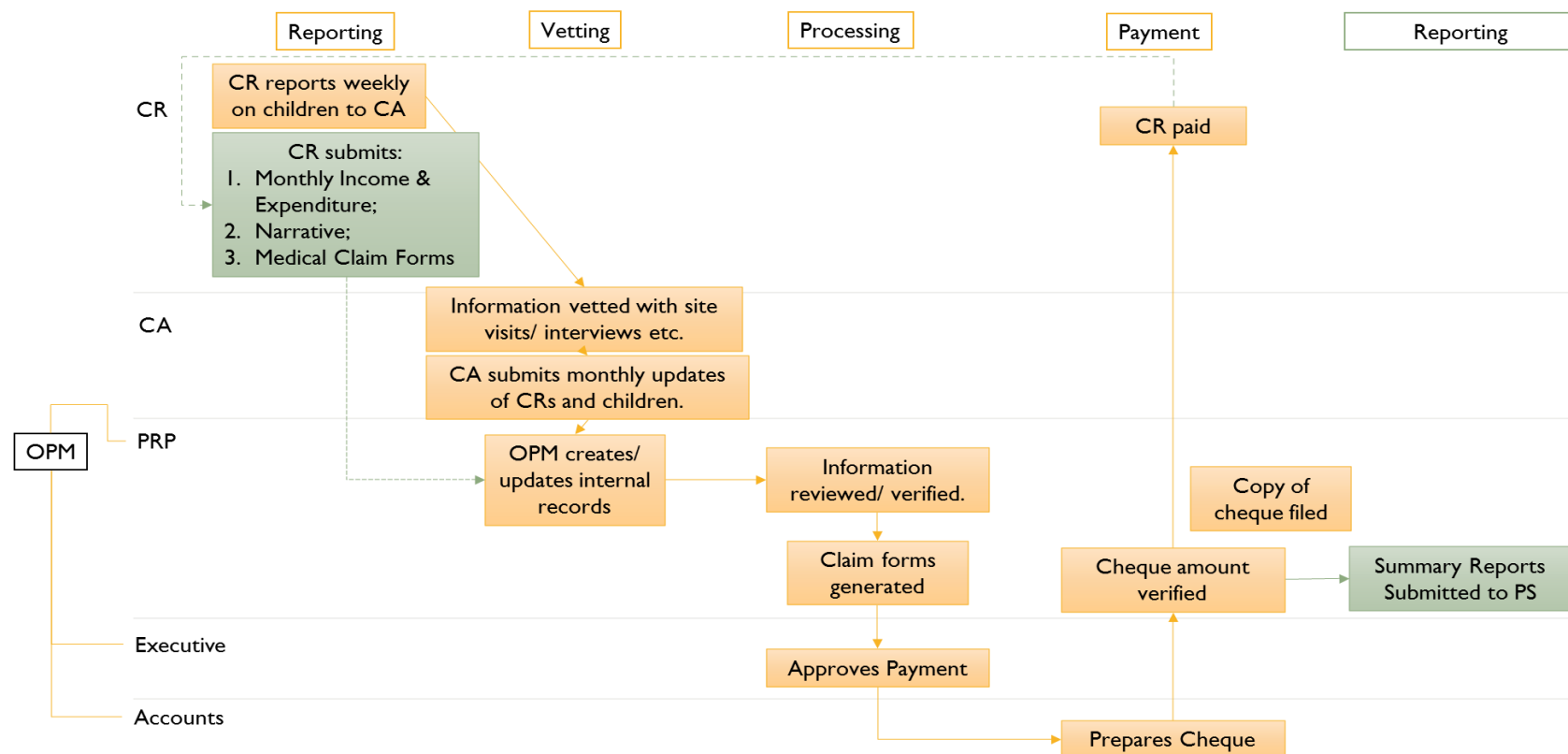
III. MEDICAL CLAIMS



SECTION DESCRIPTION	
A	Child's Needs
B	Public Health Care History
C	Children's Authority Acknowledgement/ Endorsement

APPENDIX II

PAYMENT PER CHILD - MONTHLY PROCESS MAP



*Community Residences must have **applied** for licensing with the CA to qualify for funding.

- **CA submits monthly registers** based on CRs weekly reports
- **CR registers imported** to OPM databases to calculate payment
- Databases show **entry/exit dates** of all children
- **Monthly claim forms** reflect population changes
- **Monthly narrative and expenditure reports** are submitted and reviewed
- **Payments ONLY** with **TIMELY submission of ALL REPORTS** in hard copy (and soft copy where possible)

APPENDIX III

COMMUNITY RESIDENCES ACROSS TRINIDAD AND TOBAGO

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
1.	Amica House	Sr. Jude Marie Aird Miraby Raghunanan	Submitted	14 th July 2015	Inspection Conducted on 15th November 2016	<ul style="list-style-type: none"> • Inspection report submitted • Non-conformances to be addressed • Follow-up visit to be scheduled
2.	Ark of the Covenant Distressed Children's Home	Archbishop Barbara Gray-Burke	None submitted			
3.	Aylward House Transitional Facility for Boys	Mr. Springer	Submitted	25 th November 2015	Licensed on 10th November 2016	
4.	Bridge of Hope	Ms. Ann-Marie Morrison	None submitted			Some documents were submitted to CA on 23rd November 2016. The Community Residence to conduct a meeting with their board to determine the age limit for the home (at present it is (0-7) however the manager wants to raise it to 12yrs)

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
5.	Casa de Corazon	Nathalie Babb - Manager Mrs. Carol Kronberg (Consultant)	Submitted	18 th August 2015	Incomplete Application	Areas to be Addressed; 1. Company application • A certified copy of its Bye-Laws. • The address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community Residence 5. Certificates of Approval • Public Health • Fire Services
6.	Christ Child Convalescent Home	Sr. Annunciata de Souza	Submitted	13 th July 2015	Licensed on 25th October 2016	
7.	Couva Children's Home and Crisis Nursery	Ms Marilyn Sookdar	Submitted	1st September 2016	Licensed on 4th April 2016	
8.	Credo Drop-In & Developmental Centre	Sr. Roberta O'Flaherty (Director) Ms. Dale Bartholomew (Coordinator)	Submitted	25 th November 2015	Incomplete Application	Areas to be Addressed; 1. Employee Information 2. Certificates of Approval • Public Health

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
9.	Cyril Ross Nursery	Mrs. Madonna Morris - (Manager)	Submitted	27 th August 2016	Incomplete Application	Areas to be Addressed; <ol style="list-style-type: none"> 1. Company application <ul style="list-style-type: none"> • A certified copy of its Bye-Laws. • The address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community Residence 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
10.	Dar ul Aman Freeport Children's Home	Farida Khan	Submitted	27 th July 2015	Incomplete Application	Areas to be addressed; 1. Completion of company application • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Unincorporated entity application • A certified copy of the constituent documents and rules of the entity • Proof that the application has been duly authorized by the entity in accordance with the rules of the entity • A list with full contact information of all partners, board members and managerial staff, where applicable 3. Requirements of the Manager 4. Employee's information 5. Written statement of the Community Residences
11.	Department of Social Services - Probation Hostel	Ms. Beverly Lewis	None submitted			

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
12.	El Shaddai Restoration Home	Mr. Darren Ali	Submitted	18 th August 2015	Incomplete Application	<p>Areas to be addressed;</p> <ol style="list-style-type: none"> 1. Completion of company application <ul style="list-style-type: none"> • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee's Information 4. Written statement of the Community Residences 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
13.	Ezekiel Home for Abandoned Children	Mother Margaret Deonarine Sharon (Caregiver) Mary Edwards	Submitted	18 th August 2015	Incomplete Application	Areas to be addressed; <ol style="list-style-type: none"> 1. Completion of Company application <ul style="list-style-type: none"> • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee's Information 4. Written statement of the Community Residences 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services (renovations are been completed to address this requirement)
14.	Family First Foundation	Ms. Merle Hercules	None submitted			

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15.	Ferndean's Place Childrens's Home	Mrs. Ruth Small Sandra Stanislaus	Submitted	-	Incomplete Application	Areas to be addressed; 1. Completion of Company application • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee's Information 4. Written statement of the Community Residences 5. Certificates of Approval • Fire Services
16.	Florence Deacon Wesleyan Children's Home	Ms. Angela Doyle / Joseph Brathwaite (Superintendent) Trevor Bartholomew (Chairman); Lester Williams - Manager	Submitted	18 th August 2015	Incomplete Application	Residence experiencing legal challenges as they are trying to change the name of the Community Residence
17.	Happy Home for Children	Ms. Tammy Joseph and Mr. Lester Joseph	None submitted			Management has indicated intensions of closing home permanently CA awaits official letter of closure
18.	Haven of Hope	Mr. Steven Bhagwandass Peter Mitchell (Manager)	Submitted	-	Licensed on 4th April 2016	

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
19.	Hope Centre	Ms. Sabita Seebaran	Submitted	18 th August 2015	Incomplete Application	Areas to be addressed; 1. Completion of Company application 2. Requirements of the Manager (one written referrals) 3. Employee's Information (for one new staff)
20.	House of Grace	Ms. Chrysantha Espinoza Mr. Henry Saunders	None submitted			
21.	Islamic Home For Children Inc.	Ms. Kimberly Roberts	Submitted	9 th October 2015	Incomplete Application	Areas to be addressed; 1. Completion of Company application • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee's Information 4. Written statement of the Community Residences 5. Certificates of Approval • Public Health • Fire Services
22.	Joshua Home for Boys	Ms. Petranilla de Rosia	Submitted	4 th September 2015	Incomplete Application	Application to be resubmitted as the home is applying under organization

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						Eternal Light Foundation.
23.	Lady Hochoy Home	Sr. Bertill Dean	None submitted			
24.	Living Water Community/ Our Lady of the Wayside	Mrs. Heather Pierre	Submitted	9 th September 2015	Incomplete Application	Areas to be addressed; 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval • Public Health • Fire Services
25.	Margaret Kistow Children's Home	Ms. Margaret Kistow and Mr. Xerxes Seales (Assistant Manager)	Submitted	12 th October 2016	Incomplete Application	Areas to be addressed; 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval • Public Health • Fire Services
26.	Marian House	Team Lead -Ms. Sharon Francis- Gaines; Coordinator -Ms. Mary Maximine;	None submitted			

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
27.	Mothers' Union Children's Home	Ms. Joan Superville-Hanieph	Submitted	20th August 2016	Inspection Conducted on 18th October 2016	<ul style="list-style-type: none"> • Inspection report submitted • Follow-up visit conducted • Awaiting decision of the board
28.	Operation Smile Home for Children	Ms. Sandy-Joy Basdeo Keisha Bruce	Submitted	10 th August 2016	Incomplete Application	<p>Areas to be addressed;</p> <ol style="list-style-type: none"> 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services
29.	Outstretched Hands Centre of Life	Mr. Faiz Ramjohn / Mrs. Jenny Lind Ramjohn	Submitted	30 th September 2015	Incomplete Application	<p>Areas to be addressed;</p> <ol style="list-style-type: none"> 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services
30.	Princess Elizabeth Centre for Physically Handicapped Children	Ms. Jan Sirjusingh (Interim Administrator)	None submitted			

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
31.	Jairah House	Mrs. Gloria Byng - Cornwall	Submitted	13 th June 2016	Incomplete Application	Areas to be addressed; 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval • Public Health • Fire Services <i>(Community Residence has merged with Raffa House for Girls, Children's Authority awaits official documentation)</i>
32.	Raffa House for Girls	Mrs. Gloria Byng - Cornwall/ Mr. Jones	Submitted	12 th May 2016	Incomplete Application	Areas to be addressed; 1. Complete application Form for Licensing 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community 5. Certificates of Approval • Public Health • Fire Services <i>(Community Residence has merged with Jairah House, Children Authority await official documentation)</i>
33.	Rainbow Rescue	Mrs. Judy Wilson	Submitted	17 th August 2015	Licensed on 22nd December 2016	

NO	COMMUNITY RESIDENCE NAME	MANAGER'S NAME	APPLICATION FOR LICENSING STATUS	DATE OF SUBMISSION	LICENSING STATUS	COMMENTS
34.	Ruah Transitional Facility for Girls	Ms. Faiida James	Submitted	25 th November 2015	Licensed on 10th November 2016	
35.	Sophia House	Nicole Phillip	Submitted	25 th November 2015	Licensed on 25th October 2016	
36.	Sri Jaya Lakshmi Children's Home	Mrs. Helen Persad-Maharaj and Rawtie Sonylal (Assistant Manager)	Submitted	3 rd March 2016	Incomplete Application	<p>Areas to be Addressed;</p> <ol style="list-style-type: none"> 1. Company application <ul style="list-style-type: none"> • A certified copy of its Bye-Laws. • The address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company. 2. Requirements of the Manager 3. Employee Information 4. Written statement of the Community Residence 5. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services
37.	St. Dominic's Children's Home – "Plain View Homestead"	Mrs. Phyllis William-Morrison	None submitted			
38.	St. Dominic's Children's Home "Sunny Hill Homestead"	Mrs. Catherine Alexander-Sule	None submitted			

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39.	St. Dominic's Children's Home	Sr. Arlene Greenidge	Submitted	18 th August 2015	Incomplete Application	Areas to be addressed; 1. Manager's Information 2. Employee's Information 3. Written statement of the Community Residence 4. Certificates of Approval • Public Health
40.	St. Jude's School for Girls	Ms. Yvette Bruce Mr. Sookdeo (Deputy Manager)	Submitted		Incomplete Application	Areas to be addressed; 1. Complete application Form for License 2. Written statement of the Community Residence
41.	St. Mary's Children's Home	Mrs. Patricia Martin-Ward	None submitted			
42.	St. Michael's School for Boys	Ms. Mary de Here	Submitted	18 th August 2015	Incomplete Application	Areas to be addressed; 1. Requirements of the Manager 2. Complete Application Form for License 3. Company application • A certified copy of its incorporation documents and Bye-Laws. • A list of the Directors and the address of the registered office of the company. • A copy of the last annual return and any notices of change filed after that return. • Proof that the application has been duly authorized by the company.

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43.	SWAHA Children's Home	Mrs. Bhanmatie Persad	Submitted	18 th August 2015	Licensed	
44.	Sylphil Home in Love	Mrs. Susan Phillips-Jack	Submitted	27 th August 2015	Incomplete Application	Areas to be addressed; <ol style="list-style-type: none"> 1. Requirements of Manager 2. Employee information 3. Written statement of the Community Residence 4. Certificates of Approval <ul style="list-style-type: none"> • Public Health • Fire Services