

Ministry of Community Development

ANNUAL ADMINISTRATIVE REPORT 2011 - 2012

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## EXECUTIVE SUMMARY

The former Ministry of Community Development (MOCD) was established in May 2010, in accordance with Gazette No.74A dated June 16, 2010. The Mission of the Ministry was “to lead in the development of resilient communities by stimulating human and social capital through collaboration and the provision of innovative projects, programmes and services.”

In 2012, the Ministry was allocated the sum of One Hundred and Eighty-Five Million, Six Hundred and Thirty-Four Thousand, Eight Hundred and Ninety Dollars (\$185,634,890.00) for the Recurrent and Capital Expenditure. The Actual Expenditure at September 30, 2012 was One Hundred and Forty-Three Million, Four Hundred and One Thousand, Four Hundred and Ninety-Eight Dollars and Seventy-Four Cents (\$143,401,498.74).

In this regard, a number of initiatives were pursued towards fulfilling the Ministry’s mandate of developing Trinidad and Tobago’s communities, including both traditional and non-traditional, with a view to building resilient, self-sustaining communities that contribute to national development. As such, some of the services provided by the Ministry for fiscal 2012 included interalia: Community Facilities Construction/Refurbishing Programme; Community Mobilization Awareness and Sensitization; Community Action for Revival and Empowerment (CARE) Programme; Community Safety and Enhancement Programme; Prime Minister’s Best Village Trophy Competition; Prime Minister’s Beautification Competition; Basket of Funding Programmes (which includes the Small Grants Programme and Project Funding For Poverty Alleviation initiatives); Geriatric Adolescent Partnership Programme (GAPP); Retirees Adolescent Partnership Programme (RAPP); Handicraft Development Programme; Skills development for community members and organizations; Community Mediation Programmes; National Alcohol And Drug Abuse Prevention Programme (NADAPP); Adult Education Programmes; Emergency Relief Assistance Grant Programme (ERAG); Transformation and Development Centres Programme (TDC’s); and Minor Repairs and Reconstruction Grant (MRRG). Some of the major achievements of the Ministry recorded for fiscal 2012 included:

Community Education Programme:

- Programme aimed at providing training in marketable skills.
- Graduation for participants from the skills training programmes.

Handicraft Development Programme:

- Initiatives aimed at bringing relief to disadvantaged individuals in communities.
- Promote self-help, self-reliance, empowerment and job creation in communities.

Community Action For Revival And Empowerment (CARE):

- Provide financial assistance to community groups for the hosting of events, and charitable functions.

Refurbishment and Construction of Community Centres:

- Maintaining existing community facilities.
- Outfitting of facilities with furniture and equipment.

Adult Education Programme:

- Programme aimed at providing free tutoring in Academic, Technical Vocational and Leisure time courses.

Prime Minister's Best Village Trophy Competition:

- Programme aimed at encouraging the creativity of our peoples in their foods and artistic talents.
- Encourage community spirit and upliftment through healthy competition and social interactions.

Geriatric Adolescent Partnership Programme (GAPP):

- Programme aimed at sensitizing young people to the ageing process.
- Assist in developing the skills of young people in geriatric care.

Retirees Adolescent and Partnership Programme (RAPP):

- Provide assistance and supervision at the community level to “young at risk” persons.

Transformation and Development Centres (TDCs):

- Provision of nutritious meals to the most disadvantaged members of our society.

National Alcohol and Drug Abuse Prevention Programme (NADAPP):

- Develop programmes geared towards reducing the use and abuse of illicit drugs through treatment and rehabilitation.
- Outreach activities at schools and the wider community.

Community Mediation Programme:

- Provision of alternative routes to litigation and conflict resolution to individuals, groups and communities.

## INTRODUCTION

The Ministry of Community Development functions in accordance with the administrative and regulatory operations of the Public Service. The technical responsibilities of the Ministry were executed under the major functional areas of Community Development and three (3) agencies namely:

- a. The National Commission for Self-Help Limited. This Agency was transferred to the Ministry of Local Government with effect from June 25, 2012 (Gazette No. 120, Vol. No. 51 dated July 06, 2012);
- b. The Community Development Fund; and
- c. The Export Centres Company Limited.

The 2011/2012 Annual Report of the Community Development Fund is affixed as an Appendix to this Report. The reports of the state agencies and bodies namely the National Commission for Self-Help Limited and the Export Centres Company Limited will be submitted independently in accordance with Section 66D of the Constitution of the Republic of Trinidad and Tobago.

The content of the Annual Report for 2011/2012 was driven by the Ministry’s strategic direction of “*Building Resilient Communities.*” A new and focused plan empowered the Ministry of Community Development to execute its mandate with a high level of certainty and purpose.

Additionally, the overarching influence of the Framework for Sustainable Development espoused this commitment. Under the pillars of development, the Ministry identified the key issues of People Centered Development and Poverty Eradication as its core focus.

During fiscal 2012 the following divisions came under the purview of the Ministry of Community Development:

- a. The Division of Ageing,
- b. Mediation Division,
- c. National Alcohol and Drug Abuse Prevention Programme (NADAPP), and
- d. Adult Education Unit.

However, in June, 2012 the Division of Ageing rejoined the Ministry of the People and Social Development.

## VISION STATEMENT

*“Our vision is a transformed community sector which is a proactive, self- reliant contributor to national development.”*

## MISSION STATEMENT

*“To lead in the development of resilient communities by stimulating human and social capital through collaboration and the provision of innovative projects, programmes and services.”*

## STRATEGY

*“The Ministry will continuously deliver innovative and sustainable developmental programmes, projects and services to the community sector, ensuring equal opportunity access and value for money. We will strive to accomplish our mission with innovative, relevant, evolving programmes supported by modern ICT infrastructure, research and stakeholder contributions.”*

## ORGANISATIONAL VALUES

### ***Integrity***

The Ministry will build its image on this platform. All of our stakeholders will contribute to the development of this value.

### ***Accountability & Transparency***

These values will be foremost in the operations of the Ministry on a daily basis.

### ***Endorsement of open communication***

Employee participation and involvement in the business of the Ministry.

### ***Confidentiality***

This will come into force when appropriate.

### ***Professionalism***

Professionalism at all times.



***Participatory Leadership***

Leadership in the Ministry goes beyond the ‘open door policy.’ Key staff members are empowered to make decisions and Managers respond by participating in the leadership process.

***Service Orientation***

Superior service to the community sector will be the strongest orientation of the Ministry.

***Respect***

Respect for each other, ourselves and our stakeholders will be our hallmark.

***Promoting democracy***

Communities will be encouraged to be democratic and every effort will be made to develop the economic and social potential of each community.

***Capacity building***

Individuals and communities throughout T&T require this intervention.

***Embracing diversity of our people***

T&T is famous for its harmony in diversity.

## PHILOSOPHY

The Ministry's organizational philosophy is based on the following:

1. Belief in achieving excellence and delivering innovative services to empower the community sector;
2. Belief in achieving superior quality, efficiency, productivity, service standards;
3. Belief in building productive partnerships with community organizations, business enterprises and international community-based donors;
4. Belief in enabling employees to achieve their highest potential through continuous training, empowerment and teamwork;
5. Belief in the importance of people as individuals; and
6. Belief in the efficacy and strength of communities.

In this context, MOCD's philosophy is to:

*“Serve and Positively Impact Communities Nationwide”.*

## STRATEGIC GOALS

Twelve (12) strategic goals emerged:

1. Development of an economically viable, socially responsible and resilient community sector;
2. Implementation of innovative programmes, projects and services to build and enhance the social and economic skills capacity of the community sector;
3. Strengthened manpower in the Ministry;

4. Improvement in the public image of the Ministry;
5. Improvement in the governance mechanisms of community facilities;
6. Improvement in camaraderie amongst staff;
7. Development of state of the art ICT systems to transform the Ministry and the community sector;
8. Competitive Service Delivery through effective Integrated Information Management Systems (IMS);
9. Establishment of stronger relationships with local, regional and international agencies in the development and implementation of innovative programmes;
10. Catalyse the effective provision of interventions that will lead to a disciplined society;
11. Promotion of equal opportunity access to programmes, projects and services of the Ministry; and
12. Promotion of environmentally sensitive programmes with the aim of sustainable development.

## SERVICES PROVIDED

Summary of MOCD's programmes, projects and services:

- ◆ Community Facilities Construction/Refurbishing Programme;
- ◆ Community Mobilization Awareness and Sensitization;
- ◆ Community Action for Revival and Empowerment (CARE) Programme;
- ◆ Community Safety and Enhancement Programme;
- ◆ Prime Minister's Best Village Trophy Competition;
- ◆ Prime Minister's Beautification Competition;
- ◆ Basket of Funding Programmes (which includes the Small Grants Programme and Project Funding For Poverty Alleviation initiatives);
- ◆ Geriatric Adolescent Partnership Programme (GAPP);

- ◆ Retirees Adolescent Partnership Programme (RAPP);
- ◆ Handicraft Development Programme;
- ◆ Skills development for community members and organizations;
- ◆ Community Mediation Programmes;
- ◆ National Alcohol And Drug Abuse Prevention Programme (NADAPP);
- ◆ Adult Education Programmes;
- ◆ Emergency Relief Assistance Grant Programme (ERAG);
- ◆ Transformation and Development Centres Programme (TDC's); and
- ◆ Minor Repairs and Reconstruction Grant (MRRG).

## LEGISLATIVE AND REGULATORY FRAMEWORK

The operations of the Ministry of Community Development are guided by the Public Service governance framework which is underpinned by the Constitution of the Republic of Trinidad and Tobago. The framework comprises legislation, policies and regulations, processes and procedures which include:

**The Constitution (the Schedule of the Constitution of the Republic of Trinidad and Tobago Act. 4 of 1976, Chapter 1:01)** – This is the supreme law of the land. The Constitution establishes Ministries, Ministerial portfolios, appoints the various Ministers and sets out their portfolios and also establishes the offices of the Permanent Secretary.

**The Civil Service Act (Chapter 23:01) and Regulations** – This Act makes provision for the establishment and classification of the Civil Service, for the establishment of the Personnel Department, for the establishment of procedures for consultation and negotiation

between the Government and members of the Civil Service. The Public Service Commission Regulations – sets out the role of the Public Service Commission as it pertains to the holders of public offices.

**The Freedom of Information Act Chap. 22:02 (Act 26 of 1999)** – This Act gives members of the public a general right (with exceptions) of access or official documents of public authorities.

**The Occupational Safety and Health Act, 2004** – This Act outlines rules and guidelines which seek to ensure that employers respect and provide for the safety, health and welfare of persons at work.

**The Exchequer and Audit Act Chap. 69:01, the Financial Regulations 1965 and the Financial Instructions 1965** - This legislation provides the framework for the control and management of the public finances of Government Ministries and Agencies.

Other policies and regulations that directly impact the work of the Ministry of Community Development include:

- a) Policy Framework for Sustainable National Development
- b) Internal Programme and Service Delivery Policies
- c) Policies on the Management of Community Facilities.

## FUNCTIONAL DIVISION PROFILES

### *Human Resource Management*

This Unit is responsible for all the Human Resource requirements at the MOCD. The department maintains personnel records of all members of staff and other matters relating to the terms and conditions of employment. The Unit is also responsible for the Training and Development of all employees.

### *Finance and Accounting*

This Unit is responsible for the receipt and management of the financial resources allocated to the MOCD and for the management of the Ministry's expenditure in accordance with the relevant financial legislation, established procedures, policies and guidelines related to the adherence of proper accounting standards and guidelines.

### *Administrative Services*

This Unit is responsible for facilities, office and record management in the MOCD. It also procures and maintains an inventory of stationery and equipment and supplies in an optimal manner that are required by the MOCD to deliver its services.

### *Communications Unit*

This Unit is responsible for providing communication between the MOCD and its internal and external stakeholders using various forms of media. It is also responsible for developing and implementing the MOCD's communication strategy in support of its strategic plan.

### ***Library Services***

This Unit is responsible for storing, cataloguing and providing access to literature, including texts, periodicals, newsletters and other documents to be used by staff of the MOCD for research, capacity building and leisure.

### ***Information Technology Unit***

This Unit is responsible for providing and managing the information technology and systems policy; which includes planning, administration, information system and application support, networking and communications and service support.

### ***Internal Audit***

This Unit ensures that the MOCD is compliant with all relevant guidelines and procedures specific to its operations as prescribed by the Ministry of Finance and legislation. It is responsible for ensuring that there is accountability, efficiency and transparency in the financial operations and overall management of the MOCD.

### ***Planning Unit***

This Unit is responsible for the development, monitoring and implementation of the MOCD strategic policy. In addition, the Unit coordinates, monitors and facilitates the implementation of the Public Sector Investment Programme (PSIP) of the Ministry.

### ***Project Management Unit***

This Unit is responsible for the monitoring and reporting of all infrastructural works of the MOCD and ensuring that contractors meet their contractual obligations and expectations of the Ministry. This unit also provides technical advice to inform prudent decision-making and formulates budgets for Capital Projects.

### ***Legal Services Unit***

The core mandate of the Legal Services Unit is to render sound legal advice to the Ministry, as required, on all matters within the portfolio of responsibilities of the Ministry, perform general legal work associated with the operations of the Ministry and provide essential legal input and support to the various Divisions, Units and other Agencies which fall under the purview of the Ministry. The Unit is also responsible for preparing, reviewing and negotiating various contracts and other legal documents. It advances the legislative agenda of the Ministry and liaises with external counsel on matters relevant to the MOCD.

### ***Planning and Implementation Unit***

This Unit is responsible for the administration of the following social programmes:

- Geriatric Adolescent Partnership Programme (GAPP);
- Community Safety and Enhancement Programme (CSEP);
- Retirees Adolescent Partnership Programme (RAPP);
- Transformation and Development Centres.

The Unit also undertakes research and performs monitoring and evaluation functions for the Ministry.

### ***Community Development Division***

This Unit plays a pivotal role in executing the Ministry's mandate through the provision of services to groups and individuals in communities. The Unit acts as the main liaison with the community, addressing their needs and building their capacity. Additionally, the Unit is responsible for the oversight of all Community Centres, Civic Centres and Regional Complexes throughout Trinidad. The main administrative office is situated at the Head Office of the MOCD. The Best Village Unit which manages the Prime Minister's Best Village Trophy Competition Programme falls under the purview of the CDD.



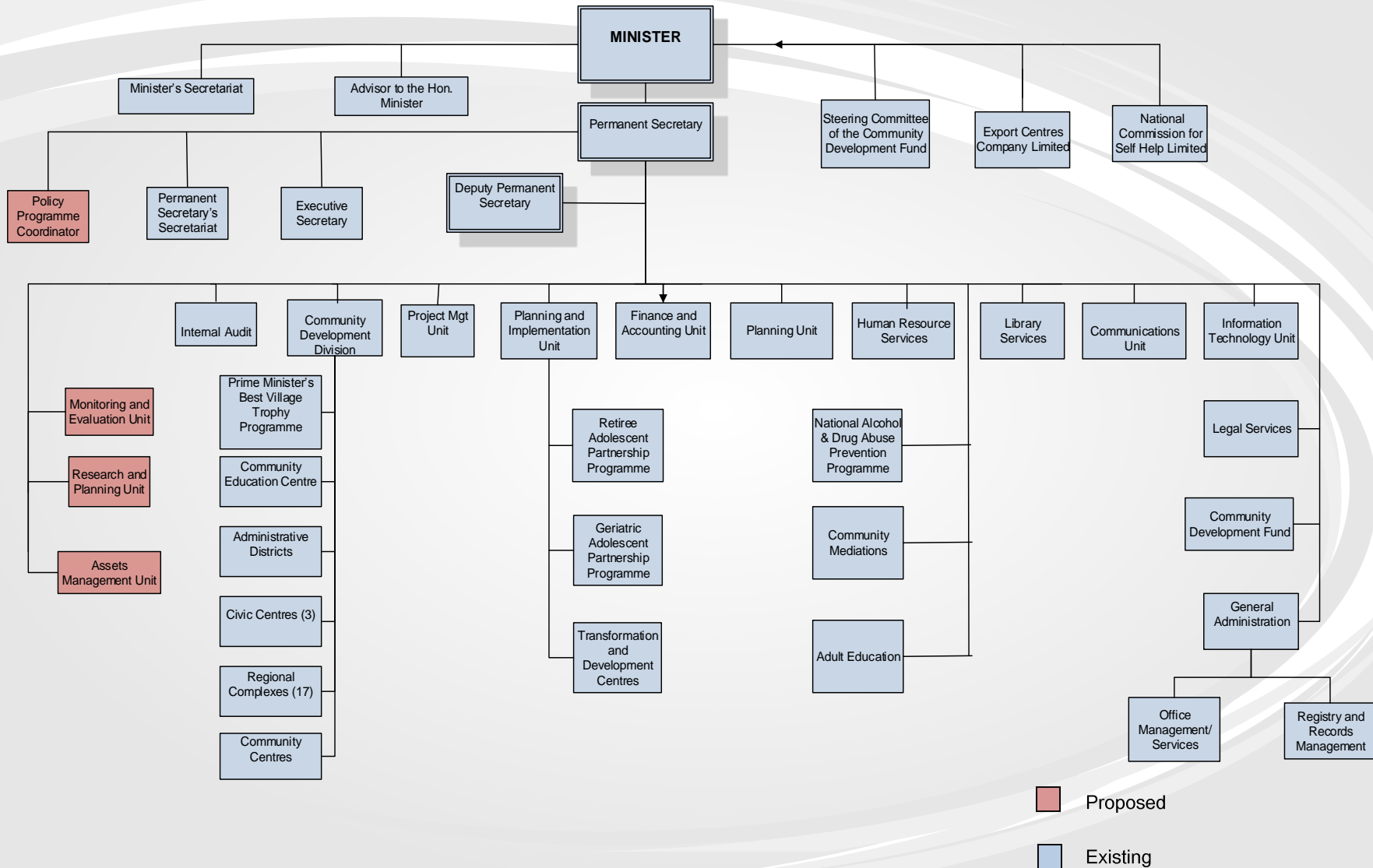
## ORGANISATIONAL STRUCTURE

### **CORPORATE STRUCTURE AND LEVELS OF AUTHORITY**

The Organizational Chart below clearly defines the hierarchy or levels of authority within the MOCD. The organization is also comprised of the following Statutory Boards and Agencies:

- a. The National Commission for Self-Help Limited;
- b. The Community Development Fund; and
- c. The Export Centres Company Limited.

**ORGANIZATIONAL CHART OF THE MINISTRY OF COMMUNITY DEVELOPMENT AS AT SEPTEMBER 30, 2012**



▪ **BUDGET FORMULATION**

The Draft Estimates of Revenue and Expenditure were prepared by each Divisional Head and submitted to the Accounting Executive who reviewed the submissions and forwarded same to the Permanent Secretary. After discussions were held with the Honourable Minister, the document was then forwarded to the Ministry of Finance.

▪ **EXPENDITURE VERSUS BUDGET**

The Total Allocation for the fiscal year 2012 inclusive of Recurrent and Capital Expenditure was One Hundred and Eighty-Five Million, Six Hundred and Thirty-Four Thousand, Eight Hundred and Ninety Dollars (\$185,634,890.00).

The Actual Expenditure as at 30 September, 2012 was One Hundred and Forty-Three Million, Four Hundred and One Thousand, Four Hundred and Ninety-Eight Dollars and Seventy-Four Cents (\$143,401,498.74).

Following is a detailed breakdown of expenditure.

<b>FINANCING</b>	<b>BUDGETED EXPENDITURE</b>	<b>ACTUAL EXPENDITURE</b>	<b>VARIANCE</b>
RECURRENT EXPENDITURE	159,134,890.00	128,141,826.63	30,993,063.37
DEVELOPMENT PROGRAMME	26,500,000.00	15,259,672.11	11,240,327.89
<b>TOTAL</b>	<b>185,634,890.00</b>	<b>143,401,498.74</b>	<b>42,233,391.26</b>

## INFRASTRUCTURE DEVELOPMENT FUND

<b>FINANCING</b>	<b>BUDGETED EXPENDITURE</b>	<b>ACTUAL EXPENDITURE</b>	<b>VARIANCE</b>
INFRASTRUCTURE DEVELOPMENT PROGRAMME	115,000,000.00	95,780,767.00	19,219,233.00
<b>TOTAL</b>	<b>115,000,000.00</b>	<b>95,780,767.00</b>	<b>19,219,233.00</b>

## HUMAN RESOURCE DEVELOPMENT PLAN

The Human Resource Unit is guided by the philosophy that the ultimate source of value is its Human Resource. Some of its core objectives are as follows:

- To assist the organization in reaching its goals;
- To achieve the best fit between the employee and the organization;
- To create an environment in which persons are willing to work in an environment that is conducive to productivity;
- To ensure equal opportunity for employment.

The human resource composition of the Ministry of Community Development with effect from June 2011 consisted of two hundred and sixty-eight (268) permanent establishment positions and one hundred and fourteen (114) contract positions. The overall goal of the Human Resource Unit was to achieve optimum staffing levels and promote a motivated competent workforce.

- **CAREER PATH SYSTEMS**

A career path exists within the organization for establishment positions, but given the opportunities for advancement in the Ministry as well as the wider public service, there was some flexibility in the system. A total of two hundred and ten (210) acting arrangements were completed under Delegated Authority which provided staff members with opportunities to act in positions at higher levels. A database was maintained of personnel who were expected to retire in the ensuing five years (5) and those who were expected to exit the organization by way of resignation. In this manner, employees' upward mobility within the organization was monitored and planned. A total of thirteen (13) substantive officers of the Ministry of Community Development retired during the period under review. Pension and Leave records were prepared and completed for twelve (12) officers and submitted to the Comptroller of Accounts, with one (1) officer awaiting data from other Ministries/ Departments. In addition, Pension and Leave Records were also completed for fourteen (14) retirees in other Ministries/Departments. However, queries were submitted to the Comptroller of Accounts for one (1) officer to be processed and completed. Contract gratuities were submitted from the Accounts Unit for the processing of six (6) persons. Contract Gratuity was submitted to the Comptroller of Accounts for ten (10) persons whose contracts had expired.

Additionally there were three hundred and five (305) contract positions within the Ministry of which one hundred and eighty-three (183) are vacant and twenty-two (22) have expired. This has allowed for greater career opportunities through an increased number of avenues for career development, thus affording employees the opportunity to expand their careers in some popular and critical fields.

- **PERFORMANCE MEASUREMENT TOOLS**

Quarterly and Annual Performance Appraisal Reports were completed for all public officers in order to evaluate their work performance. A total of sixty-four (64) increments were awarded during the period under review. These reports were used to identify training and development needs of staff.

In the case of contract employees, appraisals were also completed at the end of each contractual year of service.

▪ **PROMOTION**

The Public Service Commission is duly authorized to promote employees in the Public Service on the basis of seniority and merit as dictated by the Public Service Regulations Chapter 1:01 of the Laws of the Republic of Trinidad and Tobago. However, the Permanent Secretary in the Ministry is authorized to submit recommendations for the promotion of officers in the Technical Class stream. A total of fifty-one (51) public officers were promoted during the period under review.

▪ **RECRUITMENT AND SELECTION PROCEDURES**

The Public Service Commission is vested with the Authority to recruit and select employees in the Public Service. However, a total of one hundred and one (101) additional temporary appointments were approved under Delegated Authority for the period and fifty-one (51) public service vacancies were filled.

In respect of contract employees the positions were advertised in the daily newspapers and via electronic media. Applicants were short-listed to ensure that they met the specific requirements of the job and an Interviewing Panel was selected to conduct interviews. Recommendations were then forwarded to the Minister of Community Development by way of a Ministerial Note for approval in respect of the successful candidates.

▪ **TERMS AND CONDITIONS OF EMPLOYMENT**

The Chief Personnel Officer, Personnel Department is responsible for determining and/or advising on wages and salaries and the terms and conditions of employment in respect of daily, monthly and contracted employees.

Established by the Civil Service Act of 1965 (now Chapter 23:01 of the Laws of the Republic of Trinidad and Tobago) the Department determines, through consultation and negotiation with appropriate recognized associations and unions, the terms and conditions of employment.

In this regard, the Ministry continued to work closely with this agency particularly with respect to contract employment. Terms and Conditions were submitted to the Chief Personnel Officer for the consideration and the determination of the terms and conditions of service for fifty-two (52) persons employed on contract. Thirty-four (34) terms and conditions were received from the Chief Personnel Officer and offered to the incumbents.

#### ▪ **TRAINING PROGRAMMES**

At the end of fiscal 2012, the Ministry was in the process of finalizing a Training Plan. In the interim, employees' requests for assistance to pursue courses which were beneficial to the Ministry were given favourable consideration. In addition, the Ministry placed high priority on the training and development of its staff. Training was undertaken by way of the following:

- a) Invitations from Governmental and other training agencies e.g. Chief Personnel Officer, Public Service Academy, Ministry of Public Administration.
- b) Requests from Heads/employees to pursue courses. Such courses should be deemed beneficial to the respective department, the wider Ministry or employee development; and
- c) Training initiatives recommendations via Performance Appraisal Evaluations.

A total of twenty-nine (29) training initiatives were coordinated for the period. The total amount of persons who received training is one hundred and forty-one (141) at a cost of three hundred and fifty-seven thousand, eight hundred and twenty-one dollars (\$357,821.00).

## ▪ **INDUSTRIAL RELATIONS**

All industrial relation issues were addressed utilizing the Industrial Relations Act 23 of 1972 (Chapter 88:01) as a guide. The Act outlines the policies, systems and procedures the Ministry should adopt in the advent of an industrial relation matter.

During the period under review, there were four (4) Industrial Relations matters. These matters were addressed in accordance with best practice in Industrial Relations.

## **PROCUREMENT OF RESOURCES**

### ▪ **MATERIAL AND INVENTORY CONTROL**

Procurement of resources during the period under review were done in accordance with the relevant financial regulations. The Financial Regulations (Stores 1965) Part IV, Chapter 13, paragraph 101-104 states, inter alia:

(101) Non-expendable stores consist of those with a value in excess of five hundred (\$500.00) dollars and a normal life exceeding two years.

(102) Any non-expendable stores received shall be taken on charge in inventories. Separate inventories shall be kept for different kinds of stores.

(103) The entries in the inventories must provide as much details as possible, so that they can be readily identified by checking officers. In every case, the name of the maker or manufacturer and the serial number, if any, must be recorded in the inventory.



(104) Stores of a similar kind that are located in different places, such subsidiary records must be maintained to show locations and names of officers in immediate charge. These officers must keep such records as will enable them to control and account for whatever they are responsible.

Inventory Control is a part of management's responsibility to ensure the safety, protection and maintenance of all furniture and equipment which form part of the Ministry's assets. Records were kept of the date and receipt of purchases, description of items, and the location, additions and/or removal of items. The description of equipment included make, model and serial numbers of all pieces of equipment procured for Government after proper procurement procedures were followed.

Items of furniture and equipment were recorded as follows:

- (i) in a master inventory; and
- (ii) by location, i.e. each individual office.

Proper identification marks were placed on items of furniture and equipment. All purchases of materials and office supplies were entered immediately into the Stores Register upon receipt, and records were kept on the issue of all supplies. Periodic checks were made at all locations by the Internal Auditor to ensure strict compliance with the Internal Controls.

## FINANCIAL FUNCTIONS

### ▪ **CONTRACTS AWARDED BY THE PERMANENT SECRETARY**

Regulation 12 of the Central Tenders Board Act authorizes Permanent Secretaries and Officers of statutory bodies to award contracts for articles to be supplied or the works and services to be undertaken to the value of One Million Trinidad and Tobago dollars (TT\$1M)

(Legal Notice No. 155 of 2009) as well as Consultancies to the value of Two Hundred Thousand Trinidad and Tobago dollars (TT\$200,000.00): CTB Act Regulation 27B (2) (a).

## REPORTING FUNCTIONS

### ▪ INTERNAL REPORTING (DEPARTMENTAL REPORTS)

Reporting functions are critical to the efficient operations of the Ministry so that a high level of transparency and accountability can be achieved as well as strategic and timely decision making through prudent risk management. Risks can only be identified by proper and regular reporting functions.

The Ministry's Organizational Chart was designed to allow all progress and achievement reports to reach the Permanent Secretary following quality checks and due diligence by the Deputy Permanent Secretaries, Heads of Divisions and Directors. Written reports were completed on a monthly or quarterly basis and annually. The Permanent Secretary then reported to the Minister as required. The Internal Auditor reported directly to the Permanent Secretary.

### ▪ EXTERNAL REPORTING (MINISTRIES, PRESIDENT/PARLIAMENT)

The Honourable Minister continued to report to Cabinet and to Parliament. The Permanent Secretary addressed matters raised by the Auditor General, Comptroller of Accounts, Minister of Finance and other Permanent Secretaries/Heads of Departments. The Ministry submitted monthly, quarterly and annual reports to the Ministry of Finance and the Ministry of Planning, Housing and the Environment. The important reports were as follows:

- Monthly Expenditure Statements submitted to the Ministry of Finance;

- Monthly Reconciliation Statements submitted to the Comptroller of Accounts and Auditor General;
- Appropriation of Accounts prepared at the end of the Financial Year and submitted to the Auditor General and Budget Division, Ministry of Finance;
- Monthly Status Reports on the Public Sector Investment Programme (PSIP) to the Ministry of Planning, Housing and the Environment.

## INTERNAL AUDIT PROCEDURES

Internal Auditing is a process whereby management is given the assurance that the risk exposures it faces are managed appropriately in changing circumstances. The overall objective of Internal Auditing is to assist the Accounting Officer in the effective discharge of his/her responsibilities by furnishing objective analyses, appraisals, recommendations and pertinent comments on the activities reviewed.

### **Activities include:**

- appraising the soundness and application of accounting, financial and operating controls;
- ascertaining the reliability of accounting and other data developed within the organization;
- ascertaining the extent of compliance with established policies and procedures;
- appraising the quality of performance in carrying out assigned responsibilities.

## ▪ **LEGISLATIVE FRAMEWORK**

The Annual Programme took into consideration every aspect of areas of examination, both accounting and subsidiary records. Weekly and or monthly programmes were developed to fulfill the mandate. Attention was focused on the critical areas of the Ministry.

Pension and Leave records and arrears payments preoccupied the Internal Auditor's attention as some discrepancies were noted. These were carefully rectified to ensure the correct compensation to staff. This time-consuming exercise was done at the Main Accounting Unit, where the areas examined were vouchers, schedules of accounts, daily abstract of payments, expenditure notifications, reconciliation statements, vote books, releases, estimates, pay record cards, stores, regional complexes and civic centres apart from the administrative aspects of day to day operations.

The Internal Audit procedures for each aspect of examination were followed. The Audit Unit took a proactive approach in correcting discrepancies immediately upon discovery.

## **PROGRAMME PROFILES AND PERFORMANCES**

### **COMMUNITY EMPOWERMENT AND DEVELOPMENT**

The Community Development Division provides outreach services to communities throughout the country. The strategic locations of the nine (9) administrative offices allow for the projects of the Ministry to be administered in the following districts:

- St. George West, 51 Frederick St. Port-of-Spain
- St. George East, Tunapuna Administrative Complex, E.M.R. Tunapuna
- Caroni, Eleanor Street , Chaguanas

- Victoria West, Hoytes Building, Coffee St. San-Fernando
- Victoria East, Marlsons Building, 97 High St. , Princess Town
- St. Patrick, Siparia Administrative Complex, Cor. Allies St. and S.S. Erin Rd. Siparia
- St. Patrick, 20 Agard Road, Point Fortin
- Nariva/Mayaro, Ramsumair Building, Naparima/Mayaro Road, Rio-Claro
- St. Andrew/St.David, 358 Brierley Street, Sangre Grande.

The outreach services included group registration, capacity building and facilitating the formation of new groups. The achievements of the division are the results of the efforts to promote people-centred development through the process of education empowerment, integration and community mobilisation. The main areas of activities undertaken by the Division included:

- ***Community Education Programme*** which includes skills training and handicraft development.
- ***Community Action for Revival and Empowerment (CARE)*** which allows opportunities for groups to develop projects for the empowerment of the community.
- ***Community Centres Programme*** which includes community centre/facility construction, refurbishment, enhancement and minor repairs, and the provision of furniture and equipment to new and existing community centres/facilities.

### **Partnerships**

The Community Development Division (CDD) in its efforts to achieve its mandate recognized the importance of partnering with various key groups embedded in the communities (Community-Based Organizations, Non- Government Organizations and Faith Based Organizations). In fiscal 2012 the Division partnered with forty-seven (47) groups.

### **Community Mobilization (Community Meetings)**

Group servicing is a vital tool that enables community groups to fulfill their potential and achieve their goals as it plays a pivotal role in social care, action and rehabilitation. In 2012, four thousand, three hundred and twenty-seven (4,327) groups were serviced.

### **Group Registration**

Reflects the number of groups registered with the Trinidad and Tobago Village Council or The Women's Federation. In 2012, five hundred and eight-three groups (583) were registered.

## **COMMUNITY EDUCATION PROGRAMME (CEP)**

### **1. Skills Training Programme**

This programme provides training in a variety of marketable skills (catering, upholstery, small appliance repairs, computer literacy, etc.) and is geared towards the following:

- home based production of goods and services;
- reduction in household expenditure; and
- employment generation.

Training was conducted at both the basic level over a sixty (60) hour period, one (1) day weekly for five (5) months and advanced levels for a seventy-five (75) hour period for six (6) months.

For fiscal 2012, eight thousand, two hundred and thirty-one (8,231) persons graduated from the skills training programme. The following data details the areas of training:

- Skills Training 2,956
- Community Awareness and Sensitization 2,976
- Leadership Development 2,299.

## **HANDICRAFT DEVELOPMENT PROGRAMME**

Over the years the production of local handicraft has been a means of creating a high level of sustainable employment opportunities for unemployed persons in rural and urban community sectors.

The Handicraft Research and Development Unit was established to aid craft producers in developing the expertise that allows the MOCD to keep abreast with continued changes in trends and designs. These skills provide the foundation for local handicraft to be in a highly competitive arena.

The Handicraft Development Programme was structured to bring relief to disadvantaged individuals and designed to promote self-help, self-reliance, empowerment and job creation.

The Programme has established operational guidelines, as set out below:

- The promotion and development of handicraft as a viable and sustainable business.

- Increasing the number of persons involved in handicraft.
- Implementing intensive and specialized skills training programme in market relevant crafts.
- Creation of linkages between producers of raw materials and producers of finished handicraft products.
- Providing the environment for the growth and development of micro enterprises.
- Promoting activities which create opportunities for the interaction of buyers and sellers.

In fiscal 2012, five hundred and thirty-four (534) persons graduated from the Handicraft programme.

### **COMMUNITY ACTION FOR REVIVAL AND EMPOWERMENT (CARE)**

The CARE programme is a people-oriented social initiative. It responds to proposals on critical community intervention projects which are utilized to address the basic needs and development aspirations of communities.

Examples of these projects are:

- Training /skills development
- Employment and income generation projects
- Physical infrastructural projects
- Social infrastructural projects such as family life education and adolescent/young adults development programmes.

Community Based Organizations (CBOs) were mobilized to develop projects and through the assistance and advice of district officers they improved their capacity in proposal writing and other areas.



During the year under review, three million, six hundred and thirty-eight thousand, three hundred and seventy-two dollars and sixty cents (\$3,638,372.60) in financial support was provided to six thousand, one hundred and twenty-three (6,123) community organizations, including sports clubs and churches for the hosting of events, including family days and charitable Christmas functions.

## **COMMUNITY CENTRES/FACILITIES PROGRAMME**

The Ministry of Community of Development has the crucial responsibility of:

1. Maintaining existing community facilities;
2. Adding new facilities to existing stock;
3. Outfitting facilities with furniture and equipment.

For the period October 2011 to September 2012 the following activities occurred:

- Nine (9) centres had minor refurbishment works;
- Eight hundred and seventy-eight (878) items of furniture and equipment were supplied to various centres throughout Trinidad;
- Seven (7) community centres were completed and commissioned, whilst fifty-seven (57) were under construction at the end of fiscal 2012. These facilities are detailed hereunder:

### Community Facilities Completed and Commissioned

1. North Eastern (Duranta Gardens) Community Centre
2. Sister's Road Community Centre
3. Malabar Phase IV Community Centre

4. Second Caledonia Community Centre
5. Mango Rose Home Work Centre
6. Upper Malabar Community Centre
7. Roystonia (Couva) Community Centre

Community Facilities under Construction

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Cumana                     | 31. St. Augustine (South) |
| 2. Talparo                    | 32. Harmony Hall          |
| 3. Tunapuna                   | 33. Jerningham Junction   |
| 4. Carapichaima               | 34. Calvary Hill (Arima)  |
| 5. Mendez Village             | 35. Las Lomas #2          |
| 6. Patna River Estate         | 36. Vessigny              |
| 7. Golconda                   | 37. Mt. Hope/Mt. Lambert  |
| 8. Guaico                     | 38. El Socorro (Central)  |
| 9. Hermitage                  | 39. Barataria             |
| 10. La Lune                   | 40. Cocorite              |
| 11. Manahambre                | 41. San Fernando (North)  |
| 12. Boos Village              | 42. Arima                 |
| 13. Blanchisseuse             | 43. Samaroo Village       |
| 14. Carenage Fishing Facility | 44. St. John's Village    |
| 15. North Manzanilla          | 45. La Fillette           |

- |                               |                             |
|-------------------------------|-----------------------------|
| 16. Ortoire                   | 46. Quarry Village          |
| 17. Bagatelle                 | 47. Upper El Dorado         |
| 18. Pelican Extension         | 48. Beetham Gardens         |
| 19. Palo Seco/Los Charros,    | 49. Irving Lane             |
| 20. Palo Seco Settlement      | 50. Toruba                  |
| 21. Ackbar Trace              | 51. Trincity                |
| 22. Brickfield                | 52. Carapo                  |
| 23. Gasparillo (Santa Cruz)   | 53. Bon Air Gardens         |
| 24. Taroudale Hills           | 54. Basilon Street          |
| 25. L'anse Noir               | 55. Prizgar Lands           |
| 26. Caratal                   | 56. Girl Guide Headquarters |
| 27. Chatham                   | 57. Red Hill/St. Barb's     |
| 28. Enterprise                |                             |
| 29. Point Fortin Civic Centre |                             |
| 30. St. Helena (Matelot)      |                             |

Of the above sixty-four (64) Centres mentioned above, sixty-two (62) Community Centres/Facilities are under the management of the National Commission for Self Help Limited (NCSHL) while one (1) Centre was managed by the National Insurance and Property Development Company (NIPDEC) and another Centre by the National Maintenance, Training and Security Company (MTS) in the period under review.

## **ADULT EDUCATION PROGRAMME**

The aim of the Adult Education Programme is to transform and enrich the lives of individuals (15 years and over) through the provision of free tutoring in Academic, Technical Vocational and Leisure time courses. This was achieved by providing learning opportunities for adults nationally.

### **The objectives of the programme include:**

- Provision of opportunities for adults to complete their academic certificates (O Levels).
- Provision of opportunities for adults to acquire their primary school leaving certificates.
- Provision of opportunities for adults to become Literate (functionally literate).
- Provision of opportunities for adults to acquire skills and be certified (NEC) in Technical Vocations.

In fiscal 2012, two thousand, four hundred and sixty-eight (2,468) students registered for the NEC certification. For the same period, one thousand, three hundred and three (1,303) persons received certification in the NEC.

## **PRIME MINISTER'S BEST VILLAGE TROPHY COMPETITION (PMBVTC)**

The Prime Minister's Best Village Trophy Competition is a multifaceted competition, grounded in the reality of community life and engenders the spirit of multiculturalism since it is not limited to the performing arts of music, dance and drama. Instead, this programme keeps alive the community spirit to mould and develop the expertise of citizens in sports and the arts, as well as knowledge of our folk traditions.

## **Objectives of the Prime Minister's Best Village Trophy Competition**

- To provide an opportunity for communities to be more conscious about their environment and to participate in exercises that will enhance their surroundings, at the same time developing a sense of self-worth;
- To encourage a sense of national pride, community spirit and community upliftment through healthy competition and social interactions;
- To encourage the creativity of our peoples in their foods and artistic talents;
- To inculcate in our women folk, a sense of pride, self-respect and determination to succeed;
- To encourage specifically the retention of the Folk Art and the upliftment of the arts in general.

Programmes facilitated under the PMBVTC are as follows:

### ***Village Chat***

This category seeks to bridge the generation gap whilst promoting and encouraging dialogue amongst all ages of the community.

In August 2012, the Village Chat finals were hosted at the Naparima Bowl, San Fernando with finalists in the areas of Village Chat, Short Story and Poetry. Total number of participating groups: - Village Chat – nine (9); Short Story – twenty-seven (27) and Poetry – forty (40). Thirty-six thousand dollars (\$36,000.00) in cash prizes were awarded to all National Winners.

### ***Environmental Sanitation***

This programme promotes environmental awareness of communities based on the physical and general cleanliness of their surroundings. It encourages communities to vie for excellence in exercises that enhance community surroundings.

In January 2012, this programme was launched at Paradise Village, Rio Claro with the 2011 winners and representatives from the ten (10) Administrative Districts being present.

In May, 2012 the Clean and Beautification Preliminaries were conducted in all Ten (10) Administrative Districts.

In July 2012, fifty-six thousand dollars (\$56,000.00) in cash prizes were awarded to the 2012 National Winners of the Clean and Beautification finals where ten (10) Administrative Districts participated. The overall winner of the competition was the Lopinot/La Pastora Village Council.

Communities participated in the following Categories –

- Best Flower Garden
- Best Kept Street
- Best Kept Community Centre
- Best Environmental Education Programme
- Best Kept Block
- Best Kept Clean and Green Area
- Best Local Heritage/Structure
- Overall Environmental Sanitation.

### ***La Reine Rive***

This event aids in developing self-worth and discipline among young women from the various communities whilst building their self-confidence through training in poise, beauty-care, deportment and basic Public Relations and Public Speaking courses.

In May 2012, the MOCD hosted the La Reine Rive Semi- Finals with fifty (50) qualifiers from various communities that participated in this competition for qualification to the National Finals. This event was held at the Naparima Bowl, San Fernando where participants were judged in the areas of talent and self-expression.

In June 2012, twenty-five (25) persons qualified for the La Reine Rive Finals where all finalists were judged in the areas of self-expression, talent and evening wear. The competition was hosted at the Naparima Bowl, San Fernando and one hundred and thirty-five thousand, six hundred dollars (\$135,600.00) in cash prizes were awarded to the national winners at Queen's Hall, Port of Spain. The eventual winner of the overall competition was Ms. Embacadere.

### ***Folk, Theatre, Show, Presentation***

This aspect promotes the creativity and artistic talents of our people who are encouraged to blossom in a dramatic production whilst showcasing individual artistic expressions of music, dance, literature and drumming in village presentations.

In May 2012, the Folk Presentations/ Folk Theatre/Folk Show Preliminaries were held representing all ten (10) Administrative Districts.

In June 2012, over one hundred (100) groups participated in the semifinals to determine finalists in the areas of Music, Drumming, Dance and Dramatized Literature. These events were held at the Creative Arts Centre, San Fernando and Bureau of Standards auditorium, Macoya and City Hall, Port-of- Spain. Grants were distributed to one hundred and thirty-seven (137) semi-finalists.

In August 2012, the Folk Presentations Finals was held at the Naparima Bowl, San Fernando where participants were judged in the areas of Talent, Self-Expression, Music, Dance, Literature, and Drumming. At the finals grants were distributed to seventy-nine (79) finalists.

In August 2012, the Folk Theatre/Folk Show Finals had five (5) finalists for the Folk Show and fourteen (14) finalists for the Folk Theatre. This event was held at Queen's Hall, Port of Spain and the National Winners of the Folk Theatre/Folk Show were awarded a total of two hundred and thirty-five thousand, five hundred dollars (\$235,500.00) whilst the winners of the Folk Presentations were awarded three hundred and twenty thousand, five hundred dollars (\$320,500.00) in cash prizes. The winners were as follows:

- D Kulture Klub, placed 1<sup>st</sup> in Folk Shows;
- Five Rivers Community Cultural Caravan placed 1<sup>st</sup> in Folk Theatre.

### ***Village Olympics/ Folk Games***

A discipline geared towards nurturing the sporting talent of communities providing a platform for national exposure. It encourages a sense of national pride, community spirit and upliftment through healthy competition and social interaction.

In April 2012, the Village Olympics preliminaries were held with participants competing in Cricket, Football, Netball and Basketball. All ten (10) Administrative Districts were represented.

In May 2012, the Village Olympic finals were held. Forty (40) district qualifiers participated in the national play-offs for the championship in these events. The cricket and football finals were held on May 26, 2012 at Constantine Park, Macoya.

The following emerged as National Winners –

- Cricket –SIA Performing Arts Comp.
- Football- Neptune School of the Arts
- Netball – S/Grande Rec. United S.C. Basketball- Maloney Women and Senior Activity Centre.



In June 2012, ten (10) march past teams representing the Administrative Districts and Ten (10) supporting communities participated in the track and novelty events. This event was held at the Larry Gomes Stadium, Arima. Special prizes were awarded to teams portraying a presentation to commemorate the 50<sup>th</sup> Anniversary of Independence. The March Past winner was the North West Laventille Cultural Movement. One hundred and sixty-five thousand, five hundred dollars (\$165,500.00) in cash prizes were awarded to all winners.

### ***Traditions of Carnival***

The purpose of this initiative is to preserve the traditional aspects of Carnival and to encourage research and continuity with our festival traditions.

In January 2012, Sixty-Six (66) Communities from the Ten (10) Administrative Districts and Tobago participated in this event which was held at Constantine Park, Macoya.

In March 2012, twenty-three (23) communities emerged as winners. Eighty-six thousand dollars (\$86,000.00) in cash prizes were awarded to winners in the areas of Music, Dance, and Drama at the St. Ann's Education Centre.

### ***Training- Handicraft, Folk Theatre, Folk Show, Folk Presentation***

To train participants of Groups/ Villages so that they can develop and enhance their skills and performance to ensure they adequately meet the national standards for adjudication.

In December, 2011, forty (40) classes were conducted simultaneously throughout the ten (10) Administrative Districts in the areas of Dance, Music, Drama and Drumming. Three hundred and five (305) persons participated in this programme representing the various communities.

In February, 2012, training for communities across ten (10) administrative districts in Folk Presentation and Folk Theatre was conducted.

In March, 2012, Handicraft Training for communities was conducted across Ten (10) Administrative Districts to train communities for enhancement of skills in traditional craft.

In June, 2012, training was provided to semi-finalists of the Folk Presentations category. Each qualifying group received tutoring; approximately eight (8) sessions in the areas of Dance, Music, Drumming, and Dramatized Literature.

In July, 2012, training programmes were conducted for the finals to provide training for seventy-nine (79) finalists of the Folk Presentation finals 2012. Eight (8) sessions were provided to each group.

In August, 2012, training was provided for the Finalists of the Folk Theatre and Folk Show. Nineteen (19) groups were trained with an average of ten (10) sessions per group.

### ***Food and Folk Fair***

This event promotes the production and consumption of locally grown foods and traditional dishes. It provides the communities with avenues to sell, exhibit and showcase their art, cultural skills and talent.

In May 2012, this event was held at the Queen's Park Savannah, Port of Spain, with one hundred and twenty (120) communities/groups participating in the various culinary and performing events. Seventy thousand, two hundred dollars (\$70, 200.00) in cash prizes were awarded to winners in the various competitions held during this event.

### ***Handicraft Finals***

This competition promotes and encourages communities to excel in the development of indigenous craft.

In April 2012, the Handicraft Preliminaries was held in ten (10) Administrative Districts. In August 2012, National Handicraft finals were held and cash prizes were awarded to national winners at Queen's Hall, Port of Spain.

Groups were judged on the following areas:

- Best Handicraft Display
- Best Needle Craft
- Best Art
- Best Leather Craft
- Best Indigenous Craft
- Best Garment Construction
- Best Carnival Art
- Best Metal Work.

### ***Junior Best Village***

The aim of this project is to promote awareness amongst children and youth between the ages of seven to eighteen (7-18) years, in aspects of our national heritage and our environment that is fun as well as educational.

In July 2012, six hundred and ninety (690) children participated from ten (10) Administrative Districts in this programme.

In August 2012, twelve (12) camps were conducted in the ten (10) Administrative Districts.

## **GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME (GAPP)**

The Geriatric Adolescent Partnership Programme is designed to sensitize young people to the ageing process and help them, through training and field visitation, to develop practical skills in geriatric care. As part of the programme, a placement agency assisted in placing interested graduates of GAPP as caregivers in private homes and/or institutions.

The objectives of this programme are to:

- Develop and foster in trainees between the ages of 18 to 30 years, positive attitudes about caring and respect for the elderly in Trinidad and Tobago.
- Enable trainees to discuss the psychological changes in the ageing process.
- Identify the needs of the elderly and demonstrate their expertise in monitoring their common disorders.
- Foster national consciousness.
- Improve social interaction among people in various communities.

### **Achievements for the period:**

#### *1. Work of the programme:*

- GAPP Level II training cycle was formally launched by the then Honourable Minister, Nizam Baksh, on April 02, 2012, starting with centre staff orientation sessions which were held for one (1) week. The trainees officially started on April 10, 2012 and the Honourable Minister presented the trainees at several centres with their packages.

- Emphasis was placed on the preparations for the start of the GAPP Level II training with visits to proposed centres. Interviews for Centre staff and trainees were also conducted. Trainee packages were prepared for delivery to centres on April 18, 2012 and site visits were conducted to Homes for the Aged which were to be accessed during the practical sessions of the training.
- The Graduation Ceremony for Level II trainees was held at Oasis Garden Terrace, San Fernando, for graduates from all five (5) centres and one hundred and sixty-eight (168) persons graduated from the programme.
- Conduct of Caregivers' workshop in Preysal for six hundred (600) caregivers in September 2012.
- Hosted booths at Outreach Programmes in Couva and Guapo in January and Sangre Grande and Princes Town in February;
- Participated in Community Development Fund and Ministry of People and Social Development Outreach Programmes in Preysal and Port of Spain respectively in June.
- Other GAPP activities:
  - National Career Fair held at Preysal and five (5) centres participated;
  - Graduates of Level I (2011) and fifteen (15) caregivers participated in the World Volunteer Day, which was held on the December 05, 2011, by assisting senior citizens in cleaning their homes;
  - Represented the MOCD at an Outreach Programme for International Women's Day on the Brian Lara Promenade.

2. *Programme successes:*

- Level I graduates from the Ste. Madeleine Centre were inducted into the Red Cross Society in October, 2011;
- Distribution of hampers to needy clients in different communities.

Placement of caregivers for the period was as follows:

**Table 1 – Number of GAPP caregivers for the period October 2011 to September 2012**

<b>Month</b>	<b>North</b>	<b>South</b>	<b>East</b>	<b>Central</b>	<b>TOTAL</b>
<b>October</b>	180	130	88	104	502
<b>November</b>	188	132	87	109	516
<b>December</b>	186	145	91	114	536
<b>January</b>	180	145	89	122	536
<b>February</b>	182	155	97	122	556
<b>March</b>	187	162	101	137	587
<b>April</b>	181	155	92	144	572
<b>May</b>	186	176	91	147	600
<b>June</b>	180	176	93	153	602
<b>July</b>	183	174	93	153	603
<b>August</b>	182	174	93	152	601
<b>September</b>	170	169	93	150	582

**Table 2 – Number of GAPP Trainees for FY 2012**

<b>GAPP Centre</b>	<b>Enrollment- Start of Cycle</b>	<b>Enrollment- End of Cycle</b>
1. St. Joseph Community Centre	46	41
2. Chaguanas Community Centre	30	27
3. Ste. Madeleine Regional Complex	44	37
4. Mayaro Sporting Facility	45	42
5. Valleyline Islamic Centre	28	22
<b>TOTAL</b>	<b>193</b>	<b>169</b>

## **RETIREES ADOLESCENT PARTNERSHIP PROGRAMME (R.A.P.P)**

This programme was established:

- To provide assistance and supervision at the community level to “young at risk” persons in order to minimize the extent of delinquency and dropouts in the school population.
- To provide a common platform geared towards improving learning skills, developing and enhancing social skills, building self-esteem and finding mutual ground for purposeful and productive living.

- To give retired experts an opportunity to work in partnership with young adults who would benefit from their expertise.
- To bridge the generation gap by positive interaction and the sharing of common experiences.

For the period under consideration, five (5) RAPP Centres were in operation at:

1. Couva;
2. Belmont;
3. La Horquetta;
4. Valencia; and
5. Laventille.

**Achievements for the period:**

*1. Work of the programme:*

The RAPP Centre staff, as well as a rotation of volunteers, have tutored and assisted participants in various activities that included:

- **Academics** – RAPP centres assisted participants preparing for their SEA, CXC and end of term exams and four (4) out of five (5) SEA students moved on to Secondary Schools. Participants also received training in Self-Development, Spanish and Computer Literacy. These RAPP centres also supported participants in nine (9) subject areas. The Centres also held Spelling Bee competitions that were conducted both on paper and verbally.
- **Arts and Craft** – Participants were exposed to a variety of crafts such as the art of glass painting and embroidery patterns, bamboo boats, floral earrings, draught boards and note pads. In addition, participants learned to make a variety of products that



included: wire crafts, Christmas decorations, occasional cards, edible food baskets, string and balloon art. Students also took part in steel pan, singing and dancing (Latin, hip-hop, drama, modern, and ballroom).

- **RAP Sessions** – these sessions addressed certain issues such as responsibility, discipline, goal setting and cleanliness as well as social issues such as bullying, eating disorders, sex among minors, and peer pressure.
- **Sports** – there were ten (10) different sporting activities that were executed during this period at the Centres which included football, basketball, rounders, netball and badminton. Groups competed against each other in a table tennis “playoff.”
- **Life skills** – some areas covered were enhanced reading skills, hospitality, cooking, sewing, book binding, ballroom dancing, beauty culture, choir and agriculture (participants tended to crops such as ochroes, patchoi, cassava, cucumbers, pigeon peas, tomatoes and lettuce). Participants were also engaged in etiquette training that specifically addressed the issues of dress code, body compartment and attitude. They were also sensitized about certain health issues such as sexually transmitted diseases, including AIDS and HPV.
- **Counseling** – Counseling sessions were arranged to address domestic and discipline issues associated with participants and ‘Families in Action’ was engaged to assist. Additionally, a psychologist and counselor were introduced who volunteered their services. Group sessions were conducted by the peer counselor on HIV and AIDS, whilst the psychologist conducted general group sessions.
- **Other activities** –
  - Each centre started a “savings plan initiative”. This fiscal year, centres continued with their “savings effort.”

- Field visits - participants visited various places of interest and the Belmont RAPP staff took thirty (30) participants to visit the police Mounted Branch where they participated in horseback riding.
- Workshops – These were facilitated by Child Line Services which focused on topical issues such as motivation, resilience and anger management.
- Radio Personality - A Radio Personality from I95.5FM addressed participants of the La Horquetta Centre on the topic of “Drug Abuse and Drug Violence.” Approximately sixty-five (65) persons were in attendance and a report was posted on the MOCD’s website.
- Vacation Camp – three (3) week camp for one hundred and ninety-two (192) participants.
- Mother’s Day – Participants, parents and facilitators attended the Woodbrook Pentecostal Church, Woodbrook Annual Tea Party in honor of mothers. Participants recited poems, won door prizes and distributed Mother’s day cards.
- Parent Support Group- A session on “Positive Parenting” was facilitated by the Ministry of the People and Social Development with the objective of informing and empowering parents.
- Holiday activities – all Centres celebrated Christmas with a luncheon and concert with performances by participants. RAPP held its first Easter Pageant which sponsored by two (2) businesses in the community and organized by Centre staff, CBOs and parents.

## 2. *Programme successes:*

- The La Horquetta Centre held a Mother's/Father's Day Extravaganza which was a tremendous success.
- The Belmont Community Centre held its regular end of term award ceremony and luncheon. Eighty (80) persons were in attendance and the ceremony rewarded and recognized the performance of students of the RAPP at the end of the academic term.
- Shekinah Centre started a new programme called "The Shekinah Homework Academy's 'Sister' programme". There were two (2) facilitators working full time with a total of (15) participants daily. Participants of the programme from the Shekinah Centre were the recipients of three (3) awards at the Graduation ceremony for the 'Top Mathematics Student', 'Top Language Student' and 'Best Cricketer'.
- Two (2) participants who were assisted by staff members to access the Military-Led Academic Training Academy (MiLAT) programme in March 2012 were doing remarkably well and expressed deep gratitude to their facilitator for her support and encouragement.
- Former RAPP participants joined the Air Guard and Coast Guard. One participant is on training at the National Energy Skills Center (NESC);
- An at-risk participant received professional psychological counseling at the office of Families in Action, Maraval Road, Port of Spain; and

- A parent meeting was held and parents were allowed to give feedback on the respective RAPP programmes. Positive feedback was received about the programmes.

**Table 3 - Participant Levels as at September 2012**

Centre	Highest daily attendance	Males	Females
<b>Belmont</b>	53	35	18
<b>La Horquetta</b>	50	31	19
<b>Valencia</b>	42	26	16
<b>Couva</b>	32	15	17
<b>Shekinah</b>	92	34	58
<b>TOTAL</b>	<b>269</b>	<b>141</b>	<b>128</b>

## **TRANSFORMATION AND DEVELOPMENT CENTRES (TDCS)**

Conceptualized to assist and protect the most disadvantaged members of our society. However, for the period under consideration, the service of the TDCs focused on the provision of meals for the lunch-time period.

For the fiscal year, three (3) TDCs were in operation - located at Port-of-Spain, Laventille and Cocorite. A fourth TDC was in operation in San Fernando but under the stewardship of a Faith-Based Organization.

The objectives of this programme are to:

- Provide a daily meal for clients.
- Assess clients and provide/refer them for relevant counselling as required.
- Expose clients to employment oriented skills training programme.
- Facilitate and assist clients in the transition from dependence on the services of the TDCs to a state of self-reliance and empowerment.

**Achievements for the period:**

1. Administrative:

- Completed an evaluation of three (3) suppliers for the purchase of kitchen utensils at the TDCs.
- Monthly site visits were conducted to all TDC centres to ascertain their status and level of clientele in order to address the concerns of the staff.
- Inventory listings were compiled for three TDCs.
- Based on a recommendation from the Assessment Report, the range of foodstuff offered to the clientele was increased.
- Site visit to the Spree Simon Centre was conducted in conjunction with the Project Unit with a view to repairing the roof.

For the period October 2011 to September 2012, over sixty-five thousand (65,000) persons benefitted from the programme with an average of two hundred (200) meals being served on a daily basis.

## NATIONAL ALCOHOL AND DRUG ABUSE PREVENTION PROGRAMME (NADAPP)

The National Alcohol and Drug Abuse Prevention Programme (NADAPP) was established in 1985, following on the recommendations of the late Archbishop Anthony Pantin and the Commission of Enquiry on the extent of the Illicit Drug Use in Trinidad and Tobago - as a Unit of the Office of the Prime Minister. It was administered by a Secretariat which reported to an oversight Council, the Chairman of which interfaced directly with the Prime Minister. Cabinet by Minute #2260 dated November 17, 1988, transferred the Secretariat to the then Ministry of Social Development. Subsequently, the Secretariat was reinforced by Cabinet Minute #1414 of July 11, 2002 with the mandate to coordinate the Drug Demand Reduction initiatives in Trinidad and Tobago.

Trinidad and Tobago is a signatory to several international and regional treaties and agreements which influence its Drug Demand Reduction Strategy. The 1988 Vienna Convention actually consolidated the roles etc. of the previous Conventions and Accords signed and ratified by the Government of Trinidad and Tobago on May 18, 1995. This convention is the major international instrument governing the cooperation of countries in drug related matters. Its main objective is to counter the magnitude and extent of illicit drug trafficking and their attendant consequences.

Other instruments include:

- The Hemispheric Anti-Drug Strategy (CICAD);
  - Barbados Plan of Action;
  - Barbados Declaration of Principles; and
  - Inter-Governmental Task Force on Drugs;
- } CARICOM Agencies

NADAPP represents Trinidad and Tobago on the Inter American Drug Abuse Control Commission (CICAD-OAS) which is a technical, autonomous agency of the Organization of American States. CICAD's mandate is the pursuit of international cooperation in drug control with a key focus on the issue of drug demand reduction. NADAPP also interacts with the United Nations Drug Control Programme (UNDCP) and the International Narcotics Control Board (INCB).

Additionally, NADAPP constitutes a major part of the National Drug Council established by Cabinet Minute #1231 of July 05, 2000. The Council has oversight of the activities of NADAPP and the Strategic Services Agency which is responsible for Drug Interdiction.

The composition of the Council reflects the key State Agencies which are involved in substance abuse mitigation and control of illicit drugs.

### **Role and Functions**

1. To maintain a research capability for continuous assessment of the extent and peculiarities of the problem of alcohol and drug abuse;
2. To develop a cohesive and well-coordinated partnership among Government agencies, Non-Governmental Organizations, community groups, international agencies and foreign governments, in the offensive against alcohol and other drug abuse;
3. To effect improvement in the health and well-being of the population by advising on appropriate alcohol and other drug-related policies and legislation;
4. To reduce demand by the nation's population for alcohol and other drugs through the development of :

- Public Education and Information Programmes;
- Community-based Prevention Activities Programmes;
- School Prevention Programmes;
- Treatment and Rehabilitation Programmes; and
- Employee Assistance Programmes.

## **ACHIEVEMENTS**

### **1. School and Community Drug Prevention Programme**

Over the period October 2011 to September 2012, the Secretariat conducted one hundred and twenty-six (126) outreach activities which included lectures and information dissemination at schools and in the wider community. A total of 12,231 persons participated.

Of particular interest, NADAPP met with NGOs to present and discuss matters of interest at a Special Stakeholder Session on July 19, 2012. It was anticipated that this activity will continue to occur on a regular basis, though its frequency was still to be determined.

### **2. School Information Series**

- The Secretariat launched the pilot of the **Trinity SMART Project** during the month of **May, 2012**. Arising out of the various Pre-School Initiatives from November 2009, many of the stakeholders, expressed interest in developing appropriate tools for use in pre-schools as a means of substance abuse prevention. The materials were delivered to fifteen (15) private schools across various educational districts which were scheduled to participate in the exercise.



- Pre-School Drug Prevention Initiative

NADAPP conducted a pre-school workshop at the Barataria Regional Complex for private and Early Childhood Care and Education Centres in the Port of Spain and St George East Districts on **September 27, 2012**. The purpose of the workshop is to equip the administrators, managers and teachers of preschoolers with strategies to educate preschoolers about drug prevention.

The session was attended by approximately seventy-five (75) persons representing approximately fifty (50) pre-schools.

**3. NADAPP's Sponsorship of programmes and activities were as follows:**

- Radio I-95.5 FM/Talk City 91.1 FM "Eye on Dependency Programme" on Drug Education, which was broadcasted on Sundays. The cost of the programme was two hundred and fifty-three thousand, five hundred dollars (\$ 253,500.00) for the period under review and it served to sensitize the general public about the issues related to substance abuse.
- Rebirth House Sports and Family Day- July 01, 2012. This event cost twenty-five thousand, six hundred and fifty dollars (\$25,650.00) and it also served to mark the observance of the UN International Day Against Drug Abuse and Illicit Drug Trafficking. The beneficiaries were the clients of the Rebirth House and their families as well as the general public.
- Partnered with the North Eastern Division Police Youth Clubs in the contribution of prizes for the Best Anti-Substance Abuse Calypso, at their Annual Crime Prevention Calypso Competition. This event cost approximately twenty thousand dollars (\$20,000) and the beneficiaries were approximately three thousand (3000) students of primary and secondary schools comprising competitors and supports from across the country, along with their parents and friends.

- A new jingle “**No Drug in Me**” was composed by N’kosi Anyika which was set for release during the first quarter of the next fiscal year 2013.

#### **4. Epidemiological Research Studies**

##### *The following Research Study was completed and submitted in 2011/2012*

An Assessment of the Economic and Social Costs of Substance Abuse in CARICOM Member States: Jamaica, Suriname, and Trinidad and Tobago was completed in February 2012. This study was done in conjunction with UWI Consulting. NADAPP’s role was to develop the methodology, to act as the point- person for the Trinidad component, to liaise with local stakeholders, to distribute the survey instrument and to collect the survey data.

#### **TRAINING**

##### **1. Caribbean Institute on Alcohol and Other Drug Problems (CARIAD)**

NADAPP Secretariat sponsored **six (6) persons** at the CARIAD 38 Training Programme which was held **June 11 – 22, 2012** in Tobago. Included were two (2) members of staff in the Ministry of Community Development, and members of staff of the NADAPP Secretariat. All six (6) participants received training in the basic course in Addiction Studies. No Advanced Courses were offered this year.

- 2. The Project Analyst II participated in a workshop entitled ‘Presentation Skills for Middle Managers’, held at the Public Service Academy, May 14-15, 2012.**
- 3. Training Workshop in Sexual Health Promotion for Peer Educators held at the NADAPP Secretariat April 30 – May 01, 2012.**

4. Regional Technical Consultation to Review the Draft of a Service Delivery Model Framework focusing on HIV and Harm Reduction for people who use drugs in the Caribbean held at Normandie Hotel on **May 04, 2012.**

## **SUBVENTIONS**

The NADAPP Secretariat facilitated the disbursement of subventions to key NGO's in the field of Substance Abuse Prevention, Treatment and Rehabilitation. The following NGOs received subventions in 2012:

1. HEAL
2. Rebirth House
3. Oasis
4. Serenity Place.

## **COMMUNITY MEDIATION PROGRAMME**

The primary goal of mediation is to bring disputing individuals together to discuss issues of concern and develop a solution that satisfies all parties. Additionally, mediation aims to improve future communications, promote better understanding of each other's interests and create opportunities for better working relationships among participants.

### **The vision of this programme is:**

“To be the medium in promoting a culture of peace, thereby facilitating healing and harmony in our communities”.

### **Mission is:**

“To facilitate the empowerment of individuals, groups and communities by resolving disputes through mediation, in a non-threatening environment.”

## DISTRIBUTION OF CENTRES BY TYPE

Based on the foregoing the distribution of main, district and sub centres is as follows:

### *North*

- Main Centre                    One - Port-of-Spain
- District Centres            Two - Laventille and Morvant
- Sub-Centres                 Three - San Juan, Cocorite and Diego Martin

### *North/East*

- Main Centre                    One - Arima
- District Centres            Two - Maloney and La Horquetta
- Sub-Centre                    One – Tunapuna

### *East/South East*

- Main Centre                    One - Sangre Grande
- Sub-Centres                 Two -Toco and Mayaro/Rio Claro

### *Central*

- Main Centre                    One - Cunupia
- Sub-Centres                 Two - Chaguanas and Couva

### *South*

- Main Centre                    One - San Fernando
- Sub-Centre                    One - Penal/Debe

### *South West*

- Main Centre                    One - Point Fortin
- Sub-Centre                    One - Cedros/Icacos

## **THE ROLE OF MEDIATION CENTRES**

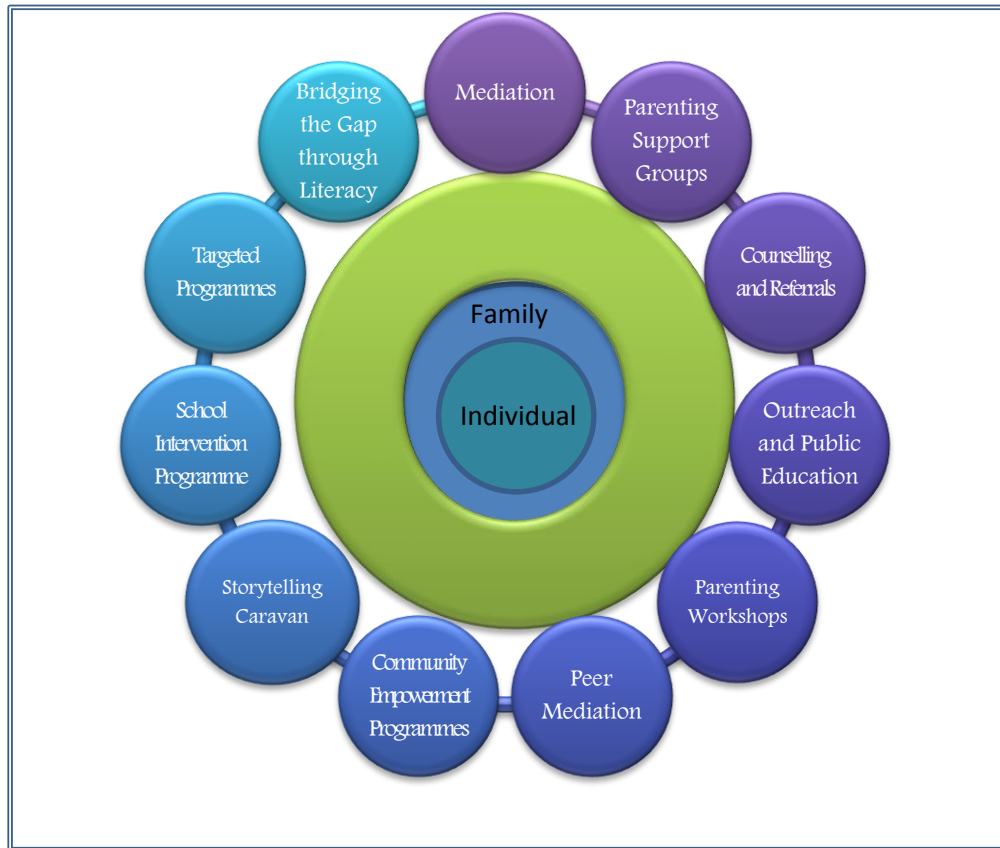
The responsibility of the community mediation centres is to:

- Treat promptly and equitably with all clients
- Provide mechanisms for negotiating the settlement of disputes in a wide variety of civil and family matters, including but not limited to the following:
  - Landlord/Tenants
  - Merchants/Consumers
  - Organizational disputes
  - Small Claims
  - Threats and harassment problems
  - Neighborhood conflicts
  - Family and Relationship disputes, for example, Visitation Rights, Access, Custody and Maintenance
  - Small Contractors and Home Owners
  - Community disputes
  - Juvenile conflicts including truancy and delinquency
- Be a catalyst for dialogue within families, among community members, community groups, faith based-organizations, non-government organizations
- Promote the use of mediation as a viable conflict resolution mechanism
- Partner with civil society to identify the needs of the communities and to develop programmes that will meet those needs.

The proactive community-based mediation programmes include:

- Community Empowerment Programme
- Anger Management for Parents, Adolescence and Teens
- Building Trust and Managing Conflict
- Leadership Skills Development
- Peer Mediation
- On-going outreach and public education
- Parenting Support Groups
- Parenting Workshops
- Bridging the Gap through Literacy
- School Intervention Programme
- Storytelling Caravan
- Needs based programme.

**Figure 2: Relevance and Interrelatedness of Programming**



## **PERFORMANCE**

During the period October 2011 to September 2012, five thousand, eight hundred and seventy (5,870) persons accessed services at the eight (8) community mediation centres in operation. These centres were located in Port of Spain, San Juan, St. Barb's, Tunapuna, Arima, Couva, Cunupia and Point Fortin. This 37.7% increase over the previous period comprised two thousand, seven hundred and seventy-three (2,773) men and three thousand and ninety-nine (3,099) women. However, also of significance is the phenomenal increase in the

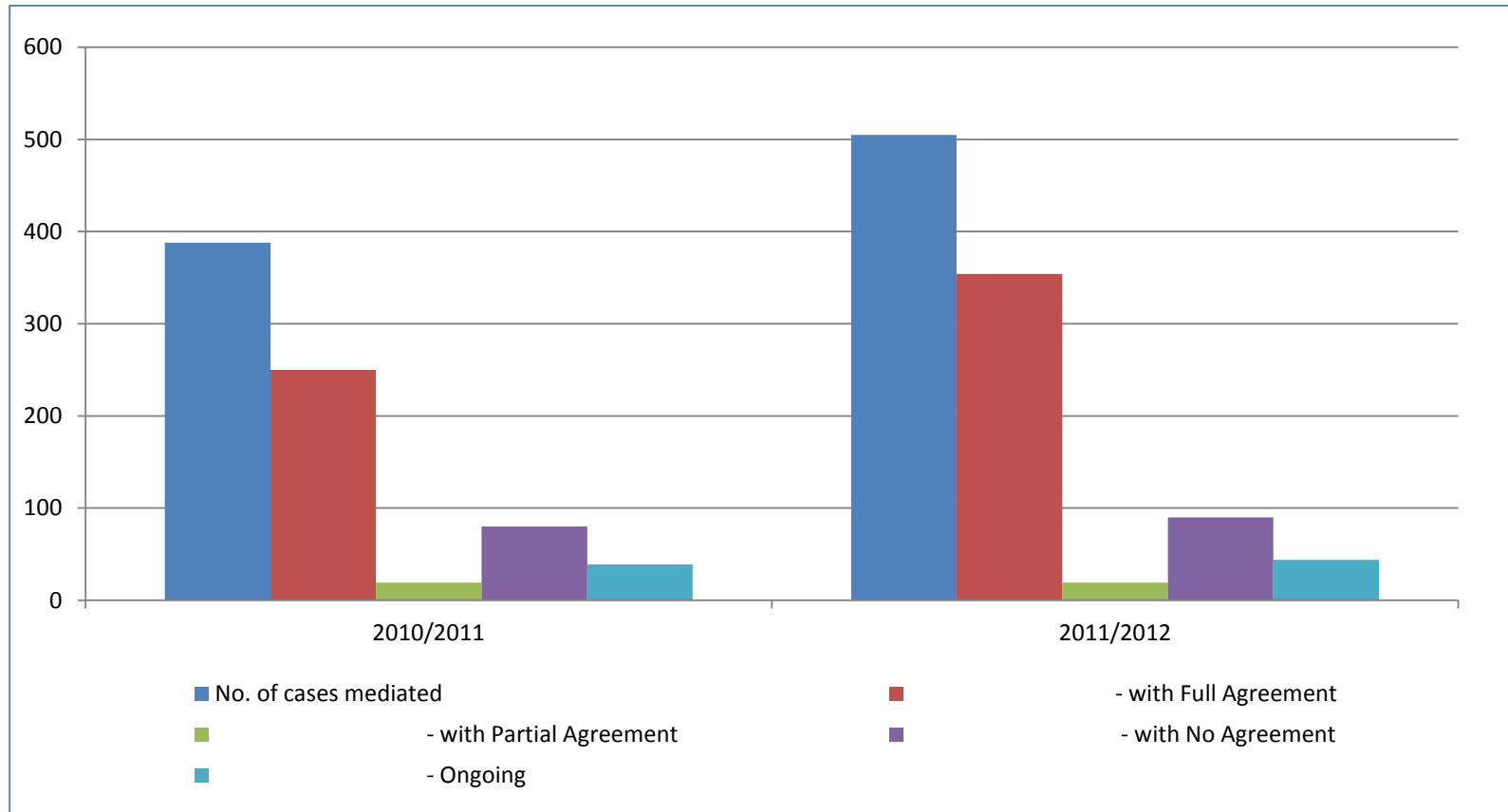
number of men accessing services, the statistics reflect an increase of 55.3% over the previous year. This is significant since traditionally men have not demonstrated as much willingness to access social services as women have shown. It is also noteworthy that during this period the number of women accessing the community mediation centres also increased by 25% over the previous period.

Between Fiscal year 2010/2011 and Fiscal year 2011/2012 the number of cases managed by the community mediation centres increased by 22%. However, in the former period self-referred cases exceeded court-referred cases, and during the later timeframe court-referred matters surpassed self-referred matters by 18%. The number of self-referred cases decreased by 10%, while the number of court-referred matters increased by 58%. This demonstrated significant growth in the confidence of the Courts in the services provided through the Community Mediation Programme. Directly correlated to the trend related to intake of court-referred versus self-referred cases, is the number of court-referred cases mediated, during fiscal 2011/2012- four hundred and forty-five (445) court-referred matters were mediated which is three hundred and thirty-eight (338) more than the self-referred matters mediated during the same period. This represents an increase of 31.3% of court-referred matters mediated over the previous year.

Over the fiscal periods 2010/2011 and 2011/2012 there was a direct positive correlation between the number of cases mediated and the number of cases mediated with full agreement. Over this period the number of cases mediated increased by one hundred and seventeen (117) while the number of cases ending in full agreement increased by one hundred and four (104) representing positive growth of 30% and 41% respectively. The number of cases ending in partial agreement remained constant at nineteen (19) for both years while the number of cases carried forward to the next year was five (5), with an increase of ten (10) cases from eighty (80) to ninety (90) which ended in no agreement over the two ensuing years. Generally, over 75% of the cases mediated at the centres are family related matters.



**Figure 3: Comparison of the Outcome of Cases Mediated between Fiscal 2010/2011 and 2011/2012**

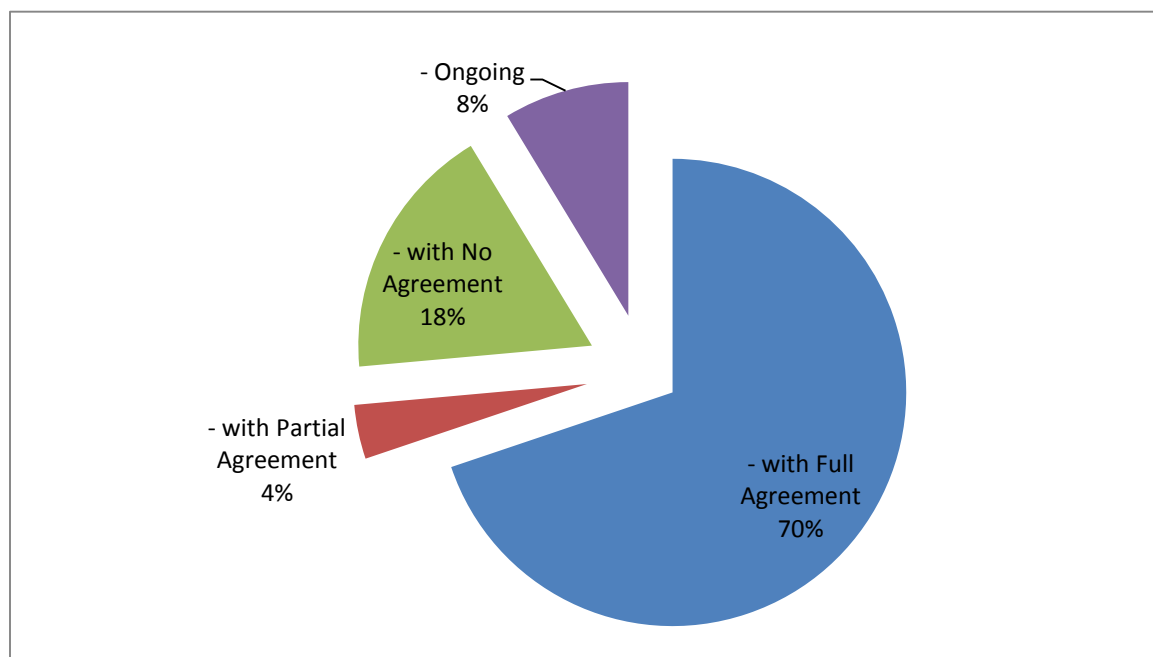


The 10% decline however suggests the need for more aggressive and targeted marketing of the services to engage and intercede with individuals in conflict before they get to the Court.

During the period under review the number of persons who received counseling remained fairly constant with an increase of a mere 4%. Most clients for counseling were referred out to alternative services because of the lack of internal social work resources. Despite this referral of cases to other agencies referrals declined significantly by 60% during this fiscal year. During this year court-referred matters outstripped self-referred matters by 81%. One possible explanation for the significant reduction in referrals out of the Division is that matters referred by the Courts would usually tend to be more suitable for mediation than matters brought to the centres through self-referral, which are often a conglomeration of different social concerns most of which are outside the effectiveness area of the community mediation centres and therefore require redirection to the relevant agencies for appropriate action.

For fiscal year 2011/2012, one thousand, two hundred and fifty (1250) mediation cases were managed by the Community Mediation Centres, of these five hundred and five (505) were mediated, six hundred and thirty-five (635) were dealt with through counseling, while the remaining one hundred and ten (110) were either referred or dealt with through other interventions and agencies. Of those cases mediated four hundred and forty-five (445) were court-referred while sixty (60) were self-referred. The outcome of those cases mediated was that 74% ended in either full or partial agreement, 18% with no agreement and at September 30, 2012, 8% were ongoing, being carried forward into the next Fiscal year.

*Figure 4: Outcome of Matters Mediated during Fiscal Year 2011/2012*



### **PROACTIVE/PREVENTATIVE SPECIAL PROGRAMMES AND PROJECTS**

During Fiscal 2012, the Ministry in collaboration with other Agencies conducted several Interactive Informative Sessions and programmes and educational workshops, which were held over a wide cross section of the country. These Agencies included the University of the Southern Caribbean, San Juan Laventille Regional Corporation, the Mediation Board of Trinidad and Tobago, Arima Borough Corporation, Vega de Oropouche Village Council, Campoo Community Council, Ministry of Gender, Youth and Child Development, Ministry of the People and Social Development, Ministry of National Security, Fullerton Fisher Folk Association and Malabar Youth Club.

The following programmes/projects were undertaken.

Programme/ Project	Objectives and Performance Targets (from Business Plan)	Main Activities	Achievement & Status
<b>Stakeholders Engagements and Open Houses</b>	<p><i>Programme/Project Objectives</i></p> <ul style="list-style-type: none"> <li>To build partnerships and encourage stakeholder and citizenry involvement</li> <li>To disseminate information on relevant issues</li> <li>To encourage behaviour modification towards positive conflict management</li> <li>To build awareness of the services offered by the Division and how to access these services</li> <li>To build awareness of the benefits of mediation</li> <li>To create champions for peace building.</li> </ul> <p><i>Performance Targets</i></p> <ul style="list-style-type: none"> <li>An increase in the number of sustainable community based partnerships established</li> <li>20 % increase over the previous period of the population who have information on mediation and the services of the division.</li> </ul>	<ul style="list-style-type: none"> <li>Community Walks</li> <li>Targeted Interventions</li> <li>Workshops</li> <li>Open Houses</li> <li>Stakeholder Meetings</li> <li>Collaboration with other agencies</li> </ul>	<ol style="list-style-type: none"> <li>USC- Domestic Violence Awareness Week – <i>Information session on services of the Division and how it deals with domestic violence cases</i>, USC, St. Joseph, Oct 12, 2011.</li> <li><i>Booth, interactive information dissemination on services and programmes of the Division</i>, held at the following venues: Arima, San Juan, Sangre Grande, Campoo, Point Fortin/Guapo, Cedros, Vessigny, Five Rivers, Brian Lara Promenade, Preysal, and Queen’s Park Savannah,</li> <li>National Mediation Symposium, hosted by the Mediation Board of Trinidad and Tobago at the Hyatt Regency Hotel.</li> <li><i>Presentation/workshops on the Division and services offered/ Information dissemination, family life disputes involving teen/parent and family, Conflict Resolution, and Anger Management</i> held at the following venues: Cascadia Hotel, St. Ann’s, Port of Spain, Couva, Icacos, La Brea, Malabar, Chaguanas, Baratara, Fullerton Community Centre and Chaguanas.</li> <li>Ministry of Education Caroni District – <i>Professional development workshop for Principals in Caroni Education District</i>, Rudranath Capildeo Learning Resource Centre, Couva, July 10, 2012.</li> <li>Couva Social Services Ministry of the People &amp; Social Development Workshop – workshop on <i>Anger Management &amp; Conflict Resolution</i>, Couva Social Services conference room – Couva. Ministry of the People &amp; Social Development, August 08, 2012.</li> </ol>
<b>Parenting Support Groups and Parenting Workshops or Seminars</b>	<p><i>Objectives</i></p> <ul style="list-style-type: none"> <li>To equip parents with information and skills to improve their confidence and competence in childrearing</li> <li>To provide support and coping skills and mechanisms to parents in a non-threatening and supportive environment</li> <li>To enhance the quality of family life in communities.</li> </ul> <p><i>Performance Targets</i></p> <ul style="list-style-type: none"> <li>To increase the number of groups by 2 during the Fiscal Year</li> <li>To increase group membership by 5%</li> <li>Host 2 seminars; 120 beneficiaries each.</li> </ul> <p><i>Objective:</i></p>	<p>Fortnightly or monthly meetings. Participation in these meetings is voluntary.</p>	<p>During this Fiscal year 29 meetings were held, this fell below the target by 52%.</p> <p>During this period there were eight groups in Port of Spain, La Horquetta, Maloney, St. Barb’s, Sangre Grande, Cunupia and Point Fortin and San Juan.</p> <p>Topics discussed included:</p> <ul style="list-style-type: none"> <li>Conflict Resolution</li> <li>Setting and managing Life Goals</li> <li>Parenting styles</li> <li>Anger management</li> <li>Crisis Management</li> <li>Time management</li> </ul> <p>The target of 60 meetings annually was not met, in fact there was a 61.3% decline in the number of meetings held during the period from 75 to 29.</p> <p>This was directly related to a further depletion of staff. During this period the contracts of those Intake Officers who assisted with the facilitation of these PSGs also came to an end. Most meetings had to be suspended due to this severe lack of human resources.</p>

Programme/ Project	Objectives and Performance Targets (from Business Plan)	Main Activities	Achievement & Status
<p><b>Community Empowerment Programme</b></p> <p><b>Commemoration of International Day of Peace</b></p> <p><b>Peer Mediation Residential Camp</b></p>	<p>To build within the population the requisite skills and competencies to manage conflict situations more constructively and positively</p> <p><i>Objective:</i> To increase awareness of the implications of conflict and approaches to build peace</p> <p><i>Performance Targets</i></p> <ul style="list-style-type: none"> <li>• Publication of Messages from the UN Secretary General</li> <li>• Publication of the message of the Minister of Community Development</li> </ul> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• To equip children with the skills and competencies to be effective peace-makers in their environments</li> <li>• To contribute to the de-escalation of conflicts within the families, communities and school environment</li> <li>• To increase over time the number of young adults who are protagonists of peace building</li> <li>• To reduce the level of truancy and delinquency among youth.</li> </ul> <p><i>Performance Target</i></p> <ul style="list-style-type: none"> <li>• Five day residential camp for 100 beneficiaries using specially prepared instructional material.</li> </ul>	<p>Publication of messages of peace making.</p> <p>Parenting Support Groups developed slogans for Peace.</p> <ul style="list-style-type: none"> <li>• Preparation of Material - Student and teacher manual, video material and other teaching aids</li> <li>• Execute a Peer Mediation Camp (One week camps each for 100 children)</li> <li>• Execute a Train the Trainer Workshop.</li> </ul>	<p>No Community Empowerment programmes were held in Fiscal 2011/2012. This was a direct result of the decline in the number of members of staff. It should be noted that while these projects are being conducted, services at the centres must be continued uninterrupted.</p> <p>Messages bringing greetings and encourages peacemaking along with achievements of the Community Mediation Programme were published in the Express, Guardian and Newsday.</p> <p>From August 22 to 26 the inaugural Peer Mediation camp was successfully executed at the El Dorado Youth Apprenticeship Development Centre, St. Cecelia Road, El Dorado.</p> <p>120 children registered for the camp, however with the imposition of the State-of-Emergency during the same period, 28 children were withdrawn by their parent. The camp proceeded during the period with 92 participants and 20 volunteer counsellors.</p>

## ANALYSIS OF PROJECTS/PROGRAMMES FOR FISCAL 2012

Community Development is a way of strengthening civil society by prioritising the actions of communities, and their perspectives in the development of social, economic and environmental policy. As the organisation is charged with the responsibility of empowering individuals and groups with the skills they need to effect change within their communities; through their community groups, organisations and networks, the Ministry of Community Development continued to work, implement and support a number of these community-based projects/ programmes and initiatives. The Ministry, within the context of the Framework for Sustainable

Development has contributed to ‘People Centred Development, Poverty Eradication and Social Justice and National and Personal Security’<sup>1</sup> through the implementation and progress of the undermentioned projects such as:- Community Empowerment and Development, Community Education Programme, Handicraft Development Programme, Community Centres/Facilities Programme, Adult Education Programme, Prime Minister’s Best Village Trophy Competition, Geriatric Adolescent Partnership Programme (GAPP), Retirees Adolescent And Partnership Programme (RAPP), Transformation And Development Centres (TDCs), National Alcohol and Drug Abuse Preventive Programme (NADAPP) and Community Mediation Programme continued to work to build communities throughout Trinidad and Tobago.

Listed hereunder is an analysis of the projects mentioned above which included the name of the project, the developmental pillar/(s), the benefit/(s), challenges and the impact on the Ministry:-

No.	Name of Projects/ Programme	Developmental Pillar	Benefit/(s)	Challenges	Impact
1.	Community Empowerment and Development	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1.Outreach services to communities throughout the country. 2.Partnerships with forty-seven (47) CBOs, NGOs and FBOs. 3.Community Mobilization – four thousand, three hundred and twenty-seven (4327) groups serviced. 4. Registration of Five hundred and eight-three (583) groups with the Trinidad and Tobago Village Council or The Women’s Federation.	Nil	1.Implementation of programmes, services, capacity building initiatives and the empowering of community groups to fulfil and achieve their goals in communities.
2.	Community Education Programme	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1. Graduation for eight thousand, two hundred and thirty-one (8,231) persons from the skills training programme in the areas of –Skills Training, Community	1.Mobilization of groups and wider community.	1. Increase in the knowledge base, skill set and the future development of groups and organisations in communities.

<sup>1</sup> Pillar 1: People Centred Development – We Need Everyone and all Can Contribute  
Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged  
Pillar 3: National and Personal Security – Human Security for Peace and Prosperity

No.	Name of Projects/ Programme	Developmental Pillar	Benefit/(s)	Challenges	Impact
			Awareness and Sensitization, and Leadership development.		
3.	Handicraft Development Programme	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1. Graduation of five hundred and thirty-four (534) persons from the Handicraft Development Programme. 2.To expose persons to craft development. 3. To explore the preparation, preservation and uses of indigenous raw materials in the production of local handicraft. 4. To promote handicraft development and training.	1. Funding for the courses. 2. Limited number of competent facilitators to expand programme. 3. Inadequate staffing to effectively monitor programme.	1. Allowed for the empowerment and creation of sustainable employment in communities as well as the provision of the skills and expertise to keep abreast of the competitive market and continued changes in trends and designs both locally, regionally and internationally.
4.	Community Action For Revival and Empowerment (CARE)	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute  Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged	1.Six thousand, one hundred and twenty-three (6,123) community organizations received funding. 2. \$3,638,372.60 – in financial assistance distributed to groups.	1. Requests are not made in a timely manner. 2. Information to access funding are not detailed enough in the prescribed format.	1. Mobilising and strengthening communities through the provision of financial assistance and support to address the demands and developmental aspirations and critical interventions and projects of the community.
5.	Community Centres/Facilities Programme	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1.Nine (9) Community Centres refurbished. 2.Seven (7) Community Centres completed and commissioned. 3. Fifty-seven (57) Community Centres under construction.	Nil	1.Maintaining existing Community facilities. 2.Outfitting new facilities with furniture and equipment.
6.	Adult Education Programme	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1. One thousand, three hundred and three (1,303) persons received NEC certification. 2. Free tuition to adults 15yrs and over in 30 NEC Level 1 courses. 3.Free tuition to adults 15 yrs and over in Literacy and Numeracy.	1. Inadequate staff. 2. Insufficient Office Space. 3. Insufficient Resources.	1. Provision of learning opportunities and literacy skills in communities to equip persons with the knowledge, skills, qualifications and expertise for career enhancement and future job demands.
7.	Prime Minister's Best Village Trophy Competition (PMBVTC)	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute  Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged	1.Training in the performing arts and other events such as Village Chat, Environmental Sanitation, La Reine Rive, Folk, Village Olympics/Folk Games, Traditions of Carnival, Handicraft, Food and Folk Fair and Junior Best Village were facilitated throughout the ten administrative districts. 2.Forty (40) workshops in the areas of dance, music, drama and drumming with three hundred and seventy-five (375) participants being facilitated at these workshops.	1. Lack of human resources to effectively implement programme. 2. Payments to service providers and communities.	1.Facilitated community advancement and expertise through the transfer of knowledge and the required skills of our folk traditions.

No.	Name of Projects/ Programme	Developmental Pillar	Benefit/(s)	Challenges	Impact
8.	Geriatric Adolescent Partnership Programme (GAPP)	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute  Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged	1. Graduation Ceremony held for Level II trainees from all five (5) centres with one hundred and sixty-eight (168) persons receiving Achievement Certificates. 2. Caregivers' workshop for six hundred (600) caregivers. 3. Level I graduates inducted into the Red Cross Society on October, 2011. 4. Level II Trainees awarded additional certificates in Occupational Therapy, Drug Administration, Alzheimer Treatment and Practicum. 5. Six thousand, seven hundred and ninety-three (6,793) caregivers placed in fiscal 2012.	1. Inadequate office accommodation	1. Implementation of innovative programmes in communities to foster national consciousness and social interaction in communities.
9.	Retirees Adolescent And Partnership Programme (RAPP)	Pillar 1: People Centred Development – We Need Everyone and All Can Contribute	1. Improvement in behaviour and attitude toward others and school work – 85% get along better with peers and parents respectively; 90% improved in academics. 2. Two hundred and sixty-nine (269) participants enrolled in fiscal 2012. 3. Expansion of programme to include school children and school dropouts.	1. Physical conditions and demands for use of the centre.	1. Implementation of innovative programmes in communities to foster national consciousness and social interaction in communities.
10.	Transformation And Development Centres (TDCs)	Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged	1. Hosting of approximately sixty-five thousand persons with an average of two hundred (200) meals being served on a daily basis. 2. Assessing and providing counselling to clients. 3. Evaluation of three (3) suppliers for the purchase of kitchen utensils at the TDCs. 4. Monthly site visits. 5. Inventory for three TDCs. 6. Increase in foodstuff offered to the clientele. 7. Visit to Spree Simon Centre conducted in conjunction with the Project Unit with a view to repairing the facilities.	1. Release of funding.	1. Providing the homeless and disadvantaged persons in society with nutritionally-balanced meals.
11.	National Alcohol and Drug Abuse Prevention Programme (NADAPP)	Pillar 1: People Centred Development – We Need	1. Disbursement of subventions to key NGO's in the field of	1. Lack of human and financial resources.	1. Increased awareness, reduced substance abuse and informed decisions on lifestyle activities to resist the temptations to use drugs.



No.	Name of Projects/ Programme	Developmental Pillar	Benefit/(s)	Challenges	Impact
		Everyone and All Can Contribute	Substance Abuse Prevention, Treatment and Rehabilitation. 2. One hundred and twenty-six (126) school and community drug prevention programme outreach activities with a total of 12,231 persons participating in the outreach lecture series. 3. Approximately seventy-five (75) persons attended the Pre-School Drug Prevention Initiative at fifty (50) preschools.		
12.	Community Mediation Programme	<p>Pillar 1: People Centred Development – We Need Everyone and All Can Contribute</p> <p>Pillar 2: Poverty Eradication and Social Justice – Preference for Poor and Disadvantaged</p> <p>Pillar 3: National and Personal Security – Human Security for Peace and Prosperity</p>	<p>1. Five thousand, eight hundred and seventy (5,870) accessed services at the eight (8) community mediation centres.</p> <p>2. Five hundred and five (505) mediation cases completed.</p> <p>3. Six hundred and thirty-five (635) clients received counselling.</p>	1. Limited staffing.	1. Provides an alternative route to litigation and conflict resolution to individuals, groups and communities.

## RECOMMENDATIONS

The Ministry of Community Development will continue to deliver programmes and services that will uplift communities and improve the lives of all. Its new strategic direction will drive new initiatives and sustain existing programmes that are relevant to the needs of the community. Additionally, the MOCD must be cognizant of recent economic and global trends, and develop strategies to mitigate against any external and internal factors that may impede its work. In our commitment to empower and develop communities certain risks arose but were reduced by the MOCD's unwavering dedication and commitment from all stakeholders.

The MOCD highly recommends greater collaboration amongst key stakeholders for improved service delivery and performance accomplishment. Collaboration should exist at the local as well as at the international level to take advantage of all opportunities as it relates to technical cooperation, funding, benchmarking and the adoption of international best practices.

It is further recommended that the appropriate resources are provided at the requisite times to ensure the success of the MOCD's programmes.

## **CONCLUSION**

The Annual Report for 2011/2012 is a collection of information on the overall administration, technical services and supporting agencies of the Ministry of Community Development.

The information provides evidence of the Ministry's performance and efforts to align its policies, procedures and systems to the National Strategic Plan. The Ministry will continue to build on the progress made in the 2011/2012 financial year as it seeks to fulfill its mandate.

## **APPENDIX**

The Appendix attached to this report comprised the 2011/2012 Annual Administrative Report for the Community Development Fund an Agency under the ambit of the Ministry of Community Development.

**COMMUNITY DEVELOPMENT FUND  
ANNUAL REPORT**

2011 – 2012



**Community  
Development  
Fund (CDF)**

***ALLEVIATING POVERTY  
BUILDING RESILIENT COMMUNITIES***

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- 6. Procurement Procedure**
  - a. Open Tender
  - b. Selected Tender
  - c. Sole Tender – and the criteria used in selecting each system
- 7. Special Plans and or projects for the year and Statistics**
  - a. Level of success
  - b. Problems encountered
  - c. Possible Solutions
- 8. Recommendations**

Appendix 1 – Map of CDF’s Interventions

## 1. MISSION, HISTORY, POLICY, PHILOSOPHY/VALUES, STRATEGIC PLAN

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### a. MISSION

*The CDF is committed to articulating and implementing solutions that alleviate poverty and contribute to the holistic development of communities, using a collaborative approach, which both leverages and promotes innovativeness among people and nurtures a caring society.*

### b. HISTORY

The Community Development Fund (CDF) was first established in 1996 under a loan agreement between the Government of Trinidad and Tobago (GORTT) and the Inter-American Development Bank (IADB). The general purpose of the Fund was to act as a bridging mechanism for tackling poverty whilst other measures were put in place. The key objectives of the CDF are:

- The establishment of an effective complementary mechanism for delivering basic social services and infrastructure to the poor using the initiatives of NGOs, CBOs, and other agencies,
- Strengthening the institutional capacity of organizations,
- Increasing the beneficiary participation in poverty alleviation efforts.

Following the expiry of the Loan Agreement in 2004, the Government of Trinidad and Tobago assumed responsibility for the financing of the CDF. In 2007 the status of the fund changed to a semi-autonomous agency within the Ministry of Community Development, Culture and Gender Affairs. The CDF has pioneered the provision of funding capacity building and institutional strengthening for Community Based Organizations (CBOs), NGOs and other civil society organizations (CSOs) particularly those involved in poverty alleviation efforts in disadvantaged and needy communities throughout Trinidad and Tobago.

In June 2010, the Ministry of Community Development became the line Ministry for CDF.

### c. POLICY/VALUES

The CDF operations are guided by Government's regulations and policies including relevant administrative and financial regulations, policies and procedures. In addition, the Steering Committee has the mandate to develop additional policy and policy guidelines for the operations of the CDF. Apart from Government's policies, procedures and regulations and those enunciated by the Steering Committee, the CDF was guided by the following additional policies:

- a. The Seven Interconnected Pillars for Sustainable Development with specific reference to “Poverty Eradication and Social Justice”.
- b. The Ministry of Community Development Draft Strategic Plan with specific reference to Strategic Goals:
  - To develop an economically viable, socially responsible and resilient community sector;
  - To develop innovative programmes and services to build and enhance the social and economic skill capacity of the community sector
- c. CDF’s Strategic Plan 2008-2011
- d. The United Nations Millennium Development Goals
- e. The Social Sector Investment Programme.

The 2011-2012 work programme of the CDF was also guided by the following documents and mandate:

- The Social and Economic Policy Framework 2005,
- The Survey of Living Standards undertaken in 2007,
- Government’s Philosophy of “Serve the People” and “Prosperity for All”.

#### **d. PHILOSOPHY**

During the review period the work of the organization has been guided by its draft Strategic plan 2008-2011 and the following core values:

- ***Commitment*** - Our core value is commitment to the alleviation of poverty. We actively support our communities in all positive endeavour.
- ***Accountability*** - We are accountable to those we serve for our practices, decisions, the quality of our services and for ensuring and maintaining high standards and affability.
- ***Partnership*** - We strive towards close collaboration and cooperation, always working with other agencies to forge meaningful partnerships to poverty alleviation.
- ***Empowerment*** - We are committed to using the resources available to provide community groups and individuals with the skills and capacity to address change and confront development challenges.
- ***Transformation*** - Our goal is the measurable transformation of the poor and disadvantaged to facilitate genuine participation and access to opportunities, jobs and other benefits normally available to non-disadvantaged citizens.
- ***Integrity*** - Our approach to dealing with our clients, partners and others with whom we interface is based on honesty and trustworthiness in all our dealings. We are straightforward.

- **Respect** - We seek to involve and listen to staff, clients, communities and others and reflect their contributions in our programmes and activities. We also treat everyone in a fair and just manner.
- **Quality** - We are committed to the maintenance of high quality relationships and services. We guarantee minimum standards and will often exceed acceptable standards and defined needs.
- **Reliability** - The CDF delivers on its commitment. Our partners and clients are kept continually informed of progress.

e. **STRATEGIC PLAN**

i. **Key Objectives/Plans for 2011/2012**

The following key objectives were identified for the CDF in 2011/12:

- To continue to increase the number and types of projects funded by the CDF ensuring that all proposals contain full poverty alleviation value and that they strive towards empowerment, emphasizing innovativeness and their overall relation to achieving the goals of “The Seven Interconnected Pillars for Sustainable Development” with specific reference to “Poverty Eradication and Social Justice.”
- To accelerate the delivery of institutional strengthening support to community organizations, ensuring greater access to training and technical assistance and emphasizing the infusion of project management skills.
- To continue with the implementation of the Community Enhancement and Regeneration Projects targeting five new projects for 2012.
- To extend the ComNett TT initiative targeting a further fifty (50) organizations for participation in the programme.
- To facilitate networking and sharing of information, lessons learnt, and innovative initiatives and approaches through an Annual Communities Partnership Forum.
- To work closely with the Community Development Division and other agencies towards data collection and the analysis of the impact of poverty alleviation efforts on client communities and on the objectives of the Government.

- To facilitate and foster partnerships and other collaborative strategies with the private sector in order to raise awareness of poverty conditions and achieve social and economic development of target areas.
- To establish and publish a Client Charter defining both the quantity and quality of services available to communities and advising clients of recourse to redress.
- To continue to decentralize the delivery of services and to make the CDF accessible to all communities, particularly the most disadvantaged.

## **ii. Strategies**

The strategies adopted for the implementation of the 2011-2012 programme of activities of the CDF were with the same as those utilized in the previous reporting period and included:

- Continually exploring new ways of supporting the work of organizations involved in poverty alleviation efforts,
- Targeting the poorest communities for support and regeneration using the CERP,
- Providing a Basket of Funding Products Programme designed to support a range of organizations and initiatives in tackling poverty alleviation,
- Developing the institutional capacity of communities so that they are well positioned to implement and deliver sustainable programmes for the alleviation of poverty,
- Supporting entrepreneurship skills training and job creation as meaningful instruments for tackling poverty alleviation,
- Emphasizing the development of meaningful partnerships with private sector and Non-Governmental Organizations for the implementation of jointly funded poverty alleviation initiatives,



- Strengthening the capacity of the relevant personnel within the Ministry of Community Development to deliver poverty alleviation programmes,
- Targeting existing organizations for evaluation of needs and management training in critical areas that contribute to the efficient discharge of their day to day responsibilities,
- Establishing resources and information access at the level of the community,
- The promotion of Mentoring Support as a distinct instrument for equipping organizations with the relevant tools for fighting poverty.

## **2. ORGANISATIONAL STRUCTURE**

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### **a. CORPORATE STRUCTURE AND GOVERNANCE**

The Community Development Fund is a semi-autonomous agency within the Ministry of Community Development.

#### *Steering Committee*

The Fund is managed by a Steering Committee which is effectively the Board of Management and is responsible, inter alia for the following:

- Defining and administering the policies of the Fund
- Directing, supervising and controlling the operations of the Fund, including reviewing and approving the annual budget, approving new projects and programmes for financing without having recourse to Cabinet and monitoring and evaluating programme execution
- Ensuring that the financial audit of the operations of the Fund is undertaken.

The Steering Committee is chaired by the Minister of Community Development and comprises of members of the private and civil society sectors. The Permanent Secretary, Ministry of Community Development is also a member of the Steering Committee and serves as Alternate Chair in the Minister's absence. During the Fiscal 2012 the Steering comprised the following members:

Chairperson – Hon. Nizam Baksh, Minister of Community Development (replaced by Hon. Winston Gypsy Peters in July 2012 following Cabinet Reshuffle)

Alternate Chair –Mrs. Margaret Farray, Permanent Secretary, Ministry of Community Development (replaced by Ms. Donna Ferraz upon the re-assignment of PS Farray to another Ministry)

Member – Mr. Ian Wilson, Representative Tobago

Member - Mr. Victor Zephyrine

Member - Mrs. Roslyn George-Williams

Member – Mr. Assam Piprawalla

Secretary – Mr. Herald Gopaul (ex-officio).

Five meetings were held in fiscal 2011-2012. The September meeting was held in Tobago.

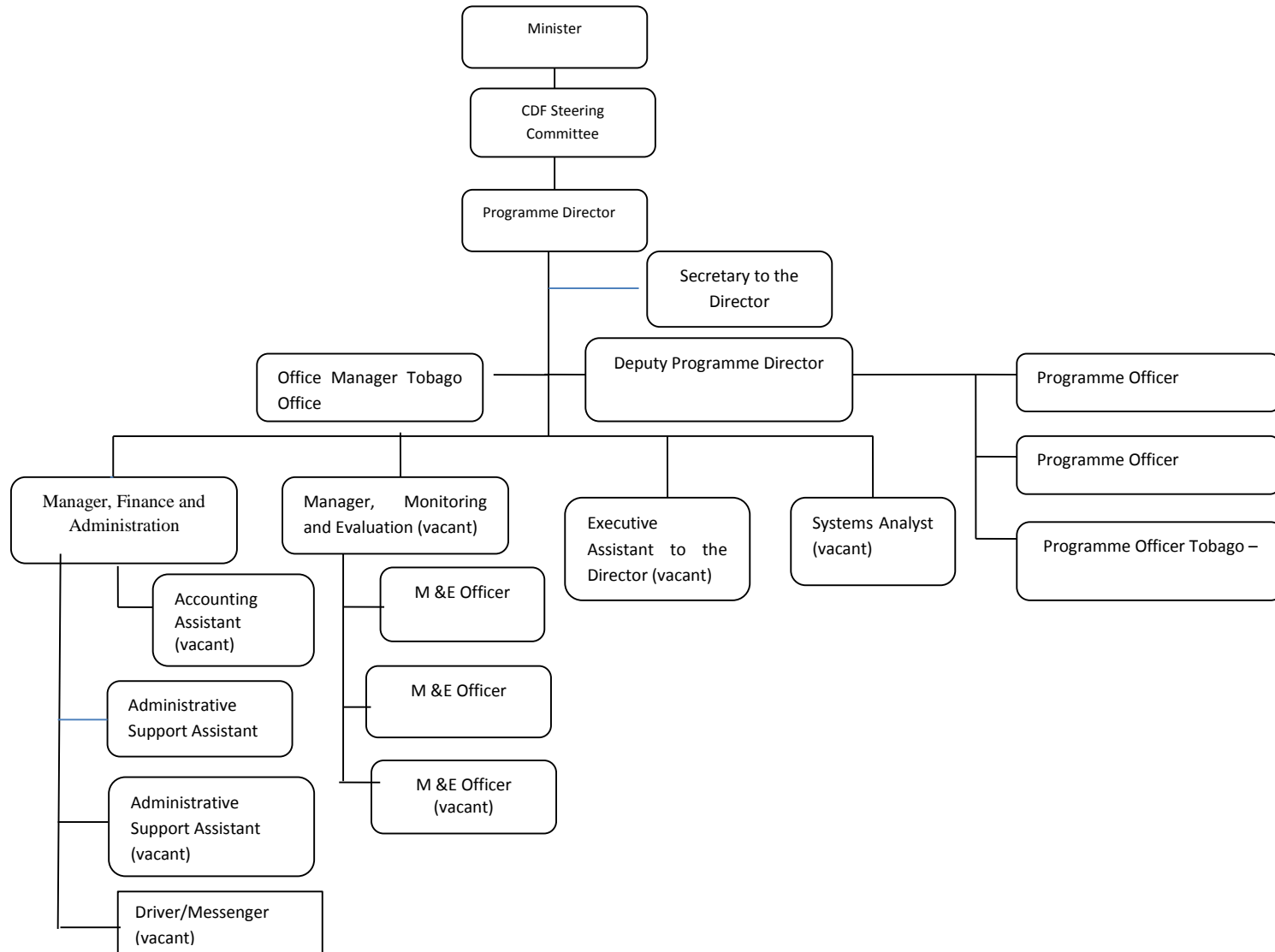
#### *CDF Secretariat*

The Programme Director in managing the day to day operations of the Secretariat is assisted by unit heads which include the Deputy Programme Director; the Manager, Finance and Administration and the Manager, Monitoring and Evaluation.

**Figure 2** depicts the current corporate organizational chart that obtained for the period under review.

As at the end of the review period, seven (7) of the eighteen (18) established positions at the CDF were vacant. A listing of staff at the CDF as at September 30, 2012 is included as Appendix 1.

FIGURE 2: CORPORATE ORGANISATIONAL STRUCTURE OF THE CDF



## **2. ORGANISATIONAL STRUCTURE**

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### **SERVICES PROVIDED & SPECIAL PROJECTS**

The funding programmes of the CDF Programme include:

- Basket of Funding Programme (BOFP)
- Organisational Development/ Institutional Strengthening
- Community Volunteer Programme (CVP)
- Community Enhancement and Regeneration Programme (CERP)
- Infrastructural Projects for Poverty Alleviation.

### **THE BASKET OF FUNDING PROGRAMME**

This programme is designed to provide the most flexible responses to the financial and resource needs of groups implementing projects and initiatives to combat poverty. The Basket is also capable of meeting a range of needs from organizations involved in culture; general community development and other activities designed to transform the lives of the disadvantaged. The Basket is made up of the following components:

- I. Special Initiatives,
- II. Project Funding for Poverty Alleviation,
- III. Partnership Funding.

### **THE ORGANIZATIONAL DEVELOPMENT PROGRAMME (ODP)**

The Organisational Development Programme (ODP) embraced the concept of institutional strengthening and capacity building of community organizations and agencies involved in poverty alleviation. It comprised three (3) main components:

- I. Institutional Strengthening of Non-Governmental Organisations (NGOs); Community Based Organisations (CBOs) and other Civil Society Organisations and groups;
- II. Technical Assistance to NGOs; CBOs and Cultural Practitioner Organisations; and

### III. Organisational Mentoring.

This programme seeks to strengthen and build the capacity of organisations to access new technology and information and other requisite skills and develop coping mechanisms and strategies in order to operate as sustainable entities in a changing environment.

#### **THE COMMUNITY VOLUNTEER PROGRAMME (CVP)**

This programme is designed to enable the CDF to work with community-based organizations in its fight against poverty, with the support of members of the communities operating as Community Volunteers (CVs). The CVs assist the CDF staff in its drive towards poverty alleviation by promoting the functions of the CDF within the communities in order to mobilize community participation. They work closely with CSOs to identify and design projects for consideration by the CDF. In addition, they provide first line of technical assistance and institutional strengthening support to CSOs on behalf of the CDF.

#### **THE COMMUNITY ENHANCEMENT AND REGENERATION PROGRAMME (CERP)**

The objective of this Programme is to make a direct intervention into small and depressed communities using a multi, trans-disciplinary, holistic and collaborative approach involving civil society, private sector, and state entities to deliver basic social services and infrastructure to the poor and needy. This programme allows for the most flexible responses to the financial and resource needs of groups implementing projects and initiatives to combat poverty. The Programme is also capable of meeting a range of needs including general community development and other activities designed to transform the lives of the disadvantaged.

The implementation of the CERP is based on the following:

- I. With members of targeted community (poor, needy and disadvantaged) and other collaborative partners conduct an assessment a view to alleviating poverty through community enhancement and regeneration.
- II. Based on the assessment findings and in collaboration with community members develop a holistic Community Action Plan to address poverty alleviation through community enhancement and regeneration.
- III. Support the establishment of Community Management Organizations (CMOs) to coordinate the implementation of the Community Action Plan.

- IV. Support the efforts of the CMOs to promote buy-in into the Community Action Plan by members of the community and other key stakeholders, including the private and public sectors and civil society.
- V. Support the implementation of the Community Action Plan through the CERP funding.

## **INFRASTRUCTURAL PROJECTS FOR POVERTY ALLEVIATION**

This programme seeks to partner with communities to create infrastructure and facilities that address basic needs and improve social standards through the following mechanisms:

- Funding of infrastructure projects requested from the community;
- Funding of requests submitted as a result of emergencies and disasters.

## **DELEGATED LEVELS OF AUTHORITY**

The Organisational Chart at *Figure 2* depicts the levels of authority and delineates the reporting relationships between supervisory staff and subordinates.

The Programme Director has been given delegated authority by the Permanent Secretary, Ministry of Community Development for the approval of expenditure up to a maximum amount of \$50,000.00.

## **REPORTING FUNCTIONS**

### **Departmental Reports**

Staff Achievement Reports – Monthly Achievement reports were prepared by members of the technical staff and submitted to the Director for review within the first five working days.

### **Reports to Ministries, President of the Republic of Trinidad and Tobago and Office of the Parliament.**

The CDF reports to a Cabinet appointed Committee headed by the Minister of Community Development. The CDF Steering Committee meets monthly and considers reports on both the overall and detailed operation of the CDF. The Steering Committee also makes decisions on financial matters and on the programmes implemented by the CDF.

Statutory reports submitted by the CDF during the period under review include:

- *Public Sector Investment Programme Report* to Ministry of Finance– Submitted to the Ministry of Finance by 18<sup>th</sup> of each month,
- *Achievement Report - Submitted* to Permanent Secretary, Ministry of Community Development, by 10<sup>th</sup> of each month,
- Half-yearly Report,
- CDF Annual Report,
- Budget Proposal – Appropriation Bill, and
- Social Sector Investment Programme Report.

### **3. PERFORMANCE ACCOMPLISHMENT VERSUS GOALS**

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The key objectives of the CDF Programme of action for 2012 were:

- i. To continue to increasing the number and types of projects funded by the CDF ensuring that all proposals contain full poverty alleviation value and that they strive towards empowerment, innovativeness and their overall relation to achieving the goals of “The Seven Interconnected Pillars for Sustainable Development” with specific reference to “Poverty Eradication and Social Justice”.
- ii. To accelerate the delivery of institutional strengthening support to community organisations, ensuring greater access to training and technical assistance and emphasizing the infusion of project management skills.
- iii. To continue with the implementation of the Community Enhancement and Regeneration Projects targeting five new projects for the 2012.
- iv. To extend the ComNett TT initiative targeting a further fifty (50) organisations for participation in the programme.
- v. To facilitate networking and sharing of information, lessons learnt, and innovative initiatives and approaches through an Annual Communities’ Partnership Forum.
- vi. To initiate and support economic, social and local human development activities which contribute to the creation and provision of opportunities for the benefit of the poor and disadvantaged individuals and communities.

- vii. To work closely with the Community Development Division and other agencies towards data collection and the analysis of the impact of poverty alleviation efforts on client communities and on the objectives of the Government.
- viii. To facilitate and foster partnerships and other collaborative strategies with the private sector in order to raise awareness of poverty conditions and achieve social and economic development of target areas.
- ix. To establish and publish a Client Charter defining both the quantity and quality of services available to the community and advising clients of recourse to redress.
- x. To continue to decentralize the delivery of services and to make the CDF accessible to all communities, particularly the most disadvantaged.

### 3. PERFORMANCE ACCOMPLISHMENT VERSUS GOALS

Performance Area	Goals & Objectives	Accomplishments
<b>Secretariat Administration</b>	To strengthen the financial, administrative and human resource services of CDF for poverty alleviation by: <ul style="list-style-type: none"> <li>- Filling 10 key vacancies within the organisation.</li> <li>- Developing an effective and efficient organisation.</li> </ul>	6 vacancies were filled: Manager - Finance and Administration, Office Manager - Tobago, Programme Officer Tobago, Monitoring And Evaluation Officers (2) Interviews were conducted for the positions of Manager - Monitoring and Evaluation and Systems Analyst.  New administrative processes were designed and implemented which improved organisational efficiency and effectiveness.
<b>Public Profiling</b>	To strengthen the visibility of CDF with the use of the most effective and economical means of communication, and with the intent to reach the most rural communities and their community organizations through outreach programmes.	11 Outreach programmes were conducted in the following communities: -Siparia, Princess Town, Cedros, Rio Claro, Naparima, Point Fortin, East Port of Spain, Tobago (East and West). Several Civil Society Organisations were engaged at these outreach activities.
<b>Institutional Strengthening of CDF Secretariat</b>	To develop an effective and efficient organisation to deliver programmes and services that alleviate poverty.	In-house training was provided during technical meetings and technical reviews. Programme Officers received training in project proposal development. Training was



Performance Area	Goals & Objectives	Accomplishments
		also obtained through attendance by both Programme Officers and Monitoring & Evaluation Officers of workshops facilitated by external consultants.
<b>Community Volunteers Programme</b>	<p>To provide an enabling environment that efficiently and effectively delivers to civil society, programmes and services that address poverty alleviation and support community development by engaging 20 community volunteers to provide support to CDF staff in the following activities:</p> <ul style="list-style-type: none"> <li>- Promoting the functions of the CDF within the communities in order to mobilise community participation.</li> <li>- Working closely with CSOs to identify and design projects for consideration by the CDF.</li> <li>- Providing the first line of technical assistance and institutional strengthening support to CSOs on behalf of the CDF.</li> </ul>	<p>21 volunteers were engaged in March 2012 and were assigned to 11 Administrative Districts of MOCD.</p> <p>Assistance was provided to 28 groups in the preparation of 33 project proposals for review by CDF technical officers.</p>
<b>Basket of Funding Programme</b>	<p>To develop an economically viable, socially responsible and resilient community sector through a total targeted investment of \$3.6M using the various components of this programme.</p>	<p>Approval was granted for 15 new projects totalling \$1,752,124.89 under this programme in fiscal 2012 for 15 new projects, 13 of which were implemented during the period under review.</p> <p>Implementation continued for 9 projects approved in the previous reporting period.</p>
<b>Organisational Development Programme</b>	<p>To improve the capacity and capability of civil society to contribute to poverty alleviation through:</p> <ul style="list-style-type: none"> <li>• Generic and specialise short-term training courses</li> <li>• Technical Assistance to groups</li> <li>• Technical Assistance to cultural practitioner organisations</li> <li>• Support to participate in seminars/conferences for the NGO/CBO sector</li> <li>• Monitoring and Evaluation training for community organisations.</li> </ul>	<p>-14 groups were trained in Project Management with particular emphasis in developing Project Work Plans and Monitoring Plans in Central and South Trinidad.</p> <p>-6 groups have been identified for project proposal development training in Tobago in the month of November.</p>

Performance Area	Goals & Objectives	Accomplishments
<b>Infrastructure Projects for Poverty Alleviation</b>	To partner with communities to create infrastructure and facilities that will address basic needs and improve social standards.	A new element was established under this programme to include the provision of vehicles to organizations. Approval was granted during the review period for 2 vehicles including a Panel Van to the National Centre for Persons with Disabilities in the sum of \$218, 150.75 and a 25 Seat Bus to the Young Men’s Christian Association in the sum of \$395,000.00.
<b>Community Enhancement and Regeneration Programme</b>	To provide a flexible response to community enhancement and human development, targeting the poor and needy through engagement of the following 5 target communities within established Community Development Districts: <ul style="list-style-type: none"> <li>• St. Patrick - Icacos</li> <li>• Nariva/ Mayaro -La Brea</li> <li>• Caroni –Ravine Sable</li> <li>• St. Andrew/ St. David – St. Helena and Matelot</li> <li>• St. George East – Brasso Seco.</li> </ul>	Outreach activities and community visioning exercises were facilitated in Icacos which led to the development of a Community Action Plan wherein an Aquaculture Project was identified as one of the community's objectives. Support was provided in developing a project proposal for this intervention.  Implementation of projects approved in Fiscal 2011 continued in Parlatuvier and Bethel (Tobago).
<b>Development and Implementation of CDF MIS</b>	To improve the information technology and systems within the CDF to assists management and staff in performing task related to the collation and processing of information with the aim of strengthening the capacity of the organisation, improving its performance and contributing towards the overall decision making process of the organisation through the acquisition, development and investment in: <ul style="list-style-type: none"> <li>• Management Support Systems for Basket of Funding Programme</li> <li>• Online Application – Phase II</li> <li>• Comnet.tt</li> <li>• Maintenance of Equipment</li> <li>• CDF Website and Intranet Portals</li> <li>• CDF Integrated online application System</li> </ul>	Assessment of the CDF’s IT infrastructure was completed. Approval was obtained for an investment of \$185,000 in the development of the CDF Intranet system.  The old CDF website was disabled and a temporary website was established in the interim while a more permanent web presence is being established.

Performance Area	Goals & Objectives	Accomplishments
	<ul style="list-style-type: none"> <li>• ComNet.tt Community Portal application</li> <li>• Maintenance of servers and Network</li> <li>• Maintenance of 50 desktop computers and notebook, Printers, Networks (Trinidad and Tobago Offices</li> <li>• IT Training for Staff.</li> </ul>	
<b>Strengthening the Poverty Alleviation Capacity of other Government Ministries</b>	<p>To provide an enabling environment that efficiently and effectively delivers to civil society, programmes and services that address poverty alleviation and support community development through:</p> <ol style="list-style-type: none"> <li>i. A review of the poverty alleviation interventions being undertaken by key Ministries, Departments and Agencies with a view to identify gaps in interventions that are best addressed through a community based/community development approach.</li> <li>ii. Development and implementation of an action plan based on recommendations from the review</li> <li>iii. Regional/community level consultations on the need for collaboration and streamlining lining efforts to address poverty alleviation through a community based approach</li> <li>iv. Development of a protocol for collaboration among key stakeholders including public and private sectors.</li> </ol>	<p>The following Ministries and government agencies benefitted from training and information exchange at community outreach events and at the community volunteer orientation programme:</p> <ul style="list-style-type: none"> <li>• Green Fund</li> <li>• Ministry of Agriculture</li> <li>• Public Health Department</li> <li>• National Commission for Self Help Ltd.</li> <li>• Community Mediation</li> <li>• Community Development Division</li> <li>• Land Settlement Agency</li> <li>• Ministry of Public Utilities</li> <li>• Ministry of Health</li> </ul> <p>Relationships were established with staff of the above government ministries/agencies and greater collaboration is anticipated in project development and implementation.</p>

## 4. FINANCIAL OPERATIONS

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### a. BUDGET FORMULATION

The 2011/2012 budget proposals were guided by the following policy documents:

- Seven Pillars of Sustainable Development with specific reference to Poverty Eradication and Social Justice,
- The Ministry of Community Development Draft Strategic Plan with specific reference to the following strategic goals:
  - To develop an economically viable, socially responsible and resilient community sector,
  - To develop innovative programmes and services,
  - To build and enhance the social and economic skill capacity of the community sector,
- CDF Strategic Plan 2008-2011,
- The United Nations Millennium Development Goals,
- The Social Sector Investment Programme 2007,
- Information gleaned from the unpublished Survey of Living Standards Report undertaken in 2007.

### b. EXPENDITURE VERSUS BUDGET AND EXPLANATION OF VARIANCES

Budget proposals for 2011-12 were originally estimated at \$24,968,747.00. However with an approved allocation of \$15,000,000 expenditure was re-prioritized and revised. The following table outlines the original budget request, the revised budget based on the approved allocation, actual expenditure for the period and variance which occurred:

<b>Item</b>	<b>Cost Centre</b>	<b>Budgeted Expenditure</b>	<b>Revised Budget based on Fiscal 2011 Approved Allocation</b>	<b>Total Actual Cumulative Expenditure as at 30.09.12</b>	<b>Variance</b>
<b>1</b>	<b>Secretariat Administration</b>	5,494,557.00	4,000,000.00	3,640,272.73	359,727.27
<b>2</b>	<b>Public Profiling</b>	690,000.00	400,000.00	257,478.55	142,521.45
<b>3</b>	<b>Institutional Strengthening of CDF Secretariat</b>	450,000.00	450,000.00	4,427.00	445,573.00
<b>4</b>	<b>Community Volunteers Programme</b>	682,000.00	600,000.00	251,393.41	348,606.59
<b>5</b>	<b>Basket of Funding</b>	4,776,690.00	3,600,000.00	680,425.12	2,919,574.88
<b>6</b>	<b>Organisational Development Programme</b>	1,605,500.00	800,000.00	123,391.51	676,608.49
<b>7</b>	<b>Infrastructure Projects for Poverty Alleviation</b>	1,500,000.00	750,000.00	1,199,716.22	(449,716.22)
<b>8</b>	<b>Community Enhancement &amp; Regeneration Programme</b>	9,000,000.00	4,000,000.00	505,327.34	3,494,672.66

<b>Item</b>	<b>Cost Centre</b>	<b>Budgeted Expenditure</b>	<b>Revised Budget based on Fiscal 2011 Approved Allocation</b>	<b>Total Actual Cumulative Expenditure as at 30.09.12</b>	<b>Variance</b>
<b>9</b>	<b>Development &amp; Implementation of CDF MIS</b>	470,000.00	250,000.00	92,880.90	157,119.10
<b>10</b>	<b>Strengthening the Poverty Alleviation Capacity of Government Ministries</b>	300,000.00	150,000.00	2,970.00	147,030.00
	<b>Total</b>	<b>24,968,747.00</b>	<b>15,000,000.00</b>	<b>6,758,282.78</b>	<b>8,241,717.22</b>

<b>Cost Centre</b>	<b>Variance</b>	<b>% of Revised budget achieved</b>	<b>Explanation of variance</b>
<b>Secretariat Administration</b>	359,727.27	91%	Cabinet Approval was not sought for the four proposed new positions as. Four vacant positions were filled during fiscal 2012. Contracts for four officers expired during the year, thereby reducing staff costs.
<b>Public Profiling</b>	142,521.45	64.37%	Due to capacity restrictions of the organisation re: project review and implementation, the following outreach events which were planned to take place in Fiscal 2012 did not occur: - Outreach Forum (est cost \$50,000), Partnership Forum (est. cost \$120,000), CDF Youth Agenda (est cost \$150,000), CDF Radio Campaign (est. cost \$70,000).
<b>Institutional Strengthening of CDF Secretariat</b>	445,573.00	0.98%	The following planned activities were not implemented in Fiscal 2012: <ul style="list-style-type: none"> <li>- Assessment of human development needs,</li> <li>- Development and implementation of a capacity building plan for the CDF, -</li> <li>- Team building sessions for staff and the CDF Steering Committee,</li> <li>- The development of policies and procedures manual for grant management, review and update of Strategic Plan 2012-2015, impact assessment of CDF interventions.</li> </ul> <p>However, In house training was provided during technical meetings and technical reviews. Programme Officers received training in project proposal development.</p>
<b>Community Volunteers Programme</b>	348,606.59	41.90%	The programme was launched in March 2012 with 21 volunteers initially. However, by the end of fiscal 2012 only 11 volunteers were actively participating in the programme. This was due to inherent challenges of volunteerism such as working outside of normal working hours and synchronizing availability with the schedules of community groups. There was also a disparity between the volunteers' expectation of the programme and the actual programme requirements.
<b>Basket of Funding</b>	2,919,574.88	18.90%	It was anticipated that many of the target projects would have come in through the community volunteers. However, given the late launch of the Community Volunteer Programme (March

<b>Cost Centre</b>	<b>Variance</b>	<b>% of Revised budget achieved</b>	<b>Explanation of variance</b>
			2012) the time taken by the volunteers to become au courant with the mission, philosophy and operations of the CDF, as well as the challenges outlined above, this did not materialize.
<b>Organisational Development Programme</b>	676,608.49	15.42%	The plans to restructure the CDF and create new positions were not pursued. Due to restrictions in the number and technical capacity of staff, the staff Monitoring and Evaluation Unit, which became the executing Unit for the Organisational Development Programme, were assigned to give support to the Programmes Unit. As a result, much of the planned ODP work could not have been pursued.
<b>Infrastructure Projects for Poverty Alleviation</b>	(449,716.22)	159.96%	<p>No infrastructural projects were undertaken in fiscal 2012 in the context originally envisaged as a policy decision was taken that the CDF would longer funds purely infrastructural projects on its own, but rather elements of infrastructural works that may be required within the context of a wider project.</p> <p>In addition, the scope of this programme was widened to include funding for the acquisition of vehicles as part of a wider poverty alleviation project. This accounted for the variance in the amount of funding disbursed under this programme occurred because During the period under review several as the vehicle element of 2 projects were funded.</p>
<b>Community Enhancement &amp; Regeneration Programme</b>	3,494,672.66	12.63%	Human Resource challenges were an impediment to engaging the target communities and for those that were engaged these the engagement was not fully in the manner intended.
<b>Development &amp; Implementation of CDF MIS</b>	157,119.10	37.15%	Approval was obtained for an investment of \$185,000 in the improvement of the CDF Intranet system. However, delays in putting out tenders resulted in the required work being initiated at the end of fiscal 2012 with only 50% of the cost being incurred by that time.



Cost Centre	Variance	% of Revised budget achieved	Explanation of variance
<b>Strengthening the Poverty Alleviation Capacity of Government Ministries</b>	147,030.00	1.98%	<p>Whilst no direct investment was made in this area, staff of other ministries benefitted from training at community outreach events and at the community volunteer orientation programme. In addition, at these outreach events much information was gained on the poverty alleviation interventions undertaken by key Ministries, Departments and Agencies.</p> <p>The following initiatives which were planned under this cost center did not occur because of human resource and capacity challenges at the CDF:</p> <ul style="list-style-type: none"> <li>• Review of poverty alleviation interventions undertaken by key Ministries, Departments and Agencies.</li> <li>• Development of an action plan for a more collaborative inter-agency approach to poverty alleviation</li> <li>• Facilitation of regional/community level consultations on the need for collaboration and streamlining efforts to address poverty alleviation through a community based approach</li> <li>• Development of a collaboration among key stakeholders including public and private sectors.</li> </ul>
	<b>8,241,717.22</b>	45.06%	

**c. DEBT POLICY**

The CDF does not operate a Debt Policy. However, with regard to breaches of funding agreements, the CDF seeks to regain possession of items loaned or donated to beneficiary organizations.

**d. INVESTMENT POLICY**

The CDF is regarded as a social investment programme and its approach to poverty alleviation and the development of communities is based on established social investment policies and procedures, and international best practices.

**e. DISPOSAL OF ASSETS POLICY**

Any equipment and capital expenditure acquired through CDF funds become the property of the Government of Trinidad and Tobago at the end of contract period. Disposal of these assets are guided by Government's Disposal of Asset Policy.

**f. AUDIT**

As a unit within the Ministry of Community Development the transactions of the CDF are reviewed by the Internal Audit Department of the Ministry in accordance with GORTT Financial Regulations. Similarly, the activities of the CDF are reviewed by the Auditor General in accordance with the Exchequer and Audit Act.

## 5. HUMAN RESOURCES DEVELOPMENT PLAN

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### a. CAREER PATH SYSTEMS

The CDF staff is engaged on term contracts. All staff joining the CDF enter with relevant skills for performing the particular duties for which he/she has been engaged. The system operated does not allow for flexible transfers between positions or automatic upward movements. Notwithstanding this, staff benefit from participation in relevant short courses that introduce new skills and thinking and also from seminars that contribute to performance enhancement.

### b. PERFORMANCE MEASUREMENT TOOLS

As an agency of the Ministry of Community Development, the CDF employs a performance management system in keeping with prevailing policy. Position descriptions and performance standards have been developed for each employee. In addition, all technical staff prepare a planned work programme and implementation schedule for the period under review. A monthly “**Achievement Report**” is prepared by each technical officer. This report highlights the officer’s planned objectives and targets; achievements; time frames and explanations if variances occurred due to constraints. The Position description; Performance Standards; and Achievement reports form the basis of the performance interviews involving the Programme Director (Reporting Officer); the Unit Head and the subordinate. Periodic performance reports are prepared by Supervising or Reporting Officers after the interview meetings.

### c. PROMOTION – SELECTION PROCEDURES

The CDF is regarded as a “contract unit”. All staff is engaged on fixed term contracts. The contract applies to the position for which the person has been engaged. The system operated does not allow for flexible transfers between positions or automatic upward movements, there is therefore no promotion. Staff engaged at the CDF may ascend to a higher position if successful in an open competition. This procedure will have implications for the existing contract of staff who participate in the competitive process outlined herein.

All staff joining the CDF enter with relevant skills for performing the particular duties for which he/she has been engaged. Notwithstanding this, staff benefit from participation in relevant short courses that introduce new skills and thinking and also from seminars that contribute to performance enhancement.

**d. RECRUITMENT AND SELECTION PROCEDURES**

Recruitment of staff to the CDF is through open competition. This process is managed by the Human Resource Department, Ministry of Community Development.

## 6. PROCUREMENT PROCEDURES

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The procurement process utilized by the CDF is in keeping with government's procedures. Items/ Services are acquired using the three (3) quotation system for the provision of goods and services. Generally, a least cost option approach is used and invoice order is prepared for the supplier. When the goods are received in a good or satisfactory condition, payment is made through the Accounting Division of the Ministry of Community Development.

a. TENDERING PROCEDURES – (OPEN, SELECTED, OR SOLE)

The option of Open, Selected or sole tendering procedure is used depending on the situation. For the open tender, proposals are invited through invitations to tender in the print media. Proposals received on time are evaluated according to established selection criteria by an In- House Tenders Committee.

With regard to the engagement of consultants, the option of selected tendering procedure is used. The CDF possesses a database of consultants which is updated on a regular basis. Terms of Reference (TORs) are prepared and sent to selected consultants who have the relevant prerequisites, e.g. Training. Proposals are requested by a certain deadline. Proposal submitted by consultants are evaluated using established criteria by an In-House Tenders Committee. Selection is done on a competitive basis.

b. CONTRACTUAL PROCEDURES

Contracts are drawn up between the selected supplier, service provider or client when negotiations on cost, implementation schedules, and payment schedules are completed and documented using prescribed CDF format. Contracts are drawn up and signed between the Permanent Secretary (represented by the Director) and service providers, consultants, etc.

## 7. SPECIAL PLANS & OR PROJECTS FOR THE YEAR AND STATISTICS

The following projects were approved during fiscal 2012:

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
<b>Basket of Funding</b>	<b>Hermitage Village Council</b>	Hermitage pre-School Refurbishment Project	\$14,215.00	Refurbishment and outfitting of Pre-school housed at the Hermitage Community Centre to increase accommodation capacity.	Furniture was purchased.	The Hermitage Community Centre has been undergoing repair work. This work is incomplete and the centre in its current condition is unusable. The project is at a standstill.	Communication between CFD Officials and CDD regarding the situation of the project in relation to the slow or stalled rate of repair of the building.
	<b>Mathura Women's Group</b>	Food Preservation and Production	\$85,500.00	Provision of training to in food processing and the establishment of a production facility to produce and market preserved fruit, seasonings, jellies etc.	12 women received training in Food Processing from CARIRI.	The production element of the project has not yet commenced as the Mathura Community Centre, which will house the production facility, is being refurbished.  Difficulty was experienced in with procuring labour to refurbish the production facility as workmen in the area raised their prices because they believed that the	With regard to the problems related to labour for the production facility, the CDF can establish or use a baseline of labour costs for all projects.

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
						group got money from CDF for refurbishment.	
	<b>Grande Riviere Nature and Tour Guiding Association</b>	Leatherback Hatchling Protection Project	\$140,000.00	Pilot Project in Hatchling protection and development of new Hatchling Tours.	61 persons in Toco to Matelot area received training in one or more areas – Tour Guiding and Turtle Biology, Data Collection, Developing Business Plans. Hatchling Tours were conducted on a limited basis.	Environmental problems at Grande Riviere caused erosion of beach and subsequent reduction of scope of intended Hatchling Tours.	Greater Liaison with various environmental agencies to better predict and mitigate environmental disasters.  Greater liaison with international and scientific agencies to determine best strategies for hatchling protection.
	<b>Victoria East Community Development Division</b>	Training in Foundation, Estimation and Construction	\$30,000.00	To provide training in the field of construction to 30 men in Foundation, Estimation and Construction for 30.	Training was completed.  Thirty (30) men were trained in the “startup” and management of a micro-enterprise.  A community based organization (“Even Heads”) was formed consisting of eleven (11) men from the business training.	The project experienced a delay in commencement due to the unavailability of NIDCO, the agency contracted to provide the training.	Tighter arrangements with partner agencies and more realistic timelines.

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
	<b>Petrotrin Hatters Steel Orchestra</b>	Steelpan and Music Literacy Workshop 2012	\$33,200.00	To provide 50 mainly at risk youths from the Embacadare area with pan literacy training by way of a 4 week vacation camp which focused on pan history and music literacy.	40 children benefitted from Participants were exposed to oral traditions and learnt how to handle difficult situations through theatre production.  Parents reported that they observed behavioural changes such as improved discipline and focus.	Lack of administrative coordination and high turnover of group members.	More critical review of project design with regard to the ability of projects such as this to motivate participants to stay through to completion.
	<b>Butler Institute of Lifelong Learning</b>	Save One Scholarship Programme	\$99,030.14	Outfitting of computer lab to facilitate the conduct of Information Technology classes for CXC students and to develop the networking capacities of former high school drop outs.	10 students were prepared to write CXC examinations in the 2013 sitting.  20 at risk women successfully completed remedial and computer literacy programme conducted by the institute.	Project experienced minor delays in acquiring equipment.	

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
	<b>Maturita Village Council</b>	Maturita Community Garden Programme	\$193,803.00	Agricultural production, seedling production and grow box training for members of the community.	An Agricultural Summer Camp for 25 children in the area was conducted with a view to establishing the capability of the group to implement the agro-production project based on the success of the summer camp.	Village Council was fractured and lacked the human resource base (being reduced to 2 consistent members) and skill capacity to implement the project fully.  They were unable to effectively win the support of community members to participate in the planning of the project.	Organizational development interventions for Village Council aimed at strengthening the structure, succession planning and strategic planning for the organization.
	<b>Deaf Pioneers Life Centre</b>	Sustainable Empowerment of the Deaf	\$92,770.00	Empowerment of deaf persons through training in hair dressing and establishment of their own businesses as well as the outfitting of classrooms to facilitate education in Math, English and Computer studies.	Training of 35 persons commenced in Math, English and Computer studies.	YTEPP, which was to be the trainer for the hairdressing element of the project, was unable to commence classes as scheduled.	Better coordination with support agencies to ensure implementation schedules are agreed upon.
			\$395,000.00	The supply of a 25-seat bus towards		As at 30 <sup>th</sup> September 2012 the	



Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
	<b>Young Men's Christian Association</b>	E- Generation Elders in Action		facilitating the E-Generation Elders in Action Project.		project was not implemented as the acquisition of the bus was not yet completed.	
	<b>International Rescue Ministry</b>	Sheep and Goat Project for Poor People	\$193,070.00	The supply of Sheep and Goat to members of a community group as a starter for entrepreneurial enterprise.	First tranche of funds released towards the construction of the pens for the animals	Lack of capacity by group members to implement project.  Unable to procure animals due to constraints posed by the government accounting system farmers were not willing to accept invoice orders and then wait for payment.	Working with Ministry of Agriculture to acquire animals since they are familiar with government's payment system
	<b>New Hope Prison Ministry</b>		\$32,420.00	Training in Computer Literacy for persons in Barataria and environs.	Two cycles have graduated with an average of 18 persons per cycle.		
	<b>National Council for Persons with Disabilities</b>		\$218,150.75	Supply of kitchen equipment and a Panel Van to organisation and to be used to prepare and transport food orders for the NCPD.	75% of Kitchen equipment was supplied by 30.09.12	As at 30 <sup>th</sup> September 2012 the project was not implemented as the acquisition of the bus was not yet completed.	

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
	<b>Musical Innovation Productions</b>	Request for Sponsorship	\$10,300.00	To provide a drum set and jerseys towards preparation of a Production of the organization		Quotations were not submitted in a timely manner, the particular drum set was not available.	CDF to provide better guidance to groups on government procurement procedures.
	<b>Bayshore Open Bible Church</b>	Agriculture and Vegetable Crop Production	\$20,000.00	The provision of tools for agriculture and vegetable production.	The tools were supplied.		
	<b>Wharf Trace Community Council</b>	Extension of Wharf Trace Homework Centre	\$36,466.00	Extension of Homework Centre programme and implementation of Vacation Camp.	Capacity of Homework Centre Computer class expanded. Greater focus on remedial reading with children	Insufficient human resources to facilitate remedial reading.	Members of group will be currently enrolled in training in Remedial Reading and Literacy so that skills of group can be strengthened to provide assistance to children at the Homework Centre.
	<b>Institute of Gender and Development Studies/</b>	Children Water Camps Programme	\$112,520.00	The facilitation of 2 vacation camps in Laventille aimed at teaching children about various aspects	98 children in total attended both camps.	Delays related UWI's publishing criteria prevented the finalization of the Training Manual	

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
	Women Water Network			of water conservation and environmental protection.	.	which was supposed to be distributed to schools.  The videographer engaged to record the camp did not record the entire event and the video that was produced was of a poor quality.	
	Healing with Horses Foundation	Integrated Buccoo Summer Camp 2012	\$158,200.00	Integrated Summer Camp using hippotherapy and other learning and physical activities to support emotional, social and psychological development of young persons including those with special physical, emotional or mental needs.	Summer Camp conducted. 151 Children attended including 56 special needs children.	Some difficulty was experienced in managing large number of children.	Increase staff and/or reduce number of children accepted to Camp. Ensure planning is done well before hand and that sponsorship is in place to cover all expenses.
CERP	Parlatuvier Village Council	Capacity Building and Micro-Enterprise Development	\$723,010.50	A project designed to encourage sustainable livelihood opportunities for members of the Parlatuvier community. Components include the refurbishing of a		As at the end of September 2012 implementation of the project had not yet began as the group failed to adhere to the conditions of funding.	More timely preparation of funding agreements and the establishment of fixed periods for which an offer for funding will be available.

Programme	Project Proponent	Project Title	Funding Approved	Description of Project	Success Achieved	Problems Encountered	Possible Solutions
				dirt oven, construction of a Heritage Shop and beautification of the community where traditional items will be sold.			

## RECOMMENDATIONS

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- i. Staff competencies especially in the area of project assessment, and community engagement are critical to the CDF's work requires improvement. Recruiting suitable staff with the requisite skills is required in ensuring that the CDF's mandate of poverty alleviation through the development of communities engaging in sustainable livelihoods is achieved.
- ii. A revisiting of the existing organizational chart with a view of increasing personnel to meet the specific needs of the various departments within the unit.
- iii. The implementation of an accelerated programme of capacity building for organizations within the sector. Community organizations with the capacity to plan and implement projects still remain at an unacceptable level.
- iv. Greater emphasis on reaching outlying communities to make the services and resources available to people who are disadvantaged, poor, needy and at risk.
- v. Clear strategies for succession planning in key leadership positions.
- vi. A dedication to secure the long term commitment of quality staff to allow for career advancement, as there is need for continuity in the implementation of solutions to social problems.
- vii. Continuous collection and analysis of data and trends ensuring their use in policy and decision making.
- viii. The CDF must engage in proper evaluation of projects on a scientific basis in order to ensure that best practices are realized. There is no evidence to suggest that the organization has engaged in or documented any tracer studies in the past. This would assist the CDF to assess its own performance and examine the relevance and appropriateness of its strategies towards poverty alleviation. Further it would allow the organization to create or adopt new mechanisms for its interventions.