

ANNUAL ADMINISTRATIVE REPORT 2021

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EXECUTIVE SUMMARY

Overview

The Annual Administrative Report 2021 provides information on the Ministry's Corporate Structure, Legislative and Regulatory Frameworks, Reporting Functions, Financial Operations, Human Resource Development Plans and Procurement Procedures. Also included are the achieved initiatives of the various Units within the Ministry whose strategic operations are aligned to eight (8) Corporate Objectives:

- i. Poverty Reduction
- ii. Build Families
- iii. Empower Persons with Disabilities
- iv. Improve the well-being of Older Persons
- v. Reduce the number of Socially Displaced Persons
- vi. Reduce Substance Abuse in the population
- vii. Strengthen Planning and Development Systems
- viii. Improve Performance

A Summary of the overall performance of the Ministry of Social Development and Family Services (MSDFS) and the Statutory Boards under its purview for fiscal 2021 is presented hereunder

COVID-19 Financial Relief by MSDFS

The Ministry of Social Development and Family Services' response to the COVID-19 pandemic included the development of a package of short-term measures. These grants were designed to bring immediate relief to persons impacted by the public health protocols and regulations intended to flatten the infection curve. These involved "stay at home" measures, which were enforced in March 2020 and in April 2021. The categories of persons eligible to access the short-term COVID-19 pandemic relief were as follows:

- Vulnerable individuals/families currently on the Ministry's database and in receipt of some form of government assistance (specifically Public Assistance, Disability Assistance and Food Support)
- Individuals or families retrenched, terminated or experienced reduced income

Phase I Support Measures were as follows:

- a. Temporary Food Support Card in the value of \$510.00 for three (3) months- (issued one food card per family).
- b. Public Assistance Grant in the value of \$1,500.00 per month for an initial period not exceeding three (3) months to persons retrenched/terminated/experienced reduced income.

- c. Rental Assistance Grant in the value of \$2,500.00 per month for an initial period of three (3) months and up to six (6) months if required. If the required support was needed beyond the six months, the Rental Assistance Grant was reduced to \$1,500.00 and then a further reduction of \$1,000.00 for any additional months required. The total period of rental assistance did not exceed twelve (12) months.
- d. One-off distribution of Food Cards and localised fresh produce “market box”, both valued at \$250.00 each.
- e. Emergency food Hampers

Phase I payments were completed in the amount of \$360 Mn.

Phase II Support Measures are as follows:

With an increase in the COVID-19 numbers, Phase II Support Measures came into effect in May 2021, subsequent to the reintroduction of lockdown measures by the Government of the Republic of Trinidad and Tobago. As a consequence, the Ministry embarked on implementing Phase II of its Income Support Grant (ISG). During this Phase, individuals who were adversely affected by the additional lockdown measures were invited to apply for the ISG. Individuals who lost their earnings with effect from May 1, 2021, were eligible for payment of fifteen hundred dollars (TT\$1,500.00) for a maximum of two (2) months, while those who lost their incomes with effect from May 8, 2021, were eligible for a payment of one thousand dollars (TT\$1000.00) to cover the period in May. A total of 1,158 approved applicants received payments as at September 30, 2021. During the fiscal the Ministry continued to play a critical role in implementing Phase II of its COVID-19 pandemic Relief Support to vulnerable citizens. This phase comprised the Income Support Grant for selected industry/retail sectors. Altogether, the grant supported 1,304 approved applicants at a cost of \$3,401,500.00.

Financial Operations

For fiscal 2021 the Ministry of Social Development and Family Services received an initial Budgetary Allocation of \$5.49Bn in supplementary funding, out of which \$4.96Bn was the 2021 estimates as shown in Table 1 below.

Table 1. Budgetary Estimates and Expenditure for Fiscal 2021¹

SUB-HEADS	2019 ACTUAL EXPENDITURE	2020 ESTIMATES	2020 REVISED ESTIMATES	2021 ESTIMATES	VARIANCE
Personnel Expenditure	41,389,782.00	44,855,742.00	41,728,000.00	42,299,046.00	571,046.00
Goods and Services	82,756,126.00	115,966,688.00	102,100,646.00	106,731,105.00	4,630,459.00
Minor Equipment Purchases	86,209.00	2,675,919.00	275,000.00	2,004,222.00	1,729,222.00
Current Transfers and Subsidies	4,950,806,172.00	4,752,598,400.00	5,305,254,000.00	4,758,015,627.00	(547,238,373.00)
Current Transfers to Statutory Boards and Similar Bodies	33,624,886.00	44,903,251.00	40,700,000.00	41,175,000.00	475,000.00
Development Programme	374,665.00	7,500,000.00	4,113,485.00	13,620,000.00	9,506,515.00
TOTAL	5,109,037,840.00	4,968,500,000.00	5,494,171,131.00	4,963,845,000.00	(530,326,131.00)

Internal Audit

The Ministry's Internal Audit produced seventy-three (73) reports for fiscal 2021.

Human Resource Development

The Human Resource Department (HRD) of the MSDFS performed an integral role in developing and coordinating the Ministry's personnel to achieve specific business objectives. Consequently, the HRD is responsible for managing employees' work-life cycles (i.e. recruiting, hiring, onboarding, training, and terminating employees) and administering employees' benefits. In fiscal 2021, the staff complement comprising established, contract and short-term amounted to **655** employees.

¹<https://www.finance.gov.tt/wp-content/uploads/2020/12/Estimates-of-Expenditure-for-the-Financial-Year-2021.pdf>

Procurement Procedures

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

- Value for Money
- Open and Fair Competition
- Accountability

CORPORATE OBJECTIVE 1: Poverty Reduction

1. COVID-19 SUPPORT PAYMENTS

As at September 27, 2021, a total of 69,482 applications were received, as illustrated in Table 2 below.

Table 2. COVID-19 Relief Grant Applications

GRANT	PHASE I	PHASE II ²	TOTAL APPLICATIONS
FOOD SUPPORT	48,922		
INCOME SUPPORT	47,330	6,743	69,482
RENTAL SUPPORT	1,818		

2. NATIONAL SOCIAL DEVELOPMENT PROGRAMME

The National Social Development Programme (NSDP) is a social intervention strategy established to assist underserved and/or deprived citizens and communities of Trinidad and Tobago to improve their quality of life. For fiscal 2021 a total of 446 beneficiaries benefitted from social improvement services such as House Wiring (materials only), Sanitary Plumbing Facility, Minor House Repairs (materials only), and the Sowing Empowerment through Entrepreneurial Development (SEED) at a cost of \$1.9Mn.

3. SOCIAL WELFARE DIVISION

The Social Welfare Division is responsible for the equitable, transparent and timely provision of services to assist the less fortunate members of society in meeting their social and financial needs. For fiscal 2021 an expenditure of **\$5.1Bn** in grants was disbursed to persons in need of the following social welfare assistance:

- Senior Citizens' Pension- \$4.2 Bn
- Public Assistance Grant - \$335 Mn
- Disability Assistance Grant (DAG)- \$525 Mn

² Income Support Only

- Disability Assistance for Children- \$49.8Mn
- Food Support- \$210.3 Mn
- General Assistance Grants- \$5 Mn
- Prosthetics Grant - \$659K³
- Special Achievers - \$1.5 Mn

ADULT EDUCATION

During fiscal 2021, the Ministry commenced an exercise to review the Adult Education Programme, to integrate the education and training with the **Social Transformation and Empowerment Programme (Step-Up)**. The latter programme is designed to enable families to build resilience and recover from any socioeconomic shocks.

CORPORATE OBJECTIVE 2 - Build Families

1. NATIONAL FAMILY SERVICES

The National Family Services Division (NFSD) was established via Cabinet in March 1991 to promote healthy family functioning by providing preventive, developmental and remedial programs and services. During fiscal 2021 the Division was able to meet its objectives through the provision of the undermentioned psycho-social support services, workshops and radio programmes thereby allowing several persons to benefit.

1. Total number of persons receiving psycho-social support – **8,602**.
2. Couples and families benefitted from the following services:
 - **Counselling (4,724)**
 - Co-parenting Counselling (**457**)
 - Advocacy (**601**)
 - Advice/Information (**2,820**)
3. Three (3) online Parenting workshops provided information on positive parenting practices and behaviours as follows:

³ Included under (General Assistance Grant) GAG

Table 3. Breakdown of Online Parenting Workshop/Webinar

No.	Workshop	No. of Person Registered	No. of Persons selected	No. of Person attended	Participants receiving certificates
1	Parenting for Men Workshop	71	46	35 (males)	34 (all male)
2	Parenting in a Pandemic	Approx. 152	56	69 (20 males, 49 females)	61 (17 males, 44 females)
3	Co-Parenting	Approx. 108	67	55 (20 males,35 females)	49 (19 males , 30 females)

There was one (1) Grandparenting Webinar and one (1) Grandparenting Workshop:

The Grandparenting Webinar and Workshop were open to all ages of grandparents and aimed to sensitize and provide information to grandparents to help them make responsible decisions regarding the safety and well-being of grandchildren and other children under their care.

Table 4. No. of Participants at Grandparenting Workshop/Webinar

No. of Persons Registered	68
Number of Persons Attended (at least 1 session)	61
Age Range of Participants	29-75 years old
No. of Participants Receiving Certificates	53
No. of Males Receiving Certificates	6
No. of Females Receiving Certificates	47
No. of Participants who Provided Feedback	39

4. Hosted twenty-one (21) Radio Programme, ***“It’s Family Time, Let’s Talk”***, to provide a forum for discussion on various aspects of family life.
5. Hosted one (1) Lay Responders Virtual Workshop with the Trinidad and Tobago Prison Services: Parenting & DV Workshop Session conducted for Cycle II of the T&T Prison Inmate Development Programme (IDP) in June 2021.
 - o Two Modules addressed: Parenting -3 sessions: Domestic Violence -2 sessions
 - o No. of Participants “Eighteen (18) female inmates participated (14 adult inmates and 4 juvenile inmates); Ten (10) male inmates participated.

6. Initiated "Family Friday" on Ministry's Facebook Page, providing helpful tips on family life and parenting issues, twenty-nine (29) "tips" were provided.
7. Presented at thirteen (13) PIES Virtual Outreach Sessions. Five (5) additional Virtual Outreach sessions with the Ministry of Education (Community Voices), LSA, Regional Corporations and Central PTA Group.

INTER-DISCIPLINARY CHILD DEVELOPMENT CENTRE

The Inter-Disciplinary Child Development Centre (ICDC) was established in 1979 to provide educational, nutritional and social services for low-income families and children with mild learning disabilities. ICDC caters for 60 children - 45 pre-schoolers aged 3-5 years and 15 babies/toddlers aged 1- 3 years (*Meals included*). For fiscal 2021, the ICDC doors remained closed due to the COVID-19 restrictions.

CORPORATE OBJECTIVE 3 – Empower Persons with Disabilities

1. DISABILITY AFFAIRS UNIT

The Disability Affairs Unit (DAU) was established in August 1999. The Unit serves as a resource and referral centre for persons with disabilities. During fiscal 2021 the Unit was able to plan and execute several programmes and achieved the following objectives:

- Two Cycles of Sign Language completed
- Commutation of Deaf Awareness Week
- Commemoration of International Day of Person with Disabilities

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

1. DIVISION OF AGEING

The Division of Ageing (DOA) was established in 2003 to serve as an umbrella agency focusing on ageing initiatives and issues in Trinidad and Tobago. In fiscal 2021 the DOA set out to achieve several performance objectives and initiatives both as a unit and in collaboration with other Units within the Ministry. Some of the initiatives were as follows:

1. Continued operations of the Older Person Information Centre (OPIC)
2. Operation of Five (5) Activity Centres within communities across the country, namely: Maloney, Rio Claro, Barataria, Princes Town and Pointe-a-Pierre
3. As at September 2021, under the Community Care Programme (CCP), seventy-one (71) residents across eighteen (18) Homes for Older Persons (HOP) were supported by this

initiative. Also, seven (7) older persons were decanted from various Regional Health Authorities and placed into HOP

4. National Policy on Ageing – Developed a working policy document and a draft implementation plan.

CORPORATE OBJECTIVE 5 – Reduce the Number of Socially Displaced Persons

1. SOCIAL DISPLACEMENT UNIT

The Social Displacement Unit (SDU) is responsible for the assessment, care and, rehabilitation of socially displaced persons. During fiscal 2021 the Unit undertook the following activities and interventions:

1. Street Outreach Programme:

- A National Head Count of persons living on the street showed that a total of **three hundred and twenty-seven (327)** persons were sleeping on the streets.
- **Twenty-one (21)** public reports of persons living on the streets were addressed or investigated.
- **Two hundred and forty-five (245)** persons received referrals to substance abuse rehabilitation.

2. Social Work Services:

- **Three hundred and nine (309)** in-office Social Work Interventions were conducted with clients.
- **Nine (9)** non-governmental organisations (NGOs) received routine technical advice.

3. Elderly Relocation:

- **Nineteen (19)** Elderly Persons received accommodation under Community Care.

4. Temporary Shelter in response to the COVID-19 pandemic:

- a. **Twenty-five (25) occupants** were referred/relocated to alternative accommodation on closure of the Temporary Shelter (due to the COVID-19 pandemic) at the Centre for Socially Displaced Persons (CSDP), Port of Spain.
- b. **Eighty-two (82) persons** were provided with services at the Temporary Shelter from October 2020 - to February 2021.

CORPORATE OBJECTIVE 6 – To Reduce Substance Abuse In The Population

1. PIPARO EMPOWERMENT CENTRE

The Piparo Empowerment Centre (PEC) commenced operations in July 2001 to provide residential treatment and rehabilitation services for male drug addicts using the Therapeutic Community Model. The Centre receives clients from walk-ins, the socially displaced, past offenders, referrals from other treatment and rehabilitation agencies, the Drug Treatment Court and those requiring long-term treatment from other short-term programmes. During fiscal 2021 the PEC accomplished the following:

- **Seven (7)** persons successfully graduated from the Programme
- **Eleven (11)** new residents were enrolled in the Centre
- **Four (4)** students completed their Practicum training at the PEC
- **Four hundred and five (405)** counselling sessions were completed

CORPORATE OBJECTIVE 7 – Strengthen Planning And Development Systems

1. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

The Policy and Programme Planning and Development Division (PPPDD) is responsible for developing and coordinating social sector policies, projects and programmes that are culturally relevant, economically viable and sustainable. It operates on the foundation that policy development and programme planning and development are ultimately linked and undertaken holistically. During fiscal 2021 the Division was instrumental in the preparation of critical documentation necessary for organisational accountability and transparency as follows:

- Preparation of **eight (8)** Parliamentary Responses for Joint Select Committees
- Preparation of **six (6)** Oral Replies to the Senate
- Development of **four (4)** policies
- Preparation of **fourteen (14)** Requests for Comments/ Briefs/ Documents/ Reports, for External Agencies and Government Ministries etc.
- Managed and coordinated the Social Sector Investment Programme 2021 Document

2. LEGAL UNIT

The Legal Unit provides support to the Ministry on all legal matters that affect the work of the Ministry. The Legal Officer attends Parliament and Legislative Review Committee Meetings on behalf of the Minister, Permanent Secretary and other technical officers. During fiscal 2021 the Unit accomplished the following legal matters:

- Review of Legislation and legal issues.

- Finalised the Street Dwellers Policy for submission to the Ministry of Attorney General and Legal Affairs.
- Senior Citizens' Pension Act- Draft Policy was finalised and sent to the Executives for approval.
- The Ministry currently has nineteen (19) Industrial Court matters ongoing, with one (1) matter being finalised.

3. HIV/AIDS COORDINATING UNIT

The core business of the HIV/AIDS Coordinating Unit is to educate and sensitise staff and clients of the Ministry on HIV issues. The Unit is also responsible for integrating the national HIV/AIDS response into the Ministry's development process, including poverty reduction strategies, budgeting instruments and sectoral programmes/initiatives and projects. During fiscal 2021 the Unit achieved the following:

- **53** clients were sensitised and educated on HIV issues via the "Hot Seat" Initiative;
- The Unit, in commemoration of World AIDS Day, facilitated:
 - HIV testing of **57 persons**
 - Condom distribution drive
 - Carnival Karaoke Competition
 - **Twenty-eight (28)** persons living with HIV/AIDS were provided with psychosocial support.

4. MONITORING AND EVALUATION UNIT

The Monitoring and Evaluation Division (MED) was established in April 2003 with the mandate to coordinate monitoring and evaluation in the Social Sector and to facilitate the provision of timely and reliable evidence-based information for effective decision making. During fiscal 2021 the Unit accomplished the following:

- Completed fourteen (14) evaluations:
 - NGO – CSDP
 - Persons Associated with Visual Impairment (PAVI)
 - Halfway House
 - South Aids Support (SAS)
 - Salvation Army: Geddes Grant Hostel
 - Marabella Family Crisis Centre (MFCC)
 - National Centre for Persons with Disabilities (NCPD)
 - Islamic Community Services of Trinidad & Tobago (ICSIT)
 - CSDP South, Court Shamrock
 - Lifeline
 - Trinidad & Tobago Red Cross Society (TTRCS)
 - Goodwill

5. CORPORATE COMMUNICATIONS AND EDUCATION UNIT

The Corporate Communications and Education Unit (CCEU) seeks to add value to the Ministry's corporate image by providing strategic counsel and creatively utilising communications and public relations strategies that increase awareness of the Ministry's programmes and achievements among its internal and external public. Some of the Unit's accomplishments for fiscal 2021 were as follows:

- Launched Internal Values Attitude and Behaviours (VABS) Campaign activities.
- Conducted **ten (10)** Community Social Outreaches.
- Advertising – **One hundred and twenty-one (121)** published advertisements of various types.
- Published one hundred and **fourteen (114)** Media Releases.

6. SOCIAL INVESTIGATIONS DIVISION

The Social Investigations Division (SID) of the Ministry of Social Development and Family Services is the central coordinating research unit for the sector. The Division is the repository of information exchange on all research-related activities of the social sector. The SID is responsible for undertaking social research or the investigation of major social issues (e.g. Crime, Poverty, Street Dwelling) to inform policy, programme development and implementation. Some of the key achievements for fiscal 2021 were:

- Implementation of Phase 1 of the National Social Mitigation Plan (NSMP) 2017 – 2022
- Operation of the Inter-Ministerial Research Council (IMRC) 2018 – 2021
- Review of the Standard Means Test (SMT) for Selected Grants of the MSDFS
- Conduct Focus Groups for the National Parenting Policy (NPP)
- Prepared report on Survey of Therapeutic Services for Persons with Disabilities
- Continuation of the development of Poverty Reduction, including the National Poverty Reduction Strategy (NPRS)
- Preparation of Chapters for the Social Sector Investment Programme (SSIP)

CORPORATE OBJECTIVE 8 – Improve Performance

1. DEVELOPMENT SUPPORT UNIT

The Development Support Unit (DSU) was established on July 22, 2004. The Unit's vision presents a commitment to support the Ministry through its journey from developmental status to transformational status. During fiscal 2021 some of the initiatives accomplished by the DSU were as follows:

- Social Welfare Divisional Training (Orientation) & General Staff Orientation Programme for Onboarding staff
- Project Champions Initiative
- Facilitation and coordination of thirty-two (32) Integrated Social Services Delivery (ISSD) Sensitization Sessions
- Participation in the Helping Empowering with Assistance Right At Our Doorsteps (HEARD) Initiative in the Inter-American Development Bank's (IDB's) President Award Competition

- Hosted Virtual Seminar for Administrative Professionals Day 2021

2. PROJECT IMPLEMENTATION UNIT

The Project Implementation Unit (PIU) is responsible for the management and implementation of the Public Sector Investment Programme (PSIP) projects of the MSDFS. During fiscal 2021 the following project activities were completed:

- **Implementation of Social Mitigation Plan:**
 - Consultant Ernest and Young was hired to conceptualise and plan the implementation of the Social Mitigation Plan.
 - An Assessment of the Civil Society Sector of Trinidad & Tobago and Food Support was undertaken by the Cropper Foundation.
 - The Tunapuna and Rio Claro Social Welfare Local Boards were remodelled to facilitate the Social Services Empowerment Unit (SSEU)/Integrated Social Enterprise Management System Pilot Project.
- **Establishment of Social Displacement Centres:**
 - The refurbishment and outfitting of the Carapo Transitional Facility work included: electrical; plumbing; carpentry and joinery; painting; replacement of doors; application of termite treatment; extension to the kitchen; paving of the grounds; repair of the fence, basketball court; security booth; installation of water tanks; clearing of overgrown shrubs and the outfitting of the building.
- **Refurbishment of Hernandez Place (Phase I):**
 - Civil works for the final phase of the project were completed.

3. INFORMATION TECHNOLOGY DIVISION

The Information and Communication Technology (ICT) Division is responsible for developing and maintaining a modern and secure information and communication technology infrastructure. The division also provides the client systems, business application services, ICT strategic planning and administration for the Ministry. During fiscal 2021 the ICT Division accomplished the following key activities:

- **Integrated Social Enterprise Management System (ISEMS):** The ISEMS is a strategic information technology (IT) approach to managing a complex array of social service programmes offered by the various divisions of the Ministry. *(55% completion)*.
- **System for the Processing of COVID-19 Applications:** An electronic information system was developed to facilitate the end to end processing of Income Support applications for COVID-19 Phase II.

- **Wide Area Network (WAN) Upgrade:** Development of the WAN Terms of Reference (TOR) / Request for Proposal (RFP) and a successful vendor was selected/awarded to initiate the project.

4. NON-GOVERNMENTAL ORGANISATION (NGO) UNIT

In 2011, Cabinet approved the establishment of a Non-Governmental Organization (NGO) Unit and in May 2013, the Unit was officially established to manage the Ministry's relationship with service delivery partners involved in social services in communities. Some activities accomplished for fiscal 2021 under the remit of the Unit were:

- Reviewed and revised the Service Level Agreements with subvented NGOs
- Continued the administration of subventions to twenty-two (22) NGOs and three (3) Statutory Boards to ensure compliance with the Ministry's reporting mechanism for the administration of disbursements
- Outreaches with social sector NGOs for relationship building and engagement for the delivery of social services
- Capacity building sessions with NGOs

5. PROCUREMENT UNIT

In July 2017, Cabinet agreed to the establishment of a Procurement Units under each Accounting Head in Ministries, Departments and Agencies based on set organisational structures, as well as the functions and duties in respect of the Procurement Units to be carried out by existing staff as far as possible. Each structure consists of an Evaluation and Disposal Committee, which may be resourced with the same individuals carrying out both functions.

During fiscal 2020/2021, the Procurement Unit achieved the following activities:

- Established inclusive of physical space, email, server, documentation/filing system for the operations of the Procurement Unit
- Developed (standard operating procedure) SOPs for each position in the Procurement Unit
- Commenced evaluation of Pre-Qualification Listing
- Conducted review of Organizational Procurement
- Designed internal process flows for the procurement and disposal processes
- Standardised procurement forms and documents

STATUTORY BODIES

For the period 2021, the achievements of the Statutory Bodies namely the Trinidad and Tobago Association for the Hearing Impaired, the Trinidad and Tobago Blind Welfare Association and the Trinidad and Tobago Association for Retarded Children, which fall under the remit of the Ministry, are as follows:

TRINIDAD & TOBAGO BLIND WELFARE ASSOCIATION:

- i. During fiscal 2021, **38** Braille sessions, **138** computer sessions, **42** typing sessions and **19** Smartphones usage sessions were held. The teaching of Braille was conducted online at the University of Trinidad and Tobago (UTT) with seventy (70) students.
- ii. Implementation of The Cottage Industry; Pilot Project (ongoing)

TRINIDAD & TOBAGO ASSOCIATION FOR THE HEARING IMPAIRED:

- i. DRETCHI now has an Auditory Brainstem Response (ABR) Machine that facilitates the screening of infants and young children.
- ii. A Proposal for a Sign Language Dictionary was completed.
- iii. Raised awareness on Sign Language Session was hosted.
- iv. “Sponsor a Child Initiative” for Speech and Language Therapy was undertaken and “A First Protect Your Ear” Campaign was conducted.

TRINIDAD AND TOBAGO ASSOCIATION FOR RETARDED CHILDREN:

- i. On March 10, 2021, the Lady Hochoy Special School located in Cocorite, celebrated its 60th Anniversary. The Association is now called “Lady Hochoy Special School” granted on December 15, 2021.

THE STRATEGIC FRAMEWORK

1.1 Vision

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

1.2 Mission

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

1.3 Goals

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

1.4 Core Values

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

1.5 Corporate Objectives

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

8. To achieve high performance, a customer-focused organisation that meets its operational strategic objectives efficiently and effectively.

1.6 Priorities/Strategic Imperatives

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

2.0 ORGANISATIONAL STRUCTURE

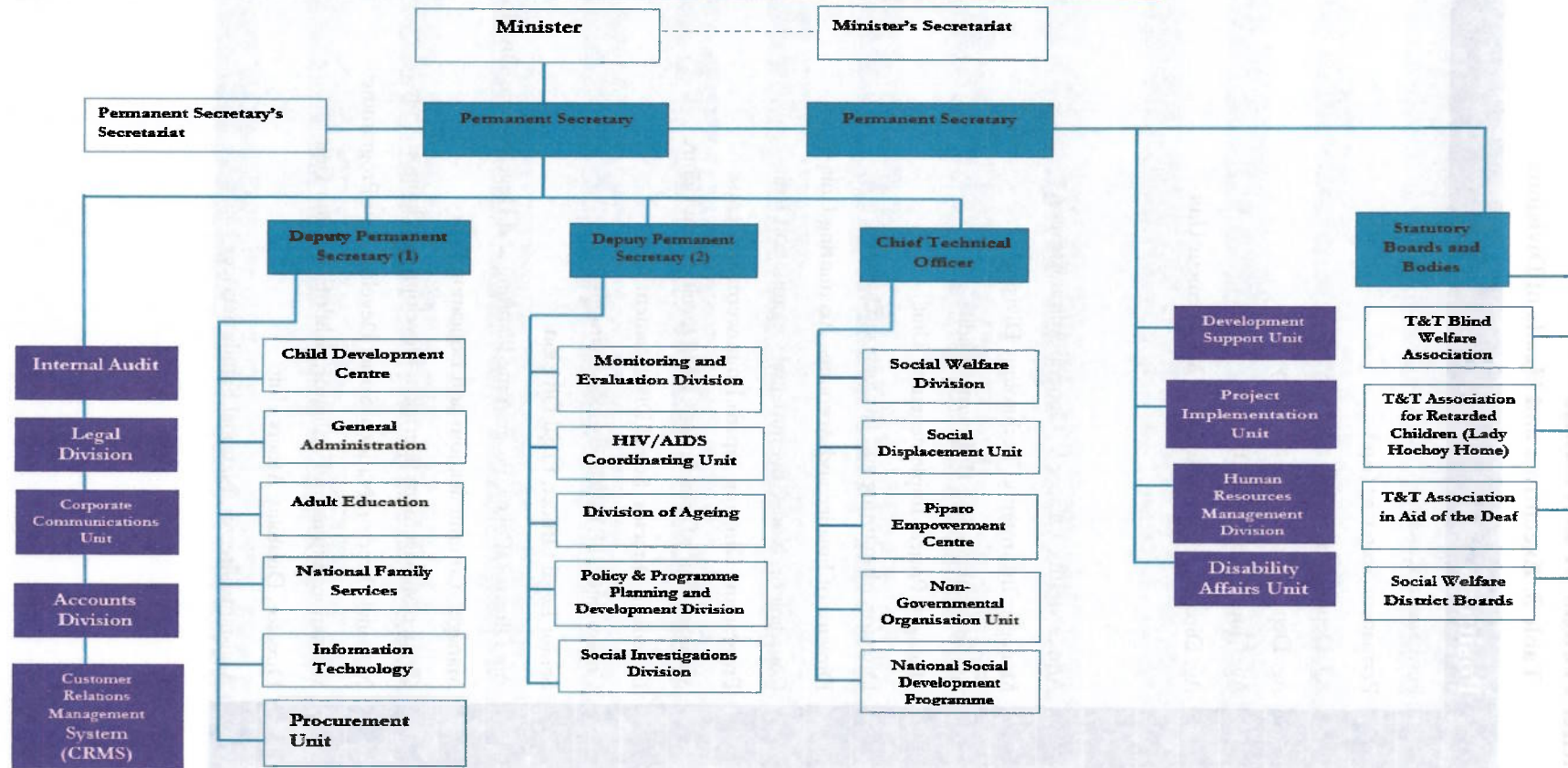


Figure 1. Organisational Structure of the Ministry

1.1 Executives and Heads of Divisions

Table 5: Executives and Heads of Divisions

Executives	Positions
Jacinta Bailey - Sobers	Permanent Secretary
Sheila Seccharan	Permanent Secretary (Ag.)
Vijay Gangapersad	Ag. Deputy Permanent Secretary
Vacant	Ag. Deputy Permanent Secretary
Michael Reid	Ag. Chief Technical Officer
Jacqueline Gomez	Ag. Director, Human Resource Management Unit
Heads of Divisions	
Aidan Lubin Hewitt	Administrative Officer V, General Administration
Paul Kanneh	Manager, Information Technology Division
Carla McKie	Ag. Internal Auditor II, Internal Audit
Diann Cooper Mark	Manager, Project Implementation Unit
Brennan Gowrie	Director, Monitoring and Evaluation Division
Vacant	Director of Finance and Accounts, Accounting Unit
Cindy Heeralal	Coordinator, Non-Governmental Organisation Unit
Joella Taylor	Programme Director, Piparo Empowerment Centre
Judy Tacklalsingh	Manager, Inter-Disciplinary Child Development Centre
Lorraine Reyes-Borel	Executive Director, Social Displacement Unit
Maria Cruikshank - Gibbs	Coordinator, HIV/AIDS Coordinating Unit
Jennifer Juteram	Senior Legal Officer, Legal Division
Lisa R. Ifill	Ag. Director, Policy, Programme Planning and Development Division
Natalie Walters	Manager, Communications and Education Unit
Nivea Davis	Change Management Specialist, Development Support Unit
Patricia De Leon-Henry	National Director, National Social Development Programme
Amanda Lewis	Education Extension Facilitator, Adult Education Unit
Sharon Rogers	Director, Disability Affairs Unit
Kathleen Sarkar	Assistant Director, National Family Services

Dr Hyacinth Blake	Director, Division of Ageing
Troy Pollonais	Director, Social Welfare Division
Seon Raymond	Director, Social Investigations Division
Sarika Balchan-Ramsaroop	Public Procurement Officer, Procurement Unit

2.2 Organisational Profile

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

The MSDFS serves as the core social sector Ministry charged with the responsibility to coordinate the implementation of initiatives for achieving the Government’s social and human development objectives.

Therefore, heavy emphasis is placed on developing and executing programmes that protect and assist the vulnerable and marginalized groups in society. Ultimately these are in keeping with the Ministry’s mandate to:

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

The Ministry comprises ten (10) Service Delivery Units, three (3) Policy and Research-focused Units, and eleven (11) Support Divisions as follows:

2.3 Corporate Structure

Service Delivery Divisions/Units

1. Piparo Empowerment Centre
2. Social Displacement Unit
3. Social Welfare Division
4. National Social Development Programme (NSDP)
5. Non-Governmental Organisation Unit (NGO)
6. Adult Education
7. National Family Services
8. Inter-Disciplinary Child Development Centre
9. Division of Ageing
10. Disability Affairs Unit

Policy/Research and Monitoring & Evaluation Divisions/Units

1. Policy, Programme Planning and Development Division
2. Social Investigations Division
3. Monitoring and Evaluation Division

Support Divisions/Units

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

2.4 Legislative and Regulatory Framework

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

- Constitution of the Republic of Trinidad and Tobago Chapter 1:01
- Financial Regulations, 1965
- Civil Service Act and Regulations, 1966 Chapter 23:0, Laws of Trinidad and Tobago
- Public Service Commission Regulation, 1966, Chapter 88:01, Laws of Trinidad and Tobago
- The Audit and Exchequer Act No. 20 of 1959, Chapter 69:01
- Freedom of Information Act No. 26 of 1999
- Senior Citizens Pension Act Chapter 32:02
- Public Assistance Act, Chapter 32:03
- Socially Displaced Persons Act, 2000
- Homes for Older Persons Act, 2007
- Occupational Safety and Health Act, 2004
- Domestic Violence Act No. 27 of 1999 Chapter 45:56, Amended by Act No. 8 of 2006
- Sexual Offences Act No. 27 of 1986 Chapter 11:28, amended by Act No. 31 of 2000
- Matrimonial Proceedings and Property Act Chapter 45:51, Act 2 No. of 1972
- Co-habitation Relationship Act Chapter 45:55 Act. No. 30 of 1998
- The Non-Profit Organisations Act, 2019
- Public Procurement and Disposal of Public Property Act, 2015

2.5 Reporting Functions

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

Table 6. Reporting Functions

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

3.0 FINANCIAL OPERATIONS

3.1 Budget Formulation

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

3.2 Internal Audit Functions

The Internal Audit Department (IAD) is authorised to perform continuous audits within the Ministry of Social Development and Family Services. Internal Audit examines and evaluates the adequacy and effectiveness of the system of controls and ensures compliance with:

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

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

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

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

Each year the IAD submits information on its annual work plan and work schedule to the Accounting Officer for review and approval. The Internal Auditor also provides monthly activity reports to the Accounting

Officer, detailing progress against the annual audit plan, audit accomplishments and highlights of any significant audit findings and recommendations.

The Internal Audit produced seventy-three (73) reports in fiscal 2021.

4.0 HUMAN RESOURCE DEVELOPMENT PLANS

4.1 Category of Employees

The Ministry of Social Development and Family Services comprises three broad categories of staff: public officers (civil servants), contract, and short-term employees. In fiscal 2021 the Ministry reported (207) vacant positions (civil servants) of which (153) have bodies and filled (176) of those positions. In the same period, there were (750) vacant contractual positions. Of the vacant contractual positions, (220) were employed under contracts and, (106) gained employment on a short-term basis. In total, the staff complement was (486) for the fiscal year.

4.2 Career Path Systems

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

4.3 Performance Assessment/Management Strategies

The Ministry utilises the Performance Management Appraisal System (PMAS), which was implemented throughout the Public Service under the Personnel Department's Circular No 9 dated November 21, 2001. Under the PMAS system, Job Descriptions, Periodic Reviews and Performance Appraisals Reports were designed to assess and evaluate all employees. However, the Ministry's Contract employees utilise an appropriate Performance Appraisal Reporting Instrument. Appraisals completed for fiscal 2021 were 337.

4.4 Employee Assistance Programme

The Ministry provides access to an Employee Assistance Programme (EAP), which is an employer-sponsored service designed to improve organizational performance, through the provision of structured management/workplace and employee support services. The programme is intended to help employees address personal or family problems, including mental health, substance abuse, various addictions, marital,

parenting and emotional problems, as well as financial or legal issues. During fiscal 2021, **fifteen (15)** persons utilised the Employee Assistance Programme.

4.5 Training Programmes

The Ministry recognises that its employees are its most valuable resource. Therefore the Ministry must improve capacity-building amongst staff by providing training to improve employees job performance to achieve optimal performance. Employees, in turn, will strive to achieve their personal and professional goals and those of the organisation.

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

Without an approved Training and Development Plan, the Ministry of Social Development and Family Services seeks to provide, within budgetary allocations, opportunities for staff to acquire the competencies essential for individual growth, effective job performance, and the achievement of organisational goals.

However, during the fiscal year 2021, the Ministry of Social Development and Family Services provided training programmes and workshops to **twenty-eight (28)** staff members through the courses offered by Public Service Academy.



5.0 PROCUREMENT PROCEDURES

5.1 Delegation of Authority for Procurement of Goods and Services

Procurement

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

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

i. The Permanent Secretary Tenders Committee

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

- (i) **Permanent Secretary** - one million dollars (\$1,000,000.00)
- or
- (ii) **Ministerial Tenders Committee** - fifty thousand dollars (\$50,000.00)

Table 7. List of Tenders Executed by the Procurement Unit for Fiscal 2020 - 2021

No.	Subject
50-10-01	WAN Solution
50-10-02	PBX Solution
50-10-05	Wheelchairs for Social Welfare 2020
50-10-09	Roof Replacement at Chaguanas Senior Citizens Home
50-10-10	Purchase of 50 laptops for MSDFS
50-10-11	Firewall Security Solution for the MSD&FS
50-10-13	Consultancy Services for Assessment of Civil Society
50-10-14	Refurbishment of Hernandez Place- Final Phase

No.	Subject
50-10-16	Supply of One Hundred (100) Computers for WAN Implementation
50-10-17	Building and Fit-Out Works at Rio Claro & Tunapuna
50-10-18	Rehabilitation of a Wheelchair Access Swimming Pool at NEC
50-10-19	Building Works at Carapo Transitional Facility
50-10-20	Supply Install Commission of Switches for the SSEU pilot
50-10-21	External Building Works at Carapo Transitional Facility
50-10-22	Outfitting of the Carapo Transitional Facility

CORPORATE OBJECTIVE 1: POVERTY REDUCTION

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

DIVISIONS/UNITS

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

NATIONAL SOCIAL DEVELOPMENT PROGRAMME

DESCRIPTION

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

The NSDP ensures that basic living conditions are available for the poor and vulnerable groups throughout the country to enhance their standard of living by improving the infrastructure of their dwellings in areas of minor house repairs, sanitary plumbing and electrical wiring. The NSDP also assists persons with their business ideas and are interested in setting up a small business.

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

SERVICES

1. **Minor House Repair** – Assistance is provided up to \$15,000.00 with materials and/or labour for minor house repairs. As a consequence of a disaster, a maximum of \$20,000.00 is granted.
2. **Materials for Sanitary Plumbing** – Assistance provided up to \$15,000.00 to purchase materials to encourage modern and hygienic toilet facilities. This component is necessary to decrease the use of outhouses.
3. **House Wiring** – provides access to an electricity supply to individuals, families and community facilities. One-time assistance for the purchase of materials and/or labour which together shall not exceed a cost of **twenty-five thousand dollars (\$25,000.00)**. The facilities accessed include first time wiring, re-wiring and, assistance with materials only.
4. **Sowing Empowerment through Entrepreneurial Development** – assists persons in social and economic circumstances to establish or expand a small business. Competencies and skills developed through training can create employment or self-employment.
5. **COVID 19 Rental Assistance Grant** – assists eligible persons who were negatively impacted by the COVID-19 pandemic and require assistance to meet their residential rent obligations. Persons received a maximum of \$2,500.00 per month for a maximum of three (3) months.

ACCOMPLISHMENTS

Illustrated in the table below are statistics for services provided by the National Social Development Programme for fiscal 2020/2021.

Table 8. Statistics on services provided by the NSDP for Fiscal 2020-2021

Service	No of Projects	Beneficiaries	Total Costs
House Wiring (Materials only)	28	83	\$274,161.78
Sanitary Plumbing Facility	21	75	\$235,962.98
Minor House Repairs (Materials only)	61	181	\$969,453.99
Sowing Empowerment through Entrepreneurial Development	32	107	\$443,246.00
TOTAL	142	446	\$1,922,824.75

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Suppliers are reluctant to accept Government Invoice Orders.
- Lack of funding and delays in receiving releases within the Programme and, this then limits the number of grants being distributed.
- Lengthy approval and funding process. It encourages price change and materials availability issues with previously issued quotations.

SOCIAL WELFARE DIVISION

DESCRIPTION

The Social Welfare Division (SWD) is responsible for the equitable, transparent and timely provision of services to assist the less fortunate members of society in meeting their social and financial needs. In July 1939, the Department of Social Welfare was established to administer Social Assistance and Old Age Pension (OAP). Since then, it has undergone significant modifications in the number and scope of services offered.

The Public Assistance Act No. 18 of 1951 provided Public Assistance Grant (classified as urgent, temporary or prolonged) to necessitous persons prevented by some disability from earning a living. The Public Assistance Programme was introduced as a remedial measure to address the abject poverty existing at the time.

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

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

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

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

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

ROLES AND FUNCTIONS

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

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

ACHIEVEMENTS – FISCAL YEAR 2020/2021

Table 9. No of Beneficiaries by Expenditure

Grants	New Beneficiaries	Total Beneficiaries	Expenditure
Senior Citizen Pension	10,811	109,132	\$ 4,239,842,514.93
Public Assistance	2,841	18,851	\$ 335,692,321.98
Disability Assistance Grant	1,887	22,856	\$ 525,400,495.23
Disability Assistance for Children	674	2611	\$49,823,435.00
Food Support	5091	31,659	\$ 210,393,160.00
General Assistance Grant: ⁴	1057	1057	\$ 5,429,184.36
Prosthetics Grant	21	21	659,200.00 ⁵
Special Achievers		32	1,458,648.00
Total Expenditure			\$5,131,039,589.22

⁴ One-off Grant: Number of beneficiaries receiving grants stays the same.

⁵ Included under General Assistance Grant (GAG)

Direct Deposit

The Direct Deposit Initiative allows recipients of the Senior Citizens Pension (SCP), the Public Assistance Grant (PAG) and the Disability Assistance Grant (DAG) to receive their funds in their bank accounts. Altogether **87,575** persons transitioned to the Direct Deposit System and of this total **71,428** are Senior Citizens Pensioners; **10,170** are Disability Assistance beneficiaries; and **5,977** are Public Assistance beneficiaries.

Table 10. No of Beneficiaries facilitated by Direct Deposit

Grants	Total Beneficiaries	Number of Beneficiaries on Direct Deposit	of Number of Beneficiaries on Cheques
Senior Citizens Pension	109,132	71,428	37,704
Disability Assistance Grant	22,856	10,170	12,686
Public Assistance Grant	18,851	5,977	12,874
TOTAL	150,839	87,575	63,264

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

The objectives of the Division are:

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

CORPORATE OBJECTIVE 2: BUILD FAMILIES

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

DIVISIONS/UNITS

- ❖ National Family Services Division
- ❖ Inter-Disciplinary Child Development Centre
- ❖ HIV/AIDS Coordinating Unit

NATIONAL FAMILY SERVICES

DESCRIPTION

The National Family Services Division (NFSD) was established via Cabinet approval in March 1991. This Division is mandated to promote healthy family functioning through preventive, developmental and remedial programmes and services. The National Family Services was founded based on the overriding problems in communities throughout Trinidad and Tobago that arose from poverty, child abuse and spousal abuse.

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES

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

ACCOMPLISHMENTS

1. The number of individuals receiving psycho-social support for fiscal 2021 was **4,764** comprising 1,799 (new), and 2,965 (old) cases.
2. The number of clients who benefited from services is as follows:
 - Co-parenting Counselling - (457)

- Advocacy - (601)
 - Referrals - (274)
 - Placement - (21)
 - Child Abuse Intervention - (29)
 - Domestic Violence Intervention - (29)
 - Crisis Intervention - (64)
 - Advice/Information - (2820)
3. Three (3) online Parenting workshops provided information on positive parenting practices and behaviour. A total of **159** persons were registered for the workshops, where **144** received certificates as follows:
 - Men Workshop – **thirty-four (34)**
 - Parenting in a Pandemic – **sixty-one (61)**
 - Co-parenting – **forty-nine (49)**
 4. The **Radio Programme “It’s Family Time, Let’s Talk”** continued to air twenty-one (**21**) sessions. Information was disseminated during the period May 12, 2021, to August 25, 2021, on issues relevant to healthy family functioning. It also provided a forum for discussion on various aspects of family life.
 5. Hosted one Virtual “**Parenting for Grandparents**” Webinar and one virtual “**Parenting for Grandparents**” Workshop. A total of **sixty-one (61)** persons attended the sessions with, **fifty-three (53)** receiving certificates.
 6. Parenting & Domestic Violence Workshop Session Cycle II conducted for the T&T Prison Inmate Development Programme (IDP) Cycle II in June 2021. A total of **twenty-eight (28)** inmates participated.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

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

INTER-DISCIPLINARY CHILD DEVELOPMENT CENTRE

DESCRIPTION

The Inter-Disciplinary Child Development Centre (ICDC) was established in 1979 to provide educational, nutritional and social services for low-income families and children with mild learning disabilities. ICDC caters for 60 children - 45 pre-schoolers aged 3-5 years and 15 babies aged 1- 3 years. *(Meals included).*

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES

1. Upgrade the Facility and Programmes to include and provide for children with disabilities (inclusive of families of low socioeconomic backgrounds.)
2. Seek parental and community involvement to improve the delivery of some programmes (enhancing the play areas.
3. Deliver the Early Childhood Care and Education (ECCE) Curriculum.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Restrictions and new forms of work.
2. No new intake of students – the uncertainty of services provided.
3. No duties for teachers to perform since September 2020.
4. Prolonged reassignment/removal of staff that affected the health and safety of the building and the work environment.
5. Absence of routine or specific maintenance work on the building.
6. Delays caused by the centralization of functions of the ICDC to head office.
7. Stated objectives could not be achieved or evaluated.
8. The need for effective collaboration and knowledge sharing among relevant ministries for business continuity.

Lack of Resources

- Materials (in some goods and services).
- Financial (lack of funding).

- Human resources (vacancies still need to be filled).

Dysfunction of services of the Centre

- The cessation of the Nursery Service to the public.

Building

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

Monitoring and Evaluation

- Limited monitoring by the Ministry of Education.



HIV/AIDS COORDINATING UNIT

DESCRIPTION

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

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. To educate the Ministry's staff on HIV issues, prevention and control and provide persons with the relevant tools to effectively service HIV clients: A total of **(143)** staff members were sensitised via the "Hot Seat" initiative.

2. To commemorate World AIDS Day 2020, collaboration with North West Regional Health Authority (NWRHA) provided rapid HIV testing for staff. A total of fifty-seven (57) staff members participated in the HIV testing.
 3. For fiscal 2021, a total of twenty-eight (28) persons living with HIV were provided with psychosocial support.
2. Facilitate at the following institutions:
 - UWI Student Today, Alumni Tomorrow (UWISTAT) programme (Let's Talk HIV, AIDS, STD and STI).
 - HIV Helpline for the International Training and Education Centre for Health (ITECH) and National AIDS Coordinating Committee (NACC) on "Referral Pathways."
 - Collaborative workshop with the Caribbean Women's Association and COMTALK.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

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

CORPORATE OBJECTIVE 3 – EMPOWER PERSONS WITH DISABILITIES

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

DIVISIONS/UNITS

- ❖ Disability Affairs Unit



DISABILITY AFFAIRS UNIT

DESCRIPTION

The Disability Affairs Unit (DAU) was formally established in August 1999. The Unit serves as a resource and referral centre for persons with disabilities.

The Disability Affairs Unit is responsible for coordinating, developing and implementing comprehensive programmes to assist persons with disabilities in Trinidad and Tobago. Through collaboration with key stakeholders, the DAU continues to adhere to its mission of being the leading agency in the social sector to ensure that persons with disabilities (PWDs) live full and productive lives uninhibited by social constraints.

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Thirty-one (31) frontline staff completed two (2) cycles of sign language training.
2. The Ministry collaborated with the Ministry of Works and Transport, Pan American Health Organization (PAHO) and Telecommunications Authority of Trinidad and Tobago (TATT) to commemorate the International Day of Persons with Disabilities (IDPD).
3. Successfully advocated the removal of Import Duties and Vat on assistive aids and devices for persons with disabilities.
4. Administered a poster competition entitled “What does an inclusive ICT society mean to you?”
5. Commemorated Deaf Awareness week – online awareness sessions for customer service officers and other frontline staff of organizations in the financial sector.
6. Conducted three (3) webinars for International Day of Persons with Disabilities (IDPD) 2020.
7. Carried out internal sensitization awareness on Disability affairs for approximately (sixty-five) 65 members of staff.

8. Participated and presented at the United Nations Partnership on the Rights of Persons with Disabilities (UNPRDP) Induction Workshop.
9. Coordinated with the National Theatre Arts Company of Trinidad and Tobago to create scripts on Somatizations for primary and secondary schools.
10. Engaged relevant Ministries and Government Agencies to encourage the implementation and use of the Accessibility and Usability Facilities Codes.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Untimely approval for projects
2. Unsuitable staff
3. COVID-19 pandemic

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

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

DIVISIONS/UNITS

- ❖ Division of Ageing

DIVISION OF AGEING

DESCRIPTION

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Community Care Programme(CCP):

The Community Care Programme (CCP) was established to de-institutionalise Levels 1 to 3 patients (patients who do not need hospital care but are essentially in need of accommodation and social support) who are discharged but are residents at various Hospitals. These persons are referred mainly from the hospitals via the five (5) Regional Health Authorities. As at September 2020, under the Community Care Programme (CCP), ninety-one (91) residents across eighteen (18) Homes for Older Persons (HFOP) were supported by this initiative. Also, seven (7) older persons were decanted from various Regional Health Authorities and placed into HFOP. An in-depth review of the administrative procedures of the CCP was conducted in fiscal 2021. Two (2) reports were prepared and submitted to the MSDFS executive dated 9th December 2020 and 11th March 2021 with recommendations for

improving the programme. Based on the guidance, the DOA will develop standard operational procedures and finalise a manual in fiscal 2022.

2. Older Person Information Centre(OPIC):

OPIC is a programme that was established as a helpdesk/referral facility for information on activities, programmes, products and services for older persons. For fiscal 2021, the DOA received two hundred and fifty-nine (259) reports from private domiciles and forty-nine (49) from Homes for Older Persons about elder abuse. There were one hundred and thirty-five (135) referrals to various agencies such as the Trinidad and Tobago Police Service (TTPS), Ministry of Health (MOH) and Regional Corporations. Although the HFOP Act (2007) was not proclaimed, the MSDFS has prompted collaborations between the TTPS and the MOH to conduct thirteen (13) inspections and investigations and two (2) compliance meetings.

3. Senior Activity Centre (SACs):

The DOA and the M&E Unit prepared a report entitled “Recommendations for the Payment of Subventions to Senior Activity Centres during the COVID-19 Pandemic”, which was submitted to the MSDFS executive on 22nd December, 2020. The main recommendations proposed included inter alia:

- payment of the total amount of the Cabinet approved subventions for the period January 2021 to March 2020, before the lockdown measures ensued; and
- the Ministry cover most of the operational costs of the SACs for the period April 2020 to September 2020, which can be confirmed with relevant supporting evidence.

The five (5) Senior Activity Centres were subsequently paid **six hundred and five thousand dollars and ninety dollars (\$605,090.00)** for Quarters 1 and 2 of fiscal 2021.

4. Home for Older Persons Manual:

A draft HFOP manual was created and will be subject to an update when the HFOP Act and Regulations are revised. It is expected that the Act will be amended and proclaimed in fiscal 2022.

5. World Elder Abuse Awareness Day

World Elder Abuse Awareness Day (WEAAD) is observed annually on June 15 and, the DOA commemorates WEAAD via a series of public media activities and a four-day Webinar Series. The theme of the Webinar Series was “Elder Abuse Detection & Prevention during the COVID-19 Pandemic & Beyond.” The Webinar was launched on July 15, 2021, and continued on 22, 23, 30 July, 2021. The theme for each series was as follows:

- Day One (July 15 2021) - Theme: Elder Abuse & the Global Pandemic (Part I)
- Day Two (July 22 2021) – Theme: Elder Abuse & the Global Pandemic (Part II)

- Day Three (July 23 2021) - Theme: Role of the Family in Curbing Elder Abuse
- Day Four (July 30 2021) - Theme: Elder Abuse Prevention: Policy Approaches & Programmatic Steps.

6. United Nations International Day for Older Persons (UNIDOP)

The Honouring, Appreciating and Loving Older Persons (HALO) series was an initiative that the Division embarked on to commemorate the International Day of Older Persons. In celebration of the UNIDOP in October 2020, the DOA launched its @HALO initiative. The DOA encouraged the public to upload one-minute videos of themselves honouring, appreciating and loving an older person. The winners were awarded prizes from the National Gas Company of Trinidad and Tobago, Heritage Petroleum and the National Agricultural Marketing and Development Corporation (NAMDEVCO).

7. National Policy on Ageing (NPA) Review

A working policy document and draft implementation plan were developed and reviewed by an internal committee before submitting to the Ministry's Executives for approval. The executives will receive said document in Quarter two (2) of fiscal 2022.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. The delay in the Proclamation of Homes for the Aged Act limits the powers of the inspectorate to make certain decisions.
2. Limited monitoring and regulating of type I and II Homes for Older Persons as the Homes for Older Persons Act 2007 has not been proclaimed.
3. Ineffective addressing of issues of elder abuse in private residences where there is an inadequate legal provision to undertake such actions by the Inspectors.
4. Limited inter-agency collaboration.
5. Limited staff.
6. Non-timely preparation of critical national and international reports.
7. Managing the Older Persons Information Centre (OPIC) toll-free number in keeping with its strategic purpose with regard to the availability of a 24-hr service.
8. Limited monitoring of the implementation of the National Policy on Ageing and the delay in the making of timely revisions to the document given staff shortages.
9. The high turnover rate of senior staff has resulted in a significant loss of institutional knowledge.
10. Budgetary constraints.
11. Delay in the process of applications and requests for key stakeholders promptly, especially concerning payments given budgetary concerns.
12. Delay in facilitating the timely deinstitutionalisation of older persons in institutions via the CCP programme, especially when fee payment is outstanding.

CORPORATE OBJECTIVE 5 – REDUCE THE NUMBER OF SOCIALLY DISPLACED PERSONS

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

DIVISIONS/UNITS

- ❖ Social Displacement Unit

SOCIAL DISPLACEMENT UNIT

DESCRIPTION

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

The SDU coordinates all activities pertinent to the rehabilitation of socially displaced persons. The main objectives of the Unit are:

1. to provide direct social work services to the client population; and
2. to ensure that the services and programmes provided to the socially displaced are adequate and appropriate.

The Unit also receives deportees and assists them with the necessary social support services for reintegration.

PERFORMANCE OBJECTIVES

1. Coordinate and monitor the voluntary removal of socially displaced persons from the streets and other public places.
2. Receive and assist in the integration of deported Trinidad and Tobago Nationals.
3. Inform and advise on policies and programmes for socially displaced persons.
4. Develop and coordinate rehabilitation programmes and services for socially displaced persons.
5. Carry out public sensitization campaigns about persons who are socially displaced.
6. Network with local, regional and international agencies.
7. Monitor and evaluate services and programmes for the socially displaced.

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS:

1. Engage all street dwellers and provide information on alternatives to street dwelling.
2. Facilitate the voluntary relocation of persons from the streets to the shelter.
3. Collect quarterly headcount data for Port of Spain and San Fernando and annual national headcount data.
4. Receive all deported persons at Piarco International Airport as per prior notice of arrivals.
5. Provide technical advice upon request and as needed to:
 - a. NGO service delivery Partners

- b. General public
 - c. Other State Agencies
6. Provide general review on the Street Dwelling Policy as it pertains to the Amendments to Act No.59 of 2000.

ACHIEVEMENTS

1. Street Outreach Programme:

- In March 2021 a Regional Head Count of persons living on the streets of Port of Spain (POS) and San Fernando (SFDO) was conducted. In POS a total of **two hundred and twenty-six (226) persons** were sleeping on the streets, and in SFDO there were **one hundred and one (101) persons**.
- **Twenty-One (21) public reports** of persons living on the streets were addressed or investigated.
- There were **five hundred and twenty-one (521) interviews** conducted with street dwellers.
- **Two hundred and forty-five (245) persons** were referred to shelters.

2. Social Work Services:

- For the same period, **three hundred and nine (309) in-office Social Work Interventions** were conducted with clients.
- Routine Technical Advice was provided to **nine (9) non-governmental organisations (NGOs)**.

3. Elderly Relocation Programme:

Nineteen (19) Elderly Persons were provided with accommodation under Community Care.

4. Deportee Reception and Integration:

Two (2) deported persons were provided with counselling. However, the COVID-19 quarantine requirements for deportee arrivals exclude the SDU involvement at this time.

5. Centre for socially Displaced Persons (CSDP) – Riverside Carpark:

Establishment of space at the CSDP to conduct assessment services via a team effort among Mental Health Officers of the Ministry of Health, Port-of-Spain City Corporation and the SDU.

6. Policy: Commenced the review of the Amendment to Act No.59 of 2000.

7. **Twenty-five (25)** occupants of the Temporary Shelter were referred/relocated to alternative accommodation upon closure of the Temporary Shelter in Port of Spain.
8. **Eighty-two (82)** persons were provided with services at the Temporary Shelter from October 2020 to February 2021.
9. **Development and Coordination of rehabilitation services:**
 - a. Reviewed and provided recommendations on **six (6)** sites identified for Transitional Living accommodation facilities.
 - b. Developed Terms of Reference for **four (4)** of the six (6) sites to be established as Transitional Living accommodation.
 - c. Provided technical advice on equipment and furnishing requirements for the long term Care Facility at Hernandez Place Arima.
 - d. Provided technical advice on equipment and furnishing requirements for the Transitional Living Facility at Carapo House.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. The SDU has had perennial staffing challenges which have limited the capacity to respond as required to the following:
 - a. Deportee reception
 - b. Conducting of regional and national Head Counts
 - c. Accessibility to accommodation/rehabilitation and other resources is hindered by quarantine requirements and therefore creates a significant constraint in responding to the clients' needs promptly.
2. Lack of sustained collaboration and coordination among stakeholder Ministries and agencies involved in addressing street dwelling.

CORPORATE OBJECTIVE 6 - TO REDUCE SUBSTANCE ABUSE IN THE POPULATION

DIVISIONS/UNITS

- ❖ Piparo Empowerment Centre



PIPARO EMPOWERMENT CENTRE

DESCRIPTION

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

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

PERFORMANCE OBJECTIVES

1. To provide treatment and rehabilitation services for substance-abusing clients towards their successful social reintegration.
2. To provide clients with opportunities for building and/or rebuilding skills to make them more marketable and improve their chances of successful reintegration.
3. To continue to provide moral, social and spiritual support to clients and their families, both during treatment and following discharge.
4. To provide clients with a comprehensive array of rehabilitative services, including vocational and remedial skills training.
5. To provide long-term residential rehabilitation services for males with a chronic substance abuse problem and who may have had several failed attempts at recovery.
6. To provide a safe physical environment for residents.

ACCOMPLISHMENTS

1. **Seven (7)** persons successfully graduated from the Programme.
2. **Thirty-three (33)** persons were admitted to the Piparo Empowerment Centre.
3. **Four (4)** students completed Practicum training at the PEC.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Due to the COVID-19 pandemic, the Centre decreased its intake. The Centre accepted referrals from other institutions with regular doctor/nurse check-ups and those who received medical supervision for at least the previous two (2) weeks.

CORPORATE OBJECTIVE 7 – STRENGTHEN PLANNING AND DEVELOPMENT SYSTEMS

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

DIVISIONS/UNITS

- ❖ Social Investigations Division
- ❖ Policy and Programme Planning and Development Division
- ❖ Legal Division
- ❖ Monitoring and Evaluation Division

SOCIAL INVESTIGATION DIVISION

DESCRIPTION

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

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

During fiscal 2021, the SID provided technical support and assistance for the implementation of the NSMP through the following:

- Convening meetings and providing secretariat services for the Policy and
- Programmatic Oversight Committee (PPOC);
- Providing counterpart support to the NSMP Phase 1 consultancy, particularly on key projects:
 - Establishment of two (2) pilot projects for the Community Health and Wellness Centres
 - Collaborate with MOLSED to strengthen the A2O Programme
 - Nation-Wide Campaign on Strategies to Ensure Personal Food Security
 - Implement Nation-Wide Public Education Campaign on Financial Security (Poverty Reduction)
 - National Resilience Framework;
- Evaluating consultancy proposals for the Civil Society Assessment;
- Participating in external stakeholder meetings;

- Reviewing and providing feedback on reports and/or deliverables from the NSMP Consultancy;
- Developing implementation and action plans for projects;
- Monitoring of COVID-19 impact on social service delivery; and
- Preparing research input documents.

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

During the period October 2020 to May 2021, the SID continued to chair and provide secretarial support to advance the work agenda of the IMRC. In this context, the following were accomplished for fiscal 2021:

- Revision and publication of the council's 1st Research Bulletin in November 2020;
- Facilitation of monthly meetings
- Dissemination of requests for Listing of Social Research Studies to 25 public sector ministries inclusive of state agencies, tertiary level institutions and international organisations
- Development of draft Social Sector Research Agenda
- Formulation of draft questionnaire to Strengthen Internal Capacity of Research Units (Public and Civil Society)
- Development of draft Terms of Reference for a Community of Practice as part of strategic partnerships for research purposes
- Preparation and review of draft Framework for Research in the Public Sector to facilitate the Nexus between Research, Policy Development and Planning
- Development of content toward the finalisation and publication of the 2nd Bulletin
- Dissemination of information on Research workshops/ training/ conferences etc. to Social Sector Ministries
- Preparation of the council's End of Term Report 2018-2021. The council's term expired on May 01, 2021
- Preparation of a Draft Note for Cabinet seeking Cabinet's approval for the reconstitution of the council.

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

In March 2018, the MSDFS implemented a Standard Means Test (SMT) to standardise the eligibility criteria for access to a number of its social safety net programmes and grants. An independent review undertaken by UNECLAC in 2019 recommended several changes. One of the recommendations was to update the poverty line using more current prices data. In May 2021, the SID completed an estimation of the 2020 poverty line by inflating the 2005 national poverty line using the 2020 average monthly prices of selected commodities across the fifteen (15) municipal corporations of Trinidad and Tobago. This report was shared with the Central Statistical Office (CSO) for review and technical discussion before finalisation and approval.

4. Conduct of Focus Groups for the National Parenting Policy (NPP)

The SID is responsible for the coordination of focus group sessions for the NPP. During fiscal 2020/2021, the SID collaborated with the Ministry of Education, Office of the Prime Minister and the Tobago House of Assembly to conduct virtual focus groups and an interview with the following participants:

- Young persons (primary school)
- Youth (Secondary School)
- Youth in Vocational Schools
- Children Living with Single Parents
- Children living with biological parents
- Children are cared for by non-biological parents/Guardians/Extended families
- Tobago Youth
- Professionals (School Supervisors and Councillors)
- Recently Incarcerated (interview)

A comprehensive Report containing findings from these focus groups sessions was also prepared by SID and submitted to the relevant Division to inform the revision of the NPP.

5. Survey of Therapeutic Services for Persons With Disabilities

The SID continued to provide technical support for a survey of therapeutic services in Trinidad and Tobago. This survey is being conducted to assist the MSDFS with designing a suitable therapeutic programme for persons with disabilities. In this vein, SID undertook the following:

- Reviewed and enhanced the existing research proposal to mitigate potential limitations
- Revised and strengthened research instrument and methodological approach
- Conducted a pilot of the instrument with the Blind Welfare Association in September 2021

6. Poverty Reduction including National Poverty Reduction Strategy (NPRS)

During fiscal 2021, the SID undertook significant work towards developing the National Poverty Reduction Strategy (NPRS). A comprehensive Situational Analysis (SA) on poverty – spanning the international, regional and local contexts – and an Action Plan was completed in the 2nd quarter of fiscal 2021. Also, a proposal to facilitate the conduct of a Participatory Poverty Assessment (PPA) was developed and subsequently approved by the Executive. A sampling methodology and several accompanying research tools were prepared to guide the execution of this exercise. However, during the period June 2021-September 2021, the PPA proposal was revised to include other components and renamed the National Participatory Poverty Assessment Proposal. It should be noted that the Situational Analysis is also being updated to take into account additional factors that would have impacted poverty situations locally. During fiscal 2021, the SID also organised activities to commemorate International Day for Poverty Eradication (October 2020).

7. Preparation of Social Sector Investment Programme (SSIP) Document

Staff members of the SID played a critical role in completing the SSIP Report 2022. The SID was responsible for contributions in Chapters 1 and 2. During the fiscal period, data were collected from social sector agencies to prepare the draft and final reports for inclusion in the document.

8. Provided Research/Technical Assistance

During fiscal 2020/2021, in keeping with its mandate, the SID assisted with the following initiatives:

- ***The HBS/Survey of Living Conditions (SLC) 2020/2021*** – continued to liaise and collaborate with the Central Statistical Office (CSO) in the conduct of the survey
- *Focus Group and Telephone Group interview sessions to inform the **Grandparenting Workshops***
- ***COVID-19 Relief Application Forms*** Review/Validation/Approval
- Review of Special Achievers Grant Cabinet Note, Guidelines and Policy Guidelines
- ***Values Attitudes and Behaviours (VABs) Initiative*** including, the VABs Roadshow Proposal and Internal Training Module
- ***National Policy on Ageing*** – preparation of the situation analysis
- Status Update of ***MSDFS' Major Budget Initiatives*** for Fiscal Year 2021
- Draft brief towards the creation of **Registry for Vulnerable Persons**
- ***Minister's Parliamentary Response*** – Assisted with the Minister's Parliamentary Response on the State of Emergency (SOE)
- ***Auditor General's Report 2021*** – Prepared a Status Update for Auditor General's Report 2021
- ***Senior Citizens Pension Act, Chap. 32:02 and Regulations*** – provided technical assistance concerning the Ministry's Draft Policy for Amending the SCP Act.
- Finalisation of the ***Directory of Social Services***
- ***Internal SSCMS User survey for the IDB President's Award for Service Excellence and Innovation in the Public Sector.***

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

- Participatory Poverty Assessment.
- Ageing.
- Statistics on crime and abuse against persons 60 years and older.
- Macro-Economic Profile of T&T; Poverty Profile of T&T.
- Organised Criminal Gangs.
- Youth Radicalisation.
- Research Studies on disability within Trinidad and Tobago.
- Social Security and Social Protection.
- COVID-19 pandemic.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

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

POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

DESCRIPTION

The Policy and Programme Planning and Development Division (PPPDD) is responsible for developing and coordinating social sector policies, projects and programmes that are culturally relevant, economically viable and sustainable. It operates on the foundation that policy development and programme planning and development are ultimately linked and undertaken holistically.

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Development and review of policies:

- Commenced the revision of the National Family Policy (NFP) of Trinidad and Tobago (2020-2025) for laying Cabinet approved as a Green Paper.
 - Approval of the NFP as a Green Paper
 - Draft Implementation Plan submitted for approval
- Commenced the Draft National Parenting Policy (Green Paper) to be laid in Parliament as a White Paper
- Reviewed and provided support on the development of the National Ageing Policy (2007) to be sent to Cabinet for approval as a Green Paper.
 - Drafted Action Plan
 - 1st Draft Implementation Plan submitted for approval

Completed:

- Reviewed the National Social Development Programme (NSDP) Policy Guidelines
- Reviewed the Standard Operating Procedures Manual for Social Welfare Division
- Development of Policy Guidelines on the Funeral Assistance Grant
- Draft National Resilience Framework Report
- Developed Special Achievers Grant Policy Guidelines
- Jointly developed the creation of a Proposal for a National Register of Vulnerable Persons

2. Annual Administrative Reports

- The Annual Administrative Report for fiscal 2020 was completed and submitted to Cabinet for approval.

3. Public Sector Investment Programme (PSIP)

Status/Progress Report

- The Status/Progress Report on the Ministry's PSIP achievements for 2019/2020 was completed and submitted monthly to the Ministry of Finance and Ministry of Planning and Development.
 - PSIP Mid-Term Review Fiscal 2021.

4. Preparation of the Ministry's Annual Budget Input document for submission to the Ministry

5. The Social Sector Investment Programme (SSIP) 2022

The Unit played a primary role in producing the SSIP 2022, which provides a socio-economic snapshot of the annual performance of the programmes within the key and ancillary social sector Ministries. The SSIP is a key deliverable of the Ministry of Social Development and Family Services that seeks to examine the social milieu of Trinidad and Tobago and, as well as highlight all progress made toward attaining social transformation and development.

6. National Social Mitigation Plan (NSMP)

The Division continued to play an integral role in the roll-out of the National Social Mitigation Plan (2017-2022), which ended in June 2021.

- 2nd Draft of an Approach Paper on a Nationwide Campaign on "Strategies to Ensure Personal Food Security."
- Draft Implementation Plan submitted for approval.
- Research and developed the Draft National Resilience Framework in collaboration with the Consultant for the NSMP – Phase I

7. MSDFS' 5-Year Strategic Plan (2018-2023)

The PPPDD facilitates and assists in the conduct of the Ministry of Social Development and Family Services Strategic Exercises and Programme Evaluations.

8. Preparation of Cabinet Notes/Briefs/Parliamentary Responses/Documents

- Reports to Joint Select Committee – **Eight (8)**
- Freedom of Access to Information – **Five (5)**
- Parliamentary/ Senate responses: - **Six (6)**
- Cabinet Notes – **Seven (7)**
- External requests/briefs – **Twelve (12)**
- Committees on which staff provided technical support - **Eleven (11)**
 1. Community Resilience Initiative (CRI) Multi-Stakeholder Coordination Committee.
 2. Working Group Meeting for the Implementation in Drug Treatment.
 3. Working Committee for Delivery of Care to Victims of Trafficking- (Third Meeting).
 4. NEC Internal Committee Meeting.
 5. National Parenting Policy Committee.
 6. NSMP Inter-Sectoral Advisory Committee.
 7. Social Sector Investment Programme Committee.
 8. Labour Migration Policy for Trinidad and Tobago Committee.
 9. Values, Attitudes and Behaviours (VABs) Campaign.
 10. Transitional Housing Committee.
 11. Survey on Ticketing System at Social Welfare Officer
 12. Participated in the interview of clients at various offices regarding the Ticketing System

9. COVID-19 Applications

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

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Competing priorities based on the completion of external requests and the core mandate of the Division.
2. The impact of the COVID-19 pandemic had a significant effect on the proposed timelines for the completion of the policies and focus group sessions.
3. Human Resource Constraints - The lack of a full complement of staff in the Division.
4. Inconsistency in the reporting of figures by the various Divisions/Units for the inclusion in Reports, which negatively impacts the tardiness in submitting data for essential reports from other Units/Divisions.

LEGAL UNIT

DESCRIPTION

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

1. Reviewed Legislation and legal matters.
2. Finalised the Street Dwellers Policy to be submitted to the Ministry of Attorney General and Legal Affairs.
3. Senior Citizens' Pension Act- the Draft policy was finalised and sent to the Executives for approval.
4. Represented the Ministry in all legal matters before the Industrial Court and Disciplinary Tribunal Matters.
5. Provided legal advice on legal issues submitted to the Legal Unit.
6. Drafted all contracts which were sent to the Legal Unit.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Unable to access online databases such as Westlaw, LexisNexis, JustisOne, Justis, Industrial Court Databases and Registrar General Databases as paid subscriptions are required for same.
2. Lack of access to Practitioners Texts for core areas such as Contract Law, Industrial Relations and other areas of Civil Law. (Inability to visit external Law Libraries due to the closure caused by the COVID-19 pandemic.)
3. Lengthy timelines/waiting period for responses from relevant entities hinders the Unit's ability to complete particular tasks expeditiously.

MONITORING AND EVALUATION

DESCRIPTION

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Performance Objective: To establish an MSDFS Evaluation Team

- The established Evaluation Team comprising persons across various Units in the Ministry, spearheaded by MED, has completed fourteen (14) evaluations this fiscal.

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

Accomplishment:

- Completed fourteen (14) evaluations comprising twelve (12) NGOs, one (1) Statutory Board and two (2) Internal Programmes as follows:

Table 11. Evaluations of NGOs

Centre for Socially Displaced Persons (CSDP)	National Centre for Persons with Disabilities (NCPD)
Persons Associated with Visual Impairment (PAVI)	Islamic Community Services of Trinidad & Tobago (ICSTT)
Halfway House	CSDP South, Court Shamrock
South Aids Support (SAS)	Lifeline
Salvation Army: Geddes Grant Hostel	Trinidad & Tobago Red Cross Society (TTRCS)
Marabella Family Crisis Centre (MFCC)	Goodwill

3. Statutory Board: Trinidad and Tobago Blind Welfare Association (TTBWA)

4. Programmes:

- Piparo Empowerment Centre (PEC)
- Food Support Grant (Food Card)

5. Performance Objective: To review reporting templates

Accomplishment:

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

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

Accomplishment:

- Monthly reports resumed, with a new template implemented, on the progress of MSDFS initiatives were submitted.
- Mid-Year Performance Review report/exercise was not initiated due to COVID-19 activities.

- Annual Progress Report submitted

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

Accomplishment:

- Served as members of both NSMP Committees.
 - NSMP Inter-Sectoral Advisory Committee.
 - NSMP Policy and Oversight Committee.
- Provided technical support to the Roadmap to Recovery Consultants' Report.

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

Accomplishment:

- Developed an M&E tool specific to SACs and provided technical support to the report entitled "Recommendations for the Payment of Subventions to Senior Activity Centres during the COVID-19 pandemic."
- Developed an M&E tool specific to the 4-part World Elder Abuse Awareness Day (WEAAD) Webinar series held in July 2020
- Provision of technical support to DOA for the Revision of the National Ageing Policy.

9. Performance Objective: To provide monitoring of certain activities under the Social Welfare Diagnostics (SWD) Project.

Accomplishment:

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

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

Accomplishment:

- Finalized the Internal Client Feedback Survey and submitted it to the Executive for implementation by the Change Management and Corporate Communications Team.
- Continued monitoring of the Local Boards and quarterly reporting on the 'Have Your Say' survey.
- Provided technical support for the COVID-19 Grants exercises.

11. Objective: To develop an M&E Framework for the MSDFS

Accomplishment:

- Developed the Ministry's M&E Framework

- Collaborated with Information Technology Division (ICTD) to develop an ICT platform for the Framework
- Both systems have been completed and will be ready for implementation in the new fiscal.

12. Performance Objective: To provide technical assistance for the Cheque Distribution Project

Accomplishment:

- Assisted the Permanent Secretaries on the cheques distribution project to several Local Boards across the country and home deliveries.

13. Performance Objective: To assist the Policy and Programme Planning and Development Division (PPPDD) with the development of the Social Sector Investment Programme (SSIP) Budget Document:

Accomplishment:

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

14. Performance Objective: To assist the PPPDD with the development of policies for the MSDFS:

Accomplishment:

- The provision of technical support to the revision of the Special Achievers Grant policy
- The provision of technical support to the reform of the Senior Citizens Pension Grant

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. The MED has no middle management positions to address specific supervisory needs of the Division and to facilitate the diversification of roles and responsibilities of the Division.

CORPORATE OBJECTIVE 8 – IMPROVE PERFORMANCE

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

DIVISIONS/UNITS

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

CORPORATE COMMUNICATION AND EDUCATION UNIT

DESCRIPTION

The Corporate Communications and Education Unit (CCEU) seeks to add value to the Ministry's corporate image by providing strategic counsel and creatively utilising communications and public relations strategies that increase awareness of the Ministry's programmes and achievements among its internal and external public. One of the Unit's key objectives is to build and maintain a positive image and reputation for the Ministry. Advertising the services of various delivery Units and the commemoration of significant days relevant to the Ministry's overall mandate are key to this objective.

PERFORMANCE OBJECTIVES

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

The core functions of this Unit are:

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

- Procurement of Corporate Material

ACCOMPLISHMENTS

1. Increased knowledge and awareness through the hosting of Public Information and Education Sessions across Trinidad. Sessions were administered to:
 - Office of the Member of Parliament of Point Fortin and Point Fortin Borough Corporation – Wednesday 17th, March 2021
 - Office of the Member of Parliament for La Brea - February 5th, 2021
 - Pan Trinbago, the Copyright Music Organization of Trinidad & Tobago (COTT) and the Trinbago Unified Calypsonians Organization (TUCO) on Wednesday 8th September 2021
2. Increased knowledge and awareness of the Ministry's programmes and services through participation in ten (10) outreaches and events:
 - Land and Settlement Agency (LSA) in Blanchisseuse on Saturday 6th February 2021
 - San Juan/Laventille Regional Corporation Virtual Community Outreach Series
 - Office of the Councillor for Marabella West.
3. Continued corporate communication support to all MSDFS events and activities via planning, advertising and promotion:
 - International Day of Older Persons - October 1
 - World AIDS Day - December 1
 - International Day for the Eradication of Poverty – October 17
 - International Day of the Family – May 15
 - International Day of Persons with Disabilities - December 3
 -
4. Advertising –a total of one-hundred and twenty-one (121) advertisements of various types were published over the reporting period.
5. Launched Internal Campaign Values, Attitudes & Behaviours (VABs) activities:
 - Competitions - Divali Deya Decorating, Christmas Tree Ornament, Carnival Mask Challenge, Grow Your Food Challenge, World Down Syndrome Day Participation.
 - Messaging (Email/Notice Board/Word of Mouth/Intranet): Thought of the Week, Customized VABs Messaging (UN & Local Observances), Socialite Contributions, Social Services Empowerment (SSE) Newsletter etc.
 - Video: VABs Roadshow postponed due to COVID (3 out of 9 episodes completed thus far - to be continued). VABs Independence Day video
 - Social Media: VABs Related Facebook and Instagram messaging
 - Meetings: Ongoing meetings with VABs Internal Committee - Brainstorming, Competition Judging etc.; Discussions held with Ministry of Community Development and NEDCO to

- discuss partnerships to introduce VABs elements into their respective outreaches and programmes
 - Evaluation: Related activities will continue to be monitored and evaluated.
 - Training: PIES VABS Internal Training Module developed (to incorporate VABs in most MSDFS programmes)
 - Press Releases: Ongoing written and published articles for certain VABs related activities
6. Executed Internal Staff activities:
- Administrative Professional Day 2021
 - World Social Work 2021
 - Designed and launched Ministry's Intranet Portal for staff
 - Office Décor Competition
7. Implemented a variety of Strategic Communications Plan for the MSDFS to highlight the new initiatives/projects/programmes
- Social Services Management Information System (SSMIS) Communications Plan
 - Social Services and Empowerment Unit
 - International Days and Other Activities are undertaken by various units/divisions
 - New Automated Senior Citizens' Pension Process – March 26, 2021
 - Direct Deposit Re-Introduction – June 8, 2021

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Lack of funding to execute internal and external activities
2. Lengthy approval processes
3. Untimely approval for projects
4. Lack of and unavailability of releases from the Ministry of Finance
5. Untimely receipt of background information to prepare speeches, proposals
6. Late proposals and the need to have some of these refocused on the Ministry's core areas and other value added considerations
7. Untimely receipt of information to prepare press notices, statements, speeches
8. The Covid-19 pandemic impacted the delivery and execution of major projects e.g. Community Impact and Outreach Caravan and the PIES sessions which are now being carried virtually

DEVELOPMENT SUPPORT UNIT

DESCRIPTION

The Development Support Unit (DSU) was established on July 22, 2004. The Unit's vision presents a commitment to support the Ministry through its journey from Developmental Status to Transformational Status. On this journey and with the quest to also achieve and sustain high levels of performance without compromising overall wholeness and wellness, the Unit is an advocate for balancing organisational stability and addressing the needs of the Executive and staff.

ROLES AND FUNCTIONS

Roles

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

Functions

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

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

1. Organisational Development

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

2. Leadership Development

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

3. Innovation and Recognition

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

ACCOMPLISHMENTS

1. Oversight, Management and Conclusion of offsite operations for the MSDFS COVID-19 Social Assistance Initiative (phase 1)
2. Social Welfare Divisional Training (Orientation) & General Staff Orientation Programme for Onboarding staff.
3. Project Champions Initiative.
4. Change Management Plan – Transitioning Social Services Delivery to the SSEU.
5. Facilitation and coordination of thirty-two (32) Integrated Social Services Delivery (ISSD) Sensitization Sessions for January 13, 2021 – February 12, 2021.
6. Participation in the Helping Empowering with Assistance Right At Our Doorsteps (HEARD) Initiative in the IDB’s President Award Competition.
7. Provision of responses to the Revised Joint Select Committee Human Rights Equality and Diversity Report.
8. Completion of the SSEU Communications Plan.
9. Hosted Virtual Seminar for Administrative Professionals Day 2021.
10. Implementation of the digital Employee Satisfaction Survey.

CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES

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

3. Virtual Engagements as a result of COVID -19:

- Led to low levels of feedback and interaction challenges among participants.
- Severe bandwidth/connectivity issues resulted in delayed presentations during workshops and meetings.

PROJECT IMPLEMENTATION UNIT

DESCRIPTION

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

PERFORMANCE OBJECTIVES

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

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

1. Collaborated with the Policy and Programme Planning and Development Division (PPPDD) on the preparation of Annual Draft Budget Estimates for Public Sector Investment Programme (PSIP) Projects.
2. Collaborated with PPPDD to prepare a Mid-term Review of the PSIP.
3. Collaborated with PPPDD to prepare Reports including, Monthly Reports for the Ministry of Planning & Development and the Ministry of Finance.
4. Prepared Terms of Reference (TOR), Scope of Work, Designs and Cost Estimates.
5. Responded to parliamentary questions.

6. Collaborated with the Tenders Committee regarding the Award of Contracts.
7. Conducted site visits, monitored, evaluated and certified works completed satisfactorily on Projects.
8. Recommended and obtained approval for payments for Agencies and Contractors.
9. Attended Meetings for the implementation of PSIP projects.
10. Submitted Requests for Releases and virement.
11. Prepared monthly Progress Reports on PSIP projects

PROJECTS COMPLETED

C044 - Establishment of Social Displacement Centres:

- The refurbishment and outfitting of the Carapo Transitional Facility included: electrical, plumbing, carpentry and joinery, painting, replacement of doors, application of termite treatment, extension to the kitchen, paving of the grounds, repair to the fence, basketball court, security booth, installation of water tanks, clearing of overgrown shrubs and the outfitting of the building.

C096 – Development Centre for Persons with Challenges:

- Repairs to the therapeutic pool and deck.
- Maintenance/repair works were conducted on the generator, elevator and auto doors.
- Electrical, plumbing and tiling work.

C129 – Implementation of a Social Mitigation Plan:

- Consultant Ernest and Young was hired to conceptualise and plan the implementation of the Social Mitigation Plan.
- An Assessment of the Civil Society Sector of Trinidad & Tobago and Food Support was undertaken by the Cropper Foundation.
- The Tunapuna and Rio Claro Social Welfare Local Boards were remodelled to facilitate the SSE/Integrated Social Enterprise Management System Pilot Project.

C130 – Refurbishment of Hernandez Place (Phase II Civil Works):

- Civil works for the final phase of the project were completed. Works included:
 - replaced ceiling tiles in the bedrooms and living room areas, front and side doors, and tiles and fixtures in the toilet and bath on the upper floor;
 - painted disturbed areas;
 - built a counselling room;
 - constructed a security booth;
 - cleared plumbing lines;

- installed air condition units, shelving in pantry and a pump;
- replaced water heater;
- constructed a laundry room and drain crossing;
- serviced an existing fire alarm system;
- cleaned clay tiles;
- sealed and polished terrazzo floor;
- applied asphaltic waterproofing;
- installed a handrail on the ramp; and
- trimmed the trees around the building.

C132 – Refurbishment of Older Persons Homes

- Refurbishment works to 12 independent units at the Chaguanas Senior Citizens' Home which included the installation of doors and locks, installation of windows at the front and back of each unit, plumbing, installation of cupboards, painting, installation of grab bars, installation of insect screens, replacement of taps, bathroom fittings and some kitchen sinks.
- Roof Replacement works. New roof and gypsum ceiling tiles were installed at the Chaguanas Senior Citizens Home. Grounding/earthing of electrical wire for the roof was undertaken.

A 032 - Establishment of an Integrated Social Enterprise Management System

- End-user testing of Increments 1 and 2 was completed. Design for Increment 3 has commenced. Project is ongoing
- Wide Area Network (WAN):
 - Fibre links were installed at Chaguanas local board and offices at Nahous and ABMA Buildings.
 - Installation of fibre links at the Tunapuna, Pt Fortin, San Fernando, San Juan, St George West, Sangre Grande and Penal Local Boards; National Family Services Head Office and Inter-Disciplinary Child Development Centre is ongoing.

A034 -Upgrade of MSDFS PBX System:

- A Master list with all existing extensions and proposed extensions is being reviewed. The project is ongoing.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Limited project staff to facilitate the effective implementation and monitoring of projects.
2. Shortage of technical staff in the Procurement Unit.

3. The prolonged time in securing a proper facility to accommodate and relocate staff.
4. Impact of COVID-19 pandemic regulation and measures - (rotation of staff/ stay at home, close of construction sector).

REMEDIAL PLANS

- a. Hire additional staff with the relevant expertise.
- b. Continue liaising and building relationships with the external agencies that play a role in the acquisition of properties.

INFORMATION TECHNOLOGY DIVISION

DESCRIPTION

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

PERFORMANCE OBJECTIVES

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

ACCOMPLISHMENTS

1. **Server Room Environmental Monitoring:** Implementation of an environmental device in Head Office, Server Room, to monitor temperature, humidity and the presence of water.
2. **Backup and Recovery:** The existing Backup strategy was formalized, documented and improved by repurposing existing hardware and open-source software.

3. **CL Building Server Room Cooling Infrastructure:** A one-year service contract was formalised with Cosmo Energy cooling Limited to ensure that the Ministry's server room cooling system is maintained.
4. **Antivirus Implementation:** Windows defender antivirus was rolled out to all servers within the production environment to improve the protection of all physical and virtual servers.
5. **PBX Upgrade –** Develop the PBX Upgrade Terms of Reference (TOR) and contract awarded to iGovTT / Fujitsu. The project aims to improve the voice platform and offer additional features such as softphones. The project is currently ongoing and is dependent on the completion of the WAN project.
6. **WAN Upgrade:** Development of the Wide Area Network (WAN) TOR / Request for Proposals (RFP) and successful vendor awarded to initiate the project. The project aims to improve the MSDFS Wide Area Network by increasing bandwidth between sites, security and internet speeds. The project is currently ongoing.
7. **Processing of COVID-19 Application Forms:** An electronic information system was developed to facilitate the end to end processing of Income Support applications for COVID -19 Phase II. The system was developed in two parts: an online front end portal, accessible to the public to submit applications. The second component was processing the backend application that was utilised to process data from the application system for validation and approvals. Controls were placed to ensure access to only authorised staff and, auditing controls tracked all activity on the system.
8. **Couva Data Centre:** Server Room TOR was created and submitted to the Project Implementation Unit for civil work input. The RFP is to be advertised.
9. **Web Development:** The MSDFS main website was redesigned, completed and implemented. The ICT Division, Corporate Communication and the Disabilities Affairs Unit developed a microsite to extend the Ministry's services for persons with disabilities. ICT also collaborated with Corporate Communication to provide accurate and up-to-date information on the services provided by MSDFS on their website.
 - **MSDFS Local Website Development and Implementation:** The Ministry is currently developing and implementing a dedicated local hosting platform for its websites. The scope of the project will provide a dedicated and secured high availability hosting of the websites, allowing the Ministry to efficiently achieve its goals and meet the needs of its clients. The roadmap for the project is currently being drafted.

10. **ICTD Service Desk Service:** The ICTD upgraded its Service Desk unit including, a governance framework and an electronic service desk (Spiceworks), to efficiently manage and support the Ministry's business operations. An additional Service Desk was implemented for other divisions within the Ministry.
10. **Cheque to Bank Project (Direct Deposit):** Automated the process to allow Social Welfare staff to extract new Direct Deposit clients from Social Service Client Management System without ICT involvement. Changes made allowed clients to be added to Direct Deposit more efficiently.
11. **Data from the Ministry of Legal Affairs:** The death data is received every month from the Ministry of Legal Affairs, processed and made available for Social Welfare staff through the Reporting Services (Power BI). An archive of all the deaths is also available for auditing purposes.
12. **Food Card Process Automation:** Transfer of the Food card management to the Social Welfare Department requires change for process automation. New process diagrams were completed, and development has started to ensure the system is fully automated.
13. **Cheque Reconciliation:** The feature on the SSCMS has been updated to allow Social Welfare staff to facilitate the reconciliation of cheques printed by the National Insurance Board on behalf of the Ministry.
14. **Integrated Social Enterprise Management System:** The ISEMS is a strategic information technology (IT) approach for managing a complex array of social service programmes offered by the various divisions of the Ministry. Further, it is a Business Transformation and modernisation project-based and built upon well-proven Enterprise Resource Planning (ERP) technologies and Social Enterprise Management (SEM).

Project Status: 55% complete and, implementation commenced in November 2020. Fujitsu/Synergy currently working on:

- Development of Increment 3
- The prototype environment, validation and acceptance of increment 3
- Design for Increment 4

15. **MSDFS Intranet:** The MySocial Intranet is a platform that will assist the Ministry of Social Development and Family Services to easily share information and allow collaboration with colleagues, partners, and customers. The MySocial allows access to internal sites, documents, and other information from anywhere on any device connected to the Internet - at the office, at home, or from a mobile device. Implementation of MySocial Intranet contributes to the Disaster Recovery and Business Continuity Plan ensuring the MSDFS can maintain operational efficiency and execute

mission-critical functions following a disruption. The project plan and roadmap phase is complete, and Phase 2 will focus on -

- Streamlining operational efficiency within the organization using workflows and libraries.
- Reduction in the dependency on paper documents and printing.
- Safe and secure document management, records management, site retention policies and governance policies for all departments.
- Promote digitization and automation of business processes.

Business Intelligence Reporting-Power BI: This project involves the implementation of a business analytics-reporting tool to create interactive, immersive dashboards and reports.

- This will allow users to generate predefined as well as ad hoc visual reports to assist in decision-making.

Project status- The reporting services has been deployed and is in the maintenance phase. The ICT division is continuously liaising with business units to obtain feedback and also to add/adjust reports as the need arises. The Power BI Reporting Services are accessible to all divisions via SharePoint services based on their requirements. Acquisition and configuration of the Firewall. Implementation is dependent on the WAN implementation.

CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES

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

NON-GOVERNMENTAL ORGANISATION (NGO) UNIT

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. To submit disbursement requests for subvention payments:

Submission of monthly/quarterly disbursements for twenty-two (22) NGOs inclusive of Statutory Boards for subventions. The total disbursements of \$ 46,783,660.22 were expended to date.

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

- Sixteen (16) requests for One-off Grants (financial assistance) for social projects were reviewed.
- Five (5) organisations received funding
- Total funds disbursed \$34,100.00

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

- No grants were disbursed during this fiscal.

2. **To review the contractual arrangements of all NGOs receiving subventions for the delivery of social services and programmes:**
 - Compliance checks and site visits to twenty-two (22) NGOs: Youth and Statutory Boards, and their associated branches, socially Displaced, Hostels and Halfway Houses, Persons with Disabilities and, Family Life and Counselling).
 - Revisions to Quarterly Programming Status Reports assessing clients' services and programming of subvented NGOs
 - Review of income and expenditure statements, quarterly programming status reports for nineteen (19) NGOs inclusive of three (3) Statutory Boards
 - Implementation of the work plan of activities for subvented NGOs
 - Development of Financial Monitoring Tool for subvented NGOs

3. **Research and Capacity Building Programmes for NGOs:**
 - Collaboration with relevant social service delivery agencies and divisions to ensure the effective and efficient delivery of social services
 - Development of non-financial support initiatives for NGOs to promote the work and services of the organisation through virtual Knowledge Sharing Initiatives. Six (6) Knowledge Sharing Initiatives were held with over sixty (60) NGO participants on Financial Monitoring and Reporting, Basics of Proposal Writing, Financial Resource and Institutional Development, Communications, Accountability and Transparency and Volunteer Management. One (1) development initiative was implemented with the Family Planning Association where fifty (50) female staff accessed women's health packages for International Women's Day.
 - Meetings with the National Emergency Operations Centre and key contributions to National Disaster Prevention and Planning Month as a committee representative for a civil society forum with over one hundred (100) civil society participants.
 - Research and policy development - draft revisions to the 2007 framework to guides the relationship between Government and NGOs
 - National Social Mitigation Plan – Assessment of Civil Society Sector consultancy and inception report by The Cropper Foundation
 - Virtual outreach and engagement sessions with NGOs for relationship building with forty-two (42) NGOs engaged for promotion of the One-Off Grant facility with (21) new NGOs added to NGO database
 - Meetings of the National Risk Assessment of Trinidad and Tobago for Terrorism Financing and Money-Laundering with the World Bank – Module 11 Assessment of the Non-Profit Organization Sector
 - Meetings and Case conference of the Inter-agency Networking Group to support interventions of past residents of the Cyril Ross Nursery
 - Working Committee for the Delivery of Victims of Trafficking (VOT).

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. A new strategic approach was developed for compliance reporting documentation for NGOs. However, NGOs experience challenges complying due to competency issues, lack of administrative staff to complete reporting documentation and the inability to submit documentation in adherence to deadlines.
2. Staff constraints - training and specific technical skills to support the work of the Unit required

PROCUREMENT UNIT

DESCRIPTION

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

The Procurement Unit was mandated to have all systems ready to implement the new policies and processes of the New Procurement System as articulated in the Public Procurement and Disposal of Public Property Act 2015. The Unit continues to do the transitional works required to prepare the Ministry for the full proclamation of the Public Procurement and Disposal of Public Property Act 2015. The unit is staffed by reassigned public officers to facilitate its new approach to procurement and disposal functions and will endeavour to build the requisite capacity to implement the organisation's Annual Procurement Plan.

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

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

7. Identified Strategic Procurement Objectives.
8. Created a Register of Procurement Contracts.
9. Developed Reporting templates for Divisions that have delegated authority.
10. Developed Website application for procurement activities including the posting of Contract Listing and Annual Procurement Plan with proposed procurement activity.

CHALLENGE(S) FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Lack of competency in the Unit.
- Insufficient staff.
- Visibility of procurement activities in the Ministry. (inclusive of the external Statutory Boards and NGOs)
- Some tender cancellations and variations resulting from deficiencies in scope development
- Budget constraints.
- COVID-19 implications on the tender exercises.

COMMITTEES

Table 12. List of Committees

Committees within the Ministry for fiscal 2020/2021		
Evaluation Committee for the Pre-qualification listing	To Provide the Ministry with an approved list of suppliers for goods and services to the Ministry of Social Development.	Ministerial
HIV/AIDS Committee	To guide the Ministry's HIV/AIDS Frame for Action; the development of the Workplace Policy; and to independently review and evaluate the Ministry's mainstreaming processes.	Ministerial
Inter-Ministerial Research Council (IMRC)	To coordinate and monitor research in the social sector.	Cabinet appointed:
Inter-Ministerial Social Policy Committee	To coordinate policy development, implementation, monitoring and assessment in the Social Sector.	Cabinet appointed:
Intersectoral Street Dwellers Coordinating and Monitoring Working Committee	To make recommendations to the Minister of the MSDFS on some of the interventions detailed in the Implementation Strategy to address the issue of street dwelling in T & T.	Cabinet appointed
NEC Management Committee	To monitor interim operations and coordinate long term delivery of specialized therapeutic services at the National Enrichment Centre.	Cabinet appointed:
National Parenting Policy Committee		Ministerial

NSMP Inter-Sectoral Advisory Committee	To guide the operations of the SSE and focus on preventative and restorative interventions and strategies geared towards sustainable human development.	Cabinet appointed:
The National Committee on Sustainable Community Development (NCSCD);		Cabinet appointed:
The Municipal Committee for Sustainable Community Development (MCSCD)		Cabinet appointed:
NSMP Policy and Programmatic Oversight Committee	To focus on the effective and efficient delivery of necessary support services to those negatively impacted by the changing socio-economic landscape.	Cabinet appointed:
Permanent Secretary's Tenders Committee	To review requests for specified supply services or products sourced by external service providers.	Ministerial
Social Housing and Outreach	To formulate Policy on Social Housing and streamline outreaches.	Ministerial
Social Welfare Diagnostic Working Committee	To promote institutional strengthening and efforts towards efficient and effective service delivery.	Ministerial
Socio-Economic Database	Creation of a computerised central database on social indicators.	Ministerial
SSIP Committee	To prepare the SSIP publication in time for the annual budget.	Ministerial

Strategic Planning Committee		Ministerial
Transitional Housing Working Committee	To review the existing Transitional Housing and Care Facilities for the vulnerable groups in Trinidad and Tobago and to make recommendations for an effective programme.	Ministerial
Working Committee for the Delivery of Care to Victims of Trafficking (VOT)	To provide strategic support and guidance to ensure compliance by the MSDFS in keeping with the Trafficking in Persons 2012 Act.	Ministerial
Values Attitude and Behaviours (VABS)		Ministerial

TRAINING AND DEVELOPMENT

The Ministry's overall goal is to ensure the effective functioning of the social sector towards improving and empowering the lives of citizens in the nation, particularly those most at risk. It is critical for public officers in the Ministry's various Divisions/Units to attend conferences, meetings, workshops/seminars, to undergo continuous training and development to ensure that the Ministry fulfils its responsibilities. Particularly in the priority areas of social sector research, social sector planning, policy development and delivery of social services, and monitoring and evaluation of outcomes.

For Fiscal 2021, officers were exposed to various areas of training and development. These were aligned with the Ministry's Corporate Objectives and focused on topics such as; substance abuse prevention and treatment and HIV/AIDS.

Division/Unit	Training and Development Activities
1. DISABILITY AFFAIRS UNIT	<ul style="list-style-type: none"> Training on preparing forms of documents Training on preparing financial forms
2. HIV COORDINATING UNIT	<ul style="list-style-type: none"> Workshop on Gender: The use of DTC in the workplace Workshop on Health and Well-being in Education Workshop on mental health and substance abuse (in collaboration with NAC, DDM) Workshop on the management of a substance use programme (in collaboration with NAC, DDM) Workshop on the management of a substance use programme (in collaboration with NAC, DDM)
3. INFORMATION TECHNOLOGY DIVISION	<ul style="list-style-type: none"> Workshop on the use of MS Office Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams
4. LEGAL UNIT	<ul style="list-style-type: none"> Workshop on the use of MS Office Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams
5. NATIONAL FAMILY SERVICES	<ul style="list-style-type: none"> Workshop on the use of MS Office Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams Workshop on the use of MS Teams



TRAINING UNDERTAKEN DURING FISCAL PERIOD 2020/2021

Staff from the various divisions of the Ministry participated in the following training courses/workshops for fiscal 2020/2021:

1. DEVELOPMENT SUPPORT UNIT

- Training Participation in the University of the West Indies Training Sessions on **Introduction to Supportive Interviewing: Basic Counselling and Case Management**
- Client Care – Minister
- Project Management Training from Ernst & Young (EY) Consultant
- Supervisory Skills Training (in-house)
- Transition to the Social Services and Empowerment Unit (in-house)
- Special Project Management Training session with Mr Stephen Gardner from The Office of the Prime

2. DISABILITY AFFAIRS UNIT

- Training in preparing Terms of References.
- Training in preparing Cabinet Notes.

3. HIV COORDINATING UNIT

- Who Updated Treatment Guidelines: The use of DTG as first-line therapy
- Exploring Mental Health and Wellbeing in Education
- Continued internationally acclaimed short course Fundamentals of Implementation Science facilitated by the University of Washington in collaboration with NACC, OPM
- Trafficking in Persons from the International Organisation for Migration (IOM) and Counter Trafficking Unit.

4. INFORMATION TECHNOLOGY DIVISION

- SSCMS Training with Social Welfare Staff
- Training conducted with End Users for Covid-19 Applications solution Phase 2
- Training of Service Desk Administrators across various divisions
- Training on the use of MS Visio.
- Training on the use of MS Teams
- Training staff at a pilot location on client Data management for the Social Services Empowerment Unit.

5. LEGAL UNIT

- Chief Personnel Officer Workshop on Termination of Contract Employees in the Trinidad and Tobago Government Services in August 2021.
- Chief Parliamentary Counsel (“CPC”) Workshop on Policy Drafting in September 2021

6. NATIONAL FAMILY SERVICES

- The National Alcohol and Drug Abuse Prevention Programme (NADAPP), Ministry of Health, offered by the Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States **“Building the capacity of representatives from civil society, government agencies, and local governments working in schools, with families, or conducting monitoring and evaluating of drug use prevention programs in the Caribbean region”**.
- Sign Language Training at the University of the West Indies Open Campus in St Augustine.
- Financial Management and Creating ITEC Online Course 'Data Analytics for Beginners'
- “STEP UP” Training for NFSD Staff
- “Training Sessions on ISEMS “(New IT Systems) NFSD Staff

7. PIPARO EMPOWERMENT CENTRE

- Substance Abuse Disorder.

8. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

- Online Workshop – Reception and Reintegration of Forced Returnees.
- Un Big Data Forum Sessions
- PEERS Project – Capacity building on research evidence and policy
- Designing a Multidimensional Poverty Index – an online course conducted by the UNDP and OPHI
- Project Management Training with EY

9. PROCUREMENT UNIT

- Webinars hosted by Office of the Procurement Regulator.

10. SOCIAL INVESTIGATION DIVISION

- UN Big Data Forum Sessions;
- 3-day Training session on focus groups facilitated by OPM (GCA) in collaboration with UN Women;
- SID Team Building Sessions;
- Project Management Training with EY;
- PEERS Project – Capacity building on research evidence and policy;
- Designing a Multidimensional Poverty Index – an online course conducted by the UNDP and OPHI; and
- Train the Trainers – Social Support and Empowerment Unit

11. SOCIAL WELFARE DIVISION

- Customer service
- Grant processing

FUTURE PLANS AND PROJECTS (FISCAL 2022)

1. CORPORATE COMMUNICATIONS AND EDUCATION UNIT

- **Short Term Future Plans**
 - Expansion of Social Media presence to include TikTok/Slack
 - Continue to roll out the National Social mitigation plan and projects associated with the same.
 - Digitalize, braille or make brochures and other documents accessible for persons with disabilities
 - Launch “Our Social” for staff
 - Expand LinkedIn network
- **Medium Term Future Plans**
 - Launch National Values Attitudes and Behaviours Campaign
 - Conduct sensitization sessions with the public and private sectors
 - Relaunch Community Impact and Outreach Caravan
 - Improve Facebook rating from 2.7/5
 - Media training for heads and executives
 - Expand virtual Public Information Series
- **Long Term Future Plans**
 - Creation of a Media Room
 - Implement Ministry’s Mobile Unit and Mobile Services
 - Communication support to the SSEU

2. DEVELOPMENT SUPPORT UNIT

Short Term Future Plans

- Project Champions Initiative – Active Listening, Coaching and Mentoring Training, Expansion of initiative to wider Ministry and continued incorporation into the Ministry.
- Ongoing refining of systems and technology requirements in collaboration with Fujitsu, their extended Team and ICT Unit
- Continued Roll-out of Staff Re-Engagement Exercises
- The rollout of SSMIS/ISEMS Training
- Submission of revised SSEU Change Management Plan - Training
- Continued roll-out of SSEU /STEP-UP Programme Training:
 - Step Up and Case Management
 - Client Care (Continued)
 - Communication for Effectiveness
 - Client Information management (Continued)
 - Simulations

Medium Term Future Plans

- Collect feedback from simulations and incorporate it back into the project design
- Project Champions Initiative – Active Listening, Coaching and Mentoring Training Proposal to be submitted for Executive consideration, Expansion of initiative to wider Ministry, Project Champions Coaching engagement with SSEU Pilot sites and other Regional Offices.
- Promotion of the use of SSEU Service Charter and STEP-UP Workbook
- Hosting of interviews, focus groups for external stakeholders – agencies, Government, clients
- Pilot Coaching – Assist staff over 6 months timeframe
- Provide support for the Business Process Re-Engineering Exercises - HR Sub Committee
- Provide support for the creation of desk manuals within the Social Welfare Division.
- Track and resolve issues during SSEU Pilot implementation
- Identify pockets of resistance and root causes
- Develop corrective action plans

Long term Future Plans

- The installation of the SSEU across all 11 Regional Offices of the Ministry of Social Development and Family Services.
- The adoption of a client-centric, service-excellence culture change among the staff of the organization.
- Overall appreciation for the importance of embracing the right attitude to change...and acquired skills in managing change, by the personnel of MSDFS.

3. DISABILITY AFFAIRS UNIT

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

4. DIVISION OF AGEING

- **Short Term:**
 - Assess the Mayaro and Siparia subvented HFOPs along with the Project Implementation Unit (PIU) to facilitate refurbishment works.
 - Ensure all subvented HFOPs are paid on time.
 - Conduct screening and inclusion of eligible persons aged 55 years and over into the CCP programme and continue monthly life verification of clients.
 - Process monthly payments for CCP clients in HFOPs.

- Develop and execute the approved United Nations International Day for Older Persons (UNIDOP) 2022 HALO project.
- Relaunch the National Centenarian Programme.
- Develop (with the assistance of the MSDFS' Legal Unit) a Memorandum of Understanding between the DOA as well as GAPP and RAPP to facilitate the implementation of the NCP and better coordination of services between the agencies given the Cabinet decision to move RAPP and GAPP from MSDFS to the Ministry of Youth Development and National Service.
- Establish (with support of the MSDFS Human Resource Services Unit) the full complement of the Inspectorate and Administrative staff in lieu of the proclamation of the Home for Older Persons legislation.
- Continue to manage and promote the use of the OPIC.
- Completion of the report on the Implementation of the Madrid International Plan of Action on Ageing for UNECLAC.
- Finalise Standard Operating Procedures and a Manual for the Community Care Programme.
- Engage in various public education initiatives in collaboration with CCEU and other MSDFS departments and state agencies.

▪ **Medium Term:**

- Create (with the assistance of the MSDFS' Legal Unit) Memoranda of Understanding between DOA and key agencies e.g. TTPS and MOH to facilitate inspection of HFOPs and investigation of incidents of abuse Develop and manage the annual research agenda in collaboration with the Social Investigation Division of MSDFS and other stakeholders.
- Develop (with the assistance of the MSDFS' Legal Unit) a Memorandum of Understanding between various agencies to facilitate an Elder Abuse Intervention Working Committee to resolve OPIC cases.
- Develop and implement an MSDFS proposal for the United Nations World Elder Abuse Awareness Day - (June 15 2022).
- Implement a process for obtaining national identification cards for new CCP clients.
- Complete the Revised National Policy on Ageing in Trinidad and Tobago and concomitant Implementation Plan.
- Prepare (in collaboration with MSDFS' Monitoring and Evaluation Unit) Service Level Agreements for Subvented HFOPs and CCP HFOPs.

Long Term:

- Operationalise an elder abuse intervention working committee.
- Operationalise a Facility Review Team as part of the implementation of the protocols within the Homes for Older Persons Act (once proclaimed) and its attendant regulations.
- Finalise associated measures vis the proclamation of the HFOP Act and Regulations including the Homeowners manual, Building Codes for Geriatric Care Facilities, and the creation of an Implementation Plan for the management and regulation of Geriatric Care Facilities in collaboration with key stakeholders.
- Continue to promote the decade of healthy ageing (2020-2030).
- Increase stakeholder engagement/collaboration.

- Conduct research on ageing and ageism in Trinidad and Tobago in collaboration with relevant internal and external stakeholders e.g. the Social Investigations Division and the Central Statistical Office.

5. HIV/AIDS COORDINATING UNIT

- Design and dissemination of digitized IEC materials.
- Continued circulation of the HIV monthly newsletter.
- Internal Mainstreaming:
 - World's AIDS Day 2022;
 - Continued sensitization initiatives targeting the MSDFS' staff and clients;
 - Virtua Carnival Initiative 2022
 - Adherence Workshop for new staff 2022
 - Participation in HIV stakeholder activities
 - Continued development of the HIV Workplace Policy
 - Commemoration of International Days (International Women's Day, Father's Day, Mother's Day, etc.);
 - Production of a Monthly Newsletter for Staff; and
 - HIV Testing Initiatives.
- Undertake Life Skills Programme.
- Conduct Multidisciplinary Meetings (MSDFS HIV Workplace Policy).
- Continued research agenda in collaboration with SID.

6. INFORMATION TECHNOLOGY DIVISION

- Continue development of Data Centre
- Implementation of Managed Antivirus Solution
- Development of ICT Policies and Procedures
- Development of a wireless LAN
- Implementation of ICT Business Continuity Plan
- Implementation of an ICT Environmental Monitoring solution.

7. LEGAL UNIT

- To ensure all relevant Acts are amended and proclaimed.
- To ensure that the Ministry is well represented and prepared at all Conciliation matters at the Ministry.
- To ensure that the Ministry is well represented and prepared at all Court matters for the matters to be resolved in the best interests of the Ministry.

8. MONITORING AND EVALUATION DIVISION

- **Short Term Future Plans** - provide a proposal for addressing the human resource needs of the MED.

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

- **Long Term Future Plans** - strengthen and sustain M&E capacity among the staff of other Divisions and Units as a means towards institutionalizing M&E in the MSDFS;
 - continue to build partnerships in M&E;
 - continue implementation and sustain the M&E system for the MSDFS.

9. NATIONAL FAMILY SERVICES

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

10. NON GOVERNMENTAL ORGANISATION UNIT

- Complete revision of 2007 Policy to Guide the Relationship between Government and NGOs, following completion of consultancy with The Cropper Foundation in 2021.
- Continued collaboration with Monitoring and Evaluation Division and Legal Unit for the preparation of new Service Level Agreements with current service delivery partners.
- Capacity building/Knowledge Sharing Initiatives NGOs for fiscal 2022.

11. PIPARO EMPOWERMENT CENTRE

- Facilitate a Family Day and family visits during Christmas.

- Enroll four (4) new clients monthly.
- Train two (2) OJTs in Social Work.
- Train one (1) Practicum Student in Forensic Psychology in the Incarcerated Setting.
- Train Clinical Staff on Best Practices.
- Increase agricultural crop cultivation.
- Conduct outreach sessions.
- Re-establish connections with educational and vocational training institutions.

12. POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

- Coordinate activities for the production of the SSIP 2023.
- Prepare the Annual Administrative Report 2020/2021.
- Update and maintain the Ministry's Cabinet Minutes Database.
- Revise and finalise the National Family Policy
- Revise and finalise the National Parenting Policy.
- Collaborate on the COVID-19 study to investigate the effectiveness of the MSDFS' COVID-19 pandemic relief efforts in alleviating the negative impact of the pandemic on the poor and vulnerable in Trinidad and Tobago.
- Assist in the continued development and rollout of the Ministry's National Register of Vulnerable Persons.

13. PROJECT IMPLEMENTATION UNIT

C044 Establishment of Social Displacement Centres

- The establishment of a transitional facility for men at the Mary Jenny Poole Home located at Fitzgerald Lane, Tragarete Road, Port of Spain.
- The construction of an assessment and socially displaced Centre for street dwellers and socially displaced persons in Port of Spain.
- Operationalization of the Carapo transitional facility.
- Refurbishment, outfitting and operationalization of the Penal transitional facility.

C096 Development Centre for Persons with challenges:

- Outfitting and operationalization of the National Therapeutic and Resource Centre for Persons with Disabilities.

C0130 Refurbishment of Hernandez Place

- Outfitting and operationalization of the facility for persons in need of long term care between the ages of 18 and 54 yrs.

A036 Digitization and Migration - Social Services:

- Digitization and Migration of all client records into the Social Services Management Information System.

A038 Enterprise Business Continuity Solution:

- Procurement and installation of platform hardware and operating software.
- Procurement, installation, and configuration of SharePoint system software and licenses
- Procurement and installation of reliable backup and recovery solution
- Procurement, installation, and configuration of an effective server room environmental monitoring system
- Data Centre (Racks, servers, cooling fans).

F003 Outfitting of Building for the MSDFS

- Relocation and outfitting of St George West, Pt Fortin, San Juan and Sangre Grande Local Boards.
- The relocation and outfitting of MSDFS Head Office and other divisions.

14. PROCUREMENT UNIT

Short Term (3 months)

- Complete review of current policies and procedures for alignment with the new procurement system whilst maintaining current legislature framework and guidelines
- Complete Annual Procurement Plan for Ministry for fiscal 2020/2021
- Additional staff to be requested as per approved organizational procurement structure by Parliament.
- Cabinets and designated Printer/Copier to be requested again
- Build procurement capacity of existing staff by presenting learnings from the Office of the Procurement Regulator weekly
- Complete all procurement activities as per Procurement Plan and Schedule.

Medium Term (6 months)

- Establish IT related solutions to data collection from all delegated procurement units, NGOs and Statutory Boards.
- Increase sensitization sessions with delegated procurement units and provide a framework for guidance and maintenance of the new procurement requirements.
- Set up a KPI dashboard to measure the performance of the Procurement Department.
- Develop Self-verification audit activities for the Procurement Department.

Long Term (12 months and Beyond)

- Evaluate effectiveness and efficiencies of Procurement Unit in achieving the Ministry's needs through KPI review and internal department feedback.
- Establishment of e-procurement systems for tender exercises

15. SOCIAL DISPLACEMENT UNIT

- Targeted Social Work interventions and support to the Centre for Socially Displaced Persons in POS.
- Amendment of Act 59 of 2000:
 - Stakeholder Engagement Programme.
- Pursue Research Agenda:
 - Conduct Client Needs Assessment.
- Audit of all social services and programmes available to the SD population.
- Establishment of Assessment Centre in POS.
- Establishment of two additional transitional facilities in POS and Penal.
- Public Education Campaign on Street Dwelling.

16. SOCIAL INVESTIGATION DIVISION

- National Participatory Poverty Assessments to inform the development of the National Poverty Reduction Strategy;
- Assessment of the Disability Sector (being undertaken by CDB);
- COVID-19 Study to investigate the effectiveness of the MSDFS' COVID-19 relief efforts in alleviating the negative impact of the pandemic on the poor and vulnerable in Trinidad and Tobago;
- Development of social sector Research Manual;
- Assessment of the Civil Society Sector;
- Development of a National Socio-Economic Indicator Database;
- Continued strengthening of the Standard Means Test;
- Survey on Community Therapeutic Services for Persons with Disabilities;
- Data collection to support the revision of the National Ageing Policy;
- Quantitative and Qualitative Research on Elderly Abuse;
- The vulnerability of Older Persons to HIV and AIDS: Pre-retirement in Trinidad;
- Review of Current Social Programmes;
- Document Management System; and
- Survey of Living Conditions/Household Budgetary Survey.

17. SOCIAL WELFARE DIVISION

- To improve the standard of living and quality of life of the poor and vulnerable;
- To review the Senior Citizens Pension Act and Public Assistance Act to ensure efficiency and effectiveness;
- To review and improve the Standard Means Test;
- To improve processing time for grants to within three months of application;

- To improve client perception of the Division by 50%;
- To increase the level of support provided to the clients;
- To graduate persons who can be rehabilitated into productive citizens, of the grants utilising the STEP-UP model;
- Standardization of procedures across Local Boards;
- Creation of desk manuals;
- Digitization of records to enhance the efficiency of the Division;
- Fully staffed district offices; and
- To graduate 95% of clients to Direct Deposit.

ADMINISTRATIVE REPORTS FROM STATUTORY BOARDS



APPENDIX A: TRINIDAD AND TOBAGO BLIND WELFARE ASSOCIATION (TTBWA)

PROFILE

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

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

The Association operates from four locations:

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

SAN FERNANDO BRANCH - 652-2079
121 Coffee Street

TOBAGO BRANCH - 639-2248
Fairfield Complex, Scarborough

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

ROLES AND FUNCTIONS

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

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

1. External Audited Financial statements for the years 2021.
2. Implementation of The Cottage Industry; Pilot Project. (Project is ongoing).

3. To complete the operational manual of the Association by December 2021. (Work In Progress, due to COVID-19, with 75% Completed). The policy manual has been completed.
4. Amendment to copyright law to make printing materials accessible for the print disabled was passed in Parliament during the year 2020. Memorandum of understanding is outstanding with WIPO and Accessible Book Consortium.
5. The central bank is moving towards digital currency. The association is working with the central bank to ensure that the app is accessible to persons who are blind and visually impaired.
6. The Association continues to distribute white canes at no cost to persons who require them.
7. The policy has been drafted on building codes. This was jointly done between The Trinidad and Tobago Bureau of Standards and The consortium of Disability Organisations. (The Association will continue advocating for this Policy to become law). This has been accomplished and is now policy. This policy now has to become law.
8. The white cane a symbol of blindness was passed as an amendment to the Motor Vehicle Act 2020. The association also made representation at the MOWT to lobby for electric vehicles to carry a sound device.
9. Awareness programs for sighted persons and how to interact with persons who are blind started at President's house. This is an ongoing exercise the Ministry of Housing was able to complete this program during 2021.
10. Due to covid-19 restrictions, socialization programs were discontinued, to counter this, the Association conducted online classes for students and Christmas hampers were distributed to replace the children's Christmas party.
11. The Association invested in five (5) smart desks for use by students who are blind or visually impaired. These desks are equipped with smart brailers, refreshable Braille display, tablet tactile globe etc. This was fully commissioned and training was provided for the equipment.
12. To represent persons who are blind and visually impaired on matters relating to national issues
13. The completion of the Workplace Policy on HIV through collaboration with the Ministry of Labour. (This was accomplished). Implementation would take place in 2022.
14. Legislation to protect persons with a disability. The government of Trinidad and Tobago ratifies the United Nations charter on the rights of persons with disabilities. The next step is to have laws passed in the parliament to protect persons with disabilities. (An inter-ministerial committee has since been appointed). A UN situational analysis about UNCRPB- Trinidad is set to focus on awareness, rehabilitation and statistical data collection over the next two years.
15. Amendments to the Equal Opportunities Act to meet the needs of persons with disabilities. (This is at the draft stage for consideration by the Government). Ongoing
16. To contribute to the income of the association. The following was completed: Provide Braille embossing services to the public; provide print to audio translation services to various companies and the distribution and collection of donation boxes. (At present the Association has a contract with the UTT for the teaching of Braille classes online for Seventy (70) Students) Classes were suspended due

to covid-19. The association was contracted to provide books in Braille and large prints to the UNFPA.

17. Handicraft Production- The projected target for sale is 420,000.00. The 2021 Sales were 146,485.00.

18. No fundraising projects were possible due to COVID-19.

CHALLENGES

1. Insufficient funding. Financing continues to be a challenge for the Association. Some measures are being considered to address this situation. (Lack of Foreign Exchange has prevented the Association from investing in aids & appliances for blind persons as well as purchase materials for the workshop).
2. Lack of timely information. Information sometimes takes a long period to be gathered and hinders proper decision making. In addition, poor record-keeping and filing system hinders the Association from accessing available information-Composition of Clients' databases.
3. Lack of technical expertise in technological equipment, software, skilled workers and staff to collect data. We are looking to outsource the IT requirements of the Association.
4. Increase effectiveness.

REMEDIAL PLANS

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

FUTURE PLANS

Short-term

1. To improve production in the workshops thereby increasing sales in an attempt to reach the budgeted sales figure of 420,000.00.
2. Increase classes for children.
3. Implementation of a collective agreement for monthly paid workers. Time off was given to staff members of the union to start this process.
4. Increase programs offered to clients including massage therapy, awareness caravans, farming (Fishing and agriculture) and basketry which will be used to start clients in the cottage industry. (YTEPP will be consisting). Covid-19 restricted these programs.
5. To establish relevant policies and procedures for Human Resource Management by December 2022. 75% completed
6. Additional Officers and Services for Tobago. (Ongoing).

Medium-Term

1. Computerization of the organisation will include: networking of all locations; setting up and managing a website; starting an online radio station and the upgrade and update of the Association's Facebook page. (Flow and Digicel will be proposing an Internet System). (Ongoing)
2. Social Media to promote the organisation.

Long-term

1. Clients to receive completion certificates from internationally accredited institutions for courses of studies in Braille, Computer Studies, Mobility training, the Performing Arts Such as Music, Dance and Drama. (Service is available, Participants have not taken advantage).
2. To increase "Adjustments to Blindness" technicians by December 2022. (Ongoing)
3. To provide technical support to persons who are blind and visually impaired. (Ongoing)
4. To participate in the Para-Olympics in 2024. (Ongoing)
5. To provide a dedicated hotline for persons who are blind and visually impaired. Partnering with the Ministry of Gender, Youth and Child Development. (Ongoing)
6. To use the media in May and October to focus on issues surrounding the Association and blindness. (Ongoing).
7. To network with other groups to advocate for laws to protect persons who are blind and visually impaired. (Ongoing)
8. To increase current streams of income by 25%. (Ongoing).

TRAINING

1. Training in Handy-craft (Basketry).
2. Training in Computer, Braille and Music
3. Training in health and safety (CPR).
4. Managerial training in supervisory skills.

APPENDIX B: TRINIDAD AND TOBAGO ASSOCIATION FOR THE HEARING IMPAIRED (TTAHI)

PROFILE

Trinidad and Tobago Association for the Hearing Impaired (TTAHI) was established as a Statutory organisation by the Act of Parliament 53 of 2000.

The purpose of the Association is to improve the quality of life of the hearing impaired in Trinidad and Tobago. This is done by establishing schools, facilitating, and encouraging the employment of the hearing impaired, operating services for the diagnosis of, and programmes for research into hearing impairment. Monitoring the incidence and investigating the causes of hearing impairment in Trinidad and Tobago.

Providing counselling and psychological support for the families of the hearing impaired, organising sign language courses for hearing persons to facilitate their communication with the hearing impaired and to do such other things that may be necessary and expedient for the attainment of the purpose.

ROLES AND FUNCTIONS

1. **Board of Directors (BOD)**– The Board under the leadership and guidance of a President consist of 17 members. The Board has an oversight function and is responsible for the general conduct and direction of TTAHI. The Board has various Committees to ensure an overview of the Association's work and to monitor and provide guidance and support to Operations. The Board has the following Committees: Human Resources, Budget and Finance, Disciplinary, Audit, Membership, Public Relations, Education, Services, Maintenance and finally Infrastructure.
2. **General Manager (GM)** – (the previous title was Executive Officer. Transition Manager was in place for approximately 1 year). The General Manager reports directly to the President and Board of Directors. The GM has the overall responsibility of leading the Association toward attaining its Vision, Mission, Strategic Goals, Financial and Service delivery objectives. The GM is responsible for the overall management, operation, and protection of the Associations' assets (financial and other) while ensuring compliance with its policies, rules, regulations and Board directives. The GM is also responsible for the facilities of the two schools, Cascade School for the Deaf and Audrey Jeffers School for the deaf. Alongside, general oversight of the schools, maintaining a relationship and reporting to the line Ministry and other Ministries on operational and financial matters relating to the business of the Association.
3. **The Director/Co-ordinator** -DRETCHI supervises this department and reports directly to the General Manager. This unit focuses on educating the public on hearing health care whilst undertaking

various services which include: Audio logical evaluations, hearing aid fitting, hearing aid service and minor repairs. New-born and children hearing screening, Tinnitus Therapy, Ear mould manufacturing, reprogramming of hearing aids, social work, speech-language therapy, Counselling, Interpretation services, Maintenance and Calibration services and Outreach partnerships.

4. **Audrey Jeffers School for The Deaf** – The School focuses on providing effective education to both Deaf and Hard of Hearing students in collaboration with the Ministry of Education (MOE). The MOE controls the education curriculum and TTAHI via the Principal who also manages the infrastructure. Submits reports to the General Manager on monthly basis about the operations of the school.
5. **Cascade School for the Deaf** – Focuses on providing effective Education to both Deaf and Hearing students in collaboration with the Ministry of Education (MOE). The MOE controls the education curriculum and TTAHI, via the Matron manages the Dormitory and Infrastructure. The Matron submits reports to the General Manager on monthly basis and provides updates as part of the Heads of Department (HOD) meetings about the operations of the School. The General Manager and Principal for the School maintain regular dialogue and reports on issues, plans and projects for the School.
6. **Accounts Department** – The Accountant supervises this department and reports directly to the General Manager. The Accountant's responsibility is to safeguard the financial and other physical assets of the Association. To oversee procurement and purchasing, ensuring they are in accordance with Government, Line Ministry and internal financial policies, procedures, and practices. To prepare Budget statements, manage budgets, revenues and cash flows and provide monthly reports for the GM to submit to the Board and line Ministry (MSDFS) on income and expenditure based on the Government's subvention and other funds raised as mandated by the Government and the Board of Directors. To provide relevant and accurate information to the GM on monthly financial reports for the Board of Directors inclusive of bank reconciliations and schedules required for year-end external audit and the AGM.
7. **Administration Department:** To coordinate the maintenance, ground keeping and infrastructure of the Association. To provide Chauffeur/Messenger/Courier services and support for transporting the students to the Schools and activities for Cascade School for the Deaf and Audrey Jeffers School for the deaf. Also logistical support for the Association. To ensure the adherence of methodical and comprehensive Human Resources practices and procedures across the employee base. To develop programs to support the aims and objectives of the Association. This department reports and supports the Office of the General Manager.

8. **Security Department:** The Security Supervisor reports directly to the General Manager. This department oversees all security functions of TTAHI ensuring a protective and smooth effective day to day running of site-based security teams in adherence to the Association policies, procedures and standards.

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

1. Board of Directors:

- Appointed a General Manager in February 2021.
- Appointed a New Treasurer and Three New Directors after vacancies arose.
- Established New Committees – Education, Service, Disciplinary and Membership.
- Completed the External Audit within the time for the Annual General Meeting to be held.
- 71ST Annual General Meeting completed in May 2021.

Minutes of board meetings submitted to Line Ministry

Strategic Plan Consultant recruited and Strategic plan progressing to completion and Implementation in December 2021 and January 2022 respectively.

2. Management:

- Resolved two outstanding legal issues with Ex- Executive Officer/Director - Quishiba La Fleur and Secretariat Lynette Dennie-Friday.
- Represented with HR technologies to try and resolve the case with Almarie Jacque.
- Represented with Lawgivers to try and resolve a case with Crown J.
- Obtained with Capital Foods – donation of Wheat bars.
- Donation received of Mask with lips visible.
- Implemented rotation of staff to ensure not an overcapacity in the building – due to COVID-19 regulations.
- Reduced hours of operations – when the State of Emergency was in effect.
- Continued partnership with Quota, Caribbean Sign Language.
- Review and update client files. Uploaded unto Hearform System for easy digital access of clients' data for use by DRETCHI staff.
- Observed World Hearing Day and Deaf Awareness Month. Inviting the music fraternity to come and get free hearing evaluations and moulds.
- Re-submission of Sign Language Dictionary for funding to Line Ministry. Staff applying for match funding for the project.
- Heads of Departments Mentoring and Coaching on Supervising departments and staff. Risk Assessment briefings/training.
- Partnership and Seminar with TTIPS for Staff – To raise awareness on sharing data, social media and practices in a working environment that can lead to civil or criminal acts.
- Continued Partnership with Ministry of Health and TV6.

- Proposals to provide sign language submitted to TTT and CNC3
- Sign Language Sensitisation online for staff, Webinar Red Cross, Office of Disaster Preparedness, Line Ministry, TTPS, Flow, and Massy.
- Partnership with Tobago Deaf School
- IT training with YTEPP and deaf students.
- Staff Employee Handbook drafted and orientation programme developed. Consultation.
- Participated with Heads of Departments in Strategic Plan.

Staff and Staffing:

- Staff terms and conditions updated.
- Staff previously on a month to month contracts have been formalised on 2 year and 3 years fixed-term contracts, to provide security of terms and conditions and employment.
- Performance Monitoring System implemented.
- Heads of Department trained on Supervising via One to One evaluation and performance manual system.
- Staff representing each department lead a committee to plan, develop and implement, team building events, to boost staff morale during the pandemic i.e. cricket matches, deaf dancing competition, sports day and Cricket day.

Accounts:

- Continued the Sponsor a Child for Speech and Language Therapy Program.
- Training for Accounts department on new Payroll system TT Pay.
- Total donation received for the period \$ 31,950.00

Total in Stock for the period:

- Batteries - 48,776
- Hearing Aids – 272
- Dri Aid Kits – 32

DRETCHI:

- Services Provided:
- Hearing Tests Adults – 418
- Hearing Test Pensioners -215
- Hearing Test Children – 406
- Screening Children – 365
- Screening Babies – 340
- Hearing Aid Fitting -754
- Hearing Aid Service – 814

- Hearing Aid Repairs – Inhouse 82
- Hearing Aid Repairs – Phonak 30
- Hearing Aid Repairs – Persona 7
- Bone Conductor Repairs 4
- Impression -923
- Impression – Hypoallergenic – 3
- Reprogramming - 41
- Tinnitus – 140
- Speech Therapy – 17 persons ongoing
- Interpreter Sessions – 576
- Social Worker – 95
- ENT – 43
- ABR (non-sedated) – 5

Administration:

- Training of Groundsmen on Sanitising fogging machine
- Planting project starting for development of Head Office Grounds and development staff knowledge on plants.
- Partnership with Lions Club for Sign language workshops and webinars.
- Schools:
 - Upgrade of the plumbing system
 - Supply of water tanks at Cascade School for the deaf
 - Training of staff and supply of sanitising fogging machine
 - Repairs to Dormitory – Partially completed.

CHALLENGES

1. Due to the SOE and Government Pandemic restrictions, we had to close and then open to offer limited services online.
2. The repairs work to the schools and head office was delayed due to the pandemic and then it takes a long time for Contractors to complete site visits and provide quotes.
3. Very difficult to get sufficient foreign currency to purchase hearing aids/stock.
4. Due to covid restrictions, difficult to carry out outreach services to the wider community and businesses.
5. A continued issue is the legal case with the Roof Contractor, which prevents the roof from being replaced at Head office. The building has leaks and needs an upgrade.
6. Due to staff being sick with COVID-19 can cause a strain on staff, resources and department.
7. Due to the closure of borders the equipment calibration had to be delayed.
8. Staff getting used to working online and at home, took some coaching to ensure a balance of work/life balance.
9. The brand needs to be redeveloped but delays due to awaiting completion of consultation with Stakeholders, Staff and Membership and Strategic Plan report.
10. The digitalisation of TTAHI was delayed due to the costs of quotes received. Exploring a more cost-effective approach with IGOVTT and Ministry of Digitalisation.

FUTURE PLANS

1. Completion of Strategic Plan. Strategic Plan Committee form to have oversight over Implementation.
2. Training identified and delivered.
3. Partnership Working with UWI, Quota, IDB, WHO, ALTA, Ministries, HIV unit, Banks and Credit Unions, COSTATT and UTT etc.
4. Key staff trained on fundraising and core project identified for funding.
5. Repairs to schools, dormitory and buildings.
6. Implementation of Fire Alarms for All and Lights for Deaf.
7. Fire Warden and first training completed and implemented.
8. Recognition and awards implemented.
9. Employee Handbook, staff orientation.
10. Email Migration to TTAHI emails for all staff.
11. Launch of the website and intranet – IT staff training.
12. Uniforms for staff – designed and produced, staff agreements for uniforms and replacement.
13. Continued aim to resolve outstanding legal issues cost-effectively and for the benefit of the Association.
14. Recruitment of Technical Staff – Hearing Aid Dispenser.
15. Recruitment of General Manager Assistant, Fundraiser, HR officer, 2 Interpreters freelance, 4 OJT – research data entry and communication assistant.
16. Rebranding of TTAHI
17. Development of new policies and procedures.
18. Increase in Sign language classes.
19. Employment and career bank for the deaf.
20. Development of deaf Child care at Head Office.
21. Entrepreneurship projects with the staff and specifically the deaf to raise income and develop skillsets.

TRAINING

1. Governance Training for Board of Directors and Management Team.
2. Coaching and Mentoring Heads of Departments

APPENDIX C: TRINIDAD AND TOBAGO ASSOCIATION FOR RETARDED CHILDREN (TTARC)

PROFILE

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

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

The first Centre - The Lady Hochoy Home in Cocorite was opened in 1961 with the acceptance of twenty-five (25) residents. Since then, five (5) other centres have been established.

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

ROLES AND FUNCTIONS

- To ensure that the business of the organisation is the welfare of persons with Intellectual Disability is managed professionally.
- To collaborate with organisations of similar interests.
- To continue the process of Name Change of the Association.
- To continue to lobby for services that will meet the needs of Persons with Intellectual Disability.
- To increase the membership of the Association.
- To upgrade the facilities that are presently in use.

PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

- Members become more familiar with online tools available; monthly meetings are held via zoom.

- The Petition for the name change from Trinidad and Tobago Association for Retarded Children to “Lady Hochoy Centre of Trinidad and Tobago” was granted by the Senate on December 15th 2021.
- The Lady Hochoy Home, Cocorite, celebrated its 60th Anniversary on 10th March 2021. COVID-19 Protocols were observed for the Thanksgiving Mass which was held on that day.
- Residents of the Lady Hochoy, Cocorite, were vaccinated against COVID-19 and 50% of our members of staff were also vaccinated.
- Memisa; 75% of staff and 99% of residents were vaccinated against COVID-19.
- Repairs and refurbishments are currently ongoing at all centres.
- School children are currently attending school online.

CHALLENGES

- COVID-19 provided some unusual challenges. Face to face meetings was not possible and some members took some time to learn how to use the “online platform”.
- The Residential facilities i.e. Lady Hochoy Home and Memisa Centre faced staff shortages due to members of staff having to quarantine from being primary or secondary contacts to persons with COVID-19, or having contracted the virus themselves.
- Recruiting new members for the Association has become quite difficult as most persons do not want to be associated with the word “Retarded”.
- There is still no legislation in place to encourage/mandate employers to hire a percentage of persons with Intellectual Disabilities.
- Children with severe Mental Health issues are being sent to the Lady Hochoy Home.
- The vehicles used to transport residents and school children to and from school are registered by the Licensing Office of Trinidad and Tobago and require the renewal of the Workman’s permit every six (6) months.

FUTURE PLANS

- To continue to collaborate with other organisations who work to highlight the needs of persons with Intellectual Disabilities.
- To continue to work on the name change of the Association.
- To encourage unvaccinated members of staff to get vaccinated.
- To ensure that all the land leases are up to date.
- To be more aggressive in recruiting new members for the Association.
- To enhance security for all our facilities.

TRAINING

- Advanced Sign Language.
- Parenting the Autistic Child (virtual)

APPENDIX D: ACCOUNTS INFORMATION

No.	Name of NGO	Vote No.	Allocation for Fiscal year 2021	Expenditure as at 30 September 2021 - SUBVENTIONS	Allocation Balance as at 30 Sept. 2021
STATUTORY BOARDS					
Trinidad and Tobago Association for Retarded					
	Subvention	15	\$ 15,000,000.00		
1	Rel: 01/2021 (dd 08 Oct. 2020)			\$ 1,194,600.00	
2	Rel: 02/2021 (dd 16 Nov. 2020)			\$ 1,147,300.00	
3	Rel: 03/2021 (dd 11 Dec. 2020)			\$ 1,165,400.00	
4	Rel: 04/2021 (dd 08 Jan. 2021)			\$ 1,303,936.00	
5	Rel: 05/2021 (dd 08 Feb. 2021)			\$ 1,115,900.00	
6	Rel: 06/2021 (dd 09 Mar. 2021)			\$ 1,216,700.00	
7	Rel: 07/2021 (dd 08 Apr. 2021)			\$ 1,166,922.00	
8	Rel:08/2021 (dd 07 May.2021)			\$ 1,092,500.00	
9	Rel:09/2021 (dd 10 June 2021)			\$ 1,106,550.00	
10	Rel:10/2021 (dd 09 July 2021)			\$ 1,442,882.00	
11	Rel:11/2021 (dd 12 August 2021)			\$ 1,162,900.00	
12	Rel:12/2021 (dd 09 September 2021)			\$ 1,238,136.00	
	Subtotal			\$ 14,353,726.00	\$ 646,274.00
Trinidad and Tobago Association for the Hearing Impaired (TTAHI)					
	Subvention	41	\$ 12,975,000.00		
1	Rel: 01/2021 (dd 08 Oct. 2020)			\$ 1,362,300.00	
2	Rel: 02/2021 (dd 16 Nov. 2020)			\$ 976,997.00	
3	Rel: 03/2021 (dd 11 Dec. 2020)			\$ 1,304,900.00	
4	Rel: 04/2021 (dd 08 Jan. 2021)			\$ 965,535.00	
5	Rel: 05/2021 (dd 08 Feb. 2021)			\$ 815,482.00	
6	Rel: 06/2021 (dd 09 Mar. 2021)			\$ 666,705.00	
7	Rel: 07/2021 (dd 08 Apr. 2021)			\$ 1,192,441.00	
8	Rel:08/2021 (dd 07 May.2021)			\$ 680,058.00	
9	Rel:09/2021 (dd 10 June 2021)			\$ 745,690.00	
10	Rel:10/2021 (dd 09 July 2021)			\$ 3,174,556.00	
11	Rel:11/2021 (dd 12 August 2021)			\$ 1,090,336.00	
12					
	Subtotal			\$ 12,975,000.00	\$ -
Trinidad and Tobago Blind Welfare Association (TTBWA)					
	Subvention	42	\$ 13,200,000.00		
1	Rel: 01/2021 (dd 08 Oct. 2020)			\$ 1,124,100.00	
2	Rel: 02/2021 (dd 16 Nov. 2020)			\$ 1,164,891.00	
3	Rel: 03/2021 (dd 11 Dec. 2020)			\$ 1,197,400.00	
4	Rel: 04/2021 (dd 08 Jan. 2021)			\$ 1,063,400.00	
5	Rel: 05/2021 (dd 08 Feb. 2021)			\$ 790,635.00	
6	Rel: 06/2021 (dd 09 Mar. 2021)			\$ 692,907.00	
7	Rel: 07/2021 (dd 08 Apr. 2021)			\$ 712,971.00	
8	Rel:08/2021 (dd 07 May.2021)			\$ 836,000.00	
9	Rel:09/2021 (dd 10 June 2021)			\$ 1,104,300.00	
10	Rel:10/2021 (dd 09 July 2021)			\$ 1,019,107.00	
11	Rel:11/2021 (dd 12 August 2021)			\$ 1,563,607.00	
12	Rel:12/2021 (dd 09 September 2021)			\$ 1,130,158.00	
	Subtotal			\$ 12,399,476.00	\$ 800,524.00
	Subtotal for Statutory Boards		\$41,175,000.00	\$ 39,728,202.00	\$ 1,446,798.00

