

**NATIONAL SCHOOLS DIETARY SERVICES  
LIMITED**



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**ADMINISTRATIVE REPORT 2015/2016**

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## LIST OF ACRONYMS AND ABBREVIATIONS

ECCE	Early Childhood Care and Education
NSDSL	National Schools Dietary Services Limited
SNP	School Nutrition Programme
UWI	University of the West Indies

# 1 CORPORATE STRATEGY

## 1.1 Vision

To be the region's lead provider of the highest quality nutritious meals, engaging research and resources in food science and technology.

## 1.2 Mission

To provide services and information that promote healthy meal choices and lifestyles.

## 1.3 Motto

Improving the quality of life with nutrition.

## 1.4 Service Provided and Core Business

Research has proven that a child's educational potential is impacted positively if he/she is well nourished. The National Schools Dietary Services Limited (NSDSL) ensures that meals are delivered to over 700 schools within a four-hour time-frame, from completion of preparation of the meal at the caterer to consumption by the students.

Food Safety is the top priority for the School Nutrition Programme (SNP) and as such, all caterers must adhere to stringent sanitation guidelines in their daily operations. Adherence to these guidelines is closely monitored by Quality Assurance Officers on a daily basis. The kitchens are also inspected and approved annually by the Public Health Department of the Ministry of Health.

The NSDSL is a significant contributor to successful public-private partnerships and to the development of small and micro entrepreneurs throughout the country. The Company provides direct or indirect employment for over 4,000 persons hired by caterers and wholesale and retail suppliers of food and foodservice-related products.

## 1.5 Mandate and Strategic Objectives

The NSDSL was established as a limited liability company in 2002 with the mandate to ensure that the nation's children are served nutritionally-balanced, delicious meals through the SNP. The long-term benefit of the Programme will be healthier youth, who make better food choices, having the foundation of good nutrition.

The responsibilities of the NSDSL include:

- the development of a strategic direction for the SNP and overseeing of implementation;
- the development of policy guidelines for the management and operation of the Programme;
- the establishment of criteria for the selection of caterers;
- the development of quality control mechanisms and monitoring of enforcement; and
- the planning of new initiatives.

The objectives of the SNP are:

- to provide as a weekly average approximately one-quarter and one-third of the Recommended Dietary Allowances of nutrients for the child through breakfast and lunch, respectively;
- to contribute to the improvement of the nutritional status of the child and to enhance learning ability; and
- to further stimulate the agricultural sector by utilising local produce wherever possible in the meal plan.

These objectives are achieved through the use of the following strategies:

- structured menu planning and implementation;
- strict adherence to food safety guidelines;
- continuous training;
- research;
- nutrition outreach activities; and
- collaboration with relevant stakeholders.

The NSDSL pursued the following strategic objectives:

- to define and prioritise the NSDSL services;
- to achieve model SNP status;
- to engage the Ministries of Finance and Education;
- to build a programme to ensure that every deserving school child has access to safe and nutritious meals daily; and
- to develop an Integrated Marketing approach to secure stakeholder commitment, disseminate information to facilitate sustainable adoption of healthy lifestyles, and communicate national impact and benefits.

## 2 ORGANISATIONAL STRUCTURE

### 2.1 Corporate Structure

The NSDSL employed 66 persons (comprising technical and administrative staff), 76 caterers island-wide and operated within four geographic zones in Trinidad during the 2015/2016 fiscal year. Its organisational structure, with clear levels of authority, is presented as **Appendix I** and is described below.

#### 2.1.1 Board of Directors

The Board of Directors directs the management of the business and affairs of the Company. Its main responsibility lies in the planning, monitoring and controlling of the activities of the Company to ensure the optimal utilisation of its resources and the achievement of its objectives. It ensures that policies and business decisions taken at the Board level are implemented. The Board further ensures that the Company is staffed by competent senior management personnel, sets standards and reviews managerial performance in the context of the Company's objectives.

#### 2.1.2 Management Team

The management team is accountable to the Board of Directors and is headed by the Chief Executive Officer. The senior management of the Company consisted of a Programme Manager (Operations), a Programme Manager (Nutrition Services) and a Programme Manager (Finance) in fiscal year 2015/2016.

#### 2.1.3 Departments

The functions of the nine Departments of the NSDSL are outlined below.

##### 2.1.3.1 Nutrition Services Department

The main roles and responsibilities of the Nutrition Services Department are:

- guiding the SNP menu planning process and recipe development activities by:
  - completing nutrient analyses of recipes and menus; and
  - advising on menu choices that would meet the nutrient requirements for the students;
- producing nutrition education resource materials and conducting nutrition education sessions for schools;
- generating media publications and productions as part of national nutrition education programmes/campaigns;

- offering nutrition consultancy services to other departments and other organisations upon request;
- participating in research activities on nutrition issues of relevance to the SNP;
- collaborating with stakeholders on projects/programmes that promote good nutrition practices; and
- facilitating the placement and supervision of tertiary students for their Foodservice Systems Management and Community Nutrition rotations and facilitating their research projects.

#### 2.1.3.2 Recipe Testing and Development Department

The main roles and responsibilities of the Recipe Testing and Development Department are:

- participating in the SNP menu planning exercise, including the preparation of the costing of menu cycles;
- developing new recipes for the SNP and conducting sensory evaluation exercises of selected recipes; and
- conducting theoretical and practical meal preparation training sessions for staff and caterers.

#### 2.1.3.3 Agriculture Department

The main roles and responsibilities of the Agriculture Department are:

- participating in the SNP menu planning exercise;
- liaising with relevant stakeholders to secure agricultural produce for the SNP;
- working with relevant departments of the NSDSL to identify viable opportunities for increasing the use of local produce in the Programme;
- developing strategies to encourage agri-suppliers to provide increased volumes of local produce to satisfy opportunities identified;
- providing farmers and agro-processors with termly projections on agricultural produce needed for the SNP;
- visiting and presenting proposals to agri-suppliers with opportunities identified to absorb increased volumes of local produce; and
- determining the success of the supply enhancement initiatives by analysing and reporting periodically to management on data collected on the supply of local agri-products.

#### 2.1.3.4 Suppliers' Team

The main roles and responsibilities of the Suppliers' Team are:

- auditing the operations of suppliers to the SNP to assess compliance with good manufacturing practices and public health regulations; and
- participating in the SNP menu planning exercise.

#### 2.1.3.5 Operations Department

The main roles and responsibilities of the Operations Department are:

- participating in the SNP menu planning exercise;
- auditing the daily operations of the catering facilities to assure meal quality and safety;
- conducting termly evaluations of caterers to ensure compliance with the objectives and standards of the NSDSL and making appropriate recommendations for their continued service to the organisation;
- managing the microbiological testing of SNP meals by independent laboratories;
- liaising with the Public Health Department of the Ministry of Health to ensure that caterers meet public health requirements and obtain certification;
- conducting regular visits to schools to ensure compliance with the objectives and policies of the programme;
- liaising with Principals and School Supervisors on matters related to the provision of meals; and
- assessing the training needs of caterers and suppliers and assisting with the design of training programmes as required.

#### 2.1.3.6 Training Department

The main roles and responsibilities of the Training Department are:

- conducting training needs analyses of the staff of the NSDSL and caterers and making recommendations for appropriate training;
- liaising with training providers; and
- developing, facilitating and coordinating the delivery of training programmes.

#### 2.1.3.7 Information Technology Department

The main roles and responsibilities of the Information Technology Department are:

- conducting needs analyses to determine the Company's technology requirements;
- researching current and potential resources and services and making recommendations for the purchase of technology resources;



- contributing to the development of plans and schedules for the purchase, deployment and maintenance of technology solutions;
- conducting routine installation, repair and maintenance of hardware and software as required;
- providing network access to staff in accordance with agreed protocols; and
- planning, scheduling and delivering orientation and training programmes to users of new and existing technology.

#### 2.1.3.8 Research Department

The main roles and responsibilities of the Research Department are:

- designing and managing research projects relevant to the SNP;
- leading the process of gathering and collating data on the operations of the NSDSL; and
- participating in the SNP menu planning exercise.

#### 2.1.3.9 Accounting Department

The main roles and responsibilities of the Accounting Department are:

- ensuring that accounting systems and procedures are consistent with the guidelines and policies given in the State Enterprises Performance Monitoring Manual and the NSDSL Financial Accounting Policies Manual;
- managing the disbursement of funds for operating and capital expenditure;
- coordinating and verifying payments to caterers and all other creditors to ensure that payments are made on a timely basis;
- managing the Company's assets and investments;
- planning and/or coordinating the preparation of departmental and Company budgets;
- preparing and submitting the annual budget for review and approval; and
- preparing the financial statements, financial and management reports of the Company.

#### 2.1.4 Caterers

In fiscal 2015/2016, meal service was provided by 76 contracted caterers located across Trinidad, a list of which is provided in **Appendix II**. For ease of administration, the kitchens and schools are organised under four distinct geographical zones: South, Central, North and East. Each zone is managed by a Zonal Manager who supervises Quality Assurance Officers who visit kitchens daily and schools bi-monthly.

For the fiscal year there were:

- 18 kitchens located in the North Zone;
- 20 kitchens located in the East Zone;
- 20 kitchens located in the Central Zone; and

- 18 kitchens located in the South Zone.

This information is summarised in Figure 1 below.



**Figure 1: Zonal Boundaries of the SNP**

## 2.2 Reporting Functions

### 2.2.1 Reporting Relationships

The Board of Directors report to the Ministry of Finance and the Ministry of Education as the line Ministry, as guided by Chapter Two of the State Enterprises Performance Monitoring Manual.

### 2.2.2 Reporting Functions

The NSDSL periodically submits the following reports to the Ministry of Finance and/or the Ministry of Education:

- annual reports:
  - Draft Estimates;
  - Published Audited Financial Statements;
  - Administrative Reports; and
  - the Board of Directors of State Enterprises Annual Performance Appraisal Report.
- semi-annual reports:
  - Mid-year Request for Additional Funding (if required); and
  - Unaudited Financial Statements.
- quarterly reports:

- Quarterly Status of Investment in Security Portfolio;
- Quarterly Status of Litigation Proceedings;
- Quarterly Return Reports; and
- Social Sector Investment Project Quarterly and Target Reports (submitted through the Ministry of Education to the Ministry of Social Development and Family Services).
- monthly reports:
  - Monthly Statement of Cash Operation;
  - Monthly Statement of Loan/Overdraft Portfolio; and
  - Request for Monthly Releases.

The NSDSL also submits ad hoc reports to the Ministry of Education, as requested.

### 2.3 Legislative and Regulatory Framework

The main legislative instruments that govern the NSDSL are:

- The Companies Act, Chap. 81:01;
- The Constitution of the Republic of Trinidad and Tobago;
- The Copyright Act, Chap. 82:80;
- The Data Protection Act, Chap. 22:04;
- The Equal Opportunity Act, Chap. 22:03;
- The Exchequer and Audit Act, Chap. 69:01;
- The Freedom of Information Act, Chap. 22:02;
- The Industrial Relations Act, Chap. 88:01;
- The Occupational Health and Safety Act, Chap. 88:08;
- The Pensions Act, Chap. 23:52;
- The Value Added Tax Act, Chap. 75:06; and
- The Workmen's Compensation Act, Chap. 88:05.

The NSDSL is also guided by the State Enterprises Performance Monitoring Manual, which states that the Government of the Republic of Trinidad and Tobago will monitor the performance of state enterprises to ensure that they successfully execute their mandates and maximise value for money for the national stakeholders and shareholders.

### 3 ACHIEVEMENTS

#### 3.1 School Nutrition Programme

In keeping with the mandate and objectives of the SNP, the NSDSL provided 9,376,395 breakfast meals and 14,552,035 lunches to schools with zero reports of incidents. This is disaggregated in Tables 1 and 2 below.

**Table 1: Estimated Daily Number of Breakfast Meals served per Educational District during the fiscal year**

Educational District	Category of School					TOTAL
	Early Childhood Care and Education (ECCE)	Primary	Secondary	Special Education	Technical and Vocational	
<b>Caroni</b>	26	6,513	1,853	0	115	<b>8,507</b>
<b>North Eastern</b>	61	4,091	1,455	0	157	<b>5,764</b>
<b>Port of Spain</b>	51	4,985	1,829	306	329	<b>7,500</b>
<b>South Eastern</b>	85	5,080	1,717	10	52	<b>6,944</b>
<b>St. Patrick</b>	97	6,564	1,713	35	0	<b>8,409</b>
<b>Victoria</b>	223	7,248	2,117	210	209	<b>10,017</b>
<b>St. George East</b>	77	8,877	2,153	101	302	<b>11,510</b>
<b>Total</b>	<b>630</b>	<b>43,358</b>	<b>12,837</b>	<b>662</b>	<b>1,164</b>	<b>58,651</b>

**Table 2: Estimated Daily Number of Lunches served per Educational District during the fiscal year**

Educational District	Category of School					TOTAL
	Early Childhood Care and Education (ECCE)	Primary	Secondary	Special Education	Technical and Vocational	
<b>Caroni</b>	1,203	9,287	2,399	0	110	<b>12,999</b>
<b>North Eastern</b>	675	5,143	2,014	0	157	<b>7,989</b>
<b>Port of Spain</b>	973	8,823	3,201	432	510	<b>13,939</b>
<b>South Eastern</b>	903	6,473	1,949	10	52	<b>9,387</b>
<b>St. Patrick</b>	920	8,847	2,336	61	0	<b>12,164</b>
<b>Victoria</b>	1,570	9,390	2,943	333	199	<b>14,435</b>
<b>St. George East</b>	1,211	12,996	3,541	103	270	<b>18,121</b>
<b>Total</b>	<b>7,455</b>	<b>60,959</b>	<b>18,383</b>	<b>939</b>	<b>1,298</b>	<b>89,034</b>

During the fiscal year, the NSDSL:

- improvement of the efficiency of the monitoring of meal service in conjunction with the Ministry of Education, resulted in the reduction of wastage. This led to a 1% decrease in the production of 64,188 daily excess breakfast meals and a 2% decrease in the production of approximately 253,148 daily excess lunches and an approximate cost savings of \$3,293,855.08, during the fiscal year;
- planned and evaluated menus (inclusive of costs) and conducted nutrient analyses;
- conducted random testing of food items to ensure that the standards of food quality were consistent and in keeping with the requirements of the NSDSL;
- continued partnership with the Public Health Department of the Ministry of Health in the following areas:
  - joint visits to selected caterers with the Zonal Managers; and
  - microbial testing.
- conducted independent random microbial testing on the kitchens of suppliers who employed the services of the Caribbean Industrial Research Institute; and

- visited suppliers to ensure that the products were of the highest food safety and sanitation standards.

### 3.2 Recipe Testing and Development

During the fiscal year, the NSDSL:

- created and/or modified 15 recipes to utilise more local agricultural produce;
- conducted a menu trial of local rice where all recipients of lunches were exposed to the product served on two menus as follows:
  - stewed local chicken, callaloo, steamed rice and steamed plantain; and
  - curry-stewed local chicken, thick dhal with pumpkin and steamed rice.
- tested new products for suitability for inclusion into the SNP as follows:
  - chicken nuggets;
  - processed ground provision; and
  - pastas.

### 3.3 Utilisation of Local Agricultural Produce

In keeping with the objective of stimulating the agricultural sector, the NSDSL provided farmers and processors that supply produce to the SNP with projections of quantities of produce that would be needed (**Appendix III**). The NSDSL also designed and implemented a pilot system to capture actual levels of local produce used by caterers.

### 3.4 Nutrition Education

In order to ensure that students make better food choices and have a foundation of good nutrition, the NSDSL:

- conducted nutrition education sessions for over 8,911 students, parents/guardians and school personnel at 86 schools;
- collaborated with the Ministry of Health on the “Healthy Me” Caravan (school-based health fairs) whereby brochures and handouts with nutritional information on local products were distributed to students;
- collaborated with the Caribbean Public Health Agency and the Trinidad and Tobago Association of Nutritionists and Dietitians to plan and host the National Primary Schools Healthy Lifestyle Quiz 2016 targeted at Standard 2 students;
- provided educational material to the University of the West Indies (UWI) St. Augustine campus for World Diabetes Day observances; and
- hosted a booth at the World Food Day 2015 event held by the Ministry of Agriculture, Land and Fisheries whereby:
  - nutrition education literature was provided to attendees on the following topics:
    - the basics of healthy eating;

- nutrient profile on local foods compared to foreign substitutes; and
- facts and health benefits on some local foods such as beet root, tomatoes and cucumbers.
- food samples featuring local produce were distributed to attendees as follows:
  - breadfruit au gratin;
  - callaloo;
  - tomato, cucumber and mango salsa;
  - mini vegetable pizzas made with a cassava crust;
  - fruit cups with watermelon, pineapple and pawpaw; and
  - chocolate beetroot muffins.

### 3.5 Institutional Strengthening

During the fiscal year, the NSDSL:

- conducted training exercises for caterers and NSDSL staff on Food Safety and Quantity Food Production;
- conducted a three-day in-house training for NSDSL Field Officers on the following areas:
  - Effective Communication;
  - Operations: Duties of a Quality Assurance Officer; and
  - The NSDSL Caterers' Manual: Re-acquainting Officers with Policies and Guidelines.
- facilitated the training of 63 caterers by the Trinidad and Tobago National Petroleum Marketing Company Limited and the Ministry of Energy on Liquefied Petroleum Gas Safety Standard Training;
- facilitated the training of two staff members of the Agriculture Department on the Potash Corporation of Saskatchewan Incorporated (PCS) Nitrogen Model Farm; and
- facilitated the placement of:
  - 12 students of the UWI, St. Augustine to complete part of the Food Service Management Internship rotations; and
  - 10 students from the University of the Southern Caribbean.

### 3.6 Research Initiatives

The NSDSL completed the 2015 National Meal Consumption Survey and collaborated with the UWI, St. Augustine on the following scientific publication: "Meal Consumption Patterns among Recipient of the School Nutrition Programme in Trinidad and Tobago," which was presented at the 2016 Experimental Biology International Conference and was published in the Federation of American Societies for Experimental Biology Journal.

### 3.7 Collaboration on Policy Development

The NSDSL collaborated with the Ministry of Health on the development of “The Interim Nutrition Standard for Food Offered for Sale in Schools in Trinidad and Tobago” and participated on the Cabinet-appointed Food Advisory Committee to assist and advise the Minister of Health in the interest and for the protection of public health with respect to food standards, food labelling and other matters related to the manufacture and distribution of food.



## 4 FINANCIAL OPERATIONS

### 4.1 Budget Formulation

Over the past few years, a greater performance focus was adopted in the format of budget preparation for:

- Programme Budgeting - linked to programme goals, objectives and resource allocations and associated with the specification of programme performance indicators, against which programme performance is measured.
- Performance Budgeting - emphasis on specifying expected deliverables and what is to be achieved, including measures and targets to assess how well the NSDSL is performing in delivering its outputs.

The following four components of the budget documentation were submitted to the Ministry of Education:

- A Summary of Estimates presenting the expended allocations in terms of the functional classification;
- A detailed statement of all expenditure in terms of expense classification;
- A detailed statement on the financial treatment of any deficit or surplus; and
- A summary of the new policy measures introduced by the budget.

The Summary of Estimates is a single table that outlines three key features:

- Direct Expenditure:
  - This includes budgeted amounts paid to caterers and expenses directly involved with meal preparation, i.e. the cost of microbiological testing of meal samples and disposables such as boxes, sporks and napkins.
  - The number of meals provided per school along with the number of school meal service days.
  - The cost per meal type (ECCE, primary, secondary).
- Indirect Expenditure:
  - This includes budgeted amounts for staff salaries and office expenses.
- Capital Expenditure:
  - This includes budgeted amounts for the purchase of information technology equipment, etc.

The detailed schedule of expenses provides a basis for the amounts stated on the Summary of Estimates table. These calculations are reviewed by the Chief Executive Officer and the Corporate Services Manager to determine the reasonableness of the expenses. The breakdown of the related expenses is clearly indicated on separate pages to justify the need. This preparation of detailed schedules provides insight into the appropriateness of the activity and prevents the company from suffering a major deficit. Additionally, the essential subvention amounts required in the opinion of the budget preparers would also be under consideration.

All expenditure elements of the budget are unified into a single comprehensive document that provides clarity to internal and external users, and indicates how resources are to be allocated.

#### 4.2 Delegated Financial Authority

The delegated financial authority for the approval of payments and cheques is as follows:

- the Chairman of the Board of Directors and another Director will approve payment and cheques that amount to more than \$1,000,000;
- Member of the Board of Directors and Chief Executive Officer will approve payment and cheques that amount to sums between \$500,001 and \$1,000,000; and
- the Chief Executive Officer and Accountant will approve payment and cheques that amount to a maximum of \$500,000.

#### 4.3 Expenditure and Income

The comparison of actual expenditure versus budgeted amounts is a principal function that management adopts at the NSDSL. The process of focusing on forward-looking information, such as measuring actual amounts against developed budgets, assists management in formulating business strategies, planning business activities and evaluating business results. This mechanism of providing decision-oriented information serves as a tool used to strengthen the management of the organisation.

Measuring actual results against budgeted amounts is aimed at monitoring Direct Expenses, such as Caterers and Suppliers Expenses, Administrative Expenses, such as Office Expenses and Staff Salaries, and Capital Expenditure. This helps to distinguish between expenditure that is favourable versus adverse for the Company.

The differences between actual and budgeted amounts are measured to enable the users of the information to take corrective action, where necessary. For example: the Breakeven Analysis, prepared by the Corporate Services Manager and reviewed by the Chief Executive Officer, allows controls over mandatory expenses such as payments to caterers and suppliers for disposable items, to ensure that total monthly expenses are within the subvention released from the Line Ministry.

The comparison of actual expenditure versus budgeted amounts is analysed on a monthly basis when management accounts are prepared by the Corporate Services Manager and reviewed by the Chief Executive Officer. The reports show monthly activities that relate to income and expenses and includes separate columns for actual versus budgeted amounts. This is then submitted to the NSDSL's Board of Directors for review. The purpose of this internal document is to add value to the business through better planning, monitoring, evaluating and controlling. The Chief Executive Officer through quarterly reviews, will take corrective action where necessary, such as adjusting

budgeted amounts upwards or downwards to better reflect reality and implementing new cost-cutting measures.

Subventions received during fiscal year 2015/2016 was \$235,500,000 and income earned by the NSDSL was \$1,333,649. The actual expenditure was \$247,546,600, which comprised \$232,670,811 in direct expenses and \$14,875,789 in administrative expenses. This information is further itemised in Tables 3 and 4 below:

**Table 3: NSDSL Statement of Expenditure for the 2015/2016 Fiscal Year**

EXPENDITURE		TTS	NOTES
<b>Direct Expenses</b>	Caterers	\$220,290,873	Includes payment to caterers of the SNP (cost of meals), microbial testing of meals and disposables such as boxes, sporks and napkins.
	Disposables	\$12,301,360	
	Sample Testing	\$78,578	
	<b>Total</b>	<b>\$232,670,811</b>	
<b>Administrative Expenses</b>	Salaries	\$8,860,826	Other expenses for managing the NSDSL e.g. salaries, utilities, rent, stationery, bank charges and taxes
	Security	\$219,600	
	Rent	\$766,729	
	Insurance	\$31,974	
	Office Supplies and Stationery	\$130,542	
	Utilities	\$377,627	
	Finance Charges	\$19,049	
	Other Administrative	\$4,469,442	
<b>Total</b>	<b>\$14,875,789</b>		
<b>TOTAL EXPENSES</b>		<b>\$247,546,600</b>	

Source: NSDSL Audited Financials 2015/2016

**Table 4: NSDSL Statement Subvention and Income for the 2015/2016 Fiscal Year**

SUBVENTION/INCOME	TTS	NOTES
Subvention received	\$235,500,000	
Other Income	\$1,329,018	Includes catering services provided for miscellaneous events.
Interest received	\$4,631	
<b>TOTAL SUBVENTION AND INCOME</b>	<b>\$236,833,649</b>	

Source: NSDSL Audited Financials 2015/2016

#### 4.4 Debt Policy

The Debt Policy of the Company is found in Chapter 5 (Banking and Cash Management) of its Financial and Accounting Manual. The Manual states that the NSDSL can only enter into loan agreements with the approval of the Board of Directors. Such loans may be for the purpose of funding capital investments or hire purchase transactions.

In the event that the NSDSL requires the facilities of a lending agency to meet its present or future obligations, management will document the following:

- the reason(s) for the borrowings;
- cash requirements;
- the duration of the loan;
- evaluate at least three possible sources of finance;
- select the appropriate lending agency;
- outline the terms of the lending agreement; and
- ensure that the NSDSL has adequate future income sources to meet the borrowing obligations.

Any capital commitments resulting from the loan will be stated in the notes to the financial statements.

#### 4.5 Investment Policy

The Investment Policy of the Company is found in Chapter 5 (Banking and Cash Management) of its Financial and Accounting Manual. The Manual states that the NSDSL will from time to time assess their surplus cash position and, with the Board of Directors' approval, will invest in short-term, interest bearing financial instruments.

The Company's management will seek to maximise the gains from these surplus funds by evaluating and selecting the most suitable financial instrument in which to invest. Investments will be made only with the Board of Directors' approval and interest gained from the investment will be recorded as interest income in the period of receipt.

#### 4.6 Audit

The services of an independent audit firm are outsourced to perform the audit function for the NSDSL in accordance with the State Enterprises Performance Monitoring Manual.

## 5 HUMAN RESOURCE MANAGEMENT

The success of the NSDSL is greatly dependent on its human resource pool. The Company has developed a policy to govern all human resource matters, including:

- Career Path Systems;
- Performance Measurement Tools;
- Performance-based Promotion Procedures; and
- Recruitment and Selection Procedures.

These policies are briefly discussed below.

### 5.1 Category of Employees

The NSDSL is staffed by a cadre of permanent employees with expertise and professional qualifications in a variety of disciplines relevant to school meal service, for example, Agronomy, Culinary Management, Food Safety, Food Technology, Research and Nutrition. These positions are detailed at **Appendix I**.

During the reporting period, there were 66 staff members employed with the NSDSL.

### 5.2 Career Path Systems

Each employee of the NSDSL is encouraged and motivated to pursue upward mobility opportunities within the Company as they are advertised.

### 5.3 Performance Assessment/Management Strategies

The Board of Directors ensures that the Company is staffed by competent senior management personnel, sets standards and reviews managerial performance in the context of the Company's objectives. In addition, the performance of all other employees is assessed by their supervisors and an appraisal form is then completed and signed by both parties.

### 5.4 Promotion and Selection Procedures

The promotion and selection procedures at the NSDSL are as follows:

- advertise vacancies;
- short-list applicants;
- conduct interviews and assessments; and
- select applicants.

## 5.5 Employee Support Services

The Chief Executive Officer and the senior management team continuously support employees and ensure their wellbeing. In addition, external support services are pursued on behalf of employees, where necessary.

## 6 PROCUREMENT PROCEDURES

The management of the NSDSL designed and implemented a procurement process to ensure transparency, accountability and value for money in all aspects of procurement to support the effectiveness and efficiency of the Company.

The procurement procedures of the NSDSL are guided by the manual entitled Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works and Disposal of Unserviceable Items in State Enterprises/Statutory Bodies (State Agencies) produced by the Ministry of Finance. The Company is also guided by its Procurement Manual when procuring goods and services.

### 6.1.1 The Procurement Manual

The Procurement Manual complements the NSDSL's Finance and Accounting Policies Manual and the Protocol for the Award of Contracts to Caterers Manual. It also provides guidelines for the proper disposal of Company assets and the recording of such disposals. The purpose of the manual is to:

- describe the procedures to be followed when procuring goods and services for the NSDSL;
- provide procurement guidelines which ensure transparency, accountability and value for money;
- establish adequate systems of internal procurement control;
- ensure adherence to the procurement policies stipulated by management;
- ensure that accurate procurement information is presented to management and related Government entities on a timely basis and to provide a suitable framework for planning, decision making and control; and
- provide an efficient procurement reference document for the Company.

The following further elaborates on the guidelines followed by the NSDSL for the following forms of procurement.

### 6.2 Open Tender

Open Tendering is a process where invitations are issued through advertisements or other forms of public notice. The NSDSL utilises this method of procurement for the provision of meals and disposables (for example boxes, sporks and napkins) used in the SNP. In addition to the documents stated above, this process is guided by the Company's Protocol for Award of Contracts to Caterers Manual.

### 6.2.1 The Protocol for Award of Contracts to Caterers Manual

The NSDSL utilises the services of contracted caterers to fulfil its mandate of providing meals to the children of ECCE, primary and secondary schools throughout the country. In this regard, the NSDSL has established a protocol to allow for a transparent process to contract caterers, to ensure the award of contracts to candidates capable of preparing meals of the highest quality, on a sustainable and reliable basis.

The Protocol for Award of Contracts to Caterers outlines four steps, as follows:

- pre-qualification through an assessment of an application form submitted by the Tenderer;
- an interview conducted by the Tenders Committee;
- inspection of premises with a team comprising Public Health Inspectors and NSDSL Field Officers; and
- final evaluation and recommendation to the Board by the Tenders Committee.

### 6.3 Selected Tender

Selective Tendering is a process where tenders are invited from the Company's list of approved vendors and/or where justified, vendors specifically approved by the committee responsible for the pre-qualification of vendors. No selected tenders were advertised during the fiscal year.

### 6.4 Sole Tender

Sole tendering is a process whereby there is only one supplier of the needed good or service and as such, the tender is invited from said supplier. No sole tenders were advertised during the fiscal year.



## 7 PUBLIC AND COMMUNITY RELATIONS

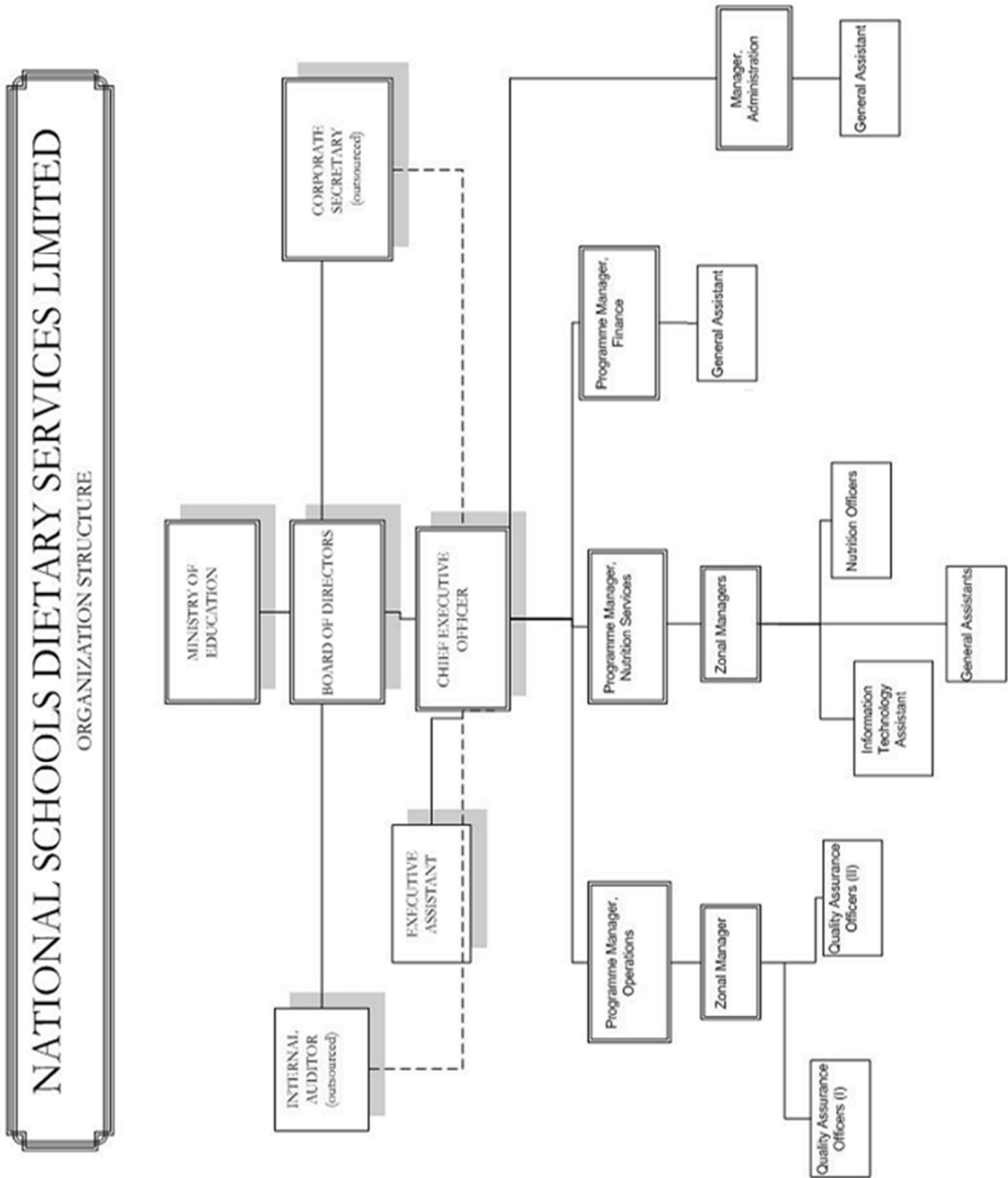
The NSDSL is committed to collaborating with its stakeholders to ensure that its objectives are achieved. To this end, several meetings and other activities were facilitated with the Ministries of Education, Finance, Agriculture, Land and Fisheries and Health, the National Agricultural Marketing and Development Corporation Limited, the Trinidad and Tobago Agri-Business Association, the International Development Research Centre, the Agricultural Development Bank, University of West Indies, the University of the Southern Caribbean, Principals, Teachers, parents and students.

## 8 CONCLUSION

For the fiscal year, the NSDSL continued to effectively manage all resources entrusted to it, ensuring that its objectives were achieved in an efficient manner. It remains committed to ensuring that the meals provided help students to maximise their educational potential as, for some students, these meals may be the only ones they have for the day.

## 9 APPENDICES

### 9.1 Appendix I: Organisational Chart of the NSDSL



## 9.2 Appendix II: List of Caterers Involved in the SNP over the 2015/2016 fiscal year

1. A.M.A. Enterprises Limited
2. Avocado Restaurant Limited
3. B & B Enterprises Limited
4. Badai Catering Company
5. Barrackpore Childrens Lunch Centre Association
6. Barton Assam (Assam's Catering)
7. Basic Enterprises
8. Bien Venido Caterers
9. Carlos Kitchen Cuisine & Ice Cream Parlour
10. Casa De Manna
11. Cascade Caterers
12. Catch-of-D-Day
13. Churkoo Village Catering Centre
14. Colours for Lovers Company Limited
15. Coterie of Social Workers T & T Limited Inc.-Barataria
16. Coterie of Social Workers T & T Limited Inc.-San Fernando
17. Coterie of Social Workers T & T Limited Inc.-Siparia
18. D.V. Contracting Company Limited
19. D'Bess Bakery Company Limited
20. Dina Caterers Limited
21. Donco Limited
22. Eastern Concessionaires Limited
23. Eastside Caterers 2004 Co Limited
24. F & M Caterers Limited
25. Family Food Caterers Limited
26. Food Etcetera Limited
27. Food Express
28. Frans Food Works Limited
29. Gina's Catering Service Limited
30. Greater Love Caterers Limited
31. Helen's Kitchen Limited
32. Hibiscus Catering Services Limited
33. Hosein's Catering Services Limited
34. Indar's Fast Food Limited
35. ISH Enterprises Limited
36. J. De Freitas & Company Limited
37. J.B. & L Food Centre
38. Jade's Catering
39. Jan's Caterers
40. JD's Catering Services
41. Jimdar Catering Limited
42. Joan's Catering Company Limited
43. Jodelle's Baking Service Limited
44. Jogie's Contracting Services Limited
45. K.C.K. Katering Services Limited
46. Lorna John's Catering Services
47. M.K.'s Limited
48. Maraval Lunch Centre
49. Marcelle's Lunch Centre
50. Marriatt's Caterers Limited
51. Mignonette Point Fortin Breakfast Shed
52. Moruga Youth Training & School Feeding Programme
53. Penal Lunch Centre
54. Princes Town Catering Centre
55. R.A. Foods Limited
56. Ramoutar Lunch Centre
57. Ramphal's Catering Limited
58. Recon Limited
59. Rita's Catering Company Limited
60. Rose Catering Limited
61. S & A Catering
62. S & N Catering Services Limited
63. San Juan SDA Church Welfare Luncheon
64. Seabreeze Caterers
65. Seaview Foods Limited
66. Shelinda's Kitchen
67. Shoreboat Caterers Limited
68. Sintrica Trading
69. Sirr Caterers
70. South Coast Services Limited
71. Springville Catering
72. St. John's Lunch Centre
73. Stewart's Seabreeze Company Limited
74. Surya Enterprises
75. Yalk Catering Company
76. Z & J Catering

9.3 Appendix III: Projected Usage of Local Produce by the School Nutrition Programme for the period April to July 2016

Item	Unit	Cycle Total	Term Total
Bananas	each	383,161	1,034,600
Bodi	lbs	22,238	60,100
Breadfruit	lbs	TBD	TBD
Cabbage	lbs	19,377	52,400
Cassava	lbs	24,664	66,700
Celery	lbs	1,200	3,100
Chives	bundles	1,800	3,700
Christophene	lbs	2,860	7,700
Coconuts	each	3,652	9,900
Corn on the cob	lbs	11,410	30,807
Cucumbers	lbs	1,427	3,900
Dasheen Bush	lbs	5,705	15,400
Ginger	lbs	650	1,800
Mango/ Pommecythere	each	45,640	123,300
Melongene	lbs	6,541	17,700
Ochro	each	91,278	246,500
Oranges	each	3,621	3,621
Pawpaw (green)	lbs	8,600	23,200
Pimentoes	each	11,500	31,050
Plantain	lbs	11,410	30,900
Portugal	each	15,370	15,370
Pumpkin	lbs	73,722	198,900
Shadow Beni	5 bundles	300	810
Spinach	lbs	10,229	27,700
Sweet Peppers	lbs	30,369	82,100
Sweet Potatoes	lbs	14,176	38,307
Tomatoes	lbs	27,171	73,451
Watermelon	lbs	66,384	180,000

**NOTES:**

- Mangoes and pommecythere were used interchangeably, depending on availability; and
- Quantities were rounded to nearest hundred.