

# THE NATIONAL COMMISSION FOR SELF HELP LIMITED

ANNUAL ADMINISTRATIVE REPORT

*OCTOBER 2013 TO  
SEPTEMBER 2014*

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## **PART ONE: INTRODUCTION**

### **COMPANY OVERVIEW**

The National Commission for Self Help Limited (NCSHL) was established by the Cabinet of the Government of the Republic of Trinidad and Tobago (GORTT) on April 7<sup>th</sup>, 1987 and was registered as a State-Owned Company on April 14<sup>th</sup>, 1997. The Company's mandate was to promote the spirit of self-help and self-reliance amongst the people of Trinidad and Tobago.

The self-help concept was meant to encourage persons to use the resources available to them and take charge of their communities. It was in this capacity that the NCSHL came into being, acting as an agency of the GORTT and a catalyst for infrastructural development within depressed and rural communities across the country.

Funded by the GORTT, NCSHL has evolved into an agency primarily concerned with poverty alleviation and the development and mobilization of communities. The NCSHL currently reports to the Ministry of Local Government. As a limited liability Company, it is governed by a government appointed Board of Directors.

The major services offered by the NCSHL are:

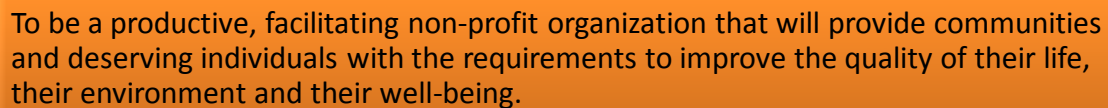
- Minor Repairs and Reconstruction Grants (MRRG) to low income households (less than \$3,000 per month)
- Community Infrastructural Development Projects

- Project Management and Construction of Community Centres for the Ministry of Community Development
- Emergency Relief and Reconstruction Grants to persons affected by Natural Disasters

The NCSHL has partnered with communities and have undertaken projects of varying scales and types such as water, roads, drainage, road resurfacing, electricity, agricultural access roads, social projects (such as renovation of school annexes, rebuilding and renovation of churches, beautification of parks etc.)

The Company has played a pivotal role in educating communities across Trinidad and Tobago on the values of self-help and self-reliance.

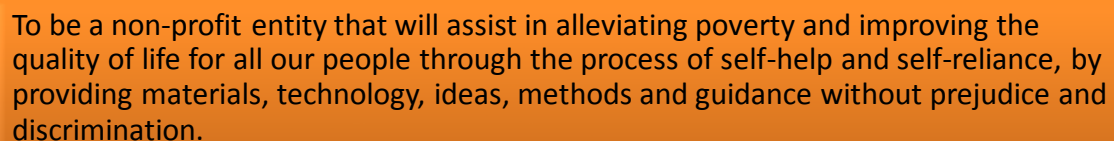
## **VISION**



To be a productive, facilitating non-profit organization that will provide communities and deserving individuals with the requirements to improve the quality of their life, their environment and their well-being.

Figure 1: Vision Statement of the NCSHL

## **MISSION STATEMENT**



To be a non-profit entity that will assist in alleviating poverty and improving the quality of life for all our people through the process of self-help and self-reliance, by providing materials, technology, ideas, methods and guidance without prejudice and discrimination.

Figure 2: Mission Statement of NCSHL

## THE PHILOSOPHY OF THE NCSHL

The GORTT has espoused 'seven interconnected pillars for sustainable development' and has used these in their plans for the development of Trinidad and Tobago. Therefore, the NCSHL has re-written their mandates to be more aligned with these 'seven pillars'.



Figure 3: Philosophy of the NCSHL

It is important that Pillar 2 becomes an intrinsic part of the vision, mission and mandate of the NCSHL. That is the Company must optimize its operations to fully participate in government's national programs for 'Poverty Eradication and Social Justice'. The 'People-Centered Approach' of the NCSHL lies in our inclusion of community groups, the needy and the underprivileged.

## **STRATEGIC OBJECTIVES OF THE NCSHL**

Since the GORTT has ranked the development of its citizens as a top National Priority and has positioned poverty eradication and sustainable development as major platforms for taking Trinidad and Tobago forward. The NCSHL must align its key activities with the goals set by the Government for National Development. In this context therefore, the NCSHL must place emphasis on restructuring its delivery systems to make it more responsive to the needs of the poor and society's vulnerable.

In this regard two (2) major interventions were undertaken by the NCSHL in order to obtain a better understanding of the functioning of the Organization in relation to the environment which it serves. These interventions were an Environmental Scan and a SWOT analysis of the Organization which focused on identifying NCSHL's strengths, weaknesses, opportunities and threats confronting it. The NCSHL finalized its Strategic Plan for 2014 to 2016 in March 2014.

The Strategy to transform NCSHL into a performance driven entity which proactively delivers quality customer service to targeted communities throughout Trinidad and Tobago will be executed through the following:



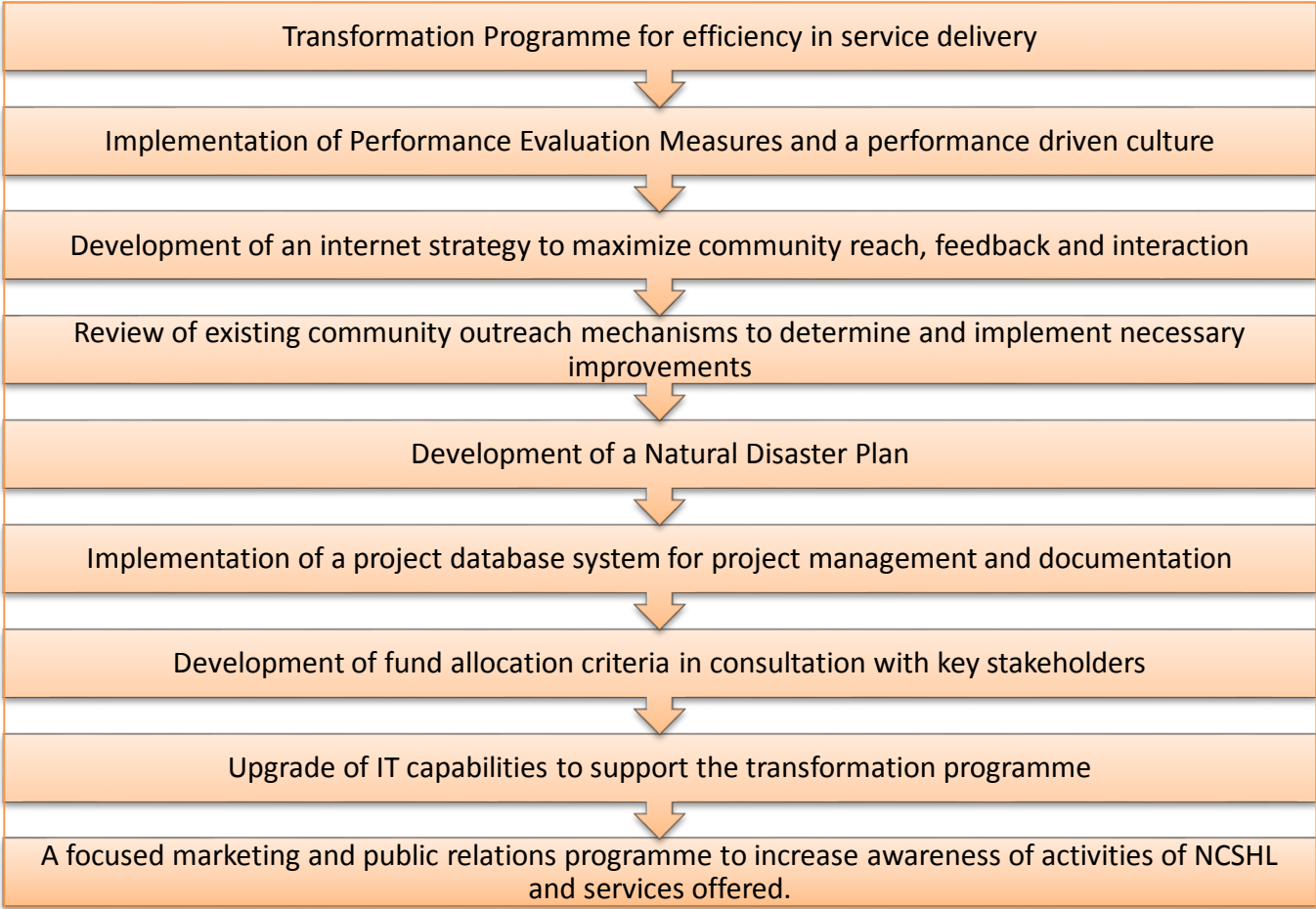


Figure 4: Strategic Plan of the NCSHL

## **PART TWO: ORGANIZATIONAL STRUCTURE**

### **ORGANIZATIONAL PROFILE**

The NCSHL is a Special Purpose State Enterprise and is accountable to the GORTT via Corporation Sole represented by the person appointed as the Minister of Finance. The NCSHL reports Corporation Sole, The Minister and Permanent Secretary of its Line Ministry (Local Government) at its Annual General Meeting, by submitting all Minutes of Board of Directors Meetings, and as required. The company is guided via policy by the Board of Directors while the Chief Executive Officer (CEO) is responsible for the daily operations.

The NCSHL has gained a reputation as an accessible, responsive state enterprise, acting as an architect for communities in need. The staff at NCSHL continues to establish themselves as persons who build not only buildings, roads and bridges but also solid structures of human comfort by meeting the needs of the less fortunate through their interventions.

The NCSHL aims to bring relief to the vulnerable, differently-abled, elderly person, low-income families and individuals through timely delivery of grants for emergencies and minor repairs. The Company has also built relationships with the Development Programmes with its ideals of self-help and self-reliance, through sharing of its expertise in design and construction with Community-Based Organization, Non-Governmental Organizations and Village/Community Councils.

The NCSHL has reached communities in every area of Trinidad and Tobago and has contributed to the vision of a transformed community sector which is proactive, self-reliant contributor to national development.

**CORPORATE STRUCTURE**

**a. Organizational Structure as of 30<sup>th</sup> September 2014**

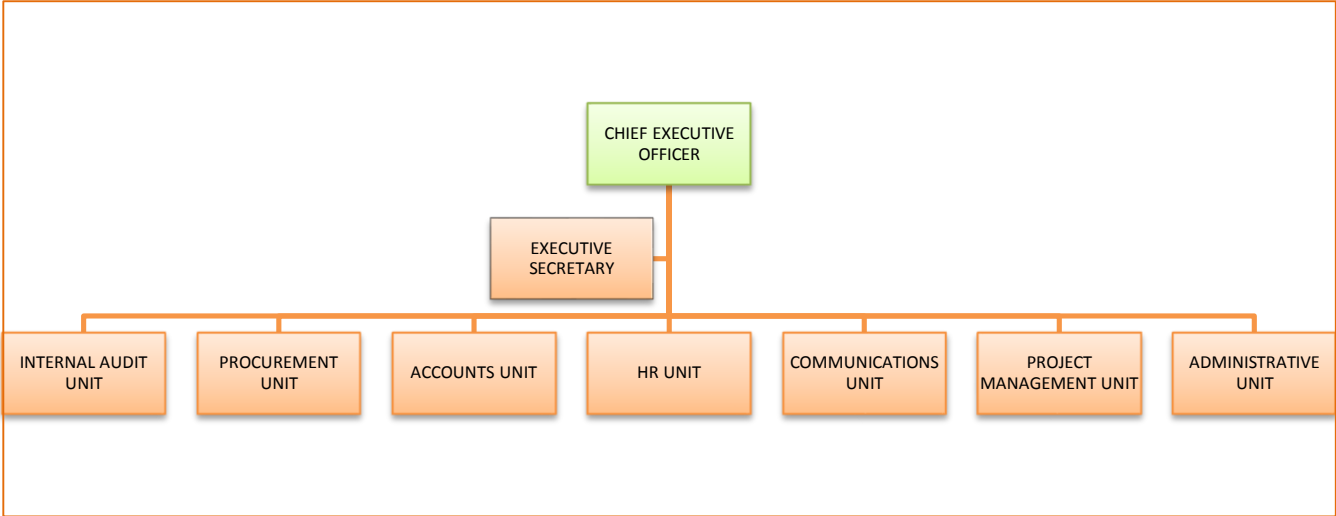


Figure 5: Organization Structure of the NCSHL as of September 30th, 2014

**b. Divisional Profiles**

**i. Internal Audit**

The role of the Internal Audit Unit is to conduct periodic audits to ensure that all policies, systems and procedures are being effectively implemented and adhered to. The Internal Auditor is responsible for reviewing hundreds of project files on a daily basis and visiting project sites to ensure that there is compliance.

## **ii. Procurement Unit**

The following functions are undertaken by the Procurement Unit:

- Purchasing of goods and services of the best quality and at suitable prices
- Supply Chain Management
- Contractor Prequalification
- Supervision of Procurement Staff
- Facility Management
- Vehicle Maintenance
- Supervision of Drivers
- Supervision of Office Attendants

## **iii. Accounts Unit**

The Accounts Unit comprises two sections, one section deals with MMRGs, DPs, and ERRAGs and the other deals with Community Centers. The following functions are undertaken by the Accounts Units:

- ❖ Purchase Orders for Development Programmes
  - Prepares and updates disbursement records for project files
  - Files copy of purchase orders
  - Updates disbursement records for cancelled purchase orders.
  
- ❖ Purchase Orders for Recurrent Expenditure
  - Enters on Peachtree
  - Files copy of purchase orders

❖ Recurrent and Development Expenditure

- Checks for accuracy of invoices
- Prepares payment vouchers
- Issues cheques
- Releases cheque to payee

❖ Salary Processing

- Maintains increases and deduction records on Peachtree
- Prepare and Review employees' payroll
- Prepare detailed listing for bank remittances and salary deductions
- Issues cheques to banks or other beneficiaries
- Remits P.A.Y.E., Health Surcharge, NIS Insurance and Credit Union payments

❖ Bank Reconciliation

- Compare returned cheques to bank statement
- Compare bank statement to general ledger
- Update bank reconciliation statement
- Prepares and posts journal for bank charges
- Liaises with bank to have errors corrected

- ❖ Cumulative Development Programme Performance Reports
  - Updates information for each type of payment made
  - Prepares summary report of payments by project type, current month expenditure and expenditure for the previous months of the current financial year
  
- ❖ Monthly development Programme Expenditure Report
  - Updates information for each type of payment made
  
- ❖ Suppliers Queries
  - Reviews and Records suppliers' statements
  - Reviews outstanding bills
  
- ❖ Outstanding Invoices
  - Updates information under each project type according to invoices received and payments made
  
- ❖ Prepares for Audit of Financial Statements
  - Reconciles the Group Health Insurance Account
  - Reconciles the Accounts Payables Account
  - Reconciles Accounts Receivable Account

❖ Funding

- Prepares a listing of new projects by type to support request for funds
- Completes bank deposit slip and source of funds document for bank upon receipt of funds
- Updates Register upon receipt of funds

❖ Reports

- Monthly status reports of the performance of the Infrastructure Development Programme
- Quarterly request for Funds under Recurrent Expenditure and Infrastructural Development Fund (IDF) with supporting documents
- Annual preparation of draft estimates under Recurrent Expenditure and Infrastructural Development Fund
- Semi-annual reports on the Social Sector Investment Progress for the Ministry of the People and Social Development
- Responds to ad hoc request from line Ministry and Ministry of Finance
- Monthly Cash flow Reports for the Ministry of Finance
- Quarterly Financial Reports for the Ministry of Finance
- Distributed Audited Financial Reports Annually to the Ministry of Finance

**iv. HR Unit**

The following functions are undertaken by the HR unit:

- Performance Appraisal review and Processing

- Recruitment
- Training and Development
- Personnel data entry and records maintenance
- Policy Development
- Employee Benefits (Health Care Insurance, Life Insurance and Workmen's Compensation)

**v. Communications Unit**

The following functions fall under the Communications Unit:

- Management of the office of the Chairman (appointments, meetings, follow up on projects, responds to Members of Parliament and Regional Corporations).
- Preparation of speeches, notes and briefs for the Chairman
- Arrangements for all Board and Approval Meetings
- Company brochures and tokens
- Staff uniforms
- Press releases and all media related functions
- Company's website
- Management of Customer Complaints
- Management of projects which have not been recommended for funding.



**vi. Project Management**

The Project Management oversees the implementation of the following projects:

- Minor Repair and Reconstruction Grants (MRRG)
- Emergency Relief and Reconstruction Assistance Grants (ERRAG)
- Development Programmes (DP)
- Community Centers
- Activity Centers
- Starter Houses

**vii. Administrative Unit**

The Administrative Unit provides clerical support to the Project Management Unit through File Management and Customer Service (to external clients).

**viii. Services Provided**

- Minor Repair and Reconstruction Grants (MRRG)
- Emergency Relief and Reconstruction Assistance Grants (ERRAG)
- Development Programmes (DP)
- Community Centers

### c. Delegated Levels of Authority

The Government appointed Board of Directors has delegated the operations of the Company to the Chief Executive Officer, who has in turn devolved various functions to Heads of Departments.

The following functions are delegated by the Chief Executive Officer:

Table 1: Delegated Levels of Authority at the NCSHL

Function	Delegated to	Responsibility
<b>Internal Audit</b>	Internal Auditor	To ensure that all policies, systems and procedures are being effectively implemented and adhered to.
<b>Procurement</b>	Procurement Officer	Procurement of Goods and Services, Vehicle Maintenance, I.T. Support and Security Services.
<b>Finance</b>	Project Accountant and Unit Accounts Manager	Oversees the Company's overall Accounting Systems and Services.
<b>Human Resource Management</b>	Human Resource Officer	Management and Coordination of Staff activities and direct the formulation of HRM strategies and Programmes.
<b>Communications</b>	Communications Manager	To plan and implement public relations programmes and projects

		designed to favorably publicize the Company.
<b>Project Management</b>	Senior Project Officer	Minor Repairs and Reconstruction Grants, Emergency Relief and Reconstruction Grants, Development Programmes and Community Centers.
<b>Administration</b>	Administrative Assistant	To attend to customers, provide clerical support to the Project Management Unit and File Management.

**d. Legislative and Regulatory Framework**

State Enterprises are expected to comply with the relevant laws and regulations of the Republic of Trinidad and Tobago. Management ensures compliance by:

- Reviewing the Company’s systems for monitoring compliance with laws and regulations, including fraudulent acts and accounting irregularities.
- Ensuring that all regulatory compliance matters have been considered in the preparation of financial statement, and
- Taking appropriate corrective action on findings of examinations communicated by regulatory agencies.

The Regulations relating to Misconduct and Discipline are contained in the revised Policy and Procedures Manual attached (see Appendix I).

**e. Reporting Functions**

The table below outlines the reporting requirement to the central agencies in monitoring the work of the NCSHL:

Table 2: Reporting Functions

Documents / Reports	Receiving Agency
Status Reports on the Performance of Infrastructural Development Fund (IDF) - Monthly	Office of the Prime Minister (via Line Ministry)
Achievement Report of the IDF - Quarterly	Line Ministry Ministry of Finance
Monthly Report on Contracts Issued for more than \$100,000	Ministry of Finance
Actual Recurrent Expenditure – Quarterly	Line Ministry
Financial Reports – Quarterly	Ministry of Finance
Cash Flow Report - Monthly	Ministry of Finance
Draft Estimates – Annually	Line Ministry Ministry of Finance
Administrative Report – Annually	Parliament (via Line Ministry)

Public Sector Investment Programme (PSIP) Status Report - Monthly	Ministry of Community Development
Draft Estimates - Annual	Line Ministry
Achievement Report - Quarterly	Ministry of Community Development Line Ministry

## PART THREE: POLICIES AND DEVELOPMENT INITIATIVES

### SHORT, MEDIUM AND LONG TERM PLANS

The ultimate goal is to transform the NCSHL into a performance driven entity which proactively delivers quality customer service to our clients throughout Trinidad and Tobago by making the best use of modern technology available in order to consistently achieve the desired levels of service.

The following initiatives are geared towards achieving these goals:

Table 3: Short, Medium and Long-Term Plans

<b>SHORT TERM (0 TO 6 MONTHS)</b>
<b>Transformation Programme for Improved Efficiency and Service Delivery.</b>
<ol style="list-style-type: none"><li>1. Policies and Procedures Review</li><li>2. Drafting of new policies and procedures in consultation with key stakeholders</li><li>3. New Policy &amp; Procedure documentation and implementation</li><li>4. Staff Training Needs Assessment</li><li>5. Implementation of staff training programmes</li><li>6. Customer Survey to gauge to quality of service and areas for improvement</li><li>7. I.T. and Telecom Systems review to assess adequacy for service delivery</li><li>8. Facilities review to assess adequacy for service delivery</li></ol>
<b>Community Outreach &amp; Networking</b>
<ol style="list-style-type: none"><li>1. Review existing system of community outreach and networking for effectiveness</li><li>2. Survey communities to determine areas for improvement</li></ol>

3. Implement recommended changes based on review and survey results, ensuring there is a web-based component to new strategies

### **Performance Measures and Culture Implementation**

1. Staff training on Performance Based Management Concepts and its impact on customers
2. Performance Evaluation Unit
3. Ensure Budgets prepared for all Departments
4. Establish Performance Metrics for each Programme and Project with monthly reporting requirements
5. Establish Customer Service Standards for all areas of operation

### **MEDIUM TERM (6 TO 12 MONTHS)**

#### **Project Database System**

1. Establish project brief for I.T. contract re development of project database system
2. Tender for database system
3. Select most appropriate tender to achieve project database system objectives
4. Implement project database system

#### **Fund Allocation Criteria Development**

1. Enter into discussions with key stakeholders re appropriate fund allocation criteria
2. Form inclusive committee to Draft fund allocation criteria
3. Circulate proposed criteria to key stakeholders for feedback and comment
4. Finalize criteria for Board approval

#### **Natural Disaster Plan**

1. Review and consultation with ODPM on national disaster plan

2. Establishment of community disaster network for reporting on natural disasters and documenting of damage incurred
3. Establish database of natural disaster relief providers in all communities who will be part of NCSHL's supply network in event of disaster
4. Designate key employees who will play leadership roles in event of natural disaster
5. Establish natural relief fund protocols for quickly assessing funds in event of natural disaster and monitoring funds disbursement for appropriateness
6. Establish Response standards for disaster relief

### **LONG TERM (MORE THAN 12 MONTHS)**

#### **Web Utilization Strategy**

1. Development of interactive community and customer focused website
2. Website features to include:
  - Online applications and checking of applications status
  - Project webcams for selected projects
  - Customer feedback and surveys
  - Online chats with Field Officers
  - Funds allocation criteria, processes and statistics
  - Project and programme reviews by customer

#### **I.T. upgrade programme**

1. Conduct detailed I.T. /telecommunications assessment to meet transformation goals of NCSHL
2. Source I.T. solutions/improvements needed and prepare I.T. budget for Board approval



### 3. Implement approved I.T. solutions

## PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS - GAPS

Table 4: Gap Analysis

No.	CURRENT STATE	GAP	DESIRED RESULTS
1	Funding is minimal and operations are being carried out under a strict budget.	Operating without a clear vision and mission of achievable outcomes, placed us in a mediocre position with line ministry not being impressed by our plans or objectives, to allow them enough reason to provide us with feasible funding allocations	To attract increased funding allocations from the Line Ministry in order to achieve our objectives.
2	Applications are received daily for assistance, yet there is uncertainty of being able to approve and process with the budget constraints at hand.	The absence of standardized processes in handling applications and the absence of an alternative plan	To set standards and time frames for speedy approvals and processing of grants and project management support to

		forecasted for budget constraints.	our less fortunate citizens without delays.
3	Applications are being misplaced and retrieval is difficult because of poor record management and filing systems.	Inefficiency of Filing Staff and under-utilized technology at hand. Basic training in Filing systems was lacking.	To implement a Database Management System (DBMS) and provide more filing and storage space for efficient and effective file maintenance and retrieval.
4	Clients are irritable and unsatisfied with the length of time it takes to get responses to their applications.	Poor communication skills by frontline staff and ineffective internal processes.	Improved communication systems between the NCSHL and its clients with regard to the status of their applications. Training Programs.
5	Clients are unaware of the criteria to qualify for an approved application.	Services offered by the Commission were not properly advertised and upon issuing application forms, customers were	Advertising and Improved Public Relations Techniques

		uninformed by the frontline staff	
<b>6</b>	Staff claims of discrimination of the applications being forwarded for approval.	Internal Processes were ineffective and standards for handling applications effectively and with uniformity were absent.	Improve on image by becoming mission focused to assist all citizens considered less fortunate, underprivileged and impoverished.
<b>7</b>	Communication and Interaction between departments is lacking, leaving some departments unaware of what the other departments are working on.	Organisational Structure of the Commission	Improve internal communication among departments by making use of technology, and creating functional teams.
<b>8</b>	Customer Service is poor.	Untrained staff has been designated to operate frontline as a result of absent HRM and staff demotivation.	Implement Customer Service Training Programs.
<b>9</b>	A Manual Procurement System	Inadequate Funding to implement electronic	Integration and appropriate use of

		procurement and lack of information technology consultation.	technology via electronic procurement.
<b>10</b>	Inadequate Resources and Office Facilities to carry out day to day operations effectively, efficiently and on time. Staff is frustrated and de-motivated under such conditions.	Failure to request the necessary facilities outlining its importance to management, instead of going directly to procurement. Chain of Command, Inadequate funding and budget allocations toward administration.	To be able to allocate sufficient funding toward administration to facilitate staff with all necessary resources and office facilities to carry out their duties.
<b>11</b>	Staff complaints about poor management and leadership techniques, where there is bureaucracy and staff involvement is absent.	The NCSHL has operated under an autocratic leadership style for years, leaving little or no room for staff input.	To encourage leadership by example and employee empowerment. Addressing Staff issues and improving communication.
<b>12</b>	Poor Performance by experienced Staff	De-motivation and operating without	Improve performance by facilitating training programs, motivational

		necessary resources and equipment.	techniques, utilizing technology and providing resources and facilities. Implement Total Quality Management (TMQ) and HRM.
<b>13</b>	Internal Processes and Objectives need improvement for better service to our Clients and better performance from Staff	The autocratic leadership style determined the internal processes and objectives that must be changed and improved.	Become more mission focused. Implement Management by Objectives (MBO) and Control Systems.
<b>14</b>	Delayed payments to suppliers, contractors and consultants are projecting a bad image of the organization and their anger and frustrations are being extended to the Staff. This could result in negative media coverage about our productivity.	Internal Processes, minimal funding and management of funds. Lack of Communication to our stakeholders and clients were also contributing factors.	The capacity to attract funding, revise payment policies and manage within the budget.

<b>15</b>	Operating without a Human Resource Department	Organisational Structure of the Commission and Funding.	To be able to hire and implement a HRM team
<b>16</b>	Service Delivery Constraints	Experienced Staff needs to be flexible and remain functional. Multi-tasking was not utilized and budget constraints.	Improve Internal Processes and provide the necessary facilities to deliver our services on time and in a professional manner
<b>17</b>	Limited Scope	The focus of the NCSHL has been about grants and no labour. Centralizing their focus on a vague mission and limited vision.	An expanded scope, providing additional services, embarking on fundraising ventures and sponsorships.
<b>18</b>	There is lack of Coordination and Cooperation among staff.	Organisational Structure, Work and Skill interaction was absent due to the mentality of staff under autocracy.	Implementation of Virtual Team and Flexibility among skilled staff.

<b>19</b>	Operating without Technical and Engineering Staff.	Inadequate Funding to hire specialist staff and the Organisational structure that was used for years.	The capacity to employ specialist and technical staff
<b>20</b>	Unprepared for competition	Lack of Vision and a strategic plan. A limited scope and the autocratic leadership style under which the NCSHL existed.	To become an example to new and existing competition in areas of project management, community service and innovativeness.

## **PART FOUR: FINANCIAL OPERATIONS**

### **BUDGET FORMULATION**

The National Commission for Self Help Limited prepares its draft estimates for each new fiscal year in compliance with the timing, procedures and documentation prescribed for the national budget and submits same to the Line Ministry for perusal, modification and onward transmission to the Ministry of Finance (Budgets Division).

The draft estimates of The National Commission for Self Help Limited, is founded on an assessment of the number of self-help projects which could be approved, implemented and completed during the fiscal year. Consideration is also given to projects which are started in one fiscal year and continued in the following fiscal year. It is also based on the technical skills available and the NCSHL's capability to handle the volume of projects.

The input of the Project Management Team is critical in this aspect of the draft estimates. Based on projects identified, estimates of project costs are prepared for materials and some services where applicable. In the case of Minor Repairs and Reconstruction Grant (MRRG), the fixed maximum sum of fifteen thousand dollars (\$15,000.00) is allocated per project.

The approved allocation for the fiscal year is eventually decided at the annual budget debate in Parliament, and the forecasts of projects to be undertaken and expenditure to be incurred, are limited to the budgetary allocations approved for the NCSHL. Consequently the implementation schedule for self-help projects for any given fiscal year is revised to fit the allocation as approved by Parliament.



Preparation of estimates for recurrent expenditure takes into account, historical data over the recent past and planned performance in terms of staffing, technology, various contracted services provided to the NCSHL, accommodation, equipment and other operating costs.

### **EXPENDITURE VERSUS BUDGET**

The NCSHL's existing accounting systems as well as its project management system is designed to effect control over expenditure in an attempt to ensure that the approved allocations and funds released to the NCSHL are not exceeded.

In the case of budgetary control in the implementation of each self-help project, material and cost estimates are prepared and approval of the Board of Directors of the NCSHL is obtained before each project is executed. Purchase orders are subsequently prepared for the quantities of materials required at the approved unit prices. The unit prices for materials and services are either fixed on the basis of the prequalification of contractors, or taken from competing quotations.

Accounting records are updated with the issue of each purchase order so that commitment controls for each project could be assured. On payment of the relevant suppliers' bills, the commitment and accounting records are updated for the purpose of expenditure control.

The cumulative effect of these measures for each commitment and payment transaction ensures that the NCSHL's total expenditure in a fiscal year does not exceed the funding received.

The nature of the operations of the National Commission for Self Help Limited is to assist in achieving the policy of the Government in relation to poverty alleviation and community empowerment.

Projects are demand driven and can be significantly influenced by the occurrences of natural disasters and other emergency projects which arise from time to time. These emergency projects are given priority resulting in delayed implementation of other planned projects which may not be considered urgent.

#### **DEBT POLICY**

The NCSHL normally obtains all funding in the form of subvention from Central Government.

#### **INVESTMENT POLICY**

The NCSHL does not have an Investment Policy since the funds received are solely for the purpose of executing self-help projects and to meet administrative costs. However, opportunity is taken to earn interest income from available bank balances on the NCSHL's bank accounts.

#### **FINANCIAL PERFORMANCE**

In fiscal 2005/2006, The National Commission for Self Help Limited was classified as a Special Purpose State Enterprise which receives funds from the Infrastructural Development Fund for projects implementation.

In fiscal 2013/2014 the sum of \$72M was allocated to the NCSHL. This sum and funds brought from fiscal 2013 were fully utilized as follows:

Table 5: IDF allocation for Fiscal 2013/2014

<b>Description</b>	<b>Amount (\$)</b>
<b><u>Income</u></b>	
Funds Received (Fiscal 2013/2014)	67,805,367.00
<b><u>Expenses and Commitments</u></b>	
Projects Expenditure (Oct 2012 to Sept 2013)	<b>(40,040,773.00)</b>
Commitments (Outstanding as of Sept 2013)	<b>(25,022,475.00)</b>
<b>Total Expenditure and Commitments as of 30-Sept-2014</b>	<b>(65,063,248.00)</b>
<b>Difference</b>	<b><u>2,742,119.00</u></b>

The commitments of \$ 25Mn represent the value of purchase orders which were issued on projects in progress as at 30 September, 2014. The IDF Achievement Report of The National Commission for Self Help Limited is attached as "Appendix A".

The National Commission for Self Help Limited also receives subvention from Current Transfers and Subsidies for Administrative Expenses, which were utilized as follows:

Table 6: Recurrent Expenditure for Fiscal 2013/2014

<b>Description</b>	<b>Amount (\$)</b>
<b><u>Income</u></b>	
Administrative Expenses (Fiscal 2012/2013)	10,500,000.00
<b>Expenditure (Fiscal 2012/2013)</b>	
Administrative Expenses	(10,808,933.00)
Difference	(308,933)

Details of Administrative Expenditure incurred for the fiscal year 2013/2014 are enclosed as APPENDIX "B"

A draft Balance Sheet and Profit and Loss for fiscal year 2014 is enclosed as APPENDIX 'C'. The Audited Financial Statement will be forwarded to you shortly, on receipt of same from the external auditors who are in the process of finalizing the report.

Please note that the above figures do not include accruals nor the accounting operations of the National Social Implementation Programme (NSIP) Project Unit.

## **PART FIVE: HUMAN RESOURCE DEVELOPMENT PLAN**

### **ORGANIZATIONAL ESTABLISHMENT**

The Company employed a Human Resource Manager in October 2012 who was tasked with the of implementing Training and Development of Staff, Recruitment, Maintaining Employee Records, Performance Evaluation, Policy Development and Employee Benefits.

The Company received Cabinet Approval for a revised Organizational Chart in August 2014 (See Appendix D). This restructure is aimed at improving the ability to fulfil the growing demands for the services offered.

The amount of applications received increases by approximately twenty percent (20%) each year and each application undergoes approximately twenty-eight (28) transactions from when it enters the organization to when a project is complete. These transactions are undertaken by various functions, including, Clerical Assistants, Administrative Assistant, Project Officers, Assistant Project Officers, Senior Project Officers, Procurement Officer, Accounts Clerks, Accounts Manager etc.

The Commission has also embarked on providing one hundred (100) Starter-Houses to families in need. The strategy adopted by the Commission is to build ten (10) houses per month. This requires not only additional staff in terms of Project Officers but also for technical functions such as Civil Engineer, to ensure that the structures built are safe to avoid having to incur additional cost in the long run.

Apart from staff that are directly involved in the application process, the support staff serve a pivotal role in the upkeep of the organization. The Communications Department is responsible for securing a good public image of the organization through advertisements in the various newspapers, unveiling of projects and distribution of grants. They also coordinate staff functions, receive and attend to complaints from clients, conduct site visits, especially in the event of Natural Disasters, maintain the Company's website, arranging of Board and Approval Meetings and organizing Community Awareness Workshops.

The Procurement Unit is responsible for preparing purchase orders and contract documents for contractors, registering contractors, purchasing office equipment and supplies and vehicle and building maintenance.

### **CATEGORY OF EMPLOYEES**

All employees are employed on a contractual basis. Contracts are issued for a maximum period of three (3) years.

### **CAREER PATH SYSTEMS**

In order to better serve our client the NCSHL recognizes that it must formulate strategies to create value and an environment that allows its human capital to grow. The Company offers employees the opportunity to operate in several areas within the organization in order to gain experience and ultimately decide on the desired career path. These areas include, Project Management, Civil Engineering, Public Relations, Procurement, Human Resource Management, Financial Accounting and Customer Relations.

Employees wishing to pursue a career in Engineering or Project Management are given the opportunity to practice their skills and are encouraged to continuously improve themselves academically.

### **PERFORMANCE ASSESSMENT AND MANAGEMENT STRATEGIES**

Performance Appraisals are conducted on a semi-annual basis based on employees' specific duties and responsibilities. Management proposes to re-evaluate the Assessment process to Management by Objectives and Key Performance Indicators.

### **PROMOTION**

The structure of the organization does not provide for promotion based on merit and seniority. However, employees are encouraged to apply for higher positions once they become available and they are suitably qualified.

### **EMPLOYEE SUPPORT SERVICES**

Employees can lodge their complaints with the Human Resource Unit. Further, Management operates an 'Open-Door' policy where employees are free to voice their concerns either verbally or in writing.

## **PART SIX: PROCUREMENT PROCEDURES**

### **OPEN TENDER**

The NCSHL does not use this process to procure goods and services since Contractors and Suppliers are subject to comply with a Registration, Pre-Qualification and Performance criteria.

An internal database is maintained with successful candidates and the selection of Contractors and Suppliers are made from this.

### **SELECTED TENDER**

This process is the preferred choice of the NCSHL as it allows for transparency, competitive pricing, quality assurance and development opportunities.

The following outlines how this process is used:

- New projects to be undertaken by a Contractor (supply of materials, labour, equipment etc.) will be implemented after tenders are obtained.
- Since 3 tenders are required, 2 new Contractors (selected by Financial Capacity & location) along with 1 previously used Contractor (recommended by the Senior Project Officer) will be invited to tender.
- Tender packages are prepared with Bill of Quantities & Drawings. Site visits are scheduled to further clarify requirements.
- Received tenders are analysed by the Procurement Department.



- Projects from \$50,000.00 to \$299,999.99 are implemented using Purchase Orders and authorized by the Senior Project Officer or Chief Executive Officer.
- Projects exceeding \$300,000.00 are implemented using the NCSHL Agreement (Contract).
- All projects must receive Approvals Committee & Board Approval before being issued.

**SOLE TENDER**

The Sole selection of a Contractor is done ONLY on projects up to a maximum approved value of \$50,000.00. The decision is made by the Chief Executive Officer with approval by the Board of Directors.

## **PART SEVEN: PUBLIC AND COMMUNITY RELATIONS**

### **CLIENT AND PUBLIC ACCESS TO SERVICES / SERVICE DELIVERY SYSTEMS**

Individuals and Community Groups can obtain assistance from the NCSHL. Communities must form themselves into an organized group and be willing to contribute to the project in the form of labour or additional building materials.

All applications forms are available and can be submitted at any of our three (3) offices:

Head Office  
Lasalle Court  
#75 Abercromby Street,  
Port of Spain

South Regional Office  
Birjah Building  
Corner Rushworth and  
Independence Avenue,  
San Fernando

Tobago Regional Office  
LP# 91 Barrington's Court,  
Bon Accord Village,  
Bon Accord

Information can also be accessed through the Company's website: [www.ncshl.co.tt](http://www.ncshl.co.tt) or via Facebook.

In addition to submitting an application to any of the above mentioned offices, applications can also be made through the applicant's respective Member of Parliament.

## **COMMUNITY AND STAKEHOLDERS RELATIONS / OUTREACH**

Several NGOs, CBOs, and FBOs are invited to collaborate with NCSHL on projects undertaken. The NCSHL believes that this will enable a more efficient service to prospective applicants and communities.

## **STRATEGIC PARTNERSHIPS (LOCAL, REGIONAL AND INTERNATIONAL)**

The NCSHL has embarked on local partnerships for construction services of selected projects.

To date the NCSHL has partnered with Metal Industries Limited (MIC) to construct Low Cost Starter Houses from the 'House Building Initiative'.

Also, the Company has engaged the services of the Trinidad and Tobago Waste Management Company Limited for the Construction of the Forres Park Activity Centre.