

Ministry of Social Development and Family
Services
Annual Administrative Report
2016/2017

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EXECUTIVE SUMMARY

During the period under review, the Ministry of Social Development and Family Services focused on reducing public expenditure whilst maintaining the services and programmes provided to the country's most vulnerable citizens.

The Annual Administrative Report 2016/2017 highlights the achievements of the Ministry in the first term of the newly elected Government and the commencement of the Vision 2030 rollout. The key areas of focus were:

Financial Assistance

The total expenditure for fiscal 2017 was \$4,705,021,986.85; this represented a positive variance against the budgeted estimates of \$4,755,636,165.00. It is noteworthy that none of the grants and services, which benefitted the poor and vulnerable were affected.

Staff Rationalisation

Due to limited financial resources the Ministry was compelled to reduce the non-essentials in both human and other resources. A review of short-term employment commenced in 2016 and is ongoing. The staff complement for fiscal 2017 was 1379: 389 established, 797 contract and 193 short term.

Food Support

An extensive recertification exercise on the food support programme was carried out and resulted in the number of applicants being adjusted from 27,438 to 24,327. The fall off occurred as a number of persons failed the required means test or just did not present themselves to be certified. The food support initiative was incorporated into the Social Welfare Department in August 2017. The Ministry also undertook a review of the Biometric system which was used to support the administration of the food support initiative. Based on the outcome of the review, the decision was taken to end the contractual arrangements with NagraID, the service provider on the project. Furthermore, in December 2016 Cabinet agreed to the introduction of a new debit card system in support of the food support programme.

Persons Living with Disabilities

Key stakeholders of the Ministry are persons with disabilities. In recognition of this and as signatory to the UN Convention on the Rights of Persons with Disabilities, the Ministry undertook to review and revise the draft National Policy on Persons with Disabilities. Additionally, the Ministry engaged the services of a consultant to address the myriad defects of the National Enrichment Centre, which was opened in 2015 but was inoperable.

Street Dwellers

Following consultations with stakeholders from the public and private sectors, a report and related action plan was approved by Cabinet in August 2017. The implementation details are engaging the Ministry's attention.

National Social Mitigation Plan (NSMP)

The plan was conceptualised to assist citizens who may be adversely affected by the economic downturn facing the country. The NSMP received Cabinet approval in August 2017, and is in the preliminary stage of implementation.

As the Ministry looks ahead to fiscal 2017/2018, efforts will be redoubled to transform and modernise its operations. Work has already begun to implement the Integrated Social Enterprise Management System. The Ministry also looks forward to the full implementation of the NSMP; the completion of remedial works and operationalisation of the National Enrichment Centre; filling vacancies in accordance with the approved six-year plan and improving the customer service experience to all the nation's citizens.

1.0 THE STRATEGIC FRAMEWORK

1.1 Vision

A dynamic, people-centred organization achieving sustainable human and social development.

1.2 Mission

To lead in the enhancement of the lives of citizens, with emphasis on the vulnerable through a network of integrated, effective and accessible social services.

1.3 Goal

To ensure the effective and efficient functioning of the human and social sector towards improvement in the standard of living of all our nation's citizens, particularly those most at risk.

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	Adhering to moral and ethical principles. Honesty in all that we do.
Compassion	Developing interconnectedness with clients by having a sympathetic and empathic consciousness of their need together with a desire to alleviate it.
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.

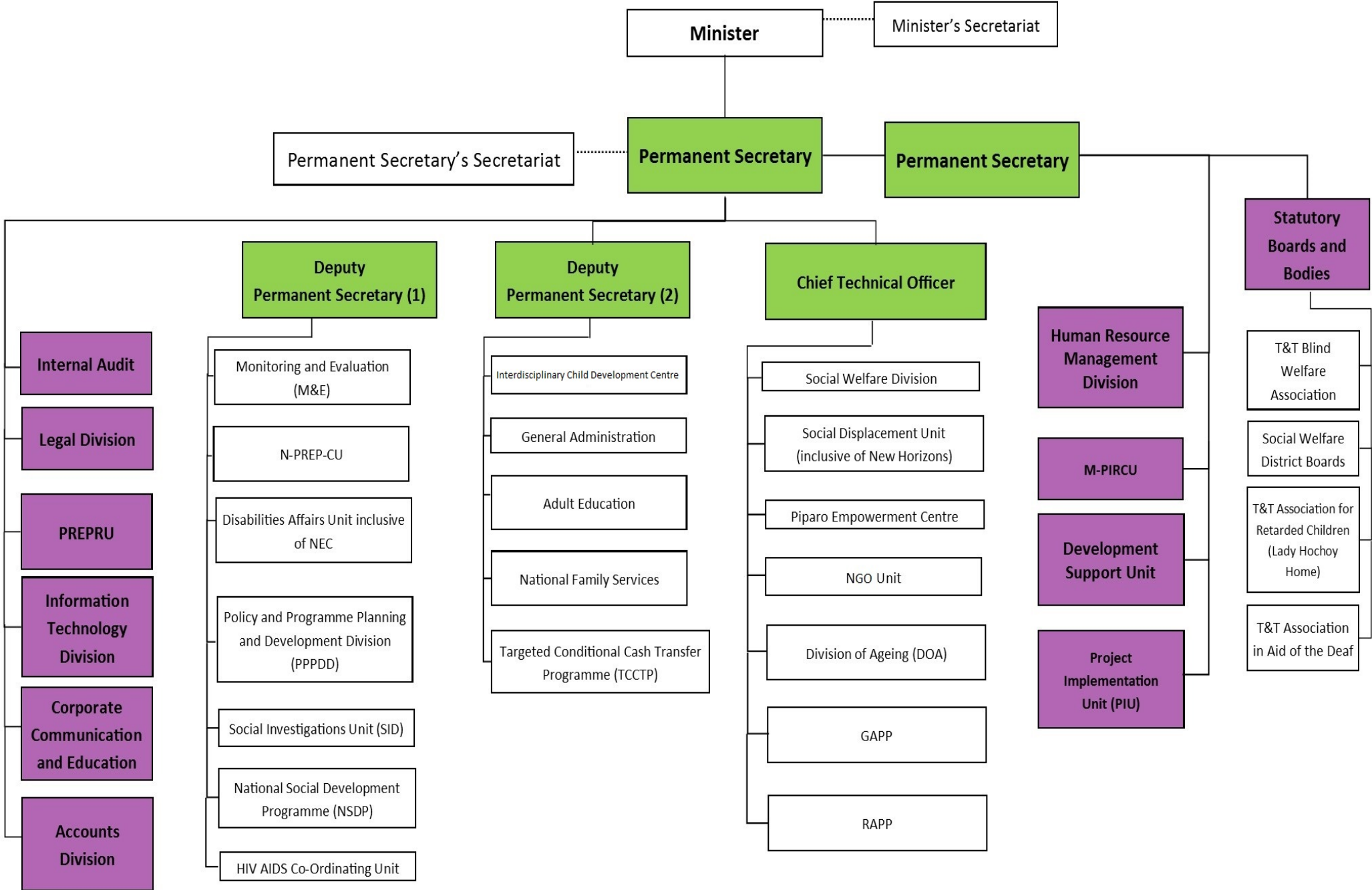
1.5 Corporate Objectives

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 a high performance, customer focused organisation that meets its operational strategic objectives in an efficient and effective way.

1.6 Priorities/Strategic Imperatives

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

2.0 ORGANISATIONAL STRUCTURE



2.1 Heads of Divisions

Executive	
Jacinta Bailey - Sobers	Permanent Secretary
Natasha Barrow	Ag. Permanent Secretary
Haimdath Ramoutar	Deputy Permanent Secretary
Dennis Williams	Ag. Deputy Permanent Secretary
Vijay Gangapersad	Ag. Chief Technical Officer
Heads of Divisions	
Aileen Clarke	Coordinator, HIV/AIDS Coordinating Unit
Alvin Dain	Manager, Information Technology Division
Asauph Ghany	main Peoples' Issues Resolution Coordinating Unit
Michael Reid	Ag. Director, Policy, Programme Planning and Development Division
Anne Marie Bissessar	Accounting Executive I, Accounting Unit
Anne-Marie Quammie-Alleyne	Coordinator, Non-Governmental Organisation (NGO) Unit
Anra Bobb	Project Coordinator, Geriatric Adolescent Partnership Programme
Brenda McCree Hunte	Coordinator, Retiree Adolescent Partnership Programme
Carla McKie	Ag. Internal Auditor II, Internal Audit
Dane Phillip	National Director, National Social Development Programme
Dionne Auguste-Gill	Programme Officer II, Monitoring and Evaluation Division
Duane Denny	National Poverty Reduction And Eradication Programme Coordinating Unit
Dr Barry Ishmael	Legal Officer II, Legal Division
Dr Jennifer Rouse	Director, Division of Ageing
Natalie Walters	Manager, Communications and Education Unit
Gary Tagallie	Poverty Reduction and Eradication Research and Policy Unit
Gopaul Dattoo	Education Executive Facilitator
Jessie Joseph	Programme Director, Piparo Empowerment Centre
Judy Tacklalsingh	Inter Disciplinary Child Development Centre
Lewin Mayers	Coordinator, Development Support Unit
Lorraine Reyes-Borel	Executive Director, Social Displacement Unit
Taramatie Samaroo	Ag. Director, Human Resource Management Unit
Catherine Ferreira	Senior Research Officer, Disability Affairs Unit
Nirmala Maharaj Sawh	Ag. Senior Research Officer, Social Investigations Division
Aidan Lubin Hewitt	Administrative Officer V, General Administration
Sherma Frank-Joseph	Ag. Deputy Director, Social Welfare Division
Vidya Pooransingh	National Family Services

2.2 Organisational Profile

The new GoRTT articulated a vision of growth, development, social peace, economic stability, transformation and equity. The Government further outlined a governance approach that is guided by ‘data-based, scientific, holistic and evidence driven; paying due attention at all times to the need for compassion, sensitivity and respect for the rights and freedom of all citizens in all matter of state.’

The initiatives implemented by the MSDFS are further informed by the Government’s new shared development paradigm that focuses on “smart development goals”. The key development thrust continues to be inclusivity, sustainability and resiliency, that will guide development through the seventeen (17) SDGs.

The MSDFS serves as the core social sector Ministry, with responsibility for coordinating the implementation of initiatives to achieve Government’s social and human development objectives. Emphasis is placed particularly on developing and executing programmes, that protect and assist vulnerable and marginalized groups in society. With the dissolving of the National Poverty Reduction and Eradication Programmes- Coordinating Unit, the Poverty Reduction and Eradication Research and Policy Unit and the People Issues Resolution Coordinating Unit, the Social Welfare Division was given the responsibility to execute the mandates of these former units. In this way, the MSDFS continued to play its role in providing assistance to those in need via its mandate as outlined below:

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

The Ministry is comprised of thirteen (13) Service Delivery, six (6) Policy and nine (9) Support Divisions as follows:

2.3 Corporate Structure

Service Delivery Divisions/Units

1. Piparo Empowerment Centre
2. Social Displacement Unit (including New Horizons Centre)
3. Social Welfare Division
4. National Social Development (NSDP) Programme
5. HIV/AIDS Coordinating Unit
6. Non-Governmental Organisation (NGO) Unit
7. Adult Education
8. Main Peoples' Issues Resolution Coordinating Unit
9. National Family Services
10. National Poverty Reduction and Eradication Programmes Coordinating Unit (NPREPCU)
11. Inter Disciplinary Child Development Centre
12. Geriatric Adolescent Partnership Programme
13. Retirees Adolescent Partnership Programme

Policy Divisions/Units

1. Disability Affairs Unit
2. Division of Ageing
3. Monitoring and Evaluation Division
4. Policy, Programme Planning and Development Division
5. Poverty Reduction and Eradication Research and Policy Unit
6. Social Investigations Division

Support Divisions/Units

1. Accounting Unit
2. Corporate Communications & Education Unit
3. Development Support Unit
4. General Administration (, Registry, Library Services, Office Management and Records)
5. Human Resources Division
6. Information Technology Division
7. Internal Audit
8. Legal Division
9. Project Implementation 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 20 of 1959, Chapter 69:01
- Freedom of Information Act 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 27 of 1999 Chapter 45:56, Amended by 8 of 2006
- Sexual Offences Act 27 of 1986 chapter 11:28, amended by Act 31 of 2000
- Matrimonial Proceedings and Property Act Chapter 45:51, Act 2 of 1972
- Co-habitation Relationship Act Chapter 45:55 Act. No. 30 of 1998

2.5 Reporting Functions

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

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 Expenditure Accounts for Financial Year Ending September 30, 2017

A breakdown of the Expenditure Accounts of the Ministry is listed hereunder:

SUB-HEADS	ESTIMATES Financial Year 2017	ACTUAL EXPENDITURE Financial Year 2017	VARIANCE
Personnel Expenditure	48,536,600.00	41,602,547.50	6,934,052.50
Goods and Services	128,073,340.00	112,946,386.74	15,126,953.26
Minor Equipment Purchases	219,073,340.00	17,595.88	201,854.12
Current Transfers and Subsidies	4,536,190,262.00	4,513,588,347.22	22,601,914.78
Current Transfers to Statutory Boards and Similar Bodies	33,176,513.00	32,569,948.00	606,565.00
Development Programme	9,442,000.00	4,297,161.51	5,144,838.49
TOTAL	\$4,755,638,165.00	\$4,705,021,986.85	\$50,616,178.15

3.3 Internal Audit Functions

The Internal Audit Department (IAD) is authorized to perform a broad, comprehensive program of Internal Auditing within the Ministry of Social Development and Family Services. Internal Auditing examines and evaluates the adequacy and effectiveness of the System of controls as provided by:

- The Financial Regulation 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 Ministry of Social Development and Family Service's operations.

The IAD provides the Accounting Officer with an independent appraisal of the adequacy and effectiveness of the Ministry of Social Development's system of internal administrative and accounting controls. The primary objective is to assist the Accounting Officer in the effective discharge of his/her responsibilities.

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 standard of the work performed;
- following-up queries by internal and external audits to ensure corrective action is taken; and
- serving as resource personnel with respect to 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 **279** reports in the fiscal year 2016/2017.

4.0 HUMAN RESOURCE DEVELOPMENT PLANS

4.1 Category of Employees

The Ministry is comprised of three broad categories of staff: daily-rated workers, monthly paid public officers (civil servants), and contract employees. However, the Personnel Department is the Department of Government charged with responsibility for determining and/or advising on remuneration and other terms and conditions of service for employees within the public sector. The Department determines, through consultation and negotiations with appropriate recognised associations and unions, the terms and conditions of service of employees who fall in the categories previously mentioned among others, and also advises/makes recommendations on the terms and conditions of service of these employees. The Ministry of Social Development and Family Services had **(183)** vacant established positions and **(206)** filled positions of established staff during fiscal 2016/2017. In the same fiscal, of the **(730)** vacant contractual positions, **(87)** of them were filled and **(193)** were employed on a short-term basis. Therefore having a total staff complement of **(486)** for fiscal 2016/2017.

4.2 Career Path Systems

The Human Resource Division makes internal acting arrangements when positions/offices become vacant through a variety of staff movements. However, the Service Commissions Department has the authority for the filling of 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 utilizes the Performance Management Appraisal System, which has been implemented throughout the Public Service in accordance with the Personnel Department's Circular No. 9 dated November 21, 2001. Position Descriptions have been developed for all offices and periodic reviews, as well as Annual Performance Appraisal Reports, are completed to evaluate each officer's performance. Contract employees are also evaluated utilizing the appropriate Performance Appraisal Reporting Instrument. The number of appraisals requested were **(335)** and **(299)** of those were completed.

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 problems, parenting problems, and

emotional problems, as well as financial or legal issues. During the fiscal 2016/2017, **nine (9)** persons utilised the Employee Assistance Programme.

4.5 Training Programmes

The Ministry holds the view that people are its most valuable resource and that the task of capacity-building must begin with its own employees, who must be trained and educated to improve their current job performance and acquire the capacity for optimal performance, as they strive to achieve their personal and professional goals and those of the organization.

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

In the absence of an approved Training and Development Plan, the Ministry of Social Development and Family Services still seeks to provide, within the limits of its budgetary allocations, opportunities for members of staff to acquire the competencies that are essential for individual growth, effective job performance, and the achievement of organizational goals.

During the fiscal year October 2016 to September 2017, **fifty-eight (58) members** of staff benefitted from training programmes and workshops hosted by other public and private sector organisations as follows:

TRAINING ACTIVITES FOR OCTOBER 2016 TO SEPTEMBER 2017

COURSE TITLE	NO. OF PARTICIPANTS
Succession Planning	1
Project Management Toolkit Series	2
Registry Procedures	1
Ethical Issues in the Public Service	1
Presentation Skills for Senior Managers	3
Supervisory Management	1
Cabinet Note Writing	2
Inventory Management	1
Internal Audit in the Public Service	1
Conflict Resolution	1
Conducting Effective Meetings	1
Critical Thinking Skills	1
Strategic Communication	1

COURSE TITLE	NO. OF PARTICIPANTS
Monitoring and Evaluation	3
Sensitization Programme for Candidates who have Applied for the Position of Deputy Permanent Secretary	5
Preparation for Retirement	3
Coaching and Mentoring	2
Preparation of Estimates	1
Conducting Effective Meetings	1
Emotional Intelligence Workshop	1
Administration of Government Contracts	3
Establishment of BCM Capacity	4
BCM Workshop	2
Conducting Effective Performance Appraisals	2
Proposal Writing	2
Chaos, Conflict and Courage	1
Office Etiquette	1
Ethics, Accountability and Good Governance	2
Financial Management for Non Accounting Officers	1
Accounting Procedures in the Public Service	1
Emotional Intelligence	1
Developing Leadership Skills	2
Terms of Reference and requests for proposals	1
Stakeholder Analysis	1
Anger Management	1
TOTAL	58

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:

- i. **Value for Money**
- ii. **Open and Fair Competition**
- iii. **Accountability**

As at September 2017 the following Tenders Committees were operational within the Ministry:

- i. **The Permanent Secretary Tenders Committee**
- ii. **Ministerial 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, provide for Ministerial Tenders Committees and Permanent Secretaries to act for the Central Tenders Board where the total value of the articles to be supplied or work and services to be undertaken do not exceed in the case of:

- | | |
|---|--|
| (i) Permanent Secretary | - one million dollars (\$1,000,000.00) or |
| (ii) Ministerial Tenders Committee | - two million dollars (\$2,000,000.00) |

In accordance with the provision of paragraph (5) of Regulation 12 of the Central Tenders Board (Amendment) (No. 2) Regulations 1983, the Permanent Secretary's delegated levels of authority for the Ministry are as follows:

- ✓ The Tenderers Instructions
- ✓ Copies of the Specifications/Scope of Works/Request for Proposal
- These documents are sent to the Chairman of the Ministerial Tenders Committee for approval and signature.
- Copies of Tender Notices are sent for publication in the newspaper fourteen (14) days before the tender opening.

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
- ❖ Targeted Conditional Cash Transfer Programme
- ❖ Adult Education

NATIONAL SOCIAL DEVELOPMENT PROGRAMME

DESCRIPTION

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

The NSDP aims to: ensure that needy citizens throughout the country have access, in their homes, to a reliable and sustainable supply of pipe-borne water and electricity, as well as improved sanitary plumbing facilities; provide needy citizens, including senior citizens whose homes are in an inhabitable condition, with minor house repair assistance and; assist in the provision of simple, recreational facilities in underdeveloped communities of Trinidad and Tobago – all in an effort to raise the standard of living and quality of life of underprivileged citizens.

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

SERVICES

- Improving Water Supplies – Special consideration is given to communities where there are low-income families. Facilities provided include: pipelaying (1 kilometer or less), installation of booster pumps, installation of communal water tanks and supplying truck borne water to areas adversely affected during the dry season.
- Electrification and Lighting of Community Facilities – aimed at providing a safe, reliable and economical supply of electricity. Facilities provided include: electrification and lighting of residential and community facilities, electrification and illumination of road ways and desolate areas.
- House Wiring Assistance – Provides access to an electricity supply to individuals and families. Assistance in this area is categorised into three (3) areas: First Time Wiring, Rewiring and Purchase of Materials only.
- Materials for Sanitary Plumbing Assistance – assistance provided to purchase materials based on assessment of individual circumstances.
- Minor House Repair Assistance – provides persons with materials and/or labour in roof repairs and other minor structural repairs to their homes.
- Development and Improvement of Children’s Play Parks – provides recreational options for children. The supply, maintenance and installation of equipment is done in collaboration with the respective Regional Corporations.

ACCOMPLISHMENTS

Illustrated in the table below are the estimates of expenditure October 1st 2016 to September 30th, 2017: -

Services	Estimates of Expenditure Fiscal 2016/2017	
	Jobs/Projects	Estimates of Expenditure
Water	15	TTS\$ 4,000,000.00
Electrification (Poles and Grounds)	20	TTS\$ 2,000,000.00
House Wiring	450	TTS\$ 9,500,000.00
Plumbing	300	TTS\$ 3,500,000.00
Minor House Repair	640	TTS\$ 10,000,000.00
Administration	N/A	TTS\$ 4,000,000.00
TOTAL	1,425	TTS\$ 33,000,000.00

Illustrated in the table below are statistics for services for Trinidad and Tobago, for the period October 1st 2016 to September 30th, 2017: -

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

The following challenges were highlighted over the fiscal period:

- The increasing reluctance by hardware stores to accept government invoices.
- Lack of human resources within the NSDP. The Unit received funding in late November 2015 and all staff's Long Term Contracts ended on January 31st 2016. All officers proceeded on Pre-contract Leave rendering the Unit inoperative from November 2015 to February 10th 2016 when some officers were offered Short Term Employment.
- The NSDP's Tobago office has been closed as staff contracts ended in 2015.
- Slow processing of payments to suppliers.
- Lengthy approval process.

REMEDIAL PLANS RE: PERFORMANCE OBJECTIVES

- Recruitment of staff
- Review of programme Policy and Procedures.

Service	No of Projects	Beneficiaries	Total Costs \$
House Wiring (Materials and Labour)	126	829	3,716,126.17
House Wiring (Materials only)	0	0	0
Sanitary Plumbing Facility	70	416	975,308.11
Minor House Repairs (Materials only)	179	1,025	2,711,807.75
Minor House Repairs (Labour only)	0	0	0
Improved Water Supplies	0	0	0
Electrification and Lighting of Community Facilities	0	0	0
TOTAL	375	2,270	7,403,242.03

SOCIAL WELFARE DIVISION

DESCRIPTION

The Social Welfare Division is charged with the responsibility 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 commissioned to administer Social Assistance and Old Age Pension (OAP). It has since, undergone significant modifications in the number and scope of services offered. The Public Assistance Act No. 18 of 1951, provided for the grant of public assistance (classified as urgent, temporary or prolonged) to necessitous persons prevented by some disability from earning a living. The Public Assistance Programme was introduced as one of the remedial measures to assuage the abject poverty existing at the time. Over time, other grants were introduced and the Public Assistance Act amended to, *inter alia*, cater for permanently disabled persons from the age of 18 and 65 who fall within the prescribed income limit.

Two major pieces of Legislation governing the Social Welfare Division are:

- The Senior Citizen's Pension Act Chapter 32:02 (formerly the Senior Citizen Grant Act)
- 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 (DAG)
- 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.

ROLE AND FUNCTIONS

1. To provide a major social safety net for vulnerable persons;
2. To provide income support to older persons;
3. To provide income support to persons with disabilities;
4. To provide financial assistance to the infirmed and needy;
5. To provide assistance to families who are experiencing difficult circumstances; and
6. Provide assistance to persons who have contributed to national development and who are experiencing difficult circumstances.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

The objectives of the Division are:

1. To reduce the incidence of poverty in society
2. To increase the level of participation of persons with disabilities into the social, economic and political spheres to realise their full potential
3. To sustain and enhance the well-being of older persons
4. To reduce the number of persons living below the poverty line

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Human Resource Shortages

ACHIEVEMENTS – 2016/2017

Grants	New Beneficiaries	Total Beneficiaries	Expenditure
Senior Citizen Pension	7,738	93,677	\$3,513,465,948.97
Public Assistance	4,891	25,968	\$405,376,403.00
Disability Assistance Grant	1,244	23,709	\$525,028,667.00
General Assistance Grant	¹ 3570	3570	\$13,367,315.11
Total Expenditure			<u>\$4,457,238,334.08</u>

¹ (One-off Grant): Number of beneficiaries receiving grants, stays the same

TARGETED CONDITIONAL CASH TRANSFER PROGRAMME

DESCRIPTION

The Targeted Conditional Cash Transfer Programme (TCCTP), which has been in existence since August 2006, is a short-term food assistance and developmental programme which provides social protection to vulnerable households. The Programme enables vulnerable families to purchase nutritious basic food items.

The cash transfer component is currently implemented through a Trinidad and Tobago Debit Card (TT Card), which provides an electronic cash transfer facility. The Conditional Component of the Programme is implemented by an approach called “The Rights of Individuals to Social and Economic Security, Universal Prosperity” (RISE UP)-Fighting Poverty Building Strong Families. The RISE-UP Programme provides a holistic, rights-based approach to poverty alleviation, which takes into consideration conditions that circumscribe the family’s effort to move out of poverty. It provides families in extreme poverty with access to critical services relevant to their needs. The most distinctive feature of the intervention is the emphasis on psychosocial support, which is provided to each household as they make the necessary adjustments and fulfil their commitments for improving their lives in a co-responsibility framework.

“RISE UP” is executed via the Family Intervention Network “FIN”. This involves bringing together separate programmes and entities and refocusing them on supporting households’ capacities to address vulnerability. It also involves focusing on the family by visiting the vulnerable and offering an integrated, comprehensive approach to promote sustainable poverty reduction.

ROLE AND FUNCTIONS

1. To provide conditional cash transfers to eligible recipients;
2. To give TCCTP recipients the ability to purchase food items they need to meet the daily nutritional and other requirements of their households;
3. To ensure all employable beneficiaries are registered with an employment agency to actively seek employment;
4. To engage a minimum of 80% of recipients in life skills training programmes such as family and budgetary planning;
5. To engage a minimum of 50% of recipients in employment training programmes;
6. To empower beneficiaries to become socially and economically independent;
7. To enhance the income earning capacity of vulnerable households;
8. To reduce the psychosocial barriers to development for vulnerable households;
9. To move vulnerable households from social exclusion to social inclusion;
10. To transform households into self-sustaining entities with improved quality of life for all its members.

PERFORMANCE AND ACCOMPLISHMENTS

1. For fiscal 2016-2017, there were **27,438 recipients of food support**
2. Christmas Food Support was provided to **4,100 beneficiaries**
3. The biometric Smart Card enrolled approximately **8,153** clients of the MSDFS. Additionally, **54 recipients benefitted** from the Life Skills training and employment referrals for the period.

ADULT EDUCATION

The Adult Education Programme provides a second chance to Adults and young persons (15) fifteen years and over who, due to circumstances beyond their control, have been unable to fully participate in the world of work/entrepreneurship. Opportunities are available at CXC, N.E.C (Level 1) Courses and Primary School Leaving in Technical Vocational Skills Training and Literacy Skills.

ROLES AND FUNCTION

1. To provide free tuition in Literacy and Numeracy
2. To provide free tuition towards the Primary School Leaving Certificate
3. To provide free tuition in CXC Maths and English
4. To provide free tuition, Assessments and Certification in (30) NEC Level I courses

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. To reduce the incidence of poverty in society
2. To address the Literacy gap
3. To assist Adults in completing their Primary Education
4. To move more Adults towards Tertiary Education
5. To assist Adults with basic Skills Development for the world of work/entrepreneurship

ACHIEVEMENTS

- **2,243** persons (**1,592 women and 651 male**) were enrolled in the programme.
- **1,592 students received** free tuition and certification for (Level I) N.E.C courses at 25 Lifelong Learning Centres.
- **1,112 students** received free tuition and graduated with certification for (Level I) N.E.C Courses.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Resources, access to adequate classroom space and low remuneration packages.

CORPORATE OBJECTIVE 2: Build Families

To build strong functional families as the foundation of society and promote sound values system among the population

DIVISIONS/UNITS

- ❖ National Family Services Division
- ❖ Inter-Disciplinary Child Development Centre

NATIONAL FAMILY SERVICES

DESCRIPTION

The National Family Services Division was established via Cabinet Minute No. 576 SDFS (91) 25, of March 21st 1991. This division of the Ministry of Social Development and Family Services (MSDFS) is mandated to promote healthy family functioning through the provision of preventive, developmental and remedial programs and services. The National Family Services was founded based on the recognition that the overriding problems in communities throughout Trinidad and Tobago were mainly due to poverty, child abuse and spousal abuse.

ROLES AND FUNCTIONS

1. To manage cases of individuals 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 programs 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 pertaining to the family and to disseminate information on issues affecting the family in Trinidad and Tobago;
6. To provide practicum experience for university students desirous of entering the field of social services and on the job training for graduates;
7. To respond and engage in crisis intervention in cases of homicides, suicides and accidents.

PERFORMANCE OBJECTIVES

- To reduce incidents of family dysfunction
- To reduce incidents of domestic violence
- To promote effective parenting
- To promote healthy interpersonal relationships
- To collect, collate and analyse data on family life issues to guide programmes and services
- To promote healthy families and cohesive communities

ACCOMPLISHMENTS

1. The number of persons receiving **psycho-social counselling** for the period October 2016 to September 2017 was **9057**.
2. The number of clients benefited from services were as follows; **Counselling (4763)**, **Co-parenting Counselling (589)**, **Referral (263)**, **Advocacy (423)**, and **Advice/Information; (2976)**.

3. Approximately **ninety-eight (98) persons** received certification for the ‘Training for Lay Responders to Domestic Violence’.
4. Parenting workshops were conducted in **fifteen (15)** community centres. These workshops provided information on positive parenting practices and behaviour. A **total of 254 persons received certificates** from the workshops.
5. The **Radio Programme, “It’s Family Time, Let’s Talk”**, continued to air and disseminate information on issues relevant to healthy family functioning. It also served to provide a forum for discussion on various aspects of family life.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Insufficient Human Resource;
2. Inappropriately configured accommodation/Service Centres;
3. Delayed or restricted access to financial and housing resources for clients.

INTER-DISCIPLINARY CHILD DEVELOPMENT CENTRE

DESCRIPTION

The ICDC, established in 1979, provides educational, nutritional and social services for low income families and for children with mild learning disabilities. The Centre caters for 60 children - 45 pre-schoolers, aged, 3-5 and 15 babies, aged 1- 3 years of age. Meals, including breakfast and lunch are provided for all children.

ROLES AND FUNCTIONS

1. Provide educational services;
2. Provide nutritional services;
3. Family support by referrals and workshops to 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 and of low socio economic backgrounds.
2. Seek parental and community involvement to improve the delivery of some programmes such as enhancing the play areas.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Lack of Resources:
 - Material (in some goods and services).
 - Financial (lack of funding).
 - Human resources (vacancies still need to be filled).

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 Ministry of Social Development and Family Services (MSDFS) formally established the Disability Affairs Unit (DAU) in August 1999. The Unit serves as a resource and referral centre for persons with disabilities. The DAU is responsible for the coordination, development and implementation of 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 co-ordinate and monitor implementation of the National Policy on Persons with Disabilities.
2. To provide technical support and referrals for PWDs, 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 pertaining to PWDs.
4. To develop and implement Legislation for PWDs through effective consultations
5. To inform Government policy and decision making on disability related issues.
6. To collaborate with stakeholders and other international bodies on disability related issues.
7. To advocate for equality and full social inclusion of PWDs.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. National Enrichment Centre:

- To provide an accessible NGO resource centre to support the advocacy and training requirements of the NGOs working for and on behalf of persons with disabilities.
- To make available accessible and integrated therapies for persons with disabilities.

ACHIEVEMENTS

- Terms of Reference for the contracting of the management firm for the Centre were sent to the Central Tenders Board
- The Ministry of Sport reviewed pool drawings and prepared a scope of works for repair of the facility's pool
- The tendering process began on July 14, 2017.

2. National Sensitization and Public Awareness:

- To create a positive change in the public's attitude and perception towards persons with disabilities.
- To encourage the inclusion of disability perspectives in training and recruitment.
- To deliver a range of media and community outreach initiatives.
- To produce videos and booklets relating to disabilities.
- To air these videos and distribute booklets through visits to communities.

ACHIEVEMENTS

- A Brown Bag Sensitisation Session entitled "Interaction with Persons with Disabilities (PWDs) in the Workplace" was held for staff of the MSDFS
- The Unit participated in the World Autism lecture series 2017
- Shared information on the Unit's mandate at the Ministry of Social Development and Family Services' Public Information Education and Sensitisation Series (PIES).

3. –Review of National Policy on Persons with Disabilities:

- To improve the standard of living, integration and full participation of persons with disabilities.
- To strengthen the capacity for legislative protection for persons with disabilities.
- To upgrade national reporting on disability progress for international organisations.

ACHIEVEMENTS

- A draft policy document was presented to NGOs at a stakeholder consultation in November 2016. Comments received from NGOs and Ministries were incorporated into a revised draft document. Two additional consultations were held on June 2, 2017 and July 7, 2017. A report was prepared on the compilation of comments from the three consultations for submission by August 2017.

4. Implementation of the UN Convention on the Rights of Persons with Disabilities:

- To develop systems to ensure equality and success of persons with disabilities on par with other persons with disabilities across the world.
- To improve international perceptions of Trinidad and Tobago with respect to upholding, promoting and protecting the rights of persons with disabilities.

ACHIEVEMENTS

- An implementation report on the UN Convention on the Rights of Persons with Disabilities was compiled and forwarded to the Ministry of the Attorney General and Legal Affairs. This was to be used as part of the Country report on the status of implementation of the Convention.
- A draft Cabinet Note was prepared for the reconstitution of the UNCRPD Implementation Committee. Proposed members include the Tobago House of Assembly, the Ministries of Finance, Labour and Small Enterprise Development and Planning and Development.

5. International Day of Persons with Disabilities:

- To raise public awareness on disabilities related issues
- To increase networking and partnerships among the NGO community working for and on behalf of persons with disabilities and civil society.

ACHIEVEMENTS

- In commemoration of the International Day of Persons with Disabilities, a sensitisation fair was held in collaboration with Goodwill Industries and the Caribbean Kids and Families Therapy Organisation on the Brian Lara Promenade on December 2, 2016. The fair themed 'Respect for the evolving capacities and rights of children with disabilities in Trinidad and Tobago', sought to promote respect for individual differences and the inclusion of PWDs in society;
- The Unit also provided funding to ten (10) nongovernmental organisations to assist them with activities in commemoration of the IDPD;
- The Unit initiated discussions with various NGOs for the production of three videos highlighting the accomplishments made and/or challenges faced in the Disability Sector. These videos would be portrayed during the commemoration of IDPD

6. National Register of Person with Disabilities:

- To develop a system that would support empirical and evidence based decision-making on behalf of persons with disabilities.
- To be able to develop targeted programming.

ACHIEVEMENTS

- The Unit had recorded 1,000 recipients into the Registry. Data collection was progressing and was expected to continue in fiscal 2018.

7. Customer / Client Satisfaction Survey:

- Investigate the effectiveness of DAU services to the general public.
- To provide the DAU with the information necessary to evaluate its performance and the needs of its clientele.
- To increase effectiveness and efficiency

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Lack of available funding
2. Poor management
3. Staffing Constraints
4. No leadership initiative

REMEDIAL PLANS

Help will be needed from the Human Resources Department to employ adequate and suitable staff for the Unit.

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
- ❖ Retirees Adolescent Partnership Programme (RAPP)
- ❖ Geriatric Adolescent partnership Programme (GAPP)

DIVISION OF AGEING

DESCRIPTION

The Division of Ageing (DOA) was established in 2003, to serve as an umbrella agency which focuses on ageing initiatives and issues in Trinidad and Tobago. The Mission of the DOA is to educate and sensitize key stakeholders and the general public on ageing issues and to enhance the quality of life of older persons throughout Trinidad and Tobago by providing an enabling environment for their continued development. The DOA's Vision is "To be an innovative, resilient, high-performing unit that improves and enhances the quality of life of older persons and builds a society for all ages."

ROLES AND FUNCTIONS

1. To develop standards of care for older persons and facilitate compliance with legislative requirements through monitoring and regulating Homes for Older Persons.
2. To monitor and coordinate the implementation of the National Policy of Ageing in accordance with its Action Plan.
3. To organize and coordinate training programmes, seminars and workshops for care providers of older persons.
4. To develop and implement programmes and projects for older persons.
5. To conduct research on matters pertaining to ageing and older persons.
6. To conduct public education and sensitization programmes nationwide on ageing issues.
7. To operate the Older Persons Information Centre (Help Desk) which records complaints and cases of elder abuse for referral to the DOA Inspectorate, and provides information on products and services available to older persons.
8. To network with social-sector Ministries, private sector and civil society to develop and coordinate the implementation of a National Plan of Action on Ageing.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. International Day of Older Persons (IDOP):

IDOP is observed annually on October 1st, and the Minister's Address was published in the (3) daily newspapers to endorse the United Nation's 2016 theme: "Taking a Stand Against Ageism." Additionally, the DOA and the Ministry's NGO Unit hosted a Walkathon for all generations at a cost of \$150,000, in collaboration with the Trinidad and Tobago Unified Calypsonians Organization (TUCO) on Saturday October 1st, to coincide with the latter's launch of Calypso History Month. The Walkathon extended from Independence Square to the Queen's Park Savannah, and attracted approx. 250 participants.

2. Community Care Programme (CCP):

During the period October 2016 to September 2017, fifty-five (55) patients aged 55 years and over, from the hospitals via the (4) Regional Health Authorities were being

cared for in the CCP, in seventeen (17) Homes for the Aged at a total cost of \$1.8M. The DOA Inspectorate conducts and records monthly follow-up assessments/inspections of the Homes and verifications of proof-of-life of the residents.

3. Construction works at the Toco Senior Citizens Home (PSIP project):

RFPs for tenders were published, to complete remedial works on the infrastructure of the premises. The selection process of tenders for the project was completed, and the remedial works were completed at a cost of \$325,000.

4. Older Persons Information Centre (OPIC):

During the period October 2016 to September 2017, the Older Persons Information Centre (Help Desk) recorded over 350 cases, the majority of which were addressed by the DOA Inspectorate, while others were referred to the relevant agencies by the staff of the Division. A significant number of requests were from persons seeking homecare services for their aged relatives, followed by reports of elder abuse and Homes in substandard conditions, and requests for medical assistance and housing for vulnerable seniors.

5. Senior Activity Centres Programme:

The Senior Activity Centres (SACs) Programme was designed to provide a means through which older persons aged fifty-five (55) years and over can interact with their peers, access training and other facilities in an environment of healthy and active ageing. The existing (10) Centres, although challenged by the non-payment of the government subvention in FY 2017, except for an interim one-off payment of \$20K to each SAC, continued to operate. A comprehensive evaluation of the Programme was conducted by an outsourced Consultant for the period of operation October 2013 to September 2016, following which an Evaluation Report was generated and laid on the table for the information of the Cabinet in August 2017. In its findings, the Report found that the Centres added value to the lives of its members; and the Programme was not only designed to cater to the physical needs of clients but to every facet of their lives – mental, social and psychological. Additionally, six (6) NGOs submitted proposals in response to an ad, which was published in the dailies in September 2016, to invite operators of new SACs in the East/West Corridor. The NGOs were screened by the Ministry's Screening Committee, but none of the organizations met the minimum required standards. Cabinet agreed that the Ministry should re-advertise to request proposals from NGOs to operate and manage new SACs during fiscal year 2018.

6. Public Education Campaign on Ageing:

The central thrust of the Division's Public Education Campaign is to engage and sensitize key stakeholders in the public and private sectors and civil society on ageing and related issue. For the period October 2016 – September 2017, forty (40) sensitization workshops, meetings, training sessions and seminars were facilitated by the Division's Director in response to invitations received from NGOs, FBOs, CBOs, private sector agencies, and The University of the West Indies (St. Aug).

7. Government subvented Homes for the Aged:

The Ministry through the Division of Ageing provides subventions in quarterly tranches to NGOs which operate nine (9) Homes for the Aged, in accordance with the terms and conditions of legal agreements. The Homes, which are located in Chaguanas, Couva, La Brea, Mayaro, Point Fortin, San Fernando, Sangre Grande, Siparia and Toco, received the total annual amount of \$1,200,000 in FY 2017.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Lengthy and protracted processes for recruitment, selection and appointment of contract officers continued to stymie the execution of programmes in some instances. The appointments of (11) Inspectors I, (3) Inspectors II, (2) BOA Is, and the Director were effected between June and September 2017, and orientation/training sessions had to be conducted.
- Homeowners in the CCP were negatively impacted by the late receipt of payments. As a result, one Home closed, while two (2) other Homes released six (6) residents, who were in the CCP and had to be transferred elsewhere, and there is a finite number of Homes which administer the required standards of care. Also, bed spaces at the health institutions were in demand as no additional elderly patients were decanted to Homes.
- Lack of adequate accommodation to house the full complement of staff needed for an efficiently functioning unit; inadequate storage space for the DOA's Registry and Reference Library; and no suitable meeting room for walk-in clients. The closed DOA files, which had to be stored in the Ansa McAl building, were destroyed in February 2017 by fire which gutted the building. Data, memorabilia, and reference material were lost.
- In light of the above challenges, the proclamation of the Homes for Older Persons legislation is being severely hampered/delayed which, in turn, hinders/obstructs the DOA Inspectors in the enforcement of corrective measures when responding to reported cases of elder abuse in Homes.
- Due to the non-payment of the subventions to the existing (10) Senior Activity Centres (SACs), except for the one-off payment of \$20K in December 2016 to each SAC, regular scheduled activities were severely disrupted, some of the staff at the SACs were laid off, and the Chaguanas SAC closed on January 31, 2017. Six (6) of the Centres incurred debts from monies which were loaned, in attempts to meet financial obligations and sustain their membership. Also, the Evaluation Report listed some challenges, such as (i) the insufficient monitoring of the SACs due to the lack of the requisite staff in the DOA; (ii) 73% of the SACs' expenditure was on administrative and operational expenses; (iii) while 92% of financial support for the SACs was from the subvention payments.

REMEDIAL PLANS

- Source adequate and age-friendly accommodation for approximately 21 staff (for positions approved by Cabinet in July 2015).
- Meetings should be held with the Management Committees of the subvented Homes, to establish a quota system for CCP residents, assess the levels of training of the caregivers offered at the Homes in order to facilitate the placements, thus ensuring that the Homes operate at their full capacities, in accordance with the legislative requirements.
- Establish the full complement of the Inspectorate, Administrative staff & Facility Review Team (legislative requirements) and develop Procedural and Quality Assurance Manuals, to fulfil the administrative prerequisites for the imminent proclamation of the Homes for Older Persons legislation.
- Draft Training Plan in conjunction with HR Department to upgrade skills and competencies of officers, and carry out periodic training sessions to orient staff and build internal capacity.
- Implement the recommendations of the 2016 Evaluation Report on the Senior Activity Centres, (upon the Cabinet's approval), particularly in the restructuring of the Programme for the way forward.

RETIREES ADOLESCENT PARTNERSHIP PROGRAMME (RAPP)

DESCRIPTION

The Retirees Adolescent Partnership Programme (RAPP) is one of the priority Social Sector Programmes to be implemented by the Ministry of Social Development and Family Services. It is a community – oriented programme which seeks to utilize the skills and experience of retired persons to provide assistance in supervision for youths ages 9-21 years.

ROLES AND FUNCTIONS

1. To encourage retired persons to participate in the development of their communities – there is a growing number of retirees among our population whose resourcefulness cannot be allowed to remain unutilized.
2. To engage students aged 9 – 21 years in purposeful activities during their free time. The period after school is dismissed and parents are still at work has the unintended consequences of providing school children with time to assemble on the street corners, frequent arcades and engage in other undesirable behaviour.
3. To make the teaching environment more conducive to learning – this will be achieved through interactive teaching and monitoring in a stable community environment.

PERFORMANCE OBJECTIVES

1. To provide adolescent youths aged 9 – 21 years with access to supplemental and remedial classes and assistance in character formation;
2. To expose participants in the programme to life skills, sports and culture in order to facilitate their holistic development;
3. To engage retired persons in the process of nation building;
4. To promote mentoring and community support for our youth.

ACCOMPLISHMENTS

1. Rapp targets **200 participants (40 per centre)**. Two hundred and eighty-six participants attended the centre in this period. **(151 Males; 135 Females)**;
2. **One hundred and nineteen (119) retirees** mentored and trained participants, inclusive of community volunteers;
3. **83%** of participants get along better with their peers and parents;
4. **90%** improved in their academics;
5. **97%** reported good relationships with their mentors.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Shortage of staff

GERIATRIC ADOLESCENT PARTNERSHIP PROGRAMME (GAPP)

DESCRIPTION

GAPP is an intensive short-term Intergenerational Training Programme which imparts knowledge and skills in elder care to young persons. It also aims at empowering young persons to respond to the growing and complex needs of an ageing population.

ROLES AND FUNCTIONS

- Develop a sense of self-worth and self-discipline among young persons;
- Bridge the gap between young persons and the elderly thereby allowing for more effective interaction and positive outcomes;
- Develop caring skills in young people;
- Foster national consciousness;
- Improve social interaction among people in communities.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

- Three hundred and sixty (360) trainees commenced Level I training held at five (5) centres;
 - Twenty-eight (28) staff members graduated from ‘Train the Trainers’ programme, carried out by the National Training Agency;
 - Approximately 600 caregivers were assigned to six (6) regions, to assist the Elderly in their homes;
 - Approximately One hundred and twelve (112) trainees received Level II Practicum training in forty-two (42) Homes for the Elderly;
 - Graduation for Levels I & II was held with a total of 175 trainees graduating from the programme;
 - Ninety (90) hampers were distributed to fifteen (15) Elderly persons in each region.

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 other wise to create a nuisance”*.

The SDU coordinates all activities pertinent to the rehabilitation of socially displaced persons. The main objectives of the Unit are to provide direct social work services to the client population and, 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. Coordinating and monitoring the voluntary removal of socially displaced persons from the streets and other public places.
2. Reception and assistance in the integration of deported Trinidad and Tobago Nationals.
3. To inform and advise on policies and programmes for socially displaced persons.
4. To develop and coordinate rehabilitation programmes and services for socially displaced persons.
5. To carry out public sensitization campaigns about persons who are socially displaced.
6. To network with local, regional and international agencies.
7. To monitor and evaluate services and programmes for the socially displaced.

ACHIEVEMENTS

1. Street Outreach Programme

For the fiscal period, **sixty-seven (67) street dwellers** were provided with advice, referrals and counselling re shelter and rehabilitation services, **five (5) street dwellers** were assisted with accessing rehabilitation, **nine (9) persons** were offered relocation, **three (3) persons** were relocated to alternative accommodation and eleven **(11) public reports** of persons living on the streets were addressed or investigated.

2. Elderly Relocation Programme

For the period, **twenty-five (25) persons** were assessed for elderly relocation, **five (5) persons** were admitted into elder-care facility, eight (8) persons received counselling, **thirty-five (35) elderly persons** were in special care facilities and nine **(9) elderly persons** were placed in private homes, **one (1) family** was referred to the Division of Ageing for additional services.

3. Deportee Reception and Integration

For the period, **nine (9) deported persons** were received at Piarco International Airport, **thirty-two (32) deported persons** were provided with counselling, **four (4) deported persons** were referred to Vision on Mission for additional services.

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 has a capacity to house fifty (50) residents, within a duration of nine (9) months to one (1) year. The Piparo Empowerment Centre (PEC) also accepts court referrals – the opportunity for rehabilitation is offered as an alternative to sentencing/incarceration and in this instance, 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 at successful reintegration.
3. To provide continued 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 who have a chronic substance abuse problem, and who may have had several failed attempts at recovery.
6. To provide a safe physical environment for residents in treatment.
7. To provide social housing for clients who have no family or social support.
8. To provide a job for those who have no means of economic upkeep or to help with a start-up in a small business.

ACCOMPLISHMENTS

1. Four **(4) residents** started **Adult Educational Programmes in the fields of Auto Mechanics and Domestic Electrical;**
2. **One (1) resident** completed training in Carpentry;
3. **Thirty-six (36) new residents** were enrolled in the Centre;

4. Approximately **760 remedial tutoring** sessions, 200 educational/development seminars, **119 therapeutic group** sessions, **80 peer counselling** group sessions, **668 individual counselling sessions**, were conducted;
5. The Agriculture Project were continued with the harvesting of **(133) pounds of Tilapia**;
6. **Five (5) residents** are currently employed with the CEPEP programme;
7. **Eight (8) residents** successfully completed the Rehabilitation Programme.

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
- ❖ Poverty Reduction and Eradication Policy and Research Unit
- ❖ HIV/AIDS Coordinating Unit
- ❖ Monitoring and Evaluation Division

SOCIAL INVESTIGATIONS 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. The Division is therefore the repository for information on the social sector. The SID is responsible for undertaking social research or the investigation of major social issues (e.g. Crime, Poverty, Street Dwelling) for the purpose of informing policy and programme development and implementation.

Vision

To spearhead and pioneer social sector research in Trinidad and Tobago with an emphasis on the identification and assessment of areas for research and submission of recommendations for policy planning, programme development and implementation.

Mission

To serve as the Central Coordinating Research Body for the social sector and by extension act as the Centre for Information Exchange on all research-related activities of the social sector Ministries.

ROLES AND FUNCTIONS

1. To undertake research and investigate major social issues for the purpose of identifying 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 in collaboration with social sector Ministries, a research policy and agenda for the Sector, and to monitor its implementation
4. To liaise with regional and international funding agencies to identify areas for collaboration
5. To develop and maintain a central database on social sector indicators
6. To conduct annual reviews of socio-economic performance and prepare reports examining social conditions, problems and needs at the regional, national and community levels
7. To serve as the operational arm of the Inter-Ministerial Research Council
8. To facilitate the building of capacity in all aspects of social research and analysis

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Continued the Multiple Indicator Cluster Survey 4 (MICS 4) Project – Hand over of Draft Key Findings and Tables Report and dataset to the Central Statistical Office, and continued discussions with UNICEF about the finalisation of the project and return of outstanding funds.

2. **Provided Research/Technical Assistance to the following initiatives**

○ **The National Social Mitigation Plan (NSMP) 2017 – 2022**

During fiscal 2016/2017, the SID, in collaboration with the NSMP internal planning Committee, provided input towards the Working Paper for the compilation of a National Social Mitigation Plan for Trinidad and Tobago, developed by Consultants retained by the Ministry for the data collection component of the Plan. The Division also worked closely with Consultants procured to write the NSMP, as well as, played a role in obtaining and compiling feedback from stakeholders on the plan.

○ **The Caribbean Leadership Programme (CLP) Project**

The aim of the project is the improvement in the delivery of services to the nation's most vulnerable citizens and will seek to reduce the time taken from the receipt of a request for social assistance to the time that a decision is taken. The SID provided representation on an internal team-attended meetings and provided input.

○ **The MSDFS Response to the MAPS Mission**

The Ministry of Planning and Development accepted an offer of technical assistance from the United Nations (UN) towards mainstreaming the Sustainable Development Goals (SDGs) in policy development and implementation, in the context of Vision 2030. This collaboration was realised through the Mainstreaming, Acceleration and Policy Support (MAPS) Mission to Trinidad and Tobago during April 18th to 25th 2017. The SID attended meetings with representatives of the Mission and provided feedback in the areas of poverty, social protection, targeting and sectoral coordination.

○ **The Survey of Living Conditions (SLC)2014**

During fiscal 2016/2017, matters relating to the SLC 2014 were handed over to the SID. Accordingly, the Division was responsible for: drafting briefs for delivery by the Honourable Minister in Parliament and responses to the F&GP; preparation of draft Cabinet Notes; and liaising with the Ministry of Planning and Development, the Central Statistical Office and Consultants on the way forward with the SLC 2014 and SLC 2018.

○ **National Poverty Reduction Strategy (NPRS)**

The Ministry of Social Development and Family Services is collaborating closely with two critical development partners, UNDP and UNICEF on the development of a National Poverty Reduction Strategy (NPRS). In June 2017, the UNDP awarded a consultancy to the University of the West Indies (St Augustine Campus), Centre for Health Economics (HEU), on the Definition and Meaning of Poverty in Trinidad and Tobago. The SID attended meetings, reviewed and provided feedback on documents produced by the Consultants, as well as provided support at consultations throughout the municipalities.

○ **Standard Means Test for Selected Grants of the MSDFS**

During 2016/2017, the SID assisted with developing the proposal for the Standard Means Test (SMT); drafting Cabinet notes; testing the SMT on a sample of TTPCard clients; coordinating meetings between the MSDFS, the Ministry of Planning and Development (MPD) and the Central Statistical Office (CSO); and obtaining feedback from the CSO and the MPD on updating the 2005 poverty line and SMT. The SMT is expected to assist in the determination of eligibility for the award of selected social grants and services to citizens of Trinidad and Tobago.

- **The Comparative Street Count Exercise and Street Dwelling**

During May 16th-17th, 2017, the Social Displacement Unit undertook a street count exercise to give a general sense of how many persons are on the streets at specific intervals. The SID participated in the field exercise and also produced a preliminary report on the exercise.

- **Conduct of a qualitative study of Trinidad's population aged 50 years and over on HIV/AIDS knowledge, attitude, behaviour, and practices.**

In October 2016, the SID reviewed and provided feedback on a draft proposal for the conduct of a qualitative study of Trinidad's population aged 50 years and over on HIV/AIDS knowledge, attitude, behaviour, and practices being undertaken by Ministry's HIV Unit.

- **Mainstreaming the Vision 2030 into work plan of MSDFS**

As part of an internal committee, the SID provided input towards streamlining the Ministry's work with VISION 2030.

- **The MSDFS Strategic Plan 2018 – 2022**

The SID together with the Ministry's internal team undertook the task of developing the Ministry's Strategic Plan 2018-2022. Several meetings were held during this fiscal and the plan is expected to be finalised in 2018.

- **Public Information and Sensitisation Sessions (PIES)**

In January 2017, the Ministry undertook the PIES initiative which is geared towards sharing information on its programmes and services. Approximately 27 sessions were held throughout Trinidad during this fiscal. The SID assisted with developing data capture tools and assisted with data collection during sessions. The Division will also assist with data entry and analysis in the new fiscal.

- **MSDFS Premium Client Care Initiative**

During 2017, the Ministry conducted training for staff towards enhancing customer service throughout the Ministry. An internal team was trained in 'Premium Client Care', and entrusted to sensitise and train all staff of the Ministry. SID had representation on the internal team that facilitated the training, as well as, all staff were beneficiaries of the training.

- **The Assessment of Proposals for the operation of Senior Activity Centres (SACs)**

In January 2017, the SID commenced working as part of an internal team to review the applications and proposals of a number of providers interested in operating new Senior Activity Centres along the East-West Corridor of the Country. As part of the Assessment team, representatives of interested NGOs/FBOs/CBOs were interviewed, site visits were conducted and a report prepared on the suitability and readiness of the organisations to manage and operate the SACs.

- **The Evaluation of the Senior Activity Centres**

In January 2017, the SID also began working with the Division of again to prepare a terms of reference to procure a consultant for the evaluation of the existing Senior Activity Centres. Later, the SID also formed part of a team to work alongside the consultant utilising an empowerment evaluation model. The SID assisted the consultant in the collection of data over the course of the evaluation.

- **Symposium for Visually Impaired Persons**

The SID was a part of a team providing rapporteuring services for the symposium hosted by the NGO Unit.

- **Consultations on the National Policy for Persons with Disabilities**

National Consultations were convened throughout Trinidad and Tobago to update the National Policy for Persons with Disabilities. The SID provided facilitation and rapporteuring services for the consultations. The Consultation Reports were also prepared by the SID in conjunction with the DAU.

3. Developed draft Proposals on:

- i. The Establishment of the Socio-Economic Indicator Database- during 2017, several meetings were held with Ministry staff and key stakeholders (UNDP and representatives of the CSO) on the development of a socio-economic indicators database. This database of social indicators is expected to serve as a main local resource for data on social trends in Trinidad and Tobago and will be the basis for producing analytical reports on the country's social situation.
- ii. The Standard Means Test- the SID assisted in the development of a draft proposal for the implementation of a standard means test for selected grants under the purview of the MSDFS.
- iii. Developed Matrices of recommendations emanating from the following research:
 - a. A Nationwide Study on the Effects of Gambling in Trinidad
 - b. Status of Males in Trinidad and Tobago Report

4. Participated in Partnerships and Collaborations on the following initiatives:

- With Ministry of Labour and Small Enterprise Development:

- Adversity to Opportunity – A2O Programme: the SID served as one of two liaison officers from this Ministry on the A2O initiative. The initiative seeks to provide access to immediate, short- and medium-term assistance for unemployed persons and, where necessary, their families, to mitigate against the negative financial, social, physical and psychological effects of retrenchment and empower them towards re-integration into decent work in the shortest possible time, either through job placements or support in establishing their own businesses or Co-operatives. The role of the liaisons is to receive referrals from the Ministry of Labour and forward to relevant Divisions for consideration.
- Employability of Persons with Disabilities – Project Enable:

The SID is part of an inter-ministerial-team discussing the development of the project which seeks to increase economic opportunities available to persons with Disabilities in Trinidad and Tobago. The team met monthly.

5. Reviewed Technical/Research Proposals on: Assessment of the Disability Sector.

6. Prepared Proposals for the Participation of MSDFS Staff in Local and Regional Conferences, Seminars or Forums: Staff attended the following events:

- 12th January 2017 - the UWI St Augustine Association of Postgraduate Students, Inaugural Research Conference entitled: Engaging Contemporary Issues in the Caribbean.
- 8th March, 2017 - The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) Forum to commemorate International Women’s Day 2017, in collaboration with the Organization for Abused and Battered Individuals, on the theme The Safety, Health, and Empowerment of Women in Trinidad & Tobago.
- 26th – 28th April, 2017 - SALISES 18th Annual Conference hosted at the Hyatt Regency Hotel, Port of Spain, Trinidad and Tobago. The theme of the Conference is “Small Nations, Dislocations, Transformations: Sustainable Development in SIDS”.

7. Prepared Abstracts, Presentations and/or Papers for dissemination at Local and Regional Conferences, Seminars or Forums:

The following PowerPoint presentation was prepared and delivered at the SALISES Conference: (1) Towards the Development of a National Social Mitigation Plan for Trinidad and Tobago.

8. Facilitated a request for research/information on:

- MSDFS Programme Data related to Gender from Institute of Gender and Development Studies.
- Study on Sexual Aggression from Ms Kemide Antoine-Miller for her Masters in Counselling Psychology at the University of the Southern Caribbean.

- Data from the Survey of Living Conditions 2014 from Ms Roshnie Doon for her PhD thesis at the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) branch of the University of the West Indies, St. Augustine.
- The Effectiveness of a Residential Drug Rehabilitation Programme in Drug Dependent Individuals in Trinidad and Tobago Using a Qualitative Study by Ms Avril Alexander for her MSc thesis at the University of the West Indies, **Mona.**
- Survey of Research on Civil Servants in Trinidad and Tobago from Dr Charlene Roach, Lecturer at the University of the West Indies, St Augustine.
- Information on Poverty Eradication and the status of Households and living conditions of persons in this country from the Ministry of Housing and Urban Development.

9. Continued production of Research Notes.

- The following draft Research Notes were prepared:
 - Issue: Child Health
 - Issue: Child Labour

10. Undertook desk research on the following issues:

- Poverty

11. Social Sector Investment Programme (SSIP) Report: Staff members played a critical role in the completion of the SSIP Reports 2017 and 2018.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. The lack of a full complement of staff in the Division, including the absence of a Director.
2. Limited exposure of some staff to research methodologies and technical report writing.

POLICY AND PROGRAMME PLANNING AND DEVELOPMENT DIVISION

DESCRIPTION

The Policy and Programme Planning and Development Division (PPPDD) has overall responsibility for the development and coordination of 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 must be undertaken in a holistic manner.

ROLES AND FUNCTIONS

1. To develop social sector policies (including organizational policies) that are evidence-based, 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 Organizations and Community-Based Organizations.
5. To establish and maintain structures for participatory development through continuous dialogue with civil society organizations.
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 both internal and external to the Ministry.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. Inter-Ministerial Social Policy Committee

Cabinet vide Minute # 575 of March 13, 2008, agreed to the establishment and composition of an Inter-Ministerial Social Policy Committee to coordinate policy development, implementation, monitoring and assessment in the social sector. During the fiscal period under review, the Committee:

- Hosted the 3rd Social Policy Forum in 2017 to:
 - a. Strengthen the network of professionals in the field of policy development, implementation and evaluation to enable policy coherence across the public sector.
 - b. Promote the incorporation of evidence-based research in policy development by highlighting the purpose of data collection and the importance of timely data collection.

- c. Understand the importance of indicators in policy implementation monitoring and evaluation.

2. Participated in the development and review of policies:

- The Division assisted in the drafting of the HIV/AIDS Workplace Policy. This policy aims to promote awareness among the Ministry's client and employee populations about the causes, modes of transmission, consequences, means of prevention and control of HIV and AIDS through comprehensive, needs oriented, gender sensitive, nationwide MSDFS programmes.
- The Division conducted meetings with the Division of Ageing, Retiree Adolescent Partnership Programme and Geriatric Adolescent Partnership Programme to discuss the review and revision of the Ageing policy.
- PPPDD collaborated with DAU to conduct stakeholder meeting during the policy review process for the development of a revised Policy for Persons with Disabilities

3. Annual Administrative Report

The Annual Administrative Report for the period 2015/2016 was submitted to Cabinet and approved.

4. Public Sector Investment Programme (PSIP)

Status/Progress Report

The Status/Progress Report on the Ministry's PSIP achievements for 2016/2017 were completed and submitted on a monthly basis to the Ministry of Finance and Ministry of Planning and Development.

5. Budget Estimates

In fiscal 2016-2017, the Division worked closely with the Project Implementation Unit (PIU) and other relevant Units in the preparation of the PSIP Budget Estimates, which was presented to the Ministry of Planning and Development, to facilitate the execution of key projects for the fiscal.

The Division was also responsible for submitting requests for releases and transfers of funds for the execution of the PSIP projects. Site visits were conducted at Toco Senior Citizens Home and the National Enrichment Centre in Carlsen Field, Chaguanas to monitor progress of ongoing projects at those locations.

6. The Social Sector Investment Programme (SSIP) 2018

Staff from the PPPDD played significant roles in the production of the SSIP 2018 which involved data gathering, compiling, editing, production and distribution of the document. The report is used to gauge the annual performance of the programmes within the primary and ancillary social sector Ministries. It is also used to facilitate strategic planning and collaborative programming for the social sector and is produced annually for the national budget.

7. National Social Mitigation Plan (NSMP)

The Division continued to play an integral role in the development of the Social Mitigation Plan through the development of supporting documents to accompany same. During the preparation of the SMP, the Division also worked closely alongside other key MSDFS Divisions and the UWI HEU Consultant to submit the Plan for Cabinet's approval. Under the NSMP, PPPDD represented MSDFS as an A2O Liaison for the implementation of the Ministry of Labour's Adversity to Opportunity Programme (A2O) (formerly known as the Ten Point Plan). Through the Liaison, retrenched/unemployed persons were referred to MSDFS for financial or counselling services to support them during the negative impact of the country's economic downturn. Additionally, part of the NSMP consultations/sensitization included the preparation of a Ministry Presentation for the Board of Permanent Secretaries Meeting.

8. Street Dwellers Committee

Representatives from PPPDD served and provided technical support on the Intersectoral Street Dwellers Working Committee to develop a Report and way forward on the national issue of street dwelling. This Committee was convened subsequent to the Ministry's appearance before the Joint Select Committee on Social Services and Public Administration to provide evidence at the **Inquiry into the Effectiveness of the State's Interventions directed at Socially Displaced Persons in Trinidad and Tobago.**

9. MSDFS' 5-Year Strategic Plan

The PPPDD convened and continued to co-lead the Ministry's Internal Working Team for the development of a five-year Strategic Plan.

10. National Development Centre for Persons with Disabilities

The Division assisted with the preparation of the Terms of Reference to engage a consultant for the operationalisation and Management of the Centre.

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

- **Preparation of Parliamentary responses:**

- Parliamentary Responses to Question No. 81 of the 2015/2016 Session of Parliament, which was posed by the Member for Couva North and qualifies for Oral Reply on April 20th, 2016.
- Prepared submission to Parliamentary Committee re: Public Sector Projects undertaken by the MSDFS for fiscal 2015/2016
- Prepared summary Statement on Addressing Street Dwelling Situation in Trinidad and Tobago for the Joint Select Committee Session.

- **Preparation of Cabinet Notes:**

- Drafted Cabinet Note for the rationalization of the National Social Development Programme (NSDP) in the Ministry of Social Development and Family Services and the Residential Electrification Assistance Programme (REAP) and Electrification Programme in the Ministry of Public Utilities.
- Drafted Cabinet Note for the implementation of the Windy Hill, Arouca Water Project under the National Social Development Programme (NSDP).
- Prepared Cabinet Note in response to Senate Question 112: In light of the pleas from residents of Woodland and other areas in South Trinidad for assistance following the devastation of Tropical Storm Bret, what measures are being implemented by the Ministry to assist these affected residents?
- Prepared Cabinet Note in response to Senate Question 117: What measures are being implemented to protect the nation's children from physical and emotional abuse?

- **Preparation of Requests:**

- Prepared Ministry Presentation for the PM's Retreat for Ministers and Permanent Secretaries. Status Update and Planned Work for Fiscal 2017.
- Responded to requests from the Ministry of Planning and Development re: Technical Cooperation and other information.
- Prepared Status Update on the Services Provided by the then Ministry of the People and Social Development for The Universal Periodic Review – Office of The Attorney General.
- Preparation of information for Standing Finance Committee and the variation and appropriation of funds 2015/2016
- Coordinated and compiled information on matters relating to Disability and Older Persons as input from the Ministry of Social Development and Family Services for the 54th Session of the Commission for Social Development. Re: Ministry of Foreign Affairs.

- Prepared information for IDB and World Bank Meetings.
 - Prepared information for submission to Ministry of Finance re: Government of the Republic of Trinidad and Tobago – International Bond Issuance.
 - Prepared Fiscal 2017 Budget Roster – Schedule and coordinated monitoring of the budget debate sessions in both Upper and Lower Houses.
 - Updated Cabinet Minute Database.
 - Processing A2O applications referred from Ministry of Labour, Small Enterprise Development.
- **Preparation of Briefs:**
- Prepared Brief for the Minister of Social Development and Family Services for the National Budget Debate 2016/2017
 - Prepared Public Sector Investment Programme Estimates 2017/2018
 - Prepared Powerpoint presentation for Street Dwellers Working Committee
 - Working on Ministry Transition Plan in accordance with new Public Procurement Processes
 - Processing A2O applications referred from Ministry of Labour, Small Enterprise Development.
 - Processing FOIA applications
 - Prepared MSDFS' Input to the Minister of Finance's Budget Presentation for 2017/2018
 - Prepared Written Responses to Questions requiring additional information posed to the Minister of Social Development and Family Services at the Standing Finance Committee Brief for Fiscal 2016/2017.
 - Preparation and compilation of Supporting Documents inclusive of programme/project information Brief for Permanent Secretary Natasha Barrow for attendance at the Eighth ministerial forum for

Development in Latin America and the Caribbean and the first meeting of the presiding officers of the regional conference on social development in Latin America and the Caribbean

- Preparation of document outlining overlapping grants disbursed by Government Ministries of Trinidad and Tobago – in collaboration with Inter-Ministerial National Grants Policy Review Committee
- Revised Compilation of documents for the development of the National One-Off Grants Funding Policy for submission to Ministry of Planning and Development
- **Preparation of Cabinet Notes:**
 - Prepared Ministry of Social Development and Family Services - Highlights of Achievements 2015/2016.
 - Developed draft Guide to Social Programmes and Services of the Ministry of Social Development and Family Services.
 - Prepared a Social Sector Situational Analysis Matrix for Ministry of Planning and Development exercise in the development of Vision 2030.
 - Preparation of Proposal on “Improving Service Delivery in the Ministry of Social Development and Family Service”.
 - Compiled inputs for Country Report to IACHR (Inter-American Commission on Human Rights) for the Ministry of Legal Affairs. To provide input for Disability Human Rights Reporting.
 - Updated Directory of Services of the Ministry of Social Development and Family Services
 - Cabinet Note with respect to Classification of the Inter-Ministerial Social Policy Committee (IMSPC) was prepared and submitted to the Ministry’s Executive and subsequently to Cabinet.

12. Provided comments on the following:

- The MSDFS HIV/AIDS Policy;
- The National Development Strategy 2016-2030 (Vision 2030);
- The Senior Activity Centres;
- The Survey of Living Conditions Dissemination Plan;
- The Education Initiative Grant of the MSDFS;
- The Fifty-fourth Session of the Commission for Social Development,

- United Nations General Assembly Resolution 69/158: “Protecting Children from Bullying”;
- The Caribbean Development Country Strategy Paper 2016-2020 for Trinidad and Tobago.;
- The Ministry of Tourism Draft Eco Tourism Policy;
- The Draft 2016 Action Plan of the Community of Latin American and Caribbean State (CELAC) and prepared memorandum to the Ministry of Foreign and CARICOM Affairs re: CELAC-EU Roundtable on Women’s Economic Development;
- The Provision of School Supplies to needy children – Education Incentive. Proposal developed by the MSDFS;
- Inter-American Development Bank Group (IDBG) Country Strategy with the Republic of Trinidad and Tobago
- The Revision of the National Integrated Water Resources Management (IWRM) Policy
- The Social Sector Analysis Matrix for the Ministry of Planning and Development;

13. Members of Staff served on the following Technical Working Committees and provided Technical Support to other Division/Unit

- Providing technical advice and support for the Means Test Committee
- Provided assistance to the Social Displacement Unit during the Comparative Street count.
- Discussion held with Ministry of Labour and Small Enterprise Development re: Joint collaboration to facilitate the employability of PWD and welfare to work approach using conditionalities.
- Staff engaged in data collection exercises for the Down Syndrome Family Network; Community Outreaches; Social Mitigation Plan Consultations;
- Member of staff served on the Screening Committee for new Senior Centres to evaluate proposals submitted by NGOs, FBOs.
- Ministerial Team to develop the MSDFS 5-year Strategic Plan
- Serve on Tender Evaluation Committee of Hernandez Place, Arima.

14. Staff of the Division represented the MSDFS on the following Inter-Ministerial Committees:

- a. Inter-Ministerial Committee to promote, protect and monitor the implementation of the United Nations Convention on the Rights of Persons with Disabilities
- b. Participated in Ten Point Plan (Social Mitigation Plan) activity with Ministry of Labour and Small Enterprise Development
- c. Citizens Security Programme Steering Committee, Ministry of National Security

- d. Inter-Ministerial Planning and Coordinating Committee to address the celebration of World Food Day
- e. Gonzales Joint Community Service Centre, Office of Law Enforcement Policy (OLEP), Ministry of National Security
- f. Working Committee to address the Issues of Street Dwelling
- g. Chair the Inter-ministerial Social Policy Committee
- Committee activities/meetings for the production of the National Social Mitigation Plan

15. Staff participated in the following training/Conferences:

- Participated in training for the Measurement of Multi-dimensional Child Poverty – jointly hosted by UNICEF, the University of the West Indies and the MPSD. Through the PPPDD, the Ministry provided administrative support to the planning committee.
- October 13- 14 – COTE Conference at UWI Conference of the Economy - Managing for Development in a Volatile Economic environment: Addressing the Diversification challenge.
- UN Down Syndrome (DS) Day Conference, hosted by the Down Syndrome Family Network to commemorate DS Day and discuss the benefits of inclusive environments for today’s children and tomorrow’s adults- March 21st, 2017
- Disability Human Rights Reporting Workshop hosted by the US Embassy towards guiding the reporting process for Disability Human Rights.
- CEDAW (Convention for the Elimination of Discrimination Against Women) Sensitization Training
- Public Procurement Training with the Ministry of Finance for the implementation of the New Public Procurement Legislation
- Procurement Workshop for Technical Officers/Leaders at Public Service Academy, Ministry of Public Administration and Communication

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Emphasis was placed on the completion of external requests and not the core mandate of the Division.
- Tardiness in the submission of data for essential reports from other Units/Divisions.
- The lack of a full complement of staff in the Division.

REMEDIAL PLANS

- Work with Human Resources Management to get the required staff for the Unit.
- Undertake capacity building for current staff.

FUTURE PLANS

- Host Bi-Annual Meeting with Social Policy Practitioners and National Social Policy Forum
- Re-constitute the Inter-Ministerial Social Policy Committee as the life of the Committee ends August 2018.
- Coordinate activities for the production of the SSIP 2019.
- Prepare the Annual Administrative Report 2017/2018.
- Prepare the Ministry's Achievement Report for the period 2017/2018.
- Update and maintain the Ministry's Cabinet Minutes Database.
- Prepare Office of the Prime Minister Report on Ministry's annual budget allocation and expenditure for PSIP and SSIP projects.
- Draft Policies to prepare and finalise: -
 - HIV/Workplace Policy for the MSDFS
 - Policy to guide the Relationship between Government and non-Governmental Organizations for the Delivery of Social Services in Trinidad & Tobago
 - A Social Housing Policy
- Review of the National Policy for Persons with Disabilities.
- Review of the Policy on Ageing.
- Review of GAPP Policy
- Review of NSDP Policy

TRAINING

- Financial Management for Non-Accounting Officers conducted by the Public Service Academy.
- Administration of Government Contracts conducted by the Public Service Academy.
- Premium Client Care conducted by the Development Support Unit of the Ministry of Social Development and Family Services.
- Attended CEDAW training as a Change Agent for Elimination of Discrimination Against Women
- Attended United Nations Mainstreaming, Acceleration and Policy Support (MAPS) Mission to Trinidad and Tobago, Port of Spain, April 18th to 25th 2017
- Training in Public Procurement and Disposal of Public Property – Development of a Ministry Handbook for Public Procurement and Change Management Strategy.

LEGAL UNIT

DESCRIPTION

This Unit provides support to the Ministry on all legal matters which impact the Ministry's work. The Legal officer is required to attend Parliament and Legislative Review Committee Meetings, in support of the Ministers, Permanent Secretary and other technical officers when matters pertaining to the Ministry are being discussed. In fiscal year 2017 the Legal Division was staffed by one (1) Legal Officer and the assistance of one (1) Clerk/Typist discharged to the following functions.

PERFORMANCE OBJECTIVES

- Advising the Permanent Secretary on legal aspects and issues relevant to the operations of the Ministry of Social Development and Family Services.
- Keeping the Permanent Secretary of the Ministry of Social Development and Family Services updated on all legal matters which concern the Ministry.
- Performing legal research and rendering legal opinions.
- Representing the Ministry of Social Development in the Superior Courts of Record.
- Liaising with the Ministry of the Attorney General and Legal Affairs, with respect to litigation brought against the Ministry of Social Development and Family Services.
- Liaising with other Ministries in relation to technical and specialised legal matters which concern the Ministry of Social Development and Family Services.
- Representing the Ministry in contract negotiation, conciliation and arbitration procedures as a member of a team or individually.
- Preparing and reviewing all contracts which the Permanent Secretary of the Ministry of Social Development and Family Services is a party to.
- Preparing and reviewing all memorandums of understanding which the Permanent Secretary of the Ministry of Social Development and Family Services is a party to.

ACCOMPLISHMENTS

Contractual Agreements

- Prepared drafts for eight (8) contracts.

Litigation/High Court Matters

- Represented the Ministry of Social Development and Family Services at the Industrial Court on one matter and provided support to the Ministry of the Attorney General and Legal Affairs on six (6) matters.

Advice

- Provided legal submissions on three (3) matters.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- The department has not been properly constituted despite the continuing effort of the Legal Officer.
- There is need for the establishment of a fully functional Legal Unit.
- Inadequate legal publications within the Ministry's library.

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, its prevention and control, as well as provide relevant staff with the tools to effectively provide services for 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 HIV and AIDS Strategic Plan 2013-2018.
- The Ministry of Social Development and Family Services Strategic Plan.
- The Social Mitigation Plan of the Ministry.
- Vision 2030.
- The Ministry of Social Development and Family Services HIV Multi-Disciplinary Committee.
- Various inputs from working closely with designated Division Heads.

ROLES AND FUNCTIONS

1. Programme HIV issues in the internal (staff) and external (clients, communities etc.) domains geared towards addressing the national response to HIV/AIDS which is categorized as a general epidemic.
2. Implement and operationalize the Ministry's HIV Work Place Policy.
3. Build critical linkages with key stake holders, social sector ministries, relevant international organizations 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 commemorate WAD with key stakeholders** - The Unit held a symposium on the Brian Lara Promenade, to sensitize citizens on HIV/AIDS related issues. An estimated **175 persons** participated in HIV testing and **103** participated in basic health screening.
2. **To commemorate International days by educating Ministry staff on its relationship to HIV issues** – For the period, 127 staff members benefitted from the

programme whereas, **23 persons** participated in HIV Testing and **32 persons** participated in pap smear testing.

3. **To educate clients of the Social Welfare Division, TCCTP, Senior Activity Centres, Disability Unit, CSDP, Piparo Empowerment and New Horizons and spread awareness on HIV issues** - Social Welfare (**205 clients**), TCCTP (**94 clients**), Senior Activity Centres (**92 seniors**), Disability (**263 persons**), CSDP (**56 persons**), Piparo Empowerment (**15 substance abusers**) and New Horizons (**21 socially displaced persons**).
4. **To provide free testing for staff** - **34 persons** got tested.
5. **To educate prison inmates and sensitize them on HIV/AIDS issues** - A total of 65 female inmates and 242 male inmates participated.
6. **To educate and sensitize Out of School youth to HIV issues and prevention** - **32 young persons** benefitted from this sensitization.
7. **To provide care and support to young PLWHIV through a life skills training** – Approximately 31 persons benefitted from this skills training.
8. **To educate the Ministry's staff** (specifically social workers dealing with the Ministry's clients) on the importance and issues affecting Medication Adherence and good nutrition in Persons Living with HIV - Approximately 28 social workers completed the workshop.
9. **To improve the level of HIV knowledge and awareness in Most At-Risk Populations** – During the fiscal, ten (10) communities were targeted and approximately 1300 persons benefitted.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- The HIV Unit functioned without a full complement of staff
- Budgetary constraints

Monitoring and evaluation

DESCRIPTION

The Monitoring and Evaluation Division (MED) was established in April 2003 with the overarching mandate to co-ordinate Monitoring and Evaluation (M&E) in the Social Sector and 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 in the effective utilization of evaluation as a management tool;
4. Promote the use of evaluation findings among 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 an 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 a period of five years. The multi-year plan which is to be approved by Cabinet, will identify the evaluations to be undertaken and the Agencies responsible for the conduct of these evaluations. This plan will not preclude the conduct 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; and
15. Provide assistance to 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

During this period, the MED was severely understaffed and as a result, could not operate to its full capacity. However, the process to determine performance objectives for the Division only

commenced in July 2017 following the assumption of duty of a Director, M&E for the Division. Reporting on this section of the Report therefore only covers accomplishments between the months of August and September 2017. These are detailed as follows:

1. **To increase staff awareness of M&E** - Engagement of MSDFS staff through conducting a series of sensitization sessions on Monitoring and Evaluation. Sixty-seven **(67) persons** attended these sessions from a total of **one hundred and twenty-five persons (125)** who were expected to attend. A report was completed on the sensitization sessions.
Administration of a pre-test at the sensitization sessions to gauge staff knowledge of M&E concepts. **Sixty-two (62) persons** completed this pre-test.
2. **To strengthen the M&E capacity of the MSDFS** - Revision of the M&E component of the National Social Mitigation Plan

REMEDIAL PLANS

1. Address the human resource needs of the MED by filling key positions;
2. Adjust the organizational structure to capture the changing environment of the Social Sector and meet the needs of the National mandate regarding the conduct of monitoring and evaluation in the Public Sector;
3. Re-sensitize staff of the Ministry to the importance of monitoring and evaluation and establish a sense of where capacity building is required.

CORPORATE OBJECTIVE 8 – Improve Performance

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

DIVISIONS/UNITS

- ❖ main-Peoples' Issues Resolution Coordinating Unit
- ❖ Corporate Communications and Education Unit
- ❖ Development Support Unit
- ❖ Project Implementation Unit
- ❖ Information Technology Division
- ❖ Non-Governmental Organisation Unit

main-PEOPLES' ISSUES RESOLUTION COORDINATING UNIT

DESCRIPTION

The m-PIRCU was established by Cabinet Minute No. 121 (2nd Session) of June 24, 2010 and later affirmed in Cabinet Minute No. 423 (2nd Session) of August 5, 2010. The Unit is responsible for treating with complaints and issues related to services provided by ministries and agencies. The Unit places special emphasis on the poor, destitute and vulnerable as these persons are usually at the greatest disadvantage. Community outreach exercises, referrals and civil society involvement play a crucial role in identifying these individuals and making intervention to address their social situations.

The Unit ensures that the needs of citizens are effectively assessed and addressed through, inter alia:

- Provision of high quality customer service;
- Liaison with relevant Ministries, Government agencies and other stakeholders in ensuring the resolution of complaints;
- Sensitisation and information dissemination to the public on the progress of key initiatives undertaken by the Government;
- Intelligence gathering in communities as a means of being proactive in anticipating problems and responding to the needs of citizens;
- The development of an electronic based Monitoring and Evaluation Mechanism for the Resolution of People Issues.

PERFORMANCE OBJECTIVES

1. To implement a “no wrong door” policy;
2. To facilitate the resolution of customers’ time sensitive issues: (*TSI - issues where clients have applied for over three months are yet to receive the grant/service*);
3. To investigate and facilitate the resolution of customers’ time sensitive issues which can be related to all delivery services of the Ministry;
4. To intake all issues, however external issues will be forwarded to representatives of the different Ministries via the Inter-Ministerial Committee;
5. To work with Governmental agencies to remove bottlenecks;
6. Provide a high level of quality customer service to all clients.

ACCOMPLISHMENTS

1. For the period, approximately **two hundred and thirteen (213) issues** and complaints for resolution, were received;
2. **Forty-eight (48) matters** in the Customer Relations Management database and referred them to relevant Divisions for attention and follow-up;

3. Responses were given to **one thousand, nine hundred and fifty-one (1,951)** requests for information on various matters.

CORPORATE COMMUNICATIONS AND EDUCATION UNIT

DESCRIPTION

The Corporate Communications and Education Unit of the Ministry of Social Development and Family Services seeks to add value to the Ministry's corporate image by providing strategic counsel and creatively utilizing Communications and Public Relations Strategies that increase awareness of the Ministry's programmes and achievements among its internal and external publics.

One of the Unit's key objectives is to build and maintain a positive image and reputation for the Ministry. Advertisement of the work of the various delivery Units and the commemoration of important 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 establish 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 for media.

ACCOMPLISHMENTS

1. Increased knowledge and awareness of underserved individuals, families, communities through the hosting of Public Information and Education Sessions across Trinidad. 39 sessions were conducted. It was administered to:
 - Constituency Officers and their Constituents;
 - Local Government Representative and Councillors;
 - Chairmen and Chief Executive Officers of the Regional/Municipal Corporations;
 - Representatives of NGO and CBOs in the region;

- Members of the General Public according to the local region.
2. Established, improved and maintained the image of the MSDFS- Drafted, edited and published 50 Speeches, 18 Messages and 145 News Releases.
 3. Improved communication of programmes and services available to underserved individuals by participating in a cumulative total of 51 outreaches across the country.
 4. Assisted with the development of the National Social Mitigation Plan, content for Micro site as well as planned, coordinated and provided coverage for consultations re SMP as well as administrative arrangements.
 5. Assisted with the planning, coordination and coverage of events towards the development of a National Poverty Reduction Strategy.
 6. Assisted with the planning, coordination and coverage of the National Parenting Workshops.
 7. Planned and coordinated the “Its Family Time: Let’s Talk” Radio Programme.
 8. Planned and coordinated a series of events and provided coverage for the Commemoration of International Day of Families including outreaches and parenting workshops.
 9. Planned and coordinated advocacy for the elderly through the honouring of centenarians, the commemoration of World Elder Abuse Awareness Day and International Day for Older Persons.
 10. Planned and coordinated a series of meetings and site visits in support of the Street Dweller Working Committee.
 11. Publication of Guide to Social Services Booklet Part 1.
 12. Assisted in providing event management support for the following:
 - Social Media Campaign – Creative Competition on Poverty
 - Premium Client Care initiative
 - Regional consultations on Poverty (Focus Group Discussions)
 - Disaster Relief for Hurricane Bret and Divali Flooding
 - Distribution of Food Support Cheques for Christmas 2017.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Inadequate staffing.
2. Inadequate resources – driver, printer/copy machine/scanner, television and radio for media monitoring.
3. Media monitoring limitations – sometimes unable to capture all news reported on ministry to manage crises properly.

REMEDIAL PLANS

1. Monitoring and evaluation immediately after each delivery/project.
2. Formation of a Crisis Management Policy and Team.
3. Create holding statement templates based on scenarios of possible crises to mitigate within a shorter time-frame.

4. Media and crisis management training for heads of divisions and members of the Ministry's executive.
5. Driver to be assigned to provide support to the Unit.
6. Building of a repository of information via research on relevant subject matters.
7. Establish an internal system, across the Ministry's delivery Units/Divisions, to treat with customer queries

DEVELOPMENT SUPPORT UNIT

DESCRIPTION

The Development Support Unit (DSU) was established by Cabinet – Minute No. 2005 of July 22, 2004. The Unit's vision presents a commitment to give continuing support to the organisation 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 positioned as an advocate for balancing organizational stability and addressing the needs of Executive and staff.

ROLES AND FUNCTIONS

Roles:

1. Providing service to the organization in a facilitative and solution-oriented role
2. Fielding, collating and interpreting the concerns of staff, and sharing them with the Executive in the form of formal proposals for remedial interventions.
3. Receives the thoughts and needs of the Executive and 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); establishment of strategic and operational planning.
2. Designs and develops initiatives that support the interests and mandate of the organization, in conjunction with Divisional/Unit heads.
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:
 - facilitate the smooth transitioning of the change involved in new initiatives and procedures in the MSDFS.
 - keenly 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 utilized.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

PERFORMANCE OBJECTIVES

1. **Organisational Development**

Seeks to provide 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 expanding 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 conceptualize 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

Organisational Development:

1. **Premium Client Care (PCC)**

- Hosted Ministry-Wide Premium Client Care Sensitization Exercises
- Created a Premium Client Care Promotional Video for circulation by the Corporate Communications and Education Unit
- Developed a singular Issues Matrix document, inclusive of data collated from regional visits as well as identification of Immediate/Quick, Short Term and Medium Term Wins for perusal by the executive and resolution by divisional managers;
- Assignment of Liaison officers (DSU Representatives) to specific Support Divisions MSDFS staff i.e. General Administration Division, Information Communications Technology Unit, Human Resources Division to aid in hastening resolution of issues cited in the Issues Matrix;
- Developed Premium Client Care Training Modules complete with Leader and Participant Manuals for staff's workshop sessions.
- Coordinated the hosting of a 'train the trainers' seminar by personnel of the Public Service Academy, Ministry of Public Administration and Communications - for persons selected and approved to facilitate the PCC workshops
- Conducted Ministry-Wide Premium Client Care Workshops, inclusive of Make-up Sessions
- Developed a Premium Client Care Supplementary Proposal (Phase 2) inclusive of reinforcement strategies for the Initiative

2. **Strategic Plan**

- Participated in the development of a working-strategy for developing a new Strategic Plan for the MSDFS.
- 3. Social Mitigation Plan**
- Participation in the development of the national Social Mitigation Plan Team, which was facilitated and coordinated by the MSDFS
- 4. Social Welfare Division and Food Support Merger**
- Developed Proposal for transitioning the Food Support Service to the Social Welfare Division
 - Developed a Change Management Plan for the Transitioning of the Food Support Service from the former TCCTP to the Social Welfare Division.
 - Facilitated the hosting of initial sensitization discussions with the executive and key leaders of the Social Welfare Division
 - Facilitated the hosting of a follow-up workshop for senior staff of the Social Welfare Division, together with selected personnel who were being transferred from the former TCCTP
 - Conducted a State of Readiness Assessment.
 - Developed A Risk Assessment Management Plan
 - Developed a Questions and Answer Instrument
 - Developed a Communications Plan – Staff Consultations 2, 3 and 4 inclusive of ICT Unit
 - Developed Social Welfare Divisional (post-merger) Training Proposal, with Leader and Participant Manuals

Leadership Development:

- Hosted Meeting with MSDFS Directors and Regional Managers related to staff management, conflict management and protocols/procedures for requested and accessing services.

Innovation and Recognition:

- Assisted in facilitating the hosting of Appreciation Function for a former Accounting Executive 1 (Accounting Unit)

CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES

- **Project / Initiative Funding:**
With the country’s current regress in economic standing, lack of funding posed a challenge for the Unit in various avenues:
 - **In-house Printing Services due to lack of ink/toner:** Training Manuals, Premium Client Care Certificates, User Guides.
 - **Provision of Refreshments:** Premium Client Care Training Workshops.
 - **Prizes/ Tokens:** For outstanding /supportive participants during the Training Workshops.
- **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 time, unforeseen situations emerged on the part of process-owners (outside the purview of the DSU), served to delay progress.

PROJECT IMPLEMENTATION UNIT

DESCRIPTION

Cabinet by Minute#1368 of June 5 1997 agreed to the establishment of a Project Implementation Unit (PIU) in the Ministry. The PIU is responsible for the management and implementation of all Public Sector Investment Programme (PSIP) projects within the MSDFS and 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 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 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 and approve contracts, inclusive of feasibility studies, for each project.
5. To liaise with Government, 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 that 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.

ACCOMPLISHMENTS

1. Prepared Annual Draft Budget Estimates (2018) for Projects in the Public Sector Investment Programme (PSIP).
2. Prepared Mid-term Review of the PSIP (2017).
3. Prepared Reports including Monthly Reports for the Ministry of Planning & Development, and the Ministry of Finance
4. Prepared Project Documents such as Terms of Reference (TOR), Scope of Works, Designs and Cost Estimates.
5. Award of Contracts for projects under the PSIP
6. Conducted site visits, Monitored, Evaluated and Certified works completed for all projects
7. Recommended and obtained approval for Payments for Agencies and Contractors
8. Attend Meetings with Ministry of Planning and Development, other Heads of Units, and Agencies as it relates to the implementation of PSIP projects.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

- Limited project staff to facilitate the proper implementation and monitoring of projects
- Lack of expertise relevant to the Engineering and Project Management disciplines.
- Inadequate Project Proposals, Policy and Project Documents, Tender documents resulting in delays in Projects' start up.

REMEDIAL PLANS

- Ensure Cabinet Approvals are actually being finalized before requesting Funds to implement projects;
- Ensure Projects are in a state of readiness – Project Proposals, Feasibility Studies, etc.;
- Obtain timely approval for payments, additional works and variances;
- Provide Training for existing Staff;
- Hire Staff with relevant expertise.

INFORMATION TECHNOLOGY DIVISION

DESCRIPTION

The Information Technology (IT) Division is responsible for the development of a professional information technology infrastructure, as well as the provision of client systems, business application services, IT planning and administration for the Ministry.

PERFORMANCE OBJECTIVES

1. Develop and implement specific IT policies.
2. Develop procedures for the acquisition of new hardware, software and peripheral equipment.
3. Organize and participate in the training of technical and support staff.
4. Establish Local Area Networks (LANs).
5. Provide User Support Facilities.
6. Establish and maintain a Website for the Ministry.
7. Provide Software Training.
8. Provide an Internet Research Facility.
9. Establish appropriate databases in collaboration with the various Technical Divisions.
10. Develop and implement a Management Information System (MIS).
11. Develop policies on IT Management and IT Organization Transformation and implement the same.
12. Procure Hardware Maintenance and On-going Services.
13. Co-ordinate the development and implementation of a Strategic Information Technology Plan for the Ministry.

ACCOMPLISHMENTS

1. Develop New Ministry Domain – social.gov.tt

Future proofing the domain, so that in the event of any organization name change, the domain name remains consistent. Design, Develop and Configure new domain. (social.gov.tt to meet the needs of the Mini);

2. IT Service Desk Service

The IT Service Desk continued to receive and troubleshoot technical issues experienced by users within the Ministry. This enables users to obtain a quicker resolution to their issues and improves the efficiency and effectiveness of internal and external communications;

3. Ministry ID Badges

The ICTD continued to supply ID Cards/Badges for all staff members and On-the-Job Trainees within the Ministry.

4. Database Projects

Cheque to Bank Project (Direct Deposit)

For the fiscal under review, the following were completed on the Cheque to Bank project:

Submitted to NIB bank records of clients for Senior Citizen's Grant.

Temporary Food Card (TFC) Database

Creation of a database to accommodate the ease of decision making with the disbursement of TFCs.

5. Networking Projects

These projects are intended to upgrade and improve the networking facilities, infrastructure, telecommunications and services offered to clients. They create a robust and secure networking environment which fosters greater communication among all offices and provides easy access to data and information in a timely manner.

The Information and Communication Technology Division (ICTD) has continued to strengthen and maintain data links to all our local offices and also established secure access for all users.

6. Telephone and PBX

A reliable telecommunications system is required to allow efficient and cost-effective communication amongst staff in the Ministry and between staff and citizens. As such, during the fiscal under review, the Information Technology Department sought to improve communications within the Ministry by implementing a new PBX System.

Expansion of this PBX system included all MSDFS remote sites.

7. Web Development

The MSDFS main website was re-designed and maintained during the fiscal 2016-2017. The Division also collaborates with our internal Communications Unit to provide accurate information on the services provided by MSDFS on their website.

8. Data Centre

The design phase and Fire suppression, access controls, generators, precision cooling and General Works scopes for the Data Centre and Storage was completed. Data Centre will consist of storage devices and servers.

9. Integrated Social Enterprise Management System

The ISEMS is a strategic information technology (IT) approach for the management of a complex array of social service programmes offered by the various divisions of the Ministry. Further, it is a Business Transformation and modernization project based and built upon well proven Enterprise Resource Planning (ERP) technologies and the Social Enterprise Management (SEM).

During the fiscal year a kick off meeting with iGOVTT was completed, as well as the continued collaboration with iGOVTT for development of proposal and RFI.

CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES

1. Release of Funds/ No Funding available
2. Lack of sufficient staff needed

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 officially established the Unit**, to fulfil the Cabinet mandate to manage the Ministry's relationship with service delivery partners involved in the delivery of social services in communities.

ROLES AND FUNCTIONS

1. To identify suitable organizations to undertake the delivery of services or the conduct of social programmes and projects in communities.
2. To manage contractual arrangements, with organizations, for the delivery of social services and programmes
3. To register organizations 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 organizations for subventions, grants and other types of assistance, and making appropriate recommendations
6. To ensure compliance by organizations, in accordance with established criteria, for the delivery of social services
7. To develop mechanisms to monitor and evaluate the operations of NGOs and other organizations in receipt of financial assistance from the MPSD
8. To conduct research into matters pertaining to the non-governmental sector in order to advise State agencies on the operations of various NGOs
9. To promote training and capacity building programmes for NGOs so that they would be better equipped to fulfil the delivery mandate
10. To maintain an NGO Database

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

1. **To promote a better 'value for money' culture in the delivery of social services and to improve efficiency by NGOs in their expenditure of Government funding for social programmes/projects:**
Audits were conducted on the NGOs in receipt of subventions. Quarterly projection statements as well as monthly actual Income and Expenditure Statements were submitted by all NGOs in receipt of subvention. A review and research of a fee-for-service model for subvention provision was undertaken.
2. **To submit disbursement requests for subvention payments:**
Submission of monthly/quarterly disbursements for twenty-four (24) NGOs inclusive of Statutory Boards for subventions.

3. **To partner with NGOs, CBOs and FBOs towards a decentralised approach for the delivery of social services to vulnerable groups in society:**
Two hundred and three (203) requests for (contributions and donations) for social projects were reviewed. Ninety-seven (97) organizations received funding. Twenty-one (21) new requests for one-off grant for social projects and 20 organisations received funding.
4. **To conduct site visits to NGOs:**
Site visits were conducted to thirty-two (32) NGOs that requested financial assistance.
5. **To submit to Cabinet recommendations for renewals of subvention:**
Drafted one (1) Note for Cabinet for renewal of subvention.
6. **To review the contractual arrangements of all NGOs receiving subventions for the delivery of social services and programmes:**
Continued the process to update the legal Agreement template.
Continued review of NGOs' Cabinet Mandates to ensure compliance in accordance with established criteria for the delivery of social services.
7. **To standardise NGO reporting templates:**
Reviewing of the reports submitted in the Updated Quarterly Programme Status Template. Submitted by the NGOs in receipt of subvention.
Received and reviewed Project Completion reports submitted by the NGOs in receipt of Contributions & Donations and One-Off Grants.
8. **To update bi-annually the national NGO Directory:**
The NGO Directory was edited and updated.
9. **To ensure and follow-up on the implementation of the Joint Select Committee Recommendations for the Trinidad and Tobago Blind Welfare Association (TTBWA).**
Awaiting a report from the President of the TTBWA with an updated status of the recommendations.
10. **To prepare Annual Trend Analysis of Expenditure Reports to assist in identifying underlying causes of fiscal stress and prediction of future financial outcomes, which may provide valuable information about the organization's current and future fiscal health:**
Completed Annual Trend Analysis of Expenditure Reports for ten (10) NGOs.
11. **To develop Performance Measurements to ensure the alignment with the UN's Sustainable Development Goals (SDGs):**
Met with fifteen (15) NGOs to assist in the development of their M&E plan.
Began research from the UN Research Institute for Social Development (UNRISD) re: Implementing the 2030 Agenda for Sustainable Development.2016.
12. **Increased networking and integrating services through continued collaborative meetings with (10) Ministries that disburse funds to Non-Profit Institutions:**
Exchange of information with the membership of the Inter-Ministerial Grants Committee re: applicants for financial assistance thereby avoiding duplicity.

CHALLENGES FACED IN ACHIEVING PERFORMANCE OBJECTIVES

1. Reacting to NGOs inefficiencies while using a proactive approach

2. No representation of the Ministry on Boards such as the Trinidad and Tobago Blind Welfare Association (TTBWA).
3. Awaiting status from the TTBWA on the implementation of the recommendations of the Seventeenth Report of the Joint Select Committee Appointed to inquire into and report on Government Ministries, Statutory Authorities and State Enterprises (Group 2)
4. The Board of the Trinidad and Tobago Association for Hearing Impaired (TTAHI) is not yet recognised by the Ministry of Social and Development and Family Services.

OTHER CAPACITY BUILDING AND INSTITUTIONAL STRENGTHENING ACTIVITIES

- ❖ Training and Development
 - ❖ Committees
- ❖ Future Plans and Projects (Fiscal 2018)
 - ❖ Legislative Plans

TRAINING AND DEVELOPMENT

The Ministry of Social Development and Family Service's overall goal is ensuring the effective functioning of the social sector towards improving and empowering the lives of citizens in the nation, particularly those most at risk. As part of ensuring that the Ministry fulfils its responsibility, especially in the key areas of social sector research; social sector planning and policy development; delivery of social services and the monitoring and evaluation of outcomes, it is important for public officers in the various Division/Units of the Ministry to attend conferences, meetings, workshops/seminars and undergo continuous training and development.

For Fiscal 2016/2017, officers were exposed to various areas of training and development. These were aligned to the Ministry's Corporate Objectives and focused on areas such as substance abuse prevention and treatment and HIV/AIDS.

COMMITTEES

Committees within Ministry/Department Fiscal 2016/2017		
Social Ambassadors Committee	To administer the Social Ambassadors project	Cabinet Appointed: CM No. 1020-2013/04/18
Sports & Cultural Events Planning Committee		Ministerial
Autistic Support Centre of Trinidad and Tobago Committee	To develop the logistics of establishing the Centre, including the design, programming, training, staffing and governance model	Cabinet Appointed: CM No. 2352-2013/08/22
Central Public Assistance Board		Public Assistance Act Chapter 32:03
Clinical Assessment Committee		Cabinet Appointed
Disaster Coordinator, MSDFS Disaster Response Team		Ministerial
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 Committee to Address the Issue of Street Dwelling	To make recommendations to the Minister of the MPSD on some of the interventions detailed in the Implementation Strategy to address the issue of street dwelling in T & T	Ministerial
Inter-Ministerial Social Policy Committee	To coordinate policy development, implementation, monitoring and assessment in the Social Sector	Cabinet Appointed: CM No. 2399-2013/08/29
National Development Centre for Persons with Disabilities Committee	To oversee the establishment of a National Development Centre for Persons with Disabilities	Cabinet #1843 Note NS(12) 173
Permanent Secretary's Tender's Committee	To review requests for specified supply services or products sourced by external service providers	Ministerial
Public Sector Investment Programme (PSIP)	To provide PPPDD's input to the Ministry's 2016/2017 submission of the PSIP	Ministerial
Social Housing and Outreach	To formulate Policy on Social Housing and streamline outreaches. Direct Effect/Impact schedule.	Cabinet Appointed

SSIP Committee	To prepare the SSIP publication in time for the annual budget	Ministerial
Steering Committee for the Biometric Project		Ministerial

TRAINING UNDERTAKEN DURING FISCAL PERIOD

Staff from the various divisions of the Ministry participated in the following training courses/workshops for fiscal 2016/2017:

- 1. CORPORATE COMMUNICATIONS AND EDUCATION UNIT**
 - Protocol for public officers
 - Social Media Strategy
 - Crisis Communications

- 2. DIVISION OF AGEING**
 - Procurement Legislation training for Ms. Gashyia Siwaju, DOA Inspector II
 - Premium Client Care Workshops for the DOA staff & the Director
 - In-house orientation/ training sessions on OPIC & CCP for new Inspectors
 - M&E Sensitization Workshop for the Director & (2) Inspectors II

- 3. DEVELOPMENT SUPPORT UNIT**
 - CREDI Wellness Workshop Series focusing on Change, sacrifices and personal growth.

- 4. HIV/AIDS COORDINATING UNIT**
 - Ministry of Health, Centres for Disease Control and Prevention and Collaborative Partners Evaluation Team Workshop.
 - PEPFAR Planning Workshop (Ministry of Health)
 - PANCAP: FBO-HIV Response in T&T
 - PAHO Workshop: Strengthening the Capacity of Health Systems to Prevent and Respond to Violence Against Women.

- 5. INTERDISCIPLINARY CHILD DEVELOPMENT CENTRE**
 - Premium Client Care Workshop for all staff

- 6. INFORMATION TECHNOLOGY DIVISION**
 - Premium Client Care
Training workshops on the way we expect to be served (as internal clients of the Ministry), and how we ought to serve our respective external clients.

- 7. SOCIAL INVESTIGATIONS DIVISION**
 - One (1) member of staff participated in a Counter Human Trafficking Training and Training of Trainers for Social Workers by the International Office of Migration on January 24 – 27, 2017.
 - One (1) member of staff participated in a Seminar-Workshop “Towards a more accurate measure of social expenditure in Latin America and the Caribbean” organized by the Economic Commission for Latin America and the Caribbean (ECLAC) on 7 - 8 June, 2017 in Port of Spain, Trinidad and Tobago.

- One (1) member of staff participated in a Simple to Complex Workshop: Basics of Qualitative Data Analysis hosted by the University of Southern Caribbean on July 31 – August 1, 2017.
- One (1) member of staff attended training on “Policy Planning and Development” conducted by the Ministry of Public Administration, Trinidad and Tobago, in collaboration with the Management Institute for National Development (MIND), Government of Jamaica, March 27-29, 2017.
- One (1) member of staff attended a seminar/training entitled ‘China’s Development Experience and Cases’, Beijing, China, July 6-26, 2017.

FUTURE PLANS AND PROJECTS (FISCAL 2018)

The following are some major plans and projects for fiscal 2018:

1. CORPORATE COMMUNICATIONS AND EDUCATION UNIT

- Short term
 - Retreat for Communications Staff to build capacity and institutional strengthening.
 - Upgrade of existing equipment
- Medium term
 - Training in Media relations and Public Service Procedures namely registry, report writing, cabinet note writing
- Long term
 - Establishment of a robust media Monitoring System
 - System for storage of footage

2. DIVISION OF AGEING

- Proclamation of the Homes for Older Persons legislation (To be determined by Ministerial response)
- Strengthen regulatory, policy and legal frameworks
- Align organizational structures and systems to effect a coordinated service delivery
- Acquire and deploy resources
- Improve stakeholder engagement
- Develop meaningful strategic partnerships and networks with regional and international organizations
- Improve the DOA image and brand its identity
- Improve information dissemination through communication systems and flows

3. DISABILITY AFFAIRS UNIT

- Operationalization of the National Enrichment Centre (NEC);
- Completing the National Policy on Persons with Disabilities;
- Continuation of sensitization and public awareness efforts;
- Commemoration of IDPD on 3rd December, 2017.

4. HIV/AIDS COORDINATING UNIT

- Design and dissemination of IEC materials.
- External Mainstreaming:
 - World AIDS Day 2017.
 - Sensitization for Ministry's clients.
 - Carnival Initiative

- HIV Out of School Quiz.
- Sensitization for Nation's Prisons.
- Sensitization for Deportees.
- Sensitization for Commercial Sex Workers (CSWs)
- Internal Mainstreaming:
 - International Women's Day.
 - Mother's Day.
 - Father's Day.
 - Adherence Workshop 2018
- Life Skills Programme
- Multidisciplinary Meeting

5. 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 staff of other Divisions and Units; and
 - foster partnerships/ "think tanks" in M&E within the MSDFS as well as with stakeholders external to the Social Sector.
- **Long Term Future Plans** - strengthen and sustain M&E capacity among staff of other Divisions and Units as a means towards institutionalizing M&E in the MSDFS;
 - continue to build partnerships in M&E.

6. DEVELOPMENT SUPPORT UNIT

Short Term Future Plans:

- Acquisition of additional staffing to enable and expand on the DSU's operations.
- Rollout of the development/supplementary elements of the Premium Client Care Initiative
- Hosting of Change Management Sensitization Workshops for all levels of staff, together with the review of the MSDFS Change Management Framework.
- The development of a Premium Client Care User Manual for all MSDFS staff
- The development of a Change Management User Manual for all MSDFS Staff
- Introduction of a 'Help a Buddy' initiative
- The relaunch of a Reward and Recognition System. Together with a 'Long Service Award' initiative.
- The introduction of a 'Solution Building Idea' initiative.
- Conduct quarterly visits to the MSDFS Social Welfare Division Regional Boards to track the progress of the Transition.

- Commence authentication process of the Social Welfare Divisional Training with Social Welfare Division Leadership

Medium Term Future Plans:

- Continued rollout of the Premium Client Care Supplementary Proposal (Phase 2) Strategy.
- Facilitation of the hosting of one (1) HODs Retreat
- Provision of Support for the MSDFS Integration Agenda

Long Term Future Plans:

- Overall appreciation for the importance of embracing a right attitude to change...and acquired skills in managing change, by the personnel of MSDFS.
- The adoption of a client-centric, service-excellence culture change among staff of the organization.

7. INTERDISCIPLINARY CHILD DEVELOPMENT CENTRE

- Include more children with disabilities
- Get relevant trained staff

8. LEGAL UNIT

The future plans of the Legal Unit are predicated on the provision of legal support to the Ministry for executing its client care initiatives. Therefore, these plans are as follows:

- Finalising the debit food card contract between the Ministry and First Citizens' Bank Limited;
- Finalising a memorandum of understanding between the Ministry and the National Insurance Board of Trinidad and Tobago.

9. INFORMATION TECHNOLOGY DIVISION

- **New Domain – social.gov.tt**
- **Integrated Social Enterprise Management System**
The ISEM is a strategic information technology (IT) approach for the management of a complex array of social service programmes offered by the various Divisions of the Ministry. Further, it is a Business Transformation and modernization project based and built upon well proven Enterprise Resource Planning (ERP) technologies and the Social Enterprise Management (SEM).
- **Data Centre**
The design phase of the Data Centre and Storage was completed. The Storage Area Network Appliances and Backup Solution have been procured. Data Centre will consist of storage devices and servers.

10. SOCIAL INVESTIGATION DIVISION

National Scope:

- Multi Indicator Cluster Survey 4 (MICS4) - Dissemination and Further Analysis
- Planning of Multi Indicator Cluster Survey 6 (MICS6)

Ministerial:

- Conduct of In-house Research

- Institutional Strengthening - Establishing a Robust Research Culture
- Production of Research Publications

Other Activities:

- Operation of the Inter-Ministerial Research Council (IMRC)



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ADMINISTRATIVE REPORT

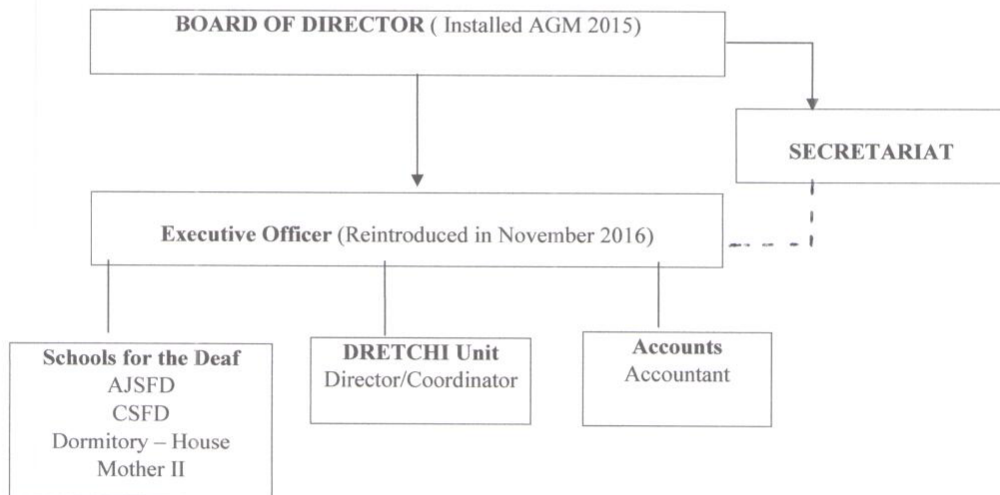
OCTOBER 2016 TO SEPTEMBER 2017

Divisional Profile

Act of Parliament no. 53 of 2000 was passed on August 30th 1962, the eve of the country's Independence by the then Prime Minister, Dr Eric Eustace Williams established the Trinidad and Tobago Association for the Hearing Impaired (TTAHI).

The purpose of the Association is to improve the quality of life for the Deaf & Hard of Hearing and Late (DHH) in Trinidad and Tobago by establishing schools and other institutions, facilitate and encourage the employment of DHH, operate diagnostics services, provide counseling and psychological support for the families of the DHH and other.

Organizational Structure for 2016 -2017



ROLE AND FUNCTION

- **Board of Directors** – Responsible for the general conduct and direction of the affairs and finances of the Association. The Implementation of policies and planning and coordinating programs and projects to assist with the holistic development of the DHH.
- **Executive Officer** - Reports to the Board of Directors (BOD) and has overall responsibility of leading the organization toward attaining its vision, mission, strategic goals and financial objectives. The Ex O is responsible for overall management, operation and protection of the organization's assets (financial and other) while ensuring compliance with its rules and Board directives. Has general oversight of both schools and is also responsible for maintaining a relationship and reporting to the line Ministry and other Ministries on operational and financial matters relating to the business of the Association.

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<ul style="list-style-type: none"> • DRETCHI Director/ Co-ordinate - Reports to the Executive Officer and has responsibility to oversee and manage the daily functions of the clinical services provided and staff within the DRETCHI Unit. The department is responsible for providing audiological evaluation, tinnitus rehabilitation, ENT services, hearing aid fitting and repairs and maintenance services and outreach partnerships.
<ul style="list-style-type: none"> • Audrey Jeffers School for the Deaf - Focus on providing effective education to DHH students. Submit reports to the Executive Officer on monthly basis through Heads of Department (HOD) meetings about the operational and HSE functions of the school.
<ul style="list-style-type: none"> • Cascade School for the Deaf - Focus on providing effective education to DHH students. Submit reports to the Executive Officer on monthly basis through Heads of Department (HOD) meetings about the operational and HSE functions of the school.
<ul style="list-style-type: none"> • Accounts Unit –To safe guard the financial and other physical assets of the Association. To oversee procurement and purchasing and ensure they are in accordance with best practice. To manage budgets, revenues and cash flows and provide monthly reports to the Board and Ministry of Social Development and Family Service-the line Ministry on the revenue and expenditure based on the government subvention and adhere to prescribed practice on policy as mandated by government through the Executive Officer. To provide monthly financial reports to the BOD inclusive of bank reconciliations and schedules required for year-end audit and the Annual General Meeting (AGM). Reports to Executive Officer. Treasurer of the Board oversees this department.
<ul style="list-style-type: none"> • Administration Unit – Managed by Executive Officer

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

BOARD OF DIRECTORS and	Partnership projects and others: <ul style="list-style-type: none"> • Approved the partnership with Starkey Hearing Foundation in November 2016 – March 2017. • Held meetings with THA to foster a partnership with TTAHI – December 2016. • Hosted the first Carnival Fiesta (attended by the Hon. Terence Deyalsingh, Minister of Health) and annual Car Park fundraiser - February 2017. • Begin the process of reviewing TTAHI Constitution - May 2017 to present. • Hosted Annual General Meeting – May 2017. • Approved staff development classes for Deaf staff in Math, English and EDPM – June 2017. • Approved the start of Sign Language News project -June 2017. • Approved the rewiring of TTAHI headquarters, 13C Wrightson Road, Port of Spain – July 2017. • Selected a Planning and Coordinating Committee to coordinate events and activities in celebration of the Association's 75th Anniversary - July 2017. • Possible development of dormitory at Audrey Jeffers School for the Deaf to assist with the transportation problems at the school – August 2017. • Approved funding for AJSFD 50th Anniversary – August 2017 • Cleared up most staff related Industrial Relations matters- October 2016 to March 2017. <p>To complete Roof Replacement project – Was unable to complete.</p>
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MANAGEMENT-2016 – 2017

Partnership:

- Christmas Hamper distribution with WeCare Deaf Support Network – **December 2016.**
- Sports and Family Day with Deaf Sports TT – **June 2017.**
- Parenting Workshop with WeCare Deaf Support Network - **September 2017.**
- Sponsorship of Deaf Basketball DBA – **March to June 2017,** Sponsorship of Deaf Cricket DSTT – **March to July 2017.**
- Began discussions on revised Sign Language Dictionary with members of various Deaf groups – **July 2017 to present.**
- Started discussions with MOE to provide continuous support and resources for Deaf and Hard of Hearing students – **September 2017 to present.**

Public Awareness:

- In commemoration of Deaf the month of the Deaf 2017 TTAHI collaborated with Deaf and Hard of Hearing organizations to host various awareness projects. Awareness day at Movie Town, Clash of the NGO's Cricket tournament, Parenting Workshop. Members of the awareness team attended outreach with DRETCHI Unit. Articles were posted online, printed in the daily newspapers and interviews were held at various radio stations – **September 2017.**

Admin:

- Installed a new sign for visibility of the Association – **October 2017.**
- Ensure that the staff development project was approved by the Board for Deaf staff – **July 2017.**
- Mandated through staff development workshops that all staff members learnt sign language – **September 2017.**
- Implemented rental of the wall – **June 2017 to present,**
- Began the process of rebuilding the image of TTAHI by opening a facebook page for clients to contact the association and make appointments- **June 2017.**
- Coordinated the Sign Language News project and attained one sponsor to assist with such - **June 2017.**
- Applied for membership to World Federation of the Deaf in **May 2017.** TTA HI received correspondence approving membership - **November 2017.**
- Donation of school bags and stationery supplies from Chaconia Support Group – **July 2017**
- Conducted performance appraisals for the years 2011 – 2017 – **August – December 2017**

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	<p>Staffing:</p> <ul style="list-style-type: none"> • Advertised vacant positions on the establishment and conducted interviews October to November 2017. • Appointed Ms. Melanie Archie as Director/ Coordinator of DRETCHI Unit. – January 2017. • Hired an internal Sign Language Interpreter to meet the communication needs of the Association – October 2017. • Renewed the contract of one Teachers Assistant (Deaf) to work at Audrey Jeffers School for the Deaf – September 2017 <p>Schools:</p> <ul style="list-style-type: none"> • Ensured that the schools were catered for by purchasing minor equipment, stationeries and conducting minor repairs. Also held meetings with the Board and parents of the schools to allow a flow of communication. <p>Rewiring Project:</p> <ul style="list-style-type: none"> • Oversee the rewiring of TTAHI head office at 13C Wrightson Road- July to October 2017. <p>Sign Language:</p> <ul style="list-style-type: none"> • Ongoing monthly remuneration for Earnest Stafford, Sign Language Interpreter (SLI) to support DHH students at Secondary School supports.
DRETCHI SERVICES	<p>Purchases and Donations:</p> <ul style="list-style-type: none"> • Purchased a new Audiometer to assist with screening. Acquired one Audiometer through donation from the late Roderick Pillai family. <p>Admin:</p> <ul style="list-style-type: none"> • Upgrade the Unit by conducting Customer Services and staff development training for staff within the department January 2017 to Present. • Restart of Speech and Language Therapy – January 2017 ongoing. • Ongoing testing, fitting and reprogramming of hearing aids. Ongoing Tinnitus therapy. <p>Partnerships:</p> <ul style="list-style-type: none"> • Ongoing outreach projects with various organizations, schools and ministries. Partnership with Starkey Hearing Foundation to assist in accommodating more clients with hearing aids November 2016 – March 2017. • Hearing testing of new born babies - March 2017 to present. • Conducted the first parenting workshop in collaboration with WeCare Deaf Support Network – June 2017
CASCADE SCHOOL FOR THE DEAF (CSFD) AND DORMITORY	<ul style="list-style-type: none"> • Reestablished the education committee with members from various organizations.



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	<ul style="list-style-type: none"> • Participated in Special School Sports (Powered) - March 2017 • Participated in CODO VSA concert – June 2017 • Donation of school bags and stationery supplies from Chaconia Support Group – August 2017. • Repaired beds in the dormitory – August 2017. • Engaged in first Traditional Carnival Character workshop with NCC – February 2017. • Held numerous meetings with house mothers at dormitory to discuss restructuring of the dormitory and roles and functions.
AUDREY JEFFERS SCHOOL FOR THE DEAF (AJSFD)	<ul style="list-style-type: none"> • Celebrated 50th Anniversary - June 2017. • Participated in Special School Sports (POWERGEN) – March 2017 • Participated in CODO VSA concert- June 2017
ACCOUNTS	<ul style="list-style-type: none"> • Successfully completed Draft Estimates 2017 -2018 • Conducted Pension and Leave training for Accountant and Clerk I – July 2017 • Addressed the concerns of the ministry Auditors by conducting staff appraisals and began the computation of Pension and Leave – July to November 2017 • Reintroduced a printed voucher system - August 2017
CHALLENGES FACED IN MEETING PERFORMANCE OBJECTIVES	
GENERAL MANAGEMENT	<ul style="list-style-type: none"> • During the fiscal the line Ministry continued to question the legality of the Board despite the ratification of the Board by TTAHI members at AGM 2017. This lead to ongoing financial challenges as subventions continued to be delayed. • Untimely receipt of subvention continues to result in management and the Board presiding over late payment of salaries and loss of suppliers. • The accessibility to Foreign Exchange continues subvention also created a challenge in purchasing hearing aids, accessories and other equipment. • The late receipt of subvention and the inability to access Foreign Exchange continue to pose a challenge for the Association in paying for foreign orders.

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	<ul style="list-style-type: none"> • This also Jeopardize our contract with Ministry of Health and our Hearing Aid supplier PHONAK. • Staff acclimatizing to the changes within the organization. • The inability to complete the Roof Replacement Project due to Ministry query on legality of the Board
EDUCATIONAL	<ul style="list-style-type: none"> • Inability to facilitate DHH students effectively with the required number of Sign language Interpreters which leads to performance gaps. • Limited transportation support for Audrey Jeffers School for the Deaf. • Specialized Training required for Teachers of the Deaf and Sign Language Interpreters • The restructuring of the School Syllabus
DRETCHI	<ul style="list-style-type: none"> • Fitting of hearing aids have decreased in the last year due to the ongoing challenge in acquiring foreign exchange a number of the equipment and supplies needed for the effective function of the department. This continues to pose a challenge. • The inclusion of Social Workers and an additional audiologist to assist to complement the unit.
ACCOUNTS	<ul style="list-style-type: none"> • The receipt of late subvention and the challenge to acquire foreign exchange in a timely manner resulted in late payment for hearing aids and other supplies to effectively manage the Association. • Inability to complete final payment to hearing aid provider in a timely manner. • Getting up to date with reporting and understanding what is required.
REMEDIAL PLANS (IF ANY AS IT RELATES TO PERFORMANCE GAPS)	
<ul style="list-style-type: none"> • After AGM 2018 the problem will no longer exist of the Boards Legality. Thus a number of challenges would be resolved such as late receipt of subvention and reporting. • Foster additional partnership with other groups, organizations and companies and engage in more fund raising activities to assist in meeting some of the infrastructural needs of the Association and its schools. 	
FUTURE PLANS (SHORT, MEDIUM AND LONG TERM – FISCAL 2016 AND BEYOND)	
<ul style="list-style-type: none"> • Ongoing advocacy and outreach. Engage other registered NGO's to work with TTAHI to assist in meeting the mandate. • Engagement of a Health and Safety consultant to assist with the development of a Safety Plan, training of wardens, identifies muster points and providing general safety training for staff for one year period. • To help break the communications barrier redo TTSL Sign Language Dictionary. • Provide training for teachers of the Deaf. • Register the Association of Sign Language Interpreters to begin the process of training, evaluating and licensing of sign language interpreters 	



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- Form a committee with both schools to discuss and lobby for syllabus and curriculum that focus on the teaching of the Deaf and Hard of Hearing students.
- Provide continuous training for Deaf members of staff and Deaf adults in various areas for their educational development.

TRAINING UNDERTAKEN DURING THE FISCAL PERIOD

- **Pension and Leave Training** – Ministry of Social Development Accounts Unit.
- **Accounting for NGO's** -
- **SHAPE the Event** – Training individuals how to network and work with other organization and groups - Arthur Lok Jack
- **Sign Language Classes for Staff** – Caribbean Sign Language Centre (CSLC)
- EDPM, Math and English Classes for Deaf staff – Various tutors who are qualified in working with the Deaf.

Submitted by


Qushiba La Fleur



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THE TRINIDAD & TOBAGO ASSOCIATION FOR RETARDED CHILDREN

Parent Body: Lady Hochoy Home, Cocorite; Lady Hochoy Home, Gasparillo, T.T.A.R.C. Day Centre, Penal, Memisa Centre, Arima



ADMINISTRATIVE REPORT October 2016 - September 2017

Divisional 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 integration into the mainstream of a well informed inclusive society.

The first Centre- The Lady Hochoy Home Cocorite was opened in 1961 with the acceptance of 25 residents. Since then five 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

Role and Functions

1.	The Trinidad and Tobago Association for Retarded Children is the governing body for the Lady Hochoy Centres.
2.	The Corpus Christi Carmelite Sisters were contracted by the Association to manage the Lady Hochoy Homes and Centres.
3.	The Other members of Staff who are employed in all the centres. They carry out the day to day activities that take place at the institutions. Most importantly they are the ones who have to care for the residents on a daily basis.
THE LADY HOCHOY HOME - 82 RESIDENTS: ADULTS 58 – CHILDREN 24	
The Lady Hochoy Home provides for children and adults with intellectual disabilities who have no family able or willing to care for them. The persons resident at the Home have varying degrees of Intellectual disabilities viz: Down's Syndrome, Cerebral Palsy, Autism, Spina Bifida, Hydrocephalus.	

Performance Objectives and Achievements	
1.	To create a space where persons with Intellectual Disabilities can live a full and rewarding life.
2.	To lobby for more services that can meet the needs of Persons with Intellectual Disabilities.
3.	Partial Upgrade of Lady Hochoy Home Facility to comply with O.S.H.A, Public Health and also to meet with Fire Service Requirements.
4.	Repairs and Refurbishment of Buildings and Fixtures.
6.	
Challenges Faced in Achieving Performance Objectives	
1.	Inadequate Community based services, and reduced Financial Assistance.
Future Plans (Short, Medium and Long Term – Fiscal 2016 and beyond)	
1.	The Association will continue to care for the needs of Persons with Intellectual Disabilities
2.	To maintain present facilities and upgrade infrastructure.
3.	To continue Staff training of Residential Care so that they can apply new strategies learnt in caring for clients.
4.	Provide opportunities for Office Staff to upgrade skills.
5.	To continue Plant upgrade to meet Fire & Health requirements.
6.	To continue raising visibility of the Organization and recruit new members to join the Association
7.	To construct Holiday Home at La Fillet on land donated to the TTARC by Lady Thelma Hochoy.
8.	On going Staff development programmes.
Training undertaken during the fiscal period	
1.	Understanding the Child in Residential Care; hosted by the Children's Authority
2.	Two Day Workshop of Handling Difficult Children
3.	Training in Aqua phonics.

TRINIDAD AND TOBAGO BLIND WELFARE ASSOCIATION

Founded May 18, 1914

ttbwa1914@gmail.com

118 Duke Street, PORT OF SPAIN, TRINIDAD West Indies

Phone/Fax: Port of Spain- (868) 624-1613/4675, San Fernando 652-2079, Tobago 639-2248

ADMINISTRATIVE REPORT 2017

Divisional 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 into 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:

HEADQUARTERSPORT 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
Paxvale, Santa Cruz

Role and Functions

1. Committed to assist 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

MINISTRY OF SOCIAL DEVELOPMENT
AND FAMILY SERVICES
INDO UNIT
TRAC 4 0 8618

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Performance Objectives and Accomplishments

1.	External Audited Financial statements for the years 2017. (Work in Progress).
2.	Implementation of The Cottage Industry; Pilot Project. Project completed three (3) persons currently enrolled as cottage workers
3.	To complete operational manual of the Association by December 2016. (Work In Progress, 30% Completed)
4.	Persons who are blind and visually impaired have the opportunity to use guide dogs to assist in their mobility. They no longer need to depend on sighted persons. Update: At present this is a policy decision. In order for this to be fully functional this policy needs to become law. The Association will continue to advocate for this policy to be changed to law.
5.	The removal of quarantine on guide dogs/ potential guide dogs. The Association will continue to advocate for this policy to be changed to law.
6.	To enhance the ability of persons who are visually impaired to identify money and various notes. Achieved making the \$50.00 note accessible to persons who are blind. 1. Central bank is no longer pursuing polymer notes. Tactile features will be placed on cotton notes instead; efforts will be made to allow applications on cellular phones to identify the Trinidad and Tobago currency.
7.	To provide one thousand (1,000) white canes for blind and visually impaired persons free of charge. The association was able to purchase 150 white canes at the beginning of 2017. Persons, who got free white cane from the association, brought in their old cane which was either used for parts or repaired and put back into circulation. Also slate and stylus was bought to continue the Braille programme for persons who are blind and for sighted person who were interested in learning Braille.
8.	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. (Accomplished –the Association will continue advocating for this Policy to become law).
9.	Implementation on internet banking by September 2016. Dialogue has started between the Association and our bankers Republic Bank Limited. 85% of Salaries are currently being paid through ACH System).
10.	Improved services to visually impaired students through conducting socialization programs. Programs included: children’s Christmas treat; continuation of Saturday classes and assistance with securing large print text books in Braille and computer format; field trip to Maritime Complex and Harry’s water Park.
11.	To represent persons who are blind and visually impaired on matters relating to national issues <ol style="list-style-type: none"> a. Amendments to the Intellectual Property Act. (Completed meeting with all focus group who will be affected by this legislative amendment). Draft legislation for consideration by the parliament of Trinidad and Tobago is completed. Looking forward to the amendment to the copyright act to have printed materials accessible for the print disable on the legislative agenda for 2018. b. Legislation to protect persons with a disability. (The government of Trinidad and Tobago ratify the united nation charter on the rights of persons with disabilities. The next step is to have laws pass in the parliament to protect persons with disabilities). Work in Progress c. Amendments to the Equal Opportunities Act to meet the needs of persons with disabilities. (Work in Progress).

12.	To distribute hampers to visually impaired clients. Over 120 hampers were distributed to Clients of the Association for the year 2017. Approximately 10 hampers a month was donated to south welfare department for distribution. Each hamper was valued at approximately \$150.00. Lunches were also donated.
13.	Continue to partner with University and Colleges to provide support for their students. This program allowed persons of various tertiary educations to conduct practicum and other academic related work with respect to Visual Impairment and Blindness. (Accomplished)
14.	To provide certificates of Participations to clients in Music Literacy, Braille Literacy and Computer Literacy. A total of five certificates were distributed, four (4) in Braille Literacy and one (1) in Computer Literacy. Continued.
15.	To improve the volunteer registration program. The volunteer programs attracted volunteers, who assisted with scanning and editing documents for embossing, sighted guide assistance at our "Jewels of the Evening Concert", planning committee for fund raising events, usher individuals at our charity dinner and volunteers were utilised to drive our vehicle.
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. (Ongoing)
17.	Handicraft Production- The projected target for sale is 420,000.00.2017 Sales were 363,000.00
18.	Fundraising-The branch successfully hosted two fundraising projects. This was the concert and charity dinner.

Challenges Faced in meeting Performance Objectives

1.	Insufficient funding. Financing continues to be a challenge for the Association. A number of measures are being considered to address this situation. (Down turn in the economy).
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' database.
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.	Customer service needs to be improved. We are considering professional training for staff members who are dealing with members of the public. We are also contemplating the use of customer complaint forms.

Remedial Plans (if any as it relates to Performance Gaps)

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.
4.	The division of tasks into projects that is proposal for funding.

5.	Use of alternative materials in the workshops. More specifically the use of plastic instead of rattan. (Ongoing).
6.	Fostering a more harmonious industrial relations climate through improvement in information and communication amongst all employees. There was No protest by employees for the year 2017.

Future Plans (Short, Medium and Long Term – Fiscal 2015 and beyond)

SHORT TERM GOALS	
1.	To improve production in the workshops thereby increasing sales in an attempt to reach the budgeted sales figure of 420, 00.00.
2.	Rental Income. (Achieved)
3.	Implementation of a collective agreement for monthly paid workers. (On going)
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 cottage industry. (On going)
5.	To expand fundraising efforts with the view of raising additional income from these streams. Through hosting an all inclusive fete and a boat cruise.
MEDIUM TERM GOALS	
1.	Computerization of the organisation which 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 face book page.
LONG TERM	
1.	To establish relevant policies and procedures for Human Resource Management by January 2019.
2.	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. Work in progress
3.	To increase "Adjustments to Blindness" technicians by December 2019. (Ongoing)
4.	To provide technical support to persons who are blind and visually impaired.(Ongoing)
5.	To register 100 new volunteers by 2019. (Ongoing)
6.	To participate in the Para-Olympics in 2020. (Ongoing)
7.	To provide a dedicated hotline for persons who are blind and visually impaired. Partnering with the Ministry of Gender, Youth and Child Development. (Ongoing)

8.	To use the media in the month of and October to focus on issues surrounding the Association and blindness. (Ongoing).
9.	To network with other groups to advocate for laws to protect persons who are blind and visually impaired. (Ongoing)
10.	To increase current streams of income by 25%. (Ongoing).

Training undertaken during the fiscal period

1.	Training in adjustment to blindness.
2.	Training in Handy-craft (Basketry).

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