Government of the Republic of Trinidad and Tobago
Ministry of Social Development and Family Services

HELPING
EMPOWERING
TRANSFORMING
LIVES

STRATEGIC PLAN
2018 - 2023

"...our citizens are central to our development and in fact are our greatest assets. We must create a society in which all the basic needs are met, and each individual is valued and given the opportunity to contribute and to self-actualise"

Vision 2030, p. 45

VISION

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

MISSION

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

VALUES

We value Respect, Equity, Integrity, Compassion, Responsiveness, Innovativeness, Commitment, and Inclusiveness.

MOTTO

Helping, Empowering, Transforming Lives

MINISTER'S FOREWORD

The Ministry of Social Development and Family Services (MSDFS) subscribes to the broad tenets as defined by the internationally accepted United Nations definition of social development. These tenets suggest that social development "encompasses a wide range of issues, including, but not limited to: poverty eradication, the reduction of inequalities, employment generation, the promotion of the family, the role of civil society, older persons and ageing, youth, and persons with disabilities".

The work of the Ministry of Social Development and Family Services is guided by the 2030 Agenda for Sustainable Development through the Sustainable Development Goals (SDGs) and the National Development Strategy (Vision 2030), both in support of the thrust to support the achievement of social inclusion, among the varied and vulnerable populations; promoting sustainable livelihoods and leaving no one behind.

Among the interconnected pillars for sustainable development outlined in vision 2030, the MSDFS subscribes to three pillars which promote '*a process of putting people first – nurturing our greatest assets, good governance and service excellence*. This Ministry, therefore, as a key partner and contributor to Government's agenda, must play a critical, lead role through supportive social policy decisions, and must facilitate and coordinate social sector activities towards a robust safety net which is characterised by the delivery of essential high-quality social services.

Accordingly, the Strategic Plan 2018-2023, amidst the prevailing economic uncertainties, emphasises this Government's commitment towards social transformation, evidenced by accountability and transparency, as well as prudence and requisite due process in the management of our country's limited resources. More specifically, as it relates to the responsibilities of this Ministry, in order to engender and maintain a culture of resilience amongst our citizens and being called upon to do more with less; the plan articulates the need for an expansion in creativity and innovation, coupled with judicious and astute approaches to decision-making.

To this end, I take the opportunity to commend the assiduous work of members of the Executive and all contributing members of staff, who through their meticulous labour, continue to bring the Ministry much closer to achieving the objectives of the United Nations' Sustainable Development Goals of economic sustainability and prosperity. The document is truly representative of the collective efforts of some of our nation's most knowledgeable, experienced and passionate minds and hearts.

Through the Ministry's continued efforts and realization of its strategic plan 2018 – 2023, there is certainty that the citizens of Trinidad and Tobago will be able to benefit from enhanced livelihoods and an improved quality of life, where government services are timely and reliably delivered, widely accessible, effectively and appropriately administered and utilised.

Cherrie-Ann Crichlow-Cockburn
MINISTER

MESSAGE FROM THE PERMANENT SECRETARIES

The Ministry's Strategic Plan for the period 2018 – 2023 was developed within the context of the National Development Strategy, Vision 2030, the Sustainable Development Goals and the National Social Mitigation Plan. It considers too, the changing variables within our social and economic landscapes and the requirements for improvements in the Ministry's capacity to adequately and judiciously respond with inclusive policy agendas, within effective timeframes. Understanding the critical role that the staff of the Ministry must play in the implementation of the Plan; much attention was given to ensuring their buy in by promoting a participatory approach to the development of the document.

Jacinta Bailey-Sobers
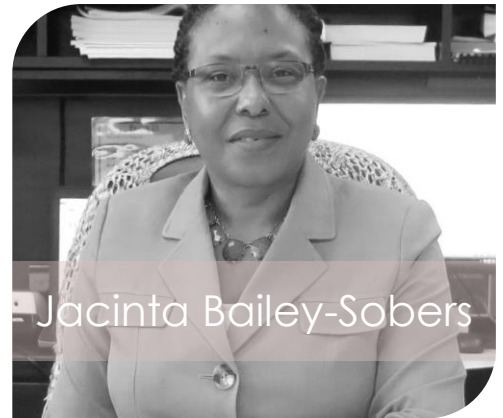
Cognisant of the significant mandate of the Ministry, the executive has set the organisation on a path for major transformation over the next five years, to position the organisation to achieve both the national and international social development objectives outlined in the documents mentioned above. In this regard, human and financial resources will be committed to reviewing and realigning the Ministry's organisational structure, processes, systems, programming and services, infrastructure and legislative framework. These activities will be underscored by a growing incorporation of information communication technologies, which will enable the Ministry to operate on a real time basis and keep abreast of existing and emerging trends and other pertinent information across the social sector at the regional and international levels.

Natasha Barrow
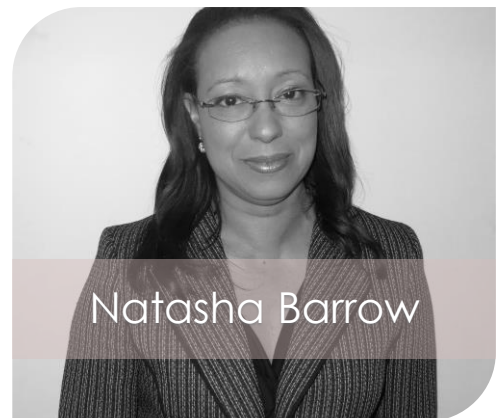
Improvement of operations in all areas will be rigorously pursued, in an effort to establish a high-performance organisation, which is able to adequately fulfil its obligations to the poorest and most vulnerable populations in the society. One critical success factor in achieving this is the identification of indicators to measure advancements in our social services delivery system. These indicators have been clearly articulated in the Plan and will be systematically monitored and reported on at various levels.

Emphasis will be placed on recruitment of the full complement of suitably qualified and competent staff to adequately undertake the Ministry's mandate, improvement in customer service and infrastructure, promotion of a culture of innovation, learning, accountability and results and the creation and strengthening of networks and alliances, both within civil society and the social sector.

As the Permanent Secretaries at the helm of the organisation at this stage of its development, we are excited and confident in the ability of the management team to take the organisation to the next level as we move to implement the Plan. We are committed to ensuring that the Plan becomes a living document, the basis of every aspect of Ministry programming and activities and to the development of high-performance teams to enable success.

In closing, we wish to extend our sincere thanks to the planning team which conducted the numerous staff focus group sessions to garner information for input into the Plan, to all the members of staff, including the Heads of Divisions, who fully participated in the process and to the consulting team which assisted in the completion of the document. Let us together, as we forge ahead in unity of purpose, continue to help, empower and transform lives, toward a more resilient and sustainable Trinidad and Tobago.

Mrs. Jacinta Bailey-Sobers & Ms. Natasha Barrow
PERMANENT SECRETARIES

ABBREVIATIONS

CCEU	Corporate Communication and Education Unit
CTO	Chief Technical Officer
DAU	Disability Affairs Unit
DPS	Deputy Permanent Secretary
GAPP	Geriatric Adolescent Partnership Programme
GDP	Gross Domestic Product
GORTT	Government of the Republic of Trinidad and Tobago
HM	Honourable Minister
ICT	Information and Communication Technology
ISEMS	Integrated Social Enterprise Management System
IT	Information Technology
LAC	Latin American and Caribbean
M & E	Monitoring and Evaluation
MPD	Ministry of Planning and Development
MCDCA	Ministry of Community Development, Culture and the Arts
MISSSP	Management Information System for Social Sector Programmes
MAGLA	Ministry of the Attorney General and Legal Affairs
MOE	Ministry of Education
MOH	Ministry of Health
MLGRD	Ministry of Local Government and Rural Development
MOU	Memorandum of Understanding
MPA	Ministry of Public Administration
MLSED	Ministry of Labour and Small Enterprise Development
MSDFS	Ministry of Social Development and Family Services
MSYA	Ministry of Sport and Youth Affairs
NFS	National Family Services
NGO	Non-Government Organization
NRFSS	National Resilience Framework for Social Services
NSMP	National Social Mitigation Plan
OPM – GCA	Office of the Prime Minister Gender and Child Affairs
PEC	Piparo Empowerment Centre
PESTLE	Analysis of the Political, Economic, Social, Technological, Legal and Natural/Physical environments
PIES	Public Information and Education Sessions
PIU	Project Implementation Unit
PMCD	Personnel Management Consulting Division
PPPDD	Policy and Programme Planning and Development Division
PS	Permanent Secretary

RAPP	Retiree Adolescent partnership Programme
RFA	Resilience for All
SDU	Social Displacement Unit
SID	Social investigations Division
STEP UP	Social Transformation and Empowerment Programme for Uplifting People
SWD	Social Welfare Division
SWOT	Analysis of Strengths, Weaknesses, Opportunities and Threats
THA	Tobago House of Assembly
VAB	Values, Attitudes and Behaviours
VUCA	Volatile, Uncertain, Complex, Ambiguous

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Executive Summary

The Ministry of Social Development and Family Services (MSDFS) is responsible for the management of key social services to the people of Trinidad and Tobago. The Ministry provides leadership and direction for the social sector by focusing on inter alia policy making; planning; assessing of the population's needs; delivery of a range of social services; engagement of social sector partners and providers; and ensuring that services provided by partners are delivered in accordance with internationally accepted quality standards.

By ensuring that the people of the nation have access to world class social services – to meet critical needs, empower and transform lives – the Ministry plays a unique and vital role in the social and economic development of the country. Moreover, in light of the economic challenges predicted to persist in the coming years, the Ministry's mandate increases in urgency.   Indeed, the Government's National Development Strategy – Vision 2030 – emphasises the critical importance of the social sector for achieving developed country status by 2030, particularly with respect to the first theme – *'Putting People First: Nurturing of Greatest Asset'*.

Given its mandate, the Ministry's leadership and staff are committed to an aggressive programme of action to accelerate the transformation agenda for the sector and for the Ministry itself, in the continuous effort to ensure the highest quality social services are available to the people of Trinidad and Tobago.   To that end, the Ministry will focus on a number of high priority initiatives to strengthen the social safety net and build the

resilience of the population, thereby contributing to national human capital development, and the socioeconomic revolution envisaged in the Vision 2030 development strategy.

With full recognition of its critical role, the Ministry's leadership and staff embarked upon a consultative planning process in 2017 which engaged a range of staff stakeholders including staff, partners and clients, in distilling the strategic priorities and courses of action for the five-year plan period to 2023. From this process, the strategic direction emerged, articulated in vision and mission statements as follows:

VISION

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

MISSION

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

To advance the vision and mission, the Ministry's strategy is to crystallize its position as the lead agency for the social sector with regard to policy, research, monitoring and evaluation, and coordination of initiatives among partners, as well as a primary state agency for the provision of high‑quality social services. In that regard, the Ministry will retain its 'bifocal' business model over the Plan's five-year period taking action to enhance the social safety net as well as strengthen human capital development. However, in the existing economic circumstances, there will be an *emphasis on social protection and resilience building.*

Therefore to 2023, the Ministry will undertake a programme of action with respect to the following strategic goals:

1. *Promote Resilience for All*
2. *Protect, empower and transform families*
3. *Reduce and prevent poverty, vulnerability and inequality*

4. Ensure a modern, client-centred, high performance organization

The Strategy Map at **Figure A** and the Ministry's Business Canvas at **Figure B** refer.

Altogether, the Strategic Plan for the Ministry of Social Development and Family Services 2018 - 2023 presents the aspirations of the staff of the Ministry and its partners for the provision of world class social services in Trinidad and Tobago, and the achievement of the National Development Strategy – Vision 2030. In that regard, the Strategic Plan presents the agenda of the management and staff of the Ministry for a new era of performance and service with the benefits accruing to the population as follows:

○ *By 2023, the population understands and embraces resilience as necessary for personal, family and national development*

○ *By 2023, families have access to critical services to heal, empower and thrive; and re-establish this institution as a cornerstone of the society*

○ *By 2023, Trinidad and Tobago has significantly reduced poverty levels to less than 15% of the population, and is on track to surpass SDG targets*

○ *By 2023, the Ministry is a best-in-class organization, characterised by a culture of service excellence, innovation, effective resource management and resilience*

Therefore, the Plan is crafted for execution. To that end, it includes the framework for roll out to 2023 and identifies the critical success factors for effective implementation – to ensure readiness the Plan also incorporates early initiatives for managing change; and lays out a monitoring and evaluation framework to track implementation and enable good strategic management, allowing the Ministry to remain agile and adjust with shifts in the operating environment.

The MSDFS Strategic Plan 2018 – 2023 is our renewed commitment of service to the people of Trinidad and Tobago. ***Helping, Empowering, Transforming Lives!***

Figure A: MSDFS Strategy Map

VISION 2030 THEME 1 Putting People First: Nurturing Our Greatest Asset		VISION 2030 Theme II: Delivering Good Governance and Service Excellence

G6: The family will be protected and supported

G2: Social services delivery will be improved to better serve the needs of vulnerable groups

G2: The public service will have modern, effective and efficient management systems

MSDFS MISSION
To positively transform the lives of the people of Trinidad and Tobago through the provision of quality social services

GOAL 1
Promote Resilience for All

GOAL 2
Protect, empower and transform families

GOAL 3
Reduce and prevent poverty, vulnerability and inequality

GOAL 4
Ensure a modern, client-centred, high performance oraanization

- Facilitate greater capacity for resilience of the population by 10% (against agreed human development indicators)

- Increase the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%

- Increase the level of support provided to targeted families by 30%

- Increase inclusion of vulnerable groups by 25% to restore family cohesion and functionality

- Continually improve strategies for poverty reduction through stakeholder consultation

- Foster strong, beneficial collaboration among social sector partners compliant with international standards good governance for the social sector

- Improve organisational performance by 50% against agreed management and efficiency indicators

- Improve Client Perception of the MSDFS by 50%

- Establish a culture of learning, innovation and operating for results

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Figure A: The MSDFS Business Canvas

KEY PARTNERS

GOAL 1: PROMOTE RESILIENCE FOR ALL
Partners: Social Sector ministries[1], Statutory Agencies, MPD, MNS, MORDLG, MAGLA, MLSED, Civil Society[2], Private Sector, Media, International Partners, Central Agencies, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources

GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES
Partners: Social Sector ministries, Statutory Agencies, OPMGCD, MNS, MCDCA, MAGLA, PTSC, Civil Society, Private Sector, International Partners, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources, Infrastructure and Facilities

GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY
Partners: Social Sector ministries, Statutory Agencies, MPD, Civil Society, private sector, international partners, MLSED, NIB, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources, Infrastructure and Facilities

GOAL 4: ENSURE A MODERN, CLIENT-CENTRED, HIGH PERFORMING ORGANIZATION
Partners: Statutory Agencies, MPD, MPA, Inter-ministerial Committees, Research Council, Civil Society, Academia, international partners, Central Agencies
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, Research, M & E (reporting), Technical Advisory, Mobilization of Resources

KEY ACTIVITIES

- Customer Care
- Social Sector Planning and Coordination*
- Social Services Measurement and Policies
- Social Innovation
- M & E/ Impact Asessment
- Change Management
- Public Engagement, Education & Empowerment
- Strategic Management, General Administration and Management Support Processes
- Strategic Human Resource Services

* Policy management, research, programme/project development

KEY RESOURCES

✓ Skilled, motivated caring professional workforce
✓ Accessible, safe, customer friendly facilities
✓ Technology - service delivery, management information systems, business continuity
✓ Quality partnering relationships/networks
✓ Funding (Public Private Partnership (Civil Society Organization,)

SOCIAL VALUE PROPOSITION

VALUE PROPOSITION

External Client Value (Population)

☐ Social Protection

☐ Human Capital Development
  ✓ Resilient Persons - Innovative, Resilient, Productive Nation

External Client Value (Institutional)
☐ A world class social services sector

Internal Client Value

☐ A conducive environment for high performance, professional and personal resilience and growth

Services:
✓ Social Protection Services
✓ Resilience Services
✓ Sector Planning, Policy & Research
✓ Social Innovation
✓ Monitoring & Evaluation
✓ Technical Advisory Services
✓ Information, Communication & Reporting (external, internal)
✓ Funding mobilization (e.g. CSOs)
✓ Auditing & compliance
✓ Quality Assurance- customer/client care
✓ Public Education
✓ Strategic Human Resource Services[3]

RELATIONSHIPS

✓ Accessible
✓ Caring/Client Centered
✓ Mutually Respectful
✓ Mutually Beneficial (shared responsibility)
✓ Communicative/Transparent
✓ Collaborative - Good Governance and Effective Decision making
✓ Accountable - confidence, trust, fairness, professionalism (delivery interface)
✓ Advocacy-based
✓ Enabling of Civic duty/Volunteerism
✓ Needs Based/Time Sensitive
✓ Empowering
✓ Ethical
✓ Equitable
✓ Resource Sensitive

CHANNEL

✓ Front office locations
✓ Call centers
✓ Outreaches, Campaigns (e.g. VAB)
✓ Traditional (other clients, print, radio, word of mouth, town crier) & Social Media
✓ Online/Website
✓ Digital/Apps
✓ Research (surveys, polls)
✓ Other partners - other state agencies, civil society, business, constituency offices etc.

CO-CREATORS

GOAL 1: PROMOTE RESILIENCE FOR ALL (HCD)
Services: Resilience Programmes
Client: Vulnerable persons and families, Elderly, PWD, 'at risk' individuals and households, youth, Public
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory agencies, MPD, MLSED, MNS, MORDLG, MAGLA, Civil Society, private sector, media, international partners, Academia

GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES (SP)
Services: Social Protection Programmes, Social Innovation, Technical Advice, Funding (international/local)
Client: Vulnerable persons and families, Elderly, PWD, 'at risk' individuals and households, youth, Public
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory Agencies, OPMGCD, MNS, MCDCA, MAGLA, MLGRD, PTSC, Civil Society, Private Sector, International Partners, Academia

GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY (SP)
Services: Social Protection Programmes, Social Innovation, access to funding (local/international)
Client: Persons below the poverty line, persons at risk
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory Agencies, MPD, Civil Society, private sector, international partners, Academia, MLSED, NIB

GOAL 4: ENSURE A MODERN, CLIENT-CENTRED, HIGH PERFORMING ORGANIZATION (HPWE)
Services: Planning, Policy and Research, Social innovation, M & E, Strategic Human Resource Services (Staff Development and Engagement, Talent Management, Retention Planning), Quality Assurance, Change Management, Technical Advice/Data Reporting, Communication Services, Public Education
Client: All External Clients, Staff of the Ministry
Stakeholders: Beneficiaries, MSDFS Staff, Social Sector ministries, Statutory Agencies, MPD, MPA, Inter-ministerial Committees, Research Council, Civil Society, Academia, international partners

COST STRUCTURE

Most to Less Expensive[4]
Programme Operating Costs (Current Transfers and Subsides)
Goods and Services
Human Resources
Current Transfers and Subsidies to Statutory Boards
Development Programme
Minor Equipment

OUTCOME STREAMS

✓ Resilient population: Positive Change in values, attitudes and behaviours in clients; Reduction in repeat clients, cost savings from defunct intervention programmes
✓ Human capital development - Increased socio-economic contribution; Reduced poverty level; Strong healthy family (e.g. reduced divorce rate; reduced child abuse and neglect)
✓ Premium Client Care
✓ Public trust and confidence in Government Services
✓ Civic Minded Population
✓ Resilient Responsive Agile Organisation
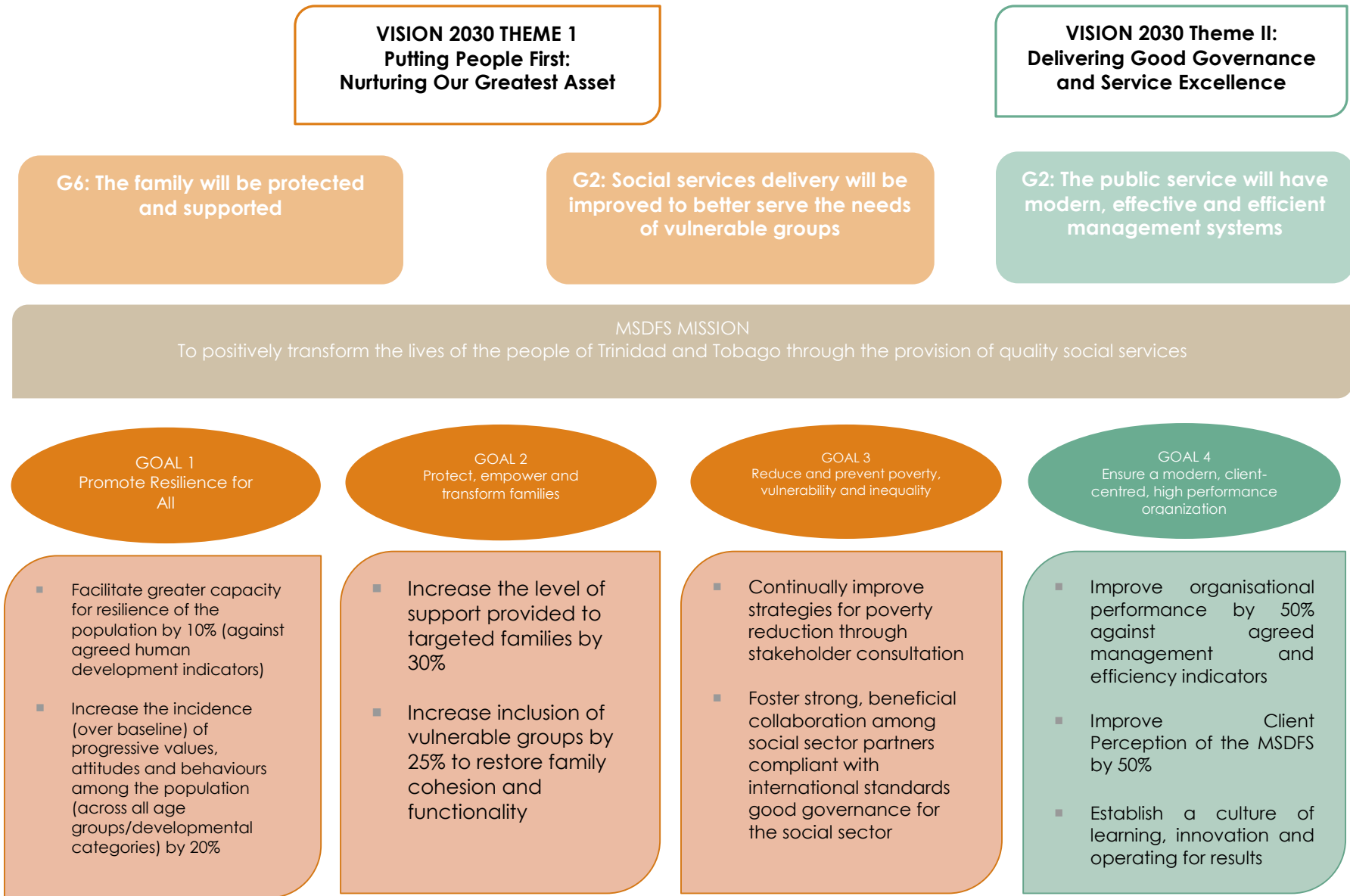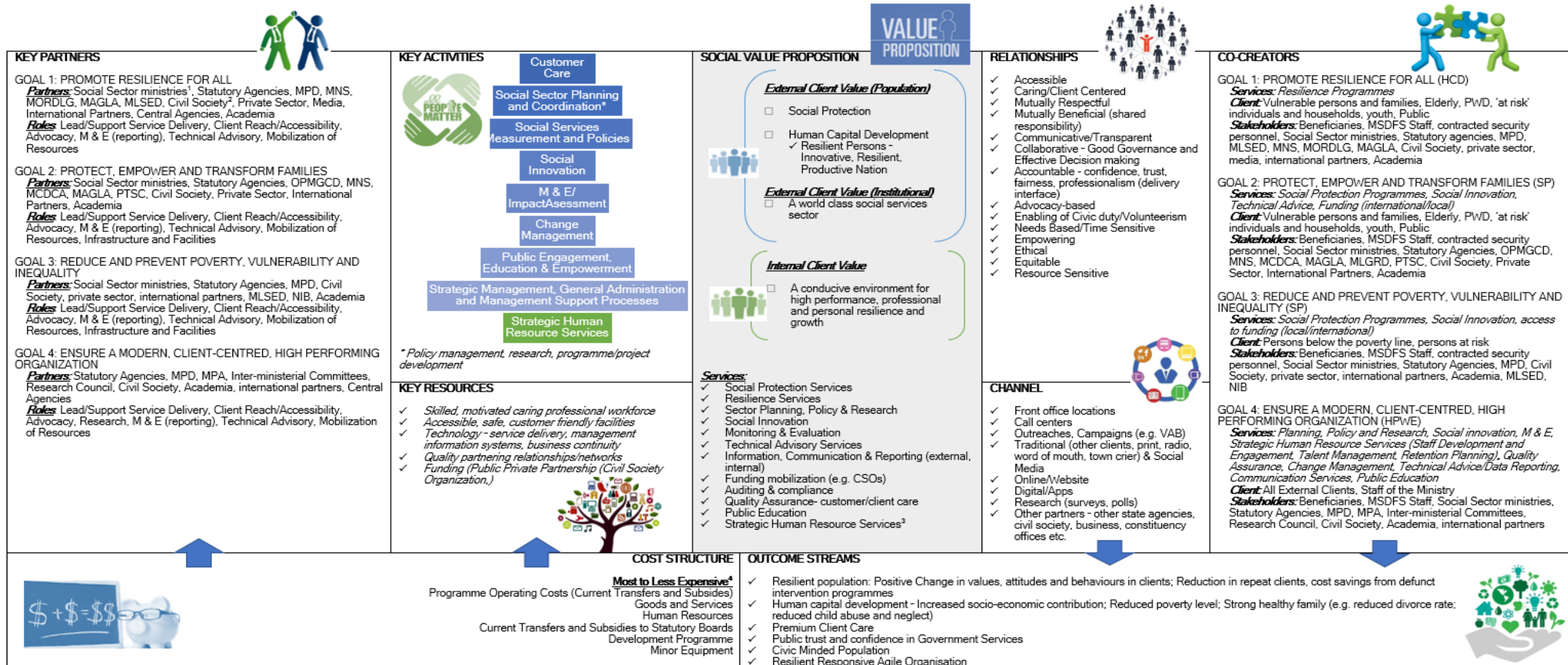
[1] Education, Health, Sport & Youth Affairs, Housing, THA, Community Development, Housing, OPM
[2] Non-government organizations, community-based organizations, faith-based organizations, Service Clubs etc.
[3] (Staff Development and Engagement, Talent Management, Retention Planning)
[4] Review of estimates and expenditure for 2016, 2017 and 2018

1 INTRODUCTION

Trinidad and Tobago has been facing over the last three years, one of the greatest economic downturns in the nation's history. Economic growth between 2000 and 2007 averaged slightly over 8% per year, significantly above the regional average for the same period; however, GDP has slowed down since then, contracting during 2009-12, making small gains in 2013 and contracting again in 2014-17, primarily as a consequence of a drastic fall in oil and gas prices and declines in production. Accordingly, Government revenue from petroleum fell from over $20 billion in 2014 to less than $1 billion in 2016, a 90% decline. [1]

Trinidad and Tobago is however, buffered by its foreign reserves and a sovereign wealth fund that equals about one-and-a-half times the national budget and by the Government's commitment to maintaining adequate levels of expenditure on the social sector to ensure a satisfactory quality of life for the citizenry. GDP real growth in 2015, 2016, and 2017 was -0.6%, -5.4% and -3.2%. Some growth is expected in 2018[2]. Early estimates are indicative of a growth forecast of 2.0% in 2018 and 2.2% in 2019 rising to 2.5% in 2020. The Minister of Finance in May 2018 stated that the economy was 'witnessing a welcome upturn[3]

Despite the positive outlook, the Government (GORTT) fully acknowledges the considerable threat to the vulnerable in the society, as well as those individuals and households that are at risk of becoming vulnerable in the present situation as we await the impact of the upturn. While such vulnerabilities are in some ways inherent among small states, the way forward to national prosperity and economic wellbeing lies in a reconceiving of the economic structures, diversification, and a strong commitment by citizens to a new way of thinking and behaving. Indeed, to 'change their stars' the people of Trinidad and Tobago must be resilient, innovative and productive as articulated in the National Development Strategy 2016 – 2030 (Vision 2030).

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[1] Minister of Finance Speech on Mid-term Review May 2018
[2] CIA World Factbook
[3] Minister of Finance Speech on Mid-term Review May 2018

"Imagine a Trinidad And Tobago where all citizens enjoy a high standard of living and have equal opportunity for self- actualisation; where corruption is minimal or non-existent and service standards are high; where people dispose of garbage in an environmentally responsible manner, simply because they see the value of nature and natural resources. Imagine further, a future Trinidad and Tobago where citizens possess positive values, attitudes and behaviours such as respect for life, productivity and patriotism"

Vision 2030, p. 39

The Ministry of Social Development and Family Services (MSDFS) is a primary strategic partner with the Government to nurture the society envisaged above. The Ministry must play a critical lead role through supportive social policy; coordination of the social sector and the delivery of essential high-quality social services.

Accordingly, the Strategic Plan 2018-2023 serves as a roadmap for the organization's strategic direction over the next five years with implementation of its mandate in the context of a challenging operating environment. In that regard, the Plan addresses the need to inter alia: *be driven by sound research, continually improve social services to the population; promote social innovation particularly to resolve persistent social challenges; and ensure the Ministry and its agencies have the capacity and capability to meet both current and emerging needs*. Further, the Plan also outlines the groundwork for collaboration and partnership with the range of national and international stakeholders and the population itself, necessary to achieve the national social development agenda.

The Plan is guided by Trinidad and Tobago's National Development Strategy 2016-2030 (Vision 2030), which advocates for attaining developed country status by the year 2030. The Strategy proposes five overarching key result areas or themes in pursuit of the vision:

I. *Putting People First: Nurturing Our Greatest Asset*

II. *Promoting Good Governance and Service Excellence*

III. *Improving Productivity through Quality Infrastructure and Transportation*

IV. *Building Globally Competitive Businesses; and*

V. *Placing the Environment at the Centre of Socio-economic Development*

As shown in Figure 1, two themes are particularly relevant to the Ministry's mandate though it is clear that a healthy, well supported society is essential for economic prosperity, sustainability and peace (United Nations). Theme I especially, acknowledges the essential contribution of citizens to their own development. This theme stresses the importance of the provision of basic services to empower the nation's "greatest asset". Here MSDFS is clustered with the range of 'basic needs' ministries such as Education, Health and Housing, in keeping which international best practice with respect to the *whole of government* approach.

Figure 1: Five Themes of Vision 2030

Figure 2: UN Sustainable Development Goals 1, 2, 8, 10 and 16

The Plan is also responding to the country commitments with respect to the United Nations

Sustainable Development Goals (SDGs), specifically Goals 1,2, 8, 10 and 16; and to that end, the initiatives to be undertaken over the Plan's five-year period to 2023 are expected to assist the country with achieving the set targets. The MSDFS Strategic Plan 2023 faithfully represents the aspiration of its clients and stakeholders for meaningful transformation of the Ministry and the social sector with benefits accruing to the population as follows:

- *By 2023, the population understands and embraces resilience as necessary for personal, family and national development*

- *By 2023, families have access to critical services to heal, empower and thrive; and re-establish this institution as a cornerstone of the society*

- *By 2023, Trinidad and Tobago has significantly reduced poverty levels to less than 15% of the population, and is on track to surpass SDG targets*

- *By 2023, the Ministry is a best-in-class organization, characterised by a culture of service excellence, innovation, effective resource management and resilience*

1.1 The Planning Process

The Strategic Plan was developed using a data-led/ evidence-based, participatory approach. Primary and secondary data were derived from stakeholder engagements with both internal and external stakeholders (outlined below), as well as from strategic workshops and meetings held by a technical team of the Ministry with responsibility for developing the Plan.

A key phase of the planning process was the assessment of the internal and external environment in which the Ministry operates. Accordingly, the Ministry of Social Development and Family Services utilised proven tools such as the SWOT and PESTLE to examine the organisation and inform its objectives and strategies. Subsequent to these analyses, two (2) Strategic Planning workshops were conducted with thirty members of senior level management staff and Heads of Department. At these workshops, senior staff examined the strengths, weaknesses, opportunities and threats of the organisation with a view to developing draft Vision, Mission, Motto, Functions, Goals, Objectives, Strategies

and Initiatives. Accompanying Performance Indicators and Planned Targets were also developed by the Ministry's M&E Unit. The second phase of this participatory approach involved the completion of a Staff Perception Survey via the Ministry's intranet and suggestion boxes.

Further triangulation of the data was ascertained from the 26 Regional Staff Engagements sessions conducted at all the Ministry offices located throughout Trinidad and Tobago. Additionally, secondary data/findings garnered from both internal and external stakeholder engagements the MSDFS conducted over the past year were utilised from the following research initiatives including, internal reviews undertaken by technical staff of the MSDFS, as well as primary data collected during: The Premium Client Care Training, Public Information and Education Sessions (PIES), and Public Consultations held during the development of the National Social Mitigation Plan. Further internal review led to the finalization of the Plan.

Figure 3 refers.

1.2 Structure of the Plan

The Plan is structured around two main sections. Part 1 provides a context for the new strategic direction laid out in Part 2. In that regard, Part 1 consists of an overview of the Ministry including its services and structure. The organization's **_business canvas,_** developed as a tool of the planning process, is presented here. Part 1 also includes a synopsis of the findings of the SWOT Analysis, highlighting the imperative for change and the impetus for the strategy to 2023.

Figure 3: The Strategic Planning Process

Situational Analysis	Drafting and review	Draft Strategic Plan
Strategic Planning Workshops	Additional desk review to derive public perspectives	Internal Review and Finalization
Staff Perception Survey	Staff Engagement Sessions (26 locations)	
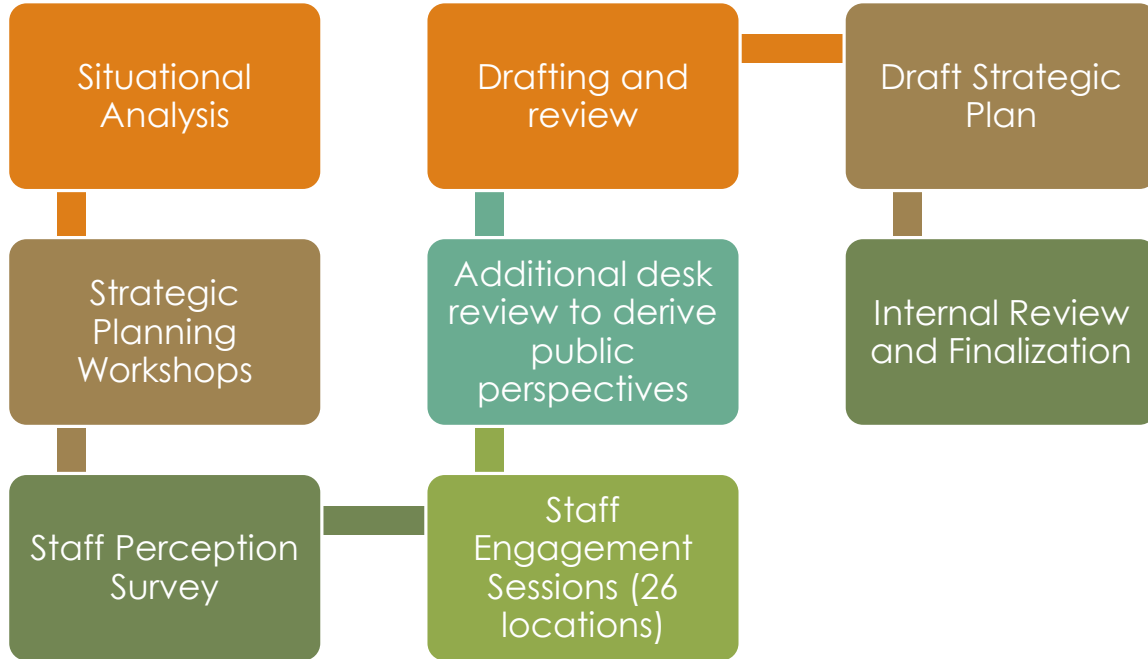
In Part 2, the new strategic direction is laid out viz. the vision, mission, values, goals (key result areas) and objectives to 2023. The main component of this section is an implementation framework which proposes key actions to advance the Ministry's goals. Issues to be considered for successful implementation, monitoring and evaluation and measuring results are discussed in the final section in Part 2.

The Strategic Plan of the Ministry of Social Development and Family Services 2018 – 2023 is designed to put the Ministry on a path to reengineer its business processes, particularly those related to client service delivery, towards operational and organizational excellence. The prevailing economic conditions and attendant socioeconomic consequences also provided the Ministry with the opportunity to champion its role as the lead social sector Ministry charged with the responsibility of empowerment and social transformation. It is in this context, that over the next five years, the executive leadership and staff of the Ministry are expected to embrace and be guided by the directives of the Plan, to effectively and efficiently serve the needs of all citizens of Trinidad and Tobago, more so, the vulnerable.

PART ONE
THE CONTEXT

2 WHO ARE WE?

2.1 Functions and Services

In its current incarnation, the Ministry of Social Development and Family Services was established on 11th September 2015 to *ensure the effective and efficient functioning of the social sector towards improving the standard of living of all our nation's citizens, particularly those most at risk (individuals and families)*[4]. In so doing, the Ministry is responsible for the development, co-ordination, monitoring and evaluation of social sector policies, programmes and initiatives that are sustainable, economically viable and relevant to its targeted populations, while ensuring and maintaining efficient delivery of its social services[5].

In this context, the programmes and services offered by the MSDFS are designed to:

○ help citizens cope with the socio-economic challenges of daily living in a holistic manner, to enable them to positively contribute to the development of society; and

○ assist the clientele to become empowered through rehabilitative and capacity-building programmes to enable them to play an active role in transforming their own lives, and by extension their families and communities;

○ Support and empower families; and

○ Prevent and reduce poverty and inequality

Within the broad bands of client and stakeholder needs, the Ministry's functions and services may be categorised as follows:

○ Planning, Policy, Research and Measurement

○ Social Services Delivery

○ Oversight of Statutory and Other Bodies in receipt of subventions from the Ministry

○ Coordination of the social sector

○ Support and Capacity building of the NGO sector

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[4] Presentation on the Strategic Plan Process by the Ministry's Strategic Team, June 6 2018, slide 4
[5] Op Cit, slide 4

Figure 4 refers.

Figure 4: Functions of the Ministry

PLANNNG, POLICY, RESEARCH & MEASUREMENT
- Social Impact Assessment and Review, Social Planning, Development and Monitoring; Social Policy; Social Research; Social Services Measurement and Policies

SOCIAL SERVICES DELIVERY
- Ageing , Disability, Disbursement of Subventions and Grants, Integrated Social Services Delivery, Family Services, Poverty Alleviation, Street Dwelling

OVERSIGHT
- Oversight for Statutory Boards and other Bodies VIZ. Trinidad and Tobago Blind Welfare Association (TTBWA), Trinidad and Tobago Association for the Hearing Impaired (TTAHI), Trinidad and Tobago Association for Retarded Children (TTARC) and other organisations in receipt of subventions from the Ministry, Social Welfare Central and District Boards

To deliver services as outlined above, the structure of the Ministry comprises the Office of the Honourable Minister; the Office of the Permanent Secretary (2); the Office of the Deputy Permanent Secretary (2); the Office of the Chief Technical Officer along with twenty-five Divisions/Units, accounting for over six hundred members of staff. See **Figure 5**.

Over the years, the Ministry has been guided by strategic and other programme plans and strategies. In that regard, the organization has developed a solid research capability that undergirds its policy and planning. The Ministry has also built up a strong track record of performance. However, without a doubt, the work of the Ministry has evolved and, in many ways has increased in complexity, to keep apace of the ever changing social and human development landscape. The efforts to respond to persistent and emerging needs requires

recruitment of staff with a range of skills and competencies and over time the numbers of contract and short-term contract staff have grown considerably.

Figure 5: MSDFS Organizational Chart
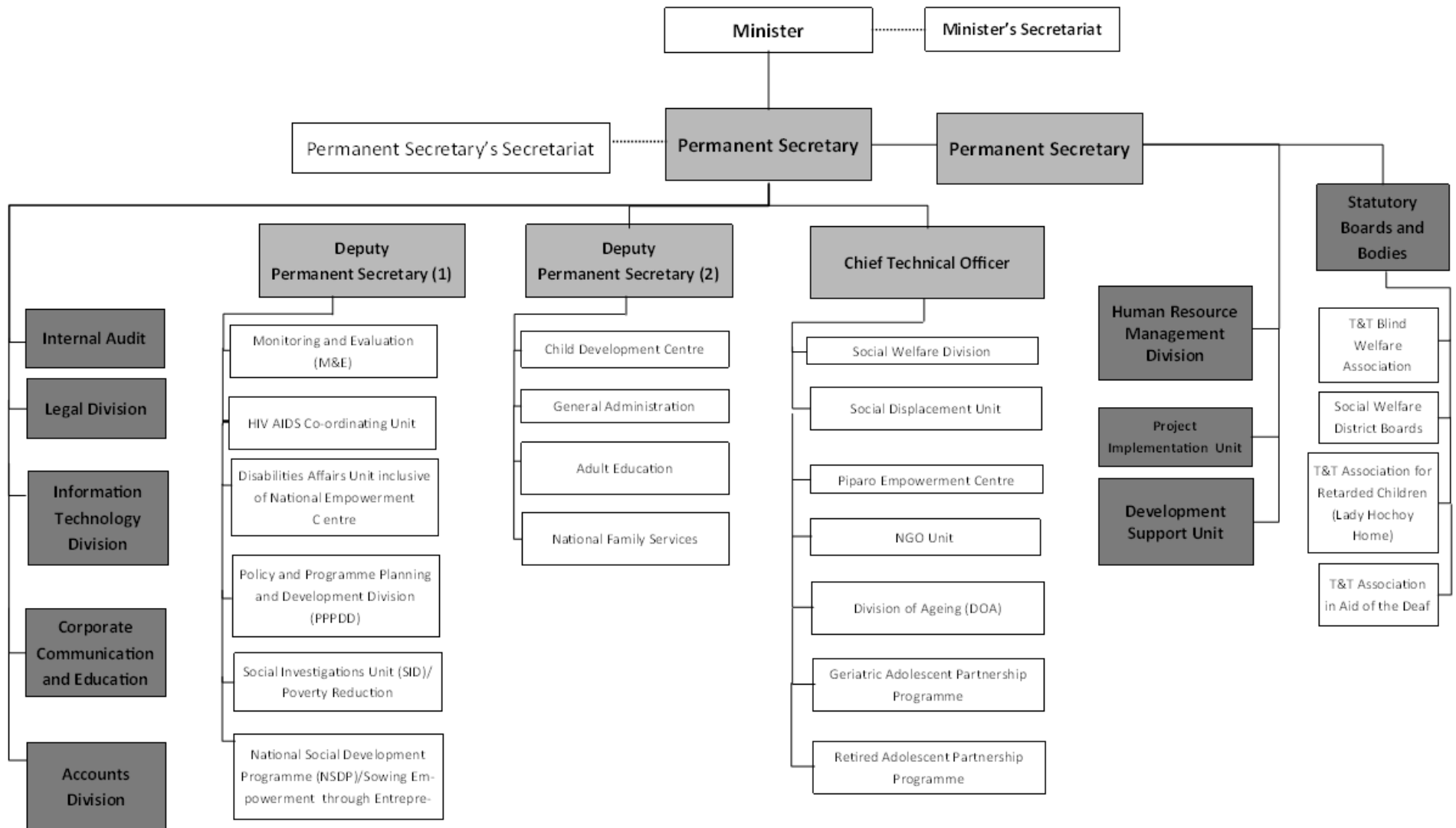
The leadership of the Ministry is keenly aware of the value of its human resources to the organisation's successful attainment of its goals and objectives and that the members of staff themselves may become 'vulnerable' in the current volatile labour market. As a consequence, the executive remains committed to ensuring due consideration for the welfare of the 'internal clients'.

In light of the above concerns and the desire to ensure that clients are well served, a major focus of the Ministry's strategy to 2023 is building its human resource capacity, exploring innovative options to achieve operational excellence and transforming the Ministry's public image.

Legal and Regulatory Framework

Additionally, the Ministry of Social Development and Family Services administers several public services pursuant to its statutory obligations. The Ministry observes a legal and regulatory framework in its operations through the delivery of social services (Appendix 4). The Ministry is also sensitive to the need to address burgeoning social issues and has developed a legislative agenda to treat with the vulnerable populations that come under the Ministry's purview.

2.2 The MSDFS Business Canvas

The Ministry's Business Canvas [6] (Figure 7) captures the essential aspects of the organization's management and operations. Critically, the canvas notes the *bifocal business model of the organization where it seeks to address the social protection needs as well as the human capital development needs for the country*. Moreover, the canvas indicates the parity of attention to both external and internal clients.

The canvas also highlights the critical importance of collaboration and partnership to the work of the Ministry, which extends to clients themselves (co-creators), as well as

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[6] **Business Model Canvas developed by Alexander Osterwalder** is a strategic management template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs (Wikipedia, accessed August 2018)

partnering service delivery organizations in the public and private sectors and civil society (co-creators and key partners). **Figure 6, Appendix I** refers. The canvas lays out the desired attributes of the relationships with stakeholders.
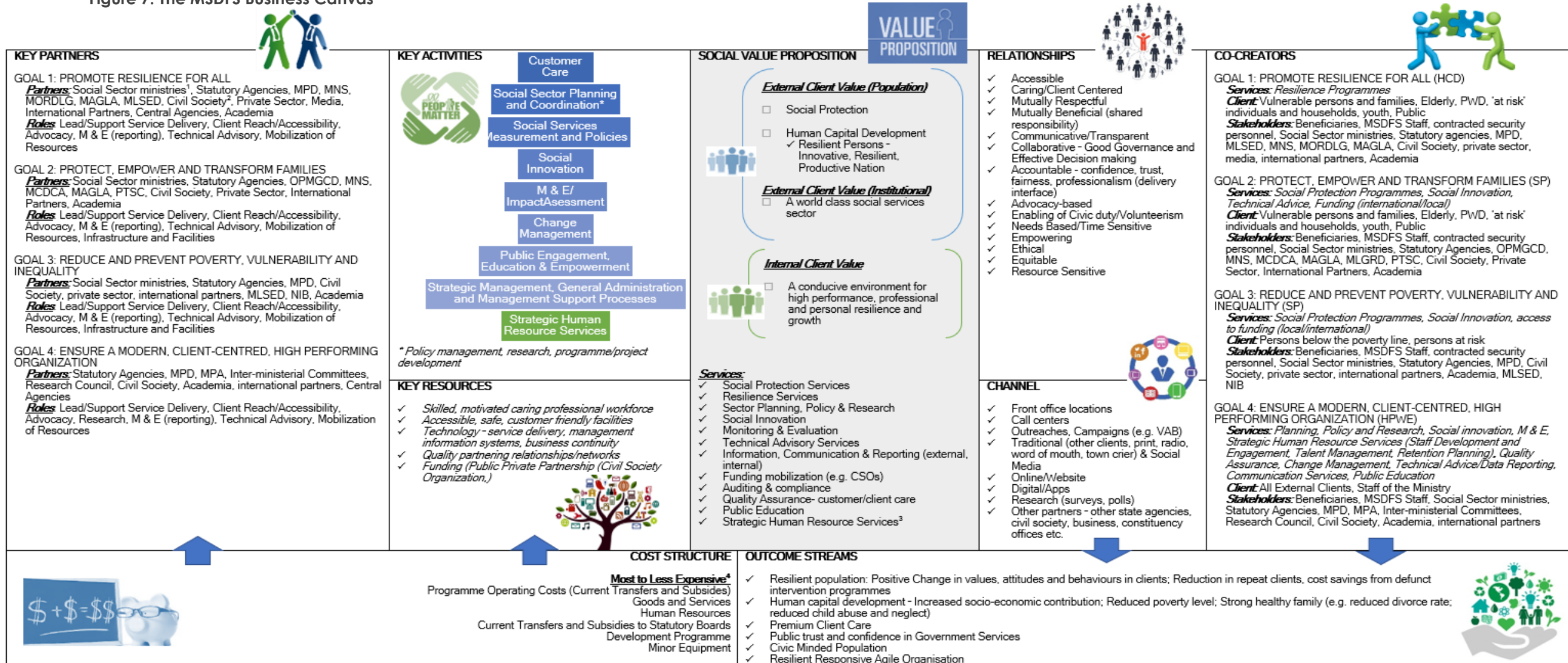
The 'outcome streams' identified on the canvas denote the anticipated results with faithful implementation of the Strategic Plan and the expected benefits to the Government and people of Trinidad and Tobago for the investment of resources. In that regard, the leadership and staff of the Ministry are keenly aware of the need to be resource sensitive, cost efficient and results-driven going forward.

Figure 6: Social Sector Stakeholder Groups

See **Appendix 1** for a listing and interest analysis of the Ministry's Stakeholders.

Figure 7: The MSDFS Business Canvas

KEY PARTNERS

GOAL 1: PROMOTE RESILIENCE FOR ALL
Partners: Social Sector ministries[1], Statutory Agencies, MPD, MNS, MORDLG, MAGLA, MLSED, Civil Society[2], Private Sector, Media, International Partners, Central Agencies, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources

GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES
Partners: Social Sector ministries, Statutory Agencies, OPMGCD, MNS, MCDCA, MAGLA, PTSC, Civil Society, Private Sector, International Partners, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources, Infrastructure and Facilities

GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY
Partners: Social Sector ministries, Statutory Agencies, MPD, Civil Society, private sector, international partners, MLSED, NIB, Academia
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, M & E (reporting), Technical Advisory, Mobilization of Resources, Infrastructure and Facilities

GOAL 4: ENSURE A MODERN, CLIENT-CENTRED, HIGH PERFORMING ORGANIZATION
Partners: Statutory Agencies, MPD, MPA, Inter-ministerial Committees, Research Council, Civil Society, Academia, international partners, Central Agencies
Roles: Lead/Support Service Delivery, Client Reach/Accessibility, Advocacy, Research, M & E (reporting), Technical Advisory, Mobilization of Resources

KEY ACTIVITIES

- Customer Care
- Social Sector Planning and Coordination*
- Social Services Measurement and Policies
- Social Innovation
- M & E/ Impact Assessment
- Change Management
- Public Engagement, Education & Empowerment
- Strategic Management, General Administration and Management Support Processes
- Strategic Human Resource Services

Policy management, research, programme/project development

KEY RESOURCES

- Skilled, motivated caring professional workforce
- Accessible, safe, customer friendly facilities
- Technology - service delivery, management information systems, business continuity
- Quality partnering relationships/networks
- Funding (Public Private Partnership (Civil Society Organisation,)

SOCIAL VALUE PROPOSITION

VALUE PROPOSITION

External Client Value (Population)
- Social Protection
- Human Capital Development
  ✓ Resilient Persons - Innovative, Resilient, Productive Nation

External Client Value (Institutional)
- A world class social services sector

Internal Client Value
- A conducive environment for high performance, professional and personal resilience and growth

Services:
- Social Protection Services
- Resilience Services
- Sector Planning, Policy & Research
- Social Innovation
- Monitoring & Evaluation
- Technical Advisory Services
- Information, Communication & Reporting (external, internal)
- Funding mobilization (e.g. CSOs)
- Auditing & compliance
- Quality Assurance- customer/client care
- Public Education
- Strategic Human Resource Services[3]

RELATIONSHIPS

- ✓ Accessible
- ✓ Caring/Client Centered
- ✓ Mutually Respectful
- ✓ Mutually Beneficial (shared responsibility)
- ✓ Communicative/Transparent
- ✓ Collaborative - Good Governance and Effective Decision making
- ✓ Accountable - confidence, trust, fairness, professionalism (delivery interface)
- ✓ Advocacy-based
- ✓ Enabling of Civic duty/Volunteerism
- ✓ Needs Based/Time Sensitive
- ✓ Empowering
- ✓ Ethical
- ✓ Equitable
- ✓ Resource Sensitive

CHANNEL

- ✓ Front office locations
- ✓ Call centers
- ✓ Outreaches, Campaigns (e.g. VAB)
- ✓ Traditional (other clients, print, radio, word of mouth, town crier) & Social Media
- ✓ Online/Website
- ✓ Digital/Apps
- ✓ Research (surveys, polls)
- ✓ Other partners - other state agencies, civil society, business, constituency offices etc.

CO-CREATORS

GOAL 1: PROMOTE RESILIENCE FOR ALL (HCD)
Services: Resilience Programmes
Client: Vulnerable persons and families, Elderly, PWD, 'at risk' individuals and households, youth, Public
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory agencies, MPD, MLSED, MNS, MORDLG, MAGLA, Civil Society, private sector, media, international partners, Academia

GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES (SP)
Services: Social Protection Programmes, Social Innovation, Technical Advice, Funding (international/local)
Client: Vulnerable persons and families, Elderly, PWD, 'at risk' individuals and households, youth, Public
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory Agencies, OPMGCD, MNS, MCDCA, MAGLA, MLGRD, PTSC, Civil Society, Private Sector, International Partners, Academia

GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY (SP)
Services: Social Protection Programmes, Social Innovation, access to funding (local/international)
Client: Persons below the poverty line, persons at risk
Stakeholders: Beneficiaries, MSDFS Staff, contracted security personnel, Social Sector ministries, Statutory Agencies, MPD, Civil Society, private sector, international partners, Academia, MLSED, NIB

GOAL 4: ENSURE A MODERN, CLIENT-CENTRED, HIGH PERFORMING ORGANIZATION (HPWE)
Services: Planning, Policy and Research, Social innovation, M & E, Strategic Human Resource Services (Staff Development and Engagement, Talent Management, Retention Planning), Quality Assurance, Change Management, Technical Advice/Data Reporting, Communication Services, Public Education
Client: All External Clients, Staff of the Ministry
Stakeholders: Beneficiaries, MSDFS Staff, Social Sector ministries, Statutory Agencies, MPD, MPA, Inter-ministerial Committees, Research Council, Civil Society, Academia, international partners

COST STRUCTURE

Most to Less Expensive[4]
- Programme Operating Costs (Current Transfers and Subsides)
- Goods and Services
- Human Resources
- Current Transfers and Subsidies to Statutory Boards
- Development Programme
- Minor Equipment

OUTCOME STREAMS
- ✓ Resilient population: Positive Change in values, attitudes and behaviours in clients; Reduction in repeat clients, cost savings from defunct intervention programmes
- ✓ Human capital development - Increased socio-economic contribution; Reduced poverty level; Strong healthy family (e.g. reduced divorce rate; reduced child abuse and neglect)
- ✓ Premium Client Care
- ✓ Public trust and confidence in Government Services
- ✓ Civic Minded Population
- ✓ Resilient Responsive Agile Organisation

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[1] Education, Health, Sport & Youth Affairs, Housing, THA, Community Development, Housing, OPM
[2] Non-government organizations, community-based organizations, faith-based organizations, Service Clubs etc.
[3] (Staff Development and Engagement, Talent Management, Retention Planning)
[4] Review of estimates and expenditure for 2016, 2017 and 2018

3 THE CONTEXT FOR CHANGE TO 2023

"In the midst of every crisis lies great opportunity"

Albert Einstein

According to data from the 2005 Survey of Living Conditions, 16.7% of the population was living in poverty and inequality, measured by the Gini coefficient, which was 0.39. The data revealed that there was a tendency for poorer households to be headed by women; as much as 30.6 percent of the population sampled had not passed any exam above the primary level and persons from the lower quintiles were heavily concentrated in elementary occupations among men and in low level services and sales among women.

Helping women and children...

It was also highlighted that persons from lower quintiles were most likely not to have filled prescriptions because of a lack of funds; access to potable water, flush toilets, and garbage collection were areas of deficiency, and as much as 18.4 percent of the population still relied on pit latrines. Persons from the lower quintiles were less likely to be in a marital union than the non-poor; women from poor households were more likely to have four or more children than their better-off compatriots and the mean age at first birth tended to be lower for poorer women.

To aid the population in need, the Government of the Republic of Trinidad and Tobago (GORTT) continues to make significant investment around social safety nets (SSN) and by extension, its social protection system. For the period 2012-2017, approximately TT$37-

billion was expended on nine (9)[7] key safety net initiatives to improve the lives and livelihoods of persons. Of this, sixty-five percent (65%) or TT$24-billion was expended on four (4) programmes[8] under the purview of the MSDFS.

Vision 2030 articulates the Government's continued commitment to reducing vulnerability of citizens and creating a society in which social wellbeing and social justice are prevalent, which mirrors the aspirations of the SDGs (Goals 1, 2, 8, 10 and 16 specifically).

However, the operating environment, aptly described using the VUCA[9] terminology (volatility, uncertainty, complexity and ambiguity) presents significant challenges for the way forward, including sustained access to resources. The summarized findings of the PESTLE (See Appendix 2) and SWOT analyses at **Figure 8** highlight key factors – drivers for change – considered in planning, bearing in mind their likely impact on the Ministry over the Plan's five-year period.

EMERGENT IMPERATIVES FOR THE PLAN

For the data provided by the situational analyses, key imperatives for the Plan's five-year period were:

- High level of client dependency, with persons remaining in short term intervention programmes – need to promote self-reliance, early 'graduation' from programmes

- Limited evidence of return on investment on expenditure on social services, against rising cost of service provision and increasing demand – unsustainable costs; need for more effective targeting to enable reduction in poverty and vulnerability measures and increasing resilience

- Limited application of research needed to adopt a proactive/preventative approach to stay ahead of evolving demand.

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[7] These safety net initiatives are: Community-based Environment Protection and Enhancement Programme (CEPEP), Disability Assistance Grant (DAG), Government Assistance for Tertiary Expensed (GATE), National Schools Dietary Services Limited, On the Job Training (OJT), Public Assistance Grant (PAG), Senior Citizens' Pension (SCP), Target Conditional Cash Programme (TCCTP), and the Unemployment Relief Programme (URP).
[8] The programmes falling under the purview of the MSDFS are: DAG, PAG SCP and the TCCTP (now known as Food Support).
[9] http://www.whatisvuca.com/#vuca

- Lack of consistency in the delivery of services – Archaic systems and processes in some instances, with differing application by location and provider – need for automation to enhance service delivery and establishment of standard operating procedures for all programmes and services

- Lack of a unique identifier/profile for clients (shared across social sector ministries) to monitor and support each client based on their unique needs, to avoid duplication and over dependence and support self-reliance, growth and resilience- need for an IT system connecting the various Ministries in the sector for data and information sharing

- Inefficient governance arrangements for shared decision-making across stakeholders and establishing clear priorities- need for a mechanism for planning and priority-setting at the sector level

- Constant and frequent policy and administrative shifts as administrations change – need for establishing priority policy decisions within a legislative framework

- Persistent human resource management issues which negatively affect employee motivation and engagement – need to ensure a conducive, healthy working environment

- Limited modernization, innovation and agility in the operations of the Ministry and its partners – need to accelerate modernization initiatives which are in progress
- Poor customer service which adversely impacts the public's image of the Ministry

The data provided by analyses proves that in crisis there is tremendous opportunity. Over the Plan's five-year period to 2023, the Ministry will take the necessary steps to creatively effectively and efficiently transform itself and the social sector to a new level of service for the benefits of the people of Trinidad and Tobago.

Figure 8: Summary of the SWOT Analysis for MSDFS

Strengths

- A cadre of knowledgeable, qualified, dedicated, passionate and resilient staff
- Service provision to the poor, vulnerable and disadvantaged
- Lead role of the Ministry in the Social Sector
- Specialized and decentralized Divisions and Units
- Strong networking, collaboration and partnerships with stakeholders
- Availability of funding for transfers to Clients
- Outreach
- Innovative approaches in responding to limited resources
- Organizational and process review underway

Weaknesses

- Decreasing access to resources due to economy
- Low motivation and morale of staff
- Weak leadership across various levels of the Ministry
- Poor work ethic of some staff
- Slow decision-making
- Lack of Monitoring and Evaluation systems (to capture data across 27 locations plus partners)
- Poor or low implementation and inefficiencies in service delivery
- Inadequate management of resources
- Inadequate accommodation and security (with proximity to Court)
- Poor targeting mechanisms/Limited visibility of services and programmes
- Inadequate, antiquated data management systems
- Absence of a Central Beneficiary Database
- Instances of poor Customer Service
- Human resource issues such as staff shortages, poor recruitment practices, layoffs, limited training and development opportunities and limited succession planning, loss of institutional knowledge
- Poor industrial relations practices
- Limited connectivity amongst and between divisions, units and remote locations.
- Limited capacity for managing change

Opportunities

- Modern technology and connectivity
- New Media
- Integration of services
- Cost effective ICT to support Service Delivery
- Potential to impact human development
- Ability to influence Government's Social Policy
- Partnerships with public and private entities internationally, regionally and locally
- Availability of a pool of qualified and skilled human Resources from which to recruit
- Innovation and creativity given less resources and finances
- Review programmes to improve efficiency and implement conditionalities

Threats

- Socio-Economic challenges such as rising unemployment, crime and poverty
- High level of dependency among the population
- Abusive, unscrupulous and corrupt clients and organizations seeking assistance
- Continued erosion of the family
- Changing government policies based on the political cycle
- Reduced financial resources
- Constant and frequent administrative changes
- Old ways of thinking in a VUCA World (non-progressive attitudes and values)
- Unclear strategy for Local Government Reform
- Poor perception of Ministry's brand by potential stakeholders and partners
- Cyber crime
- Lack of accessibility for persons with disabilities
- Low collaboration with private sector
- Litigation claims against the Ministry
- Increased risk and incidence of natural and manmade disasters
- Climate Change and Natural Disasters
- Ageing Population
- Loss of institutional knowledge
- Staff Exposure to health risks and environmental

PART TWO
THE WAY
FORWARD

4 THE STRATEGIC FRAMEWORK TO 2023

4.1 People Centred Vision & Direction

This Strategic Plan is founded on a vision of the kind of citizen needed to assure the nation's social and economic growth and development. This is the *raison d'être* and Ministry's 'guidepost' through the challenging periods expected in the years ahead.

<div align="center">

Innovative. Resilient. Productive.

</div>

This vision aligns well with the National Development Strategy (Vision 2030) which advocates *"…a united, resilient, productive, innovative, and prosperous nation with a disciplined, caring, fun-loving society comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity, inclusion and integrity…"*

4.1.1   OUR VISION, MISSION AND VALUES

Bearing in mind the desired outcome for citizens, the Vision, Mission and Values are as follows:

VISION

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

MISSION

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

VALUES

We value Respect, Equity, Integrity, Compassion, Responsiveness, Innovativeness, Commitment, and Inclusiveness.

MOTTO

Helping, Empowering, Transforming Lives

4.2 Our Strategy and Business Model to 2023

To 2023, MSDFS will seek to crystallize its position as the lead agency for the social sector with regard to policy, research, monitoring and evaluation, and coordination of initiatives among partners, as well as a primary state agency for the provision of high quality social services.

Central to this positioning strategy, is advancing organizational transformation initiatives underway as well as efforts to build/strengthen effective partnerships with a range of local and international agencies and stakeholders. In this regard, the goal of the Ministry is to contribute tangibly to the social wellbeing and economic prosperity of the nation.

4.2.1 THE BUSINESS MODEL

The Ministry will retain its bifocal business model over the Plan's five-year period taking action to enhance the social safety net as well as strengthen human capital development. In the existing economic circumstances, there will be an *emphasis on social protection* enabled through the implementation of the National Social Mitigation Plan (NSMP), however the drive will be to promote and enable greater self-reliance and resilience among clients, through empowerment initiatives such as the Social Transformation and Empowerment Programme Uplifting People (STEP-UP).

THE NATIONAL SOCIAL MITIGATION PLAN (NSMP)

The NSMP 2017 – 2022 will be a primary programme of action over the Plan's five-year period and therefore has been integrated with the Strategic Plan in terms of shared goals, objectives and lines of action. The NSMP has as its theme: "*Building Resilience to Secure a Nation.*" In this Plan, a primary focus is on building resilience of the citizenry to enable them to be better able to cope with the shocks and stressors specifically resulting from the economic downturn; but also, to build the capacity to cope with any future shocks and economic challenges.

4.3 Strategic Goals & Objectives To 2023

In keeping with the proposed strategic direction, the strategic priorities to 2023 are laid out in two categories:

▪ The *Core Strategic Priorities* which address the key result areas related to improving the core business outcomes for the Ministry

▪ The *Enabling Strategic Priorities/Critical Success Factors* related to establishing/strengthening the institutional capacity of the Ministry to achieve its core business outcomes

The **Core Priorities** are:

GOAL	OBJECTIVE
1. *Promote Resilience For All*	○ Facilitate greater capacity for resilience of the population by 10% (against agreed human development indicators)
	○ Increase the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%
2. *Protect, empower and*	○ Increase the level of support provided to families by

GOAL	OBJECTIVE
transform families	30%
	○ Increase inclusion of vulnerable groups by 25% to restore family cohesion and functionality
3. *Reduce and prevent poverty, vulnerability and inequality*	○ Continually improve strategies for poverty reduction through stakeholder consultation
	○ Foster strong, beneficial collaboration among social sector partners compliant with international standards for good governance for the social sector

The **Enabling Priorities** are:

4. *Ensure a modern, client-centred, high performance organization*	○ Improve organisational performance by 50% against agreed management and efficiency indicators
	○ Improve Client Perception of the MSDFS by 50%
	○ Establish a culture of continuous learning, innovation and operating for results.

Table 1 presents the strategic framework in summary and the Strategy Map follows at **Figure 9.**

Table 1: The Strategic Framework to 2023

Vision 2030	*"…a united, resilient, productive, innovative, and prosperous nation with a disciplined, caring, fun-loving society comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity, inclusion and integrity…"*			
Vision	*A dynamic, client centred organization achieving sustainable human and social development*			
Mission	*To enhance the quality of life of the general population, with emphasis on the vulnerable, through a network of integrated, accessible social services*			
Core Values	*Respect, Equity, Integrity, Compassion, Responsiveness, Innovativeness, Commitment, Inclusiveness*			
Services	Social Protection Services, Resilience Services, Sector Planning, Policy & Research, Social Innovation, Monitoring & Evaluation of the Social Sector, Technical Advisory Services, Capacity building for the NGO Sector, Information, Communication & Reporting, Resource mobilization, Auditing and Compliance, Quality Assurance, Public Education, Strategic Human Resource Services			
Goals (Key Result Areas)	*Promote Resilience for All*	*Protect, empower and transform families*	*Reduce and prevent poverty, vulnerability and inequality*	*Ensure a modern, client-centred, high performance organization*
Strategic Objectives to 2023	▪ Facilitate greater capacity for resilience of the population by 10% (against agreed human development indicators) ▪ Increase the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%	▪ Increase the level of support provided to targeted families by 30% ▪ Increase inclusion of vulnerable groups by 25% to restore family cohesion and functionality	▪ Continually improve strategies for poverty reduction through stakeholder consultation ▪ Foster strong, beneficial collaboration among social sector partners compliant with international standards good governance for the social sector	▪ Improve organisational performance by 50% by 2023 against agreed management and efficiency indicators ▪ Improve Client Perception of the MSDFS by 50% ▪ Establish a culture of continuous learning, innovation and operating for results

Figure 9: MSDFS Strategy Map

VISION 2030 THEME 1
Putting People First:
Nurturing Our Greatest Asset

VISION 2030 Theme II:
Delivering Good Governance
and Service Excellence

G6: The family will be protected and supported

G2: Social services delivery will be improved to better serve the needs of vulnerable groups

G2: The public service will have modern, effective and efficient management systems

MSDFS MISSION
To positively transform the lives of the people of Trinidad and Tobago through the provision of quality social services

GOAL 1
Promote Resilience for All

GOAL 2
Protect, empower and transform families

GOAL 3
Reduce and prevent poverty, vulnerability and inequality

GOAL 4
Ensure a modern, client-centred, high performance oraanization

- Facilitate greater capacity for resilience of the population by 10% (against agreed human development indicators)

- Increase the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%

- Increase the level of support provided to targeted families by 30%

- Increase inclusion of vulnerable groups by 25% to restore family cohesion and functionality

- Continually improve strategies for poverty reduction through stakeholder consultation

- Foster strong, beneficial collaboration among social sector partners compliant with international standards good governance for the social sector

- Improve organisational performance by 50% against agreed management and efficiency indicators

- Improve Client Perception of the MSDFS by 50%

- Establish a culture of learning, innovation and operating for results

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IMPACT STATEMENT: By 2023, the population understands and embraces resilience as necessary for personal, family and national development

GOAL 1: PROMOTE RESILIENCE FOR ALL

The word resilience comes from the Latin word "resilire", which means "to rebound or recoil." Hence, the concept refers to the capacity to recover, adjust, adapt, or cope with difficult or negative experiences, threats, tragedy, trauma or any form of adversity. As such, three critical dimensions characterise resilience, the absorptive, adaptive and transformative capacities. The absorptive capacity speaks to various coping strategies adopted to moderate or buffer the effects of shocks and stressors. Adaptive, on the other hand, refers to the capacity to learn and utilise experience and knowledge to adjust one's responses to changes. Whereas transformative, considers how something new can be created, when what previously existed is no longer tenable.

It should also be noted that the concept can be applied at different levels of aggregation: individuals, households, communities, organizations, and systems or states. Resilience is therefore a multi-disciplinary concept, with applicability in a myriad of context inclusive of sustainable development, human development, and more recently social protection and poverty reduction.

As a consequence, this strategic goal **Promoting Resilience for All** can be considered a primary or unifying goal in the Ministry's overall agenda, given its essential role in many of its strategic initiatives. One of the key documents impacting the strategic direction of the Ministry is the National Social Mitigation Plan (NSMP), which has as its theme: "*Building Resilience to Secure a Nation.*" In this Plan, focuses on building a resilient population to

cope with the current economic downturn and to build capacity to withstand future shocks and stressors.

A critical approach to building a more resilient population involves treating with some of the identified challenges that have thwarted the development agenda of the country over the years. Those challenges that in particular, speak to areas of culture, values and attitudes that require transformation as part of the National Development Strategy (NDS) 2016 – 2030, Vision 2030.

In particular, as a Ministry we are also aware of some of those non-progressive attitudes and values, as well as the "culture of dependency" that have, on the one hand, fostered a sense of entitlement, and an unwillingness to be self-sustaining and independent, on the other. The Ministry therefore has a core responsibility to engender the values, attitudes and behaviours (VABs) that will not only enable development, but more specifically place citizens on the footpath to self-reliance, stability and a sustainable quality of life. Goal 1 therefore has critical linkages with Goals 2 and 3, as we seek to strengthen and support families, as well as address the social problem of poverty, inequality and vulnerability on all fronts.

Resilience is also a multidimensional construct, with cultural and contextual variations. It is also a function of an individual's interaction with their environment. As such, the social and political setting and the quality of the individual's environment is just as critical as individual-level factors. Therefore, measured consideration must also be paid to structural deficiencies, and how existing social policies and services support or inhibit resilience. This requires that the MSDFS work closely with its social partners to strengthen the social protection system, and more specifically to build a robust social safety net (i.e. critical synergies with Goal 3). Thereby facilitating a systems approach to resilience.

Consequently, to ensure a cohesive and integrated approach to resilience, a national policy framework on resilience must be articulated. It will detail the main proponents of resilience within the social sector, the core roles and responsibilities, as well as the targeted groups and the various approaches to addressing identified risks and vulnerabilities across the life

course, i.e. the specific tools and activities for resilience-building. In this regard, the MSDFS will also develop a **National Resilience Framework for the Social Sector**. It should also be noted that implementation of the Ministry's priority project, the National Social Mitigation Plan is also an integral part of improving the overall social protection system to facilitate increased resilience within the population. Consequently, the resilience framework will incorporate some of the critical elements of the plan.

Lastly, the Ministry as an organisation also needs to be resilient, given the many social, economic, political and environmental challenges that it must confront now and in the future. For an organisation to survive and thrive, it must continuously reinvent and redefine itself. Thus, even as we look forward to Goal 4, the Ministry must also embrace the concept of resilience and invest in its employees towards building an efficient and adaptive organisation that can withstand and overcome any challenge. A culture of continuous learning, innovation and operating for results must be engendered in the organisation.

Given the transformative, all-embracing potential of the concept of resilience, the Ministry must necessarily partner and collaborate with other key stakeholders, such as government offices and agencies, civil society, non-governmental organisations, media, and the private sector to achieve this goal of ***Resilience for All (RFA)***. It is therefore the role of the Ministry to champion this approach and coordinate these efforts across the sector. The strategic objectives with respect to this goal are as follows:

○ *Facilitating greater capacity for resilience of the population by 10% (against agreed human development indicators);*
○ *Increasing the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%.*

GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES

IMPACT STATEMENT: By 2023, families have access to critical services to heal, empower and thrive; and re-establish this institution as a cornerstone of the society

Family structures exist in various forms in Trinidad and Tobago. These forms include the nuclear family, extended family, single-parent family, reconstituted family, single-headed and sibling families[10]. In spite of the form, the family is viewed as the nucleus of civilization and the basic social unit of society, therefore, it is critical for the family to be protected, empowered and transformed, which will ultimately redound to the country's sustainable social and economic development.

In recent years, the family has been faced with enormous challenges, both social and economic. As a result, the country's social fabric has become fragile and the present environment is characterized by high rates of crime, gender-based violence, elder abuse, substance abuse, homelessness, domestic violence and violence against children, increased poverty, mental health challenges and other critical issues. Furthermore, competing social issues continue to place increasing demands on declining state resources, which drives families deeper into crisis.

Family breakdown has psychosocial and socioeconomic implications on children's wellbeing. The research

"The family can be defined as the primary institution within society consisting of two or more individuals with a continuing genetic and/or legal relationship that provides for the social, economic, emotional, spiritual and protective needs of its members"

(adapted from the UN Definition of the Family)

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[10] Ministry of Social Development and Family Services

confirms that for children who experience family breakdown and. family instability, it is not just an emotional tragedy for them but for families as well and this can also contribute to poverty and social exclusion.

Moreover, family structure and upbringing influence the social character and personality of any given society. The family provides primary socialization where basic values and norms of cultures are learned. It is within the family, individual/s learn to love, to care, to be compassionate, to be ethical, to be honest, to be fair, to use reasoning and to have values which are essential for existing and contributing to the positive development of society. Consequently, it is important to ensure that the family is supported in order to build a society with individuals that are physically, spiritually, mentally and emotionally resilient.

The Ministry, as part of its overall strategy, will utilize a multifaceted and multi-disciplinary approach involving greater cooperation and coordination among agencies that will protect, empower and transform the family in pursuit of the following strategic objectives:

○ *Increase the level of support provided to families by 30%;*
○ *Increase inclusion of vulnerable groups[11] by 25% to restore family cohesion and functionality.*

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[11] Persons with disabilities, street dwellers, deportees, ex-prisoners, refugees, asylum seekers, human trafficking victims, migrants, substance abusers

IMPACT STATEMENT: By 2023, Trinidad and Tobago will have significantly reduced poverty levels to less than 10% of the population, reduce inequality and promote inclusion among vulnerable groups on track to surpass SDG targets.

GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY

As a strategic partner in Government's efforts towards reducing poverty, vulnerability and inequality in Trinidad and Tobago, MSDFS is committed to working with social sector agencies, individuals, families and communities towards achieving sustainable livelihoods[12].

With a mandate to improve the standard of living conditions and quality of life of the population, concerted efforts by this Ministry and other social sector partners have had differing impact throughout society. While improvements have been noted, segments of the population continue to live in substandard conditions, experience poor health, earn low incomes, find difficulty in acquiring decent jobs and seemingly inept to realize their potential.

The Government of the Republic of Trinidad and Tobago (GORTT) continues to allocate significant investment towards its social safety nets (SSN) to assist the population's needs. Safety nets are an integral component of governments' poverty reduction thrust and in the Latin America and Caribbean (LAC) region. For example, average spending on SSN programmes as a % of GDP has increased from 0.3% of GDP in 2000 to more than 1.5% in

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[12] Sustainable Livelihoods is "increasing people's capacity to provide for themselves and lift themselves out of poverty"- Swedish International Development Cooperation Agency (Sida)

2015[13]. The GORTT has allocated 20%-24% of GDP on an annual basis to social sector Ministries over the last five years.

This extensive social protection system, which comprises a wide-ranging social safety net, plays a critical role in protecting families and individuals from impact of economic shocks, natural disasters, and other crises. Initiatives range from cash, near-cash and in-kind transfers, public work programmes, subsidies and fee waivers.

Several local and international reports have highlighted the need for improvements in the management of Government's safety net programmes. This recommendation is due to duplication of social programmes within and across Ministries, weak targeting mechanisms, poorly designed initiatives, absence of a central beneficiary system and inadequate monitoring and evaluation processes.

Accordingly, the Ministry will undertake several initiatives to improve efficiency and effectiveness of the social programmes. This will include a review of social programmes; implement and continuously assess its targeting mechanism(s); implement a single intake form; develop exit strategies for social programmes; adopt an integrated approach to service delivery and strengthen stakeholder collaboration. Government transfers an enormous amount of grants to citizens and organizations in pursuit of improving the quality of life of citizens of Trinidad and Tobago. However, Government intends to remedy inefficiency and ineffectiveness of these transfers since overlaps and duplications which exist between Ministries. Accordingly, a National Grants Policy would be finalized in collaboration with the Ministry of Planning and Development and other sector partners.

Given this country's economic challenges, including limited public resources, Government is required to strengthen its systems, procedures and institutions and exercise financial prudence while enhancing delivery of its social services. Accordingly, MSDFS has developed a Standard Means Test for selected safety net programmes under its purview to ensure that individuals and households, most in need, receive assistance. Other Social Sector Ministries intend to use the SMT as a benchmark for their own poverty-reduction programmes.

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[13] World Bank Report- Closing the Gap: The State of Social Safety Nets 2017, "Safety Nets where Needs are Greatest".

The concept of Poverty is viewed in the new age as a social issue with multi-dimensions, which affect the lives of millions. Despite T&T's traditional high-income status, sectors of the population continue to live below the poverty line. The current plethora of social services, products and programmes managed by various Ministries whilst fitting within broad Government policy, there is no detailed Poverty Reduction Plan that will allow for an assessment of results within set timeframes. As such, MSDFS is expected to finalise the development of a National Poverty Reduction Strategy in collaboration with UNDP, to allow for the rationalization, improved targeting and monitoring and evaluation of the country's poverty reduction strategies.

The Ministry's pursuit of other suitable strategies for reducing poverty, inequality and vulnerabilities would include the development of conceptual and analytical frameworks such as the sustainable livelihood approach, the social risk management and the life-cycle approach.

In this context, coupled with the impact of the economic downturn on our population, it is imperative that the Ministry continually improves its operations towards greater efficiency and improved delivery to its clients; alongside comparative efforts among its range of partners in the social sector. In that regard Goal 3, is informed by the United Nations' Sustainable Development Goals (SDGs), specifically:

- SDG 1- End poverty in all its forms everywhere;
- SDG 8- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- SDG 10- Reduce inequality within and among countries
- SDG 16- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

This Goal also responds to the National Development Strategy 2016-2030 (VISION 2030), Theme I 'Putting People First: Nurturing Our Greatest Asset' and the National Performance Framework 2017-2020.

Over the Plan's five-year period, the Ministry will focus on the following lines of actions in relation to the following strategic objectives:

○ *Continually improve strategies for poverty reduction and promoting the reduction in inequality and vulnerability through stakeholder consultation;*

○ *Foster strong, beneficial collaboration among social sector partners compliant with international standards for good governance for the social sector.*

GOAL 4: A MODERN, CLIENT-CENTRED, HIGH PERFORMANCE ORGANIZATION

IMPACT STATEMENT: By 2023, the Ministry will be a best-in-class organization, characterised by a culture of service excellence, innovation, effective resource management and resilience
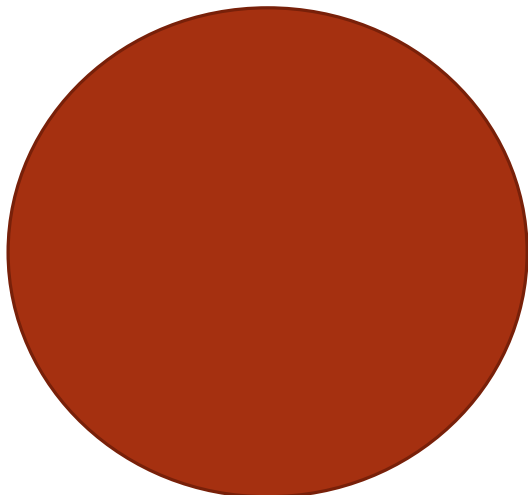
Every organization carries with it, its own unique and distinct characteristics, which are improved through methods of managing and thus sustaining high performance. There are five dimensions of a high-performance organization which comprise *leadership, design, people, change management and culture and engagement.* Factors that influence high performance organizations consists of: visionary and participatory leadership; proactive and innovative behavior; constant contact with the clients; autonomy and 'entrepreneurship'; hands-on management; agile, continually improving systems, processes and practices; and having the right people, with the right skills, in the right place, empowered, celebrated and motivated. This is the intent of the Ministry – to create a high-quality working environment for its workforce, recognizing that the staff are the *first 'client'* of the Ministry and must themselves realize the benefits of quality of life and resilience of the population they serve.

Therefore, over the Plan's five-year period the Ministry will focus its attention on three wider ranging, interoperable lines of action:

○ *Improve organisational performance by 50% against agreed management and efficiency indicators;*
○ *Improve Client Perception of the MSDFS by 50%;*
○ *Establish a culture of continuous learning, innovation and operating for results.*

4.4 The Implementation Framework to 2023

In light of the Ministry's Business Canvas (p. 20), the Implementation Framework at Table 2 highlights the three 'pillars' of MSDFS' value proposition – social protection, human capital development and employee development, against the four goals. Specific action to be taken in relation to each goal and the attendant strategic objectives are outlined, aligned way the 'Key Activities' of the Canvas. Co-creators and Key Partners are identified for each initiative, along with performance indicators which re aligned with the 'Outcome Streams' in the Canvas.

The Implementation Framework follows at **Table 2.**

Table 2: The Implementation Framework to 2023

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 1: PROMOTE RESILIENCE FOR ALL					
1. Facilitate greater capacity for resilience of the population by 10% (against agreed human development indicators)	a. Establish a national resilience framework for the Social Sector	• Completed resilience framework • Signed MOUs among social sector partners • Committee for NRFSS established[14] • No. of persons enrolled in resilience-building programmes/initiatives • % improvement against resilience indicators	2019	✓ Office of the HM ✓ Office of the PS ✓ Committee responsible for NRFSS ✓ Social sector partners – public sector, private sector, civil society, international community	Consultation among stakeholders is needed to define resilience for the population. In the short term, the data from the NSMP can guide authors. Coherence across social sector initiatives is needed to ensure there is minimal duplication of efforts
	b. Advance implementation of the NSMP	• Service agreements among providers • No. of persons accessing services in keeping with the NSMP annually • No. of persons exiting social safety net programmes annually • % of programmes/ initiatives implemented towards facilitating a greater capacity for resilience in the population (disaggregated by age group and community/region)	Phase I 2020 Phases II and III to 2023	✓ Office of the PS ✓ Corporate Communications & Education ✓ All Delivery Units ✓ Social Sector Partners (named in the NSMP)	There is a well-designed implementation framework for the MNSP. It will be important to establish the managerial arrangements to enable successful implementation including decision-making and consultation modalities; MOUs and/or SLAs for effective collaboration, monitoring and evaluation. The implementation of the NSMP will be an excellent opportunity to build momentum for social transformation in the short term to 2020

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[14] Building on current governance arrangements e.g. with the NSMP

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 1: PROMOTE RESILIENCE FOR ALL					
	c. Promote the STEP-UP Model	• Completed STEP-UP Model • Model piloted in 5 selected programmes • No. of social programmes embracing the STEP UP Model	2019 2019 – 2020 2022	✓ Office of the PS ✓ CCEU ✓ PPPDD ✓ SID ✓ M& E ✓ IT ✓ Selected Delivery Units (for pilot)	This is an important initiative to guide client groups towards self-reliance and resilience. Therefor piloting the model will be important. Moreover, a strong behaviour-change based education campaign (linked with the VABs Campaign) will be needed to undergird implementation
2. Increase the incidence (over baseline) of progressive values, attitudes and behaviours among the population (across all age groups/developmental categories) by 20%	a. Develop a VABs Strategy b. Design and implement (in collaboration with partners) a National VABs Campaign – Mainstream VABs in all MSDFS service delivery programmes by 2023	• Completed VABs Strategy • % of programmes/ initiatives implemented towards the promotion of positive VABs • % of Population enrolled in VABs Programmes/initiatives • % of progressive VABs vs non-progressive VABS reported in International Surveys E.g. Corruption index, GCI etc. • Mainstreaming of the strategy in all service delivery programmes by 2023	2019 2018 (programme launch) 2019 – 2023	✓ Office of the PS ✓ CCEU ✓ SID ✓ All Service delivery units	Though led by MSDFS, the VABs Campaign is dependent on strong interagency relationships. The mechanisms for shared governance, dialogue, multiagency teamwork, and monitoring and evaluation must support this initiative

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OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES					
1. Increase the level of support provided to families by 30%	a. Provide support mechanisms for the strengthening of the family system viz.: – Information and advocacy services – Counselling and referral services – Basic needs/financial assistance – Places of shelter/care and infrastructural support – Policy and legislation b. Build awareness and access to services for positive family development in collaboration with partners e.g. – Public education and sensitisation – Restorative programmes – Parent education, participation and support groups – Mental health, mediation and crisis intervention – Training in areas/issues related to the family – Building family resilience – ability to adapt and cope with stress and adversity	*Output Indicators:* • No. of counselling sessions conducted • No of persons receiving counselling • No. of referrals made • No of families receiving financial support • No. of places of care available (by community/municipal region) • No of policies and/or legislation generated • No of public education and sensitisation campaigns conducted • No of programmes developed • No. of parenting programmes conducted (by community/municipal region) • No. of parents attending parenting programmes (by community/municipal region) • No of crisis intervention cases • No of training sessions conducted (by community/municipal region) • No of family resilience building initiatives conducted • No of partnerships and collaborations Outcome Indicators: • Public awareness of support services available • Access to support services available (reach indicators)	Year 1 (2019) is to establish a baseline 10% increase per annum	✓ Office of the PS ✓ Selected Delivery Units National Family Services Disability Affairs Unit Division of Ageing Social Welfare Division National Social Development Programme PIU PPPDD CCEU GAPP RAPP NGO Unit SDU New Horizons Piparo Empowerment Centre ✓ Partner Social Sector Ministries MOE MoH MLSED MCDCA MSYA OPM – GCA ✓ Civil Society	The national development strategy emphasizes the critical role of the family institution to the wellbeing of the society. In that regard, to 2023, MSDFS will adopt a bi-focal approach treating with i) restorative interventions and well as ii) preventative interventions, building capacity for 'universal' access to family services. Going forward interventions must be **supported by quality research**, including regional and community needs assessments, recognizing that 'family' has varying expressions and needs in a multi-ethnic society These interventions are closely linked and build on interventions in Goal 1 (e.g. VAB Campaign) and Goal 3 (e.g. poverty reduction and prevention) An important undertaking will be to rationalize family services across social sector partners. A unique identifier for households can lead to improved service delivery by

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES					
	(linkages with goal 1)	by region • Use rate of support services available • Satisfaction with support services available • % of families who feel that services and supports have helped them • % of families who report satisfaction with the information and supports received *Impact Indicators:* • % decrease in the disintegration of families by region • 25% decrease in divorce rates • % decrease in child abuse/child maltreatment cases or reports • 20% decrease in domestic violence cases/reports • Reduction in elder abuse cases/reports • Rate of eviction of families or family members • % decrease in the incidences of crimes happening within families • Reduction in the incidence of drug use among family members			customizing the support services provided to each household as well as ensure that more families have access to services. These interventions present excellent opportunities for collaboration across private, public and civil society institutions and the citizenry.
2. Increase inclusion of vulnerable	a. Develop/institute programmes, in collaboration with	*Output Indicators:* • No. of rehabilitation initiatives/services available	Year 1 (2019) to establish a baseline	As above	In light of the vagaries of the socioeconomic environment, 'vulnerability'

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 2: PROTECT, EMPOWER AND TRANSFORM FAMILIES					
groups[15] by 25% to restore family cohesion and functionality	partners, for the rehabilitation and recovery of vulnerable groups for integration/ reintegration into families	and conducted • No. of reintegration services available by category of vulnerable group • Usage rate of services by target group *Outcome Indicators:* • % persons rehabilitated • % persons reintegrated • Level of awareness of the needs of the vulnerable population • Labour market participation rate of vulnerable groups • School participation rate of vulnerable groups (access to/participation in state provided educational opportunities) • Level of satisfaction of vulnerable groups with services provided • Relapse rates (where applicable) *Impact Indicators:* • Reduction in street dwellers; Level of homelessness among the vulnerable group • % change in reports of discrimination from EOC	2020 – 3 selected pilot programmes 2023 full implementation		becomes a moving target for the Ministry and its partners. Successful realization of the goal will ten require a willingness and capacity for innovation as outlined in Goal 4. Mechanisms for coordination among entities serving these target groups will ensure effective delivery of services and cost management. In that regard, the data management systems and communications support must enable such coordination action. Increased awareness and education of the public around the concepts and importance of inclusion and vulnerability would be necessary – part of the VAB campaign.

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[15] Persons with special needs, street dwellers, deportees, ex-prisoners, refugees, asylum seekers, human trafficking victims, migrants, substance abusers

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY					
1. Continually improve strategies for poverty reduction through stakeholder consultation	a. Develop and implement a ***National Poverty Reduction Strategy***, including the following: – Improved targeting mechanisms for social programmes – Improved mechanisms to reduce vulnerability and inequality – Improved mechanisms for monitoring and evaluating the effectiveness of the Ministry's social programmes b. Strengthen and develop initiatives, informed by the Strategy, to enhance opportunities and income security, and facilitate empowerment to reduce vulnerability of target groups c. Improve individual and household capacities and assets (against agreed indicators) d. Facilitate entrepreneurial training and small-scale income generating	• % of social programme for which a means test is applied • Number of persons assessed by the Standard Means Test (SMT) • % reduction of the Gini coefficient by 0.34 by 2023 • 10% reduction in the level of poverty • 10% reduction in the vulnerability gap • % of the vulnerable persons matched to an appropriate social programme (disaggregated by programme, gender and age) • No. and % of Social Welfare Offices fully staffed • Customer satisfaction rate by service and office location • % of social programmes for which M&E procedures are implemented • Percentage of social programmes audited annually (disaggregated by programme) • % of persons who graduated out of social programmes within the established timeframe • No. and % of persons rehabilitated	Strategy by 2020 Roll out of Strategy from 2020	✓ Office of the PS ✓ Social Welfare Division ✓ Social Investigations Division ✓ Family Services Division ✓ Policy, Programme Planning and Development Division ✓ M & E Division ✓ Human Resource Management ✓ Audit Unit ✓ Social Sector Partners ✓ Ministry of Labour and Small Enterprise Development ✓ SW ✓ SDU ✓ Piparo Empowerment Centre ✓ Adult Education Unit ✓ SID ✓ Social sector partners	Poverty prevention and reduction is at the heart of the mandate for MSDFS. Notwithstanding substantive investment in poverty mitigation the problem persists and has been exacerbated by the economic downturn. The preparation of the NPRS is the opportunity to establish the *current benchmark indicators*[16] for poverty, assess those programmes that work and the amend/discard non-productive programmes, and establish a basis for calculating return on investment of key social programmes. In addition, the Strategy will establish a basis for increasing emphasis on poverty prevention. The initiatives here will be supported by research, effective partnerships, the improvement of management information systems and the push for a unique identifier for improved case management.

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[16] Poverty indicators for Trinidad and Tobago are dated

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY					
	opportunities in collaboration with partners	• No. and % of persons re-integrated by programme • No. of persons enrolled in the Adult Education Programme • No. of persons enrolled into the STEP-UP programme annually • Average length of time spent in STEP-UP programme • Eliminate indigence			Notably, parallel to the development of the NPRS, in the short term to 2020, specific poverty mitigation initiatives will be implemented through the NSMP (Phase I).
2. Foster strong, beneficial collaboration among social sector partners compliant with international standards good governance for the social sector	1. Establish and maintain stakeholder collaboration and partnerships – Conduct meetings of Social Sector Policy Committee and Research Council – Establishment of a SSIP sub-unit in the SID 2. Coordination of the Social Sector Committee for the Vision 2030 – Build capacity for compliance among NGO institutions	• Percentage of social sector partners implementing the Social Mitigation Plan • Number of referrals made by the MSDFS to other social sector ministries • No. of meetings held of both Committees • Sub-unit established • Publication of annual SSIP document • No of meetings of Committee held • Funding management indicators[17] as agreed		✓ SID ✓ PPPDD	The objective addresses a critical requirement for efficient and effective delivery of services – the capacity of delivery partners. Therefore, these initiatives are a priority in the first phase of the roll out of strategic plan as a pre-requisite for enhancing the quality and expanding the range of social services, for example in rolling out the NSMP

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[17] E.g. timeliness for funding allocation, ease of funding process, compliance with financial management regulations/processes/practices, financial reporting

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 3: REDUCE AND PREVENT POVERTY, VULNERABILITY AND INEQUALITY					
	3. Conduct periodic assessments of NGOs to build their capacity to effectively reach target groups	• Training Needs Assessment Report • Capacity Building Plan and Schedule • No. of capacity building sessions held annually • No. of NGOs attending training • Online supports available for NGO partners (via website portal) • Usage rate of online support • No. of proposals developed using template • No and % of proposals approved • No and % of assessments conducted annually Training Evaluation Reports	2019 2019 roll out	✓ Non-Government Unit ✓ M&E Unit ✓ Internal partners	

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
1. Improve organisational performance by 50% against agreed management and efficiency indicators 2. Improve Client Perception of the MSDFS by 50%	a. Critically review and enhance **service delivery systems** and processes to continually improve client care at the point of interface, including: – Continuous review of social programmes/services based on robust social research to ensure they are effective, efficient and remain relevant – Review and improving of the Ministry's **Means Test** – Continuous improvement of **processing times** for grants – Development of a **Central Beneficiary Registry (CBR)** ✓ Develop and implement of a **single intake form** – Implementation of **ISEMS** – Implementation of an **Integrated Approach to the Delivery of Social Services** for the MSDFS – Establishment of a **Customer Relations Management** System – Establish a **quality assurance** function	• Customer satisfaction rate by service and office location • % of processes re-engineered (indicator disaggregated by department) • SOPs in place and being implemented by Q3 2019 • Outcome, impact indicators of social programmes (ROI) • Programme review and evaluation reports (efficiency and effectiveness indicators) • % of applications processed within the stipulated timeframes (efficiency indicators) • Single intake form in place by Q2 2019 • Usage rate of single intake form • No and % of MSDFS staff trained in Premium Client Care • Evaluation on the implementation of the standard means test (effectiveness indicators) • % of MSDFS Clients on the CBR by service/programme) • % of population accessing services via the Social Support and Empowerment Unit • Quality Assurance Unit established by Q3 2019	2018 - 2020	✓ Office of the PS ✓ Office of the DPS ✓ Office of the CTO ✓ PPPDD ✓ SID ✓ M&E ✓ All Programme Division and Units ✓ ICT	This objective focuses on the consistent delivery of world-class social services. In the first instance, the Ministry will address its indigenous services and then collaborate with partners for agreement on quality standards. Key initiatives within this objective include upgrading of the Means Test, introduction of a central registry and a unique identifier; all geared to ensure high quality as well as greater relevance, reach and equity in the delivery system. In that regard, the Ministry will seek to secure the buy in of social sector partners to adopt shared systems. An important this initiative is the introduction of the quality management function which will support all service (and management) units to establish standards, SOPs, assess quality levels, and maintain (even surpass) agreed standards.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
	– Institutionalisation of customer service training (Premium Client Care)	• Quality management system developed/ Quality assurance[18] standards and protocols developed by Q2 2020 • Customer satisfaction rate • Response rate to critical issues/complaints • No. of client complaints received			
	a. Strengthen the strategic management of the Ministry for forecasting/research, analysis, visioning, planning, work programming/ implementation, monitoring, evaluation (outputs, outcomes and impacts) and agile management	• Strategic Management Unit in the Office of the PS by Q4 2019 • M & E framework in place by Q4 2019, M & E system by Q4 2019 • Socio-Economic Indicator Database by 2019 • Indicators developed for divisional/unit work plans • No and % of divisions/units submitting quarterly and annual work plan reports % of planned activities that were achieved	2018 – 2019	✓ Office of the PS ✓ Strategic Management Unit ✓ M&E ✓ IT	In the highly dynamic operating environment forecast over the Plan's five-year period, a strong strategic management function becomes paramount. The proposed Unit will be responsible for monitoring, tracking and feeding critical information on plan implementation to the Ministry's leadership to affirm and celebrate success and, where necessary, 'break log jams'. The Unit also will maintain consistent scanning of the environment (in collaboration with SI), facilitate monthly and quarterly reporting and annual review and 'rolling' implementation of the Plan

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[18] A quality system is defined as the organizational structure, responsibilities, processes, procedures and resources for implementing quality management. Quality management includes those aspects of the overall management function that determine and implement the Company quality policy and quality objectives. Both quality control and quality assurance are parts of quality management.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					

	b. Critically review and enhance **HRM systems** and processes:
	 – Recruitment and retention
	   o Recruitment Policy Developed and approved
	   o Staffing needs analysis (competency based) for critical departments
	   o Development and enforcement of an exit strategy
	   o Succession management
	 – Performance Management viz.
	   o Development of Employee work plans inclusive of output and performance indicators
	   o Implementation of quarterly and annual Performance Appraisals
	   o Strategies to measure leadership effectiveness
		• % of processes re-engineered (indicator disaggregated by department)
		 • SOPs in place and being implemented across the various MSDFS offices
		 • No. of training sessions held on work management and performance management
		 • No. of new employees receiving orientation and induction training
		 • Publication of an Orientation Manual by Q3 2019
		 • % of vacancies filled (contract and public service) within a set timeframe
		 • HR helpdesk in place to address staff issues
		 • Annual employee work plans developed in the last quarter of the previous fiscal year
		 • % of divisions/units that comply with implementation of quarterly and annual performance appraisals
		 • % of staff receiving outstanding ratings
		 • % of staff receiving poor ratings
		 • No and % of staff requiring remedial interventions (as indicated in performance appraisal)
		 • % of staff receiving remedial interventions (as indicated in performance appraisal)
		 • Annual rolling training and
			2018 – 2020
			
			 2019
			
			 2019
				✓ Office of the PS
				 ✓ Human Resource Management
				 ✓ General Administration
				 ✓ Managers and Staff of all Divisions and Units
				
				 ✓ MPA
				 ✓ PMCD
					The review and upgrade of human resource management systems is requisite for the desired levels of performance of the Ministry, considering an expanded mandate.
					
					 To aim is to resolve challenges such as inefficient management of contract staff, low employee morale, and staff training and development.
					
					 Altogether strategic HRM will be emphasized to ensure there are 'the right people in the right place' properly tasked and managed for high performance.
					
					 Several substantive changes are proposed in the ways of thinking and working. While is the Ministry has the talented cadre of staff, some proposed changes would require a strengthening of capacity and capability for success. More generally, the rapidly evolving social sector requires the Ministry continually invest in professional development. The training plan is needed to reinforce this ethic. The

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS

	(such as MPMF)
	– Training and Development
	  o Training and development strategies
	  o 2 year rolling strategic training plan
	– Rewards and Recognition Initiative/System
		development plan in place by Q4 2018
		• No. of % of staff receiving training
		• No and % of leader/ managers exposed to developmental initiatives
		• Rewards and Recognition System launched by FY 2020
					training needs analysis is vital and should be the basis for developing personal learning plans of staff that culminate in the proposed training plan. Implementing the Plan will require some creativity to control costs, but there is the opportunity to leverage partnerships
					
					To support the change in ways of thinking and working a change management approach will undergird these initiatives, in particular champions for change at different levels of the Ministry, a robust Internal communication strategy and effective monitoring mechanisms for established work plans.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	c. Design and implement an employee engagement strategy viz. – Strengthen internal communication for effective information sharing, dialogue and feedback – Opportunities for professional and personal development – Strengthen the knowledge sharing platform – Promote two organization-wide social/family events annually – Institute quarterly town hall sessions to update on strategic implementation, achievements of goals and targets etc. – Introduce activities to foster creativity and innovation among staff	• Approved employee engagement programme • No. of staff interactions held annually • % employees with personal development plans • No. and % staff participating in engagement activities • Staff satisfaction • Joint Consultative Committee (JCC) established by end of Q1 2019	Q1 2019	✓ Office of the PS ✓ HR ✓ All Heads of Divisions, Units	This is a high-priority initiative for the Ministry, where employee motivation is waning while the demand for quality social services is increasing. Long standing issues must be resolved. The engagement strategy proposed is designed to build on the early 'wins'. Where possible, the actions recommended are low cost/high impact. Among the most urgent will be strengthening internal communication and staff personal development plans

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OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	d. Complete the restructuring exercise for the Ministry in alignment with the business strategy.	• Completed restructuring strategy • Completed readiness assessment by end of Q2 2019 • Approved organizational design • Recruitment exercise • Annual FOIA submission 2019	Q2 2019	✓ Office of the PS ✓ Office of the DPS ✓ HR ✓ All Division and Unit Heads ✓ MPA ✓ PMCD	The Ministry has already begun as process of transformation which will be further informed by the new strategy, for example with respect to the quality assurance function.
	e. Critically review and enhance management systems and processes including to development of SOPs viz. – Accounting – budgeting – procurement (in accordance new with legal/regulatory requirements) – General administrative processes (inclusive of the Registry and Library)	• No. of processes re-engineered (indicator disaggregated by service line, department) • SOPs in place and being implemented across the various MSDFS offices • Procurement Unit established • Compliance rate with public sector finance and administrative regulations	2018 – 2020	✓ Office of the PS ✓ Office of the DPS ✓ Accounts Division ✓ General Administration	Improving the efficiency and effectiveness of its business processes is a critical success factor for achieving operational excellence in the delivery of social services. Adequate resources and capability are needed to support this initiative. Moreover, staff must well oriented to revised business processes. Online SOPs will support continuous training. The proposed quality assurance unit will be a lead support for this initiative.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	f. Critically review and upgrade MSDFS's facilities – Establish and maintain OSH compliance across 100% of Ministry offices – Ensure that all MSDFS locations are secured (well managed security service contract) – Develop and implement a facilities management plan to bring all delivery offices up to best in class standards by 2023	• Facilities management plan by Q1 2019 based on assessment of facilities • Procurement of security firm to provide security services at MSDFS Offices • Compliance rate with OSH by location • % maintenance costs to total operating costs for social services • Ministry's OSH Committee established by end of Q1 2019	2018 – 2019 2023	✓ Office of the PS ✓ Office of the DPS ✓ Accounts Division ✓ General Administration	This is a critical area for staff, as the feeling of safety is important for motivation and wellbeing. While it may appear costly, the costs must be weighed against the benefits related to client satisfaction, staff motivation and improved productivity
	g. Strengthen Internal Auditing functions of the Ministry to ensure the organization's compliance with statutory requirements as well as effectively manage its statutory agencies	• No. of processes re-engineered • IA SOPs in place and being implemented across the various MSDFS offices • No of audit good practice training sessions held • No of Ministry Divisions, Units, statutory and similar bodies under the purview of the MSDFS audited annually • Compliance rate with public sector financial regulations • No. of queries related to the MSDFS in the annual Auditor General Report	2019	✓ Office of the PS ✓ Office of the DPS ✓ Internal Audit	A strong audit function not only ensures that the Ministry's and its agencies are compliant with the public sector financial regulations, but the data provided can be used to calculate the contribution to key socioeconomic indicators. This kind of reporting is still relatively new, but is critical for advocacy for the required investment, even as financial resources remain scarce over the Plan's five-year period

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	h. Modernize the **Ministry's ICT Infrastructure** by 2020 viz. – Upgrade ICT Systems – Establish a Document Management System for the Ministry's records to digitize, store, index and retrieve electronic corporate documents in compatibility with existing ISEM platform (in collaboration with iGovTT) – Develop and roll out a Business Continuity Plan – Establish a Customer Relations Management System	• Data centre and storage area network established • % of the Ministry's Library Services digitised • Document Management System established • Re-engineered system inclusive of data collection. • All data points converge on the re-engineered system and is the central point of all data records. • Requirement Analysis completed. • Change Management training completed for all data involved • Document Management Policy developed • Communication conducted to all staff or other Ministries where the data will be shared. • Quality management system developed • % quality assurance standards implemented • Employee satisfaction rate • Response rate to critical issues/complaints	2020 2019 2019 2020	✓ Office of the PS ✓ Office of the DPS ✓ IT ✓ General Administration ✓ All Heads of Divisions/Units ✓ iGovTT ✓ International Partners	ICT is a game changer for the Ministry and its agencies to transform social services delivery. The goal is to allow ICT to enable operational excellent through superior management information systems. Requirement Analysis to determine functionality and gaps which exist is needed Real time information sharing which facilitate a world class customer experience is a key desired outcome of Vision 2030 Theme II 'Delivering Good Governance and Service Excellence'.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	i. Review and upgrade MSDFS Corporate Communications Strategy and systems for internal and external communications and stakeholder management	• Reach • Client and stakeholder feedback rate • Media usage rates • Client awareness and engagement	Strategy in place by Q4 2018	✓ Office of the PS ✓ Corporate Communications ✓ General Administration ✓ All service delivery divisions and units	The Ministry has a strong corporate communications function but will be required to do more with implementation of the Strategic Plan. Communications will be the 'lifeblood' of the newly positioned Ministry and its agencies and the upgraded suite of services. The Corporate Communications function must be assessed to ensure adequate capacity. ICT upgrades mat be needed to facilitate operations at the levels required
3. Establish a culture of continuous learning, innovation and operating for results	a. Establish programme and advisory committees to support implementation of the NSMP	• Committee in place by Q4 2018 • Minutes of Committee Meetings • NSMP Quarterly Reports • % of NSMP performance targets met – quarterly and annually	2018	✓ Office of the PS ✓ Office of the CTO ✓ All Service Delivery Divisions/Units ✓ Corporate Communications ✓ ICT ✓ All social sector partners	Stakeholder collaboration is a central pillar of the MSDFS Strategic Plan. Such partnerships are essential over the Plan's five-year period to achieve the stated objectives. Further, key targets for Vision 2030 will require strong coordination, and therefore the national strategy provides a good basis for improved coordination for the social sector with regard to the 'cluster' around Theme I 'Putting People First'
	b. Develop and implement a shared research agenda in collaboration with partners that promotes social innovation and informs, services delivery excellence and good governance	• Usage rate of research reports • Revised research agenda agreed among partners, in place by Q1 2019 • No. of research projects annually • No and % of research reports delivered annually	2019, annually		

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION					
	c. Develop and implement a shared social sector policy agenda in collaboration with partners as a basis of coordination of management and operating practices.	• Policy issues identified in collaboration with partners by Q4 annually • Policy issues included in the research agenda annually • Policy process SOPs in place by Q4 2018 • Advocacy and communication plan support policy agenda • Rate of policy adoption – ministerial, Cabinet • No. and % of policy outcomes achieved • Rate of compliance with policy	2018, annually	✓ As above	To achieve the intended outcomes of this objectives, the Ministry will have to build capacity among all members of staff for stakeholder coordination and management. Persons must feel empowered to address stakeholder issues promptly. Internal processes required to facilitate effective collaboration and coordination (e.g. communication, M & E) will also need to be assessed and strengthened as needed.

OBJECTIVES	MAJOR INITIATIVES	PERFORMANCE INDICATORS	TIMEFRAME	RESPONSIBILITY	ENABLERS/BARRIERS
	GOAL 4: ENSURE A MODERN, CLIENT-CENTERED, HIGH PERFORMANCE ORGANIZATION				
	d. Use shared ICT systems (e.g. ISEMS and the MIS for Social Sector Programmes (proposed) to facilitate effective coordination among partners	• No. of ISEMS training sessions for staff, social sector partners • Usage rate of ISEMS – internal, among partners • Multiagency Committee established for MISSSP • Proposal for MISSSP submitted by Q2 2019 • MISSSP in place by 2021	2019 ISEMS 2021 MISSSP	✓ As above	
	e. Undertake a rationalization of social services across partners	• % of programmes and services re-structured/ rationalised • No. of beneficiaries served • Client satisfaction rate • Programme efficiency and effectiveness ratings of revised programmes	2019	✓ As above	
	f. Reestablishment of M&E Facilitators	• Number of training session completed • % implementation of the results-based framework within the Ministry	2019	✓ As above	Linked with implementation of the Ministry's M & E system above

4.5 Key Success Factors for Plan Implementation

To a great degree, successful strategy implementation is predicated on the extent to which the strategy and related initiatives are 'uploaded' or integrated into the day-to-day operations of an organization. This process facilitates the shift from strategic planning to operational planning.

The Ministry's new strategy direction will be accommodated and enabled through alignment with the Ministry's management and operating systems, such as finance and accounting, human resource management, project and programme management; as well as alignment with the wider public service management system viz. the budget cycle, procurement cycle, policy and legislative process and personnel administration.

Empowering the differently abled...

Indeed, the parity of attention given to institutional strengthening of the Ministry with respect to Goal 4, signals our acknowledgment of the criticality of organizational readiness for successful implementation of the Strategic Framework and improved delivery of social services bearing in mind the findings of the PESTLE and SWOT Analyses (Appendix 2 and Figure 8 respectively) – *the capacity within the Ministry is the determining factor for success.*

The recommendations which follow are to reiterate the need for and promote urgent action in key areas viz. human resource capacity and capability, finance (funding), support operating systems, internal and external communications, stakeholder engagement, policy and research, and monitoring and evaluation.

4.5.1   HUMAN RESOURCE CAPACITY AND CAPABILITY

Ensuring the human resource capacity and capability to support the Ministry's strategy is a two-fold agenda. Firstly, persons must be available in adequate numbers with the skills and competencies required for successful implementation. Secondly, there is the need to strengthen the HR system.

ENSURING THE SUPPLY OF HUMAN RESOURCES

Action is to be taken to build HR capacity and capability within the Ministry in keeping with the strategic direction, as per Goal 4. This includes, in the context of the organizational restructuring, ensuring the adequate numbers of staff for the desired level of service delivery. A key initiative in this regard, will be resolving the challenge of contract renewal and filling vacant positions for critical divisions and units.

In addition, training and development, employee engagement and talent management initiatives will be implemented to keep employees motivated and focused on results. Other key initiatives to build HR capacity and capability over the period include:

- Conducting a rapid training needs assessment to inform to ensure the two strategic training plan is data-led and evidence-based.
- Promoting/supporting professional development of staff in key areas such as policy management, monitoring and evaluation, strategic planning and management
- Attracting technical expertise through cooperation with development partners
- Leveraging the resource of officers that have been trained or have built experience in critical areas as coaches and mentors to other staff
- Improving mechanisms for recognition and reward (to retain talented officers)
- Developing the performance management framework for greater accountability, effective assessment and capacity building
- Continuous Leadership Development

STRENGTHENING THE HR SYSTEM

Steps will also be taken to strengthen the HR System, with emphasis on recruitment (strategic HRM, work force planning etc.), employee engagement and retention,

performance management, human resources information systems, and HR customer care/customer service.

Initiatives to strengthen HR will be directed not just to the HR staff but to all managers and supervisors given their role as it relates to employee engagement, talent management and performance management for their teams.

4.5.2 RESOURCING IMPLEMENTATION – FUNDING

The Strategic Plan will be integrated with the Ministry's budget for the new fiscal year 2019 and beyond. The presentation of the national budget in the weeks ahead is an opportunity to request specific allocations of funds. In preparation, **the Strategy will be costed** to inform the decision-making process and prioritization of actions to be taken.

Further to costing the plan, the judicious use of funding resources is paramount, and in that regard 'resource sensitivity' is a guiding principle governing implementation. The importance of careful management of funding resources for effective implementation, highlights the **critical role** of the financial management function and departments within the Ministry, including procurement.

Together with good management practice, the Ministry will leverage partnerships with stakeholders to mobilize additional funding, as well as technical, technological and other resources, for selected initiatives. This strategy will provide access to additional resources in the challenging economic conditions predicted to characterize the implementation period.

4.5.3 STRENGTHENING SUPPORTING OPERATING SYSTEMS

Another important factor for successful implementation is the Ministry's supporting administrative systems including IT/management information support systems, legal, procurement, project management and the like. Goal 4 seeks to address the integration of appropriate information and communication technology to achieve world class social services delivery. Steps to fortify and build these support systems will involve *inter alia* determining the required enabling policies, procedures and practices.

GOVERNANCE AND DECISION MAKING

Over the Plan's five-year period, the Ministry will seek to strengthen governance arrangements, within and with external stakeholders, to enable the new strategic direction. This will include, collaboration with stakeholders – agreeing on roles and responsibilities between the Ministry, its leadership, divisions, units, the statutory and agencies and social sector partners. Modes of decision making in this multi-stakeholder arrangement will also be clarified.

IT/MANAGEMENT SUPPORT SYSTEMS

The management information support (MIS) system and the information communications and technology (ICT) system will be important to facilitate coordination, communication, data sharing and other critical interactions among the various departments and stakeholders working together on the initiatives in the Plan (Goal 4). Therefore, steps will be taken early in the Plan's five-year period to upgrade both hardware and software systems to support strategy implementation. The upgrades proposed will also be crucial to facilitate complex databases viz. ISEMS and the customer relations system as well as improve general data management, data protection and continuity and timely access by stakeholders. The upgraded systems must also support storage and cataloguing of documents, work planning and programming and monitoring and evaluating.

PROJECT COORDINATION & MANAGEMENT

The goal over the Plan's five-year period is to further build capacity for project coordination and management. The Ministry has a solid track record in this regard but wishes to strengthen this 'system' to facilitate several departments and stakeholders working concurrently to achieve the shared deliverables and targets in the Plan. This will involve reviewing and upgrading as needed the processes for developing, resourcing, executing and evaluating our work programmes; as well as proposal writing, procurement and vendor contract management.

FINANCIAL MANAGEMENT AND PROCUREMENT

The Ministry will continue to improve its financial management system and ensure that implementation of the Strategic Plan is in keeping with, and meets the requirements of, the policies and procedures for good public management governing the Public Service of Trinidad and Tobago.

Therefore, steps will be taken to train Ministry staff and the statutory agencies in key aspects of the financial regulations, in particularly the new procurement system; and to produce support protocols, easily accessible SOP manuals and reporting templates for *inter alia* assessing proposals, budgeting, tracking use of funds across multiple implementing agents, and financing and reporting on strategy implementation.

4.5.4   INTERNAL AND EXTERNAL COMMUNICATIONS

The Ministry has a good infrastructure in place for external communications. Agreed protocols are in place for media relations, and there are fora for interaction with stakeholders and interest groups. The website, Facebook page and other social media share good information for persons visiting these sites. The Business Canvas (p. 20) refers.

However, the intent is to further strengthen external communication as part of improving the overall quality of customer service and facilitate a new level of interaction with beneficiaries, partners and other stakeholders. In this regard, the Ministry will develop a supporting *marketing and communications strategy and plan* for the Strategy.

Moreover, early in the Plan's five-year period the Ministry will focus attention on developing its internal communications, recognizing that communication is the 'lifeblood' of the organization. Indeed, the multi-stakeholder approach to implementation of the Plan requires a new kind of coordinated response which makes robust, effective internal communication essential for success. The Communication system must facilitate working in teams within and across departments, as well as with external stakeholders; timely sharing of information; good decision making; good work processes; and healthy relationships among officers.

Altogether, the Ministry's communication system will facilitate: *promotion/awareness of the strategic direction for the Ministry and the social sector*; collaboration among work groups/partners; public education; advocacy; dialogue and decision making as issues arise; public engagement/consultation in the policy process; monitoring and reporting; and archiving, data management and clearing house activities.

A main challenge over the planning period will be to ensure that sustained resources are available to fund the Communication programme and the development and maintenance of the Ministry's communication infrastructure. All efforts will be made to ensure that communication initiatives undertaken are cost effective.

4.5.5   STAKEHOLDER ENGAGEMENT & PARTICIPATION – A WHOLE OF SOCIETY APPROACH

Consistent stakeholder engagement and participation is paramount for implementation of the Strategy given that a multi-sectoral approach being used, consistent with good governance practice for social development. Therefore, in the Implementation Framework matrix, for each measure/action laid out, a stakeholder group is named (The stakeholder grouping per measure mentioned in the Framework is not exclusive).

The multi-sectoral (multi-stakeholder) or 'whole of society' approach to implementation represents a significant shift of paradigm away from a more 'siloed' approach. Therefore, careful attention will be given by the Ministry's leadership and officers to consistently *practice* stakeholder engagement to ensure buy-in and commitment to strategy implementation.

Certainly, implementation will be dependent upon coordinated work programmes among key partners with several actions taking place simultaneously towards shared targets and timelines, which rationalizes the investment in good stakeholder management. In this context, the range of social sector stakeholders highlighted at Appendix 1 can make stakeholder management complex. In response, the Ministry has in place various mechanisms for engagement. Building on these, in the short term, the Ministry will

initiate a calendar of non-crisis meetings with all key stakeholder groups and establish protocols for stakeholder engagement.

4.5.6   THE POLICY & RESEARCH AGENDAS

Policy development and research are important, cross cutting actions in the Implementation Framework. They are highlighted here bearing in mind the formal processes which govern these initiatives. The Inter-Ministerial Social Policy Committee (IMSPC) and the Inter-Ministerial Research Council (IMSRC) will play a lead role in determining and promoting agenda over the Plan's five-year period. The proposed committees for the NSMP and the NRFSS will play a similar role once constituted.

Further, the Ministry *will have clear work assignment and resources allocated* to advance the approved policy and research agendas through its respective inter-ministerial bodies. The Research Council is expected to coordinate the National Social Research Agenda, institutionalise the conduct of the Surveys of Living Conditions (SLC) and encourage data sharing across Ministries. The IMSPC's focus includes

- Educating and informing public sector stakeholders of draft policy initiatives to address social challenges, in line with Government's social objectives;
- Promoting synergy among social sector policies and reduce duplication of effort by Ministries;
- Monitoring the policy activities of all social sector Ministries and report periodically to Cabinet; and
- Enhancing evidence-based policy development and decision making within the social sector.
- Conducting ongoing activities in the social sector that still need to be implemented and monitored. These include:
    - ✓ Providing recommendations for improved synergy among existing social policies;
    - ✓ Maintaining the social policy database;
    - ✓ Providing recommendations for new policy areas informed by research.

4.6 Managing Risks

The Situational Analysis and SWOT Analysis identified potential enablers and barriers for successful implementation of the Strategic Plan. In addition, the Implementation Framework includes a summary of potential enablers and barriers for each major initiative proposed. In response, the Ministry generally will adopt the following contingency measures to manage the risks associated with implementation:

a. **Maintain a focus on research** – Sound research is necessary for ensuring that actions taken during implementation are relevant and meet specific needs for learners and/or stakeholders. In this context, implementation is evidence/needs based and results-driven, avoiding non-essential or low priority actions competing for the limited resources available.

b. **Strengthening for operational excellence** – Improving operational efficiency and effectiveness within Ministry (as outlined at Goal 4 above) will have tremendous benefits for managing risk in implementation. One example is strengthening the M & E function, which allow the Ministry to track implementation and where necessary, proactively make adjustments to take account of any emerging opportunities or challenges.

c. **Quickly establish the M & E function and System** – M & E will be used for i) ongoing scanning of the operating environment, ii) checking the progress of implementation for areas of achievement as well as 'log jams', and iii) determining the results/effects/impacts (positive and negative) of implementation for target groups; and in that regard, as noted above, quickly identify potential risks and develop a course of action to resolve them.

d. **Maintain consistent, effective stakeholder engagement** – The Ministry will seek to optimise the benefits of existing relationships as well as seek out new relationships to support successful implementation. Effective stakeholder engagement will ensure that multi-sectoral initiatives have a good chance of success, and that key stakeholders (staff of Ministry as well as external partners) remain motivated and committed. At the same time, it minimises risks associated with resistance to

change and conflict among stakeholders, which may stymie (even stall) implementation of key projects.

e. **Advocate for attention to 'Impacting factors'** – The Ministry's strategy for social development is vulnerable to trends in the other human development sectors such as labour, security (crime), health, housing and education. In that regard, the Ministry, as part of its communication strategy, will actively advocate for/give support to initiatives (e.g. by other ministries, statutory agencies, THA Divisions, private sector or NGOs) which are designed mitigate or eliminate negative human development trends.

f. **Carefully manage available resources** – The Ministry is committed to careful management of resources available – people, money, technology and time – and avoiding risks associated with 'wastage'. Therefore, the Ministry with continually review and amended as needed the *set of criteria* that supports decision making as it relates to prioritizing and use of resources. Some key markers for resource use include:

   ○ Advance the social development mandate – *Is it important for delivering our services?*
   ○ Positive impact on the quality of life of the target group, population – *will it make a positive difference?*
   ○ Assist in achieving agree goals and targets – *will the target group, population benefit?*
   ○ Provide a significant return on investment, in terms of expected results/outcomes – *will use bring about desired results?*
   ○ Eliminate barriers to progress in key areas – *will use resolve a challenge or problem?*

g. **Maintain strong, consistent communication** – The Ministry's upgrades communications strategy and protocols will enable the timely flow of information to i) clarify roles, responsibilities, needs, expectations and deliverables; ii) alert to changes or issues can affect successful implementation; iii) keep stakeholders engaged, motivated and committed and; iv) build trust and confidence in the efforts

to promote social development and resilience for Trinidad and Tobago. In this way, effective communication will be a powerful force for managing risks.

4.7 Managing Change

Change is inevitable. Over the Plan's five-year period to 2023, change in various forms will impact the Ministry and its stakeholders to greater or lesser degrees. A Change Management approach offers MSDFS a structured, systematic approach which helps leaders and managers effectively link strategy with desired change in systems, structure, culture and people.

A number of proven change management frameworks may be used. Among them is Kotter's Eight Steps to Managing Change. **Figure 10** lays out Kotter's framework along with recommendations for its application for managing implementation of Ministry's Strategic Framework.

Figure 10: A Change Management Approach to Implementing the Strategic Framework

Initiate communication, particularly among key stakeholders to share the vision for the way forward and promote the strategic Plan

Identify the 'champions' e.g. Minister, Inter-ministerial Committees, PS, HOD, partners Identify 'change agents' – persons, stakeholders to build and keep momentum

Step 1: Create a Sense of Urgency

Ste[2: Create a Guiding Coalition

Deepen communication on the Strategic Plan for wide awareness and understanding of the vision, the steps to be taken and the expected outcomes

Step 3: develop a Vision & Strategy

Step 4: Communicate the Channge

Carefully design communications to consistently reach varying target groups - from staff to students to parents to implementing partners – with vital information to move implementation forward

Ensure staff and stakeholders have the capacity to make the desired contribution. Training, communication, well defined governance arrangements are important at this stage. Ensure adequate resources are available as well.

Step 5: Empower Stakeholders for Action

Step 6: Create Short Term Wins

Prioritize action to be taken and establishing the M & E for tracking progress from start up Agree on the indicators to measure progress Establish reporting protocols as part of communications

Step 7: Consolidate Gains & Advance Change

Step 8: Anchor Change in Culture

Monitor progress and adjust as needed as implementation continues Keep communication consistent and enabling

Ensure the new strategy and actions are fully integrated into the day-to-day business of Ministry Align the strategy with key systems, e.g. align performance management with goals and targets to be achieved

5 MONITORING & EVALUATION

One of the great mistakes is to judge policies and programs by their intentions rather than their results"

Milton Friedman

Monitoring and Evaluation is fundamental for providing essential information and evidence regarding best practice and lessons learnt in implementing the Strategic Plan. M & E can determine whether the set goals and objectives in the Strategy are being achieved and verify the level of success of each of the components of the Implementation Framework.

Monitoring will involve the ongoing collection of information as it relates to the implementation of activities in support of the goals and strategic objectives, and more specifically in the Implementation Framework to determine:

- ○ *What the Plan is actually doing*
- ○ *Whether it is operating efficiently*
- ○ *Whether activities are being implemented as intended*

Periodic *Evaluation* will involve the collection of data to:

- ○ *Make judgments about the overall effectiveness of the Strategy*
- ○ *Take action to improve effectiveness*
- ○ *Identify lessons learned to inform new planning*

The goals, objectives and expected outcomes or targets outlined in the Implementation Framework are the basis for the development of the M & E framework. Going forward steps will be taken to more fully define the performance indicators, selecting those that most effectively assess the extent to which the goals, objectives and targets set are met over the Plan's five-year period, and in that regard, allowing decision makers to determine areas of strength and weakness and take timely action to fortify, expand or adjust the strategy as needed. The development of the indicators will be an early task for the M & E Division.

At present, the indicators are defined in terms of ***outputs, outcomes and impacts***, adopting the Results Based Management model, which is the preferred model of the Ministry of Planning and Development for strategic planning.

Other important next steps for developing the M & E system may include:

1. Strengthening the M & E Division and quickly build capacity to develop the M & E system

2. Developing supportive policies for effective M & E across the social sector

3. Building capability for M & E across the whole Ministry and its agencies through training

4. Reviewing and finalizing the targets and indicators in the Implementation Framework, bearing in mind that the M & E system itself will be developed/strengthened over this period

5. Further developing the work programme, based on the Implementation Framework, and share widely for use as a basis for action, M & E and reporting

6. *Determining how and by whom, data for the system will be collected in a timely manner and with integrity. To this end, the Social Investigations Divisions in collaboration with the M & E Division will develop standardized processes and tools*

7. Developing the ICT and other supports required for good data management

8. Beginning discussions with the implementing partners to agree on their inputs in the M & E system

9. Aligning budgeting and the development of the annual operational plan/work programme with the M & E system

10. Aligning the performance management system with the M & E system, so that all individuals, teams and departments could be assessed for their contribution to strategic outcomes

11. Instituting effective reporting that will meet a multiplicity of internal and external reporting needs. The Reporting framework will include:

INTERNAL REPORTING

- Monthly status reports of the status of the Operational Plan/Work Programme *(based on performance indicators)*
- Quarterly Reports on the status of the Operational Plan/Work Programme
- Minutes of Strategy meetings
- Project/Programme Status Reports *(based on performance indicators)*

EXTERNAL REPORTING

- 'Real time', weekly or monthly reporting to a range of stakeholders
- Quarterly Status Reports for the Public, Partners, International Agencies
- Annual administrative reports and reports on stewardship to submit to the Parliament

6 CONCLUDING STATEMENT

The MSDFS Strategic Plan 2018 – 2023, as designed, outlines the implementation imperatives for social development and social sector development in Trinidad and Tobago in light of the needs of the population and the vagaries of the changing socioeconomic environment. The Plan also proposes strategic and change management modalities with the necessary monitoring, measurement, and evaluation frameworks. The critical action now is 'buy in' and onward movement.

An important aspect of successful implementation for Ministry will be to build on the achievements to date and the inherent strengths of the organization. By identifying the causal factors and drawing on good practice, the Ministry will significantly advance various other initiatives in the Strategy. The Ministry will also capitalise on the opportunities which exist in the external environment to propel its transformation agenda.

Transforming Lives

The Ministry places the lead responsibility for driving implementation of the Strategy squarely on the shoulders of the executive. In so doing, the message will be clear that there is consensus at the highest level for the Ministry's strategic direction for the next five years. This responsibility is vital for ensuring the Strategy does not 'lie on a shelf' but is integrated into the day to day operations of the organization; guides/gives context for actions taken and expenditure; undergirds a results-driven culture within the organization; and remains dynamic and relevant over time.

7 APPENDICES

Appendix 1   Stakeholders of the Ministry and their Interests

Appendix 2   Summary of PESTLE Analysis

Appendix 3   Glossary of Terms

Appendix 4: Legislative and Regulatory Framework

Appendix 1: Key Stakeholders of MSDFS and Expectations

Stakeholder	The Ministry's expectations of the Stakeholders	The Stakeholders' expectations of the Ministry
Ministry of Finance	Available funding for operations.	Execution of budgeted projects; Effective utilizations of funds; Timely Reporting and budget submissions.
Staff	High level performances.	Availability of resources for staff to perform jobs; Adequate compensation; high quality Human Resource services. Safe, comfortable and healthy working environment.
Chief Personnel Officer (C.P.O)	Approval of reasonable and acceptable Terms and Conditions for staff.	Appropriate Job Descriptions and Specifications for Positions.
Director of Personnel Administration	Timely approval for public service posts on the Establishment.	To provide relevant information on a timely basis. To take action to fill vacant posts.
Ministry of Planning and Development	Effective collaboration.	Timely submission of reports in development and implementation of programmes in accordance with approved format. Accurate reporting. Projects to meet goals and objectives of Vision 2030.
Ministry of Public Administration and Communication	Timely approval for staff structure, units/departments and acquisition of properties; assistance with change management, training, and projects/programmes and communications plans at the national level.	Proper rationale for new positions, units/departments; Implementation of recommendations for change; effective utilization of trained staff. Timely information.
Clients	Honesty in their application for assistance. Clients will utilize Programmes effectively to achieve self-sustainability.	Effective and efficient service delivery that will improve their quality of life. Confidentiality, respect and excellent customer service.

Stakeholder	The Ministry's expectations of the Stakeholders	The Stakeholders' expectations of the Ministry
NGOs; FBOs; CBOs	Timely submission of financial and operational reports. Value for money. Effective and efficient delivery of services.	Timely processing of requests for subventions/grants and financial releases. Capacity building. Effective monitoring and evaluation of projects and operations.
Ministry of Housing	Timely provision of accommodation for clients in emergency situations.	Effective collaboration and timely information.
Ministry of the Attorney General and Legal Affairs	Timely drafting of Legislation.	Provision of all relevant information for drafting of legislation.
Ministry of Education	Facilitate training and development for Clients. Collaboration for the inculcating of VABs for attaining the development agenda. Effective collaboration on inter-ministerial committee that would drive follow through on activities and strengthen relations.	Clients will utilize training for development and the Ministry will facilitate effective collaboration. Make collaborative and integrated interventions a strategy for effective development.
Ministry of Health	Collaborate with MSDFS to remove and treat physically and mentally ill homeless persons. Effective collaboration in the development and implementation of health-related initiatives.	Effective collaboration.
Tobago House of Assembly	Collaboration with MSDFS in the delivery of social services (especially Social Welfare). Membership and contribution on Inter-ministerial committees.	Effective collaboration. Adequate representation and follow through on activities.
Ministry of Agriculture, Land Fisheries	Provide training for clients to enable sustainable livelihood.	Effective partnership and full clients' participation in programmes.

Stakeholder	The Ministry's expectations of the Stakeholders	The Stakeholders' expectations of the Ministry
Ministry of National Security (ODPM)	Efficient coordination and communication of Disaster relief and management policies	Timely response to natural and other disasters. Cadre of staff on call to respond quickly to call to action.
Public Services Association	Effective and responsible representation for staff.	Safe and healthy work environment and appropriate compensation packages for employees.
Media	Responsible and accurate reporting of matters impacting the Ministry.	Provision of accurate information.
International Agencies	Meaningful partnership to achieve Ministry's strategic objectives.	Meaningful partnership to achieve objectives.
Ministry of Rural Development and Local Government and Regional Corporations	Collaborate with MSDFS for the delivery of social services and disaster relief in communities.	There would be meaningful collaboration.
Ministry of Community Development, Culture and the Arts	Provision of services such as training, mediation and self-help assistance to clients and/or their communities. Greater collaboration in the provision of community services.	Greater collaborative and integrated interventions as a strategy for effective community development.
Office of the Prime Minister – Gender & Child Divisions	Greater youth involvement in poverty reduction.	Foster collaborative and integrated interventions as a strategy for effective development.
Public Transport Service Corporation (PTSC)	Provision of safe and reliable services. Improved care and maintenance of ELDAMO buses.	Provision of funding for services provided to MSDFS Clients and maintenance of buses. Greater collaboration in the provision of services.

Appendix 2: PESTLE Analysis for MSDFS (Summary)

ELEMENT	ISSUES
POLITICAL	• Challenge of aligning the Ministry's mandate with Vision 2030. • Restructuring of the Ministry. • Readiness of the institutional arrangements to satisfy the diverse demands of the society, and the consequent discontent that could result due to changes. • The uncertainties and unintended outcomes associated with Local Government reform. • Changes in taxes and transfers
ECONOMIC	The current economic challenges caused by low energy prices can lead to: • Limited availability of funds, which can negatively impact project/programme implementation and outcomes. • Increase in unemployment. • Increase in the level of poverty, which would put greater pressure on the state to provide socio-economic relief; increasing demand for social services. • Reduction in the size of the public service which can impact the capacity of the Ministry to deliver services.
SOCIAL	The country's social fabric has become fragile due to the present environment that is characterized by: • High rates of crime, gender-based violence, elder abuse, an ageing population, substance abuse, homelessness, violence against children, human trafficking, increased poverty rate, general indiscipline and lawlessness, mental health challenges, among other critical social issues. • Competing social issues placing increasing demands on limited and declining resources. • Existence of more non-progressive values, attitudes and behaviours in the population such as poor work ethic and disregard for rule of law.

ELEMENT	ISSUES
TECHNOLOGICAL	• Current workforce skills are not keeping up to date with technological development. • Continued use of legacy (archaic) systems despite availability of new technology in the delivery of social services. • In the face of increasing availability of technology, there are still many citizens, especially in rural communities, who are without access or are not technologically savvy, and may be disadvantaged (access and inclusion). • Lack of technologically sophisticated and robust methods of storing, securing and sharing client data. • Vulnerability to cyber-crime. • Impact of social media.
ENVIRONMENTAL	• Increases in intensity and continuity of environmental threats: flooding, storms, earthquakes and other natural disasters. • Address adequate and timely response actions in cases of natural and other disasters to bring relief, especially to vulnerable families and individuals. • Flooding as a result of indiscriminate dumping, littering, unplanned development, slash and burning and indiscriminate use of agricultural lands for housing. • Lack of sensitivity towards the environment. • Greater/ more consistent effort to create new laws and enforce existing environmental regulations/ legislation.
LEGAL	• Existence of archaic laws which impede the work of the social sector. • Insufficient legal coverage for the evolving nature of contract employment. • Obligations to align local legislation with the requirements of international conventions and agreements which Trinidad and Tobago has ratified. • Lengthy process of formulating and proclaiming legislation. • The implications of the Procurement Legislation, judicial review requests, actions in the Industrial Court, FOI requests, etc.

Appendix 3: Glossary of Terms

Accountability- responsibility for the use of resources and the decisions made, as well as the obligation to demonstrate that work has been done in compliance with agreed-upon rules and standards and to report fairly and accurately on performance results vis-a-vis mandated roles and/or plans (UNAIDS n.d.).

– ascertains if a programme has been implemented in compliance with agreed rules and standards. The bottom line is to verify the extent to which the achieved accomplishments are consistent with organizational goals, rules procedures and policies (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

Baseline- the status of services and outcome-related measures such as knowledge, attitudes, norms, behaviours, and conditions before an intervention, against which progress can be assessed or comparisons made (UNAIDS n.d.).

Beneficiaries- refer to specific groups, individuals or organizations that may directly or indirectly benefit from a project/programme (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

Capability- capability represents the various combinations of functioning (beings and doings) that the person can achieve. Another definition of capabilities: "the substantive freedoms he or she enjoys leading the kind of life he or she has reason to value" (UNDP 2013).

Capability(ies) Approach- philosophical foundations of human development translated in policies that promote human rights, disability, health, growth and democratic practice, and the position of disadvantaged groups (UNDP 2013).

Capacity- the skills, knowledge and resources needed to perform a function.

Capacity Development- the process by which individuals, groups, organisations, institutions and countries develop their abilities, individually and collectively, to perform functions, solve problems and achieve objectives (OECD 2007).

Development- as a social-economic category, along with income and production growth, is the process of reorganization and reorientation of the whole economic and social systems, of qualitative changes in institutional, social and administrative structures, as well as in social conscience, traditions and stereotypes (UNDP 2013).

Developmental support - Services to take people from dependency to leading productive and self-sustaining lives.

Empowerment- The expansion of people(s) capacities and choices; the ability to exercise choice based on freedom from hunger, want and deprivation; and the opportunity to participate in, or endorse, decision-making that affects their lives.

Evaluation- the rigorous, scientifically-based collection of information about program/intervention activities, characteristics, and outcomes that determine the merit or worth

of the program/intervention. Evaluation studies provide credible information for use in improving programs/interventions, identifying lessons learned, and informing decisions about future resource allocation (UNAIDS n.d.).

Family- the UN General Assembly in its resolution 44/82 of 8 December 1989, proclaimed 1994 as the International Year of the Family (IYF) with its theme of "Family: resources and responsibilities in a changing world." No attempt was made by the United Nations to define or delineate the "ideal family" or to direct "family policy" to specific goals. The concept of the family may differ in some respects from State to State, and even from region to region within a State, and that it is therefore not possible to give the concept a standard definition (UNDP 2013).

- The basic definition of a family utilised by the National Family Services Division of the MSDFS is a group of people who share a legal bond or a blood bond.
  - *Legal Bonds: Families are legally bound through marriages, adoptions, and guardianships, including the rights, duties, and obligations of those legal contracts. Legal bonds can be changed, expanded, or dissolved to change the composition of a family.*
  - *Blood Bonds: Individuals who are directly related through a common ancestor are part of a family. This includes both close and distant relatives such as siblings, parents, grandparents, aunts, uncles, nieces, nephews, and cousins.*

Goal- a broad statement of a desired, usually longer-term, outcome of a program/intervention. Goals express general program/intervention intentions and help guide the development of a program/intervention. Each goal has a set of related, specific objectives that, if met, will collectively permit the achievement of the stated goal (UNAIDS n.d.).

-denotes a higher objective than an intervention aspires to achieve in the medium and long- term. A goal is less specific than an objective (See Related Term: Objective). Also referred to as a programme's desired outcome (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

Household- The concept of household is based on the arrangements made by persons, individually or in groups, for providing themselves with food or other essentials for living. A household may be either:

(a) a one-person household, that is to say, a person who makes provision for his or her own food or other essentials for living without combining with any other person to form part of a multi-person household or

(b) a multi-person household, that is to say, a group of two or more persons living together who make common provision for food or other essentials for living. The persons in the group may pool their incomes and may, to a greater or lesser extent, have a common budget; they may be related or unrelated persons or constitute a combination of persons both related and unrelated.

A household may be located in a housing unit or in a set of collective living quarters such as a boarding house, a hotel or a camp, or may comprise the administrative personnel in an institution. The household may also be homeless (OECD 2002)

Human Capital- is formed from investments in human capabilities of the individual aggregate, due to a certain reserve of his knowledge, health, skills and abilities to work, that could increase productivity and increase revenues (UNDP 2013).

Human Development- is the expansion of people's freedoms to live long, healthy and creative lives; to advance other goals they have reason to value; and to engage actively in shaping development equitably and sustainably on a shared planet. People are both the beneficiaries and drivers of human development, as individuals and in groups (UNDP 2013).

– This involves expanding the richness of human life, rather than simply the richness of the economy in which human beings live. It is an approach that is focused on creating fair opportunities and choices for all people (SMP 2017).

Initiative- a new plan or process to achieve something or solve a problem.

Millennium Development Goals- A set of eight goals and associated targets to achieve poverty alleviation by 2015.

Monitoring- routine tracking and reporting of priority information about a program / project, its inputs and intended outputs, outcomes and impacts (UNAIDS n.d.).

Monitoring and Evaluation – Monitoring can be defined as continuous process of systematic data collection on pre-specified indicators. Evaluation process is an ongoing dynamic function which seeks to objectively and systematically assess the design, implementation, relevance and sustainability of a plan, project or programme (SMP 2017).

Objective- a statement of a desired program/intervention result that meets the criteria of being Specific, Measurable, Achievable, Realistic, and Time-phased (SMART) (UNAIDS n.d.).

– refers to short, medium and long- term changes desired for beneficiaries or their environment. Objectives tend to be more specific than goals and are required to be "SMART": i.e. Specific, to ensure appropriate interpretations; Measurable, to allow monitoring and evaluating of progress being made; appropriate, to problems of the target beneficiaries or their environment; Realistic, achievable and relevant and Time bound, defined within a specific time frame (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

Policy- A set of ideas of what to do in particular situations. These ideas are guided by key principles and have been agreed on officially by a government, institution or group people.

Poverty- characteristic of the economic situation of the individual or social group in which they cannot meet the minimum requirements for a certain range necessary for life (UNDP 2013).

– The condition or state in which a person or a household lacks the financial resources to meet basic needs such as food, proper shelter, water, utilities and health care (SMP 2017).

Prevention- Services to mitigate against undesirable outcomes (for example: Poverty, homelessness).

Programme- It is a series of projects whose objectives together contribute to a common overall objective at the sector, country or even multi-country level.

Project- A temporary endeavour undertaken to create a unique service or product. They tend to differ in size, scope cost and time.

Quality of Life- Quality of life is the notion of human welfare (well-being) measured by social indicators rather than by "quantitative" measures of income and production (OECD 2005).

– WHO defines 'Quality of Life' as an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept affected in a complex way by the person's physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment (WHO 2017).

Remedial Support - Services to assist people through difficult times (MSDFS Strategic Plan 2017, 16).

Resilience- the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner. More in depth resilience is the transformative process of strengthening the capacity of people, communities and countries to anticipate, manage, recover and transform from shocks.

Results-Based Management- A strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact).

Social Development- is equality of social opportunity (Sen 1995).

– is the promotion of a sustainable society that is worthy of human dignity by empowering marginalized groups, women and men, to undertake their own development, to improve their social and economic position and to acquire their rightful place in society (Bilance 1997).
– Social Development focuses on the need to "put people first" in development processes. Poverty is more than low income – it is also about vulnerability, exclusion, unaccountable institutions, powerlessness, and exposure to violence. Social Development promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions accessible and accountable to citizens.
– Working with governments, communities, civil society, the private sector, and the marginalized, including persons with disabilities and Indigenous Peoples, Social Development translates the complex relationship between societies and states into operations. Empirical evidence and operational experience show that Social Development promotes economic growth and leads to better interventions and a higher quality of life (World Bank 2017).

Social Inclusion- a process which ensures that those at risk of poverty and social exclusion gain the opportunities and resources necessary to participate fully in economic, social and cultural life and to enjoy a standard of living and well-being that is considered normal in the society in

which they live. It ensures that they have greater participation in decision making which affects their lives and access to their fundamental rights (UNDP 2013).

Social Justice- is the view that everyone deserves equal economic, political and social rights and opportunities (<u>National Association of Social Workers</u>).

– Social Justice is the virtue which guides us in creating those organized human interactions we institutions. In turn, social institution when justly organized provide us with access to what is good for the person, both individually and in our associations with others. Social justice also imposes on each of us a personal responsibility to work with others to design and continually perfect our institutions as tools for personal and social development (Center for Economic and Social Justice).

Social Mitigation Plan- The process of identifying, analysing and managing the intended and unintended social consequences of both endogenous and exogenous shocks to an economic system. Its main objective is to bring about a more sustainable and equitable biophysical and human environment (SMP 2017).

Social Policy- legislative, institutional, budgetary support to achieve objectives in the field of human welfare, to protect the interests of socially vulnerable layers of such socially important areas as health, education, employment, pensions, etc. (UNDP 2013).

Social Protection- Set of public interventions aimed at supporting the vulnerable groups within society, as well as helping individuals, families, and communities manage risk. Social Protection includes safety nets (social assistance), social insurance, labour market policies, social funds and social services (World Bank 2013).

Social Safety Nets (Social Assistance)- Non-contributory transfer programs targeted in some manner toward those vulnerable to poverty and shocks (World Bank 2013).

Social Transformation- refers to the change of society's systemic characteristics. This incorporates the change of existing parameters of a societal system, including technological, economic, political and cultural restructuring (UNESCO 2017). 2

Stakeholders- Those who have interests in a particular decision, either as individuals or as representatives of a group. This includes people who can influence a decision as well as those affected by it. Decision makers are also stakeholders.

– agencies, organizations. Groups or individuals who have a direct or indirect interest in the development intervention or its evaluation (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

STEP UP- signifies a movement upwards. This concept is based on the principle that in order to transform the lives of families it is necessary to take them from a position where they may be experiencing a low standard of living to a much higher standard – to a better quality of life.

Strategy- is the approach you take to achieve your goal.

Sustainable Development Goals- Also the "Global Goals," are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas

such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected; often the key to success on one will involve tackling issues more commonly associated with another (UNDP 2017).

Target- stipulated achievements levels set by programme administrators or other responsible parties, for example, intake for 90% of the referrals within one month. These levels may be set on the basis of past experience, the performance of comparable programmes, or professional judgement (Ministry of the People and Social Development Monitoring and Evaluation Division 2013).

Targets- are the quantifiable levels of the indicators that a country or organization wants to achieve at a given point in time (World Bank 2000).

Target Population- The intended beneficiaries of program benefits (World Bank 2013).

Targeting- The effort to focus resources among those most in need of them (vulnerable groups) (World Bank 2013).

Targeting Mechanisms- is the broader term, to targeting method, used to refer to the larger elements of program design, including the very important question of the choice of intermediary agents and organizational design (Conning and Kevane 2000).
Targeting Method- Approach taken to identify the target group and thus determine eligibility for programme benefits (World Bank 2013).

Transformative capacities - A special type of adaptive capacity which enables persons and communities to adopt transformative actions to deal with changes (SMP 2017).

Vision 2030- The Vision 2030 National Development Strategy (2016-2030) for Trinidad and Tobago, aims to provide a broad socio-economic development framework to the year 2030. It is intended to provide for an orderly long-term development process, inclusive of the United Nations (UN) Sustainable Development Goals (SDGs) (SMP 2017).

Vulnerability- is the threat of deprivation in multiple dimensions that reduce core human capabilities below the threshold. Vulnerability is a human condition or process resulting from physical, social, economic and environmental factors, which determine the likelihood and scale of damage from the impact of a given hazard.

Vulnerable Groups- for the Ministry of Social Development and Family Services vulnerable groups are those persons who face special difficulties in supporting themselves because of some particular aspect of their situation The MSDFS is responsible for those who are socially challenged with issues such as poverty, social inequality and social exclusion. Particular emphasis is placed on vulnerable and marginalized groups in society such as women, children, persons with disabilities, the elderly, the poor/indigent, the socially displaced, ex-prisoners, deportees and persons living with HIV/AIDS (World Bank 2013, MSDFS 2017).

Appendix 4: Legislative and Regulatory Framework

The following Acts provide the legislative and regulatory framework within which the Ministry administers its responsibilities in accordance with the Laws of the Republic of Trinidad and Tobago.

- The Constitution of the Republic of Trinidad and Tobago Act Ch. 1:01

- Civil Service Act, Chap. 23:01

- Public Service Commission Regulations Ch. 1:01

- The Exchequer and Audit Act Ch. 69:01

- The Finance Regulations Ch. 69:01

- Freedom of Information Act Ch. 22:02

- Data Protection Act, No. 13 of 2011

- Central Tenders Board Act Ch. 71:91

- Public Procurement and Disposal of Public Property Act, No. 1 of 2015

- Senior Citizens' Pension Act Ch. 32:02

- Public Assistance Act, Ch. 32:03

- Bruce Stephens Trust Act Ch. 9:32

- Trinidad and Tobago Blind Welfare Association (Incorporation) Ordinance

- Trinidad and Tobago Association of Retarded Children (Incorporation) Ordinance

- Trinidad and Tobago Association for the Hearing Impaired (Incorporation) Act, No. 53 of 2000

- Socially Displaced Persons Act, No. 59 of 2000

- Homes for Older Persons Act, No. 20 of 2007

- Occupational Safety and Health Act Ch. 88:08

- Industrial Relations Act Ch. 88:01

- Maternity Protection Act Ch. 45:57

- Trafficking in Persons Act Ch. 12:10