



**MINISTRY OF SOCIAL DEVELOPMENT
AND FAMILY SERVICES**

ANNUAL PROCUREMENT PLAN 2024/2025

MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES
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Ministry of Social Development and Family Services (MSDFS)

Annual Procurement Plan – 2024-2025

Approved by: 

**PERMANENT SECRETARY
MINISTRY OF SOCIAL
DEVELOPMENT
AND FAMILY SERVICES**

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CONTENTS

EXECUTIVE SUMMARY 4

BACKGROUND 7

Procurement Unit - MSDFS 8

 Staffing.....8

 Location of the Procurement Unit9

1. Introduction 10

Fiscal 2024 12

Fiscal 2025 14

Major Plans, Projects and Programmes 16

2. Current Status of Entity Procurement Management 17

2.1 Background 17

2.2 Progress 18

2.3 Issues Arising from Prior Year Performance 18

2.4 Procurement Challenges 20

2.5 Analysis of the Procurement Function 21

 2.5.1 Online Procurement Requisition Form22

2.6 Procurement and Disposal Advisory Committee (PDAC) 22

3. Purpose and Nature of the Annual Procurement Plan 23

3.1 General strategy for improvement of procurement capacity 23

3.2 Enhancing Programme/Business Effectiveness through Better Procurement Management 24

3.3. Strategies to mitigate procurement issues 24

3.4 Strategy to Manage the Procurement Portfolio 25

3.5 Managing Risk and Opportunity in Procurement: A Portfolio Management Approach 25

3.6 Analysis of MSDFS Procurement Portfolio 28

 Pie Chart30

 KRALJIC Matrix31

4. Annual Schedule of Planned Procurement 34

5. Conclusion 34

APPENDICES 36

Appendix I: RECURRENT EXPENDITURE

Appendix II: DEVELOPMENT PROGRAMME EXPENDITURE

Appendix III: MSDFS ORGANISATIONAL STRUCTURE

Appendix IV: MSDFS LOCATIONS

Appendix V: 2024/2025 ANNUAL SCHEDULE OF PLANNED PROCUREMENT

LIST OF ACRONYMS i

EXECUTIVE SUMMARY

The Government of the Republic of Trinidad and Tobago (GoRTT) continues to design, coordinate and implement initiatives that fall under the Social Protection umbrella, to assist poor and vulnerable individuals and families experiencing socio-economic challenges. As Government's key focal implementing arm to advance its social and human development goals, the Ministry of Social Development and Family Services (MSDFS) embarked on a transformational journey to execute the tenets of the state's National Development Strategy 2016-2030 (Vision 2030), as well as the United Nations' 2030 Agenda for sustainable development through the Sustainable Development Goals (SDGs). Both frameworks fully support the thrust to achieve social inclusion among the varied and vulnerable populations, by promoting strategies for sustainable livelihoods so as to *Leave No One Behind*.

The Ministry of Social Development and Family Services (MSDFS) as a primary strategic partner of the Government's implementation of state social development objective plays a critical leadership role through supportive social policy, coordination of the social sector and the delivery of essential high-quality social services.

As the core social sector Ministry, the MSDFS adopts a dynamic, service-driven, and client-centric approach to achieving the four (4) Strategic Goals outlined in the 2019-2023 under its Strategic Plan as follows:

- To promote resilience for all
- To protect, empower and transform families
- To reduce and prevent poverty, vulnerability, and inequality
- To ensure a modern, client-centered, and high-performance organization

The MSDFS has set out the following **priority projects for fiscal 2025** under the Public Sector Investment Programme, to achieve its objectives:

1. C003 - Establishment of an Assessment and Socially Displaced Centre (IDF)
2. A036 - Digitization and Migration
3. C096- Development Centre for Persons with Challenges (National Therapeutic and Resource Centre)
4. F001 - Construction of a Head Office for MSDFS Divisions (IDF)
5. A040 - Website Development
6. A042 - Enterprise Wireless Solution
7. A044 - Database Monitoring Tool
8. A032 - Establishment of an Integrated Social Enterprise Management System/E Pass
9. A038 - Enterprise and Business Continuity Solution
10. F003 - Outfitting of Buildings for MSDFS Divisions
11. C044 - Establishment of Social Displacement Centre
12. C129 - Implementation of a National Social Mitigation Plan (NSMP)

ANNUAL PROCUREMENT PLAN 2024/2025

The Public Procurement and Disposal of Public Property Act, 2015 (as amended) sets standards and objectives for public procurement within a best practice management framework.

In this regard, the MSDFS operationalised the Procurement Unit in December 2018. The Unit oversees the functions of various internal decentralised procurement activities and centralised significant procurement activities.

The Annual Procurement Plan, which is developed by the Procurement Unit, seeks to inform of the procurement processes to be used to advance the Ministry's strategic objectives through the implementation of multiple programmes and project interventions to improve the lives of vulnerable citizens. The Plan will outline how the Ministry will treat with Low Risk/ Low value and High Risk/High Value items during the fiscal period.

For **fiscal 2025**, the MSDFS received a budgetary allocation of **TT\$5.75 Billion**. The Ministry is presently pursuing two (2) major High Value/High Risk projects under its Procurement Portfolio, namely:

1. the Establishment of an Assessment Centre for the Socially Displaced which is to date, approximately 35% completed; and
2. the Construction of the Head Office for the MSDFS, which is 8% completed as at December 2024.

These IDF funded projects will position the Ministry to treat with government's social objectives to respond to increasing social needs of its citizens.

Concomitantly, the 2023/2024 APP discusses the procurement and disposal challenges faced by the Ministry in fiscal 2024 and the intended mitigation strategies to be instituted in fiscal 2024/2025 including:

- Developing a Procurement Manual to guide employees of the Ministry
- Conducting Weekly Procurement Status Update Meetings with key Heads of Departments as an Internal Control strategy
- Training Officers who serve as Chairpersons of Tender Evaluation Committees and Disposal Committees; and
- Ensuring standardisation of the procured items to benefit from economies of scale.

Some of the key lessons learnt during fiscal 2023/2024 include, that:

- Line managers need to be continuously reminded of the new procedures and protocols with regards to functions of the Procurement Unit. It has been noted that old practices are sometimes revisited when the new procurement procedures are unclear or ambiguous;
- The Procurement Unit needs to be innovative in its approaches to reinvent internal procurement process to not only ensure value for money but also reducing the administrative processing time;

ANNUAL PROCUREMENT PLAN 2024/2025

- The Procurement Unit needs to develop a close working relationship with the General Administration and Accounting Unit as these Units are key stakeholders in the Procurement process;
- Framework agreements should be implemented for some low risk/low value and low risk/high value activities;
- Request for proposals with respect to a number of Framework Agreement has been completed and contracts should be awarded in this fiscal.

In addition, the Ministry re-constituted the Disposal Committee due to the natural attrition of Officers who served previously on the Committee.

One of the key internal control initiatives to be implemented in fiscal 2024/2025, is the design and roll out of a Procurement Requisition Form. Currently, this Form is in a paper-based format. However, the Ministry will advance steps to transfer the requisition process from paper-based to automation. The Online Requisition form will serve as a key step towards the Ministry's transition to E-Procurement, which will streamline processes and improve the overall efficiency of the Procurement Unit.

For fiscal 2023/2024, the MSDFS continued its transformation thrust towards its client-centric, one-stop-shop method of social service delivery. This included, inter alia, the digitization of client and administrative records and change management. The Ministry also continued the development of its ISEMS which is the Ministry's social sector management information system for the social sector. This information technology solution is envisioned to operationalize and enhance the delivery of social services at the various social service centres.

The MSDFS will continue to implement and fine-tune the new procurement approach outlined in the Public Procurement and Disposal of Public Property Act 2015 and its amendments. The lessons learnt from Financial Year (FY) 2023/2024 will inform the way forward for the FY 2024/2025 and thereby reinforcing the commitment made by the Ministry to adhere to the modern public procurement management processes, which allows for active identification and management of the risks and opportunities inherent in procuring the range of goods, services and works. Furthermore, our goals remain the same, that is, to identify the supply risks associated with the procurement of each category of goods and services and to ensure value for money. The MSDFS is guided by:

- An understanding of the underlying supply market;
- The organisational objectives and challenges, and
- The needs, issues and influences of interested stakeholders.

BACKGROUND

In accordance with Sections 30 (1) (a) and 54 (1)(a) of the Public Procurement and Disposal of Public Property Act (PP&DPP), 2015 (as amended), all public bodies “shall comply with” the General Guidelines issued by the Office of the Procurement Regulation (OPR). The Annual Procurement Plan is to help the Ministry achieve the objectives of the PP&DPP Act 2015 (as amended). The APP is one of the reporting tools required by the OPR, on an annual basis, and is to be submitted by state bodies six (6) weeks (or otherwise determined), following the approval¹of the National Budget.

The APP provides details on the Ministry’s procurement activities for a 12-month period, the risk and market analyses, the procurement strategies and objectives and the intended contract strategies to be implemented for items identified in the procurement portfolio.

All Procurement activities within the MSDFS adhere to the Framework for Internal Control as illustrated in **Figure 1** and Annual Procurement Planning Process in **Figure 2**.

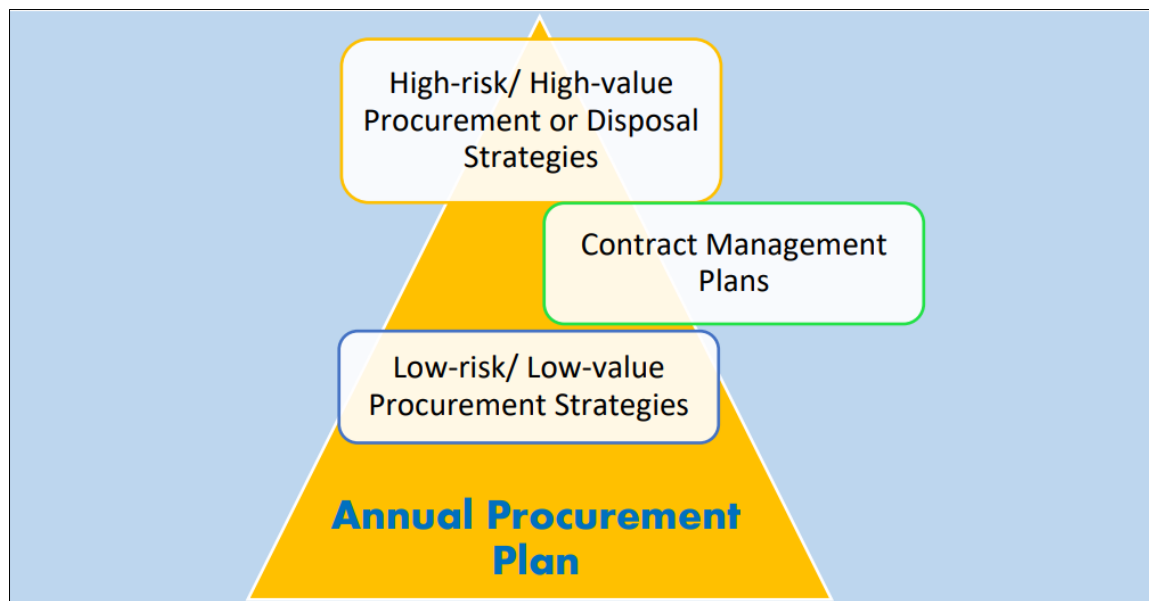
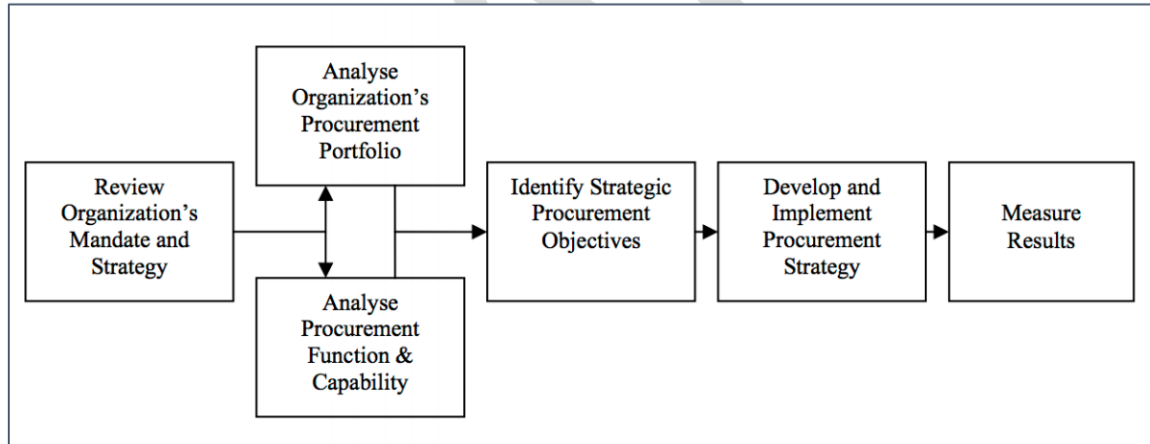


Figure 1: Key Control Points for Internal Control of Procurement and Disposal Activities
Source: OPR 2019

Figure 2: The Annual Procurement Planning Process

¹<https://oprtd.org/wp-content/uploads/2023/08/Developing-the-Annual-Procurement-Plan.pdf>....extracted from the OPR’s website



Source: OPR 2019

Procurement Unit - MSDFS

The Public Procurement and Disposal of Public Property Act, 2015 (as amended) sets standards and objectives for public procurement within a best practice management framework. Following the proclamation of the Act, Cabinet by Minute No. 1200 of July 06, 2017, agreed, inter alia, to the establishment of Procurement Units within Ministries, Department and state agencies based on approved organisational structures. The MSDFS operationalised its own Procurement Unit in December 2018 with a primary mandate to oversee the functions of various internal decentralised procurement activities and centralised significant procurement activities.

The Unit undertakes high risk /high value and low risk / high-value goods and services for projects under the Recurrent Estimates, and the Public Sector Investment Programme.

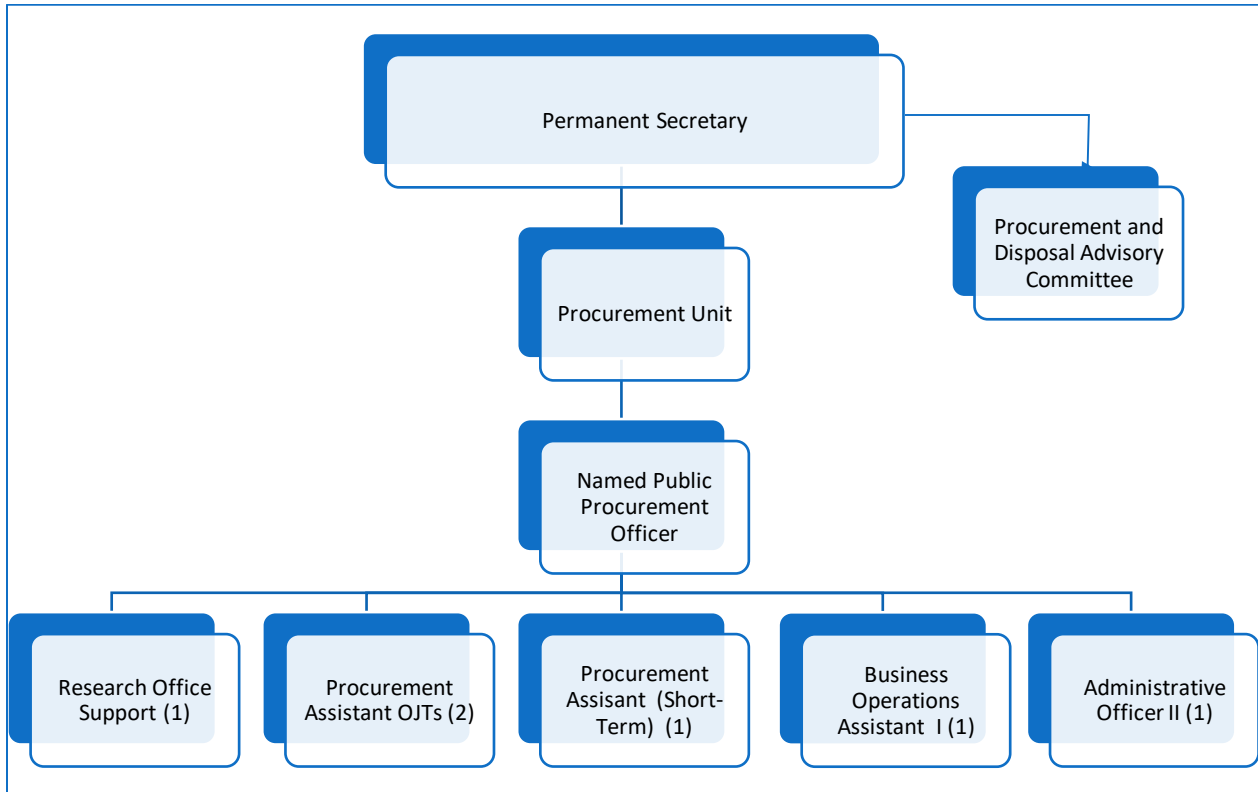
In an effort to streamline the Ministry's procurement process, the needs of the Ministry were informed by the varied strategic projects as detailed in the Estimates of Expenditure for 2024/2025. An analysis of the procurement activities for the financial year 2024/2025 was also conducted.

Subsequent to the approval of the Plan by the Accounting Officer and review by the Office of the Procurement Regulator (OPR), the Plan is published on the Ministry's website within six (6) weeks of the approval of the National Budget.

Staffing

The Named Procurement Officer (NPO) reports directly to the Acting Permanent Secretary who reports to the Accounting Officer, the Permanent Secretary. The Procurement Unit currently comprises seven (7) staff members inclusive of the Named Procurement Officer. The Unit's current structure as at December 2024, is outlined hereunder at **Figure 3**:

Figure 3: Structure of the Current MSDFS' Procurement Unit



Location of the Procurement Unit

The Procurement Unit of the Ministry of Social Development and Family Services is located at:
CL Financial Building
Ground Floor
#39-43 St. Vincent Street,
Port of Spain.
Email: procurement@social.gov.tt
Phone: (868) 623-2608 ext. 2054, 2051, 2053, 2054, 1405

1. Introduction

The Ministry of Social Development and Family Services (MSDFS), following the National Development Strategy² of Trinidad and Tobago, functionally operates under the purview of the principles of social justice³ to enhance the quality of life of the population. Particular emphasis is placed on the vulnerable and marginalized groups within society including persons with disabilities, the elderly, the poor/indigent, the socially displaced, and persons living with HIV/AIDS. In keeping with the blueprint laid out in Vision 2030, the Ministry works to achieve Theme I of the National Development Strategy: Putting People First: Nurturing Our Greatest Assets and Theme II: Delivering Good Governance and Service Excellence.

The major functions⁴ of the Ministry of Social Development and Family Services are to:

1. Serve as a central coordinating agency for the social sector with respect to the conduct of research, policy and programme planning and development; and monitoring and evaluation;
2. Deliver social services and provide social support for vulnerable groups, towards sustainable enhancement of their well-being;
3. Facilitate networking, information and data gathering and dissemination within the social sector and with external agencies to enable evidence-based decision-making;
4. Make recommendations for the effective functioning of the social sector, based on continuous assessment;
5. Facilitate the integration of the social services delivery system;
6. Develop systems, strategies and programmes to inculcate positive values, attitudes and behaviours in the citizenry;
7. Identify gaps and make recommendations for the drafting and amendment of legislation relevant to the social sector;
8. Foster good governance through the promotion of participatory and inclusive development approaches; and
9. Monitor regional and international conventions and agreements pertaining to the social sector.

The MSDFS being the core social sector Ministry is responsible for the coordination and implementation of the Government's initiatives for achieving sustainable human and social development, adopts a dynamic, service-driven and client-centred approach. In keeping with this approach, the MSDFS as part of its strategic planning has developed four (4) goals⁵ for its Strategic Plan, which will guide the Ministry's work in achieving sustainable human and social development. These goals are as follows:

² *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)*

³ *Social justice works towards the well-being of all the members of the population, fights exclusion and marginalisation. It also creates a sense of belonging, promotes thrust and offers it's the members of the population the opportunity of upward mobility.*

⁴ *Refer to MSDFS Strategic Plan 2018-2023*

⁵ *Refer to MSDFS Strategic Plan 2018-2023*

1. To promote resilience for all;
2. To protect, empower and transform families;
3. To reduce and prevent poverty, vulnerability and inequality; and
4. To be a modern, client-centred, high-performance organization.

In the face of prevailing economic conditions and attendant socioeconomic consequences, the MSDFS has taken the opportunity to champion its role as the lead social sector Ministry charged with the responsibility of empowerment and social transformation. As such, the Ministry has emerged as the Project Lead in the coordination and implementation of the National Social Mitigation Plan,⁶ which aims to mitigate the negative social impacts of the economic downturn in the Trinidad and Tobago economy. It is in this context, that the Executive and staff of the Ministry remain committed to embracing and embodying the directives of its five-year Strategic Plan, to effectively and efficiently serve the needs of all citizens of Trinidad and Tobago. As a consequence, the Ministry will seek funding for the following initiatives under the **Recurrent Expenditure**⁷:

- 1. Support the Poor and Vulnerable Groups.**
 - a) Provision of financial support under Public Assistance, Disability Assistance, General Assistance Grants, and Urgent Temporary Assistance; and
 - b) Improvement of the standard of living conditions of citizens of Trinidad and Tobago through the provision of basic infrastructure for essential utility services under the National Social Development Programme (NSDP).
- 2. Support the inclusion and development of Persons with Disabilities (PWDs).**
 - a) Legislation to support the National Policy for Persons with Disabilities;
 - b) Mainstreaming and advocating on behalf of Persons with Disabilities;
 - c) Implementation of the National Policy for Persons with Disabilities;
 - d) Operationalization of the National Therapeutic and Resource Centre for Persons with Disabilities; and
 - e) Accessibility to MSDFS facilities to PWDs.
- 3. Develop interventions to treat the phenomenon of Social Displacement.**
 - a) Develop, provide and coordinate a network of treatment and rehabilitation alternatives that would empower socially displaced persons and facilitate their reintegration into society;
 - b) Establishment of Transitional Housing Facilities for vulnerable individuals; and
 - c) Establishment of Assessment Centres;
- 4. Continue the support, protection and the involvement of Senior Citizens.**

⁶ *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).*

⁷ *Recurrent Expenditure Programmes are those which are geared towards fulfilling the mandate of the Ministry, i.e. achieving sustainable human and social development.*

- a) Senior Citizens Pension;
- b) Senior Citizens Homes;
- c) Senior Activity Centres;
- d) Legislation to support the National Policy on Ageing for Trinidad and Tobago; and
- e) Provision of long-term care for abandoned senior citizens, under the Community Care Programme.

5. Support and safeguard the Family.

- a) Provide individual, group and family counselling;
- b) Manage cases of individuals and families at risk;
- c) Respond and engage in crisis intervention in cases of homicides and suicides and accidents;
- d) Development and Finalization of the National Policy on the Family;
- e) Development and Finalization of the National Parenting Policy;
- f) Review of the National Policy on Ageing for Trinidad and Tobago;
- g) Finalization and Operationalization of the Critical Incidents Protocols;
- h) Hosting of a Family Symposium.
- i) National Grandparenting Programme

6. Collaborate with and support the work of Non-Governmental Organizations aligned to the Ministry's mandate.

7. Improve the efficiency and effectiveness of Social Delivery Systems.

- a) Fostering a research-driven culture to inform decision-making, monitoring and evaluation activities;
- b) Implementation of the Integrated Approach;
- c) Integrated Social Enterprise Management Systems (ISEMS)/E-PASS;
- d) Establishment of the Social Support and Empowerment Unit (SSEU)
- e) Removal of the Life Certificate process;
- f) Implementation of the Social Transformation and Empowerment Programme (STEP-UP) which will steer the beneficiaries of the Food Support on a path of resilience thereby reducing dependency on social assistance;
- g) Continuation of the implementation of Direct Deposit;
- h) Continuation of the Citizens' Engagement and Outreach Unit (CEOU); and
- i) Continuation of the Investigations and Compliance Unit.

Fiscal 2024

During fiscal 2024, the MSDFS continued to execute major Plans, Projects, and Programmes that are strategic, institutional strengthening and have direct economic and social benefits/impacts on the livelihood of its clientele, in keeping with its social protection mandate. These measures are highlighted in the following areas:

- ***Poor and Vulnerable Groups (Social Safety Net Initiatives)***

The Ministry continued to provide the necessary financial assistance to the various vulnerable groups in society through its various suite of Grants. These financial benefits in the sum of **\$5.1B** as at September 2024 facilitated the improvement in the socio-economic standard of living of a wide cross section of vulnerable citizens who access the following Grants:

- Public Assistance Grant (PAG)
- Food Support Programme (FSP)
- Urgent Temporary Assistance (UTA)
- National Social Development Programme (NSDP)
- The Senior Citizens Pension (SCP)
- The Disability Assistance Grant (DAG)
- The Disability Assistance Grant for Minors (DAGM)

Furthermore, the MSDFS in its approach to addressing poverty and vulnerability, continues to advance the development of its social registry referred to as the National Register of Vulnerable Persons (NRVP) in collaboration with key partnerships. The NRVP is being designed as a cutting-edge computerised database, which is expected to improve the coordination of activities within the social sector, enhance the overall efficiency of the country's social protection system, and facilitate the rapid response to emergencies/shocks and adverse situations of vulnerable groups.

▪ ***Support for persons with disabilities***

The National Therapeutic and Resource Centre the would provide therapeutic treatment/rehabilitation such as assessment, counselling, aqua therapy, massage therapy, occupational therapy, low vision therapy, educational (remediation), physiotherapy, occupational therapy and speech therapy. Outfitting of NTRC with equipment, furniture and appliances continued this fiscal. Following the signing of the Memorandum of Agreement between Digicel Foundation, and the Ministry of Social Development and Family Services in fiscal 2023, MSDFS received some therapeutic equipment from the Digicel Foundation.

▪ ***Support for families***

In addition to the ongoing psycho-social services offered by the National Family Services Division (NFSD) of the MSDFS, the Ministry continued the operation of its National Suicide Prevention Hotline (*800-COPE (2673)*) during the fiscal. Moreover, the Ministry finalized and submitted both the Draft National Family Policy of Trinidad and Tobago (2023-2028) and the National Parenting Policy (2023-2028) to Cabinet for which approval is still pending.

▪ ***Initiatives to improve the efficiency and effectiveness of the MSDFS***

For fiscal 2024, the MSDFS supported Government's prioritisation of digital transformation as the key driving force for national development. During this fiscal, the Ministry made several strides to transition towards becoming a modern and high-performing organisation by employing technological initiatives. It is envisioned that these information technology solutions will pivot the Ministry on its trajectory to improve its level of operationalisation and enhancement of the

delivery of social services at the various social services centres. Concomitantly, the MSDFS in support of the overall national agenda for a digitised public service, has continued to prioritise the digitisation of its social service delivery system for greater efficiency and effectiveness. Some of the initiatives being implemented in keeping with these strategic ICT objectives included:

- ISEMS
- Social Benefits Wallet
- Implementation of a Wireless Solution

Further strategies undertaken by the Ministry to meet its objective as a high performing organisation included the Phase II initiation of a deep dive forensic assessment. This is related to potential process weaknesses, control gaps and fraud risks within the current operating environment for administering and managing payment distribution of funds by the Social Welfare Division (SWD).

For the upcoming fiscal 2025 the Major Plans, Projects and Programmes that have been identified by the MSDFS will be heavily focused on key digitalisation initiatives such as the Social Benefits Wallet (SBW), EID and Interoperability Project, and the Digital Archiving Project. These initiatives are being conducted in partnership with key stakeholder Ministries such as the Ministry of Digital Transformation (MDT), and international entities such as the Inter-American Development Bank, and the United Nations Development Programme/SIGOB. This is necessary as the MSDFS seeks to streamline its processes for more effective service delivery.

▪ ***Facilitating Innovative Measures through ICT Solutions***

Other major areas of focus include the upgrade of the ICT production environment and user equipment, where such measures are anticipated to improve the efficiency, security and overall productivity across the Ministry.

Further strategies undertaken by the Ministry to meet its objective as a high performing organisation included initiatives to improve its customer service experience; review and analysis of the ongoing legislation, policies, and programmes; steps towards commencement of a research study and an overview of the Ministry's monitoring and evaluation capacities.

Fiscal 2025

The MSDFS remains committed to the development and implementation of social programmes geared toward the promotion of sustainable human and social development, through several mediums. These mediums include economically viable capital investments, quality infrastructure for the vulnerable, research-driven poverty reduction and making the shift towards a modern and high-performing organization.

For **fiscal 2025** the MSDFS has received an initial budgetary allocation **TT\$5.75 Billion** as shown in Table 1 below. See the Estimates of Recurrent Expenditure Budget 2024-2025 and 2023-2024 at **Appendix I** and the Estimates of Development Programme Expenditure Budget 2024-2025 and 2023-2024 at **Appendix II**.

Table 1: Head: - 78 Ministry of Social Development and Family Services

SUB HEADS	2025 ESTIMATES
01 Personnel Expenditure	38,457,200
02 Goods and Services	112,188,400
03 Minor Equipment Purchases	1,330,000
04 Current Transfers and Subsidies	5,478,015,600
06 Current Transfers to Statuary Boards & Similar Bodies	41,186,500
<i>Total Recurrent Expenditure</i>	5,671,177,700
<i>Capital</i>	
09 Development Programme (DP)	26,750,000
<i>Sub- Total Head</i>	5,697,927,700
Development Programme Expenditure Funded from the Infrastructure Development Fund (IDF)	50,000,000
Total Head	5,747,927,700

Source: Standing Finance Committee Report 2024/2025

The MSDFS has set out the following **projects in order of priority for fiscal 2025**, under the Public Sector Investment Programme, to achieve its strategic objectives:

Project Name	IDF/ DP	2024/2025 Allocation
1. C001 - Establishment of an Assessment for the Socially Displaced (IDF)	IDF	\$15,000,000
2. A036 - Digitization and Migration	DP	\$1,000,000
3. C096 - Development Centre for Persons with Challenges (National Therapeutic and Resource Centre)	DP	\$7,000,000
4. F001 - Construction of a Head Office for MSDFS Divisions (IDF)	IDF	\$35,000,000
5. A040 - Website Development	DP	\$500,000
6. A042 - Enterprise Wireless Solution	DP	\$500,000
7. A044 - Database Monitoring Tool	DP	\$250,000
8. A032 - Establishment of an Integrated Social Enterprise Management System/E Pass	DP	\$3,000,000
9. A038 - Enterprise and Business Continuity Solution	DP	\$2,000,000
10. F003 - Outfitting of Buildings for MSDFS Divisions	DP	\$7,000,000

Project Name	IDF/ DP	2024/2025 Allocation
11. C044 - Establishment of Social Displacement Centre	DP	\$5,000,000
12. C129 - Implementation of a National Social Mitigation Plan	DP	\$500,000

Source: Ministry of Finance Website, Publications 2024

The MSDFS, in keeping with the government's drive towards economic recovery, endeavours to continue to monitor and adapt to the ever-changing and dynamic socio-economic environment. In adherence to the recommendations outlined in the Roadmap to Recovery Reports relevant to its mandate, the MSDFS remains steadfast to enhancing the efficiency and effectiveness of its operations while simultaneously improving its response to the clients through greater proactivity in the delivery of social support.

Major Plans, Projects and Programmes

The **Major Plans, Projects and Programmes** identified for the upcoming fiscal 2025 will place heavy emphasis on digitalisation initiatives in partnership with key stakeholder Ministries and international entities such as the Ministry of Digital Transformation, (MDT) the Inter-American Development Bank (IDB), and the United Nations Development Programme (UNDP), as the MSDFS seeks to streamline its processes for interoperability and more effective service delivery. Other major areas of focus include:

- ***Transformation Plans and Programme Initiative(s)***

This involves the establishment of a Social Services & Empowerment Unit to provide timely and convenient one-stop service for clients seeking social relief; and the introduction of Family Case Management for clients within the system combined with the resilience-building/developmental programme - Social Transformation Empowerment Programme-Uplifting People (STEP-UP).

- ***Policy, Research and Legislative Agenda***

The Ministry will continue to advance its policy, research and legislative agenda to support its transformative plans to include:

- Conduct of national consultations for the National Parenting Policy of Trinidad and Tobago (2023-2028) and the ultimate laying of the National Parenting Policy (2023-2028) policy in Parliament (subject to the approval of Cabinet).
- Implementation of the Anti- Fraud and Corruption Policy
- Operationalisation of the Minimum Expenditure Baskets (MEBs) for national and migrant populations
- Development of the Interim-National Poverty Reduction Strategy for Trinidad and Tobago
- Legislative review of the Draft Disabilities Bill among others.

- ***Investigations and Compliance***

Finally, the MSDFS for fiscal 2024/2025 and in keeping with its fiduciary responsibility, will remain resolute in its efforts to eliminate fraud and corruption from within the Organisation by enhancing relationships with the Trinidad and Tobago Bankers Association (TTBA), and forging key partnerships with the Trinidad and Tobago Police Service.

MSDFS Staff

The Ministry has a total of **1,240** positions (contract, short term and established). See **Appendix III** for the MSDFS Organizational Structure. According to the Standing Finance Committee Report as at September 2024:

- 687 are contract positions
- 167 are short term positions
- 386 are established positions

The Ministry has a total of 386 established positions. As at September 2024 there were: 364 permanent positions, 22 temporary positions. 233 positions were filled and 175 positions were vacant (102 with bodies, 73 without bodies). The MSDFS is liaising with the Service Commission Department to fill existing vacancies.

MSDFS Location

A list of the MSDFS locations, the Public Assistance Boards: Local Board Offices, and the Statutory Bodies under the Ministry's remit are at **Appendix IV**.

2. Current Status of Entity Procurement Management

2.1 Background

A review of the current procurement processes reveals that the categories/votes under which goods and services procured remain relatively the same over the years. The Procurement Unit continually works with the other Departments to ensure all proposed items are purchased and all projects are implemented following the necessary procurement guidelines from the Office of Procurement Regulations.

2.2 Progress

The MSDFS has prepared an Annual Procurement Plan in an effort to align policy to practice. Additionally, it aims to also enhance the organization's ability to execute effective change management and streamline new and major purchasing and expenditure monitoring to avoid oversight. To date the lessons learnt are as follows:

- Line managers need to be continuously reminded of the new procedures and protocols with regards to functions of the Procurement Unit. It has been noted that old practices are sometimes revisited when the new procurement procedures are unclear or ambiguous;
- The Procurement Unit needs to be innovative in its approaches to reinvent internal procurement process to not only ensure value for money but also reducing the administrative processing time;
- The Procurement Unit needs to develop a close working relationship with the General Administration and Accounting Unit as these Units are key stakeholders in the Procurement process;
- Framework agreements should be implemented for some low risk/low value and low risk/high value activities;
- Request for proposals with respect to a number of Framework Agreement has been completed and contracts should be awarded in this fiscal.

In addition, the Ministry re-constituted the Disposal Committee due to the natural attrition of Officers who served previously on the Committee.

2.3 Issues Arising from Prior Year Performance

The Public Procurement and Disposal of Public Property Act, No. 1 of 2015, was partially proclaimed by way of Legal Notice 150 of 2015. On April 26, 2023 the full proclamation of the remaining sections of the legislation came into effect.

A major challenge that stymied the implementation of activities was the late, and in some cases, no release of funds from the Ministry of Finance. This resulted in procurement cycle delays, since the Ministry could not procure goods and services, enter into contracts or proceed with tenders for projects.

The General Administration Department is responsible for the *routine products* (such as office stationery and supplies, office and minor equipment, furniture and furnishings) which account for 66% of the products to be procured. Procurement delays for routine products were mainly as a

result of late/no release of funds, insufficient specifications for items and non-conformance to required specifications by the suppliers.

Information Communications Technology is responsible for the **bottleneck items** (such as enterprise wireless solution, tablets, laptops, network, switches, phones, servers, and website development) which account for 11% of the products to be procured. In addition to the **leverage products** (such as UPS, and laptops) which account for 6% of the products and services to be procured. Procurement delays for bottleneck items and leverage products were as a result of no confirmation of funds. Without this confirmation, the ICT Division was unable to enter into contracts or proceed with tenders for projects.

Project Implementation Unit is responsible for the **strategic projects** (such as the establishment of the social displacement centres, construction of a head office for the MSDFS, and establishment of an integrated social enterprise management system) which account for 17% of the products and services to be procured. The MSDFS also experienced procurement delays due to various reasons including;

- Untimely release of funds
- Bids not meeting the minimum evaluation criteria
- Bids exceeding the Ministry's estimated budget
- Bids not meeting minimum technical specifications

As a result, a number of tenders had to be republished. Moving forward, the MSDFS will strengthen the criteria for contractor's scope, and ensure the submission of requests to the Budget Division are done in a timely manner, and subsequent follow ups.

Tables 2, 3 and 4 below provides outlines the reasons for the delays by division.

Table 2: Reasons for procurement delays in General Administration

General Administration (GA)	
Challenges	Solutions/Recommendations
Release of Funds	Submission of requests to the Budget Division in a timely manner and subsequent follow up.
Insufficient specifications for items being requested	The requesting department to provide more details.
Non-conformance to required specifications by the supplier	Procurement Unit to reinforce the necessity for conformance.

Source: General Administration Department – 2024

Table 3: Reasons for procurement delays in Information Communications Technology

Information Communications Technology (ICT)	
Challenges	Solutions/Recommendations
Confirmation of funds	The delay in receiving confirmation of fund availability from the Budget Division of the Ministry of Finance. Without this confirmation, the ICT Division was unable to enter into contracts or proceed with tenders for certain projects. Early submission of requests to the Budget Division in a timely manner and subsequent follow up.

Source: Information Communications Technology Division – 2024

Table 4: Reasons for procurement delays in Project Implementation Unit

Project Implementation Unit (PIU)	
Challenges	Solutions/Recommendations
Bids that failed to meet the specifications or minimum criteria or exceed budget	The Bids from some vendors were rejected due to the high cost which exceeded the Ministry's estimated budget, other bids failed to meet the specifications or minimum criteria. Ensure realistic budget and specifications in tender documents.
Release of Funds	Early submission of requests to the Budget Division in a timely manner and subsequent follow up.

Source: Project Implementation Unit – 2024

2.4 Procurement Challenges

The line managers need to be continuously reminded of the new procedures and protocols with regards to functions of the Procurement Unit. Old practices are sometimes revisited when the new procurement procedures are unclear or ambiguous. Therefore, a Procurement Handbook Manual needs to be developed to guide the employees of the Ministry. There is also a need for regular updates throughout the procurement process and it is recommended that the weekly Procurement Status Update Meetings with key Head of Departments (HODs) be continued.

It was noted that there is a lack of standardization of tender evaluation reports, as such it is recommended that training be conducted for the Chairpersons of the Tender Evaluation Committees. Guidelines and templates should also be developed and used to ensure consistency during the tender evaluation process. There is also a lack of standardization of requisition forms for routine low cost items and it is recommended that there is standardization of the items procured to benefit from economies of scale when purchasing consumables. The development of

the Handbook and Special Guidelines will aid greatly in streamlining the process, removing bottlenecks and allowing greater efficiency in the procurement process.

There were delays in constituting the Tender Evaluation Committees. Therefore, Head of Departments (HODs) are to allow employees to serve on Tender Evaluation Committee in order to avoid delays in the procurement cycle. **Tables 5** below provides a summary of the reasons for procurement delays in Procurement Unit.

Table 5: Reasons for procurement delays in Procurement Unit

PROCUREMENT UNIT	
Challenges	Solutions/Recommendations
Lack of knowledge of the new procurement regulations	Develop a Procurement Manual to guide the employees of the Ministry.
Need for regular updates throughout the procurement process	Continue weekly Procurement Status Update Meetings with key Head Of Departments (HODs).
Lack of Standardization of tender evaluation reports	Training for the employees who serve as chairperson of the tender evaluation committees. Guidelines and templates should be developed and used to ensure consistency.
Lack of standardization of Requisition Form for routine low cost items	Ensure standardization of the items procured to benefit from economies of scale when purchasing consumables.
Constituting the Tender Evaluation Committees	Ensure Head Of Departments (HODs) allow employees to serve on Tender Evaluation Committee.
Knowledge capacity of the Procurement Officers to handle the strategic functions of the Unit	Recommendations have been put forward to recruit additional senior and support staff within the Unit, however, based on Cabinet Minute No. 1603 of September 8, 2023 Staff Establishments of Procurement Units in Ministries and Departments has been amended to limit Units to One (1) Named Procurement Officer. The procurement Unit to work with the staffing constraints.

Source: Procurement Unit 2024

2.5 Analysis of the Procurement Function

The Procurement Unit intends to involve all Units with procurement related activities into its new approach to procurement and disposal functions and will endeavour to build the requisite capacity to implement the policies and procedures in compliance with the Public Procurement and Disposal of Public Property Act. The new system will involve an internal framework for the acquisition of goods and services tailored to suit the MSDFS and its portfolio and categorizing the goods and services relative to their risk and value.

The organizational procurement will be executed by the established Procurement Unit of the MSDFS, with centralized procurement processes guided by the requisite policies and procedures

for approval and acquisition of goods and services. The monitoring system will involve the design and maintenance of efficient databases with proper records of suppliers.

2.5.1 Online Procurement Requisition Form

An Online Procurement Requisition Form for the Ministry is being developed by the Procurement Unit in conjunction with the ICT Department and is presently in the testing stage before seeking final approval. Its implementation will provide the following benefits:

- **Structured Request:** An online form offers Requesting Departments a standardized template with clear guidance to ensure consistency in the submission of goods/services being requested.
- **Detailed Requests:** This form will allow the Requesting Department to provide comprehensive and specific details about the requested goods/services, which will facilitate improved procurement planning and decision making.
- **Reduce Miscommunication:** By soliciting specific details regarding the requested items or services, this online form will ensure clear and accurate communication, reducing potential misunderstandings.
- **Improve Error Correction:** This online format allows for quick identification and correction of errors, which in return will save time and improve the accuracy of the request.
- **Eliminate Delays:** By allowing requests to be submitted electronically, this form eliminates delays caused by issues such as messenger availability, misplaced files and geographic limitations. Requests will be sent directly to the Procurement Team via email.
- **Enhance Procurement Efficiency:** This online form will serve as a key step towards the Ministry's transition to E-Procurement, which will streamline processes and improve the overall efficiency of the Procurement Unit.
- **Adequate Time for Processing:** This form clearly outlines the timeline for submission of requests, ensuring both the Procurement Unit and its suppliers have adequate time to process quotations. This structured approach minimizes the risk associated with last minute requests and enables planning for both Requesting Departments and the Procurement Team.

2.6 Procurement and Disposal Advisory Committee (PDAC)

The inaugural meeting of the **Procurement and Disposal Advisory Committee (PDAC)** was held on August 18, 2023. The PDAC was constituted in accordance with the provisions of the Public

Procurement and Disposal of Public Property (Procurement Methods and Procedures) Regulations, 2021 (Part IX).

The PDAC is tasked with the responsibility to ensure that procurement and disposal processes meet the following criteria:

- The approval processes as set out in the Office of Procurement Regulation (OPR) Handbook and Guidelines;
- The approved procurement strategy outlined in the Annual Procurement Plan; and
- Value for Money.

One of the key roles of the PDAC in the Evaluation process is to ascertain whether the relevant/applicable Laws, Rules & Regulations, Policies and accepted practice are adhered to in procurement process. The relevant procurement records, including the Evaluation Report and recommendations for the Award of Contract are examined.

The PDAC has in its yearly review made some key recommendations to improve the Ministry's procurement process, which upon approval by the Accounting Officer, will be incorporated in the Ministry's internal Procurement process and procedures.

3. Purpose and Nature of the Annual Procurement Plan

It is proposed that this Procurement Plan will clearly identify the various categories of goods and services normally purchased at the MSDFS and the strategies that are to be employed to purchase which must be justified by documented evidence.

It will ensure that the Ministry's procurement activities are more accurately aligned to the needs of the various Units/Sections ensuring operations are not affected by lack or unavailability of much needed resources. The functions and operations of the Ministry does not allow for lack or inefficiencies in administration when conducting the business of the people of Trinidad and Tobago and must depend on an efficient system of procurement at all times.

3.1 General strategy for improvement of procurement capacity

The centralization of procurement activities will allow for more controlled and standardized systems. The efforts to build capacity through training and developmental workshops should auger well for a cadre of professionally equipped staff to execute the procurement function. An e-tendering software and database are also required to ensure that procurement and project information are available for decision-making.

3.2 Enhancing Programme/Business Effectiveness through Better Procurement Management

The efforts to achieve the MSDFS' strategic objectives must include improvements in the use of resources and increasing the capacity of staff to better meet the needs of all the vulnerable population. There is a greater demand for technology to improve efficiency in all its operations as well as specialized career staff equipped and adapted to the Human Resource needs of a modernized social services environment. It is envisaged that all procurement activities geared towards achieving these objectives will be in conformity with responsible budgetary decision-making which espouses accountability, transparency and value for money.

3.3. Strategies to mitigate procurement issues

In cases where there is **routine procurement**, the Ministry will ensure that the transaction costs are not higher than the value of the items themselves by minimizing the administrative efforts through:

- Conducting the procurement as close as possible to the point of need (decentralised procurement).
- Prioritising transaction efficiency with respect to ordering and the payment terms agreed with suppliers (immediate payment, direct debiting, aggregation of orders, monthly accounts, payment cards, etc.).
- Forming collaborative initiatives between departments to build leverage in bulk-buying for example different units purchasing promotional items at different times, this can be streamlined.

In cases where there are **highly specialised goods or services**, where Procurement often involves technical experts in developing specifications and Terms of reference, the MSDFS will:

- Ensure long-term agreements to secure supply from key suppliers thereby, minimising supply risk
- Encourage the entry of new supply participants into the market by inviting new Companies to register/prequalify on the OPR Depository
- Develop performance or functional specifications to ensure value for money is obtained in service delivery agreements
- Apply a mixture of technical expertise and procurement skills to manage supply

In cases where there are **goods or services that are critical to the MSDFS**, and are categorised as strategic, the Ministry will:

- Secure value for money and reduce risk by considering unbundling or alternative bundling to reduce complexity;

- Maintaining regular communication with suppliers to ensure innovation and continuous service level improvements and work closely with them to develop their performance levels.

3.4 Strategy to Manage the Procurement Portfolio

The procurement portfolio management approach adopted at the MSDFS speaks to a centralized controlled system where both suppliers and the procurement entity are aware and adhere to the principles and guidelines enunciated in the Procurement Act. This system will allow for greater transparency, accountability, equity and fairness in the procurement process at every level.

Research and developing trends will be mapped in a market research report to identify areas for improvement in efficiency and effectiveness in supply management activities as well as wastage and cost effectiveness. The officers assigned to the Procurement Unit will be exposed to the relevant training and workshops that will equip them to function at their optimal levels.

The monitoring and evaluation (M&E) aspect inherent in the process will further allow for greater efficiency and corrective action where necessary. The M&E system also ensures that contractual documents reflect the terms and conditions of the approved contract award, which can be monitored. The Ministry will take steps to boost the numbers of qualified staff in the field of procurement.

Stakeholders along the procurement process will also be exposed to relevant training to prevent a recidivism of the old habits and processes, which are not in keeping in the PP&DPP Act (2015).

The Named Procurement Officer (NPO) is expected to manage the procurement portfolio with the support of adequately qualified staff. The NPO reviews all procurement/contractual documents and strategies to be applied and submits them to the Permanent Secretary when all administrative checks are correct and complete. Any additional staff will booster the Unit's ability to tackle and manage shocks and changes in the market that may hinder the procurement process and performance.

In the coming fiscal, the MSDFS will strengthen its monitoring mechanism by introducing the use of performance indicators to track the progress improvements throughout the procurement lifecycle.

3.5 Managing Risk and Opportunity in Procurement: A Portfolio Management Approach

The portfolio approach to procurement involves the assessment and management of risk and opportunities associated with each of the categories of goods and services which the Ministry acquires. In making this assessment, risks and opportunities inherent in the demand of the organisation, complexity in relationships and supply market related risks, are considered.

This assessment produces a four segment representation of the Ministry's procurement portfolio. This provides a basis for optimising procurement effort in each segment including the general procurement objectives, strategy, organisation, systems, policies and procedures and skills to be applied. The implications of such optimisation include:

- Identification of categories of goods and services that are classified as low risk and low relative expenditure as candidates for simplified procurement processes that reduce transaction costs.
- Categories that are classified as low risk and high relative spend are candidates for aggregation of demand to reduce cost and transaction costs.
- Identification of high risk and/or high relative expenditure categories or projects as significant and therefore requiring further analysis as a basis to category/project/ transaction level procurement strategy.
- Formulation of an organization-level procurement plan based on the analysis of the procurement portfolio and addressing: objectives, strategies and performance measurement.

Figure 4 below depicts the framework for differentiating the treatment for each of the four quadrants in the portfolio of goods and services to be acquired. This figure includes norms in terms of percentage of procurement related expenditure usual in each segment which have been derived from the experience in many public sector organizations. The percentages for the Ministry are slightly different because of the peculiar nature of its mandate to facilitate the democratic process and ensure good governance structures. For suppliers who may be involved in niche marketing specific to the needs of the Ministry pre-qualification documents may be required before any contractual arrangements are finalized. Additionally, suppliers and contractors' databases will be established to create the platform for equity and transparency in the system. A SWOT Analysis will be conducted to determine and identify where there are gaps in the supply market as well as the capacity of the MSDFS to implement the new approach.

ANALYTICAL FRAMEWORK

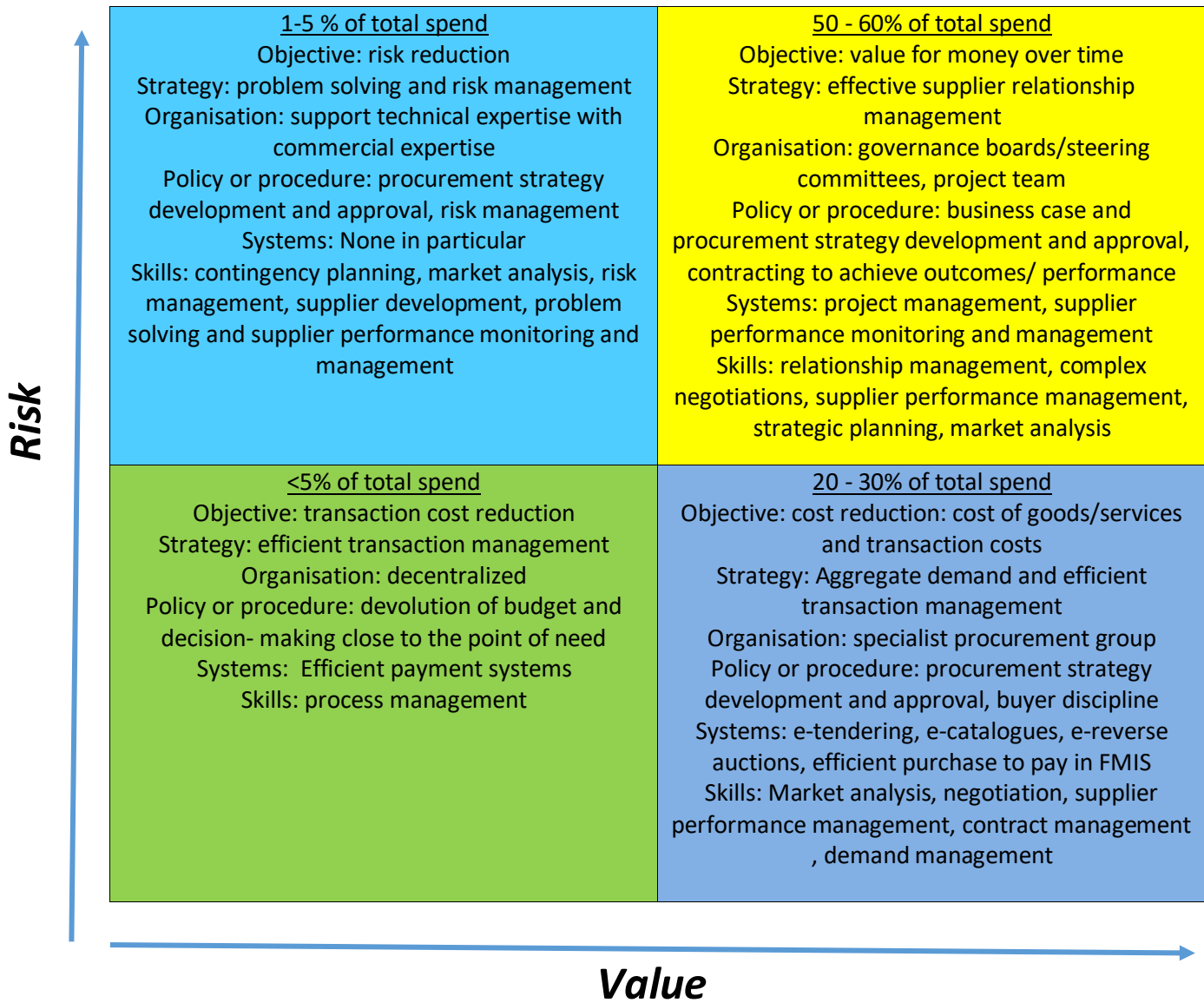


Figure 4: Analytical Framework

Source: OPR 2019

3.6 Analysis of MSDFS Procurement Portfolio

It should be noted that there is increased efficiency and effectiveness in the management of the procurement effort resulting from this approach. Specifically, there is scope for potential savings and benefits in two aspects:

- a. The optimal level and nature of resources are applied to each segment of the procurement portfolio.
- b. Categories of goods, services and works to be acquired in each of the four segments of the portfolio receive the correct treatment for achieving potential savings and benefits including:
 - transaction cost reductions, (low risk/low value);
 - cost reductions through demand aggregation plus transaction cost reductions, (low risk/high value);
 - value for money through risk and opportunity management, (high risk/low value); and
 - value for money through effective supplier relationship management, (high risk /high value).

The Procurement Portfolio can be categorized into routine products, bottleneck items, leverage products and strategic projects. See **Table 6** below.

PROCUREMENT PORTFOLIO

BOTTLENECK (High risk and low relative spending)	STRATEGIC (High risk and high relative spending)
Typical Characteristics	Typical Characteristics
<ul style="list-style-type: none"> ➤ Highly specialized goods, services or works ➤ Procurement often involves technical experts ➤ Technical specifications can be inappropriately detailed (i.e. over specified or under specified) thus limiting the supply base ➤ Often there are only a few potential suppliers ➤ Usually low number of transactions in this category 	<ul style="list-style-type: none"> ➤ Goods, services or works that are critical to the organization ➤ It is often a complex "bundle" or "package" of goods and/or associated services ➤ Requires innovative solutions and high-level expertise from suppliers ➤ Suppliers' attitude towards the organization (whether they consider the entity a valued customer) has a high impact on the value and quality of the goods, services or works delivered ➤ The category represents very few transactions and there are often very few suppliers available ➤ Contractual costs are substantial for both the procuring organization and the supplier
ROUTINE (Low risk and low relative spending)	LEVERAGE (Low risk and high relative spending)
Typical Characteristics	Typical Characteristics
<ul style="list-style-type: none"> ➤ Usually low value and low volume items ➤ Require routine procurement processing ➤ Typically represent up to 90% of the organization's suppliers and a very high proportion of transactions ➤ Suppliers are often small businesses ➤ Transaction costs can be higher than the value of the items themselves ➤ Generally competitive local supply market 	<ul style="list-style-type: none"> ➤ Goods and services commonly used across the entire organization in high volumes ➤ Often includes goods with a potential for lowering inventory management, handling and storage costs ➤ Mature and competitive supply markets ➤ Markets may be served by a few suppliers with extensive distribution networks

Table 6: Procurement Portfolio

Source: OPR 2019

Pie Chart

The pie chart in **figure 5** illustrates the MSDFS Procurement Portfolio for 2024-2025. Routine products will account for 66% of the products to be procured, bottleneck items will account for 11%, leverage products will account for 6% and strategic projects 17%.

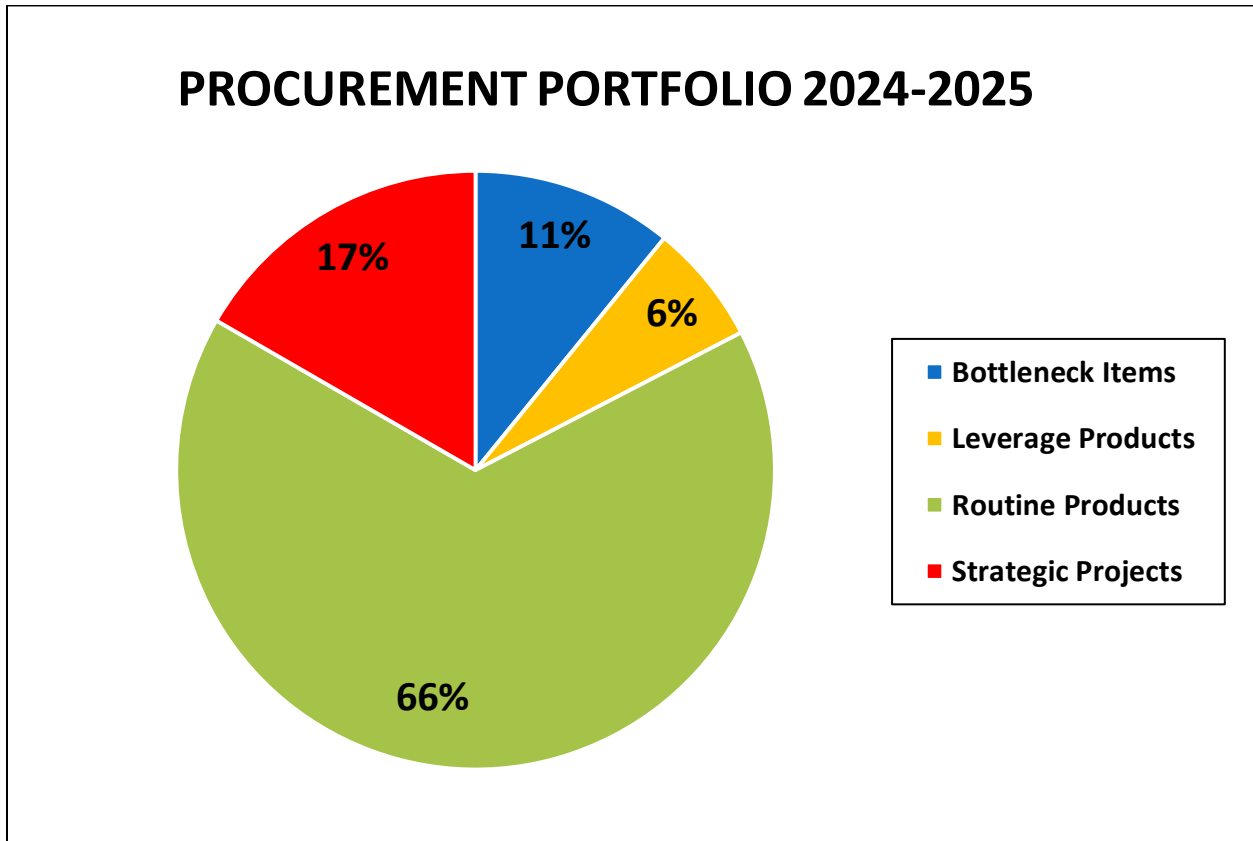


Figure 5: MSDFS Procurement Portfolio 2024–2025

Source: Procurement Unit, MSDFS

The matrix below outlines the source data for the Ministry Procurement Portfolio for fiscal 2024-2025:

Row Labels	Sum of Quantity
Bottleneck Items	15
Leverage Products	9
Routine Products	91

Strategic Projects	23
Grand Total	138

KRALJIC Matrix

The projects identified in the Kraljic Matrix are the key project activities to support the 2024/2025 implementation of the Ministry’s strategic objectives. See **Figure 6** and **Figure 7** below for the KRALJIC Matrix which outlines an Analysis of MSDFS Procurement Portfolio.

The supplementary procurement activities for the Ministry for fiscal 2025 are outlined in the 2024-2025 Annual Schedule of Planned Procurement at **Appendix V**.

KRALJIC MATRIX

Figure 6: Analysis of MSDFS Procurement Portfolio

Source: Procurement Unit, MSDFS

Bottleneck Items (high supply risk, low spend)	Strategic Projects (high supply risk, high spend)
<ul style="list-style-type: none"> • Renewal of Bluehost • Renewal of five (5) website plugins • Procurement of Internet Connection at Trade zone • Procurement of Adobe Acrobat Pro • Procurement of two (2) Adobe Creative Cloud Licenses 	<ul style="list-style-type: none"> • Establishment of Social Displacement Centres • Development Centre for Persons with Challenges (National Therapeutic and Resource Centre • Implementation of a National Social Mitigation Plan • Enterprise and Business Continuity Solution and Recovery • Establishment of an Assessment and Socially Displaced Centre (IDF) • Rehabilitative Programme • Establishment of an Integrated Social Enterprise Management System/E Pass • Outfitting of Buildings for MSDFS Divisions
Routine Products (low supply risk, low spend)	Leverage Products (low supply risk, high spend)
<ul style="list-style-type: none"> • Office Stationery and Supplies • Promotions, Publicity and Printing • Hosting of Conferences, Seminars and other Functions • Other Minor Equipment • Office Equipment • Furniture and Furnishings • Procurement of twenty-four (24) server hard drives • Procurement of twenty (20) boxes of labels • Procurement of twenty (20) mouse • Procurement of one (1) cable tester • Procurement of five (5) desktop speakers • Procurement of three (3) hard drive readers • Procurement of one hundred (100) RAM • Procurement of one hundred (100) SATA hard drive • Procurement of fifty (50) server hard drives • Completion of the Digitization Policy • Procurement of Commemorative Plaques • World Elder Abuse Awareness Day • United Nations International Day for Older Persons • National Centenarian Programme • Bringing Technology to Older Persons • Books and Periodicals • Materials and Supplies • Maintenance of Vehicles • Repairs and Maintenance - Equipment • Official Entertainment 	<ul style="list-style-type: none"> • Procurement of one hundred (100) UPS • Procurement of one hundred (100) Tablets • Procurement of twenty (20) Scanners • Procurement of fifty (50) Monitors

KRALJIC MATRIX

<p>Bottleneck Items (high supply risk, low spend)</p>	<p>Strategic Projects (high supply risk, high spend)</p>
<ul style="list-style-type: none"> • Procurement of Service Desk Solution • Procure vendor to undertake scanning and digitization of clients and administrative records • Database Monitoring Tool • Telephones • Capacity Building for Civil Society Organizations • Consultancy for the Development of a National Poverty Reduction Strategy (NPRS) for Trinidad and Tobago 	<ul style="list-style-type: none"> • Operationalisation of Carapo House • Operationalisation of the Hernandez Place Sanctuary • National Social Development Programme • Urgent Temporary Assistance • Janitorial Services • Security Services • Rent/Lease – Office Accommodation and Storage • Capacity Building for NGOs • Better Together Civil Society Fair 2025
<p>Routine Products (low supply risk, low spend)</p>	<p>Leverage Products (low supply risk, high spend)</p>
<ul style="list-style-type: none"> • Building Repairs and Maintenance – Plumbing and Electricals • Overseas Travel • Contracted Services • Postage • Fuel and Lubricants • Office Equipment • Advertising Campaigns • Printing • Social Media Maintenance • Newspaper Advertising • New Projects • Promotion of PSIP/Other Projects • New Signage/Branded Materials • New Projects/Activities • Other Promotional Items • Internal/ Building Décor • Communication • Inter-Ministerial Research Council Webinar • Sponsorship wrt. Collaboration with Academia for Research Events/Symposium • Outreaches • Inter-Ministerial Research Council Community of Practice for Research • Workshops • Global Parent’s Day Poster Challenge • Training • Sensitization of TTPS 	<ul style="list-style-type: none"> • Procurement of one hundred (100) Laptops • Procurement of two hundred (200) AIO computers • Procurement of one hundred (100) IP Phones • Procurement of one hundred (100) all in one computers • Rent/Lease – Vehicles and Equipment

Figure 7: Analysis of MSDFS Procurement Portfolio

Source: Procurement Unit, MSDFS

4. Annual Schedule of Planned Procurement

Section 27 of the Act mandates each procuring entity to publish on its website, or in any other electronic format, information regarding all planned procurement activities for the following twelve (12) months after approval of the National Budget.

This information will be published on the Ministry's website after approval of the National Budget and submitted to the OPR.

If the Ministry finds it necessary to update the schedule during the fiscal year, a copy of the updated schedule will be published on our website following the approval of the executive.

The procurement activities for the Ministry for fiscal 2024 are outlined in the **2023/2024 Annual Schedule of Planned Procurement** at **Appendix V**.

5. Conclusion

The **2024/2025 Annual Procurement Plan** is the Ministry's second submission of its planned procurement activities and it includes the Procurement Unit's observations of the existing decentralized procurement practises and attendant recommendations for risk mitigation.

Recognizing the gaps in compliance with the Public Procurement and Disposal of Public Property Act, 2015 the Ministry is finalising its Handbook and Special Guidelines on the Public Procurement Retention and Disposal of Public Property for submission to the Office of Procurement Regulation for its approval. Through the Handbook's Guidelines, the Ministry will seek to strengthen its internal controls and will use its Procurement plan as a benchmark for future procurement analysis.

The Procurement Plan was designed to complete all of the Ministry's procurement activities within pre-determined timelines. However, a large number of procurement activities remained incomplete by the end of the period. To address these issues, the procurement management strategy for the coming fiscal will focus on streamlining processes, improving efficiency by reducing bottlenecks in the administrative evaluation process and ensuring a better understanding of the procurement process by requesting departments.

In the coming fiscal year, the Ministry plans to enhance the procurement process by ensuring more efficient completion of transactions and by reducing the number of incomplete procurement. The goal is to streamline the procurement lifecycle, increase the number of contracts awarded and maintain a steady flow of purchase orders. This will require the

ANNUAL PROCUREMENT PLAN 2024/2025

Procurement Unit to work more closely with the other sections to remove time lags that are associated with receiving requests, budget allocations, tendering, evaluation, and award of contract.

The Project Implementation Unit (PIU) and other requesting departments will be tasked with completing Contract Appraisal Reports for each completed project. This information will be used for future contract supplier engagement.

APPENDICES

Appendix I: RECURRENT EXPENDITURE

Estimates of Recurrent Expenditure Budget 2024-2025

ESTIMATES OF RECURRENT EXPENDITURE BUDGET 2023- 2024/2025						
ACCOUNTING UNIT: 89- Ministry of Social Development and Family Services						
HEAD 78 - MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES						
Sub-HD/ Item/ Sub-Item	2023	2024	2024	2025		2024
	ACTUAL EXPENDITURE	ESTIMATES	REVISED ESTIMATES	ESTIMATES	2025 Estimate minus 2024 Revised Estimates	EXPENDITURE
01- PERSONNEL EXPENDITURE	36,740,810	45,982,400	37,894,400	38,457,200	562,800	37,181,867
02- GOODS AND SERVICES	114,111,514	147,099,200	107,784,900	112,188,400	4,403,500	108,468,819
03- MINOR EQUIPMENT PURCHASES	913,158	2,824,600	1,261,000	1,330,000	69,000	57,480,340
04- CURRENT TRANSFERS & SUBSIDIES	5,466,108,508	5,495,738,000	5,426,586,600	5,478,015,600	51,429,000	5,383,610,007
06- CURRENT TRANSFERS TO STATUTORY BOARDS & SIMILAR BODIES	34,568,670	41,100,000	41,100,000	41,186,500	86,500	40,354,100
GRAND TOTAL	5,652,442,660	5,732,744,200	5,614,626,900	5,671,177,700	56,550,800	5,627,095,133

Source: Standing Finance Committee Report 2024/2025

Estimates of Recurrent Expenditure Budget 2023-2024

ESTIMATES OF RECURRENT EXPENDITURE BUDGET 2022-2024						
ACCOUNTING UNIT: 89- Ministry of Social Development and Family Services						
HEAD 78 - MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES						
Sub-HD/ Item/ Sub-Item	2022 ACTUAL EXPENDITURE	2023 ESTIMATES	2023 REVISED ESTIMATES	2024 Estimates	Variance2024 Estimate minus 2023 Revised Estimates	2023 Expenditure
01- PERSONAL EXPENDITURE	\$27,777,806.00	\$46,006,600.00	\$44,646,000.00	\$45,982,400.00	\$1,336,400.00	\$36,772,603.37
02- GOODS AND SERVICES	\$117,943,893.00	\$141,842,460.00	\$121,084,500.00	\$147,099,200.00	\$26,014,700.00	\$114,207,168.30
03- MINOR EQUIPMENT PURCHASES	\$3,111,269.00	\$4,580,000.00	\$2,236,000.00	\$2,824,600.00	\$588,600.00	\$913,157.32
04- CURRENT TRANSFERS & SUBSIDIES	\$5,215,333,801.00	\$5,155,853,940.00	\$5,492,348,000.00	\$5,495,738,000.00	\$3,390,000.00	\$5,389,167,565.54
06- CURRENT TRANSFERS TO STATUTORY BOARDS & SIMILAR BODIES	\$41,789,629.00	\$35,000,000.00	\$35,000,000.00	\$41,100,000.00	\$6,100,000.00	\$34,568,670.00
GRAND TOTAL	\$5,405,956,398.00	\$5,383,283,000.00	\$5,695,314,500.00	\$5,732,744,200.00	\$37,429,700.00	\$5,575,629,164.53

Source: Standing Finance Committee Report 2023/2024

Appendix II: DEVELOPMENT PROGRAMME EXPENDITURE**Estimates of Development Programme Expenditure Budget 2024-2025**

ESTIMATES OF DEVELOPMENT PROGRAMME EXPENDITURE 2024/2025						
ACCOUNTING UNIT: 89- -Ministry of Social Development and Family Services						
HEAD 78 - MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES						
Sub-HD/ Item/ Sub-Item	2023 ACTUAL EXPENDITURE	2024 ESTIMATES	2024 REVISED ESTIMATES	2025 ESTIMATES	Net Increase/ (Decrease) 2025 Estimate Minus 2024 Revised Provision	2024 Expenditure
09- DEVELOPMENT PROGRAMME	8,738,553	36,750,000	21,578,622	26,750,000	5,171,378	13,349,437
004- SOCIAL INFRASTRUCTURE	2,066,317	14,000,000	7,628,622	12,500,000	4,871,378	4,779,140
005- MULTI-SECTORAL AND OTHER SERVICES	6,672,236	22,750,000	13,950,000	14,250,000	300,000	8,570,297
TOTAL	8,738,553	36,750,000	21,578,622	26,750,000	5,171,378	13,349,437
INFRASTRUCTURAL DEVELOPMENT FUND						
C001 - Assessment Centre for Socially Displaced	5,000,000	23,179,000	23,179,000	15,000,000	- 8,179,000.00	16,335,360
F001 - Construction of a Head Office for MSDFS	-	2,000,000	2,000,000	35,000,000	33,000,000	-
TOTAL	5,000,000	25,179,000	25,179,000	50,000,000	24,821,000	16,335,360
GRAND TOTAL	13,738,553	61,929,000	46,757,622	76,750,000	29,992,378	29,684,797

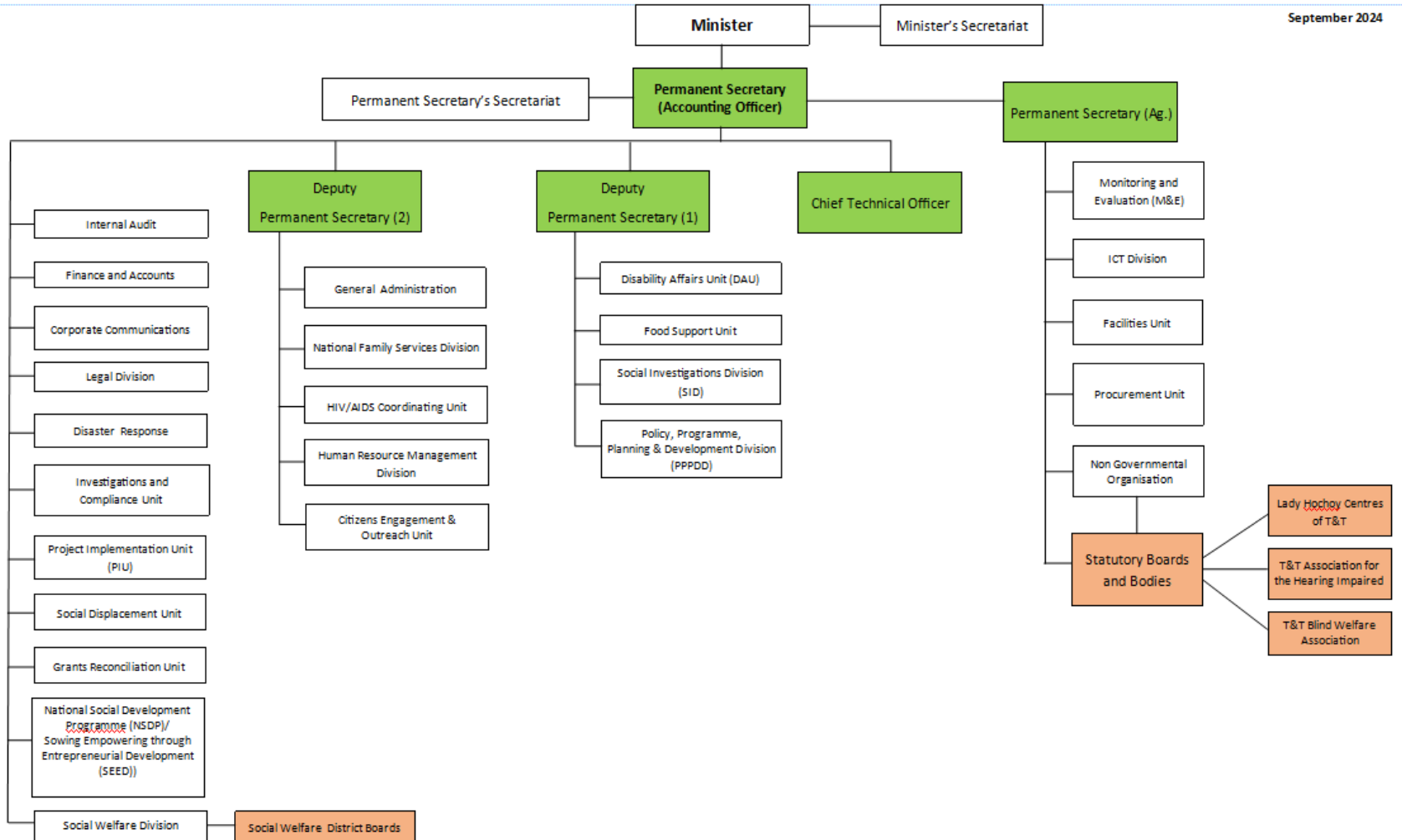
Source: Standing Finance Committee Report 2024/2025

Estimates of Development Programme Expenditure Budget 2023-2024

ESTIMATES OF DEVELOPMENT PROGRAMME EXPENDITURE 2023/2024						
ACCOUNTING UNIT: 89- -Ministry of Social Development and Family Services						
HEAD 78 - MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES						
Sub-HD/ Item/ Sub-Item	2022 ACTUAL EXPENDITURE	2023 ESTIMATES	2023 REVISED ESTIMATES	2024 Estimates	Net Increase/ (Decrease) 2024 Estimate minus 2023 Revised Provision	2023 Expenditure
09- DEVELOPMENT PROGRAMME	9,520,056	30,350,000	10,500,000	36,750,000	26,250,000	8,738,553
004- SOCIAL INFRASTRUCTURE	4,279,940	9,000,000	3,500,000	14,000,000	10,500,000	2,066,318
005- MULTI-SECTORAL AND OTHER SERVICES	5,240,116	21,350,000	7,000,000	22,750,000	15,750,000	6,672,235
INFRASTRUCTURAL DEVELOPMENT FUND - (Assessment Centre for Socially Displaced)	-	5,000,000	5,000,000	23,179,000	18,179,000	5,000,000
NEW PROJECT - (IDF) - (Construction of a Head Office for MSDFS)				2,000,000		
GRAND TOTAL	9,520,056	35,350,000	15,500,000	61,929,000	46,429,000	13,738,553

Source: Standing Finance Committee Report 2023/2024

Appendix III: MSDFS ORGANISATIONAL STRUCTURE



September 2024

Appendix IV: MSDFS LOCATIONS

OUR OFFICES ARE LISTED AS FOLLOWS:
Head Office: CL Financial Building, 39-43 St. Vincent Street, Port of Spain
Division of Ageing: Head Office, 39-43 St. Vincent Street, Port of Spain
National Family Services Division: 132 Henry Street, Port of Spain
Social Welfare Division: ABMA Building, #55-57, St. Vincent Street, Port of Spain
National Social Development Programme: Nahous Building, 2nd Floor, #45A-C St. Vincent Street, Port of Spain
Disability Affairs Unit: Nahous Building, 1st Floor, #45A-C St. Vincent Street, Port of Spain
Social Displacement Unit: Nahous Building, #45A-C St. Vincent Street, Port of Spain
NGO Unit: Nahous Building, 2nd Floor, #45A-C St. Vincent Street, Port of Spain
HIV/AIDS Coordinating: Nahous Building, 45A-C St. Vincent Street, Port of Spain
Monitoring and Evaluation Division: Nahous Building, 45A-C St. Vincent Street, Port of Spain
Social Investigation Division: Nahous Building, 45A-C St. Vincent Street, Port of Spain
PUBLIC ASSISTANCE BOARDS: LOCAL BOARD OFFICES
Aranguez Social Services: MTS Plaza, Aranguez Road, Aranguez
Chaguanas Social Services: Delta Building, Eleanor Street, Chaguanas
Couva Social Services: Campden Road, Couva
Point Fortin Social Services (La Brea/Cedros/Point Fortin): 10-12 Neverson Street, Point Fortin
Port of Spain Social Services (St George West Local Board): 132 Henry Street, Port of Spain
Penal & Siparia Social Services: #27 B Rock Road, Penal
Princes Town Social Services: Marlson's Building, 97 High Street, Princes Town
Rio Claro Social Services: Lot 11 Naparima-Mayaro Road
San Fernando Social Services: Omardeen Building, 59-61 Ciperio Street, San Fernando
Sangre Grande Regional Social Services: Corner Savi Street & Boodooville Circular Road, Sangre Grande
Tobago Social Services: Tam Building, Glen Road (Welfare Office), Scarborough, Tobago
Tunapuna Social Services: Chai Building, 107 Eastern Main Road, Tunapuna
STATUTORY BODIES UNDER THE MSDFS' REMIT
Formerly Trinidad and Tobago Association for Retarded Children (Lady Hochoy Centres)
Trinidad and Tobago Blind Welfare Association
Trinidad and Tobago Association for the Hearing Impaired

Appendix V: 2024/2025 ANNUAL SCHEDULE OF PLANNED PROCUREMENT

LIST OF ACRONYMS

ASPP	Annual Schedule of Planned Procurement Activities
APP	Annual Procurement Plan
DAG	Disability Assistance Grant
DAGM	Disability Assistance Grant for Minors
DAU	Disability Affairs Unit
DOA	Division of Ageing
E-ID	Electronic Identification
FSP	Food Support Programme
GAG	General Assistance Grant
GORTT	Government of the Republic of Trinidad and Tobago
HFOP	Homes for Older Persons
ICT	Information Communication Technology
IDB	Inter-American Development Bank
IEC	Information Education and Communication
IMRC	Inter-Ministerial Research Council
ISEMS	Integrated Social Enterprise Management System
KPIs	Key Performance Indicators
MSDFS	Ministry of Social Development and Family Services.
MDT	Ministry of Digital Transformation
MEB	Minimum Expenditure Basket
NFDS	National Family Service Division
NGO	Non-Governmental Organization
NPRS	National Poverty Reduction Strategy
NSDP	National Social Development Programme
NSMP	National Social Mitigation Plan
NTRC	National Therapeutic Resource Centre
OPIC	Older Person Information Centre
PAG	Public Assistance Grant
PBX	Private Branch Exchange
PIES	Public Information , Education and Sensitization
PPA	Participatory Poverty Assessment
PWDs	Persons with Disabilities
SAC	Senior Activity Centres
SCP	Senior Citizen Pension
SDU	Social Displacement Unit
SEED	Sowing Empowerment through Entrepreneurial Development
SID	Social Investigation Unit
SLC	Survey of Living Conditions

ANNUAL PROCUREMENT PLAN 2024/2025

SMT	Standard Means Test
SSCMS	Social Services Client Management
SSE	Social Support Empowerment
SSMIS	Social Services Management Information System
STEP- UP	Social Transformation and Empowerment Programme Uplifting People
SWD	Social Welfare Division
TTBA	Trinidad and Tobago Bankers Association
UNDP	United Nations Development Programme