



## GENERAL PLAN

June 29<sup>th</sup> 2018

### The purposes of the General Plan are:

- to provide the foundation for the Company's operations and the framework for guiding the development of projects and programmes to achieve the Company's Mission and Objectives.
- to provide donors and partners with a clear view of the foundation and framework principles that TDC will use to select projects and programmes and to help determine how funds will be allocated and utilised.

### THE MISSION

The Objects of the Company is set out in Schedule A, Item 4 of the Articles of Association. As expressed in the first paragraph of that schedule, the Mission of the Company is:

- To procure and manage financial, physical and human resources for the purpose of providing relief services in the most impoverished regions of Trinidad and Tobago to needy children (hereinafter called "assisted people") related to their physical needs, educational advancement, spiritual development, psychological health and social welfare.

### 1. DEFINING THE MISSION

#### 1.1 *Providing relief services*

TDC's operations must confirm to and be guided by its philosophy, the Principle of Subsidiarity. This will also greatly improve the sustainability of projects and programmes in the long term. Therefore, as expressed in second paragraph of the schedule referenced above, TDC's aim is:

- To provide welfare and developmental services to assisted people in the selected regions through a network of volunteer community groups which it will help to maintain through financial support and governance.

**FOCUS:** Building or supporting Community Groups in villages.



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### 1.2 *The most impoverished regions in Trinidad & Tobago*

The statement of Mission is based on the concept of “Integrated Human Development” (IHD), as expressed in the five areas of needs. The most widely-used measure of impoverishment that best relates to IHD is the Human Development Index, known as HDI. That is a summary measure for assessing long-term progress in three basic dimensions of human development:

- a long and healthy life
- access to knowledge
- a decent standard of living.

Coupled with National Surveys of poverty related to the “poverty line”. The components of HDI can be used to determine which are the most impoverished regions (as distinct from “pockets”) of poverty in Trinidad & Tobago. Over the years, poverty studies have consistently identified the North-East, East and South-West regions as the most impoverished regions.

**FOCUS:** TDC will focus initially on villages in the North-East and East areas grouped as “**Matelot/Toco**” and “**Sangre Grande/Mayaro**”.

### 1.3 *“Assisted people”*

This description refers to needy children.

The most succinct and internationally accepted statement on the rights of the child is the United Nations Convention on the Rights of the Child (UNCRC), which has been signed and ratified by the government of Trinidad and Tobago on behalf of its people. Under the UNCRC, Article 1, a child means ‘every human being below the age of 18 years.’

**FOCUS:** For operational purposes, TDC’s definition of a child is ‘*every human being below the age of 18 years living permanently in Trinidad & Tobago.*’



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### *Definition*

A “needy child” is a child, who relative to all other children in the village lacks access to or is deprived of key human necessities to ensure his/her Integrated Human Development and therefore requires assistance from TDC to meet the five areas of needs listed in the Mission statement to enhance fair and equitable chances for:

- a long and healthy life
- access to knowledge
- a decent standard of living.

**FOCUS:** Identifying which children in a village are “the needy children”, and what are their needs, will be one of the functions of the Community Group in a village with suitable risk management oversight by TDC agents to ensure objectivity, optimal selections and equity.

**CONTEXT:** Services to “assisted people”, for practical and equitable reasons, must be within the context of families, village life, culture and socio-economic circumstances. If those considerations require that TDC assist parents, and people within the 18 to 24 old group, to develop income-earning skills and businesses, then TDC’s Board should consider suitable programmes working with appropriate partners.

## 2. GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY

In a landmark report, a team of Caribbean judicial experts set out the principle that directors/trustees of NGO’s must be as accountable as counterparts in the *for-profit* corporate world, with a wider scope considering that intended beneficiaries cannot act to protect or enhance their welfare.

**FOCUS:** TDC’s modus operandi and standard of Governance is based on the Corporate Model which is systems, processes and norms governing corporate entities in Trinidad & Tobago especially guidelines set out by their regulatory agencies. This includes an adequately documented Internal Control Framework.

**FOCUS:** TDC has adopted IFRS-for- SME as its accounting standard based on the Companion Guide for Not-for-profits to the International Financial Reporting Standard for Small and Medium-sized Entities published by the ACCA in the UK, October 2015. This ensures Transparency in financial and management reporting.



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### 2.1 *Committee Structure*

The Board works through four Standing Committees which fall into two categories: Operations and Governance (oversight).

**FOCUS:** This structure makes optimal use of members' time and skills through sharing of distinct responsibilities. This allows the Board to better carry out its oversight, planning and review functions.

### 2.2 *Funding*

- The funding strategy is anchored on large Grants used as “seed capital” to attract corporate funding in partnerships with corporates on projects and programmes and with international and regional agencies.
- Membership subscriptions are required to meet operating and developmental expenses but may also be used in projects and programmes.

### 2.3 *Relationships*

The third object of the Company set out in Schedule A, Item 4 of the Articles of Association reads as follows:

- To collaborate with local and international bodies of similar purpose and beliefs to relieve the effects of poverty among assisted people through developmental programmes and also through projects which provide temporary accommodation for emotionally and/or physically deprived children who are in urgent need of shelter, food and care.

**FOCUS:** To partner with major corporates and International agencies. This is required to maximise the scope and impact of relief to the “afflicted people”. TDC must maintain and position itself to build such partnerships, which primarily, will be the work of the Chairman.

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### **3. INTEGRATED HUMAN DEVELOPMENT**

#### *3.1 Three basic dimensions of human development for children:*

- a long and healthy life
- access to knowledge
- a decent standard of living (including safe accommodation).

#### **FOCUS:** Enabling factors

- Psychological Screening & Counselling
- Material support for physical needs
- Spiritual Development

#### *3.2 Spiritual Development*

The terms “spiritual development”, “faith development” and “development of religious understanding” have different meanings but are often used interchangeably. In general, we must be guided by:

- 1) Respect for the ways that spiritual reflection changes with age and growth in thinking, judgment, and personality.
- 2) Opportunities to participate in religious observances that are calibrated to a child’s capacities for understanding and involvement.
- 3) Opportunities for inter-generational involvement in religious activity, as well as activities that are oriented to the interests and needs of children alone.
- 4) The growth and maintenance of relationships particularly within the family, that inspire trust, security, and empathic human understanding.
- 5) Respect for individuality in spiritual understanding and its development.
- 6) Human support to individuals of all ages during periods of difficulty or crisis, personal despair, or transition during which familiar beliefs may be tested and reconsidered.
- 7) Acceptance of personal searching as part of the process of spiritual development.



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### 4. SPIRITUAL ETHOS OF THE ORGANISATION

- 4.1 The organisation is universal in nature, Catholic in Spirituality, and in Charity is open to children who profess other widely-practiced religions based on family choices that their parents wish them to maintain.
- 4.2 The organization functions on key principles of Catholic Social Doctrine which are applicable universally; the Principle of Subsidiarity (*recognising the dignity of the individual*) and the principle of Solidarity (*brotherhood*).
- 4.3 The Patron Saint of the organization is St Elisabeth of the Trinity.
- 4.4 Being Catholic in nature, the organization views family life as sacred. *“the family is the place where different generations come together and help one another to grow wiser and harmonize the rights of individuals with other demands of social life; as such it constitutes the basis of society.”*

### 5. OPERATIONS

#### 5.1 *Projects and Programmes*

- Projects are defined as highly focused, short/medium term relief services designed to achieve specific outcomes within the defined period.
- Programmes are defined as broad-based, medium/long term relief services designed to achieve a range of outcomes for the long-term relief and welfare of “assisted people”. Programmes will usually include a grouping of projects

**The following section of the General Plan will be up-dated when the Board decides on new projects and programmes or makes substantial changes to existing plans.**

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### 5.2 *Projects: Immediate*

Continuation of the “Matelot project” and the introduction of psychological assessments and structured spiritual development workshops. (September 2018 to August 2019) with materials procurement and operational agreements in place by August 2018. The Matelot project began with the supply of school books, bags, uniforms, means twice per week to 39 needy children.

### 5.3 *Projects: Beginning in the 3<sup>rd</sup> term of the 2019 school year (Post-Easter)*

Extension of relief services, as provided in Matelot, to the “**Sangre Grande/Mayaro**” area. The scope and time-frame of this project will be determined after a Needs Survey and establishment of Community Groups in that area.

### 5.4 *Projects: Start-up at any time when partnerships, funding and logistics are in place*

1. A Scholarship Fund will be established after consultations with teachers and community groups.

**FOCUS:** To determine the required levels (primary to secondary school, University and vocational training), the amounts of funding required and selection criteria.

2. A Seed Capital Entrepreneurship Fund for women who are mothers and for men and women between 18 to 24 years old. Post-secondary deficits in these regions give rise to extreme personal and family distress and social issues which impacts adversely on children. One developmental outlet for about 15% of this group is entrepreneurial activity. The entrepreneurial rate in T&T is about 15%. A positive enabler will be a Seed Capital Entrepreneurship Fund designed to prepare for and complement the services of loan funding agencies such as NEDCO and the commercial banks.

**FOCUS:** TDC plans to set-up a team of subject-area experts to develop this project which will require original thinking, probably together with the Entrepreneurial Centre at UWI.

### 5.5 *Multi-year Programmes*

TDC will bring together a team of corporate experts and practitioners who have worked in social responsibility/social welfare, to assist in identifying priorities and developing Proposals for funding. This must be completed in time for the 2019/2020 budget cycles of major corporates. These programmes will require substantial funding.