

# NATIONAL SCHOOLS DIETARY SERVICES LIMITED



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ADMINISTRATIVE REPORT 2021/2022

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## 3 LIST OF ACRONYMS AND ABBREVIATIONS

NAMDEVCO	National Agricultural Marketing and Development Corporation
NSDSL	National Schools Dietary Services Limited
SNP	School Nutrition Programme

# 1 INTRODUCTION

The National Schools Dietary Services Limited (NSDSL) was incorporated as a limited liability company by Cabinet Minute No. 943 of May 16, 2002, to manage the School Nutrition Programme (SNP) on behalf of the Ministry of Education.

The NSDSL reports to the Ministry of Finance, as Corporate Sole, and the Ministry of Education as the line Ministry. As a state-owned enterprise, the NSDSL falls under the scrutiny of the Public Accounts Enterprises Committee and the Auditor General. The NSDSL also partners with relevant stakeholders such as the Ministry of Health and the Ministry of Agriculture, Land and Fisheries, as well as the National Agricultural Marketing and Development Corporation (NAMDEVCO) in delivering its services.

The SNP provides Government-sponsored meals to eligible children in over eight hundred (800) schools located throughout Trinidad. Approximately fifty-four thousand (54,000) breakfast meals and seventy-nine thousand (79,000) lunches are supplied daily by seventy contracted Caterers.

## 2 CORPORATE STRATEGY

### 2.1 Vision

The NSDSL will be a model School Nutrition Programme for the region and internationally, contributing to the health and well-being of the nation's children.

### 2.2 Mission

To ensure that every child who has access to the School Nutrition Programme is provided with safe, nutritious meals.

### 2.3 Service Provided and Core Business

Research has proven that a child's educational potential is impacted positively if he/she is well nourished. The NSDSL usually ensures that meals are delivered to over eight hundred (800) schools within a four-hour timeframe, from completion of preparation of the meal at the caterer to consumption by the students.

Food safety is the top priority for the SNP and as such, all caterers must adhere to stringent sanitation guidelines in their daily operations. Adherence to these guidelines is closely monitored by Quality Assurance Officers daily. The kitchens are also inspected and approved annually by the Public Health Department of the Ministry of Health.

The NSDSL is a significant contributor to successful public-private partnerships and to the development of small and micro entrepreneurs throughout the country. The Company normally provides direct or indirect employment for over six thousand (6,000) persons hired by caterers and wholesale and retail suppliers of food and foodservice-related products.

### 2.4 Mandate and Strategic Goals

The NSDSL was established as a limited liability company in 2002 with the mandate to ensure that the nation's children are served nutritionally balanced, delicious meals through the SNP. The long-term benefit of the Programme will be healthier youth, who make better food choices, having the foundation of good nutrition.

The responsibilities of the NSDSL include:

- the development of a strategic direction for the SNP and overseeing of implementation;
- the development of policy guidelines for the management and operation of the Programme;
- the establishment of criteria for the selection of caterers;
- the development of quality control mechanisms and monitoring of enforcement; and
- the planning of new initiatives.

The objectives of the SNP are:

- to provide as a weekly average approximately one-quarter and one-third of the Recommended Dietary Allowances of nutrients for the child through breakfast and lunch, respectively;
- to contribute to the improvement of the nutritional status of the child and to enhance learning ability; and
- to further stimulate the agricultural sector by utilising local produce wherever possible in the meal plan.

These objectives are achieved through the use of the following strategies:

- structured menu planning and implementation;
- strict adherence to food safety guidelines;
- continuous training;
- research;
- nutrition outreach activities; and
- collaboration with relevant stakeholders.

For the reporting period, the NSDSL pursued the following strategic goals:

- partner with key stakeholders to strengthen the overall management of the SNP to develop and sustain the ‘Model SNP’;
- build organisational and operational effectiveness for improved execution of Value Chain activities ensuring Value for Money;
- pursue and leverage additional sources of funding;
- implement the use of evidence-based decision-making for continuous improvement/excellence in service delivery; and
- collaborate with the Ministries of Education and Health education/ building awareness and understanding of food nutrition/education.

## **2.5 Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)**

An analysis of the Strengths, Weaknesses, Opportunities and Threats of the NSDSL was conducted for the 2018-2020 Strategic Plan and is detailed hereunder.

### **2.5.1 Strengths/Opportunities**

The strengths of the NSDSL and the opportunities identified for the Company are as follows:

- Meal Distribution network: Over the forty-one plus years that the NSDSL has been existence, the NSDSL has developed an efficient distribution system. Through its private-public partnership with its sixty-seven caterers located throughout the country, where prior to the pandemic, the NSDSL ensured that an average of twenty million meals were delivered annually to children in some of the remotest parts of Trinidad.

- **Quality Assurance:** Notably, the NSDSL has implemented stringent food safety practices with minimal incidences of breaches in food quality. In the administration of its quality assurance programme, the NSDSL partners with multiple organisations including, the NAMDEVCO, Trinidad, Caribbean Industrial Research Institute, and the University of the West Indies. For example, the NSDSL as part of its quality assurance activities consistently utilises Caribbean Industrial Research Institute and the University of the West Indies Food Lab to conduct independent random microbial testing of suppliers and kitchens. Continuous training and development, and the application of International Organisation for Standardisation accreditation concepts are also implemented to ensure the highest standards of food quality. On a daily basis Quality Assurance Officers visit kitchens and suppliers to ensure that the production standards as are NSDSL internationally benchmarked standards.
- **Menu Development-Intellectual Property:** The NSDSL through its SNP has developed a number of standardised recipes and menu options based on a twenty-day, four-week menu cycle. The menus are designed to allow the child to meet in the case of breakfast, one quarter of the recommended daily allowance of nutrients and calories and in the case of lunch, one third of the recommended daily allowance as a weekly average. The menu planning exercise also emphasises the use of local produce and the diverse cultural background of the local population. The recipes and menus developed by the NSDSL represent intellectual property that can potentially be leveraged by the NSDSL.
- **CARICOM Model for School Meal Services:** The SNP, managed by the NSDSL has been recognised by CARICOM as a model for school meal services. CARICOM Member States were encouraged to leverage the Trinidad and Tobago model as a basis for introducing similar school feeding programmes in their respective countries. The NSDSL has also in the past assisted the Government of Antigua by applying the Trinidad and Tobago SNP model for the establishment of an Antigua national school nutrition programme.
- **Institutional capacity:** The NSDSL is staff by professionals that are qualified in fields needed for successful school meal service, for example, Chefs, Agronomists, Health and Safety Specialists, Accountant, Dietitians and Nutritionists.
- **Stakeholder relationships:** Over the years, the NSDSL has developed strong relationships with relevant stakeholders for example the Ministry of Education, Ministry of Health and NAMDEVCO, thereby allowing the company to easily collaborate with these ministries or agencies towards accomplishing the company's goals and objectives.

### **2.5.2 Weaknesses and Threats**

The weaknesses of the NSDSL and the threats identified for the Company are as follows:

- **Efficiency of daily operations:** the efficiency of the Programme's daily operation is not dependent on the NSDSL only but requires receiving accurate and timely data from schools and the Ministry of Education. It must be noted that there have been vast improvements in



this area after an evaluation of the Programme was completed in 2018 and recommendations were implemented.

- Nutrition education initiatives: Education of nutrition practices and standards is not a core function of the NSDSL but rather the Ministry of Education therefore greater participation is required from the Ministry of Education to ensure that standardised information on proper eating habits is imparted to all students consistently to effect positive behaviour modification, towards them developing healthier lifestyles. The school environment also has to be supportive of the messages being communicated to students. This goes beyond the delivery of the food and fitness component of Health and Family Life Education curriculum in Primary School and the Technology Curriculum in secondary schools.
- Staff Turnover: High turnover of employees in both caterer staff and farm suppliers is impacting quality levels for caterers, thereby obligating NSDSL to provide more training for caterers and farmers to adhere to food safety and quality standards.
- High Food Prices: Price gauging, and generally higher prices of local produce make imported goods more attractive and cost-effective to caterers making it harder for the SNP to add value to local farming and processing industry. The cost of other food items has also been escalating over the years.
- School Meal Options: Less nutritional alternative meal options provided in school cafeterias still a major deterrent. The Ministry of Health is in the process of developing nutrition standards for foods offered in schools.
- Financial obligations: With a downturn in the economy in the last six years, the NSDSL experienced shrinking budgetary allocations.
- Impact of Crime: the NSDSL has experienced staff security concerns in crime hot spots and/or poorly secured areas.
- Public Health regulations: NSDSL is operating within an environment where regulations regarding Public Health is outdated.
- The COVID-19 Pandemic: the daily operations of the NSDSL was negatively impacted by the pandemic, mainly in previous fiscal year. Some caterers only produced less than 10% of their allocations in the 2<sup>nd</sup> year of emerging from the effects of the pandemic. Eight caterers discontinued on the Programme during the fiscal year because it was no longer financially viable for them to continue.

## 3 CORPORATE STRUCTURE

### 3.1 Corporate Structure

The NSDSL employed sixty-two persons (comprising technical and administrative staff), sixty-seven caterers island-wide and operated within four geographic zones in Trinidad during the 2021/2022 fiscal year. Its organisational structure, with clear levels of authority, is presented as **Appendix I** and is described below.

#### 3.1.1 Board of Directors

The Board of Directors directs the management of the business and affairs of the Company. Its main responsibility lies in the planning, monitoring and controlling of the activities of the Company to ensure the optimal utilisation of its resources and the achievement of its objectives. It ensures that policies and business decisions taken at the Board level are implemented. The Board further ensures that the Company is staffed by competent senior management personnel, sets standards and reviews managerial performance in the context of the Company's objectives.

#### 3.1.2 Management Team

The management team is accountable to the Board of Directors and is headed by the Chief Executive Officer. The senior management of the Company consisted of a Programme Manager (Operations), a Programme Manager (Nutrition Services) and a Programme Manager (Finance) in fiscal year 2021/2022.

#### 3.1.3 Departments

The functions of the eight Departments of the NSDSL are outlined below.

##### 3.1.3.1 Nutrition Services Department

The main roles and responsibilities of the Nutrition Services Department are:

- guiding the SNP menu planning process and recipe development activities by:
  - completing nutrient analyses of recipes and menus; and
  - advising on menu choices that would meet the nutrient requirements for the students;
- producing nutrition education resource materials and conducting nutrition education sessions for schools;
- generating media publications and productions as part of national nutrition education programmes/campaigns;
- offering nutrition consultancy services to other departments and other organisations upon request;
- participating in research activities on nutrition issues of relevance to the SNP;

- collaborating with stakeholders on projects/programmes that promote good nutrition practices; and
- facilitating the placement and supervision of tertiary students for their Foodservice Systems Management and Community Nutrition rotations and facilitating their research projects.

### **3.1.3.2 Recipe Testing and Development Department**

The main roles and responsibilities of the Recipe Testing and Development Department are:

- participating in the SNP menu planning exercise, including the preparation of the costing of menu cycles;
- developing new recipes for the SNP and conducting sensory evaluation exercises of selected recipes; and
- conducting theoretical and practical meal preparation training sessions for staff and caterers.

### **3.1.3.3 Agriculture and Suppliers Department**

The main roles and responsibilities of the Agriculture and Suppliers Department are:

- participating in the SNP menu planning exercise;
- liaising with relevant stakeholders to secure agricultural produce for the SNP;
- working with relevant departments of the NSDSL to identify viable opportunities for increasing the use of local produce in the Programme;
- developing strategies to encourage agri-suppliers to provide increased volumes of local produce to satisfy opportunities identified;
- providing farmers and agro-processors with termly projections on agricultural produce needed for the SNP;
- visiting and presenting proposals to agri-suppliers with opportunities identified to absorb increased volumes of local produce;
- determining the success of the supply enhancement initiatives by analysing and reporting periodically to management on data collected on the supply of local agri-products;
- auditing the operations of suppliers to the SNP to assess compliance with good manufacturing practices and public health regulations; and
- participating in the SNP menu planning exercise.

### **3.1.3.4 Operations Department**

The main roles and responsibilities of the Operations Department are:

- participating in the SNP menu planning exercise;
- auditing the daily operations of the catering facilities to assure meal quality and safety;
- conducting termly evaluations of caterers to ensure compliance with the objectives and standards of the NSDSL and making appropriate recommendations for their continued service to the organisation;

- managing the microbiological testing of SNP meals by independent laboratories;
- liaising with the Public Health Department of the Ministry of Health to ensure that caterers meet public health requirements and obtain certification;
- conducting regular visits to schools to ensure compliance with the objectives and policies of the programme;
- liaising with Principals and School Supervisors on matters related to the provision of meals; and
- assessing the training needs of caterers and suppliers and assisting with the design of training programmes as required.

#### **3.1.3.5 Training Department**

The main roles and responsibilities of the Training Department are:

- conducting training needs analyses of the staff of the NSDSL and caterers and making recommendations for appropriate training;
- liaising with training providers; and
- developing, facilitating and coordinating the delivery of training programmes.

#### **3.1.3.6 Information Technology Department**

The main roles and responsibilities of the Information Technology Department are:

- conducting needs analyses to determine the Company's technology requirements;
- researching current and potential resources and services and making recommendations for the purchase of technology resources;
- contributing to the development of plans and schedules for the purchase, deployment, and maintenance of technology solutions;
- conducting routine installation, repair and maintenance of hardware and software as required;
- providing network access to staff in accordance with agreed protocols; and
- planning, scheduling, and delivering orientation and training programmes to users of new and existing technology.

#### **3.1.3.7 Research Department**

The main roles and responsibilities of the Research Department are:

- designing and managing research projects relevant to the SNP;
- leading the process of gathering and collating data on the operations of the NSDSL; and
- participating in the SNP menu planning exercise.

### 3.1.3.8 Accounting Department

The main roles and responsibilities of the Accounting Department are:

- ensuring that accounting systems and procedures are consistent with the guidelines and policies given in the State Enterprises Performance Monitoring Manual and the NSDSL Financial Accounting Policies Manual;
- managing the disbursement of funds for operating and capital expenditure;
- coordinating and verifying payments to caterers and all other creditors to ensure that payments are made on a timely basis;
- managing the Company's assets and investments;
- planning and/or coordinating the preparation of departmental and Company budgets;
- preparing and submitting the annual budget for review and approval; and
- preparing the financial statements, financial and management reports of the Company.

### 3.1.4 Caterers

In fiscal 2021/2022, meal service was provided by sixty-seven contracted caterers located across Trinidad, a list of which is provided in **Appendix II**. For ease of administration, the kitchens and schools are organised under four distinct geographical zones: South, Central, North, and East. Each zone is managed by a Zonal Manager who supervises Quality Assurance Officers who visit kitchens daily and schools bi-monthly.

For the fiscal year there were:

- sixteen kitchens located in the North Zone;
- seventeen kitchens located in the East Zone;
- eighteen kitchens located in the Central Zone; and
- sixteen kitchens located in the South Zone.

This information is summarised in **Figure 1**.

**Figure 1: Zonal Boundaries of the SNP**



## **3.2 Reporting Functions**

### **3.2.1 Reporting Relationships**

The Board of Directors report to the Ministry of Finance as corporation sole and the Ministry of Education as the line Ministry, as guided by Chapter Two of the State Enterprises Performance Monitoring Manual.

### **3.2.2 Reporting Functions**

The NSDSL periodically submits the following reports to the Ministry of Finance and/or the Ministry of Education:

- annual reports:
  - Draft Estimates;
  - Published Audited Financial Statements;
  - Administrative Reports; and
  - the Board of Directors of State Enterprises Annual Performance Appraisal Report.
- semi-annual reports:
  - Mid-year Request for Additional Funding (if required); and
  - Unaudited Financial Statements.
- quarterly reports:
  - Quarterly Status of Investment in Security Portfolio;
  - Quarterly Status of Litigation Proceedings;
  - Quarterly Return Reports; and
  - Social Sector Investment Project Quarterly and Target Reports (submitted through the Ministry of Education to the Ministry of Social Development and Family Services).
- monthly reports:
  - Monthly Statement of Cash Operation;
  - Monthly Statement of Loan/Overdraft Portfolio; and
  - Request for Monthly Releases.

The NSDSL also submits ad hoc reports to the Ministry of Education, as requested.

## **3.3 Legislative and Regulatory Framework**

The main legislative instruments that govern the NSDSL are:

- The Companies Act, Chap. 81:01;
- The Constitution of the Republic of Trinidad and Tobago;
- The Copyright Act, Chap. 82:80;
- The Data Protection Act, Chap. 22:04;
- The Equal Opportunity Act, Chap. 22:03;
- The Exchequer and Audit Act, Chap. 69:01;
- The Freedom of Information Act, Chap. 22:02;

- The Industrial Relations Act, Chap. 88:01;
- The Occupational Health and Safety Act, Chap. 88:08;
- The Pensions Act, Chap. 23:52;
- The Value Added Tax Act, Chap. 75:06; and
- The Workmen's Compensation Act, Chap. 88:05.

The NSDSL is also guided by the State Enterprises Performance Monitoring Manual, which states that the Government of the Republic of Trinidad and Tobago will monitor the performance of state enterprises to ensure that they successfully execute their mandates and maximise value for money for the national stakeholders and shareholders.

### **3.4 Delegated Financial Authority**

The delegated financial authority for the approval of payments and cheques is as follows:

- the Chairman of the Board of Directors and another Director will approve payment and cheques that amount to more than \$1,000,000;
- Member of the Board of Directors and Chief Executive Officer will approve payment and cheques that amount to sums between \$500,001 and \$1,000,000; and
- the Chief Executive Officer and Accountant will approve payment and cheques that amount to a maximum of \$500,000.

## 4 PLANS AND PERFORMANCE OBJECTIVES

### 4.1 Short-, Medium- and Long-Term Plans

The NSDSL has identified the following short-, medium- and long-term plans in order to achieve its objectives and Strategic Priorities as follows:

- to contribute to healthier children who are well prepared to learn;
- to engage in effective NSDSL Operations; and
- to assist children to develop healthier eating habits.

#### 4.1.1 Short-Term Plans (one year)

The NSDSL's short-term plans are to ensure that:

- with respect to the School Nutrition Programme – Meal Service:
  - all students for whom meals are requested will receive at least one safe and nutritious meal per day;
  - all kitchens are monitored daily to ensure that food safety standards are consistently followed during production;
  - all SNP suppliers are monitored monthly to ensure a safe food supply to the Programme;
  - at least eight (four breakfast meals and four lunches) to sixteen meals (eight breakfast meals and eight lunch meals) are tested monthly to ensure they are safe for consumption;
  - 90% of the lunch menus on the SNP contain local produce;
  - for the school year, three regular menu cycles and three vegetarian menu cycles will be developed, nutritionally analysed, and used for the SNP;
  - price increases in the costs of the meals offered on the SNP are secured;
  - there is continuous improvement in meal acceptance by students through the ongoing monitoring of meal consumption at schools and the development of new and modified menus;
  - there is ongoing maintenance of the NSDSL database on schools and catering facilities; and
  - there is ongoing forecasting of local produce needed for the Programme and ongoing capture of the volume of local produce used on the SNP.
- the following Nutrition Education Initiatives are conducted:
  - all nutrition education requests received from schools are attended to on a timely basis; and
  - ongoing partnership with key stakeholders for example the Ministries of Education and Health to promote health and well-being among students, parents, and school personnel.



- with regard to Institutional Strengthening:
  - all relevant Board committees are functional;
  - all statutory obligations are met, inclusive of the audited Annual Financial statements completed;
  - one training activity per quarter is completed for NSDSL staff and catering facilities;
  - all catering facilities are evaluated termly;
  - the performance of all NSDSL staff is evaluated yearly;
  - relevant research is completed, as needed;
  - the overall performance of the company is evaluated yearly;
  - tertiary students assigned to the NSDSL are exposed to relevant topics and areas in Foodservice Systems Management and/or Community Nutrition to fulfil their university's requirements;
  - needs assessment of additional staff needed in various departments is completed to ensure that NSDSL's operations runs efficiently; and
  - additional staff will be hired, as needed.
- the following Stakeholder Engagement activities are conducted:
  - there is continued engagement of stakeholders such as the Ministry of Agriculture, Land and Fisheries and NAMDEVCO, farmers and other agro-processors, towards ensuring that adequate agriculture produce is secured for the SNP; and
  - networking relationships with relevant ministries are enhanced, such as the Ministry of Health and other agencies to promote healthy eating in school communities.

#### **4.1.2 Medium-Term Plans (three to five years)**

The NSDSL's medium-term plans are to ensure that:

- with respect to the School Nutrition Programme – Meal Service:
  - catering facilities are upgraded as needed.
- with regard to Nutrition Education Initiatives:
  - a study of recipients with relevant partners (for example tertiary institutions) on the impact of the NSDSL's nutrition education interventions on the nutritional status of students and their families is completed.
- the following activities with regard to Institutional Strengthening are conducted:
  - a new strategic plan is developed for the period; and
  - key performance indicators are revised/developed, as needed.

#### **4.1.3 Long-Term Plans (six to ten years)**

The NSDSL's long-term plans are to ensure that:

- with respect to Institutional Strengthening:
  - the organisational chart and staff compensation packages are reviewed and/or revised, as needed; and

- a needs assessment of additional staff needed in various departments is completed to ensure that NSDSL's operations runs efficiently.

## 4.2 Performance Objectives and Accomplishments

During the reporting period, the NSDSL was able to fulfil its performance objectives as detailed in Table 1.

**Table 1: NSDSL's Performance Objectives and Accomplishments for fiscal year 2021/2022**

Performance Objectives	Performance Measures	Actual Accomplishments
To provide in an efficient manner students with safe and nutritious meals which promote the use of local produce	<p>New or modified recipes, improved quality of meals and nutrient analyses of menus</p> <p>% of unsatisfactory food microbiological samples</p>	<p>New or modified recipes (featuring local produce) developed.</p> <p>Nutrient analyses completed on 4 menu cycles for school terms 2 and 3.</p> <p>Less than 0.00001% of samples tested had an unsatisfactory report</p>
To ensure better meal consumption and by increasing customer satisfaction, knowledge and appreciation for the meals presented	<p>School visits to monitor meal service.</p> <p>Nutrition education requests from schools</p> <p>% of recipients reporting satisfaction with meal service</p>	<p>All 100+ Secondary Schools receiving meals visited every six weeks between the period February to April 2021</p> <p>All nutrition education requests received fulfilled on a timely basis.</p> <p>≥ 90 % of recipients satisfied with meal service.</p>
To enhance the organisation's efficiency of operations.	<p>Completion of all relevant reports, for example:</p> <ul style="list-style-type: none"> <li>• Monthly Management Accounts and Variance Analysis</li> <li>• Quarterly Return Reports</li> <li>• Audited Financial Statements 2020/2021</li> <li>• Board of Directors of State Enterprises Annual Performance Appraisal Report</li> </ul>	<p>All reports were completed on time.</p>

Performance Objectives	Performance Measures	Actual Accomplishments
	<p>Projections for the volume of agricultural produce used on the SNP; actual volumes used recorded.</p> <p>Training sessions for staff members and Caterers Caterers' evaluations Staff performance appraisals</p> <p>Evidence of the company network infrastructure functioning efficiently.</p> <p>Enhanced organisation structure and revised compensation packages for staff</p>	<p>Projections for volume of agricultural produce used on the SNP were completed quarterly. Calculation of actual volumes of local produce used also done.</p> <p>Staff members and Caterers exposed to relevant training on a quarterly basis.</p> <p>All Caterers' evaluations completed.</p> <p>All staff yearly performance appraisals completed.</p> <p>The NSDSL databases maintained and updated regularly. The Information Technology department generated relevant reports.</p> <p>The revised organisation structure and staff compensation packages submitted to the Chief Personnel Officer's office in April 2015; the NSDSL still awaits feedback.</p>
To strengthen strategic alliances with various Institutions	Enhanced networking relationships with the various Ministries and relevant institutions for example the Food and Agriculture Organization as evidenced by meetings held, initiatives or projects started or completed.	<p>Relationships were strengthened or established with relevant institutions: Several alliances continued to be strengthened for the reporting period, for example:</p> <ul style="list-style-type: none"> <li>• <i>Ministry of Agriculture, Land and Fisheries, NAMDEVCO, and farming organisations:</i> ongoing discussions and projections on volume of local produce needed for the SNP made available, towards increasing the use of local</li> </ul>

Performance Objectives	Performance Measures	Actual Accomplishments
		<p>produce on the SNP.</p> <ul style="list-style-type: none"> <li> <i>Ministry of Health:</i> continued to work closely with the Public Health Inspectorate, which visits kitchens to also monitor food safety; continued to partner with the Health Education Division on health promotion initiatives such as the Healthy Me Camps. </li> <li> <i>The University of the West Indies:</i> Placement of Dietetic Interns for the completion of part of their advanced foodservice systems management and/or community nutrition practicums or training; they gained experience in the delivery of nutrition education sessions. </li> <li> <i>Food and Agriculture Organization:</i> their Cooperation for Adaptation and Resilience to Climate Change in the Caribbean”: Subproject –Resilient School Feeding Programs. The project is intended to strengthen the capacities of the institutions and stakeholders to implement resilient and sustainable National School Feeding Programs that incorporate the </li> </ul>

Performance Objectives	Performance Measures	Actual Accomplishments
		purchase of products from farmers.

#### 4.2.1 Performance Constraints and Remedial Actions

The major constraints that affected the achievements of the NSDSL's performance objectives during the reporting period are outlined below.

During this fiscal year, the COVID-19 pandemic continued to influence the operations of the NSDSL. The SNP was unable to resume full capacity feeding in the first quarter because only secondary students were out to schools. The Programme also had limited feeding in the second quarter because most primary school students continued online learning away from classrooms. All secondary school students were out to school for the period while only Standard 5 students from primary schools attended classes. Pre-schoolers were also not out to school. The NSDSL therefore only returned to full meal production on the April 19, 2022, at the start of Term III of the school academic year 2021/2022.

There has been a steady increase in food prices and raw materials both globally and locally since 2014, with the situation having been exacerbated during the pandemic period. Some food items increased by as much as 45%. With the increased freight costs and other inputs for production now being experienced globally, suppliers are also indicating that further price increases could be expected during the fiscal year. As indicated in December 2021, National Flour Mills announced that with effect from January 3, 2022, the wholesale price of flour will be increased by between 15% and 22%, with a suggested average 19% increase in the retail price.

The NSDSL undertook the undermentioned remedial action to address the constraints experienced.

The NSDSL approached the Ministries of Education and Finance in February 2022 for price increases paid for all categories of meals offered on the SNP. In September 2022, through the intervention of Dr. the Honourable Nyan Gadsby-Dolly, Minister of Education, the Cabinet of Trinidad and Tobago approved an interim increase of \$1.00 in the prices of the meals, as follows:

- Breakfast meals - \$7.63 V.A.T. exclusive;
- Preschool lunches - \$9.28 V.A.T. exclusive; and
- Regular lunches - \$10.00 V.A.T. exclusive

The NSDSL continued to negotiate prices with approved suppliers to ensure that caterers received competitive prices for goods and services.

During the upcoming fiscal year, the SNP is expected to benefit from a project that will be implemented across the region in selected Caribbean countries, including Trinidad and Tobago. The project, which aims to increase the availability of local produce on the SNP, is being spearheaded by the Food and Agriculture Organization.

## 5 ACTIVITIES AND ACHIEVEMENTS

### 5.1 School Nutrition Programme

The NSDSL provided four million, five hundred and fifty-one thousand and fifty-two (4,551,052) breakfast meals and five million, four hundred and seventy-six thousand, two hundred and ninety (5,476,290) lunches to students with zero reports of incidents, in keeping with the mandate and objectives of the SNP. These totals represented 86% of the meals produced for the fiscal year 2019/2020 when schools were shut down in the School Term II, at the beginning of the COVID-19 pandemic.

In order to capture the NSDSL production levels for the period, **Tables 2** and **3** provide the disaggregation of the estimated daily production figures by educational districts for regular allocations, when the entire school population returned to classrooms in April 2022.

**Table 2: Estimated Daily Number of Breakfast Meals served per Educational District during the fiscal year 2021/2022**

Educational District	Category of School					TOTAL
	Early Childhood Care and Education	Primary	Secondary	Special Education	Technical and Vocational	
Caroni	0	6,763	1,700	0	25	8,488
North-eastern	10	4,139	1,427	0	45	5,621
Port of Spain	51	6,086	1,882	214	152	8,385
South-eastern	0	4,697	1,566	0	25	6,288
St. Patrick	76	6,201	1,765	33	55	8,130
Victoria	131	6,493	2,270	83	219	9,196
St. George East	103	9,548	1,915	79	152	11,797
<b>Total</b>	<b>371</b>	<b>43,927</b>	<b>12,525</b>	<b>409</b>	<b>673</b>	<b>57,905</b>

**Table 3: Estimated Daily Number of Lunches served per Educational District during the fiscal year 2021/2022**

Educational District	Category of School					TOTAL
	Early Childhood Care and Education	Primary	Secondary	Special Education	Technical and Vocational	
Caroni	651	7,710	1,918	0	25	10,304
North-eastern	423	4,591	1,644	0	45	6,703
Port of Spain	470	7,553	2,576	247	242	11,088
South-eastern	450	5,038	1,601	0	25	7,114
St. Patrick	700	7,535	1,967	59	55	10,316
Victoria	964	7,080	2,394	91	210	10,739
St. George East	934	11,393	2,291	84	151	14,853
<b>Total</b>	<b>4,592</b>	<b>50,900</b>	<b>14,391</b>	<b>481</b>	<b>753</b>	<b>71,117</b>

During the fiscal year, the NSDSL conducted the following activities in keeping with the mandate and the objectives of the SNP:

- planned, evaluated (inclusive of costs) and conducted nutrient analyses of four menus used for the SNP;
- conducted one hundred and seventy-one (171) independent random microbial testing of meals from SNP kitchens using the services of the Caribbean Industrial Research Institute and the School of Veterinary Medicine Food Lab at the University of the West Indies to ensure that the standards of food quality were consistent and in keeping with the requirements of the NSDSL;
- visited caterers and suppliers to ensure that the food products used in the Programme and the meals produced were of the highest food safety and sanitation standards;
- monitored meal service at schools to receive feedback on the menus offered to inform approaches or initiatives towards better meal acceptance;
- continued partnership with the Public Health Department of the Ministry of Health in monitoring the production at kitchens; and
- contributed to the economic development of Trinidad and Tobago. When the SNP resumed full operation, approximately nine hundred (900) persons were employed at kitchens in both urban and rural communities throughout Trinidad; over 80% of whom are women. There are also over four thousand (4000) persons working with various SNP approved suppliers that provide goods and services to the Programme.



### **5.1.1 Recipe Testing and Development**

During the fiscal year, the NSDSL resumed full meal service in the third quarter of the reporting period. The Recipe Testing and Development department focussed on working with caterers on ensuring meal quality towards better meal acceptance by secondary school students, who can be very selective in their meal choices.

### **5.1.2 Utilisation of Local Agricultural Produce**

In keeping with the objective of stimulating the agricultural sector, the NSDSL provided farmers and processors that supply produce to the SNP with projections of quantities of produce that would be needed. The NSDSL continued to implement a system to capture actual levels of local produce used by caterers (**Appendix III**). Data collected from caterers for the reporting period indicated that approximately one million pounds (1 Mn. lbs) and units of local produce were used in the Programme, at an approximate cost of \$4,181,258.57.

### **5.1.3 Nutrition Education**

In order to ensure that students and the general public make better food choices and have a foundation of good nutrition, the NSDSL:

- Conducted nutrition education sessions for four thousand, seven hundred and thirty-six (4,736) students, parents/guardians, school personnel and the general public for thirty-seven schools and health promotion initiatives. Most of the sessions were conducted online as the pandemic resulted in most schools being closed during quarters one and two of the reporting period. The sessions were completed by the Nutrition department that was staffed by one Programme Manager and two Nutrition Officers, all qualified Dietitians or Public Health Nutritionists. Content covered in the sessions, with the material being consistent with information contained in the Ministry of Education's Health and Family Life Education curriculum, was:
  - The Caribbean Six Food Groups;
  - Definition of nutrients and identification of micro and macro nutrients;
  - The Go, Grow and Glow Concept;
  - Serving sizes of foods;
  - The importance of Water and Dietary Fibre in the diet;
  - The Multimix principle and Meal Planning;
  - Healthy Snacking;
  - The importance of being physically active;
  - Introduction to Nutrition-related Chronic Non-communicable diseases; and
  - The health impact of excessive added sugar consumption.
- Partnered with the Ministry of Health on their School Health Programme initiative – the 'Healthy Me' Caravan. The goal of the programme was to empower students to practise healthy lifestyles and achieve health targets for improved well-being. Thematic areas included: drug and alcohol prevention and cessation, managing the environment,

nutrition, and physical activity. The NSDSL provided information on healthy eating to participants who attended the mini health seminars held in June. Topics covered included: an introduction to the Six Caribbean Food Groups and the GROW, GO and GLOW concept. The sessions were well received by the participants.

- Provided information on healthy eating to A Taste of Trinidad and Tobago: The Cuisine and Culture Project participants. No Youth Left Behind, a La Brea-based non-governmental organisation that focuses on youth development, hosted a camp from April 4 to 8, 2022 for 4- to 26-year-olds. Persons actively participated in the sessions and handouts were also distributed.
- Prepared handouts on the nutritional benefits of cassava and sweet potatoes for the NAMDEVCO Total Local Cooking Demos held on June 25, 2022, at their Farmers' Market, Queen's Park Savannah. Nutrient analyses were also completed for the cassava and sweet potato bake and pancake recipes that were developed by the Recipe and Testing department. Over two hundred (200) handouts, including other recipes incorporating local items, were distributed at the event.
- Provided ninety-five handouts on healthy eating for the Parent-Teacher Association meeting held at Endeavour Hindu Primary on September 29, 2022.
- Worked with relevant stakeholders for example the Ministry of Health and Ministry of Education on Nutrition Guidelines for foods offered in schools.

#### **5.1.4 Institutional Strengthening**

During the fiscal year, the NSDSL conducted:

- Staff training sessions:
  - Virtual Staff Health Promotion activity: In commemoration of World Diabetes Day, which is commemorated on November 14 annually, the Nutrition department hosted the following staff event that on November 15, 2021; twenty-five persons were in attendance.
    - A 30-minute presentation by the Diabetes Association of Trinidad and Tobago on the theme for 2021 – 2023: Access to Diabetes Care. The presentation, which was done by Ms. Stacy De Coteau, a registered Public Health Nutritionist, was extremely well-received by the staff. It provided a very comprehensive understanding of insulin resistance and pre-diabetes, topics the NSDSL requested be highlighted. The session also presented a thorough insight into the services offered by the Diabetes Association of Trinidad and Tobago that can assist the staff and their family members in managing the disease or preventing the onset of it.
    - A 30-minute physical fitness session with Ms. Anika Walker, certified Personal Trainer and Corrective Exercise Specialist. Her complimentary services were sourced through our partners in health at the Health Education

Division, Ministry of Health. Ms. Walker's high-energy and fun aerobics session was also well-received and thoroughly enjoyed by the staff.

- NSDSL Grief Counselling Session: Given that the staff was traumatised by the sudden passing of a longstanding staff member who succumbed to the COVID-19 virus, the NSDSL hosted a virtual session entitled '*Coping with the Psychological Effects of Covid in the Work Environment*' for them. The session was facilitated by Ms. Akeisha Benjamin of the Trinidad and Tobago Red Cross Society. She is a mental health professional trained in Emotional Crisis Management and Behavioural Methodologies. The session was extremely well received by the staff. One additional group session will be done with the managers.
- Thirty-eight staff members *participated in the Building Blocks of Nutrition Literacy series* sessions held on February 23 and 24, 2022 towards increasing their knowledge base in the subject area. Topics covered were:
  - Nutrition and Cancer Prevention: in commemoration of World Cancer Day (February 4);
  - Nutrition and Glaucoma: in commemoration of World Glaucoma Week (March 6 – 11);
  - Nutrition and Better Kidney Care: in commemoration of World Kidney Day (March 11);
  - Nutrition and Respiratory Health;
  - Diets and Detoxification; and
  - Gluten free, is it worth the purchase?
- Forty-two staff members participated in the NSDSL virtual seminar hosted by the Trinidad and Tobago Cancer Society on March 16, 2022, in commemoration of World Cancer Day. The theme for the presentation was *I Care Because Cancer Doesn't*.
- The four staff members of the Suppliers' Team participated in a Train the Trainer course on Safe Food for School Feeding Programmes, hosted by the Inter-American Institute for Cooperation on Agriculture from April 4 to May 3, 2022. The course was completed in collaboration with the Ministry of Agriculture, Land and Fisheries, NAMDEVCO and other key partners. The training focussed on the Good Agricultural Practices, the critical requirements for producing, harvesting, handling, and delivering safe and quality fresh produce to the School Feeding Programme caterers. Topics covered included: worker health and hygiene, water and soil safety requirements, plant protection products, postharvest handling and sanitation, farm record keeping and climate smart practices.
- The five staff members of the Accounts department participated in on-the-job training regarding good accounting practices.
- Distribution of educational handouts: for all the health-focussed presentations held for the quarter, handouts were developed and/or provided to the staff, including

ones on the six most common forms of cancers (breast, cervical, colorectal, ovarian, pancreatic, and prostate).

- **Caterers Training:**
  - SNP Caterers' COVID-19 and Safety Protocols Training sessions: with the resumption of meal service at schools in October 2021, the Training and Research department completed a training module to re-educate kitchen staff on the Ministry of Health COVID-19 safety and other protocols that are to be implemented for the production and delivery of meals for the 2021/2022 school year. One hundred and thirty-one staff members participated in the sessions.
  - virtual sessions: ongoing training was also conducted at all caterers to ensure safe meal production of the highest quality. All caterers also participated in training sessions on the handling and sanitising of fruits and vegetables. Workshops were held for the staff of two kitchens on Time Temperature Control.
  - training for six University of the West Indies Nutrition and Dietetic Interns: as part of their Community Nutrition placements with the NSDSL, towards fulfilment of the requirements for their diploma in Institutional and Community Dietetics and Nutrition. They gained experience in the development of resource material and the delivery of virtual nutrition education sessions.

### 5.1.5 Comparison of Key Activities and Achievements

**Table 4** compares the key activities and achievements of the NSDSL for the fiscal years 2020/2021 and 2021/2022. It should be noted that significant variances between the two years are attributed to the impact of the COVID-19 pandemic.

**Table 4: Comparison of Key Achievements for Fiscal Years 2020/2021 and 2021/2022**

Description	2020/2021	2021/2022
Number of breakfast meals delivered to schools with zero reports of incidents	156,303	4,551,052
Number of lunches delivered to schools with zero reports of incidents	192,211	5,476,290
Volume of local produce used in SNP meal production	79,000 lbs. and units at an approximate cost of \$304,000	1 Mn. lbs. and units at an approximate cost of \$4.2 Mn.
Nutrition education sessions completed	Two thousand, eight hundred and thirty-six (2,836) participants from twenty-seven	Four thousand, seven hundred and thirty-six (4,736) students, parents/guardians, school

Description	2020/2021	2021/2022
	schools and virtual Ministry of Health camps	personnel and the general public for thirty-seven schools and health promotion initiatives
Institutional Strengthening Activities	100% of NSDSL staff (fifty-nine persons) and tertiary students (twenty-seven persons) participated in relevant training e.g., COVID-19 Public Health guidelines, accounting procedures and community nutrition.	100% of NSDSL staff (sixty-two persons), tertiary students (six persons) and caterers (seventy) participated in relevant training e.g., nutrition education, accounting procedures, food safety and community nutrition.

## 6 FINANCIAL OPERATIONS

### 6.1 Budget Formulation

Over the past few years, a greater performance focus was adopted in the format of budget preparation for:

- Programme Budgeting - linked to programme goals, objectives and resource allocations and associated with the specification of programme performance indicators, against which programme performance is measured.
- Performance Budgeting - emphasis on specifying expected deliverables and what is to be achieved, including measures and targets to assess how well the NSDSL is performing in delivering its outputs.

The following four components of the budget documentation were submitted to the Ministry of Education:

- a Summary of Estimates presenting the expended allocations in terms of the functional classification;
- a detailed statement of all expenditure in terms of expense classification;
- a detailed statement on the financial treatment of any deficit or surplus; and
- a summary of the new policy measures introduced by the budget.

The Summary of Estimates is a single table that outlines three key features:

- Direct Expenditure:
  - this includes budgeted amounts paid to caterers and expenses directly involved with meal preparation, i.e., the cost of microbiological testing of meal samples and disposables such as boxes, sporks, and napkins.
  - the number of meals provided per school along with the number of school meal service days.
  - the cost per meal type (for example early childhood, primary, secondary).
- Indirect Expenditure:
  - this includes budgeted amounts for staff salaries and office expenses.
- Capital Expenditure:
  - this includes budgeted amounts for the purchase of information technology equipment, etc.

The detailed schedule of expenses provides a basis for the amounts stated on the Summary of Estimates table. These calculations are reviewed by the Chief Executive Officer and the Programme Manager (Finance) to determine the reasonableness of the expenses. The breakdown of the related expenses is clearly indicated on separate pages to justify the need. This preparation of detailed schedules provides insight into the appropriateness of the activity and prevents the

company from suffering a major deficit. Additionally, the essential subvention amounts required in the opinion of the budget preparers would also be under consideration.

All expenditure elements of the budget are unified into a single comprehensive document that provides clarity to internal and external users and indicates how resources are to be allocated.

## **6.2 Expenditure and Income**

The comparison of actual expenditure versus budgeted amounts is a principal function that management adopts at the NSDSL. The process of focusing on forward-looking information, such as measuring actual amounts against developed budgets, assists management in formulating business strategies, planning business activities and evaluating business results. This mechanism of providing decision-oriented information serves as a tool used to strengthen the management of the organisation.

Measuring actual results against budgeted amounts is aimed at monitoring Direct Expenses, such as Caterers and Suppliers Expenses, Administrative Expenses, such as Office Expenses and Staff Salaries, and Capital Expenditure. This helps to distinguish between expenditure that is favourable versus adverse for the Company.

The differences between actual and budgeted amounts are measured to enable the users of the information to take corrective action, where necessary. For example: the Breakeven Analysis, prepared by the Programme Manager (Finance) and reviewed by the Chief Executive Officer, allows controls over mandatory expenses such as payments to caterers and suppliers for disposable items, to ensure that total monthly expenses are within the subvention released from the Line Ministry.

The comparison of actual expenditure versus budgeted amounts is analysed on a monthly basis when management accounts are prepared by the Accounting department and reviewed by the Chief Executive Officer. The reports show monthly activities that relate to income and expenses and includes separate columns for actual versus budgeted amounts. This is then submitted to the NSDSL's Board of Directors for review. The purpose of this internal document is to add value to the business through better planning, monitoring, evaluating, and controlling. The Chief Executive Officer through quarterly reviews, takes corrective action where necessary, such as adjusting budgeted amounts upwards or downwards to better reflect reality and implementing new cost-cutting measures.

Subventions received during fiscal year 2021/2022 was \$88,908,452. The actual expenditure was \$119,042,100, which comprised \$106,295,665 in direct expenses and \$12,746,435 in administrative expenses. This information is further itemised in **Tables 5 and 6**.

**Table 5: NSDSL Statement of Expenditure for the 2021/2022 Fiscal Year**

Expenditure		TTS	Notes
<b>Direct Expenses</b>	Caterers	98,598,727	Includes payment to caterers of the SNP (cost of meals), microbial testing of meals and Personal protective equipment.
	Boxes and Sporks	7,493,330	
	Sample Testing	196,612	
	Personal Protective Equipment	6,996	
	<b>Subtotal</b>	<b>106,295,665</b>	
<b>Administrative Expenses</b>	Salaries	7,586,199	Other expenses for managing the NSDSL e.g., salaries, utilities, rent, stationery, bank charges and taxes.
	Security	219,000	
	Rent	721,980	
	Insurances	44,907	
	Office Supplies and Stationery	165,223	
	Utilities	325,458	
	Finance Charges	15,219	
	Other Administrative	3,668,449	
	<b>Subtotal</b>	<b>12,746,435</b>	
<b>TOTAL</b>		<b>119,042,100</b>	

Source: NSDSL Audited Financial Statements 2021/2022

**Table 6: NSDSL Statement and Income for the 2021/2022 Fiscal Year**

Subvention/Income	TTS	Notes
Subvention received	88,908,452	
Other Income	11,555	Includes catering services provided for miscellaneous events.
<b>TOTAL SUBVENTION AND INCOME</b>	<b>88,920,007</b>	

Source: NSDSL Audited Financial Statements 2021/2022

### 6.3 Debt Policy

The Debt Policy of the Company is found in Chapter 5 (Banking and Cash Management) of its Financial and Accounting Manual. The Manual states that the NSDSL can only enter into loan agreements with the approval of the Board of Directors. Such loans may be for the purpose of funding capital investments or hire purchase transactions.

If the NSDSL requires the facilities of a lending agency to meet its present or future obligations, management will document the following:

- the reason(s) for the borrowings;
- cash requirements;



- the duration of the loan;
- evaluate at least three possible sources of finance;
- select the appropriate lending agency;
- outline the terms of the lending agreement; and
- ensure that the NSDSL has adequate future income sources to meet the borrowing obligations.

Any capital commitments resulting from the loan will be stated in the notes to the financial statements. The NSDSL has never accessed these facilities.

#### **6.4 Investment Policy**

The Investment Policy of the Company is found in Chapter 5 (Banking and Cash Management) of its Financial and Accounting Manual. The Manual states that the NSDSL will from time to time assess their surplus cash position and, with the Board of Directors' approval, will invest in short-term, interest-bearing financial instruments.

The Company's management will seek to maximise the gains from these surplus funds by evaluating and selecting the most suitable financial instrument in which to invest. Investments will be made only with the Board of Directors' approval and interest gained from the investment will be recorded as interest income in the period of receipt.

#### **6.5 Audit**

The services of an independent audit firm were outsourced to perform the audit function for the NSDSL in accordance with the State Enterprises Performance Monitoring Manual.

## 7 HUMAN RESOURCE MANAGEMENT

The success of the NSDSL is greatly dependent on its human resource pool. The Company has developed a policy to govern all human resource matters, including:

- Career Path Systems;
- Performance Measurement Tools;
- Performance-based Promotion Procedures; and
- Recruitment and Selection Procedures.

These policies are briefly discussed below.

### 7.1 Category of Employees

The NSDSL is staffed by a cadre of permanent and contract employees with expertise and professional qualifications in a variety of disciplines relevant to school meal service, for example, Agronomy, Culinary Management, Food Safety, Food Technology, Research and Nutrition. These positions are detailed at **Appendix I**. During the reporting period, there were sixty-two staff members employed with the NSDSL (sixty-one permanently employed and one on contract).

### 7.2 Career Path Systems

Each employee of the NSDSL is encouraged and motivated to pursue upward mobility opportunities within the Company as they are advertised.

### 7.3 Performance Assessment/Management Strategies

The Board of Directors ensures that the Company is staffed by competent senior management personnel, sets standards and reviews managerial performance in the context of the Company's objectives. In addition, the performance of all other employees is assessed by their supervisors and an appraisal form is then completed and signed by both parties.

### 7.4 Promotion and Selection Procedures

The promotion and selection procedures at the NSDSL are as follows:

- advertise vacancies;
- short-list applicants;
- conduct interviews and assessments; and
- select applicants.

### 7.5 Employee Support Services

The Chief Executive Officer and the senior management team continuously support employees and ensure their wellbeing. In addition, external support services are pursued on behalf of employees, where necessary.

## 8 PROCUREMENT PROCEDURES

The management of the NSDSL designed and implemented a procurement process to ensure transparency, accountability, and value for money in all aspects of procurement to support the effectiveness and efficiency of the Company.

The procurement procedures of the NSDSL are guided by the manual entitled Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works, and Disposal of Unserviceable Items in State Enterprises/Statutory Bodies (State Agencies) produced by the Ministry of Finance. The Company is also guided by its Procurement Manual when procuring goods and services.

### 8.1 The Procurement Manual

The Procurement Manual complements the NSDSL's Finance and Accounting Policies Manual and the Protocol for the Award of Contracts to Caterers Manual. It also provides guidelines for the proper disposal of Company assets and the recording of such disposals. The purpose of the manual is to:

- describe the procedures to be followed when procuring goods and services for the NSDSL;
- provide procurement guidelines which ensure transparency, accountability, and value for money;
- establish adequate systems of internal procurement control;
- ensure adherence to the procurement policies stipulated by management;
- ensure that accurate procurement information is presented to management and related government entities on a timely basis and to provide a suitable framework for planning, decision making and control; and
- provide an efficient procurement reference document for the Company.

The following further elaborates on the guidelines followed by the NSDSL for the following forms of procurement.

### 8.2 Open Tender

Open Tendering is a process where invitations are issued through advertisements or other forms of public notice. The NSDSL utilises this method of procurement for the provision of meals and disposables (for example boxes, sporks, and napkins) used in the SNP. In addition to the documents stated above, this process is guided by the Company's Protocol for Award of Contracts to Caterers Manual.

### **8.2.1 The Protocol for Award of Contracts to Caterers Manual**

The NSDSL utilises the services of contracted caterers to fulfil its mandate of providing meals to the children of ECCE, primary and secondary schools throughout Trinidad. In this regard, the NSDSL has established a protocol to allow for a transparent process to contract caterers, to ensure the award of contracts to candidates capable of preparing meals of the highest quality, on a sustainable and reliable basis.

The Protocol for Award of Contracts to Caterers outlines four steps, as follows:

- pre-qualification through an assessment of an application form submitted by the Tenderer;
- an interview conducted by the Tenders Committee;
- inspection of premises with a team comprising Public Health Inspectors and NSDSL Field Officers; and
- final evaluation and recommendation to the Board by the Tenders Committee.

During the reporting period, the open tendering process to secure caterers for the Programme was completed.

### **8.3 Selected Tender**

Selective Tendering is a process where tenders are invited from the Company's list of approved vendors and/or where justified, vendors specifically approved by the committee responsible for the pre-qualification of vendors. No selected tenders were advertised during the fiscal year.

### **8.4 Sole Tender**

Sole tendering is a process whereby there is only one supplier of the needed good or service and as such, the tender is invited from said supplier. No sole tenders were advertised during the fiscal year.

## 9 PUBLIC AND COMMUNITY RELATIONS

The NSDSL is committed to collaborating with its stakeholders to ensure that its objectives are achieved. To this end, several meetings and other activities were facilitated with the Ministries of Education, Finance, Agriculture, Land and Fisheries and Health, NAMDEVCO, the Trinidad and Tobago Agri-Business Association, the International Development Research Centre, the Agricultural Development Bank, University of West Indies, the University of the Southern Caribbean, Principals, Teachers, parents, and students.

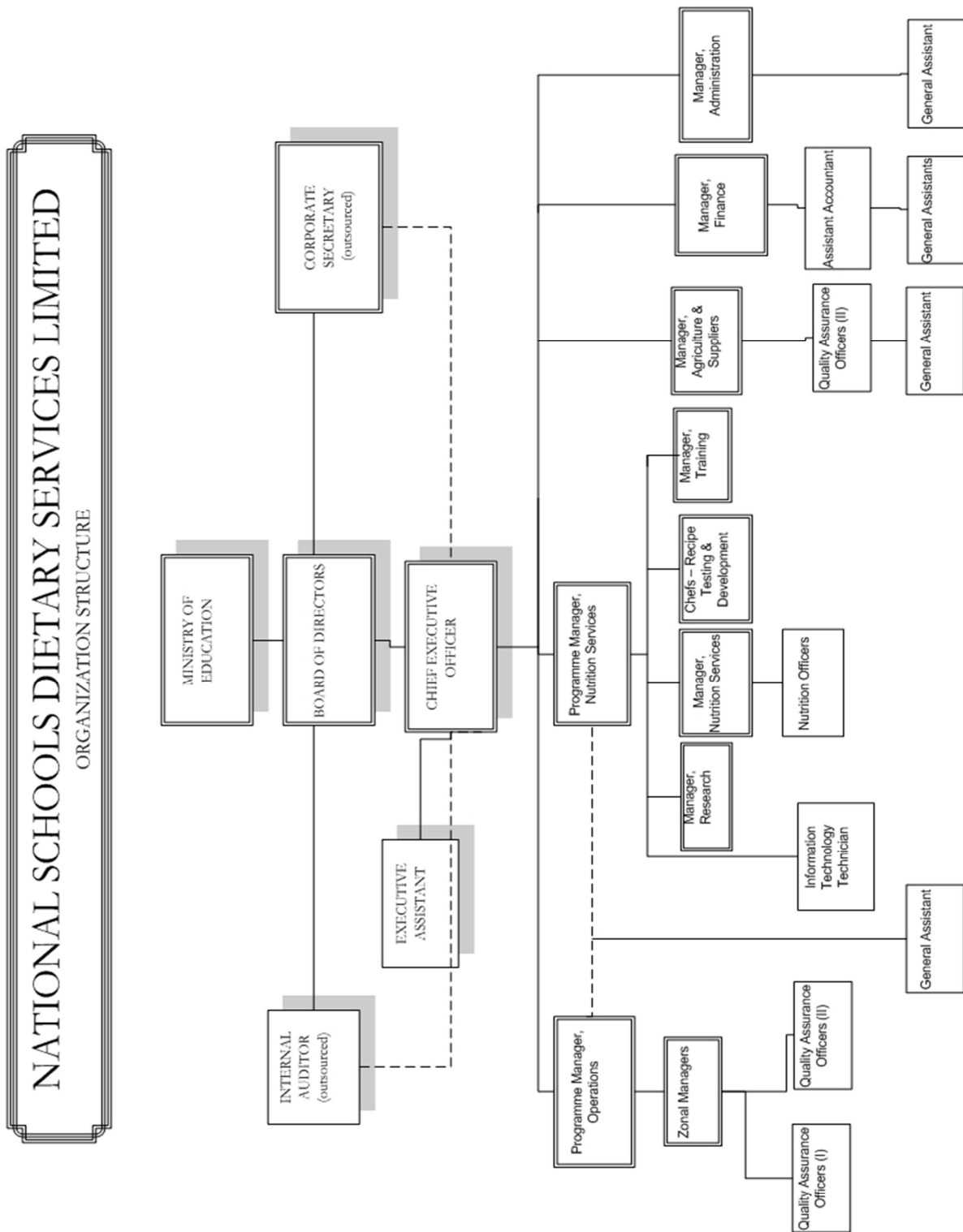
## 10 CONCLUSION

The over-arching policy in the establishment of the NSDSL sees the development of the country's human capital through an education system, where each child is able to fulfil their educational potential. The Government of the Republic of Trinidad and Tobago envisages one of the contributors to the process as the provision of safe and nutritious meals to its school age population.

The present school meal service offered by the SNP has been successful in providing such meals to deserving students throughout Trinidad. For some it is the only meal they may have for the day. The NSDSL remains committed to ensuring that the SNP continues to impact positively on the educational potential and well-being of the nation's children.

## 11 APPENDICES

### 11.1 Appendix I: Organisational Chart of the NSDSL



## 11.2 Appendix II: List of SNP Caterers for the 2021/2022 fiscal year

A.M.A. Enterprises Limited	Jimdar Catering Limited
Avocado Restaurant Limited	Joan's Catering Company Limited
B & B Enterprises Limited	Jodelle's Baking Service Limited
Badai Catering Company	K.C.K. Katering Services Limited
Barrackpore Childrens Lunch Centre Association	Lorna John's Catering Services
Barton Assam (Assam's Catering)	Marcelle's Lunch Centre
Basic Enterprises	Marriatt's Caterers Limited
Bien Venido Caterers	Mignonette Point Fortin Breakfast Shed
Carlos Kitchen Cuisine & Ice Cream Parlour	Moruga Youth Training & School Feeding Programme
Cascade Caterers	Penal Lunch Centre
Churkoo Village Catering Centre	Princes Town Catering Centre
Colours for Lovers Company Limited	R.A. Foods Limited
Coterie of Social Workers T & T Limited Inc.- Barataria	Ramoutar Lunch Centre
Coterie of Social Workers T & T Limited Inc.- San Fernando	Ramphal's Catering Limited
Coterie of Social Workers T & T Limited Inc.- Siparia	Recon Limited
D.V. Contracting Company Limited	Rita's Catering Company Limited
D'Bess Bakery Company Limited	Rose Catering Limited
Dina Caterers Limited	S & A Catering
Donco Limited	S & N Catering Services Limited
Eastern Concessionaires Limited	San Juan SDA Church Welfare Luncheon
Eastside Caterers 2004 Co Limited	Seabreeze Caterers
Family Food Caterers Limited	Seaview Foods Limited
Food Express	Shelinda's Kitchen
Frans Food Works Limited	Shoreboat Caterers Limited
Gina's Catering Service Limited	Sintrica Trading
Greater Love Caterers Limited	Sirr Caterers
Helen's Kitchen Limited	South Coast Services Limited
Hibiscus Catering Services Limited	Springville Catering
Hosein's Catering Services Limited	St. John's Lunch Centre
ISH Enterprises Limited	Stewart's Seabreeze Company Limited
J. De Freitas & Company Limited	Surya Enterprises
Jade's Catering	Yalk Catering Company
Jan's Caterers	Z & J Catering
JD's Catering Services	



### 11.3 Appendix III: Actual Usage of Local Produce by the School Nutrition Programme for the fiscal year 2021/2022\*

Food Items	Units	Volumes	Total Cost
Bananas	Lbs	21663	TT\$19,694.25
Bodi	Lbs	27,864	TT\$216,835.40
Breadfruit	Lbs	18	TT\$ 108.00
Cabbage	Lbs	31647.25	TT\$204,526.35
Cassava	Lbs	6,856.50	TT\$22,626.50
Celery	5lb bundle	4,575.35	TT\$220,788.50
Chadon beni	5lb bundle	7016	TT\$158,730.58
Chicken	Lbs	73418	TT\$1152,858.50
Chicken Breast	Lbs	18,356.50	TT\$334,131.00
Chives	2.2lb bundle	3,911	TT\$154,991.00
Christophene	Lbs	596.75	TT\$3,618.50
Coconuts	Each	7,902.5	TT\$42,682.00
Corn on the cob	1.5oz pieces	4292	TT\$ 1,630.96
Cucumber	Lbs	1292	TT\$ 4,742.50
Dasheen Bush	Lbs	15186.50	TT\$68,394.50
Ginger	Lbs	3,274.65	TT\$37,383.70
Green Pawpaw	Lbs	4178	TT\$16,779.25
Mangoes	Each	85098	TT\$110,699.10
Melongene	Lbs	9833	TT\$50,742.00
Ochroes	Each	111085	TT\$59,942.50
Oranges	Each	33	TT\$ 29.70
Patchoi	Lbs	2331	TT\$13,368.00
Pimentoes	Each	370476	TT\$240,589.60
Plantain	Lbs	8,945	TT\$51,779.00
Pommecythere	Each	1225	TT\$1,163.75
Pumpkin	Lbs	105662	TT\$261,788.38
Spinach	Lbs	8368	TT\$60,700.60
Sweet Peppers	Lbs	37,843.50	TT\$381,455.75
Sweet Potatoes	Lbs	1,625	TT\$5,365.75
Tomatoes	Lbs	40,033.75	TT\$281,247.75
Grand Total Cost			TT\$ 4,181,258.57

\*NOTE:

Cost of commodities are based on NAMDEVCO reported prices for the reporting period.