

## Child Development Agency— Performance Review



The Child Development Agency (CDA), which is a composite of the Children Services Division, the Adoption Board and the Child Support Unit, operates as a Model A—Executive Agency. As a model A EA, it remains as part of the Consolidated Fund and has its expenditure controlled on a gross basis.

Its mission: “To develop, implement, co-ordinate and regulate national policies and programmes that promote the welfare of all children, meet Government’s obligation to international standards for children, and to assist in making children capable of maximizing their potential,” is what governs its operations. The agency’s performance during the last quarter of the financial year 2005/06 proved rather challenging especially in the area of ‘Children in Care.’

For the last quarter there was an increase in all aspects of children placed in Foster Care, Children’s Home, Places of Safety, Supervision Order and Other, with the exception of Home On Trial. In the table shown there was an overall increase in the total number by 119 or 2.19%. The table also shows the decline in the Home On Trial category which fell by 14 or 1.76%. Both the Western and South Eastern regions experienced decline in the number of clients on Home On Trial. This decline was on account of 1) break-down in the placements which can be attributed to socio-economic conditions in the community within which clients were placed; 2) the inability of the parents and/or guardians to provide continuous support; 3) break-down in the relationships between clients and the families within which they were

placed; and 4) clients maturing out of the Child Care service.

Clients in Children’s Homes in the fourth quarter showed an overall increase of 79 or 4.28% over the third quarter placements. The SE, NE and S regions registered increases of 31, 17 and 50 respectively, whereas region W had a major decline of 177.

The placement in Places of Safety, there was a marginal increase of 9 or 1.54%, the Western region had a 101.25% increase, followed by the SE region with 16.44%. The NE region registered the only decline in this category of 27 or 37.5%. The reasons for the increase can be attributed to children being moved from children’s homes into places of safety. The decline in this category may be due to children being placed in family integration programmes or they have matured out of care.

Region	Foster Care		Home On Trial		Children’s Home		Places of Safety		Supervision Order		Other	
	3Q	4Q	3Q	4Q	3Q	4Q	3Q	4Q	3Q	4Q	3Q	4Q
SE	271	293	315	309	879	910	305	365	432	459	67	20
NE	200	215	135	142	208	225	109	72	98	98	29	50
S	176	173	158	161	290	340	82	87	79	94	28	68
W	427	440	201	183	547	370	80	161	177	202	21	39
<b>TOTAL</b>	<b>1074</b>	<b>1121</b>	<b>809</b>	<b>795</b>	<b>1924</b>	<b>1845</b>	<b>576</b>	<b>585</b>	<b>776</b>	<b>853</b>	<b>145</b>	<b>177</b>
<b>VARIANCE</b>	<b>47</b>		<b>(14)</b>		<b>79</b>		<b>9</b>		<b>77</b>		<b>32</b>	

### Ministry of Finance & Planning

The Executive Agencies Monitoring Unit  
Of the

Public Expenditure Policy Coordination Division  
30 National Heroes Circle  
Kingston 4

Phone: 876-922-8600

Fax: 876-967-0292

Email: owen@mof.gov.jm



## Ministry of Finance & Planning

Public Expenditure Policy Co-ordination  
Division

presents



# Fact Sheet

## 06/07-#4

January 8, 2007



*In this issue :*

- Ensuring Cleanliness within the Organization
- Child Development Agency—Performance Review

# Ensuring Cleanliness within the Organization

Corporate Ethics can be slippery as an eel, confounding, as it does, internal auditors' efforts to label it, track it and participate in managing it. It is seen that though conceptual issues such as tone at the top, standards of ethical corporate behaviour and assurances that employees act appropriately, which can now be enshrined in the US federal law, does not make them any easier for internal auditors to embrace.



Internal auditors setting out to perform an ethics audit face both their own concerns about the often uncharted area of such tasks as well as the concerns of their colleagues and supervisors. The thoughts of experts are that these concerns can be allayed once such an audit is fully developed

Seemingly diaphanous notions can in fact be quantified and examined and issues of appropriate versus inappropriate behaviour can be addressed successfully. To accomplish that, though internal auditors need to make sure they have adequate expertise in-house and approach ethics audits with a clear understanding of what they are trying to accomplish.

An ethics audit should pose no insurmountable challenges to internal auditors, as it should use the exact same processes, interviews and documents as a standard business audit. The internal audit activity should evaluate the design, implementation and effectiveness of the organization's ethics-related objectives, pro-

grammes and activities, according to *Standard 2130.A1*, from the International Standards for the Professional Practice of Internal Auditing (Standards).

Practice Advisory 2130-1: Role of the Internal Audit Activity and Internal Auditor in the Ethical Culture of an Organization stresses that internal auditors, like everyone else in a company have a role to play in corporate ethics. In fact, the internal auditor's role can be shaped as well by the existence, or lack of an individual designated the chief ethics officer.

A firm's internal audit activity should at a minimum, periodically assess the state of the ethical climate of the organization and the effectiveness of its strategies, tactics, communications and other processes in achieving the desired level of legal and ethical compliance. The Institute of Internal Auditors specifically calls on practitioners to evaluate several features of a company's ethical culture:

- A "clear and understandable" formal code of conduct and related statements, policies –including procedures covering fraud and corruption.
- The communications and demonstrations of expected ethical attitudes and behaviour by the leaders of the organization.
- Explicit strategies the firm uses to enhance its ethical culture.
- Multiple means of confidentially reporting misconduct.
- Regular declarations by employees, suppliers and customers that they understand the

requirements for ethical behaviour in conducting the organization's business.

- Clear delegation of responsibilities to ensure that ethical consequences are evaluated, that confidential counseling is provided, that allegations of misconduct are investigated, and that case findings are properly reported.
- Easy access to learning opportunities to enable all employees to be ethics advocates.
- Personnel practices that encourage employees to be ethical.
- Regular surveys to determine the organization's ethical climate.
- Regular reviews of processes that might undermine the organization's ethical culture.
- Regular reference and background checks as part of the hiring process

Internal auditors need to explain to executives that ethics audit is really a "reputation audit," in which it is the reputation of the company that is actually audited and the possible consequences of not doing so will become quite clear in time. Maybe when audit committees start demanding them or asking more often when one last was conducted, that they will become a standard part of the organization's internal audit programme.

Ethics audit should be seen as a valuable tool in terms of moving the organization forward. Any organization that is relying on questionable supplier relationships or accounting is not a company that can survive without scandal and the resulting losses in reputation and market capitalization and impact on the cost of capital. Ethics audits are done because when any company member engages in unethical conduct, the damage is phenomenal.