



2022/
2023

YTEPP LIMITED ADMINISTRATIVE REPORT

FOREWORD

The Youth Training and Employment Partnership Programme (YTEPP) Limited is a limited liability company, funded by the Government of the Republic of Trinidad and Tobago, which focuses on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago.

In this 2022/2033 fiscal year, YTEPP Limited celebrated its thirty-fifth anniversary in TVET. YTEPP was established in 1988 as a pilot project and became a registered limited liability company in 1990. YTEPP was originally funded by the World Bank and the Government of the Republic of Trinidad and Tobago as a short-term intervention programme aimed at addressing the issue of escalating youth unemployment, particularly among young persons between the ages of 15 to 25.

The mandate of YTEPP was expanded in February 2011 when the Retraining Programme was repositioned from the then Ministry of Science, Technology and Tertiary Education to YTEPP Limited. With addition of the Retraining Programme, an intervention which targets retrenched/displaced persons, YTEPP Limited also assumed responsibility for the Rehabilitating Inmates through Training and Retraining Programme. This latter Programme is executed in partnership with the Ministry of National Security to provide training to the incarcerated with the intent of reducing re-offending and recidivism.

The expanded scope places YTEPP Limited as a potent tool in the government's national development efforts. YTEPP Limited now offers training opportunities to persons up to the age of sixty years and its beneficiaries include youth, unemployed, underemployed, retrenched, displaced and incarcerated citizens. The Institution offers a wide range of courses in both the production and service areas at levels I, II and III. Training is available throughout the country at YTEPP's full-time training centres, contracted training providers and through its community-based projects.

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List of Acronyms and Abbreviations

TVET	Technical and Vocational Education and Training
YTEPP	Youth Training and Employment Partnership Programme

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1 VISION, MISSION AND STRATEGIC OBJECTIVES

1.1 SWOT Analysis

In charting the way forward for the 2021 – 2024 strategic period, a detailed analysis of YTEPP Limited provided a clear understanding of its internal and external environment. A SWOT Analysis (see **Table 1**) garnered invaluable information in enabling the development of strategic goals, objectives, and initiatives. The analysis extracted the following highlights.

Table 1: YTEPP's SWOT Analysis

Strengths	- Strong brand recognition with thirty-five years of experience in TVET delivery; - Well-established relationships with schools, corporate and community entities; - Established partnerships with industry in training design and implementation; - Well-developed partnerships with international stakeholders; - Base of competent and knowledgeable staff who provide a wealth of institutional knowledge, dedication and experience; - Experienced tutors/facilitators with strong backgrounds in TVET training; - Flexibility and portability of some programmes (Community-Based Projects and Retraining Programme) to respond to changes in industry; - Certification offered by the Institution is recognised regionally; - Well-established and recognised quality assurance mechanisms; - Mobile Training Units (Computer Bus and Cosmetology Bus); and - Entrepreneurial models of training (Institute of Cosmetology and Institute of Culinary Arts).
Weaknesses	- Insufficient information technology infrastructure at some centres affecting the delivery of training; - Inadequate marketing resulting in a lack of public awareness of the Institution's impact; - Many training facilities do not currently meet the needs of the differently abled; - Some training facilities are not adequately outfitted with respect to meeting industry standards; - Insufficient alignment between curricula and industry needs (level of certification and meeting the needs of some industries); - Improvement needed in the timely delivery of consumables and equipment; - Communication – accuracy, consistency, reliability, openness, silos; - Uncompetitive and inflexible compensation package for part-time staff affects the attraction and retention of instructional facilitators; - Reduction in the number of persons trained as a result of the extension of contact hours for the Caribbean Vocational Qualification programme design; - Under-resourced graduate placement and entrepreneurial development services; and - Lengthy turnaround time for the processing of certificates.

Opportunities	- International and local agencies that are willing to fund training initiatives to aid community development and empowerment; - TVET rationalisation exercise that will provide opportunities for training in specific sectors at higher levels (II and III); - Economic downturn has resulted in an increased need for training and retooling individuals; - Government promotion of entrepreneurship and micro business lends support to YTEPP's entrepreneurship training and graduate self-employment efforts; - Expanded prospects for partnerships with employers, with international bodies, with higher education institutions, and with corporate entities; - The opportunity to develop and deliver through strategic partners, industry specific and relevant online training materials; and - Creation of strategic business units can subsidise budgetary allocations.
Threats	- Competition in TVET sector; - Economic circumstances of trainees encourage attrition; - Economic downturn reduces sources of funding; - High crime rate impacts on programme delivery in high risks areas; - Literacy (functional and digital) and numeracy challenges in society pose challenges in the classroom; - External view of the institution as a social intervention and not a training institution of choice; - Lack of readily available TVET assessors; - Unavailability of occupational standards for current and future YTEPP courses; and - Stigmatisation of TVET.

The SWOT Analysis revealed several areas to be addressed for YTEPP Limited to continue to provide quality training. These Key Result Areas identified were as follows:

- Market Relevance;
- Operational Efficiency;
- Building Human Capacity and Capabilities;
- Access and Use of Technology;
- Relevant Facilities and Equipment; and
- Trainee Support Systems.

1.2 Strategic Objectives

YTEPP Limited's current Strategic Plan for the 2021 – 2024 period focussed on innovation in achieving the Institution's mandate in TVET in Trinidad and Tobago. The aim for the period is to ensure that the Institution continues to make quality training accessible to citizens in order to contribute to the human resource development of the nation.

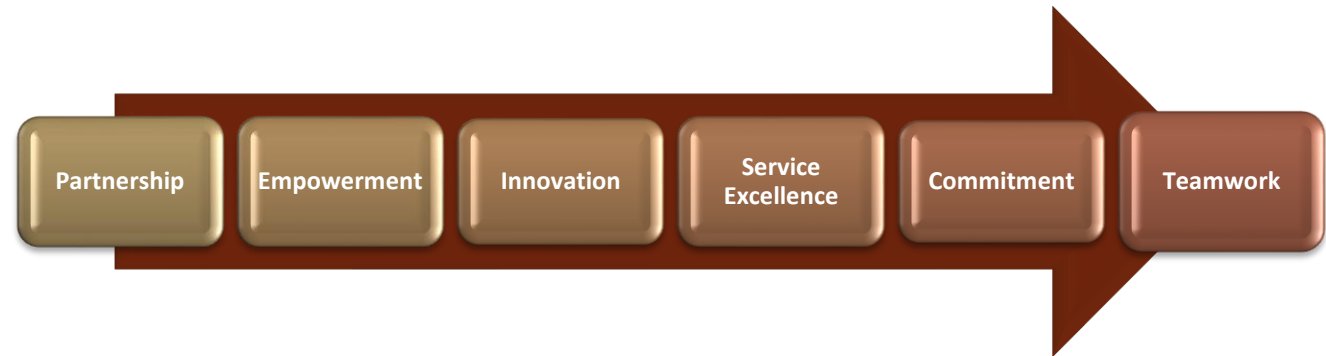
Trinidad and Tobago, as the rest of the world, needed to adapt to a "new normal" following the COVID-19 pandemic. Changes were made in all aspects of life including training and education. As a result, YTEPP Limited rephrased its vision and mission statements as well as its core values to accommodate

the changing climate. **Figure 1** provides the new vision and mission and **Figure 2** shows the core values of YTEPP Limited.

Figure 1: Vision and Mission statements of YTEPP Limited



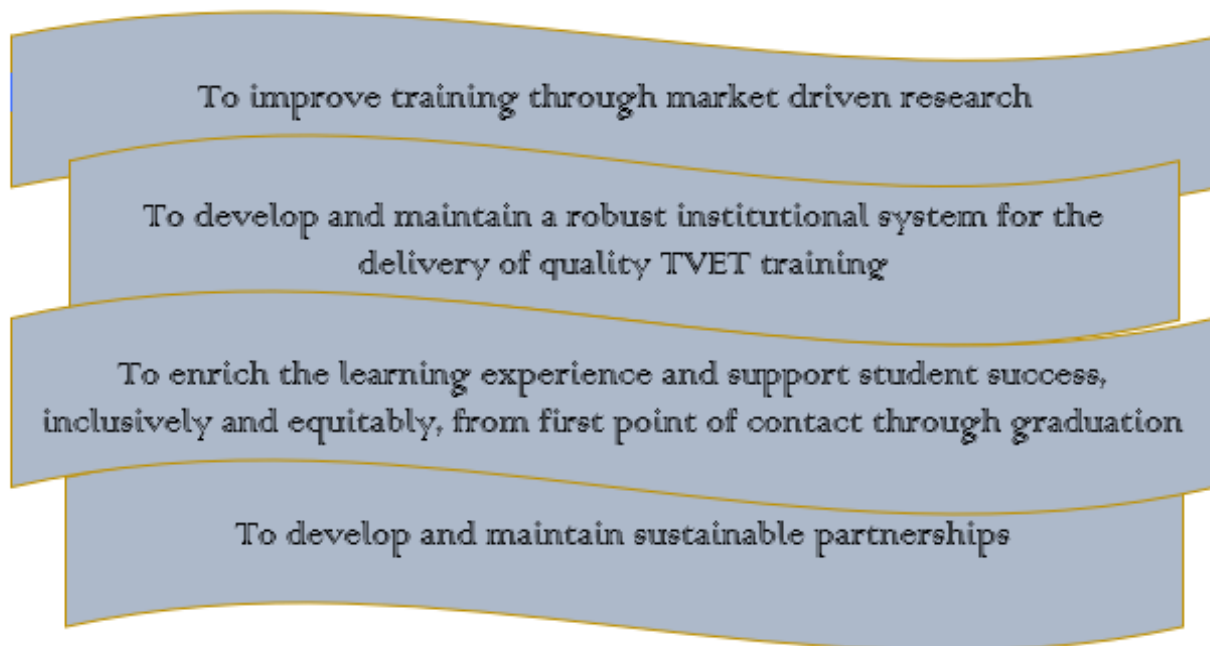
Figure 2: YTEPP Limited’s Core Values



1.3 Goals

The YTEPP Limited 2021 – 2024 Strategic Plan provides the framework for institutional development and student success given the analysis of the Institution’s environment. The goals of this plan are provided in **Figure 3**.

Figure 3: YTEPP Limited 2021-2024 Strategic Goals



2 ORGANISATIONAL STRUCTURE

2.1 Organisational Profile

In the 2022/2023 fiscal year, YTEPP Limited celebrated its thirty-fifth year in TVET in Trinidad and Tobago. Over the years, YTEPP Limited maintained its original mandate to provide TVET programmes in various occupational skill areas. During the 2022/2023 fiscal year, courses were delivered at eight full-time centres through the Youth Training Department, at several strategic locations. Under the Retraining Department, training was provided through contracted Training Providers and at three prison institutions. The Institution also implemented courses as community-based projects to serve the training needs of specific underserved or marginal communities and it also implemented training in collaboration with partners through the Certified Welding and Fabricators Project.

2.2 Corporate Structure – Departments, Divisions, Units

As a limited liability company, YTEPP Limited is governed by a Cabinet appointed Board of Directors and executive operations are headed by the Chief Executive Officer who was supported by three Directors during the reporting period. The Chief Executive Officer reports to the Board of Directors.

The core function of the Institution is implemented through the Youth Training and Retraining Departments along with the Entrepreneurial Development Support Services Department, each headed by a Director. The third Director has responsibility for Finance, Accounts, Information Technology and Warehouse. Support functions are provided by the remaining departments. YTEPP Limited's corporate structure includes the following functional areas:

- Accounts;
- Corporate Communications and Stakeholder's Relations;
- Corporate Administration;
- Curriculum Development;
- Entrepreneurial Development and Support Services;
- Facilities Department;
- Finance;
- Health and Safety;
- Human Resource;
- Information Technology;
- Internal Audit;
- Research;
- Retraining Department; and
- Youth Training Department.

The reporting relationships of these functions are presented within the Institution's Organisational Chart at **Appendix I**.

2.3 Services/Products Provided and Special Projects embarked upon

The Youth Training and Employment Partnership Programme was launched in 1988. Over the past thirty-five years, despite the expansion of the number of programmes administered by YTEPP Limited, the Institution remained committed to the main goal of providing TVET programmes to citizens of

Trinidad and Tobago in order to improve their employability. The Youth Training Programme was designed to target ‘at risk’ youth to develop a cadre of trained and certified young men and women. The Retraining Programme, targeting unemployed and displaced workers, and the Rehabilitating Inmates Through Training and Retraining Programme, targeting incarcerated individuals, were repositioned from the then Ministry of Science, Technology and Tertiary Education to YTEPP Limited in 2011. This strategic restructuring by the Government of the Republic of Trinidad and Tobago served to broaden YTEPP Limited’s scope in that it now addresses the needs of various at risk and marginalised groups in society, thus allowing them to take advantage of sustainable employment opportunities.

The Institution administers several programmes and initiatives to secure its mandate of creating sustainable pathways. These are itemised in **Figure 4**.

Figure 4: YTEPP Limited's Pathways to Employability



2.4 Delegated Levels of Authority

2.4.1 Authority to Sign Cheques

Differing levels of delegated authority exist to ensure the Institution’s efficient operations as follows:

- More than \$200,000 to Unlimited:
 - Chairman, Board of Directors;
 - Vice Chairman, Board of Directors;
 - Chairman, Finance Committee (sub-committee of Board of Directors); and
 - Chief Executive Officer (must co-sign cheques valued greater than \$200,000).
- Up to \$200,000:
 - Chief Executive Officer;
 - Director, Finance and Information Technology; and
 - Director, Operations.

- Up to \$20,000:
 - Regional Manager – Tobago (Countersigned by Project Coordinator).
- Up to \$2,500:
 - Regional Manager – North; and
 - Training Centre Manager, Maloney Vocational Centre.

2.4.2 Approval Limits

Approval limits are as follows:

- **\$5,000** - Managers;
- **\$25,000** - Directors:
 - Finance and Information Technology;
 - Operations; and
 - Entrepreneurial Development and Support Services.
- **\$50,000** - Chief Executive Officer - Capital Projects; and
- **More than \$50,000** - Tenders Committee (sub-committee of the Board).

Approval limits for recurrent expenditure are as follows:

- **Up to \$250,000** - Chief Executive Officer - Recurrent Expenditure;
- **More than \$250,000** – Tenders Committee – Recurrent Expenditure; and
- **\$5,000,000** - Cheque signatories for Automatic Clearing House Payrolls Only.

2.5 Legislative and Regulatory Framework

YTEPP Limited is a limited liability company incorporated on October 10, 1990, under the Companies Act. The Institution reports to the Ministry of Education as its line Ministry and complies with Ministry of Finance regulatory requirements.

2.6 Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament

Departmental monthly reports are submitted to the Chief Executive Officer, to assist in preparation of the Chief Executive Officer's Report to the Board of Directors and monthly and quarterly financial reports are prepared for the Ministry of Finance.

Quarterly, Semi-Annual and Annual achievement reports are submitted to the Ministry of Education. These reports include Administrative Reports, Social Sector Investment Programme Reports and the Public Sector Investment Programme Reports, as required. Quarterly Audit reports are submitted to the Ministry of Education and Ministry of Finance. **Table 2** identifies the key reports that are completed by YTEPP Limited.

Table 2: Key Reports Completed by YTEPP Limited

Report Type	Frequency	Recipient					
	M – monthly Q – quarterly S – semi-annually A – annually B – bi-annually T – every 3 years R – as requested	Chief Executive Officer	Board of Directors	Ministry of Education	Ministry of Finance	Parliament	National Training Agency
Departmental Reports	M	*					
Chief Executive Officer Report	M		*				
Financial Report	M / Q / A			*	*		
Administrative Report	A			*		*	
Social Sector Investment Programme Report	Q / S			*			
Public Sector Investment Programme - National Performance Framework	A			*			
Fiscal Target/Annual Budget	A			*			
End of Year Report	A			*			
Strategic Plan	T			*	*		
Work plan	A			*			
Annual Performance Appraisal (from Board)	A			*			
Annual Business Plan	Q			*			
Internal Audit Reports	Q			*			
Reports From Human Resource Department	Q			*			
Unaudited Financial Reports	M			*	*		
Audited Financial Reports	A			*	*	*	
Public Sector Investment Programme Status Report	M			*	*		
Monthly Cash Flow Report	M			*	*		
Board Minutes	M			*			
Procurement Procedures	M			*	*		
Return of Award of Contracts	M			*	*		
Quarterly Statement of Investments	Q				*		
Quarterly Statement of Indebtedness	Q				*		
Quarterly Statement of Contracts	Q			*	*		
Quarterly Statement of Litigations	Q			*	*		
Loan Overdraft Portfolio	Q			*	*		
Ministry of Education Research and Planning and Technical Services Division Statistics	R			*			
Training Providers Survey	A						*

Report Type	Frequency	Recipient					
	M – monthly Q – quarterly S – semi-annually A – annually B – bi-annually T – every 3 years R – as requested	Chief Executive Officer	Board of Directors	Ministry of Education	Ministry of Finance	Parliament	National Training Agency
United Nations Educational, Scientific and Cultural Organisation	B			*			

3 POLICIES AND DEVELOPMENT INITIATIVES

3.1 Short-, Medium-, and Long-Term Plans

3.1.1 Short Term Plans

The 2021 – 2024 Strategic Plan was developed to guide the actions of the Institution over a three-year period. The short-term plans for the period are scheduled to take place in the first year. The core plans are listed as follows:

- Develop blueprints for Level II and III courses;
- Review training modules;
- Identify relevant employability skills to be included in the skill courses based on industry review;
- Identify and schedule possible software/equipment upgrade;
- Develop a student support system;
- Develop action plans for infrastructure upgrades;
- Review the performance management system;
- Introduce Growing Minds Literacy App in other programmes to support trainees; and
- Partner with the National Entrepreneurship Development Company Limited and Youth Business Trinidad and Tobago to provide business incubator opportunities to trainees pursuing business development or growth.

3.1.2 Medium Term Plans

The 2021 - 2024 Strategic Plan medium term plans include:

- Transposition of courses to online/blended delivery;
- Revisiting or expanding training based on demand and/or new partnerships;
- Targeting companies with intended plans to restructure to treat with retrenched employees;
- Developing and Implementing the Institution's Training Plan;
- Upgrading network infrastructure at all full-time centres;
- Upgrading computer equipment at all regional offices as well as Head Office;
- Upgrading and integrating the physical security systems at all full-time centres;
- Conducting centre upgrades to facilitate delivery of Level II and/or Level III courses;
- Establishing a Student Support Service department;
- Launching the mobile counselling app;
- Creating a Records Management Information System for the Employment Bureau;
- Reinstallation of the World of Work seminar geared to increasing trainees' chances for employment; and
- Expansion of the Micro Entrepreneurship component into the Retraining Department.

3.1.3 Long Term Plans

The third and final year of the 2021 -2024 Strategic Plan listed its long-term plans as follows:

- Conducting a Labour Market Information Study;
- Implementing Level II and Level III courses;
- Revising employability skills programme components based on labour market information;
- Upgrading the PBX at all full-time centres with VoIP and WAN connectivity;

- Revising the Institution's Quality Assurance Manual;
- Forming alliances with companies to use the Employment Bureau as a source of obtaining human resource capacity; and
- Establishing Memoranda of Understanding with various educational institutions to allow articulation by YTEPP Limited graduates into higher level programmes.

3.1.4 Remedial Plans

The Institution received the same budgetary allocation as the previous fiscal year. As a result, the principal risk remains that of inadequate funding. To manage its resources effectively, YTEPP Limited will continue to adopt strategies aimed at reducing costs while attempting to maintain the quality of performance.

3.2 Enrolment¹

In the 2022/2023 fiscal year, YTEPP Limited enrolled one thousand, seven hundred and seventeen (1,717) persons in its core training programmes. This enrolment figure included the Retraining Programme, the Rehabilitating Inmates Through Training and Retraining Programme, Centre-Based and Community-Based training implemented by the Youth Training Department, as well as training implemented under the Certified Welders and Fabricators Project.

Table 3 compares the number of persons enrolled in the five core training programmes administered by YTEPP Limited in the 2021/2022 and the 2022/2023 fiscal years. It is noted that, for the YTEPP Limited core training programmes, the number of persons trained increased in all five programmes.

Table 3: Comparison of the number of persons trained in 2022/2023 compared to 2021/2022

Programmes	2021/2022 fiscal year	2022/2023 fiscal year
Youth Training Centre Based	925	1,253
Youth Training Community Based	56	117
Retraining	174	226
Rehabilitating Inmates Through Training and Retraining	49	61
Certified Welders and Fabricators Project	55	60

YTEPP also engaged in the following Special projects during the reporting period as follows:

- National Gas Company of Trinidad and Tobago Police Youth Club – 139 persons trained;
- Mobile Cosmetology Training Unit – 69 persons trained;
- Information and Communication Technology – 848 persons trained; and
- Short Courses:
 - Institute of Culinary Arts – 93 persons trained;
 - Institute of Cosmetology – 7 persons trained.

¹ Full certification figures were not available for Retraining as at the time of the preparation of this report.

3.2.1 Retraining Programme

The Retraining Programme provides vocational skills training and certification at higher levels and in occupational areas that are in demand to retrenched/displaced, unemployed and underemployed persons and convicted inmates up to sixty years of age throughout Trinidad and Tobago. The Retraining Department also administers training at the Institute of Cosmetology.

The number of persons enrolled under this programme in the fiscal 2022/2023 year is presented in Table 4.

Table 4: Retraining Programme Enrolment in Caribbean Vocational Qualification Levels 1, 2 and 3 Courses

Period	Cycle	No. Enrolled		
		Male	Female	Total
October 2022 to September 2023	36	58	168	226
Total		58	168	226

3.2.2 Rehabilitating Inmates Through Training and Retraining Programme

The Rehabilitating Inmates Through Training and Retraining Programme provides training to convicted inmates with the intent of reducing reoffending and recidivism. Training is conducted in the nation's prison institutions who have six to eighteen months of their sentence left.

The number of persons enrolled under this programme in the fiscal 2022/2023 year is presented in Table 5.

Table 5: Rehabilitating Inmates Through Training and Retraining Programme Enrolment in Caribbean Vocational Qualification Levels 1 and 2 Courses

Period	Cycle	No. Enrolled		
		Male	Female	Total
October 2022 to September 2023	16	51	10	61
Total		51	10	61

3.2.3 Youth Training Programme – Centre Based

The Youth Training Programme provides technical and vocational skills training to prepare graduates for employment opportunities and articulation to higher levels of training. The Programme targets a broad category of at risk, unskilled and unemployed youth by offering a suite of courses that are relevant, demand-driven, and incorporates Life Skills. Also offered under the Youth Training Centre Based, is the Micro Entrepreneurship course. The Youth Training Department also administers programmes at the Institute of Culinary Arts. This course provides young entrepreneurs with knowledge and skills to boost entrepreneurship development in Trinidad and Tobago. The number of persons enrolled under this programme the fiscal 2022/2023 year is presented in Table 6.

Table 6: Youth Training Centre-Based Enrolment in National Examinations Council Level 1 Programmes and Micro Entrepreneurship

Period	Cycle	No. Enrolled		
		Male	Female	Total
October 2022 to September 2023	50	263	786	1,049
Micro Entrepreneurship	50	23	181	204
Total		286	967	1,253

3.2.4 Youth Training Programme – Community Based

The Youth Training Programme provides technical and vocational skills training to prepare graduates for employment opportunities and articulation to higher levels of training. The Programme targets a broad category of at risk, unskilled and unemployed youth in under-served communities, by offering a suite of courses that are relevant, demand-driven, and incorporates Life Skills. The classes offered under the Community Based training commenced in this fiscal year after a couple year hiatus.

The number of persons enrolled under this programme the fiscal 2022/2023 year is presented in **Table 7**.

Table: 7 Youth Training Community-Based Enrolment in National Examinations Council Level 1 Programmes

Period	Cycle	No. Enrolled		
		Male	Female	Total
October 2022 to September 2023	50	15	102	117
Total		15	102	117

3.2.5 Certified Welding and Fabricating Project

The Certified Welding and Fabricating Project provides specialised industry-based training in the maritime, construction and energy sectors and is aimed at developing a technically sound workforce for these sectors. The Project targets youth between the ages of 16 to 35 years who have completed Level 1 training in welding or fabricating. The Certified Welding and Fabricating Project also partners with three major corporate stakeholders, each of which service different aspects of the welding/fabricating labour market.

The number of persons enrolled and certified under this programme the fiscal 2022/2023 year is presented in **Table 8**.

Table 8: Certified Welding and Fabricating Project Enrolment

Period	Cycle	No. Enrolled		
		Male	Female	Total
October 2022 to September 2023	50	52	8	60
Total		52	8	60

3.2.6 Summary

YTEPP Limited enrolled one thousand, seven hundred and seventeen (1,717) persons during the 2022/2023 fiscal year. Unfortunately, the number of persons certified in this period is to be finalised. This information is summarised in **Table 9**. A breakdown by course can be found in **Appendix II**.

Table 9: YTEPP Limited Enrolment during the 2022/2023 reporting period

No. Enrolled			No. Certified		
Male	Female	Total	Male	Female	Total
462	1,255	1,717	262	629	891

4 FINANCIAL OPERATIONS

4.1 Budget Formulation

Each department submits its Budgetary Estimates to the Director, Finance and Information Technology ensuring that its plans are in line with the Strategic Plan. The Director then collates the various submissions into the Institution's Master Plan, aimed at achieving the overall goals set by the Government of the Republic of Trinidad and Tobago. The Institution's budgetary submission for the ensuing year is then sent to the Board of Directors for review and approval, before being sent to the line Ministry.

4.2 Expenditure versus Income

Table 10 shows YTEPP Limited's total income and expenditure for the period October 2022 to September 2023. It can be observed that total income decreased by 6%, a decrease of \$3,274,354. It is also noted that total expenditure increased by 6% when compared to the previous fiscal year, an increase of \$3,195,430.

This increase was primarily driven by higher compensation-related costs amounting to \$1.27 Mn., comprising gratuity payments of \$0.33 Mn. and \$0.94 Mn. in salaries and related expenses for Tutors, Technical Supervisors and other staff.

Additionally, payments to Training Providers rose by \$0.49 Mn. owing to the expansion of face-to-face delivery, which also contributed to higher consumption of materials, totalling \$0.90 Mn.

Rent expenses increased by \$0.20 Mn., primarily due to the relocation of the Moruga Training Facility to Princes Town and higher rental costs at the Couva Training Centre. Utility costs rose by \$0.16 Mn., while maintenance expenses also increased, comprising \$0.23 Mn. for motor vehicle repairs (attributed to the ageing fleet) and \$0.14 Mn. for the upkeep of training facilities and equipment repairs.

Table 10: YTEPP Limited Total Income and Expenditure for the 2022/2023 fiscal year

	Year to date		
	Fiscal 2021/2022 TT\$	Fiscal 2022/2023 TT\$	Variance (Year-on-Year) TT\$
Income			
Recurrent Grants – YTEPP Limited	41,410,600	41,410,600	-
Recurrent Grants – Retraining Programme	6,956,804	6,956,800	(4)
Grant - Workforce Recovery	0	0	-
Enrolment Fees	738,057	624,225	(113,832)
Other Income	347,167	1,901,611	1,554,444
Partnership Funding	450,386	188,363	(262,023)
Sale of Vehicles	0	0	-
Transfers	0	0	-
Surplus Brought Forward	4,435,910	(17,129.00)	(4,453,039)
Total Income	54,338,924	51,064,470	(3,274,454)
Expenditure			
Depreciation (Non-Cash)	3,114,455	3,316,332	201,877
Staff Costs	33,839,392	35,112,219	1,272,827
General and Administrative Expenses	3,541,269	3,130,791	(410,478)
Other Operating Expenses	13,860,937	15,992,142	2,131,205
Total Expenditure	54,356,053	57,551,484	3,195,431
Surplus/(Shortfall)	(17,129)	(6,487,014)	(6,469,885)

4.3 Debt Policy

YTEPP Limited is not authorised to enter into debt obligations without the approval of the Ministry of Finance. Accordingly, as at September 30, 2023, YTEPP Limited had no debt.

YTEPP Limited has been granted a credit facility with First Citizens Bank with a limit of \$20,000. This facility is used to pay for Software Licenses Renewals. As at September 30, 2023, there was no overdrawn balance on the Credit Card facility, additionally, there is no other overdraft facility.

4.4 Investment Policy

YTEPP Limited is authorised to invest internally generated funds in reputable institutions that offer maximum prevailing returns with low risk. Investments were made to an account at the Unit Trust Corporation.

4.5 Internal Audit Functions

The Internal Audit Department provides objective examinations of control, risk management and governance with respect to the achievement of objectives, efficiency and effectiveness of operations, reporting, compliance and safeguarding of assets all with a view to protecting or enhancing organisational value. The Department reports functionally to the Audit Committee of the Board of

Directors and administratively to the Chief Executive Officer; and submits quarterly reports to the Ministry of Finance.

The Department is authorised to audit any department, activity or function in the Institution with a view to ensuring proper accountability, transparency and reporting. The Audit Committee of the Board meets quarterly. When audits are completed, the draft reports are sent to the respective Managers, including the Chief Executive Officer. Management's responses include further clarification on any matter identified, or their intended course of action to implement the recommendations suggested by the Internal Auditor. Once the comments are received, the Audit Report is finalised and is submitted to the Audit Committee.

For the 2022/2023 fiscal year, audit exercises were conducted as detailed in **Table 11**.

Table 11: Internal Audit Exercises conducted during the reporting period

Engagement	Info.
Performance Management System	This audit examined the link of the Performance Management System for permanent employees to the payment of performance increments and to the company's liability for increments.
Applicant Screening	This engagement addressed procedures for receiving and screening applicants before admission to training, focussing on Youth Training cycle of training 49 and Retraining cycle 35.
Cash Control	Assurance was sought that the petty cash floats in use at Head Office were secure, accounted for and administered according to policy and established procedures. Audit procedures were extended to other cash balances under the control of petty cash custodians from sales generated at the Institute of Culinary Arts and Institute of Cosmetology.

5 HUMAN RESOURCE DEVELOPMENT PLAN

5.1 Organisational Establishment

As a training institution, YTEPP Limited focuses on technical vocational education and training throughout Trinidad and Tobago. Established as a pilot project in 1988, YTEPP Limited became a registered limited liability Institution in 1990. The Institution is governed by a Board of Directors and the executive management, and the responsibility for operations lie with the Chief Executive Officer.

5.2 Category of Employees

Table 12 illustrates the categories of employees at YTEPP Limited along with the number of persons in each category.

Table 12: YTEPP Limited Employee Totals

Category of Employee	Number of Staff
Full-time	201
Part-time/Temporary	87
Contract	15
Total	303

The Institution employs instructors on a contractual basis for occupational and employability skills training for all of its programmes. The duration and terms of the contracts vary in keeping with the diverse designs for the YTEPP Limited's programmes which target different objectives to service the needs of a range of nationals.

5.3 Career Path Systems

Career development is provided by YTEPP Limited through:

- continuous training and development to address skill gaps, which better positions staff to fill future vacancies;
- providing opportunities for staff to act in positions that provide exposure at a higher level of responsibility and by extension improve their competency;
- providing opportunities for persons to be promoted, this is not based strictly on seniority but rather on general performance; and
- exhausting internal sources for the filling of vacancies before external candidates are considered.

5.4 Performance Assessment/Management Strategies

Through the Performance Management System, annual performance reviews are conducted for the period October to September – the Institution's financial year. During this period, performance is assessed, and feedback is provided to employees through quarterly assessments. This system is applicable to all employees of YTEPP Limited; however, contract and temporary/part-time employees are appraised at the end of the contract of employment.

YTEPP Limited's Performance Management System provides for the context of linking individual objectives with Departmental and Institutional goals hence effectively meeting with the strategic objectives of the Institution. The purpose of the performance management process is to ensure that:

- work performed by employees accomplishes the mission of YTEPP Limited;
- employees have a clear understanding of the quality and quantity of work expected from them;
- employees receive ongoing information about how effectively they are performing relative to expectations;
- salary increases based on employee performance are distributed accordingly;
- opportunities for employee development are identified; and
- employee performance that does not meet expectations is addressed.

There is a formal appeal process for employees who may not be in agreement with the performance evaluation and are unable to reach an amicable understanding with the supervisor.

5.5 Promotion – Selection Procedures

The policy of the Institution is to attract, recruit and retain an adequate complement of the most suitably qualified, technically competent, and well-disciplined personnel. The promotion and selection policies and procedures are designed to ensure that the recruitment and selection process is free of bias and is maintained by a high level of integrity and transparency.

The Institution subscribes to the principle of being an equal opportunity employer in filling all vacancies and will not discriminate against any applicant on the basis of sex, race, colour, religious and/or political affiliation. As far as possible, whenever vacancies exist, preference will be given to employees within YTEPP Limited who possess the required qualifications and/or experience – the Institution subscribes to the principle of promotion from within.

5.5.1 Recruitment Process

The position of the Chief Executive Officer is recruited by the Board of Directors. The Directors are recruited by the Board of Directors in the consultation with the Chief Executive Officer. The Managerial positions are recruited under the consultation of the Chief Executive Officer and Directors. All other employees are recruited by the Manager, Human Resource and the Chief Executive Officer.

With the exception of positions that can be filled via promotion, the Manager, Human Resource will inform all staff of vacancies. Once there are no suitable internal applicants who have availed themselves of the vacancy, the Manager, Human Resource systematically uses every means available to attract suitable applicants, including, applicant pool, referrals, recruitment agencies, and external advertisements. The recruitment procedure is as follows:

- Applicants are reviewed and shortlisted based on suitability.
- Each short-listed applicant is subject to an interview before a hiring decision is made and this interview is conducted by a panel of no less than three persons.
- When the final candidate selection is made, the Manager, Human Resource submits a written proposal for hire to the Chief Executive Officer for approval.
- Candidates are given an offer of employment letter. All offers of employment are conditioned on completion of background checks and a pre-employment medical/psychometric test.
- Contract of employment is prepared and issued.
- All new employees undergo a formal orientation programme conducted by the Human Resource Department.
- All newly hired employees are required to undergo a probationary period of a maximum of six months.

5.5.2 Promotion and Transfers

The Institution recognises its responsibility to provide equitable consideration and opportunity for qualified employees to be transferred or promoted to job openings that may become available from time to time. As such, the Institution subscribes to the principle of promotion from within the ranks of existing staff who may be qualified to perform in such vacant positions.

In the selection of an employee to fill a higher position, the following are taken into account by the Manager, Human Resource:

- attitude, skill, ability and past performance of the employee;
- level of experience, competence, efficiency and flexibility;
- qualifications and advance training;
- disciplinary record;
- attendance and punctuality record; and
- length of service.

If the Manager, Human Resource is unable to find a suitably qualified employee from the rank of staff for such promotion or transfer, then qualified, suitable candidates are sought outside of the Institution. In extenuating circumstances, an advertisement may be placed internally and externally simultaneously.

5.6 Employee Support Services

On August 17, 2023, the Institution signed a one-year contract agreement with PEAPSL Consultancy Limited to provide Employee Assistance Programme Services for full time staff.

5.7 Training

YTEPP Limited continued its internal training geared toward the improvement of institutional operations. In the 2022/2023 fiscal year, training was conducted in areas deemed valuable to the growing competencies of administrative staff members. **Table 13** lists the courses that were completed by Tutors and Administrative staff during the reporting period.

Table 13: Training for Staff perform in the Technology Enabled Learning Environment

Courses	No. Trained
Crisis Management	2
Mastering Strategic Training	1
Certified Disaster Recovery Engineer	1
Training in Home Repairs Utilities	1
Building Competencies in Human Resource Management	1
Preparing and Analysing Financial Statements	1

6 PROCUREMENT PROCEDURES

6.1 Open Tender

In the open tendering method, any interested supplier may submit a tender in response to the invitation to tender. Interested suppliers shall submit tenders in the manner specified in the solicitation documents, at the place and by the deadline specified in the solicitation documents. Tenders shall be accompanied by the information for the qualification of suppliers that is requested by YTEPP Limited. An interested supplier shall submit a signed tender in writing, in paper form. Where YTEPP Limited receives a tender after the deadline specified in the solicitation documents, YTEPP shall return the tender, unopened, to the proponent. Tenders shall be in effect during the period specified in the solicitation documents. Prior to the expiration of the bid validity of tenders, YTEPP Limited may request suppliers to extend the period for a specified period of time.

Where YTEPP Limited makes a request for an extension of the period of bid validity of tender in the manner specified above, and the supplier fails to satisfy the requirement, the proponent shall be considered to have refused the request to extend the bid validity of its tender. Unless otherwise provided in solicitation documents, a proponent may modify or withdraw its tender prior to the deadline for submitting tenders. A supplier's modification or withdrawal is effective only if it is received by YTEPP Limited prior to the deadline for submitting tenders.

6.2 Open Tendering/Bidding

Open Tendering/Bidding is the most appropriate procurement method when, based on the circumstances of the procurement, YTEPP Limited is seeking to maximise the potential pool of participating suppliers and contractors in order to achieve the highest levels of transparency, value for money and public confidence.

6.3 Selected Tender/Limited Bidding

YTEPP Limited engages in limited bidding when it does not publicly advertise the procurement opportunity, as in the case of open bidding. In this regard, invitations to bid are issued directly to a selected number of bidders, either through market research, the Procurement Depository, or from the database of prequalified suppliers and contractors maintained by the Office.

Limited bidding restricts the number of bidders invited to bid and is appropriate where:

- The goods, works or services, by reason of their highly complex or specialised nature, are available only from a limited number of suppliers or contractors.
- The time and cost required to examine and evaluate a large number of bids would be disproportionate to the value of the goods, works, or services to be procured.

6.4 Sole Tender

In extremely rare cases, sole tendering is used where the skill or supply is urgently required. In such a case, it is deemed that the failure to obtain the said resources would negatively impact the achievement of a major institutional activity. In such cases, time is critical and a sole tenderer would be approached to provide the goods or service at short notice, ensuring that value for money is achieved.

7 PUBLIC AND COMMUNITY RELATIONS

7.1 Client and Public access to Services/Service Delivery Systems

7.1.1 Institute of Cosmetology

The trainees at the Institute of Cosmetology partnered with Mr. Donald James and the Professional Barbering School to offer haircut services to clients as part of the Institute of Cosmetology's Father's Day promotion. Mr. James offered the trainees the opportunity to be part of the beauty fair that was held at the Centre of Excellence. At the beauty fair, YTEPP Limited was able to promote its services and courses while gaining more knowledge on products and equipment used by various beauty schools, suppliers and distributors in the industry.

7.1.2 Institute on Wheels "Cosmetology Bus"

The YTEPP Limited's Mobile Cosmetology Training Unit, the "Cosmetology Bus", partnered with the Member of Parliament for Arima and D'abadie/O'Meara to provide free haircuts to school children at a "Back to School" event in August 2023. The Cosmetology Bus also trained sixty-nine persons equipping them with skills in cosmetology through courses such as: Braiding and Styling, Weaving and Extensions, Barbering, Nail Technology, Make Up Artistry and Lashes and Extensions.

Figure 5: Clients getting their haircuts by the trainees



7.1.3 Institute of Culinary Arts

YTEPP Limited's offering of its one-day course provided busy and creative individuals with the opportunity to hone and master their skills in pastry, bread and cake making. Through classroom instruction and practical work in a modern, well-equipped, commercial kitchen, participants developed their skills and hands-on-experience in making a variety of products. The objectives were to provide participants with hands-on training in the skills and techniques required to make a variety of items,

enhance brand awareness of YTEPP Limited's Institute of Culinary Arts for future culinary courses and increase the income potential of the Institute of Culinary Arts as a strategic business unit.

Figure 6: Participants in the Institute of Culinary Arts' culinary short course



7.1.4 Entrepreneurial Development and Support Services

The Entrepreneurial Development and Support Services Department is responsible for the implementation of Career Enhancement, Micro Entrepreneurship and Digital Enhancement Skills. These three components were offered alongside skill training and were crucial in allowing trainees to become holistic graduates. The components allowed trainees to increase their self-awareness, establish career goals, understand the role of a successful entrepreneur as well as being able to use technological tool for problem solving and critical thinking.

7.1.5 World Youth Skills Day

YTEPP Limited used this opportunity to highlight the importance of TVET and skill training to youth and its positive impact and relevance on the economy. Trainees' testimonials and success stories in their respective skill areas were highlighted across social media platforms to the wider public.

7.1.6 Ministry of Education "Ed U Talk"

Networking is very crucial in any forum that there is a desire to build partnerships. YTEPP is keen on building future partnerships that will in turn provide future trainees with quality training. This opportunity was presented to external stakeholders like Secondary School Principals, Supervisors and teachers across Trinidad and Tobago.

7.2 Community and Stakeholder Relations/Outreach

This section lists the non-employment skill training initiative that provided opportunities for YTEPP Limited to expand the scope of its impact within the national landscape.

7.2.1 Sixth International Conference on TVET in the Caribbean

This conference took place on May 16, 2023 and was designed for Caribbean TVET Instructors to address the disruption prompted by Industry 4.0/5.0 and COVID-19 has shifted TVET to a blended mode. The conference aimed to distil exemplary practices of "Blended" TVET in keeping with SDG4

(4.3, 4.5). It involved discussion on practical steps for the inclusion of technology into TVET programmes as well as the outline various formative assessments in Flexible and Blended courses.

7.2.2 Fourth World Congress of Education – Japan

World Congress of Education - 2023 was intended to provide a professional platform for educators who were seeking and exploring effective educational method and approaches. In addition, the event highlighted global education trends and societal and technological influences on education and curriculum strategies. A YTEPP Limited representative made a presentation that showcased the Institution's flexible and blended courses.

7.2.3 World Health Fair

During the reporting period, YTEPP Limited showcased the Institute of Cosmetology at the World Health Fair. The purpose of this project was to showcase the talent and skills training obtained by YTEPP Limited trainees at the training centres. The project also served to increase brand exposure for the Institute of Cosmetology with current Trainees exhibiting their skills by performing services on members of the public.

Figure 7: Representative of the Institute of Cosmetology showcasing skills learnt



With the use of success stories and skills-training videos, YTEPP Limited engaged at-risk youth at the Chaguanas South Secondary career fair. A positive outcome of this engagement was the potential to motivate participants to make informed career choices within the TVET landscape. YTEPP Limited also participated in the “Taste of TVET” event hosted by the Ministry of Education. This contribution made was vital in guiding students to the viable career choices in TVET.

7.2.4 Thirty-fifth Anniversary Celebrations

YTEPP Limited embarked on its 35th anniversary celebrations. One of the objectives of this celebration was to highlight the Institution's milestones with a key focus on a valuable resource – the staff. To this end, branded staff calendars were designed to recognise and showcase the Institution's staff.

Figure 8: YTEPP's 35th Anniversary banner



7.2.5 Interfaith Service and Sports Day

YTEPP Limited hosted an Interfaith Service which provided a positive atmosphere of equality and togetherness, to renew a sense of appreciation with heightened motivation towards the accomplishment of goals and objectives towards an empowered and engaging youth population.

Additionally, YTEPP Limited held a staff sports day to encourage a healthy workforce. Staff members participated in various team building exercises and events where camaraderie was the order of the day.

Figure 9: YTEPP's Interfaith service



7.2.6 Showcasing YTEPP

YTEPP Limited participated in the "Regional Symposium on Violence as a Public Health Issue – The Caribbean Challenge". This symposium was aimed at identifying, synthesising and disseminating evidence on what works to reduce violence in the Caribbean. The role of YTEPP Limited was deemed vital as information on the course offerings for youth development and empowerment was distributed.

The Institution was also featured in a webinar hosted by the National Entrepreneurship Development Company Limited's. This webinar showcased YTEPP Limited's course offerings and the positive impact made by training which has resulted in the contribution to the creation of an entrepreneurial economy.

7.3 Strategic Partnerships

It is very crucial that YTEPP Limited establishes and maintains partnerships with agencies/organisations to ensure quality training. In the 2022/2023 fiscal year, YTEPP Limited sought to keep the momentum of engaging in collaborations that benefits all parties involved.

7.3.1 Cameron Maintenance 2004 Limited

YTEPP Limited successfully executed a Memorandum of Understanding with Cameron Maintenance 2004 Limited. This company is prominent in the industry for its expertise in valve maintenance and repair. This collaboration aligns seamlessly with the Institution's efforts to launch a new training programme in this specific field.

7.3.2 National Gas Company of Trinidad and Tobago/Trinidad and Tobago Police Youth Club Association

Police Youth Clubs from communities like Penal, Couva, La Brea, Laventille Road, Mayaro and Canaan/Bon Accord were offered the opportunity to participate in short courses. This collaboration with the National Gas Company saw participants gain knowledge in Computer Repairs and Troubleshooting, Robotics, AutoCAD, Nail Technology and Barbering. A total of 114 young persons were exposed to this training.

7.3.3 Prince Trust International

The Ministry of Youth Development and National Service partnered with YTEPP Limited to conduct an introductory skills course to expose young people to skills training that they may be interested in and/or inspire them to pursue further training so they may gain employment and/or become entrepreneurs. The curriculum, as designed by YTEPP Limited includes a life skills component that is based on the ACHIEVE Programme governed by the Prince Trust International and supervised by the National Training Agency. These skills courses offered were Nail Technology, Make Up Artistry, Bread, Cakes and Pastries and were conducted related to the Caribbean Vocational Qualification and Trinidad and Tobago National Vocational Qualification standards.

7.3.4 Collaborations with different Ministries

YTEPP Limited, over the years, has benefitted from collaborations with different Ministries. With the Ministry of Youth Development and National Service, approximately two hundred and eighty (280) young persons from communities, such as Chaguanas, Couva, Maloney, Diego Martin and St. James, gained experience in Nail Technology, Mobile Phone and Tablet Repairs, Makeup Artistry, Bread and Pastry Making Skills among others.

With the Ministry of Digital Transformation, which is responsible for ensuring digital literacy for all citizens of Trinidad and Tobago, eight hundred and forty (840) persons were exposed to training in Digital Literacy and Emotional Intelligence to Technology.

7.3.5 Ramps Logistics Limited

Through this partnership Ramps Logistics Limited agreed to support youth entrepreneurship. This partnership resulted in YTEPP Limited hosting its Business Plan and Elevator Pitch Competition. Held as a Shark-Tank style competition, trainees of the Micro Entrepreneurship classes had the opportunity to pitch their innovation product, service and start up business via interactive displays and presentations to a panel of judges. The aim of this initiative was to promote entrepreneurship among young entrepreneurs. Successful trainees received prizes sponsored by Ramps Logistics Limited for seed funding for business start-up.

Figure 10: Trainees' presentation on their business start-up



8 CONCLUSION

The 2022/2023 fiscal year proved to be a challenging but rewarding year for YTEPP Limited. A total of one thousand, seven hundred and seventeen (1,717) persons were enrolled and received training from the following core programmes: Institute of Cosmetology (Cycle 5), Institute of Culinary Arts (Cycle 2), Retraining (Cycle 36), Youth Training (Cycle 50), Rehabilitating Inmates Through Training and Retraining (Cycle 15) and the Certified Welders and Fabricators Project. Also trained were persons who participated in short courses offered on the Mobile Cosmetology Training Unit, the Institute of Cosmetology and the Institute of Culinary Arts.

YTEPP Limited also renewed its collaborations with existing partners and established new partnerships. These collaborations fostered relationships that redound to the benefit of YTEPP Limited Trainees, the Institution itself and the partners as well.

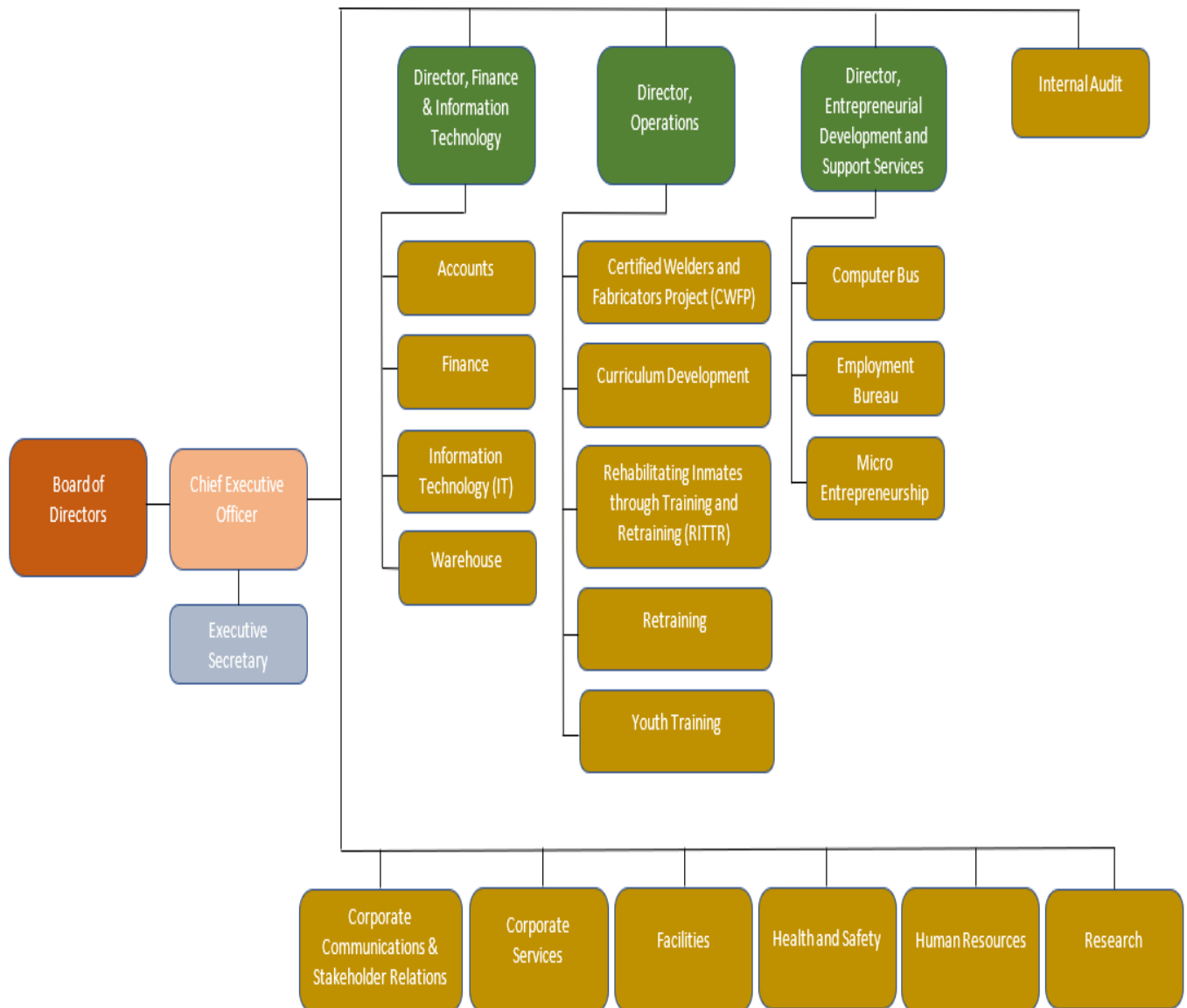
The Institution faced some challenges which included:

- financial constraints which negatively impacted the number of trainees and classes offered in the current cycles;
- staffing: both full-time and part-time;
- attrition – caused primarily by participants gaining employment and not being able to manage the two portfolios;
- sourcing of suppliers for materials and equipment; and
- technological issues faced by trainees regarding lack of devices and poor access to a reliable internet connectivity source.

Despite the challenges faced, YTEPP Limited aims to remain the leader in quality training within the TVET sector. In the second year of the 2021 – 2024 strategic planning period, YTEPP Limited continued to fulfil its mandate while understanding and adapting to the changes in the economy of Trinidad and Tobago.

9 APPENDICES

9.1 Appendix I - Organisational Chart of YTEPP Limited



9.2 Appendix II - No. of Trainees Enrolled– October 2022 to September 2023²

9.2.1 Youth Training Department – Centre Based Projects

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Barber Stylist	Level 1	23	16	39	10	7	17	NEC
Beauty Therapy	Level 1	3	132	135	1	73	74	NEC
Bread, Cakes and Pastry Making	Level 1	9	50	59	5	36	41	NEC
Building Electrician Assistant	Level 1	123	13	136	68	7	75	NEC
Cake Making and Decorating	Level 1	2	27	29	1	17	18	NEC
Child Care Attendant	Level 1	2	144	146	2	84	86	NEC
Dressmaking and Design	Level 1	0	26	26	0	6	6	NEC
Events Decorating	Level 1	1	29	30	1	20	21	NEC
Food Preparation	Level 1	9	17	26	6	9	15	NEC
Graphic Design	Level 1	25	32	57	12	24	36	NEC
Hairdressing	Level 1	1	91	92	1	49	50	NEC
Micro Entrepreneurship	Level 1	23	181	204	9	67	76	YTEPP
Patient Care Assistant	Level 1	9	142	151	3	85	88	NEC
Plumbing	Level 1	43	7	50	24	3	27	NEC
Practical Cafeteria Operations	Level 1	0	9	9	0	8	8	NEC
Skills for the Automated Office	Level 1	13	51	64	7	34	41	NEC
Total		286	967	1,253	150	529	679	

* Certification for Practical Cafeteria Operations comes directly from NEC.

9.2.2 Youth Training Department – Community Based Projects

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Food Preparation	Level 1	8	38	46	0	15	15	NEC
Events Decorating	Level 1	0	25	25	0	15	15	NEC
Household Furnishings	Level 1	2	8	10	1	4	5	NEC
Micro Entrepreneurship	Level 1	3	9	12	0	5	5	YTEPP
Skills for the Automated Office	Level 1	1	9	10	0	4	4	NEC
Vegetable Production-Grow Box System	Level 1	1	13	14	0	5	5	NEC
Total		15	102	117	1	48	49	

² All data is provisional as at the time of the preparation of this report.

9.2.3 Certified Welders and Fabricators Project

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Certified Welding	Level 2	10	2	12	3	1	4	YTEPP
Fabric Maintenance	Level 2	10	2	12	9	1	10	YTEPP
Heavy Structural Fabricating and Basic Welding	Level 2	12	0	12	5	0	5	YTEPP
Valve Maintenance and Repair Programme	Level 2	10	2	12	10	2	12	YTEPP
Wrought Iron and Light Steel Structure (Welding and Fabricating)	Level 2	10	2	12	7	2	9	YTEPP
Total		52	8	60	34	6	40	

9.2.4 Retraining Department

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Agro-Processing	Level 1	1	21	22	0	9	9	CVQ
Air Conditioning and Refrigeration	Level 1	9	2	11	6	0	6	CVQ
Amenity Horticulture	Level 2	2	9	11	-	-	-	CVQ
Aquaculture Grow Out Operations	Level 2	2	3	5	-	-	-	CVQ
Bread, Cakes and Pastries	Level 1	0	33	33	0	8	8	CVQ
Commercial Food Preparation (Cookery)	Level 1	0	11	11	0	9	9	CVQ
Cosmetology	Level 1	0	10	10	-	-	-	CVQ
Data Operations	Level 2	1	10	11	-	-	-	CVQ
Esthetics	Level 2	0	12	12	-	-	-	CVQ
Fashion Design	Level 2	0	10	10	-	-	-	CVQ
Hairdressing	Level 2	1	10	11	-	-	-	CVQ
Heavy Machinery Operations (Advance Crane Operations)	Level 2	22	2	24	13	1	14	CVQ
Home Furnishings (Fabric)	Level 2	0	10	10	-	-	-	CVQ
Hydroponics	Level 1	2	7	9	-	-	-	CVQ
Live Sound Engineering	Level 2	5	5	10	5	3	8	CVQ
Music Production	Level 2	5	3	8	4	2	6	CVQ
Plumbing	Level 1	2	2	4	-	-	-	CVQ
Technical Assistance in Television and Vision Production	Level 1	6	8	14	3	5	8	CVQ
Total		58	168	226	31	37	68	

9.2.5 Rehabilitating Inmates Through Training and Retraining

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Food Preparation	Level 1	0	10	10	0	9	9	YTEPP
Graphic Design	Level 1	10	0	10	9	0	9	YTEPP
Graphic Design	Level 1	10	0	10	7	0	7	YTEPP
Grow Box	Level 1	10	0	10	10	0	10	YTEPP
Plumbing	Level 1	11	0	11	10	0	10	YTEPP
Woodworking	Level 1	10	0	10	10	0	10	YTEPP
Total		51	10	61	46	9	55	