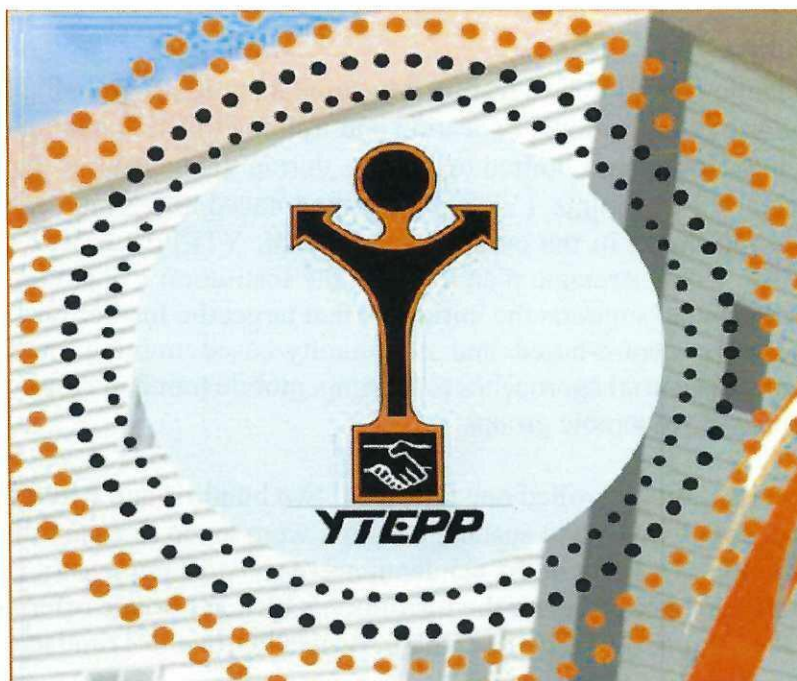




YTEPP LIMITED ADMINISTRATIVE REPORT

2021 - 2022

FOREWORD

The COVID-19 pandemic proved to be a test for education institutions globally, but it was particularly challenging for technical and vocational education and training (TVET) institutions as much learning was arrested during lock downs and limited operations during the pandemic. The Youth Training and Employment Partnership Programme (YTEPP) Limited faced the same challenges. In order to understand, adapt to, and thrive in the current environment, YTEPP Limited's executives and staff collaborated to establish a new strategic plan to direct the Institution's operations for the period 2021 – 2024. The new strategic plan supports the initiatives that target the Institution's sustainable pathways for employment including centre-based and community-based training, industry partnership for simulated training, entrepreneurial approaches to training, mobile training, employability skills training and special programmes of vulnerable groups.

In this fiscal year, the institution enrolled one thousand, two hundred and fifty-nine (1,259) trainees in its core skills training programmes and sustained efforts were made to ensure that trainees who were unable to continue training as a result of the pandemic were able to complete their courses. Policies and practices were also introduced to structure the Institution's blended course offerings, and collaboration with entities such as the Commonwealth of Learning, British Petroleum Trinidad and Tobago, and NGC were continued.

YTEPP Limited, in this the first year of the new strategic planning period, maintained its focus on using adaptive and innovative platforms to equip its beneficiaries with sustainable career pathways. Thus, the Institution's operations this year, aimed to transform lives in support of national development.

Table of Contents

FOREWORD.....	2
Table of Contents	3
List of Acronyms and Abbreviations	3
List of Figures.....	3
List of Tables	4
1. VISION, MISSION AND GOALS.....	5
1.1 SWOT Analysis.....	5
1.2 Philosophy, Vision, Mission and Core Values of YTEPP Limited	6
1.3 Goals.....	7
2 ORGANISATIONAL STRUCTURE	8
2.1 Organisational Profile	8
2.2 Corporate Structure – Departments, Divisions, Units.....	8
2.3 Services/Products Provided and Special Projects	8
2.4 Delegated Levels of Authority	11
2.5 Legislative and Regulatory Framework	12
2.6 Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament.	12
3 POLICIES AND DEVELOPMENT INITIATIVES.....	15
3.1 Short-, Medium- and Long-Term Plans	17
3.2 Activities and Accomplishments.....	18
3.3 Enrolment and Certification	19
4 FINANCIAL OPERATIONS.....	22
4.1 Budget Formulation.....	22
4.2 Income and Expenditure.....	22
5 HUMAN RESOURCE DEVELOPMENT PLAN	25
6 PROCUREMENT PROCEDURES.....	29
7 PUBLIC AND COMMUNITY RELATIONS	30
7.2 Strategic Partnerships.....	31
8 CONCLUSION	34
9 Appendices	35
9.1 Appendix I: YTEPP Limited Organisational Chart	35
9.2 Appendix II: No. of Trainees Enrolled and Certified – October 2021 to September 2022 ...	36

List of Acronyms and Abbreviations

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

List of Figures

Figure 1: Philosophy, Vision, Mission and Core Values of the YTEPP Limited.....	6
Figure 2: YTEPP Limited's Goals during the reporting period	7
Figure 3: YTEPP Limited's Pathways to Employability	9
Figure 4: Minister Nyan Gadsby-Dolly with the Members of the Board of YTEPP Limited at the Launch of the Institute of Culinary Arts	10
Figure 5: Commercial Kitchen at the Institute of Culinary Arts	10

Figure 6: YTEPP Limited - 2021/2024 Strategic Goals	15
Figure 7: Trainees participating in the one-day culinary arts training.....	30
Figure 8: A cross section of Business Plan and Elevator Pitch competitors with YTEPP Limited Board Members, Executive Management, and JMMB Representatives	32
Figure 9: YTEPP Limited and the Ministry of Digital Transformation signing the Memorandum of Association.....	33

List of Tables

Table 1: YTEPP's SWOT Analysis.....	5
Table 2: Key Reports Completed by YTEPP Limited.....	13
Table 3: YTEPP Limited 2021-2024 Strategic Goals and Objectives.....	16
Table 4: Retraining Programme Enrolment and Certification in CVQ Levels 1, 2 and 3 Courses	20
Table 5: Rehabilitating Inmates Through Training and Retraining Programme Enrolment and Certification in CVQ Levels 1 and 2 Courses	20
Table 6: Youth Training Programme Centre-Based and Community-Based Enrolment and Certification in NEC Level 1 Courses	20
Table 7: Certified Welders and Fabricators Project Enrolment and Certification.....	21
Table 8: Entrepreneurial Development and Support Services Enrolment and Certification	21
Table 9: YTEPP Limited Total Income and Expenditure for the 2021/2022 fiscal year	23
Table 10: Internal Audit Exercises conducted during the reporting period.....	24
Table 11: YTEPP Limited Employee Complement.....	25
Table 12: Training Conducting for Staff	28

1. VISION, MISSION AND GOALS

1.1 SWOT Analysis

To identify and understand the operations of any institution, an analysis of its internal and external environment must be examined. YTEPP Limited conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis which provided invaluable information in enabling the institution to develop the strategic goals, objectives and initiatives.

Table 1: YTEPP's SWOT Analysis

STRENGTHS	WEAKNESSES
- Strong brand recognition with over thirty 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 proposed Institute of Culinary Arts).	- 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	THREATS
- International and local agencies that are willing to fund training initiatives to aid community development and empowerment;	- Competition in TVET sector; - Economic circumstances of trainees encourage attrition; - Economic downturn reduces sources of funding;

OPPORTUNITIES cont'd	THREATS cont'd
- 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.	- 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.

Given the mandate, the varying target groups, and the definition of TVET, YTEPP Limited focusses on impacting lives. It was with this background of meeting the changing labour market, that the Strategic Plan 2021-2024 was developed. The new post-COVID education environment required a rethinking of the vision and mission statements. This process ensured that the institution is positioned to continue to achieve its mandate. The revised guiding statements have been provided in **Figure 1**.

1.2 Philosophy, Vision, Mission and Core Values of YTEPP Limited

Figure 1: Philosophy, Vision, Mission and Core Values of the YTEPP Limited

Philosophy	Vision	Mission	Core Values
Creating knowledgeable, competent, motivated, entrepreneurial, adaptable, creative and innovative graduates who can contribute to the social and economic development of the country, through the facilitation of demand driven, high quality professional development training relevant to all sectors of the economy, at all levels and to all people.	Transforming lives to develop highly skilled individuals in support of national development.	To use adaptive and innovative platforms to equip our key beneficiaries with sustainable career pathways through technical vocational education and training.	Service Excellence Commitment Teamwork Partnership Empowerment Innovation

1.3 Goals

The analysis of the internal and external environment of the institution revealed several areas that should be addressed to ensure that YTEPP delivers on its mandate. A comprehensive environmental scan was used to establish the strategic direction for the new strategic planning period. This process was guided by the following questions:

- What is happening in our world today?
- Where are we now?
- Where do we want to go?
- How are we going to get there?

The evaluation of the Institution's environment included Government's Policy Framework specific to the education sector as well as economic, social, and technological factors. The scan revealed six key factors for success:

- A one government approach;
- Innovative funding to sustain institutional initiatives;
- Operational efficiency;
- The need for relevant industry information to drive training;
- Provision of quality training including content and delivery; and
- Access to and use of technology.

To remain relevant, YTEPP Limited needed to address the key success factors and become agile and flexible. In order to meet its mandate, the Institution sought to operationalise four goals for the strategic period as shown in **Figure 2**.

Figure 2: YTEPP Limited's Goals during the reporting period

Goal #1 To improve training through market driven research.	Goal #2 To develop and maintain a robust organisational system for the delivery of quality TVET training.
Goal #3 To enrich the learning experience and support student success, inclusively and equitably, from first point of contact through graduation and beyond.	Goal #4 To develop and maintain sustainable partnerships.

2 ORGANISATIONAL STRUCTURE

2.1 Organisational Profile

YTEPP Limited has, over its lifespan maintained its original mandate to provide TVET programmes in various occupational skill areas to persons between 15 – 50 years. During the reporting period, courses were delivered at nine full-time Centres, at several strategic locations supplied by Training Providers throughout Trinidad and Tobago, and at three Prison Institutions. The Institution has also implemented courses as community-based projects to serve the training needs of specific communities.

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 is supported by four Directors. The Chief Executive Officer reports to the Board of Directors.

The core function of the Institution is operationalised through the Youth Training, Retraining and Entrepreneurial Development Support Services Departments, each headed by a Director. The fourth Director has responsibility for Finance, Accounts, Information Technology and Warehouse. Support functions are carried out by the other 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 in the Institution's Organisational Chart at **Appendix I**.

2.3 Services/Products Provided and Special Projects

The Youth Training and Employment Partnership Programme was launched in 1988. Over the past thirty-four 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 3**.

Figure 3: YTEPP Limited's Pathways to Employability



As an innovative initiative, YTEPP Limited established a strategic business unit for cosmetology in San Fernando (started in 2013). The Signature Creations Cosmetology and Beauty Therapy Salon, provides graduates with an opportunity to hone their skills in an authentic business environment. The operation of the salon also benefits the public as quality cosmetology services are offered at the salon at competitive prices.

In addition, the Institution introduced a series of mobile computer labs that were stationed in different villages throughout Trinidad and Tobago to improve access to computer training in remote communities. These mobile training units represent YTEPP Limited's exploration of the concept of creating a mobile training academy that would be capable of providing quality training in a more flexible format.

YTEPP Limited also enhanced its education and training programme design, which encompasses an entrepreneurial approach to curriculum design and implementation. The Institution commenced this initiative with the establishment of its first Campus at Woodford Lodge in Chaguanas in 2016. This

Campus houses YTEPP Limited's advanced teaching facilities for occupations in the cosmetology industry and the culinary arts industry.

YTEPP Limited officially launched the Institute of Culinary Arts on January 26, 2022. This Institute focusses on building competence in all aspects of the Food and Beverage Service Industry, providing training in Culinary Arts (Food Preparation, Baking and Pastry Arts, Cake Making and Decorating, Restaurant Operations, Food and Beverage Service (Waitering and Bartending)). The Institute also offers specialised training for culinary instructors and practitioners and introduced recreational and personal advancement courses to the general public.

Figure 4: Minister Nyan Gadsby-Dolly with the Members of the Board of YTEPP Limited at the Launch of the Institute of Culinary Arts



Students of the Institute are trained in a facility with a commercial cafeteria that is outfitted with state-of-the-art equipment (see **Figure 5**) and staffed with qualified and experienced instructors. They are involved in extensive hands-on training and are exposed to genuine work activities and practical experiences in the facility, ranging from procurement of supplies to the skilful preparation, display and serving of an array of national, regional and international foods.

Figure 5: Commercial Kitchen at the Institute of Culinary Arts



YTEPP also introduced the Skills for Work Scholarship Programme in April 2021 to support the expansion of workforce skills that are necessary for economic growth and development in Trinidad and Tobago. The programme is used to upskill the present workforce and grow the future workforce in key sectors. This programme aimed to train three thousand, six hundred participants (3,600) in six cohorts over a three-year period. Participants chose courses from three e-Learning providers, namely Coursera, Udemy and Google, and studied at their own pace in mandatory and elective courses in their chosen learning track over the six-month period of registration in the programme.

The Trinidad and Tobago Workforce and Recovery Development Programme is a special project administered by YTEPP Limited in collaboration with the Commonwealth of Learning and Coursera Inc. It is funded by the Ministry of Finance as part of government's initiative to address the unemployment crisis that was intensified by the COVID-19 pandemic. The programme entitled beneficiaries to free access to a range of curated courses that aligned to the developmental goals of Trinidad and Tobago, thereby providing them with the opportunity to retrain and re-tool in order to acquire skills that may assist them in re-entering the labour market through wage employment and entrepreneurship. The courses offered were aligned to the development goals of the Government of the Republic of Trinidad and Tobago as identified in the Roadmap to Recovery and other Government planning documents and an Environmental Scan conducted by YTEPP Limited in 2020. The six-month programme encouraged trainees to complete as many courses as possible within the time frame.

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.

- More than \$125,000 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 \$125,000).
- Up to \$125,000:
 - Chief Executive Officer;
 - Director, Finance and Information Technology;
 - Director, Youth Training; and
 - Director, Retraining.
- Up to \$20,000:
 - Regional Manager – Tobago (Countersigned by Administrative Assistant).
- 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;
- **\$10,000** - Director, Entrepreneurial Development and Support Services;
- **\$25,000** - Directors:

- Finance and Information Technology;
- Youth Training; and
- Retraining.
- **\$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** - Board of Directors for Recurrent Expenditure; and
- **\$10,000,000** - Cheque signatories for Automatic Clearing House Payrolls only.

2.5 Legislative and Regulatory Framework

YTEPP Limited is a Limited Liability Company established by the Government of the Republic of Trinidad and Tobago in 1990 and was incorporated under the Companies Act on October 10, 1990. The Institution reports to the Ministry of Education as its line ministry and complies with the 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 the preparation of the Chief Executive Officer's report to the Board of Directors. 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

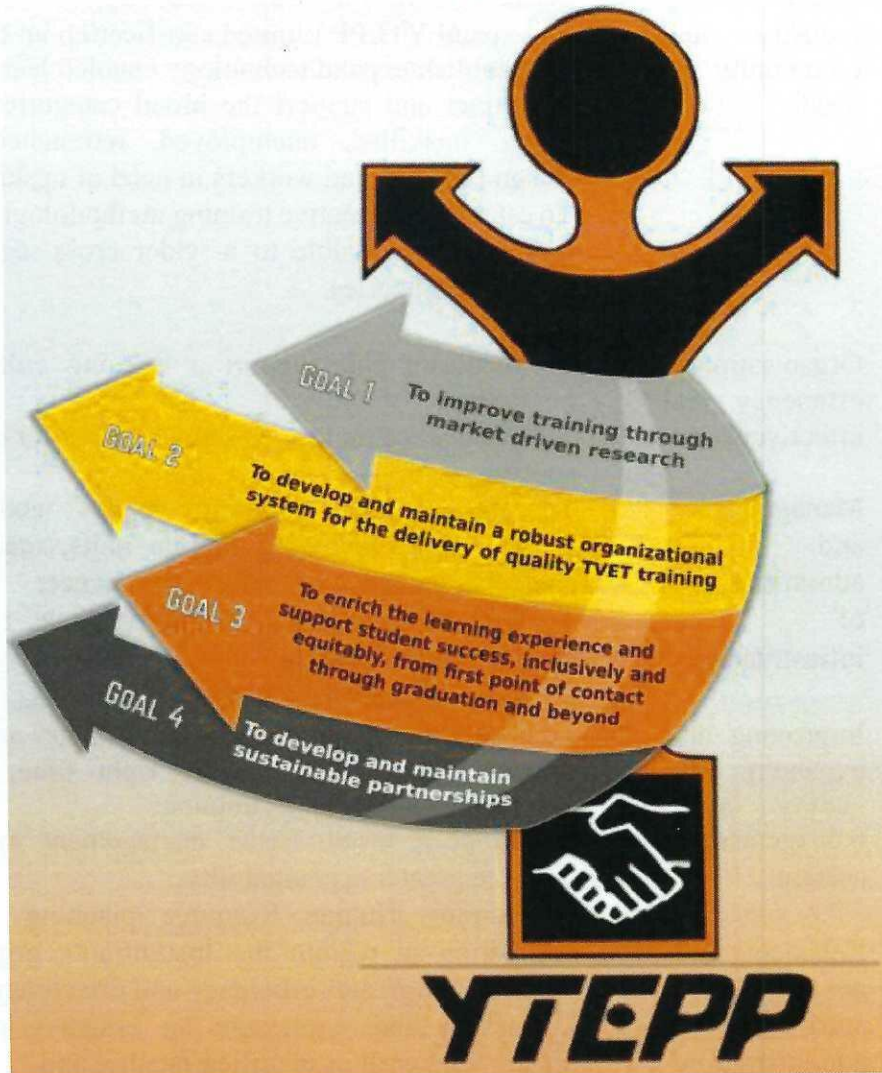
REPORT TYPE	FREQUENCY	RECIPIENT					
	M – monthly Q – quarterly S – semi-annually A – annually B – bi-annually T – every 3 years R – as requested	Chief Executive Officer	Board of Directors	Ministry of Education	Ministry of Finance	Parliament	National Training Agency
Departmental Reports	M	*					
Chief 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			*			
Institution Strategic Plan	T			*	*		
Institution Work Plan	A			*			
Annual Performance Appraisal (from Board)	A			*			
Programme and Projects Report	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 – Statistical Return	R			*			
Training Providers Survey	A						*

United Nations Educational, Scientific and Cultural Organisation	B			*			
---	---	--	--	---	--	--	--

3 POLICIES AND DEVELOPMENT INITIATIVES

The 2021/2022 fiscal year was the first year of the YTEPP's strategic planning period. Over the next three years, YTEPP Limited intends to focus on the goals as depicted in **Figure 6**.

Figure 6: YTEPP Limited - 2021/2024 Strategic Goals



The 2021–2024 Strategic Implementation Plan provides a framework for planning, implementation, monitoring, and evaluation of initiatives to be completed over the next three years. The Institution's strategic goals and objectives over the next three years are detailed in **Table 3**.

Table 3: YTEPP Limited 2021-2024 Strategic Goals and Objectives

No.	Strategic Goals	Strategic Priority	Objectives
1	To improve training through market driven research.	Training initiatives aligned with industry and community needs.	1. To access up-to-date labour market information; 2. To ensure programme content, structure, and levels are consistent with the needs of industry; 3. To expand YTEPP Limited certification up to Level 3; 4. To establish/expand technology enabled learning; 5. To attract and support the broad categories of at-risk youth, unskilled, unemployed, retrenched workers, prison inmates, and workers in need of upskilling; and 6. To establish alternative training methodologies to ensure training is accessible to a wider cross-section of the target beneficiaries.
2	To develop and maintain a robust institutional system for the delivery of quality TVET training.	Organisational efficiency and effectiveness. Management and administration of infrastructure. Improving and expanding the quality management system. Enhancing governance and administration.	1. To inculcate and support a learning culture in the institution; 2. To leverage technology as a major driver for institutional success; 3. To ensure that training venues and physical infrastructure, including mobile units, meet required standards inclusive of OSHA compliance; 4. To enhance consistency of performance, results, and continual improvement; 5. To establish standard operating procedures; 6. To ensure that materials and consumables are available in the right amount, at the right time, and meet acceptable standards for training; 7. To adopt a results-based management approach to promote greater accountability; 8. To employ Human Resource planning and talent acquisition to realign the Institution's organisational structure for greater efficiency and effectiveness; 9. To design and implement an effective recruitment process that ensures qualified faculty; and 10. To develop and implement new initiatives which demonstrate fiscal responsibility and cost effectiveness.
3	To enrich the learning experience and support student success inclusively and	Increase the possibility of student success through a robust student support service.	1. To enhance learner support services to track and guide student throughout their student life cycle; 2. To partner with industry to foster the development of initiatives to improve learning experiences; 3. To increase the number of employed graduates; 4. To increase the number of self-employed graduates; and

No.	Strategic Goals	Strategic Priority	Objectives
	equitably from first point of contact to graduation and beyond.	Enhance experiential learner centred training leading to employment and self-employment.	5. To enhance the Rehabilitating Inmates through Training and Retraining Programme to ensure graduates have a greater change of reintegration into civil society.
4	To develop and maintain sustainable partnerships.	Communicate with external stakeholders. Increase partnerships with industry, agencies, and other organisations to facilitate development and delivery of training initiatives.	1. To promote effective external relationships; 2. To expand strategic partnerships to offer relevant certified courses that are regionally and internationally recognised; 3. To establish agreements with higher level educational institutions to improve upward articulation; and 4. To work with industry partners to provide a suite of tailored offerings to fill specific skills gaps in the workforce.

3.1 Short-, Medium- and Long-Term Plans

3.1.1 Short-Term Plans

The following objectives were planned for the first year of the 2021–2024 Strategic Plan:

- 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;
- 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

Medium-term initiatives identified in the 2021–2024 Strategic Plan 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;
- Development and implementation of the Institution's Training Plan;
- Upgrading of network infrastructure at all full-time centres;
- Upgrading of computer equipment at all regional offices as well as Head Office;
- Upgrading and integrating of 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;
- Creation of 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

YTEPP Limited identified the following as its long-term strategies in its 2021–2024 Strategic Plan:

- Conducting a Labour Market Information Study;
- Implementation of Level II and Level III courses;
- Revision of employability skills segments based on the Labour Market Information report;
- Completion of certificate acceptance research;
- Upgrading of the PBX at all full-time centres with VoIP and WAN connectivity;
- Seeking approval from the Board of Directors for a revised Quality Assurance Manual;
- Formation of alliances with companies to use the Employment Bureau as a source of obtaining human resource capacity; and
- Engaging and establishing Memoranda of Understanding with various educational institutions to allow articulation by YTEPP graduates into higher level programmes.

3.1.4 Remedial Plans

In the 2021/2022 fiscal year, the Institution continued 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 Activities and Accomplishments

Despite the operational changes made to adapt to conditions during the COVID-19 pandemic, YTEPP Limited was determined to stay the course and continued to execute its core mandate in providing skills training opportunities to the citizens of Trinidad and Tobago. With the national health mitigation strategies eased, face-to-face training resumed in April 2022. The Institution sought ways to ensure that training quality was maintained and trainee technical competence was evidenced through certification.

For the current fiscal year, YTEPP Limited trained one thousand, two hundred and fifty-nine (1,259) persons across five programmes, namely the Retraining Programme, the Rehabilitating Inmates Through Training and Retraining Programme, the Certified Welders and Fabricators Project and the Youth Training Programme Centre-based and Community-Based training. The Community Based Projects were reintroduced in this fiscal year after a four-year hiatus. Two Community-based Projects courses were offered in North Trinidad and one course was offered in Tobago.

Also in this fiscal year, YTEPP Limited hosted its Tobago Graduation on the May 17, 2022. A total of one hundred and one (101) trainees from Youth Training Cycle 46 and Retraining Cycle 32 were eligible to graduate at this ceremony. This was the first graduation that the Institution held since 2019 due to the pandemic.

3.2.1 Special Projects

3.2.1.1 Memoranda of Understanding

YTEPP Limited renewed the Memorandum of Understanding with the Caribbean Dockyard and Engineering Service Limited. This was to ensure that their partnership with YTEPP remains in effect for another three years.

YTEPP also signed a new Memorandum of Understanding with Hydro Tech Limited which would allow training in new occupational areas.

3.2.1.2 Entrepreneurship Training: Digital Enhancement

With the onset of the COVID-19 pandemic, the Ministry of Health issued guidelines with regard to social distancing. This resulted in the YTEPP classes being administered online as opposed to face-to-face instruction. This led to the realisation that many trainees were not computer literate, which proved to be a challenge for trainees when it came to navigating the online platforms. Digital Enhancement training was introduced to all trainees that were entering the training cycle.

3.2.1.3 Special Services Provided to Members of the Public

The Institute on Wheels also hosted entrepreneurial events with a Mother's Day special as well as free haircuts for school children.

3.3 Enrolment and Certification

In the 2021/2022 fiscal year, YTEPP Limited trained one thousand, two hundred and fifty-nine (1,259) persons. The breakdown of this figure is provided in **Tables 4 - 8**, which reflect the number of persons enrolled and certified for the period. Further details are provided in **Appendix II**.

3.3.1 Retraining

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 60 years of age throughout Trinidad and Tobago. The Retraining Department also administers training at the Institute of Technology. The number of persons enrolled and certified under this programme is presented in Table 4.

Table 4: Retraining Programme Enrolment and Certification in CVQ Levels 1, 2 and 3 Courses

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		Male	Female	Total	Male	Female	Total
November 2021 - November 2022	35	35	139	174	19	80	99
Total		35	139	174	19	80	99

3.3.2 Rehabilitating Inmates through Training and Retraining Programme

The Rehabilitating Inmates through Training and Retraining Programme is an intervention geared towards providing training to convicted inmates with the intent of reducing reoffending and recidivism and targets inmates in the nation's prisons institutions who have 6 to 18 months of their sentence left. The number of persons enrolled and certified under this programme is presented in Table 5.

Table 5: Rehabilitating Inmates Through Training and Retraining Programme Enrolment and Certification in CVQ Levels 1 and 2 Courses

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		Male	Female	Total	Male	Female	Total
September 2021 - July 2022	14	40	9	49	36	8	44
Total		40	9	49	36	8	44

3.3.3 Youth Training – Centre Based and Community Based

The Youth Training Programme aims to provide 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, as well as under-served communities, by offering a suite of courses that are relevant, demand-driven, and incorporates Life Skills and entrepreneurial training interventions. The number of persons enrolled and certified under this programme is presented in Table 6.

Table 6: Youth Training Programme Centre-Based and Community-Based Enrolment and Certification in NEC Level 1 Courses

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		Male	Female	Total	Male	Female	Total
March - September 2022	49	179	612	791	73	287	360
March – September 2022	-	24	32	56	5	16	21
Total		203	644	847	78	303	381

3.3.4 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/

fabrication labour market. The number of persons enrolled and certified under this programme is presented in **Table 7**.

Table 7: Certified Welders and Fabricators Project Enrolment and Certification

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	Male	Female	Total	Male	Female	Total
October 2021 – September 2022	52	3	55	31	2	33
Total	52	3	55	31	2	33

3.3.5 Entrepreneurial Development and Support Services

Micro Entrepreneurship training, administered by the Entrepreneurial Development and Support Services Department, targets persons desirous of acquiring the knowledge and skills needed for small enterprise. The objective of the Micro Entrepreneurship course is to equip young entrepreneurs with entrepreneurial skills in an effort to boost entrepreneurship development in Trinidad and Tobago. **Table 8** demonstrates the number of persons enrolled and certified under this project during the reporting period.

Table 8: Entrepreneurial Development and Support Services Enrolment and Certification

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	Male	Female	Total	Male	Female	Total
October 2021 – September 2022	19	115	134	9	54	63
Total	19	115	134	9	54	63

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 Institution's Strategic Plans. 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 Income and Expenditure

Table 9 shows YTEPP Limited's total income for the period October 2021 to September 2022. It can be observed that total income increased by 3% from to \$52,622,666 in the previous fiscal year to \$54,338,924. It can also be observed that total expenditure increased by 13% from \$48,186,756 in the previous fiscal year to \$54,356,053.

The overall increase in Staff Costs of \$1,754,035 was primarily driven by a higher number of classes offered during the reporting period compared to the 2020/2021 fiscal year. This led to an increase in Tutors and Technical Supervisors' expenses of approximately \$1.635 million and gratuity payments of \$0.14 million.

The increase in General and Administrative Expenses was mainly due to higher Professional Fees (\$367,055), Printing and Office Supplies (\$337,902), accrued Audit Fees (\$200,000), and Computer Expenses - Subscriptions (\$340,186).

The increase in Other Operating Expenses was largely attributable to the following: higher payments to Training Providers and Instructors due to expanded training programmes (\$263,996), increased Stipend Payments (\$1,675,572), training consumables (\$165,294), Rent (\$38,046), Security (\$215,701), Validators' fees due to increased training (\$163,359), Motor Vehicle expenses (\$81,546), and Office Repairs and Maintenance (\$666,698).

Table 9: YTEPP Limited Total Income and Expenditure for the 2021/2022 fiscal year

	Fiscal 2020/2021 TT\$	Fiscal 2021/2022 TT\$	Variance (Year-on-Year) TT\$
Income			
Recurrent Grants – YTEPP Limited	38,700,000	41,410,600	2,710,600
Recurrent Grants – Retraining Programme	6,400,000	6,956,804	556,804
Grants - Workforce Recover	1,217,500		(1,217,500)
Enrolment Fees	553,879	738,057	184,178
Other Income	275,470	347,167	71,697
Partnership Funding		450,386	450,386
Sale of Vehicles	0	0	0
Transfers	0	0	0
Surplus brought forward	5,475,817	4,435,910	(1,039,907)
Total Income	52,622,666	54,338,924	1,716,258
Expenditure			
Depreciation (Non-cash)	3,288,387	3,114,455	173,902
Staff Costs	32,085,357	33,839,392	(1,754,035)
General and Administrative Expenses	2,327,554	3,541,269	(1,213,715)
Other Operating Expenses	10,485,458	13,860,937	(3,375,479)
Total Expenditure	48,186,756	54,356,053	6,169,297
Surplus/(Shortfall)	4,435,910	(17,129)	(4,453,039)

4.2.1 Public Sector Investment Programme

Under the Public Sector Investment Programme, one project was granted funding during the reporting period, namely the Construction of the Administration Building at Woodford Lodge. There was an allocation of \$7,000,000 for this project and the actual expenditure amounted to \$7,000,000.

4.2.2 Debt Policy

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, 2022, there was no overdrawn balance on the Credit Card facility. There is no other overdraft facility.

4.2.3 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.

4.2.4 Internal Audit Functions

The Internal Audit Department reports to the Audit Committee of the Board of Directors 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.

For the 2021/2022 fiscal year, two audit exercises were conducted as detailed in **Table 10**.

Table 10: Internal Audit Exercises conducted during the reporting period

Engagement	Matters	Status
Payment Procedures for Online Training Services	• Departures from approved proposal to increase paid hours by 25%. • Availability of meeting application trainee attendance reports. • Non-payment of trainee stipends. • Technical Supervisors' salaries being paid a month before they are contractually due. • Errors in badge awards.	Closed
Training Supplies	• Stock-level list availability. • Errors in requisitioned quantities of consumable training supplies. • Training supplies provided for use fell short vis-à-vis quantity and timeliness. • The equipment and tools short of the quantities recommended.	Open

5 HUMAN RESOURCE DEVELOPMENT PLAN

5.1.1 Institutional Establishment

YTEPP Limited is a training institution which 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.

5.1.2 Category of Employees

Table 11 illustrates the categories of employees at YTEPP Limited along with the number of persons in each category.

Table 11: YTEPP Limited Employee Complement

Category of Employee	Number of Staff
Full-time	206
Part-time/Temporary	106
Contract	15
Total	327

The Institution employs instructors on a contractual basis for occupational and employability skills training for its programmes. The duration and terms of the contracts vary in keeping with the diverse designs for the Institution's programmes which target different objectives to service the needs of a range of nationals in keeping with its mandate. Instructors are employed as permanent staff for the Certified Welding and Fabricating Project and for Information and Communication Technology training.

5.1.3 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 as well as motivate staff;
- providing opportunities for staff to act in positions that give them exposure at a higher level of responsibility, to develop their skills and by extension improve their competency; and
- providing opportunities for upward mobility of staff within the Institution once they possess the skills and competencies to perform the duties by exhausting internal sources for the filling of vacancies before external candidates are considered.

These strategies contribute to the Institution promoting development as well as inculcating a learning organisation.

5.1.4 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;
- 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.

5.1.5 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 the Institution who possess the required qualifications and/or experience – the Institution subscribes to the principle of promotion from within.

5.1.6 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 by a 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 listed below:

- 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 a 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, 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.

5.1.7 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 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.

5.1.8 Employee Support Services

Presently, YTEPP Limited is in the process of inviting tenders to find a suitable Employee Assistance Programme. However, staff members who needed to access such service during the reporting period were referred to various recommended consultants or professionals at the Institution's expense. Assistance may be provided on a case-by-case basis to employees requiring such services.

5.1.9 Training

In the fiscal year, training was conducted for staff in areas deemed valuable to the growing of competencies of administrative staff members. **Table 12** lists the courses that were completed during the period.

Table 12: Training Conducting for Staff

Courses	No. Trained
Smart Phone and Tablet Repairs	2
Customer Service	6
Access to Coursera Platform	47
Access to Udemy Platform	
Access to Grow with Google Certification	
Industry 4.0 trainers of World Resources Webinar	26
Gamification	11
Creating Educational Videos Production to Post Production Workshop	10

6 PROCUREMENT PROCEDURES

6.1.1 Open Tender

Public advertisements are placed in the media inviting tenderers to submit proposals for the supply of Goods and Services, which must be submitted by a stipulated deadline. Tenders are deposited into a tender box, the keys for which are kept by the Chairman of the Tenders Committee. A special meeting is convened by the Tenders Committee to open tenders, review proposals and to make recommendations for the award of Tenders.

6.1.2 Selected Tender

Selected Tendering is used where there is a known pool of suppliers, who is perceived to have the resources to undertake the exercise, particularly where they have completed works previously for the Institution. Invitations to tender would be sent to pool, following the same procedures as outlined above.

6.1.3 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

7.1.1 Client and Public access to services/service delivery systems

The Institute of Culinary Arts' offering of short courses was both timely and necessary, as it provided busy and creative individuals with the opportunity to hone and master their pastry, bread or cake making skills. The main objectives of these one-day courses were to provide participants with hands-on training in skills and techniques, to enhance brand awareness of the Institute of Culinary Arts and to increase the income potential of the Institute as a strategic business unit.

Classes were held on Saturdays where a total of eighty-four persons were enrolled and certified in the different areas.

Figure 7: Trainees participating in the one-day culinary arts training.



7.1.2 Community and Stakeholder Relations/Outreach

7.1.2.1 *The Open Campus of the University of the West Indies and EON Realty*

Partnering with the Open Campus of the University of the West Indies and EON Realty, YTEPP Limited planned to enhance its Flexible and Blended courses with the inclusion of augmented and virtual reality technologies. This project "Inclusion of Augmented and Virtual Reality in TVET FaB course" sought to provide institutional strengthening through the Professional Development of YTEPP Staff in the area of augmented and virtual reality technology and provide technical support related to YTEPP's Information Technology infrastructure. This partnership started in December 2021 and is ongoing.

7.1.3 NESTLÉ TRINIDAD AND TOBAGO LIMITED - VIRTUAL CAREER FAIR

Held in July 2022, the aim of this event was to provide youth across the Caribbean with the tools needed to succeed in the workplace today as well as the opportunity to engage with potential employers and gain early access to current openings in the job market.

7.1.4 YTEPP Institute on Wheels (Cosmetology Bus) Short Course

In collaboration with British Petroleum Trinidad and Tobago, YTEPP Limited provided training in Hair Braiding and Barbering in two cohorts within this fiscal year. The first cohort of participants

received training in Chaguanas and Maloney during January to March 2022 and the second cohort of participants received training in Sangre Grande and Princes Town during July to September 2022.

The objective of this alliance was to train and certify persons from at-risk or underserved communities. Certified participants received unit awards from the Trinidad and Tobago National Vocational Qualification and/or Caribbean Vocational Qualification, thereby positioning them to gain employment/self-employment or engage in further training in the occupational area.

7.2 Strategic Partnerships

7.2.1 Certified Welders and Fabricators Project

The Certified Welders and Fabricators Project continued to meet the challenge of producing qualified welders and fabricators in keeping with the demands for skilled tradespersons in the employment market. The program has three major corporate partners: Caribbean Dockyard and Engineering Services Limited, Metal X Engineering Limited and Hydrotech Limited. These three partners service different types of industries and are very successful in their areas of expertise.

7.2.2 National Gas Company of Trinidad and Tobago Limited and the Trinidad and Tobago Police Youth Club Association

YTEPP Limited partnered with the National Gas Company of Trinidad and Tobago Limited to provide training in Information and Communication Technology via short course programmes to the youth club members of the Trinidad and Tobago Police Youth Club Association. These youth were between the age of 13-18 years and the training was offered in the following areas: Couva, Bon Accord/Canaan (Tobago), Penal, Mayaro, Laventille Road, and La Brea. Over three hundred (300) club participants were trained and received YTEPP Certificates of Participation.

7.2.3 JMMB Bank

YTEPP Limited has been on a thrust to collaborate with entities to provide tangible opportunities towards youth empowerment and self-reliance through entrepreneurship. It was on this premise that a partnership with the JMMB Bank was formed. JMMB Bank provided seed-funding and mentorship to the winners of the Business Plan and Elevator Pitch competition. The Business Plan and Elevator Pitch competition is an annual event which gives Small Business Management (Micro Entrepreneurship) trainees the opportunity to have their prepared business plans pitched, to attain seed-funding to start or expand their business. This competition lays the foundation for building youth entrepreneurs across the country and to see self-employment as an alternative to wage employment.

Figure 8: A cross section of Business Plan and Elevator Pitch competitors with YTEPP Limited Board Members, Executive Management, and JMMB Representatives



7.2.4 The Ministry of Youth Development and National Service

YTEPP Limited entered a partnership with the Ministry of Youth Development and National Service to provide training to youth in the area of St. James. These youth received training in Barbering, Hair Weaving and Hair Braiding skills courses. Participants were empowered with the right attitudes and entrepreneurial, interpersonal and communication skills to enhance their employability. Once they met the criterion, the participants were certified with Unit Awards from the Caribbean Vocational Qualification. This initiative yielded seventy-three participants who all received the Unit Awards.

7.2.5 The Ministry of Digital Transformation

YTEPP Limited signed a Memorandum of Understanding with the Ministry of Digital Transformation to provide the citizens of Trinidad and Tobago, the opportunity to gain digital literacy and life skills training. The aim of this partnership agreement was to fulfil the need for citizens to become technology literate and successfully navigate an e-ready society through training. As YTEPP Limited positioned itself as the corner stone that contributes to human capital development, it was deemed important to support the Government's thrust towards the digitisation and digitalisation of the economy and society. An estimate eight hundred (800) citizens benefitted from this training in the first trench.

Figure 9: YTEPP Limited and the Ministry of Digital Transformation signing the Memorandum of Association



7.2.6 Power Gen

This partnership was aimed at assisting trainees in obtaining their Technical Vocational Certification. PowerGen donated \$50,000.00 to YTEPP Limited to utilise towards the various courses. Sixty-four persons were recipients of this scholarship. There were three aspects of the selection criteria:

- Persons who were retrenched, unemployed and under employed;
- Persons from PowerGen's fence line communities of Port of Spain and environs, Couva, Penal and Siparia; and
- Persons who were interested in taking the courses.

8 CONCLUSION

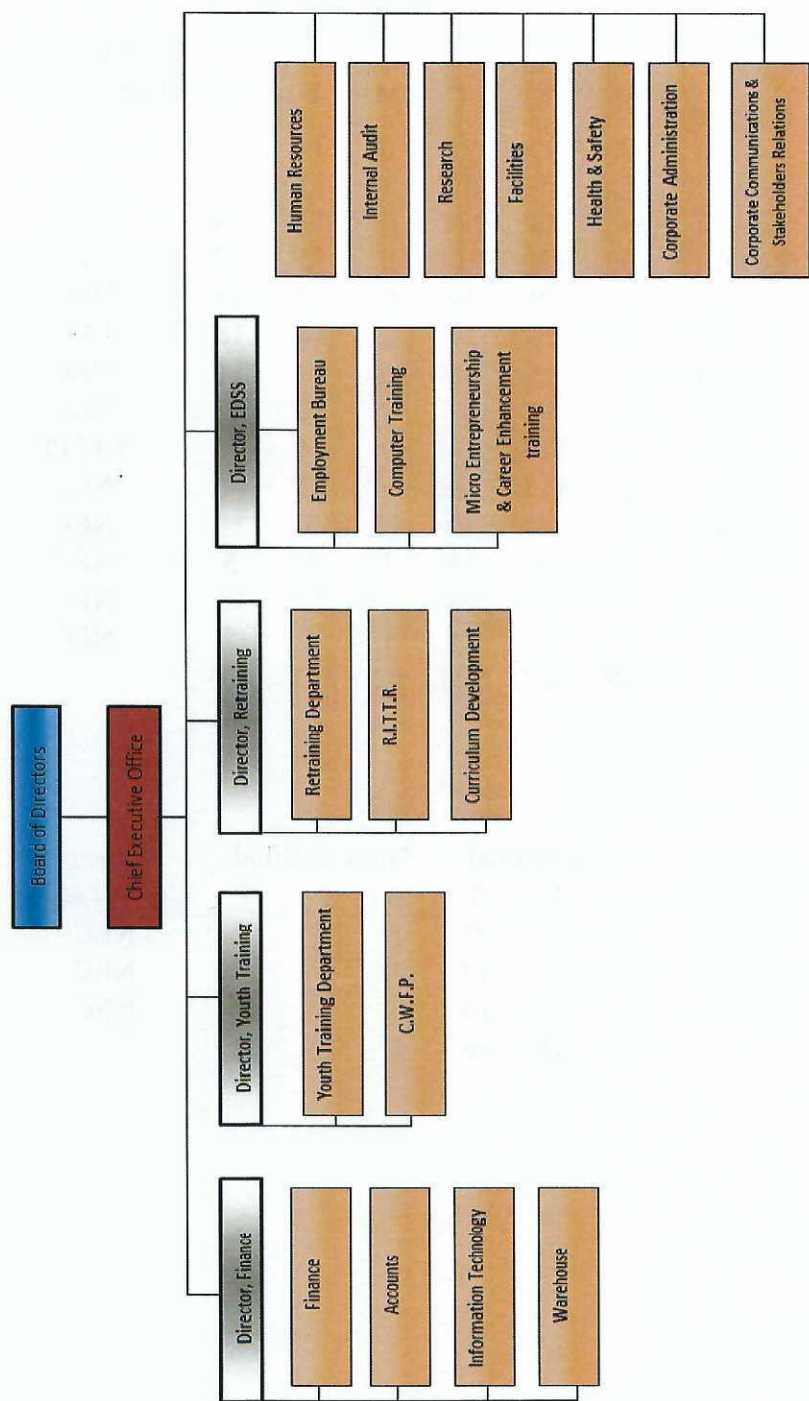
Being the first year of the Post-COVID Strategic plan, YTEPP Limited sought, like other institutions, to rebuild the brand that is YTEPP. Even though the decrease in subvention by the government continued to plague the institution, YTEPP was determined to offer quality training despite the inability to engage in several areas that the institution was keen of pursuing.

In this 2021/2022 fiscal year, YTEPP ensured that the institution understood, adapted and thrived in the ever-changing environment. With the beneficiaries that were trained through the core training, along with others from special projects, the desire for TVET training showed that even with the challenges faced, the pathway in which YTEPP is trotting along proved to be positive.

With the two more years under this Strategic Plan, YTEPP Limited will continue to stick to the mandate set by the government while always taking into consideration and addressing the constraints that are faced with what is happening in the world today and how impactful it is to the institution.

9 Appendices

9.1 Appendix I: YTEPP Limited Organisational Chart



9.2 Appendix II: No. of Trainees Enrolled and Certified – October 2021 to September 2022

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	
Beauty Therapy	Level 1	0	91	91	0	34	34	NEC
Bread, Cakes and Pastry Making	Level 1	6	46	52	1	21	22	NEC
Building Electrician Assistant	Level 1	99	23	122	38	11	49	NEC
Child Care Attendant	Level 1	0	114	114	0	55	55	NEC
Events Decorating	Level 1	1	29	30	0	17	17	NEC
Food Preparation	Level 1	3	24	27	2	16	18	NEC
Graphic Design *	Level 1	22	26	48	6	5	11	NEC
Hairdressing	Level 1	3	84	87	1	30	31	NEC
Micro Entrepreneurship	Level 1	19	115	134	9	54	63	YTEPP
Patient Care Assistant	Level 1	5	113	118	4	62	66	NEC
Plumbing	Level 1	25	4	29	13	3	16	NEC
Practical Cafeteria Operations	Level 1	6	9	15	1	4	5	NEC
Skills for the Automated Office	Level 1	8	36	44	6	23	29	NEC
Tailoring	Level 1	1	13	14	1	6	7	NEC
Total		198	727	925	82	341	423	

* One Graphic Design class was closed re: FCTEA.

9.2.2 Community Based Projects

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Bread, Cakes and Pastry Making	Level 1	5	22	27	1	11	12	NEC
Building Electrician Assistant	Level 1	14	1	15	4	0	4	NEC
Tour Guide and Escort Services	Level 1	5	9	14	0	5	5	NEC
Total		24	32	56	5	16	21	

9.2.3 Retraining Department

Courses	Level of Course	No. Enrolled			No. Certified			Type of Certification
		M	F	T	M	F	T	
Agro-Processing	Level 1	2	7	9	1	6	7	CVQ
Data Operations	Level 1	1	22	23	1	13	14	CVQ
Esthetics	Level 2	0	22	22	0	8	8	CVQ
Food Preparation	Level 1	1	10	11	0	10	10	CVQ
Graphic Design	Level 1	3	6	9	*	*	*	CVQ
Grow Box Operations and Plant Propagation	Levels 1 and 2	0	7	7	0	6	6	CVQ
Hairdressing	Level 2	1	31	32	0	11	11	CVQ
Music Producer	Level 2	6	4	10	6	4	10	CVQ
Production for Television and Video Production	Level 1	5	5	10	3	5	8	CVQ
Tailoring	Level 1	0	8	8	0	8	8	YTEPP
Television and Video Production	Level 1	10	10	20	3	4	7	CVQ
Woodworking and Furniture Design	Level 1	6	7	13	5	5	10	CVQ
Total		35	139	174	19	80	99	

NB: * the Graphic Design class was cancelled.

9.2.4 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	12	0	12	6	0	6	YTEPP
Heavy Structural Fabricating and Basic Welding	Level 2	12	0	12	8	0	8	YTEPP
Ship and Industrial Marine Repair	Level 2	17	1	18	15	1	16	YTEPP
Wrought Iron and Light Steel Structure (Welding and Fabricating)	Level 2	11	2	13	2	1	3	YTEPP
Total		52	3	55	31	2	33	

N/A = Not Available

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	9	9	0	8	8	YTEPP
Graphic Design	Level 1	9	0	9	9	0	9	YTEPP
Grow Box	Level 1	10	0	10	10	0	10	YTEPP
Plumbing	Level 1	11	0	11	7	0	7	YTEPP
Woodworking	Level 1	10	0	10	10	0	10	YTEPP
Total		40	9	49	36	8	44	