INSTITUTE OF TECHNOLOGY

ADMINISTRATIVE REPORT 2016/2017

REPORTING PERIOD:

OCTOBER 1, 2016 – SEPTEMBER 30, 2017

SUBMITTED BY:

MIC INSTITUTE OF TECHNOLOGY LIMITED

"TRAINING FOR INDUSTRY"

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LIST OF ABBREVIATIONS

ACTT – Accreditation Council of Trinidad and Tobago

AWS- American Welding Society

BGE Institution - Bundesgesellschaft Fur Endlagrung Institution

CEO- Chief Executive Officer

EDF- European Development Fund

GATE – Government Assistance for Tuition Expenses Programme

GORTT – Government of the Republic of Trinidad and Tobago

HR – Human Resources

HYPE – Helping Youth Prepare for Employment Programme

MIC-IT – MIC Institute of Technology Limited

MOE – Ministry of Education

MOF – Ministry of Finance

MuST – Multi-sector Skills Training Programme

MWDC – Macoya Workforce Development Centre

NSDP – National Skills Development Programme

NTA – National Training Agency

PSIP – Public Sector Investment Programme

RARU – Registration Admission and Records Unit

RWTH University - Rheinisch-Westfälische Technische Hochschule Aachen University

SENSE – Schools Excelling in National Skills Education Programme

THA –Tobago House of Assembly

TVET – Technical – Vocational Education and Training

TVITT – Technical-Vocational Instructor/Teacher Training

UWI – University of the West Indies

1.0 EXECUTIVE SUMMARY

The MIC Institute of Technology Limited *(formerly Metal Industries Company Limited)* - an agency of the Ministry of Education - was established in 1974 as a joint venture of the Government of Trinidad and Tobago, the United Nations Development Programme /United Nations Industrial Development Organization (UNDP/UNIDO) and a number of private local industries.

MIC Institute of Technology (MIC-IT), offers Training, Industry and now Construction Services. In 2014, MIC-IT became the first Technical Vocational Education and Training (TVET) Institution in the country to become accredited by the Accreditation Council of Trinidad and Tobago (ACTT). MIC-IT has achieved a number of strategic partnerships with the Government of Trinidad and Tobago; the Chamber of Crafts and Trades, Germany; the American Welding Society (AWS) and other accredited institutions. The benefits of such partnerships define MIC-IT as a training institution, offering programmes such as the National Skills Development Programme (NSDP) Journeyman, and Master Craftsman certifications in Mechanical, Construction, Electrical/Electronic and Mechatronics Technology.

MIC-IT also offers social programmes such as the Helping You Prepare for Employment (HYPE) Programme; Multi-Sector Skills Training (MuST); Industrial Craft Programme (ICP) and National Skills Development Programme (NSDP); Engineer-In-Training as well as specialized and customized training programmes. MIC-IT offers Workforce Assessment via the Workforce Assessment Centres (WACs) and Prior Learning Assessment and Recognition (PLAR).

MIC-IT also operates as a commercial factory and is the only tool and die making Advanced Workshop in the country to support the Manufacturing sector with the design and production of high-quality tools, dies, moulds, precision machining and Manufacturing

Engineering. In 2015, MIC-IT rebranded as a unique entity, operating as both a commercial factory and training institution.

The Construction arm of MIC-IT was launched in 2016 and with the help of its skilled Trainees and Instructors, MIC-IT now provides high quality, low cost building and maintenance solutions to the Construction Industry.

With fourteen (14) MIC-IT Centres located nationwide, MIC-IT is committed to providing the highest level of technical and vocational education and training (TVET) and services to its valued Trainees and Customers. As a premier TVET institution, MIC-IT can boast of graduating thousands of trainees over the past five years and with its active school, community and stakeholder relations, corporate and social media presence MIC-IT shares the individual and national value and importance of technical and vocational education and training. In this way, MIC-IT continues to play its part in providing a skilled workforce, which is a building block for nation building and economic sustainability.

In the period October 1, 2016 to September 30, 2017 the MIC-IT continued to flourish in promoting and advising technical and vocational education and training (TVET) throughout Trinidad and Tobago. The top three achievements for the period under review are the School Furniture Repair Pilot Programme, Master Craftsman Training in Germany and the tour of the Tobago Technology Centre by the Education Minister, the Honourable Anthony Garcia and his team.

2.0 VISION

The Vision of the MIC Institute of Technology Limited (MIC-IT) is to create national competitive advantage through strategic partnerships with the Government of the Republic of Trinidad and Tobago (GORTT) and industry for growth and prosperity.

3.0 MISSION

To be a catalyst for developing National Technical and Vocational competencies for competitive industries through quality training, innovation, manufacturing and engineering products and services.

MIC-IT's Mission and Vision affirm its commitment to national growth and development and are closely aligned to its mandate: To provide for Trinidad and Tobago high quality skills training in Mechanical, Electrical/Electronics, Welding and Manufacturing skills through National Skills Development Programme (NSDP) and in Building Construction through the Helping Youth Prepare for Employment (HYPE) Programme. In addition, MIC-IT is geared to providing technical training for engineering graduates in manufacturing engineering, innovation and product development.

4.0 STRATEGIC IMPERATIVES

It is MIC-IT's belief that it is strategically positioned as a unique and highly relevant Technical Vocational Institution. The Institution is viewed as a viable option by many parents, guardians and young adults as an excellent option for persons who want a path of success in life not tied to academia. The Technical and Vocational sector has also received a much-needed boost via the announcement by the GORTT that all persons pursuing programmes of study in this sector will be able to access Government Assistance for Tuition Expenses Programme (GATE) funding. In this regard, MIC-IT is approved to access GATE funding for the Level III NSDP, Level IV Master Craftsman and Level IV Technical Vocational Education and Training (TVET) programmes. This initiative by the GORTT is directly aligned to the National Policy Framework and is one which the MIC-IT is capable of fulfilling through its suite of programmes/courses.

The Mission is also reflected in the three (3) main strategic goals of the organization, which focus on growth and operational excellence, as well as image and branding as an institution with a high performance culture. Firstly, in accordance with our Mission, growth will focus on our products, services and training programmes. Secondly, operational excellence will focus on improving quality to 99% across all activities in the organization and to 90% for our customer service level agreements and Variable Cost Productivity (VCP). Finally, image and branding, to create a high-performance culture that will focus on innovation, employee engagement and customer satisfaction.

The strategic initiatives of MIC-IT are:

- Operational Excellence
- Accreditation
- New Product Introduction / Innovation
- High Performance Culture / Image & Branding
- Strategic Partnerships

The carefully selected strategic initiatives listed above are intended to advance the organization to improved levels of execution of its mandate for the creation of competitive industries in Trinidad and Tobago through training, manufacturing services and product development support. A range of 'Key' Enterprise Level Projects including Capital; Infrastructure; Continuous Improvement and Technology projects have been selected to drive the fulfillment of these initiatives.

4.1 Core Values

The MIC-IT is a leader in the delivery of Technical Vocational Education and Training (TVET) in Trinidad and Tobago. Its mandate is for the creation of competitive industries in Trinidad and Tobago through training, manufacturing services and product development support. In pursuing this mandate, the MIC-IT is guided by four (4) Core Values: Integrity, Excellence, Transparency and Quality.

- Integrity: MIC-IT adheres to the highest ethical standards in its conduct, governance, corporate social responsibilities, and business operations as well as in its interactions with staff and customers.

- Excellence: The MIC-IT continues to deliver superior products and services in an effort to exceed the expectations of its customers and partners, while delivering on its mandate to be a catalyst for competitive industries in Trinidad and Tobago through precision focus on its goals and planning initiatives.

- Transparency: MIC-IT is frank and honest in its communications with customers, employees and in its business transactions. The MIC-IT is also responsible and proactive in its audit processes to ensure adherence to high professional standards.

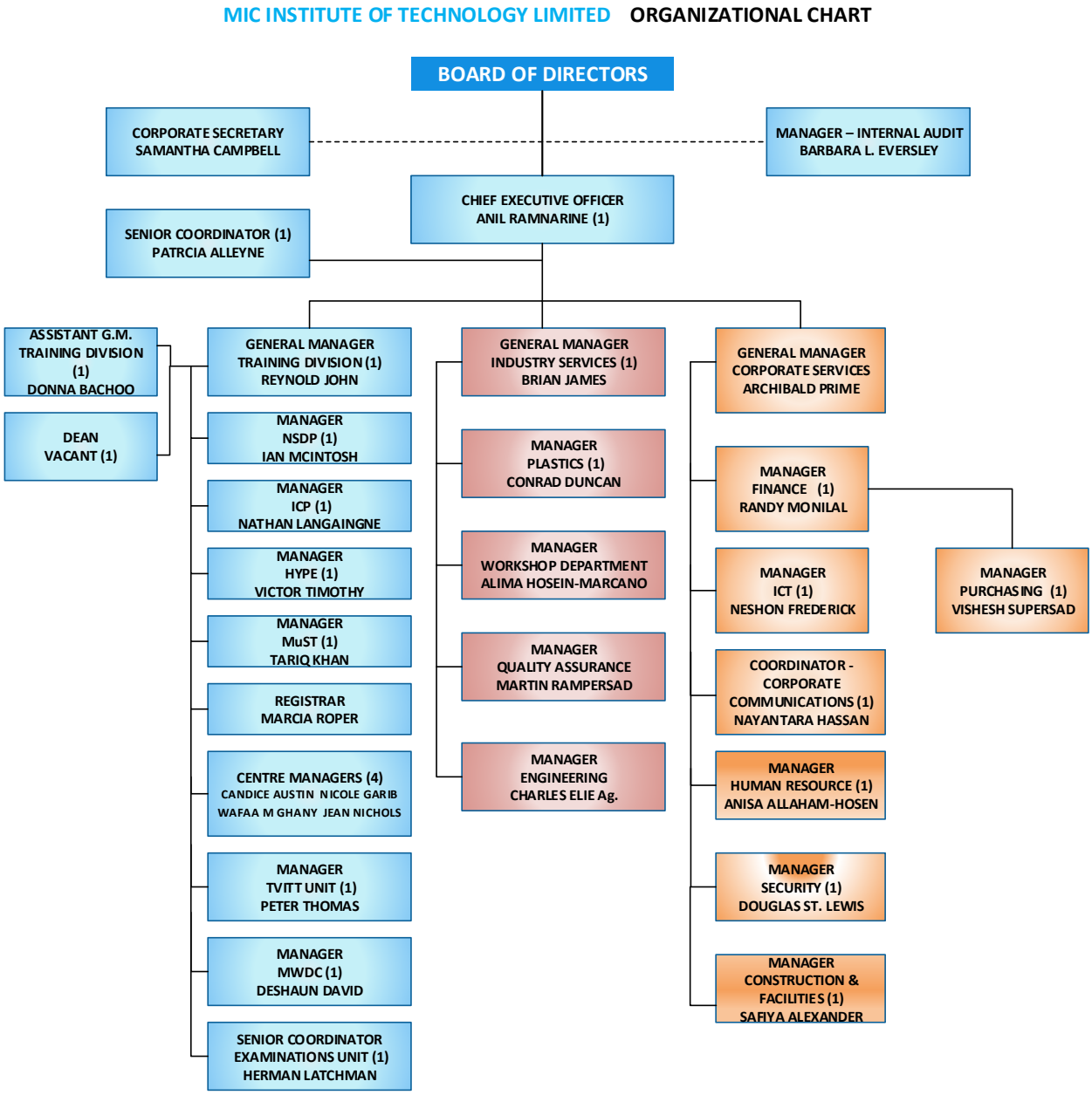
- Quality: Within the Company, there is a commitment to continuous improvement in all processes while leveraging Best Practice Standards to ensure the highest levels of quality in product and services.

5.0 ORGANIZATIONAL STRUCTURE

5.1 Corporate Organizational Structure

MIC-IT's corporate organizational structure as shown in **Figure 1** departs from the traditional design of many similar Technical Vocational Institutions. The statutes, policies and procedures of the Ministry of Education (MOE) that guide the Company influence the system of governance. The leadership at MIC-IT manages its operations and functions within MOE's guidelines, which facilitate the successful accomplishment of the Company's mission and goals by involving administrators, instructors, staff and students in the process.

FIGURE 1: MIC Institute of Technology Ltd.'s Organizational Structure



5.2 Corporate Structure: Divisions, Units, Departments, and External Centres

The operations of MIC-IT and its various programmes are conducted through a number of departments, units and centres as shown in **Table 1**. The senior management of the Company provides oversight. It is the responsibility of the various Centre Coordinators and Heads of Departments to ensure that the policies and procedures are implemented. Some centres or units may maintain additional policies, these however do not supersede but rather support institution-wide policies.

TABLE 1: - MIC Institute of Technology Limited -Divisions and Centres by Functionality

Internal Divisions, Units and Departments
Training Division • Training Administration • Examinations Unit • Registration Administration and Records Unit • Research and Curriculum Unit • Placement Unit • Guidance and Counselling Unit • Technical Vocational Instructor/Teacher Training Unit • Sports and Mentorship Unit Corporate Services Division • Corporate Communications Department • Finance Department • Human Resource Department • Information Technology Department • Marketing Department • Construction and Facilities Maintenance Department

Industry Services Division • Manufacturing Department • Engineering and Design Department
External Centres
• Macoya Workforce Development Centre • Macoya Technology Centre • Moruga Technology Centre • O'Meara Technology Centre • Penal Technology Centre • Pleasantville Technology Centre • Point Fortin Technology Centre • Diego Martin Technology Centre • Sangre Grande Technology Centre • St Bede Technology Centre • Government Vocational Centre • Tobago Technology Centre • MuST Central Centre (Chaguanas) • MuST South Centre (St Madeline) • Laventille Technology Centre

5.3 Reporting and Delegation System

MIC-IT implements a system of monthly reporting where all Centre Coordinators are required to submit a report to their Project Managers. The Project Managers formulate a monthly report form this information and submit to the General Manager, Training. The Heads of Units under the Training Division also submit a monthly report to the General Manager, Training. The General Manager, Training complies a Training Division monthly

report incorporating all the information submitted, it is then directed to the Chief Executive Officer (CEO) and the Board of Directors. This report contains the following information:

- Activities during the month
- Student data
- Staff performance
- Accomplishments
- Projected targets/deliverables.

The CEO then utilizes this information along with reports from other Managers inclusive of the Examinations Coordinator, the HR Manager and the Finance Manager to develop his monthly report, which is submitted to the Board of Directors directly, or via the Board Sub-Committees. For each level of reporting, the reports are compared with the relevant action plans developed through the Board Sub-Committees. The Board of Directors then uses this information to review the monthly activities based on projected deliverables of the action plans of every division, department, unit and satellite centre to ensure that they are meeting deliverables, functioning in accordance with the company's mission and purpose, and to determine what new activities must be delegated to close gaps and fix loopholes. Directives are then transferred to each component of this system through the same lines of communication. The relevant Board Sub-Committee is informed of any anomalies identified so that it may oversee the performance of any necessary corrective action through interface with the General Manager or appropriate Manager of the responsible division or department.

The information submitted in these reports contains but is not limited to the following information:

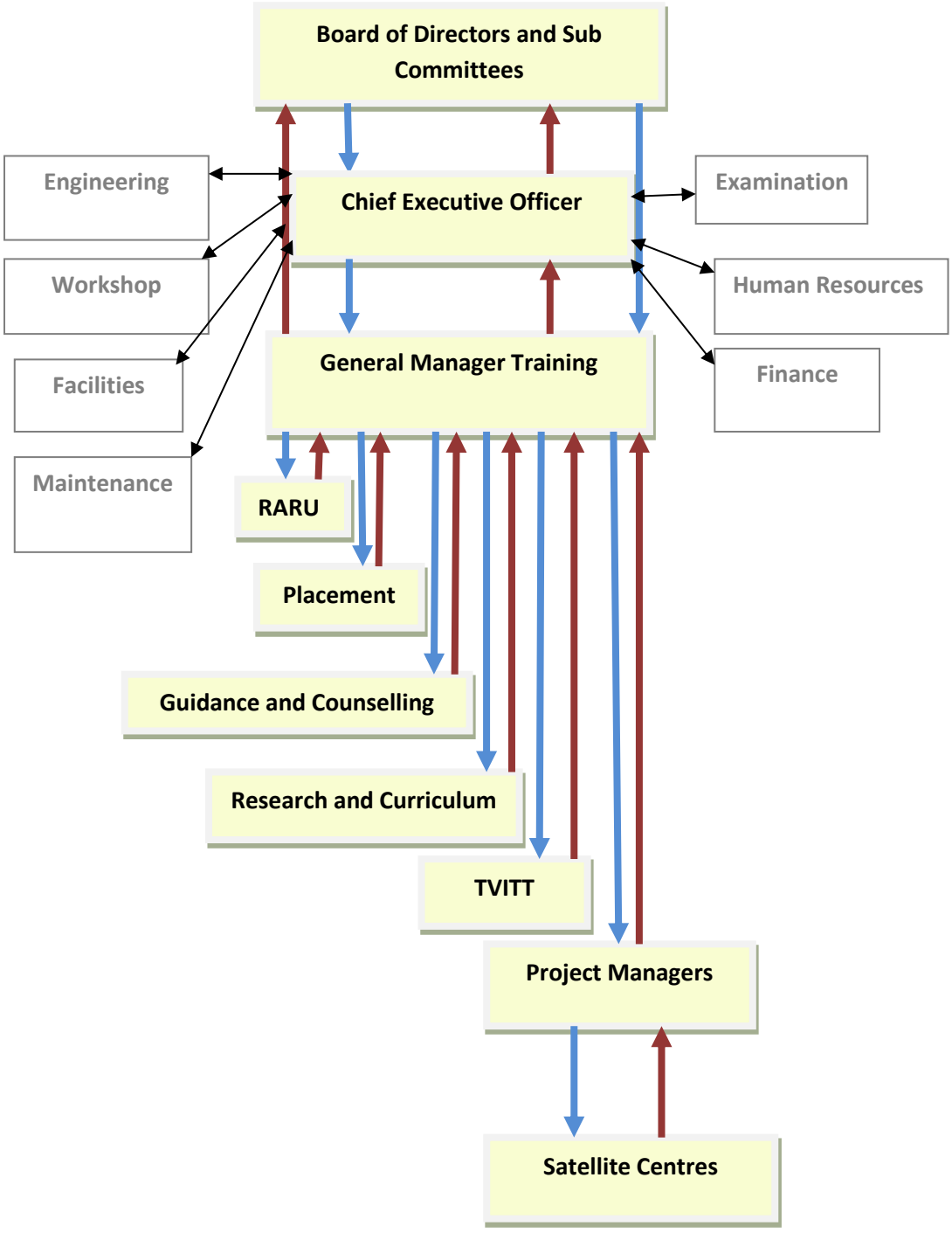
- Activities engaged in for the month
- Achievements for the month
- Progress report for unfinished projects

- Benchmarks for the following month
- Challenges faced in project processes and suggested mechanism for their rectification. Some examples of the challenges faced are insufficient funding, manpower constraints and awaiting feedback from external agencies.

MIC-IT recognizes that in order to ensure the successful evaluation of the achievement of its mission and purpose, it must have effective systems in place for the management and flow of data/information. It further recognizes that these systems must be constituted in such a way that it supports the changes that are aligned to policies.

Additionally, equipment and resources are accounted for and the information relating to their purchase and upkeep must be maintained. This function is under the purview of the Purchasing and Maintenance Departments. The collection, storage, analysis and distribution of this vast amount of institutional information must be well organized and is done in a manner that allows for the necessary feedback that would promote quality planning, implementation and evaluation mechanisms. These systems can be categorized into two (2) types; operational systems and technological systems – one system to direct action and another to support the action taken. All units under the Training Division serve to both collect and distribute information and these distributions are interconnected. **Figure 2** illustrates MIC-IT's Reporting and Delegating System.

FIGURE 2: MIC-IT- Monthly Reporting and Delegation System



5.4 Legislative and Regulatory Framework

Metal Industries Company Limited (MIC) was incorporated under the Companies' Ordinance, Chapter 31, No.1, on December 11, 1974. In order to operate as a public training provider, MIC had to subject itself to further scrutiny by the Board of Industrial Training, which subsequently approved and allowed MIC on October 27, 1975 to engage in the training of apprentices in specific fields. The organization though, rebranded and the name of the organization stands as MIC Institute of Technology Limited (MIC-IT). This name change was formalised on October 14, 2013.

5.5 Accreditation

MIC-IT was granted institutional accreditation status by the Accreditation Council of Trinidad and Tobago (Accreditation Council) with effect from September 2014 for a period of five (5) years. MIC-IT will be due for 'reaccreditation' in the year 2019. The Accreditation Council was established by the Accreditation Council of Trinidad and Tobago Act, Chapter 39:06 (ACTT Act) and has as one of its principal functions the accreditation of post-secondary and tertiary institutions operating in Trinidad and Tobago. Accordingly, MIC-IT is required to comply with the general conditions of Institutional Accreditation for post-secondary and tertiary institutions issued by the Accreditation Council pursuant to the ACTT Act.

MIC-IT is the only TVET Institution in Trinidad and Tobago fully accredited by the Accreditation Council of Trinidad and Tobago (ACTT) for a period of five (5) years. Thus far, MIC-IT has been able to obtain programme accreditation for the NSDP; and Schools Excelling in National Skills Education (SENSE) programmes from the ACTT and the American Welding Society (AWS).

MIC-IT is in consultation with the National Training Agency (NTA) as it relates to obtaining center/programme approval for the HYPE and Multi-sector Skills Training (MuST) programmes.

Specialized Programme Accreditation not only gives MIC-IT recognition for the caliber of its programmes offered, but such accreditation also affords graduates the opportunity to seek

professional membership within these international bodies. The following MIC-IT programmes have received Specialized Programme Accreditation:

Accredited by German Chamber of Crafts and Trades, Germany and The ICON Institut, Aachen Germany:

Master Craftsman Advanced Diploma – Solar Photovoltaics Option

Master Craftsman Advanced Diploma – Mechatronics Option

Master Craftsman Advanced Diploma – Electronics Option

Master Craftsman Advanced Diploma – Mechanical Engineering Option

Master Craftsman Advanced Diploma – Construction Option

Journeyman Diploma – Industrial Maintenance Option

Journeyman Diploma – Electrical/Electronics Option

Journeyman Diploma – Mechanical Engineering Tech. Option

Accredited by the American Welding Society:

Certified Associated Welding Inspector

Certified Welding Education

Certified Welding Inspector

Schools Excelling through National Skills Education (SENSE) Certificate - Arc Welding Option

SENSE Certificate – Thermal Cutting and Technology

Accredited by the ICON Institut, Aachen Germany:

Engineers in Training Advanced Diploma – Design Engineering Option

Engineers in Training Advanced Diploma – Innovation Option

Engineers in Training Advanced Diploma – Entrepreneurship and Practical Skills Option

Accredited by the Accreditation Council of Trinidad and Tobago (ACTT):

Technical Vocational Instructor Teacher Programme Diploma.

Journeyman Diploma – Industrial Maintenance Option

Journeyman Diploma – Electrical/Electronics Option

Journeyman Diploma – Mechanical Engineering Technology Option

6.0 POLICY FRAMEWORK

MIC-IT has an established policy framework that governs the development, implementation and review of its policies. The framework seeks to ensure that MIC-IT's policies are consistently and appropriately established, monitored and reviewed. MIC-IT's policies and procedures go through a formal approval process. Departments prepare policies, which are submitted for consideration to the corresponding Sub-Committee of the Board. Once approved, they are presented to the Board of Directors for final approval.

6.1 Policies

The policies which guide the governance of MIC-IT and which are utilized and implemented by senior management in their decision-making are varied. The key policies include the following:

- The MIC Institute of Technology Limited Training Quality Manual
- The MIC Institute of Technology Limited Financial Policies and Procedures
- The MIC Institute of Technology Limited Human Resources Policy/Procedures Guide
- The Disciplinary Procedures Policy

MIC-IT measures the effectiveness of these and other policies through a number of mechanisms. These include annual seminars, monthly manager reports, stakeholder surveys and monthly and annual department reports.

The responsibility for financial governance rests with the Board elected Finance Sub-Committee and the responsibility for financial administration rests with the Finance Department of MIC-IT. The MIC-IT's Financial Policy and Procedures govern all of MIC-IT's financial activities. The Financial Policy defines the composition, roles and level of authority as it relates to financial governance in the organization.

Given that three (3) of MIC-IT's programmes are GATE funded, emphasis continues to be placed on its finance and tendering practices. In this respect, MIC-IT recognizes the need for accountability, transparency and internal controls and there are three (3) main

committees appointed by the Board of Directors to provide specific oversight. They include the Finance Sub-Committee, the Tenders Sub-Committee and the Audit Sub-Committee, which meet on a monthly basis.

7.0 DEVELOPMENT INITIATIVES

A number of short, medium and long-term plans have been developed or are in the process of being developed, to ensure that the Company's graduates are equipped with the appropriate skill sets to enable them to function effectively in a technology driven and rapidly shrinking global village.

7.1 Short-term Development Initiatives/Programmes

- Level I Steel Pan Manufacturing
- Level II Plastics Technology in NSDP
- Level II & III Photovoltaic in NSDP
- Diploma in Electrical Electronics
- Diploma in Industrial Maintenance
- Certificate in Air Craft Structural Maintenance (in collaboration with UTT)
- Filling of key corporate and faculty vacancies
- Enhanced Student Support Services.

7.2 Medium-term Development Initiatives

- Diploma in Automotive Maintenance (Craft)
- Electronic TVET Library
- Repurposing of select courses into Open Education Resources
- Diploma in Welding.

7.3 Long-term Development Initiatives

- Training Centre Expansion and Improvement.

7.4 Ongoing Projects

Master Craftsman Programme

Twenty (20) members of MIC-IT's instructing staff successfully commenced the Master Craftsman Programme – fifteen (15) Electrical Engineering Technology and five (5) Automotive Technology, from May 1, 2017.

The training encompasses a twin-model approach to training hosted in Trinidad & Tobago and Germany. Training progressed in three (3) phases – Phase 1 commenced in Trinidad & Tobago on May 1, 2017 and concluded on September 8, 2017. Phase 2 commenced in Germany on September 12, 2017 and concluded on October 17, 2017 at the Bildungszentrum BGE in Aachen, Germany. Phase 3 was conducted in Trinidad and Tobago in November 2017.

The cadre of personnel, who have completed this programme, are now equipped to add value to the community of learning nationally. The national landscape has many industries that use German technologies and these personnel can impart relevant knowledge on best practices and alignment between TVET and industry to inform optimal output and outcomes. Whilst under the employ of the MIC-IT, these candidates have supported the review and development of curricula, in accordance with best practices and current trends. This maintains the relevance of the training offered at the institution, and which ultimately filters into the economy.

The established partnership with Germany is partly premised on access to state-of-the-art technologies and equipment for teaching and learning. This was one of the main reasons for part of the programme (practical and examinations), being facilitated in Germany. Additionally, important to the teaching/learning experience was the cultural exchange, exposure to the work ethic in Germany, practical experience with the integration of TVET in industry and how this education is used to develop industry.

The GORTT's GATE Funding covers this programme, thus eligible participants received funding via this programme. Two participants received sponsorship from the Tobago House of Assembly (THA), and the remaining participants were self-funded. The cost was twelve thousand and five hundred dollars ($12,500) for each participant.

8.0 FINANCIAL OPERATIONS

MIC-IT ensures that there is proper use and accountability of funds and resources received from the GORTT. The Company has implemented systems of control to account for income and expenditure. Its Financial Policies and Procedures govern its financial operations.

Systems of Control

Preventive Controls:

- The Chief Executive Officer, the Chairman and the Deputy Chairman can approve all expense transactions.
- The respective Manager and the Chief Executive Officer must dually approve all expense transactions that are over TT$10,000.00.
- The respective Manager and the General Manager must dually approve all expense transactions that are under TT$10,000.00.

Detective Controls –

- Bank Reconciliation
- Financial Statements Close-off Process – Monthly Close-off
- Generation of Financial Reports – reviewed and approved by General Manager of Corporate Services (GMCS) and CEO.

8.1 Financial Functions

Approved Financial Policies and Procedures guide MIC-IT's CEO and/or Finance Manager, in relation to all financial functions of the organization.

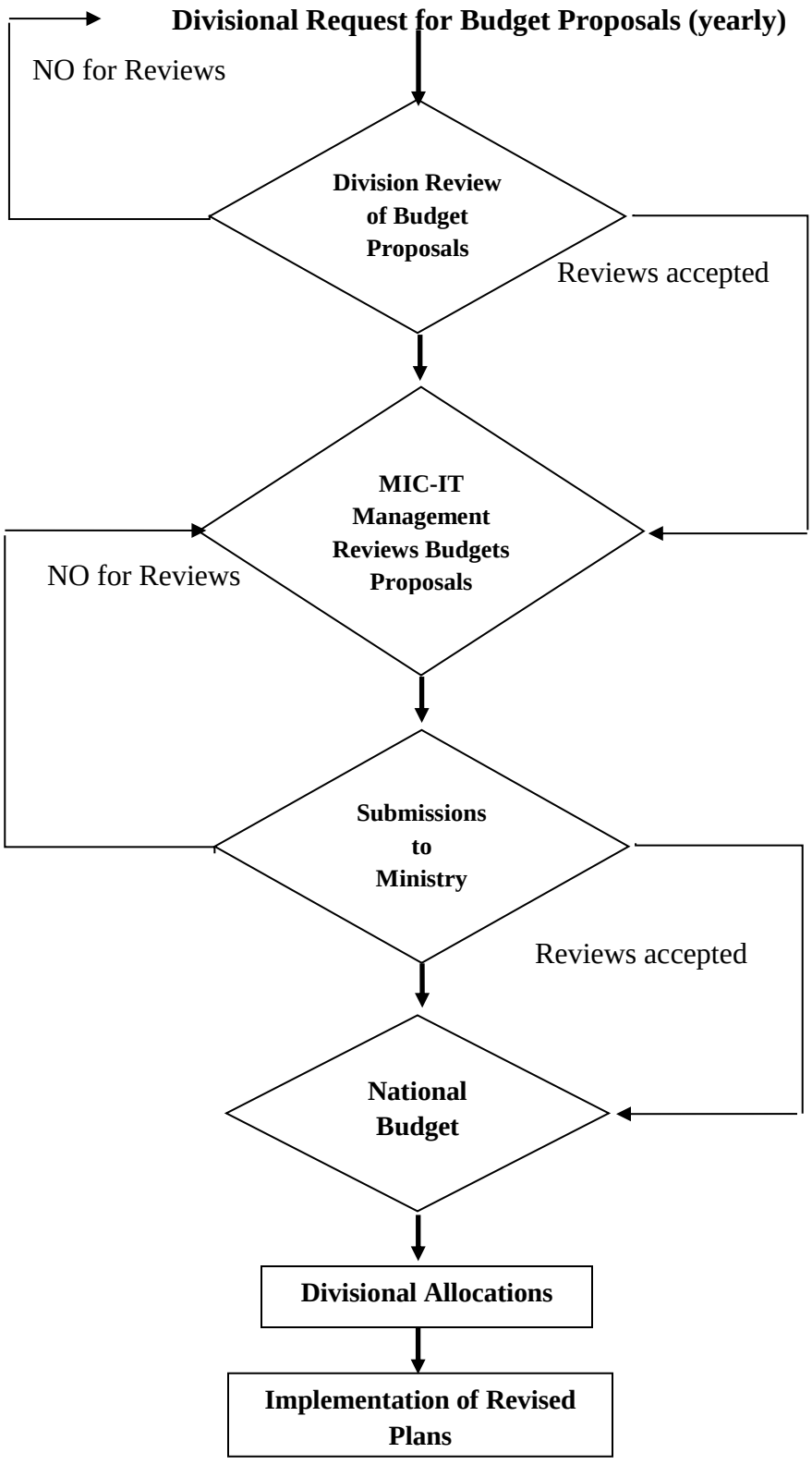
8.2 Budget Formulation

The GORTT's focus on increasing access to higher education opportunities to nationals has driven the expansion of the MIC-IT through the opening of several centres across Trinidad and Tobago. In this context, a significant percentage of MIC-IT's training operating costs are funded directly by the GORTT.

At the beginning of the budgetary cycle, draft estimates of income and expenditure are aligned to the Company's strategic plan and are prepared in accordance with the format outlined in the Ministry of Finance and the Economy's Annual Call Circular. Such estimates take account of the Company's projects/programmes, core functions infrastructure and human resource needs as these relate to short, medium and long-term goals.

Estimates are forwarded through the Company's Chairman for the Board of Directors' approval, subsequent to which they are duly transmitted to the Permanent Secretary, Ministry of Education. The Ministry reviews the estimates in collaboration with the Company in advance of forwarding it for the consideration of the Ministry of Finance (Budget Division). Further to the receipt of budgetary allocations, the Company is normally required to re-prioritise projects/programmes, in accordance with specified allocations. **Figure 3** illustrates this process.

FIGURE 3: MIC Institute of Technology Limited's Budget Process



The Ministry has two (2) types of budgetary sources from which MIC-IT receives funds: the Recurrent Expenditure and the Public Sector Investment Programme (PSIP). In both cases, the Company has to present its projects and defend their sustainability and contribution to the labour market, economy and society in general. The Ministry of Finance then decides how much funds will be disbursed to each project.

8.3 Public Sector Investment Programme (PSIP)

With reference to projects under the PSIP, the Company is again guided by the Annual Call Circular whereby projects and programmes are prioritized and aligned with national development objectives. Estimates of PSIP expenditure undergo similar processes of approval at the level of the Company's Board and MOE, before being forwarded to the Permanent Secretary, Ministry of Education and then to the Ministry of Planning and Development. Pursuant to the receipt of allocations, where necessary, the Company will re-prioritize projects/programmes, in accordance with levels of allocations received.

8.4 Expenditure versus Budget

For the Financial Year 2016/2017, the MIC-IT's Recurrent Allocation was ninety-four million, one hundred and fifty-two thousand and nine hundred dollars ($94,152,900). Actual expenditure was one hundred and thirty-eight million, five hundred and forty thousand and two hundred and thirty-seven dollars ($138,540,237) as at September 30, 2017. These figures mentioned are disaggregated in **Table 2**.

It should be noted that MIC-IT also received GATE funding amounting to one million, fifty thousand dollars ($1,050,000) for the higher level Programmes. This sum is shown in **Table 3**. The programmes being administered by MIC-IT that are GATE funded are:

1. Technical and Vocational Education and Training (TVET) Diploma
2. National Skills Development Programme (NSDP) Journeyman
3. Master Craftsman (NSDP) Programme

TABLE 2: MIC-IT's Recurrent Expenditure versus Budget

October 1, 2016 to September30, 2017

Programme Name		Allocation Received $	Actual Expenditure $	Surplus and (Deficit)
(011-01)	NSDP	$13,731,200	$23,056,743.68	**($9,325,543.68)**
(006-34)	Craft	$11,835,000	$12,456,921.15	**($621,921.15)**
(006-25)	Laventille	$7,993,500	$8,027,997.87	**($34,497.87)**
(006-53)	Pleasantville	$11,835,000	$8,720,883.63	**$3,114,116.37**
(011-01)	NSDP	$13,431,000	$33,198,867.54	**($19,767,867.54)**
(007-06)	MuST	$17,808,700	$36,531,689.05	**($18,722,989.05)**
(006-37)	Tobago	$7,203,500	$7,931,005.30	**($727,505.30)**
(006-59)	GVC	$4,675,000	$2,750,792.25	**$1,924,207.75**
(006-61)	WAC	$2,820,000	$1,952,208.14	**$867,791.86**
(006-60)	Penal	$2,820,000	$3,913,128.69	**($1,093,128.69)**
Total Recurrent Expenditure		**$94,152,900**	**$138,540,237.30**	**($44,387,337.30)**

TABLE 3: MIC-IT's GATE FUNDING

October 1, 2016 to September 30, 2017

Funding Received	$
GATE – (717/27)	$1,050,000

It should be noted that MIC-IT was able to finance the $44,387,337.30 deficit by utilizing the savings held in the bank accounts. The $44,387,337.30 can be referenced in Table 2.

In addition, for PSIP the revised allocation to MIC-IT for Financial Year 2016/2017 was five million, sixty thousand dollars ($5,060,000). Expenditure was also five million, sixty thousand dollars ($5,060,000) as at September 30, 2017. These figures mentioned are disaggregated in **Table 4**.

TABLE 4: MIC-IT's PSIP Budget Estimates versus Actual Expenditure

October 1, 2016 to September 30, 2017

Project Name		Allocation Received $	Actual Expenditure $	Variances $
(D-003)	HYPE O'Meara Centre	$1,400,000	$1,400,000	-
(D-004)	Tobago Technology Centre	$500,000	$500,000	-
(J-001)	NSDP -Capital	$500,000	$500,000	-
(J-002)	MIC-IT Training Subsidy	$900,000	$900,000	-
(J-011)	Pleasantville Technology Centre	$300,000	$300,000	-
(J-017)	Penal Technology Centre	$200,000	$200,000	-
(D-001)	Diego Martin Technology Centre	$465,000	$465,000	-
(J-033)	MIC - Capital	$50,000	$50,000	-
(J-003)	Upgrading Tech Centres (NSDP)	$345,000	$345,000	-
(D-002)	Sangre Grande Centre	$200,000	$200,000	-
(J-004)	GVC - HYPE	$200,000	$200,000	-
Total Expenditure		**$5,060,000**	**$5,060,000**	**-**

8.5 Other Sources of Revenue

MIC-IT's primary source of revenue is derived from the GORTT for the administration of programmes, in the form of Management Fees for the facilitation of each programme. In addition, MIC-IT also has a commercial arm (i.e. a Workshop Unit, a Plastics Unit, the Macoya Workforce Development Centre (MWDC), Teacher Training Unit and a Construction Unit) which generates income. The Workshop Unit is responsible for the production of moulds and small mechanical repairs, whilst the Plastics Unit is responsible for the production of plastic products. MWDC is responsible for the administration of specialized training programmes dependent on the needs of organizations and the Teacher Training Unit provides teacher development and management and supervisory training. The Construction Unit is responsible for construction and facilitating maintenance services. In fiscal year 2016/2017 the commercial arm would have accounted for approximately $13.5Mn (TT) in revenue.

In addition to the sources of revenue highlighted above, MIC-IT also receives funds from the European Development Fund (EDF). Total funding received under EDF for fiscal year 2016/2017 was one million, two hundred and fifty-seven thousand, three hundred and eighty-four dollars $1,257,384.00 (TT).

8.6 Debt Policy

MIC-IT's policy on debt accumulation is in keeping with that of the GORTT, which states that expenditure plus commitments should not exceed the allocations and releases of the Ministry of Finance to the respective Agency.

8.7 Investment Policy

MIC-IT formulated an investment policy that is geared towards ensuring that the organization earns a reasonable return on funds that are not needed in the short term. The intent behind this policy is to ensure the development and enhancement of the organization through interest generated/earned from the funds invested.

9.0 HUMAN RESOURCE DEVELOPMENT

9.1 Career Path Systems

MIC-IT seeks to develop employees by providing training opportunities, rotating administrative staff to expose them to a variety of job schedules and offering advice for career paths within the organization. When new vacancies arise, the Human Resources (HR) Department attempts to fill these vacancies internally before advertising to the wider public. Efforts are also geared toward making internal acting arrangements when posts are made available through staff movements. When existing job positions become vacant, the HR Department usually fill these vacancies based on seniority.

9.2 MIC-IT Staff Classification

MIC-IT has continuously sought to recruit the best instructors and corporate support staff. As shown in **Table 5**, the total number of staff as at September 30, 2017 stands at six hundred and fifty-eight (658). All Instructors are given the opportunity to gain experience both within and outside the organization. To facilitate the training of instructors, the Technical-Vocational Instructors/Teacher Training (TVITT) Unit was established in 2008 to address major shortcomings of instructors throughout the organization.

TABLE 5: MIC-IT Staff Classification and Head Count as at September 30, 2017

STAFF CLASSIFICATION	COUNT
Permanent	508
Contract	111
Adjunct	39
TOTAL	**658**

The HR Sub-Committee of the Board, in collaboration with the HR Department, seeks to ensure that MIC-IT attracts and retains adequately qualified, trained and experienced

personnel to achieve its mission and purpose and also that MIC-IT's system of recruitment is transparent and meritocratic.

9.3 Performance Measurement Tools

MIC-IT's policies and procedures for support staff appointments, evaluation, retention, promotion and dismissal are reviewed and revised as needed. Personnel policies and issues reviewed and discussed at meetings of the HR Board appointed Sub-Committee. The main functions of this committee are to review existing HR policies, monitor their implementation and make recommendations to the Board for changes and improvements, including those policies related to disciplinary action, recruitment and termination.

9.4 Promotion

The HR Department facilitates promotions based on performance, seniority and interviews.

9.5 Recruitment & Selection Procedures

MIC-IT's procedure for recruitment and promotion are found in the HR Policy and Procedures Manual. The HR Department oversees the hiring process and the HR Manager is responsible for providing information to all concerned regarding affirmative action, which include policies, procedures and guidelines. In order to fill a new or replacement position, a complete job description is developed and placed on file with the HR Department before any job postings. All new postings are first announced internally via email. If a suitable candidate is not selected internally, the posting is then advertised externally. The HR Department facilitates the formation of a Hiring Committee with the appropriate unit head. Each new staff member undergoes an individual orientation, during which the employee would receive a copy of any applicable bargaining agreement.

9.6 Human Resource Career Development Systems

The HR Department obtains information on the developmental needs of staff via performance evaluations, needs assessments, employee initiated requests and recommendations from Departmental Heads and Supervisors. The following systems are available via the HR Department:

Financial Support for Training

The Company currently funds up to 100% of the cost of short term training courses to assist employees in enhancing the skills required to perform their duties and to build competency for career development. This is subject to budgetary approval. Both employees and supervisors may initiate requests for training which are in alignment with the employee's job functions, career progression or form part of the department's strategic goals and initiatives.

Specialized Departmental Training

Given departmental mandates or initiatives, a Department Head may require specialized in-house group training for a department or team. In such cases, recommendations are submitted to the HR Department with justification provided. The HR Department seeks proposals to deliver the expert content required. Approval for such training is subject to the departmental budgetary approval.

Training Needs Assessment (TNA)

In order to develop or recommend appropriate solutions for individuals or departments, the HR Department may engage in a training needs assessment. This allows for the identification of the gaps between the knowledge, skills and abilities that employees currently possess and the knowledge, skills and abilities that they require for career development and to meet the institution's strategic objectives. On this basis, employees may be recommended for developmental interventions to boost their competencies and help them along their career path.

9.7 Conditions of Employment

The MIC-IT has three (3) categories of staff; permanent, contract and adjunct workers. The HR Department is charged with responsibility for determining and/or advising on pay and other terms and conditions of service for employees.

9.8 Staff Training Programmes

The institution continues to engage in aggressive training of its staff through its TVITT Unit as well as its MWDC Unit and external providers ICON Institut and the German Chamber of Crafts and Trades in Germany.

The TVITT provides technical/vocational teachers with training and exposure to best practices and the skills needed to improve teaching competencies and strategies. The theoretical classes are conducted at MIC-IT's Head Office in Macoya, but the practical teaching takes place at the various centres and secondary schools. Training for the NSDP Master Craftsman and Mechatronics projects also occurs in Germany where the examinations are offered.

10.0 INDUSTRIAL RELATIONS

The MIC-IT is committed to having all matters addressed in accordance with the laws of natural justice and in keeping with good Industrial Relations practices. The HR Department determines, through consultation and negotiations with appropriate recognized associations and unions, the terms and conditions of service of employees who fall in the categories previously mentioned among others and also advises/makes recommendations on the terms and conditions of service of these employees.

11.0 PROCUREMENT OF RESOURCES

11.1 Tendering Procedures

MIC-IT operates within the legal and regulatory framework of the Central Tenders Board (CTB) Act Chapter. 71:91, the Central Tenders Board Regulations, 1965 and their amendments and subsidiary legislation; and the relevant regulations in the Exchequer and Audit Act Chapter. 69:01, in the procurement of goods and services. The Board appointed Tenders Sub-Committee manages the tendering process.

In this regard, an open tendering framework is generally utilized unless there is need to deviate from same. In this light, selective tendering is generally utilized where the exigencies of the situation require expediting action and as such a selective tendering approach is applied. Notwithstanding the need to expedite certain activities MIC-IT still

receives proposals from other companies under a selective tender approach to ensure transparency and accountability as it relates to a possible selection.

11.2 Contractual Procedures

The delivery period of contracts /completion of works/services period is monitored by the MIC-IT Projects Department.

12.0 INTERNAL AUDIT PROCEDURES

The Internal Audit Department reports directly to the Board appointed Audit Sub-Committee. The Audit Sub-Committee is responsible for the Internal Audit of systems and procedures to ensure integrity, transparency and reliability in MIC-IT's processes.

The Audit Sub-Committee supplements the work done by the Internal Audit Department and external auditors make periodic checks on accounting systems and internal controls.

13.0 STUDENT SUPPORT SERVICES

The Training Division, including the Registration, Admissions, Records Unit (RARU), Guidance and Counselling, Placement, Research and Curriculum, and the TVITT Unit are at the forefront with respect to providing services to our students/trainees. They are supported by the Human Resource, Finance, Corporate Communications, Information Technology, Procurement & Stores Departments as well as the Security Departments.

MIC-IT has amongst its support staff, facility engineers who are assigned to regions: South, North, East and Tobago. Technicians skilled in disciplines such as Electrical and Mechanical Engineering are assigned to the larger Centres such as the Pleasantville Technology Centre. These technicians report to the Facility Engineer and their job specifications require them to maintain and repair workshop training equipment and infrastructure and infrastructural equipment as well as assist in the identification of replacement and improved updated equipment. The significance of workshops and their maintenance within the training

requirements is critical as the practical components of the curriculum averages at 80%. The Facility Engineers are responsible for all centres within their region.

MIC-IT also has an extensive Guidance and Counselling Unit that provides students/trainees with counselling for personal issues as well as provides Life Skills training and workshops dealing with matters such as Money Management and Time Management.

MIC-IT's Macoya Centre has a physical library that can be accessed by students/ trainees by producing their student/trainee ID cards. It is a reference library for the students/trainees and the staff at the institution.

At the Tobago Technology Centre students/trainees have Wi-Fi access and are encouraged to use it for research purposes. The other Centres, excluding Moruga, have computer laboratories and/or internet stations available for use by students/trainees. MIC-IT has launched a trial run of the Virtual EBSCO Technical Library – an online resource for academic libraries. This EBSCO Host promises the world's most comprehensive, scholarly full-text databases; allowing interface with over two hundred and fifty-six thousand (256,000) plus electronic books (eBooks).

Access to Support Services by Students

The services provided are accessible to all registered students throughout the various centres of the MIC-IT.

Modes of Access to the Services

Students/Trainees can access support services by several modes including:

- Peer referral
- Walk-in and/or Self-referral
- Faculty referral
- Electronic access – telephone, email.

13.1 Achievements provided for the period October 1, 2016 to September 30, 2017

New Trainee Orientation

As at September 2017, one thousand, one hundred and twelve (1,112) students out of an enrollment of two thousand, three hundred and seven (2,307), participated in the New Trainee Orientation Programme under their respective project/programme.

Student/Trainee Transportation

Transportation services are arranged by MIC-IT for trainees between satellite centres or to participate in field trips, programme/project leagues, sporting activities and other events.

Disability Services

In keeping with its obligations under the Equal Opportunity Act, the Company provides accommodations and services to persons with disabilities who register as students/trainees. For the period October 1, 2016 to September 30, 2017 there were four (4) students enrolled with autism, hearing impairment, and attention deficit/hyperactivity disorder disabilities.

Student Counselling/ Student Advisory/Student Advocacy

The Guidance and Counselling Unit continued to provide advice and support to trainees to assist in maintaining appropriate academic and attendance levels, and provide Life-Skills and Counselling Services as needed. Students also receive general information/advisement on career related matters.

Industry Training/Placement

The Placement Unit of MIC-IT facilitates industry placement which is a critical component of the MIC-IT training factory model. Students are placed within the industry and benefit from hands-on, practical training with participating industry partners.

14.0 ENROLMENT AND GRADUATES

The MIC-IT aims to be the key institutional driver in developing national technological capability for increasing quality, range and throughput of manufactured products and technical services for industry in Trinidad and Tobago and internationally. MIC-IT also functions as a training factory, which provides a cadre of highly trained Manufacturing Engineers and Technicians, Welding Professionals, Non-destructive testing Personnel and Certified Welding Inspectors. **Table 6** shows the Enrolment and Graduates for all MIC-IT programmes for the period October 1, 2016 to September 30, 2017.

TABLE 6: Enrolment and Graduates in MIC-IT Programmes 2016/2017

Projects	Level	Programmes	Certification	2016-17	
				Enrolment	Graduates
HYPE	1	11	Certificate	648	503
NSDP	3	4	Diploma & Certificate	597	98
ICP	2	10	Certificate	492	300
ICP	3	1	Diploma	41	33
SENSE	2	1	AWS Certificate	17	0
Electrical Engineering Technician and Automotive Mechatronics Technician	4	2	Diploma	20	0
Engineer in Training	4	1	Certificate	10	11
Advanced Certificates (Evening Programme)	1	8	Certificate	345	322
Advanced Certificates (Evening Programme)	2	7	Certificate	105	102
Advanced Certificates (Evening Programme)	3	3	Certificate	14	14
Train the Trainer (TVITT)	1	-	Certificate	25	25
Train the Trainer (TVITT)	2	-	Certificate	22	22
Technical Vocational Teacher Training - (TVITT)	4	-	Diploma	34	26
MuST (Hospitality & Tourism)	1	1	CVQ Level 1	530	334
MuST (Construction)	2	5	CVQ Level 2	754	480
MuST (Crop Production)	2	1	CVQ Level 2	26	20
TOTAL				**3680**	**2290**

15.0 PERFORMANCE ACCOMPLISHMENTS/ACHIEVEMENTS

MIC-IT continued its strategic focus in strengthening its outreach through community activities, networking and stakeholder relations and institutional partnerships, and development of our human resource during the period of reporting.

15.1 School Furniture Repair Pilot Programme

The Ministry of Education engaged MIC-IT for the July/August period in 2017 to repair school furniture from twenty-five (25) secondary schools throughout Trinidad and Tobago in a pilot School Furniture Repair Programme. The Programme allowed MIC-IT to repair and refurbish nine (9) types of school furniture, each with specific repair needs. These included metal, wooden and upholstered chairs, metal and wooden stools, as well as metal and wooden desks.

The Programme included three thousand, one hundred and forty-three (3,143) pieces of furniture to be repaired. MIC-IT was able to create employment for a host of skilled and competent welding, carpentry and joinery MIC-IT graduates as well.

MIC-IT's Construction and Facilities Maintenance Manager, Safiya Alexander shows Minister of Education, Anthony Garcia some before and after metal furniture. Looking on is Permanent Secretary at the Ministry of Education, Angela Sinaswee-Gervais (L), MIC-IT's GM- Corporate Services, Archibald Prime and MIC-IT's CEO, Anil Ramnarine (R).

15.2 Master Craftsman Training in Germany

MIC-IT has been in collaboration with the Aachen Chamber of Crafts and Trades, the ICON Institut and the RWTH University of Germany for the past twenty-three (23) years. It is through this alliance that the German-accredited National Skills Development Programme (NSDP) was born. This strategic partnership continues as MIC-IT holds programme accreditation for its Master Craftsman Advanced Diploma and Journeyman Diploma Programmes with the German Chamber of Crafts and Trades and institutional accreditation with the ACTT.

In September 2017, MIC-IT Board member, Winston Boodoo, CEO, Anil Ramnarine and General Manager – Training, Reynold John accompanied twenty (20) Master Craftsmen to Germany for specialized training. Fifteen (15) instructors from MIC-IT's Electrical Engineering Technology Unit underwent training at the Bundesgesellschaft Fur Endlagrung (BGE) Institution in Aachen Germany, while five (5) Automotive Engineering Technology instructors are also undergoing Master Craftsman Training at TRACK Automotive Institute in Duren, Germany.

On their return from Germany in October 2017, these highly trained and qualified Master Craftsmen were engaged in the preparation of Journeymen for the expanding Manufacturing, Energy and Automotive industries. MIC-IT is ever cognizant of the diversification of Trinidad and Tobago's economy and prepares to contribute to a skilled and qualified workforce while simultaneously assuring its sustainability.

The Master Craftsman team arrives in Aachen, Germany.

15.3 Ministers Tour Tobago Technology Centre

While conducting ministerial business in Tobago on May 22, 2017, Minister of Education, the Honourable Anthony Garcia, Minister of State in the Ministry of Education, Dr. Lovell Francis and a ministerial team paid a courtesy call to the MIC Institute of Technology's Tobago Technology Centre located at Milford Road, Canaan. The Ministers, also accompanied by MIC-IT's Chairman Professor Clément Imbert, Chief Executive Officer, Anil Ramnarine, the Tobago Technology Centre Manager, Jean Nichols and other Executives, toured the state-of-the-art building to view, first-hand, the modern Electrical, Welding and Technical Drawing classes in progress.

Chairman of MIC-IT, Professor Imbert stated that, "These programmes can only bring tremendous benefits to Tobago by offering opportunities to develop the workforce and by extension the island". Minister Garcia also pointed out the convenience for Tobagonians who no longer have to travel to Trinidad or anywhere else to receive technical vocational education and training and recognized certification from an accredited institution. "This is a direct result of the mandate of the Government of Trinidad and Tobago. We are committed to expanding tertiary education in Tobago to facilitate human capital development and our goal is for Tobagonians to benefit from this full access to quality training".

Ministerial and Executive MIC-IT Members on tour at the Tobago Technology Centre.

15.4 MIC-IT TIGERS Lead the Way

MIC-IT celebrated a successful inaugural season of the MIC-IT TIGERS team at its first annual Awards Ceremony on January 12, 2017. Members of the MIC-IT's executive team, management, staff, coaches, TIGERS and their parents were hosted at the Pleasantville Technology Centre to share in the TIGERS' success in the disciplines of Football, Cricket and Netball. MIC-IT's TIGERS club was formed in 2016 as a sport opportunity for both its Trainees and Staff to strengthen internal relationships and encourage team building at the Institute.

In just under one year, the MIC-IT TIGERS have made waves as newcomers in these disciplines by placing third in the Petrotrin Internal Cricket League and scoring the most runs in the tournament. At the ceremony, Cricket awards were given for Most Runs, Best Bowler, Best Fielder and Player of the Year. The women of the TIGERS' Netball team were also commended for placing third in their first ever-competitive tournament, the Netball vs Cancer Tournament.

The MIC-IT TIGERS and Coaching Staff at the TIGERS' Award Ceremony.

15.5 Career Tech Graduation

"I never knew it was so simple to construct a homemade air conditioning unit, draft a memorandum or even create a flyer that could advertise my business!" This was the opening statement of young Daniel Ayoung's testimony during a graduation ceremony held at MIC-IT Head Office on August 8, 2017.

Three hundred and sixty-five (365) secondary school participants graduated from the Career Tech STEM programme which was held at MIC-IT Technology Centres in Diego Martin, O'Meara, Macoya, Penal, Pleasantville Technology Centre and even Tobago. In just four (4) short weeks, students, ranging from Forms Four, Five and Six learned basic skills in Air Conditioning and Refrigeration, Simulated Welding, Mechatronics, Electronics/Electrical, AutoCAD and Computer Literacy.

The participants were divided into two (2) groups. Group A attended class on Monday and Tuesday while Group B attended class on Thursday and Friday. The duration on the programme was July 10 – August 4, 2017.

Master Daniel Ayoung talks about the benefits of the successful STEM programme and vows to continue his education with MIC-IT.

15.6 Unlocking Your True Potential – "Excellence, No Exceptions"

The MIC-IT, in collaboration with the University of the West Indies, hosted its sixth annual Administrative Professionals Symposium on Wednesday April 26, 2017 at the Centre for Excellence in Teaching and Learning, UWI, St. Augustine. The coaching and mentoring symposium, entitled "Unlocking Your True Professional Potential", was held in commemoration of Administrative Professional Week. Administrative Professionals from Government agencies, corporate entities and secondary school students packed the auditorium to hear from motivational speakers Luke Quamina and Akosua Dardaine Edwards on ways to 'Unlock your inner greatness and God-given potential'. Professor Rose-Marie Belle Antoine, Dean of the Faculty of Law at the University of the West Indies (UWI), also briefed the audience on practical and legal principles applicable to the workplace.

Mrs. Hazel Manning who delivered the theme presentation, "Excellence, No Exceptions", announced that her late husband, former Prime Minister, Mr. Patrick Manning shared a special connection with MIC-IT in the development of the NSDP in 1994 and MIC-IT as a whole. The Honourable Terrence Deyalsingh, Minister of Health and Acting Minister of Education, delivered the Key Address, on behalf of the Honourable Prime Minister, with a message that was a delightful mix of theology, personal experience and patriotism, while praising the Administrative Professionals for achieving the impossible every day. Minister Deyalsingh also pointed out that Administrative Professionals sit too much and vowed to introduce into the national conversation, the 'Sitting disease'. He challenged managers in the audience to advocate for standing workstations for their support staff.

The Honourable Terrance Deyalsingh, Minister of Health and Acting Minister of Education delivers the Key Address at MIC-IT's 6th annual Administrative Professionals Symposium.

15.7 Together We Made a Difference

On October 12, 2016, almost a month after Hurricane Maria ploughed across our Caribbean neighbours, MIC-IT worked with the Living Waters Community and sent approximately fifteen (15) boxes with canned items, personal care products, medical supplies, household items and cases of water to Dominica.

Staff and trainees across all of MIC-IT's centres were asked to send donations to support and help those who lost everything. Once again, MIC-IT has contributed in some way or another, making recovery from this natural disaster a bit easier, all thanks our staff & trainees.

On October 19, MIC-IT worked with Living Waters Community and sent approximately 15 boxes with Canned Items, Personal Care Products, Medical Supplies, Household items and cases of water to Dominica. Items were donated by Staff and Trainees. Saying "Thank You" are (L-R) GM, Corporate Services - Archibald Prime; Manager, HR – Anisa Allaham-Hosein and CEO, Anil Ramnarine.

15.8 MIC-IT Hosts Salybia Beach Clean Up

MIC-IT coordinated its first beach clean-up drive for the Ocean Conservancy's International Coastal Clean-up (ICC) on Saturday September 16, 2017. This beach, which is a popular spot for beachgoers and 'limers', results in the recurrent accumulation of trash, which, apart from being an eyesore, negatively impacts the survival of turtles and their vulnerable hatchlings in the neighbouring Rincon and Gordon bays. In just two hours, forty (40) volunteers from MIC-IT, Bryden PI and the UWI's Biological Society cleaned approximately 1.5 miles of beach and collected forty-five (45) 'jumbo-sized' bags of trash, including plastics, glass and general waste.

Councillor for the area, Martin Terry Rondon was present to thank the volunteers for cleaning the beach. He lamented that while the Sangre Grande Regional Corporation and the Community-Based Environmental Protection and Enhancement Programme (CEPEP) clean the beach at least twice a month, constant litter on the beach indicates that people do not care for the environment nor marine life. He thanked the volunteers for cleaning and making a difference. Many of the volunteers expressed their appreciation to MIC-IT for giving them the opportunity to do a good deed for the environment.

Bryden PI and MIC-IT staffers rid Salybia Beach of 561 lbs of trash in MIC-IT's first International Coastal Clean-up on Saturday September 16, 2017.

16.0 CONCLUSION

The review period 2016/2017 was not without challenges due to the continued reduction in our government budgetary allocation, but thanks to our dedicated staff and cost-cutting measures, we were able to sail our course and navigate around our problems (many of which we are in the process of clearing up). This required strength, perseverance and a willingness to sail through seas that our ship's bow has never cut before. We do this with the hope of seeing sun-touched landscapes and promising archipelagos.

As a result of the budget cuts, we continued our cost-cutting measures across the board. This meant mitigating and minimising risks and managing expenditure while at the same time improving cost effectiveness. This required rethinking and restructuring of the way we do business, being creative and doing more with less to operate in the future and contribute to national development.

As Trinidad and Tobago continues on its path to sustainable development, the MIC-IT will continue to play its part in developing the capacities of engineering, manufacturing and construction sectors in the Caribbean. MIC-IT certainly looks forward to the future with optimism, in spite of the downturn in the economy and the impact it has had on MIC-IT in particular. We will continue to play an instrumental role in developing the National Technical and Vocational competencies of Trinidad and Tobago through continued support of our stakeholders and partnership with the Government of Trinidad and Tobago.

END OF REPORT

INSTITUTE OF TECHNOLOGY

"TRAINING FOR INDUSTRY"