



# Administrative Report 2016/2017

Youth Training and  
Employment Partnership  
Programme (YTEPP) Limited

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# Foreword

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The Youth Training and Employment Partnership Programme (YTEPP) Limited has been an established Training Provider in the technical and vocational education and training landscape in Trinidad and Tobago for the past twenty-eight (28) years. Over the years, the Institution has remained steadfast in its goal to address the issues of unemployment and underemployment.

The Institution was initiated as a pilot project in 1988, and was funded by the World Bank and the GORTT and was an intervention aimed at addressing the skills and employment needs of young persons between the ages of 15 to 25. The Institution was formally established as a registered limited liability company, funded by the Government of the Republic of Trinidad and Tobago (GORTT) in 1990.

With the repositioning of the Retraining Programme to YTEPP Limited in 2011, the Institution's mandate was expanded and now focusses on addressing the needs of a wider base of clients. In addition to the initial mandate to address the skills needs of Youth, the Institution was now charged with the responsibility to equip unemployed and underemployed, retrenched or displaced persons between the ages of 25 to 60 with new and in-demand occupational skills. Additionally, the Retraining Programme has responsibility for the Rehabilitating Inmates through Training and Retraining (RITTR) Programme which is executed in partnership with the Ministry of National Security, and which provides training to convicted inmates between the ages of 18 and 50, with the intent of reducing re-offending and recidivism and thereby contributing to national efforts for crime reduction. As a result, the Institution now targets various categories of citizens between 15 and 60 years. To fulfil this mandate, YTEPP Limited provides training for industry in several occupational areas and training is conducted using different training models in order to better attend to the needs of the diverse population that the Institutions now serves. For fiscal year 2016-2017, four thousand, seven hundred and fourteen (**4,714**) persons have benefitted from these various training initiatives offered by the organization.

In the 2016 – 2017 fiscal year, the organization was faced with serious financial constraints which led to a number of changes in accommodations for its offices as well as the employment of other cost-cutting measures. In the absence of a fully constituted Board of Directors, the Institution's Work Plan and operations for the period was guided by its new Draft Strategic Plan 2016 – 2019, which was developed by the Institution's Management Team.

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## 1. VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES

The YTEPP Limited Management Team conducted a strategic planning exercise and drafted the Institution's Strategic Plan 2016 – 2019 to drive activities for fiscal 2016/2017. During the period December 9, 2016 to December 13, 2017, the YTEPP Limited Board was not fully constituted, and as such, the Plan was not approved by the Board. Despite this challenge, and in order to continue the operation of the Institution, the Management Team reviewed the Institution's operating environment and drafted the Strategic Plan with a revised Philosophy, Vision, Mission, and Core Values.

### Philosophy

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.

### Vision

The Caribbean's leading professional development education training institution that provides all individuals with authentic lifelong skill acquisition opportunities that lead to wage employment, self-employment and seamless progression to higher levels of education and training.

### Mission

To prepare all individuals to meet the demands of a changing economy through the delivery of professional education and entrepreneurship programmes that are market-driven, innovative, flexible and practical.

### Core Values

- Excellence
- Customer Satisfaction
- Teamwork
- Ethical Conduct
- Innovation & Entrepreneurship

## Strategic Objectives

YTEPP Limited continues to target various categories of vulnerable citizens including youth, the unemployed and underemployed, displaced and retrenched workers, the socially dispossessed and the incarcerated. Through its various programmes, the institution commits to executing market-driven technical and vocational education and training together with employability skills training to enhance the wage and self-employment opportunities of its beneficiaries. YTEPP Limited has identified three (3) major goals for the new strategic period arising from the SWOT analysis that follows:

### **GOAL #1**

Develop organizational excellence in the delivery of lifelong learning opportunities.

### **Goal # 2**

Enrich the learning experience and support student success, inclusively and equitably, from first point of contact through graduation and beyond.

### **Goal #3**

Incorporate technology as a major driver for organizational success.

## YTEPP Limited SWOT Analysis

### Staff

A base of competent, knowledgeable and committed staff who can be marshaled to actualize our vision and mission.

### Longevity of the Company

Strong brand recognition.

### Institutional Knowledge

A wealth of institutional knowledge and experience in the TVET sector that provides a competitive advantage and can be further tapped into as we go forward.

### Market Leader in Some Areas

Leading other industry players in areas such as rehabilitating inmates; the use of mobile training labs and the Employment Bureau which assists graduates to transition to the world of work.

### Decreasing Market Segment

A decreasing market segment with competition from other Training Institutions.

### Limited Absorption Capacity

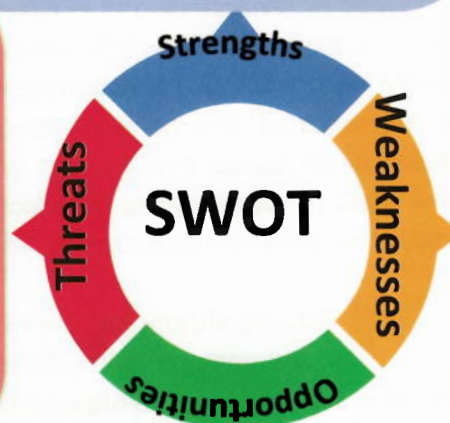
The labour market is now facing limited absorption capacity with slowed economic growth

### Pull Factors

Various pull factors such as employment opportunities can negatively impact trainee retention.

### Level of Funding

Reduced funding.



### Inefficient Utilization of Resources

The knowledge, skills and abilities inherent in staff are not fully leveraged to give the Institution a competitive advantage and institutional knowledge and existing data residing within the Company are not fully employed in the decision making process.

### Need to Build the Institution's Culture around the new Strategic Goals and Objectives

The new goals and objective require a strong quality culture.

### Training Effort

Our course offerings are due for a review to ensure alignment with industry needs and real demand for the socio-economic development of the country. Our training staff lack current industry training and experience. Traditional approaches are mostly applied within teaching-learning processes and new technologies and developments are being slowly incorporated. There is duplication of course offerings between the Youth and Retraining Departments due to the existing mandates for each Department. The career guidance and counselling system for trainees needs to be restructured.

### Training Facilities Do Not Meet Training Requirements

Training facilities that are not under the Institution's control are not properly outfitted. Machinery, tools and equipment need to be replaced.

### Resistance to Change

The Company seems to be stuck in old modes and has not yet developed into a learning organization which is flexible and responsive to the changing needs of our turbulent

### Forge Meaningful Partnerships

We can further our collaborative efforts and forge meaningful partnerships with key players in Industry, the Business Sector, Communities and other Training Institutes to improve the design, quality, range and relevance of our training thus leading to more tangible and sustainable development of trainees. Partnerships with international training institutions can also lead to opportunities for internationally recognized certification.

### Minimize Training Gaps and Offer Opportunities for Articulation

We can close existing training gaps in the educational system by offering more Levels 2 and 3 courses for trainees to articulate on the basis of comparable levels and certification from one stream to the other thus encouraging life-long learning.

### Target New Market Segments

We can offer short, modular type training courses designed to reduce skills gaps at the levels of semi-skilled workers, skilled workers, craftsmen, technicians, and technical specialists or which complements other courses.

### Focus on Entrepreneurial Development

We can aim to inculcate a mindset of entrepreneurship in our trainees, strengthen the culture of self-employment and support job creation in the economy.

### Positively Impact Society

We can have a greater impact on the society by insuring access and equity of all target groups with emphasis on the gender issues and the integration of marginalised groups, the vulnerable and differently abled; improving the literacy and numeracy levels of persons enrolled in our courses; and by instilling a spirit of volunteerism.



## 2. ORGANISATIONAL STRUCTURE

### a. Organisational Profile

Presently, YTEPP Limited through its various programme serves citizens of Trinidad and Tobago between the ages of 15 and 60 by equipping them with occupational and employability skills that will improve their chances of gaining employment, progressing in the workplace or articulating to higher levels of education and training.

The Youth Training and Employment Partnership Programme (YTEPP) Limited has been in the business of vocational skills training and entrepreneurial development for over 28 years. The organization was originally designed and structured to address the situation of 'at risk' youth in the country and to develop a cadre of trained and certified young men and women. In 2011 the Retraining Programme was repositioned from the then Ministry of Science, Technology and Tertiary Education to the Youth Training and Employment Partnership Programme (YTEPP) Limited which broadened the Institution's scope while maintaining its mandate to provide technical vocational and educational programmes in various occupational skill areas allowing beneficiaries to take advantage of sustainable employment opportunities.

YTEPP's programmes target several vulnerable groups:

- **Youth** through its Youth Training Programme
- **Unemployed and underemployed, retrenched and/or displaced workers** through the Retraining Programme
- **Convicted Inmates** through the Rehabilitating Inmates through Training and Retraining (RITTR) Programme

In fulfilling the training and employment needs of its various stakeholders in the current reporting period, courses were delivered at eighteen (18) part-time Centres (secondary schools), eight (8) full-time Centres, as well as at several strategic locations supplied by Training Providers throughout Trinidad and Tobago and at three (3) Prison Institutions. In addition, the Institution continues to expand its delivery of training to underserved communities through its fleet of Mobile Training Units, which include 3 Mobile Computer Buses; a specially designed and outfitted Mobile Computer Training Unit for disabled persons; and the more recently added, specially outfitted Mobile Cosmetology Training Unit (Cosmetology Bus).

As an innovative institution, YTEPP Limited has been exploring alternative programme designs and began the establishment of a purpose built Training Salon and Spa to offer training in the Cosmetology Sector and a Training Cafeteria and Bakery to offer Training in Culinary Arts at its Woodford Lodge Campus using an entrepreneurial approach to curriculum design and implementation. These Institutions are designed to provide beneficiaries with authentic learning experiences in a live business working environment.

## **b. Corporate Structure – Departments, Divisions, Units**

YTEPP is a limited liability company and is governed by a Board of Directors, and executive operations are headed by the Chief Executive Officer supported by four (4) 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, I.T. 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 (EDSS)
- Facilities Department
- Finance
- Health and Safety
- Human Resource
- Information Technology
- Internal Audit
- Research
- Retraining Department
- Youth Training Department

**Figure 1** identifies the reporting relationships of these functions:



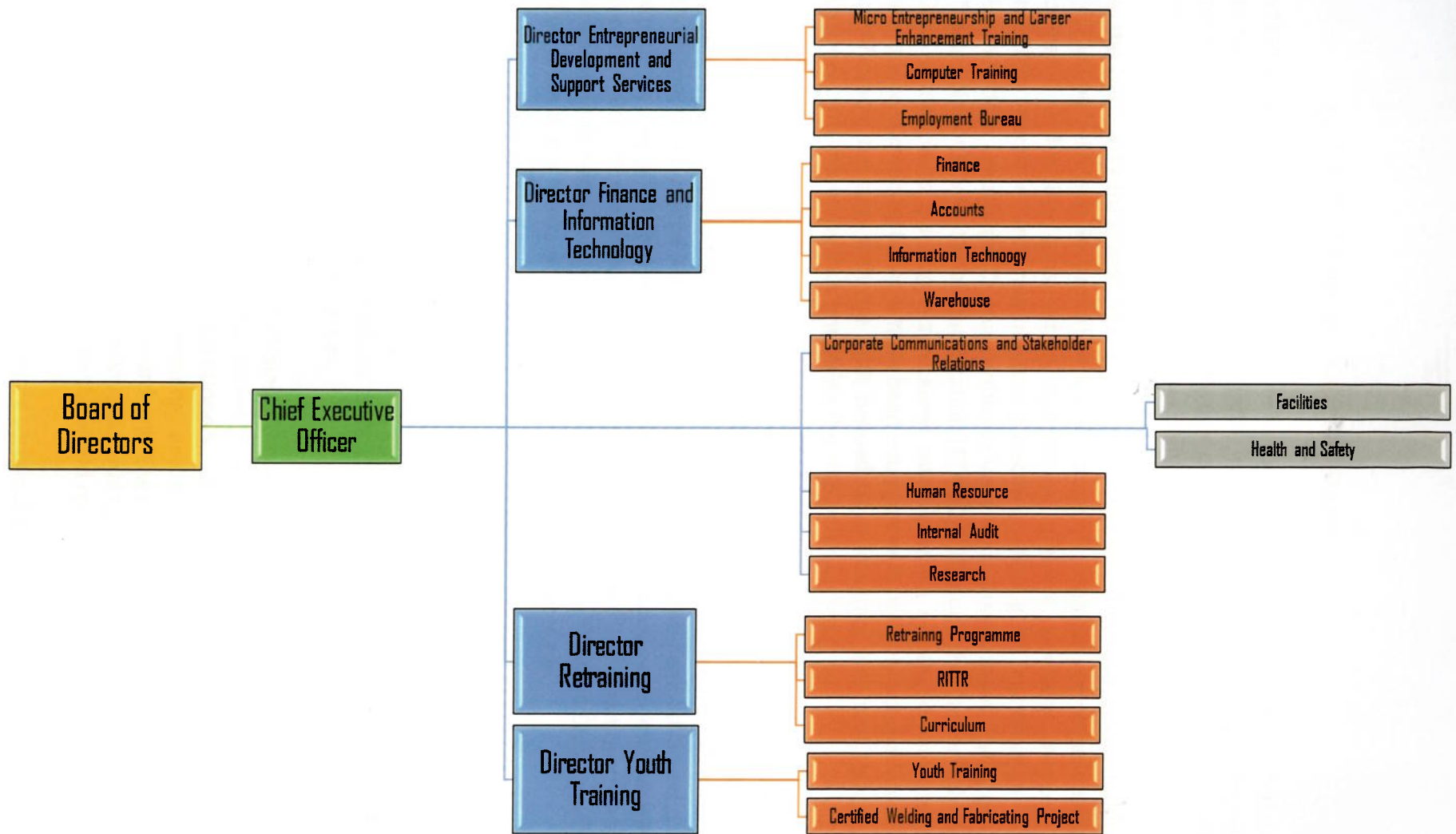


Figure 1 Organisation Chart - YTEPP Limited

### c. YTEPP Limited – Current Status

YTEPP Limited has continued to execute its core mandate of providing skills training opportunities to various at-risk groups (including youth, unemployed, underemployed, retrenched/displaced persons and convicted inmates), that would enhance their chances of securing wage employment or self-employment through its various training initiatives.

In the 2016-2017 fiscal year, YTEPP Limited trained four thousand, seven hundred and fourteen (4,714) persons (see Section 8) in a wide range of technical and vocational skills that are in demand, within the construction, agricultural, creative, personal services, hospitality and tourism, maritime and manufacturing sectors, leading to certification via the National Examinations Council (NEC), the Caribbean Vocational Qualification (CVQ), or the Trinidad and Tobago National Vocational Qualification (TTNVQ). Through the Career Enhancement and Life Skills components, participants received training which enhanced their performance in the workplace. Convicted inmates have been equipped with not only occupational skills training and certification, but also with the skills needed to re-integrate into civil society and reduce the chances of re-offending thus impacting the rate of recidivism.

Two hundred and thirty-six (236) beneficiaries have also received Micro-Entrepreneurship Training leading to new business development. This training can be completed as a stand-alone course or in conjunction with skills training. The Institution also provided short courses to one thousand, four hundred and fourteen (1,414) persons in basic and advanced computer literacy, equipping beneficiaries with knowledge geared toward self-improvement and digital functionality. These digital literacy programmes included Introduction to Animation, Mobile Application Development, Home Automation and Robotics, Graphic Design with Photoshop and Illustrator, Social Media Marketing, and Introduction to AutoCAD.

YTEPP's Mobile Cosmetology Training Unit, is a specially outfitted Bus designed to take Cosmetology training into communities with emphasis on under-served communities. For the period 2016/2017 training was conducted in 'Barbering' and 'Hair Braiding and Weaving' in Barrackpore, Mayaro and Moruga. Fifty-eight (58) persons, which included at risk youths and unemployed/underemployed adults from the respective communities, received training and certification in these two skill areas.

YTEPP Limited has expanded its training through industry partnerships which facilitate learning in authentic work environments where Trainees have the opportunity to learn on industrial equipment alongside industry practitioners. Our partnerships with Metal X Engineering Limited and Hydrotech Limited are continuing, and in this fiscal year, we have established a new partnership with Caribbean Dockyard and Engineering Services Limited (CDESL) where YTEPP Limited conducts the only ship repair vocational training programme in Trinidad and Tobago with Trainees receiving certification from the world renowned Lloyds of London.

YTEPP is committed to developing more sustainable business models for training. An example is the YTEPP Institute of Cosmetology (IOC) which commenced training January 2017. Thirty-four

(34) students were enrolled to pursue 1-yr. programmes in Hairdressing and Beauty Therapy, leading to Level 2 TTNVQ certification. Graduates meeting the required criteria also received the YTEPP Advanced Certificate of Completion.

During the period 2016/2017, YTEPP renewed its collaboration with the Commonwealth of Learning (COL) to assist in building capacity toward achieving its strategic objective to improve efficiency, access and quality in skills training through the application of a technology-enabled, blended learning approach. The intent was to assist YTEPP with transitioning from the traditional face-to-face delivery to a more flexible mode involving blended learning and on-line instruction. To this end, an MOU was signed which saw COL providing training and support for the development and implementation of a Blended Life Skills course.

#### **d. Services/Products Provided and Special Projects**

##### **PARTNERSHIP WITH CDESL (December 2016)**

A partnership between YTEPP Limited and Caribbean Dockyard and Engineering Services Limited (CDESL) was established to provide specialized welding and ship hull repair training at the CDESL's facility in Chaguaramas. The aim of the project is to serve the labour market needs for the maritime sector, in particular, the ship building and repair sub-sector. This sector has been identified as one of the critical industries for economic diversification. Eighteen (18) trainees were enrolled in Cohort 1 which commenced in January 2017.



**Figure 2 Ministers Anthony Garcia and Lovell Francis oversee the signing of the Agreement and representatives from YTEPP Limited and CDESL**





Figure 3 The first cohort of Trainees at CDESL commenced training in January 2017



Figure 4 Cohort 1 Trainees at CDESL on the job

#### **INSTITUTE OF COSMETOLOGY (January 2017)**

YTEPP Limited formally opened its Institute of Cosmetology (IOC) to citizens of Trinidad and Tobago in January 2017. This facility is the outcome of a partnership between YTEPP Limited and Vancouver Island University in Canada. The partnership targets the cosmetology sector in Trinidad and Tobago and is a project under the Caribbean Education for Employment Programme (C-EFE), the objectives of which were:

- to design and develop new and renewed cosmetology programmes;
- to strengthen institutionally the development and delivery of TVET programmes;
- to strengthen our quality assurance systems; and

- to provide certification that is demand-driven, gender-sensitive and environmentally friendly.

The IOC provided specialized advanced training in Hairdressing and Esthetics focussed on the theoretical and practical knowledge and experience necessary to become qualified, competent and job-ready. Emphasis was placed on learning at work and through work; the theory and practical training were tightly interwoven thus enabling students to acquire competence through transferring theory from the classroom directly into practice on live clients in the Training Salon/Spa. A learning environment was created, in which students could develop an enterprising mind-set, practice entrepreneurship and learn through trial and error.



**Figure 5 Trainees from the Institute of Cosmetology performing services on clients.**



### **ENTREPRENEURSHIP TRAINING (June 2017)**

YTEPP Limited partnered with Youth Business Trinidad and Tobago (YBTT) for their “Connect and Sign” project. This project brought together stakeholders in the entrepreneurial environment to support those interested in starting a new business. By this agreement, YTEPP Limited was obligated to provide training in micro-entrepreneurship intended to give participants the skills to enhance their business acumen. Successful completion of this training allowed graduates of YTEPP to access funding from YBTT up to \$30,000. Graduates were able to access this funding once they were able to provide YTEPP certification along with a business plan for a viable business concept on the condition that YBTT would be a lender of last resort.



**Figure 6 A cross-section of the crowd in attendance at the Connect and Sign event.**

### **INDUSTRY PARTNERSHIPS (July-August 2017)**

In July and August 2017 YTEPP Limited further endorsed its partnership arrangements with HydroTech Limited, in Guayaguayare, and Metal X Engineering Services Limited, in Chaguanas, in an effort to broaden the scope of these relationships thus giving YTEPP trainees greater opportunities for training and employment.



**Figure 7 Minister Anthony Garcia and others look on as a Trainee demonstrates his skill.**





Figure 8 YTEPP Limited's CWFP Tutors and Trainees at HydroTech Limited

**FaB LIFE SKILLS (June 2017 – Sept 2017)**

Following some preliminary capacity building and initial attempts at course development in 2016, Commonwealth of Learning (COL) in May 2017 resumed discussions with YTEPP Limited leading to the signing of two Contribution Agreements between YTEPP Limited and COL. Through this partnership, COL agreed to assist YTEPP with the development of its Life Skills Programme and other courses as Open Education Resources (OER) for blended delivery. Phase 1 was the design and development of the learning materials for a blended Life Skills course in accordance with YTEPP's current Life Skills course outline and in alignment with the National Life Skills curriculum.

The development team participated in Instructional Design training workshops, and received coaching and mentoring (both virtually and face-to-face) by a COL consultant over the development period. Additionally, ten (10) persons completed the Facilitating Online Courses (FOC) programme, facilitated by COL, equipping them with the skills and strategies required to deliver training online.

**MOBILE COSMETOLOGY UNIT**

In September 2017, YTEPP Limited collaborated with Boom Champions Barbers in an initiative where graduates of the Barbering classes in Mayaro and Moruga (completed during the month of August 2017), joined forces with the Boom Champions Barbers to provide free services to persons on the Brian Lara Promenade in Port of Spain. The challenge was to provide 100 haircuts and services also included beard shaving/sculpting and eyebrow shaping. The following video links provide highlights:

**Video 1:**

[https://yteppedu.sharepoint.com/portals/hub/\\_layouts/15/PointPublishing.aspx?app=video&p=p&chid=f0f821d3%2D196b%2D4a99%2D8f2a%2D7808d00bd3b9&vid=334f7eda%2Df875%2D454b%2D8042%2D5e0284a127e9&from=1](https://yteppedu.sharepoint.com/portals/hub/_layouts/15/PointPublishing.aspx?app=video&p=p&chid=f0f821d3%2D196b%2D4a99%2D8f2a%2D7808d00bd3b9&vid=334f7eda%2Df875%2D454b%2D8042%2D5e0284a127e9&from=1)

## Video 2:

[https://yteppedu.sharepoint.com/portals/hub/\\_layouts/15/PointPublishing.aspx?app=video&p=p&chid=f0f821d3%2D196b%2D4a99%2D8f2a%2D7808d00bd3b9&vid=f8a808f7%2D3d16%2D4d7d%2Da12f%2Dd3020da2daaf&from=1](https://yteppedu.sharepoint.com/portals/hub/_layouts/15/PointPublishing.aspx?app=video&p=p&chid=f0f821d3%2D196b%2D4a99%2D8f2a%2D7808d00bd3b9&vid=f8a808f7%2D3d16%2D4d7d%2Da12f%2Dd3020da2daaf&from=1)

Post training, a number of graduates of the Barbering and Hair Braiding and Weaving classes in Mayaro, Moruga and Barrackpore have continued to provide services to their communities:

- Barbering – 7 self-employed and 3 employed with Boom Champions Barbers
- Braiding & Weaving – 9 self-employed

### e. Delegated Levels of Authority

#### i. Authority to Sign Cheques

Differing levels of delegated authority exist to ensure the Institution's efficient operations.

##### i. More than \$125,000 to Unlimited

- Chairman, Board of Directors
- Vice Chairman, Board of Directors
- Chairman, Finance Committee (sub-committee of Board of Directors)
- Chief Executive Officer

##### ii. Up to \$125,000

- Chief Executive Officer
- Director, Finance and Information Technology
- Director, Youth Training
- Director, Retraining

##### iii. Up to \$20,000

- Regional Manager – Tobago
- (Countersigned by Administrative Assistant)

##### iv. Up to \$2,500

- Regional Manager – North
- Training Centre Manager, Maloney Vocational Centre

#### ii. Approval Limits

\$5,000 -	Managers
\$10,000 -	Director, Entrepreneurial Development & Support Services
\$25,000 -	Directors:
	<ul style="list-style-type: none"><li>• Finance &amp; IT</li><li>• Youth Training</li><li>• Retraining</li></ul>

\$50,000 -	Chief Executive Officer – Capital Projects
More than \$50,000 -	Tenders Committee (sub-committee of the Board)
<b>iii. Recurrent</b>	
Up to \$250,000 -	Chief Executive Officer – Recurrent Expenditure
More than \$250,000 -	Board of Directors for Recurrent Expenditure
\$10,000,000 -	Cheque signatories for Automatic Clearing House (ACH) Payrolls Only

### **f. Legislative and Regulatory Framework**

YTEPP Limited is a Limited Liability Company established by the GORTT in 1990 and was incorporated under the Companies Act October 10, 1990.

The Institution reports to the Ministry of Education and complies with the regulatory requirements of the Ministry of Finance.

### **g. Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament**

Departmental monthly reports are submitted to the Chief Executive Officer, to assist in preparation of the CEO’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.

The following table identifies the key reports that are completed by YTEPP Limited.



**Table 1 Key Reports Completed by YTEPP Limited**

REPORT TYPE	FREQUENCY	RECIPIENT					
	M – monthly Q – quarterly S – semi-annually A – annually B – bi-annually R – as requested	Chief Executive Officer	Board of Directors	Ministry of Education	Ministry of Finance	Parliament	National Training Agency
Departmental Reports	M	*					
CEO Report	M		*				
Financial Report	M Q A			*	*		
Administrative Report	A			*		*	
Social Sector Investment Programme (SSIP) Report	Q S			*			
Public Sector Investment Programme (PSIP) - National Performance Framework (NFP)	A			*			
Fiscal Targets	A			*			
End of Year Report	A			*			
Institution Work plan	A			*			
Annual Performance Appraisal (from Board)	A			*			
Annual Business Plan	Q			*			
Audit Reports	Q			*			
Reports from HR	Q			*			
Unaudited financial reports	M			*	*		
Audited financial reports	A			*	*	*	
Public Sector Investment Programme (PSIP) Status Report	M			*	*		
Monthly Cash Flow Report	M			*	*		
Quarterly Statement of Investments	Q				*		
Quarterly Statement of Indebtedness	Q				*		
Quarterly Statement of Contracts	Q			*	*		
Quarterly Statement of Litigations	Q			*	*		
Ministry of Education Research and Planning Division Statistics	R			*			
Training Providers Survey	A						*
UNESCO	B			*			

### 3. POLICIES AND DEVELOPMENT INITIATIVES

In fiscal 2016/2017 YTEPP Limited is continuing its strategic focus to expand and re-structure its training models to meet the growing demands of a 21st century workforce.

In order to do so the Institution must streamline its offering to meet the competency needs of the labour market and maintain market relevance by being proactive and agile in its response to the constantly evolving market, socio-economic trends and changes in government priorities. The Institution must also consider its sustainability as an entity, especially in the face of decreases in budgetary allocations that are expected to extend into the near future; this sustainability will be achieved through optimal utilisation of resources.

With this thrust, the Institution aims to implement the following strategies:

- Complete the outfitting of the Institute of Culinary Arts which includes procurement of tools and equipment.
- Commence training at the Institute of Culinary Arts, which will include recruitment of staff and students, completion of curricula and training of faculty.
- Collect labour market information to inform programme selection and institutional research to determine programme efficacy.
- Pilot, in collaboration with the Commonwealth of Learning, the introduction of flexible and blended learning methods for the delivery of Life Skills training, with a focus on building institutional capacity to transform from traditional face-to-face delivery to more flexible modes of instruction.
- Sign a Memorandum of Understanding to partner with VMCOTT, to provide training and certification in automotive services, using an apprenticeship model of training.
- Offer training at the Institute of Cosmetology to regional students.
- Establish institutional industry advisory committees to drive programme development – starting with cosmetology and culinary arts occupational areas.
- Review the institution's Quality Management System in preparation for the submission of an application for registration status with the Accreditation Council of Trinidad and Tobago
- Establish a suite of advanced skill short-courses aimed at industry practitioners to re-tool and upgrade their skills, to drive industry growth for select occupational areas.
- Expand computer literacy training to vulnerable groups, including the geographically marginalized and the physically challenged.

With the implementation of these strategies, YTEPP Limited intends to deepen its wide geographical spread and its interaction with industry by providing authentic training experiences that will produce competent graduates who can easily integrate into industry. The Institution will also be exploring revenue-generating initiatives that will assist in offsetting the cost of operations. The Institution intends to improve quality through the identification of training initiatives for trainers, to enhance delivery of curricula.

### **a. Short Term Plans**

The following objectives are planned for the first year of the draft 2016 – 2019 Strategic Plan:

- Review and enhance the Institution's Quality Management System
- Create a database of employee skills and abilities for continual assessment of the fit between Institution's human resources and its strategic objectives
- Review and enhance media for the promotion of more effective and inclusive communication throughout the Institution
- Develop and execute short modular type courses based on labour market/industry requirements
- Ensure all training venues meet required training standards
- Ensure that materials and consumables meet current standards for training and are available in a timely manner

### **b. Medium Term Plans**

Medium term initiatives identified in the draft 2016– 2019 Strategic Plan include:

- Establish a Quality Management Department which promotes and oversees the use of established best practices, policies, and procedures
- Establish formal mechanisms and procedures to monitor Institutional activities and strategically measure achievement of the Institution's Mission
- Achieve institutional registration from the Accreditation Council of Trinidad and Tobago (ACTT)
- Review processes for environmental scanning and internal monitoring and evaluation and ensure institutional flexibility
- Review recruitment and performance standards for trainers to ensure that faculty have appropriate industry knowledge, training and experience and ensure that they upgrade themselves periodically
- Forge partnerships to improve the design, quality, range and relevance of training
- Incorporate flexible and blended learning methodologies into training

### **c. Long Term Plans**

YTEPP Limited has committed to empowering the nation's workforce with the skills and attitudes required to achieve sustainable employment. With this goal, the Institution has identified in its draft 2017– 2020 Strategic Plan the following as its long-term strategies:

- Implementation of a comprehensive Quality Management System with company-wide commitment to continuous improvement



- Achievement of institutional accreditation from the Accreditation Council of Trinidad and Tobago
- Maximisation of the use of ICT in teaching and learning experiences
- Offer authentic market driven courses relevant to the evolving industry, social economic environment and government initiatives
- Implementation of systems for assessing prior learning of students and structure bridging courses, as required
- Ensure that curricula meet industry requirements, address basic numeracy and literacy issues and develop entrepreneurially-minded students
- Offer graduate/student support services
- Develop an Apprenticeship/Internship Programme to ensure that Students are allowed to hone and further their skills through industry experience thus enabling them to better meet the needs of the labour market
- Ensure that all offices and training facilities owned and managed by the Company are designed with gender neutrality in mind and outfitted to meet the needs of the differently-abled.

#### **d. Remedial Plans**

The Institution's principal risk remains that of inadequate funding, to this end, the Institution has made major adjustments to its cost structures with the removal of rental expenditure where possible. For Fiscal 2016/2017, with the reduction in budgetary allocation, a number of changes were employed, including, removal of starter kits, reduction in contact hours, using strategies to reduce the cost of assessments.

## 4. FINANCIAL OPERATIONS

### a. Budget Formulation

Each department submits its Budgetary Estimates to the Director, Finance & 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 (GORTT). 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.

### b. Expenditure versus Income

For 2016/17, funds released were \$64,383,600 for YTEPP Limited and \$9,258,000 for the Retraining Programme, totalling \$73,641,600. This represents a \$47,831,100 or 39.4% reduction in allocation over the previous fiscal year.

In order to supplement the shortfall, the company re-purchased its Unit Trust Shares amounting to \$2,660,967 and earned revenue amounting to \$1,087,218. Additionally, there was a brought forward surplus of Recurrent funding totalling \$9,717,376 to give total funding available of \$87,107,161 for 2016/17.

Table 2 YTEPP Limited Revenue for the year ended September 30, 2017

Revenue	\$
Enrollment Fees	490,295
Other income	451,503
Partnership Funding	93,132
Donations	41,220
Interest	11,068
<b>Total Income</b>	<b>1,087,218</b>

**Table 3 YTEPP Limited Actual Funding and Actual Expenses for year ended September 30, 2017**

Sub-Head		Actual Funding \$	Actual Expenditure \$	Variances \$
01	Personnel Expenditure	58,732,233	52,511,397	6,220,836
02	Goods and Services	28,062,928	23,999,917	4,063,011
03	Minor Equipment	312,000	265,983	46,017
<b>Net Recurrent Expenditure (GORTT)</b>		<b>87,107,161</b>	<b>76,777,297</b>	<b>10,329,864</b>

The release for September 2017 although received in October 2017 was taken up in September 2017.

**Explanation for Variances**

YTEPP Limited, recognising the constraints of the reduction in funding from the previous year, employed various stringent cost cutting measures including reduction in rentals and security costs. The restructuring of rental agreements resulted in the repurposing of spaces at full time Centres and a review of our part-time training Centres. There was also a reduction in the programme offerings with a suspension of the Community-Based Projects.

**c. Public Sector Investment Programme (PSIP)**

Under the PSIP, two projects were granted funding prior to the current fiscal year (see **Table 4** and **Table 5**). These were:

- The establishment of a campus at Woodford Lodge for the Cosmetology and Culinary Arts occupational areas, and, the construction of and administration building
- The refurbishment of the fish area and upgrade works at the Carapichaima/Waterloo Business Education and Training Campus.

**Woodford Lodge Campus**

\$3,480,000 was received in releases for outfitting the Institute of Cosmetology (IOC), Institute of Culinary Arts (ICA), Administration and other related works within the 2016 – 2017 fiscal year; however, this amount was initially allocated in the 2015 and 2016 fiscal year. In the current fiscal year, an amount of \$10m was allocated in the National Budget to this project. This allocation was subsequently removed in the Mid-term Review. With the available funds the outfitting of IOC was completed and in January 2017, YTEPP Limited accepted its first cohort of 36 cosmetology students at the Campus.



For the ICA on the other hand, some major pieces of equipment were procured and outfitting works were completed in preparation for the commencement of classes. By the end of September 2017, a total of \$1.4m was expended and the remaining balance of \$1.3m was to be utilised in the following fiscal year as shown in **Table 4**.

**Table 4 Woodford Lodge Campus Income and Expenditure**

Fiscal Year	Bal b/f	Allocations	Revised Allocations	Actual Releases Received	Expenditure	Bal c/f
	\$	\$	\$	\$	\$	\$
2016/2017	(714,050)	10,000,000	-	3,480,000	1,414,926	1,351,024

#### **Carapichaima/Waterloo Business Education and Training Campus**

In the National Budget for 2016 – 2017, \$3m was allocated to this project but this allocation was removed in the Mid-term Review. Works undertaken in this fiscal year were funded with a sum of \$2m, which was allocated for this project in 2015. These works totalled \$365k for drainage infrastructure on the compound and for upgrading the fish pond. See **Table 5**.

**Table 5 Income and Expenditure - Carapichaima/Waterloo Business Education and Training Campus**

Fiscal Year	Bal b/f	Allocations	Revised Allocations	Actual Releases Received	Expenditure	Bal c/f
	\$	\$	\$	\$	\$	\$
2016/2017	1,528,189	3,000,000	-	-	365,390	1,162,799

It must be noted that the full complement of the Board of Directors was not in place during the 2016 – 2017 fiscal year; as a result, projects which needed the approval of the Board of Directors were negatively impacted. This situation attributed to project delays where Board decisions and approvals were not possible.

#### **d. Debt Policy**

YTEPP Limited is not authorised to enter into debt obligations without the approval of the Ministry of Finance. Accordingly, as at September 30, 2017, YTEPP Limited has no debt.

### e. 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.

### f. 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. The Audit Committee of the Board meets quarterly to set annual targets for the Internal Audit Department, and to review audit reports completed by the Internal Auditor. When audits are completed, the draft reports are sent to the respective Managers, including the Chief Executive Officer, for their comments.

Managements' responses include further clarification on any matter identified, or their intended course of action to implement the recommendations suggested by the Internal Auditor. Once the comments are received, the Audit Report is finalised and is submitted to the Audit Committee and the Ministry of Finance on a quarterly basis.

In the 2016 – 2017 fiscal year, two audit exercises were conducted (see **Table 6**).

**Table 6 Audit Report Matters**

<i>Engagement</i>	<i>Matters</i>
<i>Warehouse Relocation</i>	Idle Inventory
	Fixed asset register information content
	Unreconciled fixed asset register
	Uncertainty whether authority limits apply to payment amount of total contract values
<i>Receipt of Supplies</i>	Delegation of authority for disposals
	Unfilled purchase orders and fulfilment monitoring
	Compliance with procurement policy
	Guidance on the receipt of supplies

## 5. HUMAN RESOURCE DEVELOPMENT PLAN

### a. Institutional Establishment

YTEPP Limited is a training Institution which focuses on technical vocational education and training (TVET) throughout Trinidad and Tobago. YTEPP Limited is governed by a Board of Directors and the executive management; it was established in 1988 as a pilot project and was eventually registered limited liability company in 1990. The responsibility for operations lie with the Chief Executive Officer.

### b. Category of Employees

The table below illustrates the categories of employees at YTEPP Limited along with the number of persons in each category.

Table 7 YTEPP Limited Employee Statistics

Category of Employee	Number in that category
Full-time	234
Part-time/Temporary	307
Contract	15
Total	556

### c. Career Path Systems

Career development is provided by YTEPP Limited through:

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



#### **d. 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:

1. Work performed by employees accomplishes the mission of YTEPP Limited;
2. Employees have a clear understanding of the quality and quantity of work expected from them;
3. Employees receive ongoing information about how effectively they are performing relative to expectations;
4. Salary increases based on employee performance are distributed accordingly;
5. Opportunities for employee development are identified; and
6. 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.

#### **e. 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 is given to employees within the Institution who possess the required qualifications and/or experience – the Institution subscribes to the principle of promotion from within.

##### **i. Recruitment Process**

The filling of the position of the Chief Executive Officer (CEO) is managed by the Board of Directors. The Directors are recruited by the Board of Directors in the consultation with the CEO and managerial positions are filled in consultation with the CEO and Directors. All other employees are recruited by the Manager, Human Resource and the CEO.

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 (3) 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 reference 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 (6) months.

#### **ii. Promotion & Transfers**

The Institution recognizes 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
- Length of service

If the Manager, Human Resource is unable to find a suitable 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.

#### **f. Employee Support Services**

There is no in-house Employees Assistance Programme (EAP) at YTEPP Limited. If there is a need, employees requiring such services are referred to various recommended consultants or professionals.

#### **g. Training**

The organisation is equipped with standardised training and education policies and procedures. YTEPP also possesses an Organisational Employee Training Plan (currently in final draft status) for all full time employees. Staff Training is also documented via a training management database and is evaluated by the Human Resource Department. In the current fiscal year YTEPP Limited conducted training for all staff to ensure competence with the use of Officer 365.



## 6. PROCUREMENT PROCEDURES

### a. 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 dead line. Tenders are deposited into a tender box, the keys of 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.

### b. 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, particulars where they have completed works previously for the Institution. Invitations to tender would be sent to pool, following the same procedures as outlined above.

### c. 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 affect the implementation 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

### a. Client and Public Access to Services/Service Delivery Systems

YTEPP Limited pays particular attention to members of the public as our external stakeholders and the Institution interacts with its stakeholders through various avenues.

The Institution hosts an interactive website as well as interactive social media platforms that provide members of the public with easy access to obtain information about the Institution's services.



Figure 9 Screenshot of the YTEPP Limited Webpage [www.ytepp.edu.tt](http://www.ytepp.edu.tt)

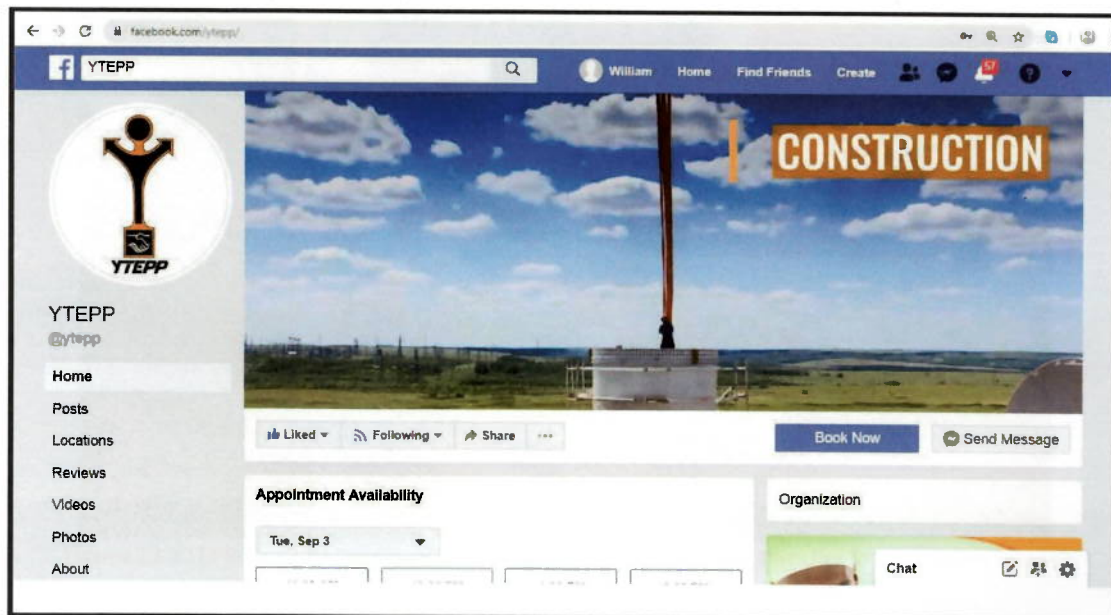


Figure 10 Screenshot of the YTEPP Limited Facebook Page [www.facebook.com/ytepp](http://www.facebook.com/ytepp)

The Institution also operates a pre-school at its Maloney Training and Enterprise Academy. While the pre-school provides an authentic learning environment for our Child Care Services trainees to reinforce learning content and hone their skills, mothers resident in the surrounding community of Maloney have become reliant on the pre-school service as it represents a safe learning and care giving environment for their toddlers.

In January 2017, YTEPP Limited launched its Institute of Cosmetology which executes the Hairdressing and Esthetics curricula through live salon and spa services. The Institute of Cosmetology Salon and Spa are open to the public; offering services that include hairdressing and spa services. YTEPP Limited's Signature Creations also offers cosmetology services to member of the public. At this facility, graduates are allowed, over a specified period, to hone their skills while working with an Instructor/Supervisor.

## **b. Community and Stakeholder Relations/Outreach**

### **✦ Parents in Education Initiative**

YTEPP Limited participated in the Ministry of Education's initiative: Parents in Education. This project targeted parents encouraging them to become more involved in their children's activities and to be more aware of opportunities for their children through the Ministry's agencies.

YTEPP Limited provided information on its services to encourage participants to make better-informed decisions on career pathing for their children as well as themselves. The Institution also used the opportunity to recruit interested persons for its upcoming training cycles in 2017.



**Figure 11 YTEPP Limited Employees sharing information at the Parents in Education event.**



### **✚ Valencia Training and Enterprise Academy Outreach Exercise**

The Valencia Training and Enterprise Academy hosts a Community Open Day once every fiscal year. This event includes skill demonstrations for residents of the community as a form of promotion of the services offered by YTEPP Limited.



**Figure 12 Culinary Arts Trainees demonstrating their skill.**

### **✚ Mobile Cosmetology Training Unit**

Short courses in Barbering and Braiding & Weaving were conducted on the YTEPP Limited Cosmetology Mobile Unit during the period August to December 2017. One hundred (100) trainees participated in these courses which were conducted in Mayaro, Moruga, Barrackpore, Enterprise, St. Barb's and Sea Lots. At the end of the training, the members of the class located in St. Barb's class came together and formed a Barbering Association which was formally registered with the Ministry of Legal Affairs. This project ended with a skills exhibition which provided barbering services, free of charge, to members of the public in Port of Spain.



Figure 13 Barbering Services Offered on the Brian Lara Promenade, Port of Spain



Figure 14 YTEPP Limited partnered with the Chaguanas Community Police to execute the training in Barbering in the Enterprise Community in Chaguanas.

#### ✚ Project with Youth Business Trinidad and Tobago

YTEPP Limited partnered with Youth Business Trinidad and Tobago for their “Connect and Sign” project. This project brought together stakeholders in the micro-enterprise sector to support persons interested in starting a new business. By this agreement, YTEPP Limited was obligated to provide training in micro-entrepreneurship to enhance participants’ entrepreneurship skills.

## **c. Strategic Partnerships**

### **a. Proposal for Maritime Centre of Excellence**

In May 2017, arising from discussions with the Ministry of Trade and representatives of the Maritime industry, YTEPP Limited developed a proposal for the establishment of a Maritime Institute/Centre of Excellence. It was envisaged that the fulltime maritime-specific training programme to be offered by the Maritime Institute will run for 12 to 18 months, and would include an apprenticeship component. It proposed that the Institute's programmes would comprise of courses such as Marine Diesel Mechanics, Welding, Marine Fabricating, Shipwrighting, Marine Painting/Sandblasting, Marine Pipefitting, Electrical/Electronics/Instrument Technicians, Marine Fibre Glassing, Heavy Equipment Operations, Marine Machining and Marine Air Conditioning. It was proposed that these and other courses would also be offered in modular/short course format to persons desirous of upskilling themselves in the field. At full operation, it was envisaged that the facility will target a minimum of 200 students per year.

Although the initiative did not come to fruition as described, YTEPP Limited established a partnership with Caribbean Dockyard Engineering Services Limited (CDESL) to offer a Level 2 Ship Building and Repair skills programme which focussed on building the workforce for this sector. This partnership agreement was signed in December 2016 (see Section 2. d. on page 7).

### **b. Partnership with COL**

The Commonwealth of Learning (COL) partnered with YTEPP Limited to build the Institution's capacity for implementing Flexible and Blended (FaB) Learning in general and for the development of a blended Life Skills with use of and the development of Open Education Resources (OER). The activities of this partnership are to take place in two (2) phases. The design and development phase, which was executed in the 2016 – 2017 fiscal year, and the delivery, evaluation and research phase were scheduled in the 2017 – 2018 fiscal year. The project activities included the training of YTEPP Limited staff, both administrative and teaching, in the design, development, implementation and evaluation of courses in a FaB Learning environment.

### **c. Partnership with VIU**

YTEPP Limited's partnership with the Vancouver Island University (VIU) under the Caribbean Education for Employment (C-EFE) Project ended during this fiscal year. The partnership resulted in professional development for staff at YTEPP Limited and a commitment to further collaborations with respect to shared access to teaching resources and collaboration in other trades areas including automotive technology, culinary arts and welding.





Figure 15 Jessie Magee-Chalmers, VIU Associate Dean of Trades and Nigel Forgenie, former CEO of YTEPP Limited at the Partnership Closing Ceremony.

**d. European Union (EU) Economica Partnership Agreement (EPA) Project**

The ECONOMICA Partnership Agreement provided funding and networking opportunities for local microbusinesses and was coordinated by the Ministry of Trade and Export TT. ExportTT's goal was to develop new exporters across various sectors of interest and to assist companies in expanding to new markets. In keeping with this, the Fit4Europe Programme focussed on providing training to build microbusiness export capacity by building micro-multinationals and providing support services to companies wishing to enter the European Market.

Several targeted workshops were conducted and YTEPP Limited was invited to nominate a few of its graduates for opportunities under this Project. Graduates were required to have their own company and a strategic plan for exporting their product to countries within the European Union. A business owned and operated by a YTEPP Limited graduate, "Shoe Lab", was chosen by ExportTT to be one of the 26 enrolled companies.

## 8. Enrolment and Certification

In the 2016-2017 fiscal year, YTEPP Limited trained four thousand, seven hundred and fourteen (4,714) beneficiaries. The breakdown of this figure is identified in the tables below. The tables also reflect the number of persons certified for the period (where certification can be confirmed).

### a. Retraining

Table 8 Retraining Programme Enrolment and Certification

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
November 2016 – August 2017	30	131	276	407	104	206	310
August to October 2017 (Cosmetology Mobile Training Unit)		25	48	73	25	43	68
February to November 2017 (Institute of Cosmetology)	1	1	32	33	0	20	20
<b>Total</b>		<b>157</b>	<b>356</b>	<b>513</b>	<b>129</b>	<b>269</b>	<b>398</b>

CVQ Levels 1, 2 and 3 Courses

### b. RITTR

Table 9 Rehabilitating Inmates through Training and Retraining Programme Enrolment and Certification

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
June 2016 – February 2017	10	153	4	157	128	1	129
<b>Total</b>		<b>153</b>	<b>4</b>	<b>157</b>	<b>128</b>	<b>1</b>	<b>129</b>

CVQ Levels 1 and 2 Courses

### c. Youth Training – Centre Based

Table 10 Youth Training Centre-Based Enrolment and Certification

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
October 2016 – May 2017	44	556	1480	2036	285	859	1144
<b>Total</b>		<b>556</b>	<b>1480</b>	<b>2036</b>	<b>285</b>	<b>859</b>	<b>1144</b>

NEC Level 1 Courses

#### d. Youth Training – Community Based Projects

Table 11 Youth Training Community-Based Projects Enrolment and Certification

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2016 – Sept. 2017	67	198	265	19	95	114
<b>Total</b>	<b>67</b>	<b>198</b>	<b>265</b>	<b>19</b>	<b>95</b>	<b>114</b>

NEC Level 1 Courses

#### e. Certified Welding and Fabricating Project (CWFP)

Table 12 Certified Welding and Fabricating Project (CWFP) Enrolment and Certification

PERIOD	SKILL	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2016 – Sept. 2017	Fabricating	22	1	23	10	0	10
	Welding	67	3	70	23	1	24
<b>Total</b>		<b>89</b>	<b>4</b>	<b>93</b>	<b>33</b>	<b>1</b>	<b>34</b>

#### f. Entrepreneurial Development and Support Services (EDSS)

Table 13 Entrepreneurial Development and Support Services (EDSS) Enrolment and Certification

PERIOD	SKILL	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2016 – Sept. 2017	Micro Entrepreneurship	49	187	236	28	115	143
	Mobile Computer Training	621	793	1414	621	793	1414
<b>Total</b>		<b>670</b>	<b>980</b>	<b>1650</b>	<b>649</b>	<b>908</b>	<b>1557</b>



### **Attrition**

The issue of attrition is a critical one, as relates to certification rates. Some of the reasons cited for attrition include:

#### Youth Training and Retraining

- Employed before Enrolment – trainees were not able to devote sufficient time to training
- Personal/Family Challenges
- Financial Challenges
- Health related issues (self and family)
- Employment/Job acquisition
- Absence of support systems

#### Rehabilitating Inmates through Training and Retraining Programme

- Early release from prison
- Expelled due to prison infractions

## 9. Conclusion

In the 2016 – 2017 fiscal year YTEPP Limited managed its financial constraints through major adjustments to its operations. The institution restructured its overheads and employed several cost cutting measures.

Despite the adjustments, the institution trained four thousand, seven hundred and fourteen (4,714) persons in technical and vocational skills for the construction, agricultural, creative, personal services, hospitality and tourism, maritime and manufacturing sectors. In addition, through outreach programmes, the institution was able to train persons through specialised skills training for the cosmetology sector (targeting risk youths and unemployed/underemployed adults from under-served communities); and ICT short courses in Animation, Mobile Application Development, Home Automation and Robotics, Graphic Design with Photoshop and Illustrator, Social Media Marketing, and Introduction to AutoCAD.

YTEPP Limited also expanded its industry partnerships with a new arrangement with Caribbean Dockyard and Engineering Services Limited (CDESL) for the only ship repair vocational training programme in Trinidad and Tobago leading to certification from the Lloyds of London. The institution also introduced its first entrepreneurial campus in the Institute of Cosmetology. This Institute is the result of YTEPP Limited's collaboration with the Vancouver Island University as part of the Caribbean Education for Employment Programme. In this fiscal year as well, YTEPP Limited strengthened its partnership with the Commonwealth of Learning to assist in building capacity toward achieving its strategic objective to improve efficiency, access and quality in skills training through the application of a technology-enabled, blended learning approach.

Although a challenging year, with the implementation of the Institution's draft 2016 – 2019 Strategic Plan, YTEPP Limited is seeking to re-engineer its structure to increase equitable access to training and education and to improve the quality and industry relevance of its offerings. This Plan serves to drive the Institution to consistently achieve a return on the national investment in technical education and training for economic development and sustainability.

## Appendix 1 - COURSE OFFERINGS 2016 - 2017 FISCAL YEAR

No. of Trainees Enrolled & Certified – October 2016 to September 2017  
Youth Training Department – Centre Based Projects

COURSE	NO. ENROLLED		NO. CERTIFIED			
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Beauty Therapy	0	92	92	0	58	58
Bread, Cakes and Pastry Making	23	182	205	8	100	108
Building Electrician Assistant	190	22	212	110	8	118
Child Care Attendant	1	164	165	1	106	107
Dressmaking & Design	5	80	85	2	45	47
Events Decorating	6	87	93	4	57	61
Fabricating	21	4	25	8	2	10
Food Preparation	17	60	77	8	36	44
Graphic Design	18	27	45	6	14	20
Hairdressing	0	153	153	0	77	77
Joinery, Furniture Design & Construction	27	13	40	8	9	17
Lawn and Landscape Management	11	17	28	9	10	19
Masonry	11	1	12	6	1	7
Patient Care Assistant	11	239	250	6	149	155
Plumbing	75	14	89	48	10	58
Skills for the Automated Office	38	214	252	14	121	135
Small Parts & Simple Tool Making	13	2	15	5	0	5
Tailoring	1	56	57	1	32	33
Tour Guide Escort	9	20	29	5	9	14
Vegetable Production - Grow Box System	8	13	21	3	9	12
Welding	71	20	91	33	6	39
<b>TOTAL</b>	<b>556</b>	<b>1,480</b>	<b>2,036</b>	<b>285</b>	<b>859</b>	<b>1,144</b>



No. of Trainees Enrolled & Certified – October 2016 to September 2017  
 Certified Welders and Fabricators Project

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Fabricating	22	1	23	10	0	10
Welding	67	3	70	23	1	24
<b>TOTAL</b>	<b>89</b>	<b>4</b>	<b>93</b>	<b>33</b>	<b>1</b>	<b>34</b>

**No. of Trainees Enrolled – October 2016 to September 2017**  
**Youth Training Department – Community-Based Projects**

LOCATION	COURSE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Aripo R.C.	Dressmaking & Design	0	21	21	0	13	13
Aripo R.C.	Plumbing	15	10	25	5	5	10
Cascade School For Deaf	Bread, Cakes and Pastry Making	1	7	8	1	6	7
Charlotteville Methodist Primary School	Building Electrician Assistant	14	1	15	7	0	7
Chatham Community Centre	Bartending	1	17	18	0	10	10
Corpus Christi College	Beauty Therapy	0	14	14	0	8	8
Credo Foundation for Justice	Child Care Attendant	0	20	20	0	6	6
Delaford Community Centre	Bread, Cakes and Pastry Making	8	5	13	4	2	6
La Horquetta Regional Complex	Bread, Cakes and Pastry Making	0	17	17	0	9	9
Manzanilla Secondary	Hairdressing	0	16	16	0	13	13
Mason Hall Secondary	Hairdressing	0	15	15	0	0	0
Mason Hall Secondary	Tailoring	13	1	14	0	0	0
Memisa Centre	Vegetable Production - Grow Box System	10	0	10	0	0	0
Mt. Pleasant/Calvary Hill Community Centre	Bread, Cakes and Pastry Making	0	12	12	0	10	10
P.A.V.I. Facility	Bread, Cakes and Pastry Making	5	9	14	2	4	6
Roxborough Secondary	Hairdressing	0	12	12	0	4	4
Wallerfield Activity Centre	Child Care Attendant	0	21	21	0	5	5
<b>TOTAL</b>		<b>67</b>	<b>198</b>	<b>265</b>	<b>19</b>	<b>95</b>	<b>114</b>

No. of Trainees Enrolled & Certified – October 2016 to September 2017  
 Entrepreneurial Development and Support Services

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Micro Entrepreneurship	49	187	236	28	115	143
Mobile Computer Training	621	793	1414	621	793	1414
<b>TOTAL</b>	<b>670</b>	<b>980</b>	<b>1650</b>	<b>649</b>	<b>908</b>	<b>1557</b>



No. of Trainees Enrolled & Certified – October 2016 to September 2017  
Retraining Department

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Agro-Food Processing	3	17	20	3	16	19
Air Conditioning and Refrigeration	8	1	9	6	1	7
Barbering	3	7	10	3	1	4
Cosmetology	0	19	19	0	16	16
Crop Production-Growbox Operations	1	6	7	1	4	5
Data Operations	3	31	34	3	29	32
Draughting & Construction Technician	4	6	10	4	5	9
Editing and Advanced Camera Operations	6	4	10	6	3	9
Electrical Installation	7	3	10	5	2	7
Esthetics	0	10	10	0	7	7
Fashion Design	1	11	12	1	9	10
Fluid Power Equipment Maintenance	17	2	19	13	2	15
Food Preparation	3	10	13	0	6	6
Garment Production	2	18	20	1	12	13
Graphic Design/Desktop Publishing	6	15	21	2	7	9
Heavy Machinery Operations	29	1	30	29	1	30
Home Furnishings	1	39	40	0	26	26
Leather Craft	1	9	10	1	9	10
Live Sound Engineering	8	2	10	6	1	7
Music Producer	8	2	10	5	1	6
Nail Technology	0	21	21	0	17	17
Pastry Commis	3	30	33	2	21	23
Television & Video Production	6	4	10	6	3	9
Tilapia Production	9	2	11	5	2	7
Woodworking and Furniture Design	2	6	8	2	5	7
<b>TOTAL</b>	<b>131</b>	<b>276</b>	<b>407</b>	<b>104</b>	<b>206</b>	<b>310</b>

No. of Trainees Enrolled & Certified – October 2016 to September 2017  
Retraining Department – Institute of Cosmetology, Woodford Lodge Campus

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Esthetics	1	14	15	0	11	11
Hairdressing	0	18	18	0	9	9
<b>TOTAL</b>	<b>1</b>	<b>32</b>	<b>33</b>	<b>0</b>	<b>20</b>	<b>20</b>

No. of Trainees Enrolled & Certified – October 2016 to September 2017  
Retraining Department – Special Project

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Cosmetology Mobile Training	25	48	73	25	43	68
<b>TOTAL</b>	<b>25</b>	<b>48</b>	<b>73</b>	<b>25</b>	<b>43</b>	<b>68</b>

No. of Trainees Enrolled & Certified – October 2016 to September 2017  
Rehabilitating Inmates Through Training and Retraining

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Amenity Horticulture/Crop Production	20	0	20	16	0	16
Bread, Cakes & Pastries	10	0	10	10	0	10
Electrical Installation	20	0	20	20	0	20
Furniture Making	18	0	18	11	0	11
Masonry/Carpentry	19	0	19	16	0	16
Masonry/Tile Laying	9	0	9	9	0	9
Plumbing	20	0	20	16	0	16
Upholstery & Furniture Design	10	0	10	7	0	7
Radio Broadcasting	7	4	11	7	1	8
Mutli-media Animation	10	0	10	7	0	7
Welding	10	0	10	9	0	9
<b>TOTAL</b>	<b>153</b>	<b>4</b>	<b>157</b>	<b>128</b>	<b>1</b>	<b>129</b>