



TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING  
(TVET) COUNCIL

# ANNUAL REPORT



2017



## Mission Statement

To develop a competent, certified and competitive workforce in Barbados and the region through the promotion and coordination of demand driven technical and vocational education and training.



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# Letter of Transmittal

May 27, 2022

The Honourable Kay McConney  
Minister of Education, Technological and Vocational Training  
Thro' The Permanent Secretary  
Ministry of Education, Technological and Vocational Training  
Elsie Payne Complex  
Constitution Road  
**ST. MICHAEL**

Dear Madam,

In pursuance of Section 12 of the Technical and Vocational Education and Training Council Act 1993-11, I have the honour to submit the Annual Report for the period April 1, 2016 – March 31, 2017.

Yours faithfully,

**Technical and Vocational Education and Training Council**



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Albert Best D.Sc., MUP, B.Arch, B.Sc. (Hons) J.P  
**Chairman**

# Council Members

**Dr. Hensley T. Sobers**

Chairman

**Ms. Millicent Small**

Deputy Chairman

**Ms. Doreen Deane**

Representative, Barbados Workers' Union  
Member

**Mr. Laurie King**

Chief Education Officer  
Member, ex officio

**Dr. Sonia Greenidge-Franklyn**

Representative, Barbados Institute of Management and Productivity  
Member

**Dr. Gladstone A. Best<sup>1</sup>**

Representative, Barbados Community College  
Member

**Mrs. Dawn Jemmott Lowe**

Representative, Barbados Employers' Confederation  
Member

**Mr. Hector Belle<sup>2</sup>**

Representative, Samuel Jackman Prescod Polytechnic  
Member

**Mr. Richard Green**

Representative, National Union of Public Workers  
Member

**Mrs. Doreen Dean**

Representative, Barbados Workers' Union

**Mr. Henderson Thompson**

Barbados Vocational Training Board

Member, ex officio

**Ms. Bobbi McKay<sup>3 and 4</sup>**

Representative, Barbados Manufacturers' Association

Member

**Mr. Paul Collymore**

Representative, Barbados Hotel and Tourism Association

Member

**Mr. Henderson Eastmond**

Executive Director, TVET Council

Member

**Mr. Andrew Cox<sup>5</sup>**

Permanent Secretary, Ministry of Labour

Member, ex-officio

1. *Ms. Barbara Babb-Cadogan and Mr. Lindsay Waterman acted as alternates for Dr. Gladstone Best, BCC*
2. *Mr. Euclid Sivers and Mr. Henderson Cadogan acted as alternates for Mr. Hector Belle, SJPP*
3. *Mrs. Shelley Ann Austin-Taylor acted as alternate for Ms. Bobbi McKay, BMA*
4. *Mr. Zaid Kazan acted as alternate for Ms. Bobbi McKay, BMA from March 2014*
5. *Mrs. Yolande Howard acted as alternate for Mr. Andrew Cox, MLSD*

# SECTION A

**Chairman's Review**

Secretariat Staff Members

Organisational Structure

# CHAIRMAN'S REVIEW

On behalf of the membership of the Technical and Vocational Education and Training (TVET) Council, I have the honour of presenting this report for the Financial Year April 1, 2016 – March 31, 2017.

During the year under review, the TVET Council (TVETC) achieved some critical successes despite continuing to grapple with persistent financial challenges; we were able to meet several goals which were set out in our Strategic Plan 2013–2016 which will soon be revised.

Under the continuing expansion of competence-based assessment and certification services, the TVETC awarded nine hundred and ninety-four (994) National/Caribbean Vocational Qualifications (N/CVQs) comprising six hundred and thirteen (613) full awards and three hundred and eighty one (381) unit Statements of Competence. This represents a 27% increase in the number of N/CVQs awarded over the previous Financial Year. The Council also gave support to the Ministry of Education, Science, Technology and Education (METI) with the expansion of the Caribbean Vocational Qualification (CVQ) in Schools programme through the provision of external verification services.

The WorldSkills Barbados Competition was held May 13–16, 2016 jointly with the Barbados Manufacturers' Exhibition (BMEX) at the Lloyd Erskine Sandiford Centre. Sixteen (16) finalists from the Barbados Vocational Training Board and the Samuel Jackman Prescod Polytechnic competed in four (4) skill areas: Cosmetology, Garment Making, Culinary Arts and Hairdressing.

Cycle IV of the Competency–Training Fund (CBTF) commenced in June 2016. The CBTF is a component of the Inter–American Development Bank funded Skills for the Future Programme and supports the implementation of the Barbados Human Resource Development Strategy 2011 – 2016.

The Employment and Training Fund (ETF) continued to promote and support the uptake of the N/CVQs. Private Training institutions, because of the high level of N/CVQ training and assessment being undertaken, were once again the principal recipients of funding (71%). They were followed by Public Training Institutions (16%), Employers (10%) and Business Associations (3%). Financial Year 2016/2017 saw the ETF approve \$810,009.00 in training grants for employers, business associations and training institutions to train 1,080 persons.

The Annual Report provides in greater detail the work outcomes of the Council.



## OUTLOOK FOR 2017 -2018

The economic outlook remains challenging but the TVET Council continues to be a progressive organisation which will find appropriate ways to deal with the situation. The Council will continue to make maximum use of its technical assistance and training capacity to raise revenue as well as tap into any funds that may be available through the European Union funded Barbados Human Resource Development Strategy and the Inter-American Development Bank sponsored Skills for the Future Programme.

## ACKNOWLEDGEMENT

I am pleased to acknowledge the contribution of the Council Members and staff of the secretariat during the Financial Year 2016-2017. I also wish to acknowledge the Government of Barbados' support for the work of the Council.

We remain steadfast in our commitment to promote the growth of the Technical and Vocational Education and Training system in order to enhance the competitive position of our nation.

**Albert Best D.Sc., MUP, B.Arch, B.Sc. (Hons) J.P**  
***Chairman***

### TVET Council's Secretariat Staff Members

**Mr. Henderson Eastmond**

Executive Director

**Ms. Wendy McClean**

Manager, Technical Services

**Mr. Geoffrey Yearwood *retired***

Manager, Employment and Training Fund (ETF)

**Mr. Matthew Greaves**

*came to TVET Council in 2016*

Manager, Finance and Corporate Services

**Mr. Paul Puckerin**

Senior Technical Officer

**Ms. Dawn Gill**

Senior Technical Officer

**Mrs. Samantha Jones**

Technical Officer, Communications

**Mrs. Arleen Murrell-Crichlow**

Technical Officer

**Ms. Andrea Harding-Waithe**

Technical Officer

**Ms. Marlyn Rawlins**

Technical Officer

**Ms. Rosline Cumberbatch**

Technical Officer

**Mr. Daniel Best**

Technical Officer

**Mr. Dario Walcott**

Technical Officer

**Ms. Carrol Griffith**

Technical Officer

**Mr. Akil Thompson**

Technical Officer

**Ms. Elvina Rollins**

Technical Officer

**Ms. Alicia Sealy**

Technical Officer (Ag)

**Mrs. Sheona Kellman**

Technical Officer (Ag)

**Ms. Michelle Haynes**

Senior Accountant

**Ms. Carol Ann Burke**

Business Development Officer

**Mrs. Shirleen Inniss**

Administrative Officer

**Mr. Peter Alleyne**

IT/Systems Administrator

**Mrs. Sarah Gilkes-Daniel**

Research Officer

**Ms. Antoinette Lashley**

Executive Secretary

**Ms. Nicole Collymore**

Assistant Accountant

**Mrs. Maria Price-Trotman**

Clerk/Typist

**Ms Afiya Barker**

Clerk/Typist

**Ms. Jo-Ann Byer**

Clerk/Typist (Ag)

**Ms. Coral-Ann Callender**

Clerk/Typist (Ag)

**Ms. Constance Prescott**

Clerk/Typist (Ag)

**Ms. Marika Byer**

Clerk/Typist (Ag)

**Ms. Tashan Trotman**

Clerk Typist (Ag)

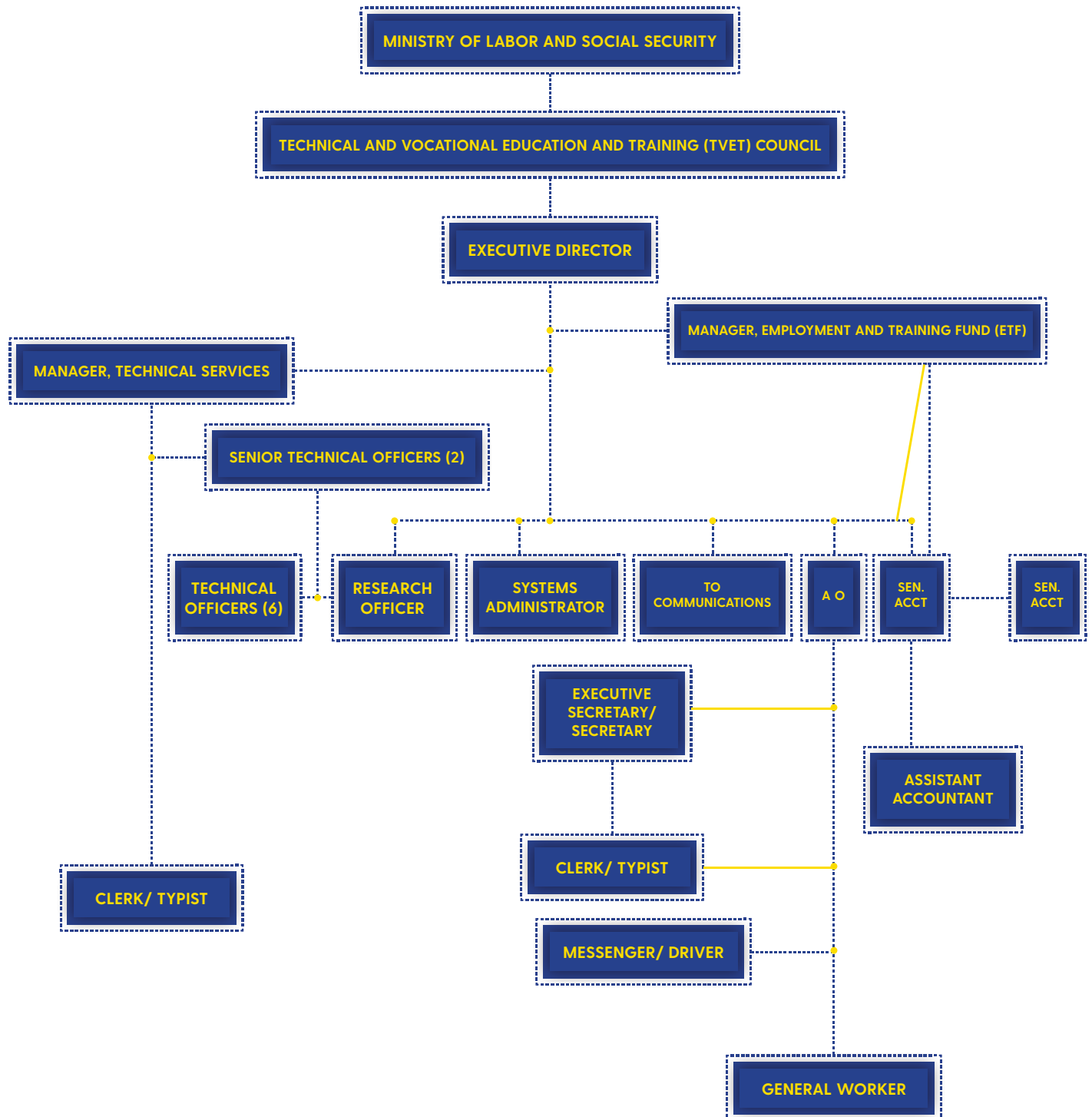
**Ms. Gale Alleyne**

General Worker

**Mr. Felix Delice**

Driver/Messenger

# TVET Council – Organisational Structure



# SECTION B

**Activities of the Council**

Council Matters

Administration

Technical Division

# ACTIVITIES OF THE COUNCIL

## Council Members

During the period under review there were twelve (12) meetings of Council.

Dr. Hensley Sobers	Chairman
Ms. Millicent Small	Deputy Chairman
Mr. Andrew Cox, Permanent Secretary, Ministry of Labour, Social Security and Human Resource Development (MLSD)	Member
Ms. Karen Best, Chief Education officer, Ministry of Education, Science, Technology and Innovation (METI)	Member
Dr. Ian Austin, Principal, Barbados Community College (BCC)	Member
Mr. Hector Belle, Principal, Samuel Jackman Prescod Polytechnic (SJPP)	Member
Mr. Henderson Thompson, Director of Training, Barbados Vocational Training Board (BVTB)	Member
Dr. Sonia Greenidge-Franklyn, Barbados Institute of Management and Productivity (BIMAP)	Member
Mrs. Doreen Deane, Barbados Workers' Union (BWU)	Member
Mr. Paul Collymore, Barbados Hotel and Tourism Association (BHTA)	Member
Mr. Richard Green, National Union of Public Workers (NUPW)	Member
Mrs. Dawn Jemmott-Lowe, Barbados Employers' Confederation (BEC)	Member
Ms. Bobbi McKay, Barbados, Executive Director, Barbados Manufacturers' Association (BMA)	Member
Mr. Henderson Eastmond, Executive Director	Member
Mr. Colin Walcott, Executive Director, Barbados Employers' Confederation	Member

## Alternates

Alternates for the Permanent Secretary, Ministry of Labour, Social Security and Human Resource Development (MLSD):

Mrs. Yolande Howard, (appointed as PS (ag) December 2016)

Mr. Ricardo Norville and Ms. Marva Howell,

Alternates for the Chief Education officer, Ministry of Education, Science, Technology and Innovation (METI):

Mr. Henderson Wiltshire and Ms. Yvette Estwick,

Alternates for the Principal, Barbados Community College

Mr. Trevor Headley, Ms. Cheryl Weekes, Mr. Samuel Rouse and Ms. Gomell Elcock

Alternate for Director, Training, Barbados Vocational Training Board (BVTB)  
Mrs. Valerie Quintyne, Alternate

Alternate for the Executive Director, Barbados Employers' Confederation (BEC):  
Mrs. Dawn Jemmott-Lowe,

Alternate for Executive Director, Barbados Manufacturers' Association (BMA):  
Mr. Ziad Kazan and Ms. Allison Kirton-Holder

Alternate for General Secretary, National Union of Public Workers:  
Ms. Marcia Oxley,

Alternate for the Principal of the Samuel Jackman Prescod Polytechnic:  
Mr. Ian Drakes

## Council Decisions

· At meeting No. 4/2016, held on April 14th, 2016, Council approved the convening of a Special Council Meeting on April 21st, 2016, to discuss the Council's research agenda.

· At meeting No. 7/2016 held on July 14th, 2016, Council:

- o Ratified a Round Robin decision to approve the proposal by TVETC to facilitate "Delivery of training and the development of National Occupational Standards and Curricula for the Public Service of Barbados" on behalf of the Training Administration Division.

- o Approved the recommendation for eight successful candidates to be awarded contracts as Centre Management Coordinators.

· At meeting No. 8/2016, held on August 12th, 2016, Council:

- o Approved the Malpractice and Maladministration Policy and Procedures.

- o Recommended that the Secretariat revisit discussions with stakeholders to acquire their feedback on the impact of the customer service programmes on Barbadian employees.

- o Approved the recommendation of the TVET Council that \$15,660.00 of undisbursed funds on contract 2013/16-37 be returned to the Employment and Training Fund for use on new contracts for the financial year 2016-17.

· At meeting No.10/2016, held on October 13th, 2016, Council:

- o Approved the recommendation of the Research and Communications Committee that a Technical Advisory Panel be established for the Barbados TVET Monitoring System.

- o Approved the recommendations of the ETF Sub Committee that:

- o All requests for grants should be reviewed by comparing and/or mapping the units to be completed with the relevant standard/qualification.

- o All items in the ETF Council paper should indicate whether assessments would be completed for full N/CVQ or Unit qualification

- o The Business Development Officer should follow up the applicants to ensure that the objectives of training included in the applications were being achieved.

- o Approved the five (5) proposals recommended by the Technical Review and Select Committee to train under the Competency Based Training Fund, 175 trainees and to be funded at a cost not to exceed \$2,088,617.00
  
- At Meeting No. 11/2016, held on November 10th, 2016, the Chairman recommended that any additional human resources should initially be supplemented from among the TVET C's technical and clerical staff. Should the need arise to fill any administrative gaps this should be remedied by contracting temporary resource persons.
  
- At meeting No. 2/2017 held on February 9th, 2017, Council:
  - Met with the KPMG team led by Ms. Brenda Pope as they continued the Institutional Strengthening project with the TVET Council, commissioned by the Ministry of Labour and Social Security and Human Resource Development.
  
  - Based on recommendations from the ETF Sub Committee decided that:
    - o Council would continue to approve all applications for assessments
  
    - o Council would approve 100% of funding of applications for assessment
  
    - o Approved five (5) persons, recommended to be awarded contracts as External Competence-based Occupational Standards writers, subject to due diligence by the Executive Director to ensure that selectees' core knowledge, skills and attitudes fully aligned with the Council.

## (a) The Employment and Training Fund (ETF)

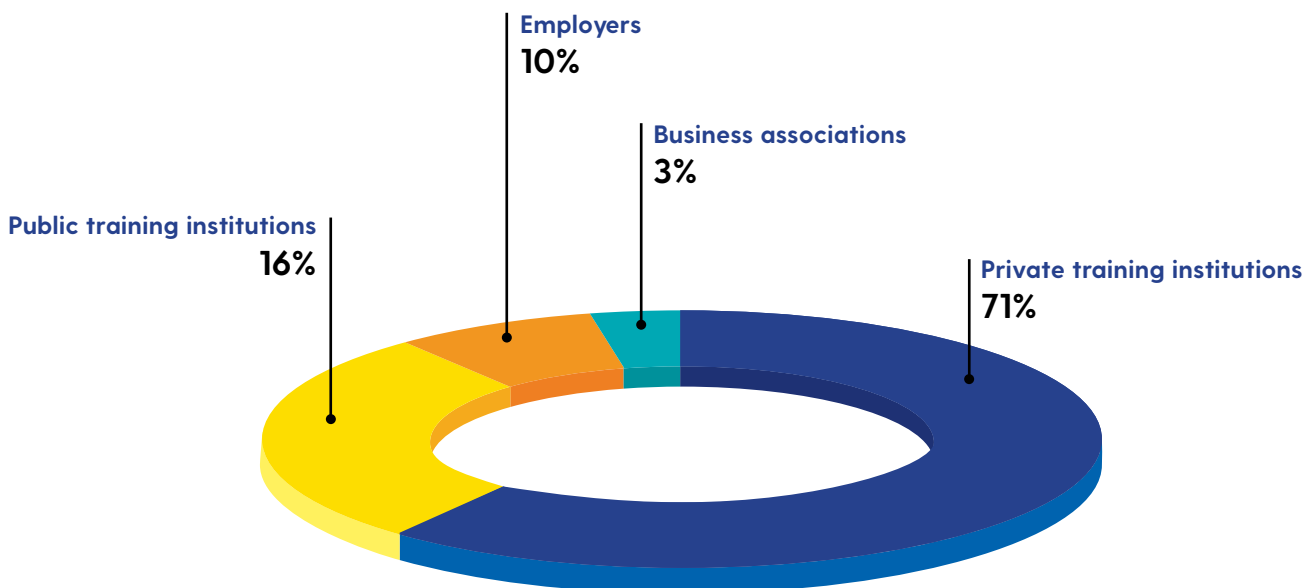
In Financial Year (FY) 2016/17, the Employment and Training Fund (ETF) approved \$810,009.00 in training grants for employers, business associations and training institutions to train 1,080 persons.

A total of sixty-five (65) applications for funding were received, requesting \$1,857,119.49 to train one thousand, eight hundred and thirty-eight (1,838) individuals at an average grant request of \$28,571.00. Of the sixty-five applications, a total of forty-nine (49) were approved from eight (8) employers, eight (8) private training institutions, three (3) business associations and two (2) public training institutions.

Private Training Institutions, due to the high level of N/CVQ training and assessments being undertaken, are now the main recipients of funding (71%). Followed by Public Training Institutions (16%), Business Associations (3%) and Employers at (10%) as shown in the chart below:

Two (2) new organisations made use of the ETF funding opportunities in FY 2016/17, requesting \$30,134.00 to train 25 employees.

### Distribution of Funds for the FY 2016/17





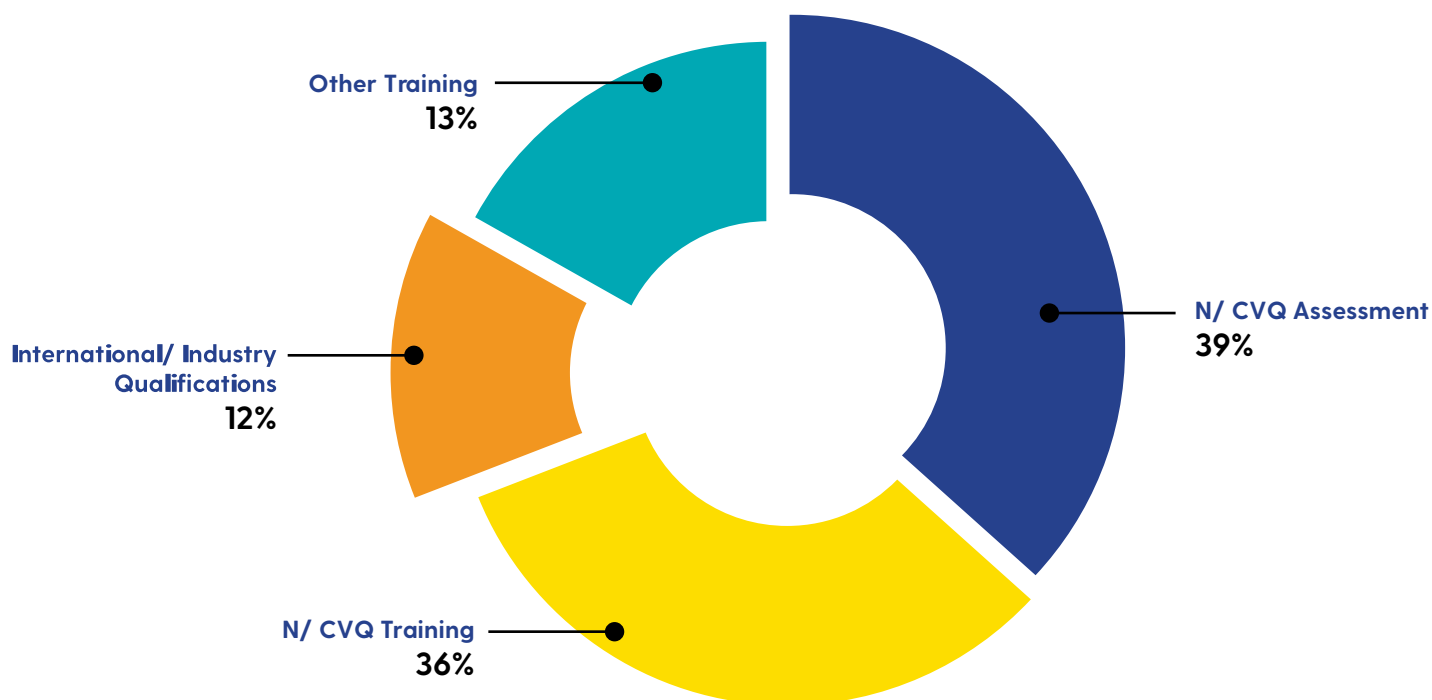
## 2.1 Performance indicators FY 2016/17

KPIs	Budgeted		Actual		% of Budgeted date	
	Costs	Trainees	Costs	Trainees	Costs	Trainees
N/CVQ Assessment	\$ 350,000.00	420	\$ 314,993.00	368	90.0%	87.6%
N/CVQ Training	\$ 230,000.00	300	\$ 290,286.00	334	126.2%	111.3%
International/ Industry Qualifications	\$ 175,000.00	230	\$ 101,680.00	134	58.1%	58.3%
Other training	\$ 45,000.00	150	\$ 103,050.00	244	229.0%	162.7%
Programs with NGOs	\$ 50,000.00	30		-	0.0%	0.0%
<b>TOTALS</b>	<b>\$ 850,000.00</b>	<b>1,130</b>	<b>\$ 810,009.00</b>	<b>1,080</b>	<b>95.3%</b>	<b>95.6%</b>

NB: All increases over the budgeted amounts are highlighted in Red.

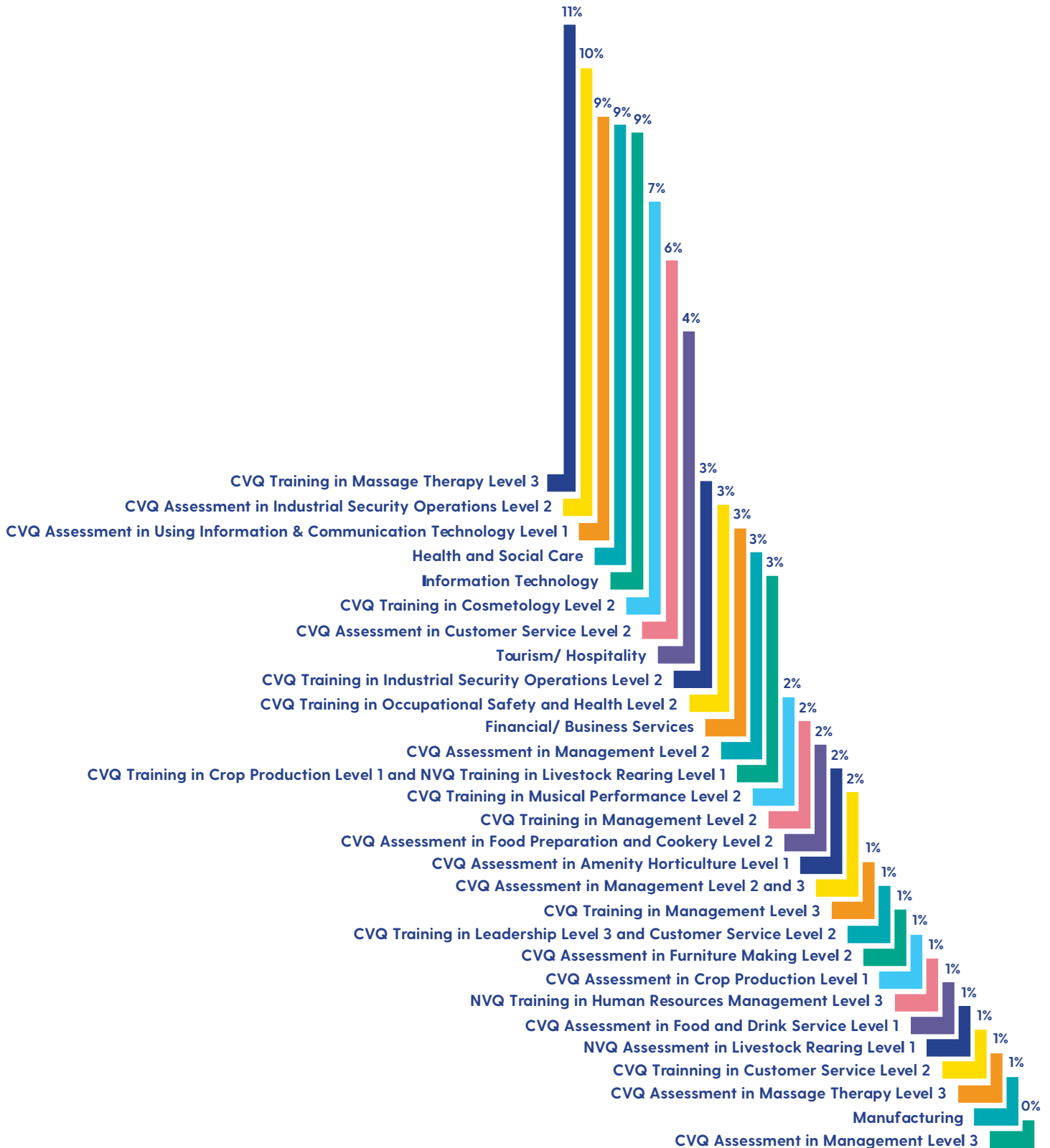
It should be noted that \$850,000.00 was approved by the Ministry of Finance for the ETF for FY 2016/17. Please also note that Approved Grants are disbursed in two or three tranches and not all at once.

### Key Performance Indicators (Actual Expenditure) as at March 31, 2017



Most of the funding went to the CVQ Training in Massage Therapy Level 3 (11%); CVQ Assessment in Industrial Security Operations Level 2 (10%); Health and Social Care courses (9%). Other popular areas of training were CVQ Assessments in Using Information and Communication Technology Level 1 (9%) and Information Technology (9%).

## Main Areas of Training - FY 2016/17



# (b) Public Relations and Promotion Programme for Financial Year 2016 - 2017

During the Financial Year 2016-2017, two main goals were pursued under the Key Result Areas of Growth and Stakeholder Management, respectively: (i) expansion of Competence-Based assessment and certification services, and (ii) strengthening the national coordinating mechanism for TVET at the tertiary level. In keeping with these goals and the priorities outlined in the TVET Council's work programme, PR/Promotion support was provided through the following key activities.

## In Quarter 1:

- A largely digital PR/Promotion strategy was implemented with some media relations in the form of press, television and radio news coverage in support of the WorldSkills Barbados Competition 2016. A summary of activities is as follows:

- Two finalists, Shawntel Smith and Crystal-Anne Miller, were chosen to participate in the 50th anniversary "I Pledge" campaign. These pledges were repeatedly broadcast on television and radio as part of increasing awareness about the competition. Publicity intensified in May. The BMEX/WorldSkills Barbados media tour commenced with several finalists appearing on CBC TV8 shows: Mornin' Barbados and The Mix. Finalists were also interviewed on radio: CBC 94.7, VOB 92.9 and HOTT 95.3. The BGIS produced a 15-minute programme on the competition which broadcast on 92.9 and 100.7. Events included the Signing of the Judges Oath, the Cheque Presentation by Massy Barbados Ltd., the shopping day at Massy Supercenter Warrens, the competition, the Opening Ceremony and the Awards and Closing ceremony.

- Other activities included:

- o Nine Press releases were written.

- o All the media houses attended the Signing of the Judges Oath.

- o Only the Nation covered the Cheque Presentation to TVETC by Massy Barbados Ltd. A press release was disseminated to the remaining media.

- o Coverage of the Shopping Day was managed by Massy Barbados Ltd.

- o The competition was covered by the media and was featured prominently in the Nation newspaper.

- o The awards ceremony was also covered extensively by the media.

- o Video coverage was provided over the four days of the competition.

- o Judges and coaches of the competition were interviewed.

- o 5-minute TV programme was broadcast twice via BGIS on CBC-TV.

- o Live blogging of the results at the Awards and Closing ceremony.

## **In Quarter 2:**

- The TVET Council's newly upgraded website was completed and it was launched during September 2016. The launch was accompanied by a digital promotion campaign which included email and social media. The email campaign consisted of publication of the first issue of the e-bulletin **'TVETC RoundUp'** and the social media campaign was conducted via Facebook and LinkedIn.

## **In Quarter 3:**

- Promotion of the TVET Council's newly upgraded website - [www.tvetcouncil.com.bb](http://www.tvetcouncil.com.bb) -continued via a digital PR/Promotion campaign. The campaign was conducted primarily through social media and included 53 posts comprising video, links to the website, press releases and photographs.
- Curated and new website content was posted to TVETC's Facebook, LinkedIn and Instagram pages. The campaign focused on the launching of the new website and increased public awareness of TVETC's products and services.
- The two Facebook pages – TVETC's main page and the WorldSkills Barbados page – developed a solid base of well over 5000 Total Page Likes which indicated the number of persons who follow the page and will view and engage with our posts.
- The Qualifications and Latest News pages were the most visited pages accounting for 33% of the website traffic. In addition, the video content posted had comparatively higher rates of engagement.
- Offline activities included dissemination of three press releases to the print media, two of which were published in the Barbados Advocate.

## **In Quarter 4:**

- Increased use of digital PR/Promotion as part of efforts to make the Council's websites a communication hub in support of the activities, programmes, products and services of the organisation.
- Ten (10) digital PR/Promotion campaigns were implemented via the TVET Council (TVETC) and WorldSkills Barbados (WSB) websites, the TVETC and WSB Facebook pages, LinkedIn, Instagram and Twitter. The campaigns were executed in support of, among other things, promotion of the newly published 21st Century Worker magazine, a curriculum writing workshop, requests for nominees for the International TVET Youth Forum to be held during WorldSkills Abu Dhabi 2017 and the N/CVQ programme.
- A special edition of the 21st Century Worker magazine was published. The magazine took a look back at the WorldSkills Barbados Competition 2016.
- Preparation commenced for the PR/Promotion in support of Barbados' participation in the WorldSkills Competition taking place in Abu Dhabi in October 2017. A four-member team will represent the country on the Culinary Arts, Garment Making, Automotive Technology and Hairdressing skill areas.
- Ten (10) press releases were published via the Council's websites and promoted as part of the social media campaigns. Two videos, a one-minute and two-minute, were also published via the websites and promoted via Facebook, Instagram and LinkedIn.
- Four press releases were disseminated via BGIS and the media.

• Digital Media Activity Overview:

o Facebook Pages – During January-March 2017, the Facebook campaigns reached 623,516 people and resulted in 5,818 Total Page Likes which was split between the TVET Council Barbados page and the WorldSkills Barbados page. The number of people engaged stood at 2,040 from a total of 44 posts.

o Website – Over the same three-month period the website attracted 7,735 visitors

with 26,572 page views. The website promotion campaign reached 52,248 people and generated 1,503 clicks on Facebook.

o The expansion of the digital PR/Promotion focus has started to show positive results. The emphasis on this approach needs to continue to grow and be matched with a comparatively consistent, results oriented focus on offline PR/Promotion activities.

## (c) HR/Administration

During the 2016-2017 financial year, the HR/Administration Department continued to implement the goals and objectives set out under the KRA Organisational Resources (To strengthen TVET Council's Organisational and Human Resource Capacity) as outlined in the TVET Council Strategic Plan 2013 – 2016.

To this end, the department worked on the following projects:

### Continue Training and Development

The training and development of staff continued to be paramount at the Council in an effort to build competencies in the staff.

Members of staff also completed training programmes and workshops as follows:

• Technical Officers Mrs. Sheona Kellman, Ms. Alicia Sealy, Ms. Marika Byer, Business Development Officer (Ag) Ms. Nicole Collymore, and Research Officer Mrs. Sarah Gilkes-Daniel participated in the Go Present workshop held by Caribbean Catalyst in April 2016.

• Ms. Nicole Collymore participated in the “Enhancing Financial Performance” programme held by Training Administration Division in June 2016.

• Administrative Officer, Mrs. Shirleen Inniss attended the “Public Sector Document Preparation” course held by the Training Administration Division during the week of July 26-29.

• Clerk/Typists Ms. Jo-Ann Byer and Research Officer Mrs. Sarah Gilkes-Daniel participated in the NUPW Productivity workshop in September 2016.

• Senior Technical Officer, Quality Assurance (Ag) Ms. Marlyn Rawlins completed the Leadership challenge workshop with Caribbean Catalyst in October 2016.

• Clerk/Typist, Ms. Constance Prescott started the CVQ in Assessment Level 4 programme in October 2016.

- Clerk/Typists, Ms. Afiya Barker, Ms. Jo-Ann Byer and Ms. Coral-Ann Callender attended a Training Administration Division workshop for entry level officers in January 2017.
- Clerk/Typists, Ms. Jo-Ann Byer, Ms. Afiya Barker and Ms. Tashan Trotman participated in Day 1 of the annual Barbados Association of Office Professionals on February 23rd, 2017.
- Technical Officer, Communications, Mrs. Samantha Jones participated in Day 2 of the annual Barbados Association of Office Professionals on February 24th, 2017.
- Administrative Officer, Mrs. Shirleen Inniss participated in Day 3 of the Week of Excellence on February 28th, 2017 which dealt with Health and Wellness and Absenteeism.
- Manager, Finance and Corporate Services, Mr. Matthew Greaves participated in Day 4 of the Week of Excellence on March 1st, 2017 which dealt with Customer Service.
- Clerk/Typists, Ms. Tashan Trotman and Ms. Coral-Ann Callender attended a Business Writing workshop in March 2017 at the Sagicor Cave Hill School of Business.
- Ms. Dawn Gill, Senior Technical Officer (SSS) and Ms. Carrol Griffith, Technical Officer attended a two-day workshop on 'Best Practices in Writing Learning Outcomes for the National Qualifications Framework' hosted by the Barbados Accreditation Council, June 1-2, 2016.
- Ms. Marlyn Rawlins, Technical Officer, completed a Skills for the Future Leadership Programme coordinated by Colleges and Institutes Canada and facilitated by Durham College.
- Nine (9) trainers who facilitate assessor training workshops on behalf of the TVET Council completed a course in on-line facilitation, coordinated by the Commonwealth of Learning. This was part of capacity building in order to support a project to increase access to assessor training throughout the region by making it available online.
- Ms. Carrol Griffith, Technical Officer, Ms. Marlyn Rawlins, Acting Senior Technical Officer, Ms. Dawn Gill, Senior Technical Officer and Ms. Wendy McClean, Manager, Technical Services along with other senior staff participated in a Leadership Training programme at BIMAP.
- Technical Officers Mr. Dario Walcott, Mr. Akil Thompson and Ms. Elvina Rollins completed a Prior Learning Assessment and Recognition training programme funded through the HRD Strategy. The training was facilitated by Red River College, Canada and also undertaken by participants from the Barbados Community College, Barbados Institute of Management and Productivity, Barbados Vocational Training Board, Samuel Jackman Prescod Polytechnic, University of the West Indies and the Barbados Accreditation Council.

## Conferences

- Mr. Dario Walcott, Technical Officer participated in the Strategic Session of the Caribbean: 19th Annual General Meeting held in Nevis on June 21 – 23, 2016.
- Mr. Henderson Eastmond, Executive Director and Mr. Dario Walcott, Technical Officer attended the WorldSkills General Assembly in Niagara Falls, Canada on October 2 – 6, 2016.
- Mr. Henderson Eastmond, Executive Director attended the UNEVOC TVET Leadership Programme in Bonn Germany on October 17 – 28, 2016.
- Mr. Dario Walcott, Technical Officer participated in WorldSkills Competition Preparation Week held in Abu Dhabi on January 27 – 31, 2017.
- Mr. Henderson Eastmond, Executive Director represented the Ministry of Labour, Social Security and Human Resource Development at the 32nd Meeting of COSHOD in Guyana from March 30 – 3, 2017.

## Training

- Ms. Dawn Gill, Senior Technical Officer and Mr. Daniel Best, Technical Officer conducted training, assessment and certification of Assessors by the TVETC Barbados to build capacity for the Introduction of Caribbean Vocational Qualification (CVQ) for the Dutch Caribbean Islands of Saba and Sint Eustatius (Statia) on March 6 – 17, 2017.

## Implement a Leadership Development Programme

The 2013-2016 Strategic Plan included an objective which required leadership development training for the management team.

BIMAP resubmitted a proposal to facilitate the NVQ in Leadership Level 3 training for the management team at TVET Council and that proposal was accepted.

Classes were held at BIMAP on Friday mornings starting November 18th, 2016. Classes were completed in February 2017 with a make-up session in March 2017. A decision was made to have participants be assessed in the NVQ in Leadership Level 3 and Management Level 3 for 8 of the 10 participants while the other 2 participants would be assessed in Management Level 3 resulting in dual certification for 8 persons.

## Develop a Comprehensive Records Management Procedure

This project has been facilitated by the Office of Public Sector Reform (OPSR).

During the period under review OPSR submitted a Records Management Review on June 8th, 2016 and a summary of the recommendations contained therein was prepared by the Administrative Officer and submitted for Management's information in August 2016. As a result a decision was made to form a Committee to liaise with the OPSR and to seek to implement recommendations, where possible.

### Ensuring compliance with the Safety and Health (SHaW) Act

With the passage of the SHaW Act, the Council continued its effort to become compliant with the Act by implementing a number of activities/policies recommended under the Act as well as recommended by the Safety and Health Officer during her walk-through in 2015.

The Safety and Health Committee met in March 2017 and made the following decisions:

- Installation of smoke detectors would be completed because quotations received for the installation of a Fire Alarm System were in excess of \$19,000.
- Secure First Aid training for the committee at the Heart and Stroke Foundation by May 2017.
- Acquire a folding cot to be utilized when staff members had a medical emergency.
- Secure First Aid Kits for both buildings.

After reviewing and amending the Evacuation Drill policy it was submitted to the Fire Department for assessment and approval.

### Develop a Culture of Health and Wellness

The Under the KRA of Building of a Culture of Health and Wellness at the organisation the

following was implemented:

- Pharma Wellness continued to conduct quarterly biometrics tests.
- The Stepping into Health Competition was launched on April 15, 2016 with "Breakfast on the Boardwalk. The competition was completed in July 2016.
- Staff members participated in the ICBL 5k on April 28th, 2016 and the May Day Parade on May 1st, 2016.
- Presentation entitled "Avoiding Burnout" was given by Rev. Anderson Kellman of Network Services Inc in November 2016.
- Prizes were awarded at the Council's Annual Award Ceremony in December 2016.

### Implement an HRIS System

This project was completed during the period under review. By October 2016 input of data on employees and leave information had been completed and reports (leave reports - departmental and individual) had been generated and circulated to members of the management team.

### Continue the Recognition and Awards Programme

The organisation took the opportunity to recognize the persons who worked to ensure that the WorldSkills Barbados competition, held in collaboration with BMEX in May 2016, at an event on June 3rd, 2016.

The TVETC again held its Annual Christmas Luncheon, in December 2016, where a number of awards were presented including, perfect attendance, excellent attendance; the Executive Director's Teamwork Award, Unsung Hero and the Service, Teamwork Attitude Reliability (STAR) awards.

The top participants in the Stepping into Health Competition were also awarded.



## **Ensure Compliance with the ERA**

During the period under review the first component of this objective was completed, that is, the Senior Labour Officer, Mr. Wayne Sobers, made two presentations to the TVET Council and the management team on the major components of the ERA. The presentations took place in July 2016 and February 2017.

The next component involves the review of the TVET Council Terms and Conditions of Service by the HR Committee.

## **Recruitment**

During the period under review the HR/ Administration department was involved in the selection, recruitment and orientation of the Manager, Finance and Corporate Services.

## **(d) IT Department**

The IT Department completed the following items during the financial year 2016/2017:

The two (2) Key results area for the IT Department are the TVET Online Registration system and Infrastructure Architectural upgrade.

### **TVET Online Registration System**

The TVET Council Online Registration system the application architecture has been complete and reviewed by the online system committee. It is expected to be fully operational in all centres by March 2018 and involves all stakeholders who are part of the registration and certification process.

### **Infrastructure Architectural Upgrade**

The TVET Council has completed a project to upgrade the current infrastructure architectural from Microsoft Server 2008 to Microsoft Server 2012 R2. During this project an infrastructure analysis was undertaken and it was discovered that over sixty percent (60%) of structural

cabling was either degraded or dysfunctional and the server room equipment was obsolete and degraded. Vendors were invited to submit a proposal to address this degradation of the structural cabling and server infrastructure and the proposals were vetted by the council and a recommendation submitted to the board of TVET Council.

## (e) The Technical Division

During the financial year, two main goals were pursued under the Key Result Area (KRA) of Growth: (i) expansion of competence-based assessment and certification services and (ii) strengthening the national coordinating mechanism for technical and vocational education and training (TVET). Under the KRA of Stakeholder Management/Image Enhancement the intention was to pursue objectives to achieve the goal of improving the quality of the TVET Systems and Programmes.

### **Expansion of Competence-based Assessment and Certification Services**

The Council responded to increasing demands for its services from various stakeholders. In addition to its normal programming, the Council provided the following services to existing and new clients:

- Facilitation of the five (5) new Competency-based Training Fund (CBTF) Cycle 4 partnerships and ongoing support to Cycle 1,2 and 3 partnerships including the development of occupational standards and curricula;
- Development of occupational standards for the Training Administration Division to support the implementation of the Competency Framework for the Public Service;
- Development of occupational standards and curricula for the Small Business Association;
- Facilitation of Assessor Training in the Dutch Caribbean Islands of Saba and St. Eustatius;
- Support to the Ministry of Education, Science, Technology and Education (METI) with the expansion of the Caribbean Vocational Qualification (CVQ) in Schools programme through the provision of external verification services.

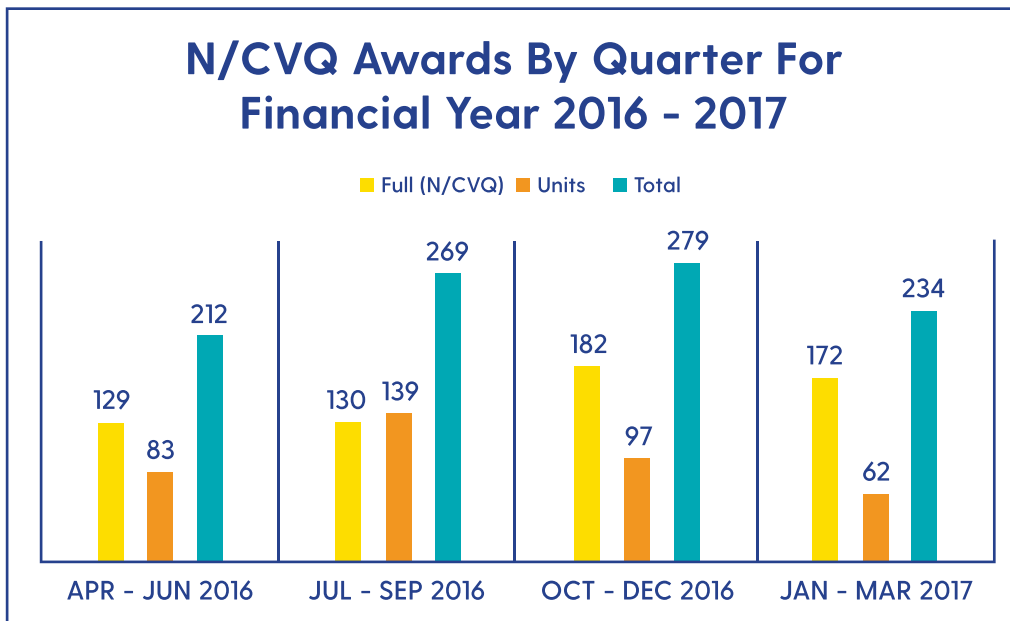
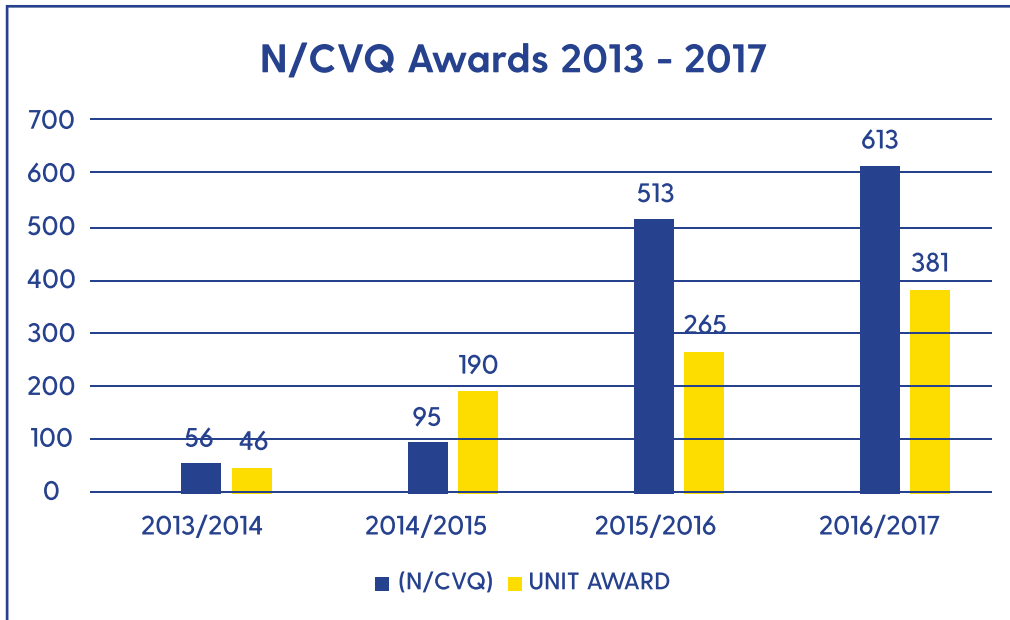
- Contribution to the development of an online assessor training programme for CVQ assessors in the region.
- Collaboration with the Academy of Sport, University of the West Indies on the dual certification for learners in relevant Sports Programmes.

## N/CVQs awards

During the financial year 2016/2017 the Council awarded a total of nine hundred and ninety-four (994) National/Caribbean Vocational Qualifications (N/CVQs) comprising six hundred and thirteen (613) full awards and three hundred and eighty one (381) unit Statements of Competence. The breakdown of awards by occupational area is shown in following table:

N/CVQ	Full Award	Unit Award	Total
<b>NVQ</b>			
Apparel Manufacturing Technology L3	4	9	13
Manufacturing Sewn Products L2	8	3	11
Nail Technology L2	10	15	25
Stevedoring Operations-Equipment Operator L2	38	6	44
Textile Material Design L3	8	1	9
<b>Sub Total</b>	<b>68</b>	<b>34</b>	<b>102</b>
<b>CVQ</b>			
Ago-Food Processing L1	12	1	13
Amenity Horticulture L1	22	31	53
Assessment L4	63	78	141
Cosmetology L2	4	32	36
Customer Service L2	125	27	152
Crop Production L1	1	15	16
Developing a New or Existing Business Enterprise L3	29	11	40
Food Preparation and Cookery L1	17	-	17
Food Preparation and Cookery L2	13	4	17
Industrial Security Operations L2	-	16	16
Management L2	109	35	144
Management L3	61	11	72
Massage Therapy L3	3	22	25
Occupational Safety and Health L2	24	45	69
Stevedoring Foundation Skills L1	35	-	35
Training and Development L4	-	16	16
Tree Crop Farming L1	10	-	10
Using ICT L1	17	3	20
<b>Sub Total</b>	<b>545</b>	<b>347</b>	<b>892</b>
<b>Total</b>	<b>613</b>	<b>381</b>	<b>994</b>

The Council realized a growth of 27 % in the number of N/CVQ awards granted over the previous year.



## Competency-based education and training (CBET) instructor certification

Sixteen (16) persons who completed competence-based education and training Instructor Training achieved unit certification; eight (8) below the targeted twenty-four (24). Two (2) workshops

were completed during the review period held on October 3 – November 29, 2016 and February 13 – April 3, 2017. A total of thirteen (13) persons were trained.

## Delivery of National/Caribbean Vocational Qualifications (N/CVQs)

The Council approved six (6) organisations as assessment centres for the N/CVQ:

1. The Lodge School
2. Queen's College
3. J&S Fitness
4. Caribbean Cosmetology Academy
5. Caribbean Examinations Council
6. Mel's Exotic Nails School and Salon

In addition, thirty-three (33) organisations were given approval to offer a combined total of forty-eight (48) qualifications. Through external verification and oversight by technical officers, the Council monitored the quality of on-going training

and assessment for fifty-four (54) N/CVQs being delivered at thirty-six (36) centres comprising three (3) enterprises; fifteen (15) secondary schools; and eighteen (18) post-secondary training providers.

## Core Skills awards

Fifty-two (52) persons were awarded Core Skills certification during the period. Fourteen (14) participants from the Skills for the Future A Ganar programme achieved Communication

L1 and thirty-eight (38) participants of CBTF training programmes achieved certification in Communication L3.

## Prior learning assessment and recognition (PLAR)

During the year, fifteen (15) candidates registered for Prior Learning Assessment and Recognition (PLAR) services in the occupational areas of Customer Service, Electrical Installation and

Carpentry. Three (3) persons were certified using this process. Twenty-five (25) persons were undergoing assessment at the end of the year.

## Competence-based curricula development

The development of curricula for projects under the Competency-based Training Fund dominated the curriculum development work for the year under review. Thirteen (13) curricula were completed in total, twelve (12) for CBTF projects and one (1) for a private sector client. The curricula completed were:

- Graphic Communications –Finishing and Binding L2
- Graphic Communications –Press L2
- Electrical Installation L1 and L2

- Carpentry L1 and L2
- Plumbing L2
- Furniture Making L2
- Food Preparation and Cookery L1 and L2
- Janitorial Services L2
- Masonry L1 and L2

At the end of the period, twelve (12) other curricula were under development: nine (9) for the Skills for the Future Programme, one (1) for the CBTF and two (2) for a private sector client.

## Building capacity within the TVET System

During the year the TVET Council sought to build capacity within the system by training persons in assessment, quality assurance and standards and curriculum development. In summary, fourteen (14) assessor training workshops were held and approximately two hundred and sixty (260)

persons trained. Two (2) CBET Instructor Training workshops were held as well as one (1) internal verifier and two (2) external verifier training workshops. In addition, a combined total of three (3) workshops were held on standards and curriculum development.

Workshop Title	Q1	Q2	Q3	Q4	Total Workshops
Assessor Training	3	2	3	6	14
Internal Verifier Training	1				1
External Verifier Training	1			1	2
CBET Instructor Training			1	1	2
N/CVQ Coordinator Training				1	1
Standards Development				2	2
Curriculum Development				1	1
Centre Management Coordinator Training	1				1
<b>Total</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>24</b>

## Regional collaboration

The Council participated in a project funded by the Commonwealth of Learning which aimed to increase access to assessor training throughout the region by making it available online. The Council hosted development workshops funded by the Commonwealth of Learning and contributed to development of course materials and execution of the pilot programme. The on-line course development was a collaboration between the

Commonwealth of Learning and the Caribbean Association for National Training Authorities (CANTA) and involved representatives from national training agencies in Barbados, Grenada and Trinidad and Tobago.

### Strengthening the national coordinating mechanism for TVET

## Development and validation of standards

During 2016-2017, the Council approved two (2) new occupational standards: Events and Entertainment Technology L2 and Motor Vehicle Operations L2. One (1) CVQ in Live Sound Engineering L3 was validated and approved for use in Barbados.

At year end, work was ongoing on fifteen (15) additional standards. The number of NVQs developed by the Council stood at sixty-seven (67) and the number of validated CVQs was sixty-nine (69).

### Improving the Quality of the TVET System and Programmes

The TVET Council approved Malpractice and Maladministration Policy and Procedures for the

Council at its meeting in August 2016. It serves as a guide for TVET Council staff to ensure that they conduct investigations of malpractice and maladministration in an efficient and consistent manner. It outlines the responsibilities of the TVET Council and the procedures that will be observed in dealing with instances of malpractice and maladministration. It also outlines the steps centres, candidates, stakeholders or other personnel must follow when making a report on instances of suspected or confirmed instances of malpractice/maladministration.

## WorldSkills Barbados

The WorldSkills Barbados Competition was held May 13-16, 2016 as a joint venture with Barbados Manufacturers' Exhibition (BMEX) at the Lloyd Erskine Sandiford Centre. Sixteen (16) finalists from the Barbados Vocational Training Board and the Samuel Jackman Prescod Polytechnic competed in four (4) skill areas: Cosmetology, Garment Making, Culinary Arts and Hairdressing. The top three competitors in each skill area were awarded medals at a Closing Ceremony which was held on May 18, 2016. The competitor with the highest overall score was SJPP student Mr. Akeil Craig-Browne who competed in the area of Automotive Technology.

Following the cancellation of the WorldSkills Americas competition, the Council decided to enter the winners of the local 2016 competition in the WorldSkills International Competition which would be held in Abu Dhabi in October

2017. Barbados will be fielding a team of four (4) competitors from the abovementioned skill areas and they will be accompanied by four (4) experts, trainers in their fields. Participation in this competition presents a unique opportunity for TVET trainers and administrators to observe the skill levels being produced by training systems in various countries around the world and pursue avenues for collaboration and exchanges..

In pursuit of objectives under the Key Results Area: Stakeholder Management/Image Enhancement- Improving the quality of the TVET system, the Council implemented the following initiatives:

### A. Development of TVET Monitoring System

#### 1. Indicator Development

a. A proposal for the development of a national TVET Monitoring System - 'Optimizing TVET - Monitoring of the TVET System in Barbados' - outlining the key indicators to be used in monitoring the TVET System was developed. The monitoring indicators identified will assess critical aspects of the TVET System including the demand for and supply of TVET, Participation in TVET, Equity and Internal Efficiency, TVET Outcomes, WorldSkills participation, Greening TVET initiatives and the inclusion/participation of vulnerable groups.

b. Planning for the implementation of the TVET monitoring system included the development of an indicator matrix detailing key elements including the data components, data sources and calculation formulae for each indicator and the compilation of a Concept Paper for the Establishment of a Technical Advisory Panel to provide strategic guidance and technical oversight to the monitoring system in order to ensure high quality data outputs which can be used effectively for future policy formulation and decision making.

#### 2. Development of TVET Monitoring System Components

The following draft TVET monitoring system components were completed in the period under review:

1. Indicator matrix – outlining the indicator definitions, data elements, data sources, calculation formula and proposed frequency of data collection for all of the indicators

2. Costed work plan (2016-2019) – describing the activities and responsibilities of personnel involved in monitoring system implementation

3. Human resource capacity building plan – charting the strategy to ensure a systematic approach to building technical capacity at all levels (individual, organisational and institutional) to facilitate system implementation, sustainability and high quality outputs.

#### 3. Establishment of a Technical Advisory Panel

In order to ensure the generation of continuous high quality statistical output from the TVET Monitoring System, the TVET Council proposed and approved the establishment of a high level Technical Advisory Panel to provide strategic guidance during the design and implementation of the TVET Monitoring System. The Technical Advisory is required to review the system processes and outputs and make recommendations for improvement in the monitoring system and future evaluation research. The Panel is comprised of representatives from key public and private training providers and technical experts in the following thematic areas:

a) TVET &/ general education

b) Monitoring & Evaluation

c) Statistics

d) Database development (establishment and management)



e) Social & Economic Research (including labour market research - specifically indicator development and reporting)

f) Knowledge of Emerging Skill Areas  
The Council consulted UNESCO-UNEVOC Latin America and Caribbean Network Focal Point and the International Labour Organisation (ILO) Caribbean Office regarding the acquisition of technical and or financial resources for the implementation of the Monitoring System. UNESCO-UNEVOC proposed that relevant stakeholders in the Education sector in Barbados consider the feasibility of implementing an education sector –wide Monitoring System which would include the TVET subsector. The ILO Caribbean Office reviewed the draft monitoring

indicators and recommended the following areas be integrated into the indicators:

- Administration and management: focusing on the administrators of technical and vocational education programmes and ensuring that the qualifications, teaching and technical experience, comprehensive knowledge of TVET and administrative and human resource techniques
- Access to guidance and counselling
- Stakeholder involvement

## B. Research

### a. UNESCO Global Study on Qualifications Cross Borders

The Council participated in a UNESCO Global Comparative Study on qualifications cross borders during May-June 2016. UNESCO provided 5 templates designed to compare various aspects of each qualification:

- Template 1 analyzed the overall scope and occupational context
- Template 2 identified the job/occupation-specific learning outcomes (i.e. knowledge, skills and competence)
- Template 3 focused on the transversal learning outcomes

The qualifications identified for analysis were:

- Bricklayer/mason
- Hotel assistant/Receptionist
- Healthcare Assistant
- ICT Service Technician

For the purposes of the study the following approved N/CVQs were analyzed utilizing the 4 templates provided for analyzing each qualification:

- CVQ Brick/block-laying, Rendering Level 2
- NVQ Reception Level 2
- NVQ Care of the Older Adult Level 2

- NVQ Using Information Communication Technology Level 3

### b. Customer Satisfaction Survey

The findings of the 2015 Customer Satisfaction Survey were reviewed and specific aspects of study implementation which will be adapted were identified, specifically, improving response rates and ensuring inclusion of additional customer/stakeholder categories. The biannual Customer Satisfaction Survey will be administered via an online survey.

### c. Employment Training Fund (ETF) Tracer Study and Employer Survey

The ETF Graduate Tracer and Employer Study is designed to assess how the ETF contributes to increased employee productivity for employers due to enhanced skills provided by ETF – funded training programmes and assessments. Preliminary scope, timelines and data collection instruments for the proposed ETF Tracer Study were developed and it is envisaged that the new IT platform will be utilised for questionnaire administration in order to maximize response rates.

### CMU Staffing

Following the resignation of the Administrative staff, the CMU welcomed the new Administrative Officer and Administrative Assistant in May 2016.

### Cycle IV Information Workshop

The Cycle IV Information Workshop was held on June 15, 2016 at the Savannah Hotel. All reports indicate that this event was a success. Packages were prepared for the various participants which included the application template, the various presentations, and the Call for Proposals announcement. Following the workshop, the Feedback questionnaires were coded and analyzed, and a report was prepared which adequately showed the success of the workshop.

### Cycle IV Call for Proposals

The Cycle IV Call for Proposals was launched on June 15, 2016. Several marketing activities were conducted during the month of July 2016 to adequately advertise the Call for Proposals. Radio ads were developed and aired on StarCom Network, CBC and CITA Radio. In addition, the TV ads were aired during the CBC Evening News to reach more viewers.

The Call for Proposals officially closed on July 29, 2016, with thirty-two (32) proposals received for funding. These proposals were copied and distributed to the members of the TRSC for scoring.

### IDB Video Conference Meeting

The IDB Video-Conference meeting took place on July 15, 2016. A Marketing and Public Relations Report for the launch of Cycle IV was prepared and presented by the Administrative Officer of the CMU. This report indicated the total cost of these activities and the feedback obtained from the Information Workshop which revealed that both the awareness and understanding of the CBTF increased after the workshop.

### Cycle IV TRSC

The training for the TRSC took place on July 20, 2016, with the Chairman giving an overview of the lessons learnt from the partnerships over the last three (3) competitive cycles.

The TRSC Selection meeting took place on September 14, 2016. The TRSC agreed that the six (6) proposals which received the highest scores will be interviewed. These interviews took place on September 22, 2016, and the TRSC recommended five proposals to train one hundred and seventy-five (175) trainees at a cost of two million, eighty eight thousand, six hundred and seventeen Barbados dollars (\$2,088,617).

The TRSC Cycle IV Report was prepared by the CMU and submitted to the TVET Council on September 26, 2016.

### Cycle IV Awardees Advertorial

An advertorial highlighting the success of the fourth cycle of the CBTF was developed by the CMU. This advertorial outlined the five (5) new occupational standards to be developed under Cycle IV, which will result in the certification of 175 persons in Autotronics & Motor Vehicle Chassis and Engine Systems; Fibre Installation; Live Sound Engineering; Industrial Mechatronics; and Mechanical Manufacturing Engineering.

### IDB Impact Evaluation Survey

The Government of Barbados and the IDB sought to determine the impact of the CBTF on both the firms and the trainees' employability. The CBTF's Technical Consultants were engaged to assist the firms in completing their surveys. This evaluation ended on September 30, 2016, and weekly reports received from the IDB indicated that the response rate by the various firms was over 95%.

## **Development of Self-Monitoring Indicators**

The IDB and the Government of Barbados sought to quantify the success and effectiveness of the CBTF program by measuring its impact on the employer organisations and the trainees. To facilitate this process, the various CBTF partnerships were invited to develop various indicators of success for their projects.

The data collected from this exercise will be used by the IDB and the Government of Barbados as a guide in enhancing current policy and developing future policies with respect to the implementation of Technical and Vocational Education and Training (TVET) in Barbados.

## **SJPP/AC Manufacturing Exhibition**

The SJPP's 50 & Beyond, Exhibition and Assessment was held on October 26, 2016. Exhibits showcased the revolution made in garment technology and highlighted one of SJPP's top students, who recently shared her collection at the famous Plitzs New York City Fashion Week. The main highlight of the exhibition was the opening of the new Garment Technology Workshop which features computers equipped with Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM) software.

The Administrative Officer represented the CBTF at this event, with PR organized to adequately capture the successful work of CB124.

## **Official Opening of the Cosmetology Laboratory**

Having been granted qualification approval by the Technical and Vocational Education and Training (TVET) Council in the area of general cosmetology, the official opening of the Cosmetology Laboratory at the Grantley Adams Memorial School took place on October 14, 2016. The Administrative Officer represented the CBTF at this important milestone.

## **Training for CMU Monitoring and Evaluation Officers**

The CMU welcomed the new Monitoring and Evaluation Officer Ms. Joan Guthrie on October 3, 2016. Training in the use of the CBTF's web portal was organized by the CMU and took place on October 6, 2016. The second Monitoring & Evaluation Officer Ms. Rhonda Walcott was also invited and attended this training session.

## **Cycle IV Mandatory Induction workshop**

The Mandatory Induction workshop for the Cycle IV awardees was held on November 8, 2016. This workshop was designed to inform the winning partnerships of the requirements in the area of the development of occupational standards and certification; the Inter-American Development Bank's (IDB) requirements for procurement, financial management and environmental management, as well as the next steps in the implementation of their proposal.

The Cycle IV awardees received their contracts at the end of the Workshop. These contracts were signed and returned to the CMU and submitted to the Ministry of Education, Science, Technology and Innovation (METI) for processing.

## **IDB Mission November 2016**

A team from the Inter-American Development Bank (IDB) conducted an administrative mission to Barbados during the week of November 14 to November 18, 2016. The purpose of this mission was to visit, interact with and evaluate the status of the CBTF partnerships, and to make adequate recommendations for the way forward. Ten (10) CBTF partnerships were visited during this mission. The Manager and the Monitoring & Evaluation Officer of the CMU attended these visits with the representatives from the IDB and the METI.

## Award Ceremonies

During the period, various award ceremonies were held by the CBTF partnerships. CB217 (Barbados Employers Confederation & Rayside Construction Limited) celebrated the successful certification of their candidates on October 15, 2016.

The award ceremony for the 2nd cohort of candidates in CB234 (Personal Body Health Care Clinic and School of Holistic Therapies & the Barbados Coalition of Service Industries) took place on January 14, 2017. The Manager of the CMU encouraged the graduates to treat their customers with dignity and respect, and urged them to ensure that every customer feels special, regardless of the circumstances.

CB107 (The Potter Centre & the Barbados Hotel and Tourism Association) held its award ceremony on February 25, 2017. The graduates of this partnership were congratulated on their accomplishments by the Minister of Education, Science, Technology and Innovation, the Honorable Ronald Jones, J.P, M.P, and the Minister of Labour, Social Security and Human Resource Development, Senator, Dr. Esther Byer Suckoo. They were encouraged to continue in their quest for knowledge and for the enhancement of their skills.

## Caribbean Leadership Project

The Caribbean Leadership Programme (CLP) is a seven-year programme designed to support the leadership and economic development training needs of regional and national public sectors in twelve (12) CARICOM countries. The Project also targets key regional institutions which play a pivotal role in advancing regional integration and economic development.

A key component of the Project is a multi-phased Leadership Development Programme (LDP) with learning mechanisms called “Bright Spots” which are effective examples of adaptive leadership in a complex, multi-stakeholder environment.

The Competency Based Training Fund (CBTF) was invited to serve as a Bright Spot and the Manager of the CMU and the Executive Director of the TVET Council presented at the Leadership Development Programme Workshop which took place on March 15, 2017.

## CBTF Annual Operations Plan 2017

The CBTF's Annual Operations Plan for 2017 (AOP) was prepared and submitted to the TVET Council and the METI. This plan focused on the progress made by the CMU during 2016, and the successful launch of Cycle IV. The Plan also highlighted the changes made within the CBTF's Operational Guidelines (OG) and the staff of the CMU. In addition, the AOP highlights the key activities which will be conducted during the remainder of the Fund, which include:

- Completion of training programs and assessing the results achieved
- The monitoring and evaluation of approved projects
- Public relations campaign to highlight the activities of the winning partnerships, the CBTF and TVET Education
- Public Recognition of CBTF Graduates

# SECTION C

**Finance**

## (f) Finance

In the Estimates for the Financial Year ending March 31, 2017, \$3,581,034.00 was allocated to the TVET Council and \$850,000.00 was allocated to the Employment and Training Fund (ETF).

Actual Funds received from the Ministry of Finance were \$3,488,420.22 for the TVET Council.

The Employment and Training Fund received the allocated amount of \$829,374.00.

**Other Revenue collected totaled  
\$582,210.07**

**Revenue from Projects totaled  
\$574,228.26**

Audited Financial Statements as at March 31st, 2017 are appended to this report.

# SECTION D

**Audited Financial Statements**

# INDEPENDENT REPORT OF THE AUDITORS

## To the Members of TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

### Opinion

We have audited the financial statements of Technical and Vocational Education and Training Council which comprise the statement of financial position as at March 31, 2017, and the Statement of Revenue and Expenditure, Statement of General Fund and Statement of Cash Flows for the year then ended and notes comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2017, and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standards.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Barbados, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

### Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to



influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Credit Union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Credit Union's ability to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Other Matter

This report is made solely to the Council's members. Our audit work has been undertaken so that we might state to the members those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law and subject to any enactment or rule of law to the contrary, we do not accept or assume responsibility to anyone other than the Council and the Council's members, for our audit work, for this report, or for the opinion we have formed.



**Barbados**  
**August 09, 2017**


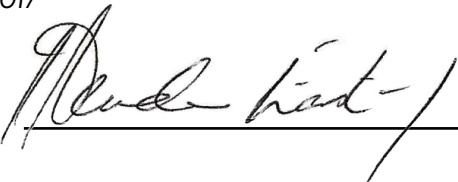
# Balance Sheet

As at March 31, 2017  
(Expressed in Barbados Dollars)

	<u>2017</u>	<u>2016</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	2,456,098	1,445,888
Accounts Receivable (see note 3)	1,838,815	1,658,105
Car Loans and Training Loans Receivable	179,457	230,258
Prepayments	19,002	12,392
	<u>4,493,372</u>	<u>3,346,643</u>
<b>Non-Current Assets</b>		
Fixed assets (see note 4)	<u>236,765</u>	<u>218,198</u>
<b>Total Assets</b>	<u>\$ 4,730,137</u>	<u>\$ 3,564,841</u>
<b>Liabilities and Funds</b>		
<b>Liabilities</b>		
Accounts Payable & Accrued Expenses (see note 5)	<u>1,025,152</u>	<u>790,122</u>
<b>Funds</b>		
General Fund	3,091,258	2,269,235
Employment and Training Fund	613,727	505,484
	<u>3,704,985</u>	<u>2,774,719</u>
<b>Total Liabilities and Funds</b>	<u>\$ 4,730,137</u>	<u>\$ 3,564,841</u>

**The accompanying notes form an integral part of these financial statements.**

Approved on behalf of the Council on August 09, 2017

 Chairman  Executive Director

# Statement of General Fund & Employment and Training Fund

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	General Fund	Employment & Training Fund	Total
<b>Balance at March 31, 2015</b>	<b>1,894,753</b>	<b>462,051</b>	<b>2,356,804</b>
Fund surplus/ (loss) for income year 2016	374,482	(232,084)	142,398
Contract obligations written back	-	275,517	275,517
<hr/>			
<b>Balance at March 31, 2016</b>	<b>2,269,235</b>	<b>505,484</b>	<b>2,774,719</b>
Fund surplus for income year 2017	822,023	19,365	841,388
<b>Contract obligations written back</b>	<b>-</b>	<b>88,878</b>	<b>88,878</b>
<hr/>			
<b>Balance at March 31, 2017</b>	<b>\$ 3,091,258</b>	<b>\$ 613,727</b>	<b>\$ 3,704,985</b>

*The accompanying notes form an integral part of these financial statements.*

# Statement of Revenue and Expenditure

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	2017	2016
<b>Revenue</b>		
General Fund (page 45)	4,654,858	4,298,656
Employment and Training Fund (page 46)	829,374	751,774
	<u>5,484,232</u>	<u>5,050,430</u>
<b>Expenditure</b>		
General Fund (page 45)	3,832,835	3,924,174
Employment and Training Fund (page 46)	810,009	983,858
	<u>4,642,844</u>	<u>4,908,032</u>
<b>Surplus of revenue over expenditure</b>	<u>\$ 841,388</u>	<u>\$ 142,398</u>

*The accompanying notes form an integral part of these financial statements.*

# Statement of Revenue and Expenditure – General Fund

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	2017	2016
<b>Revenue</b>		
Government of Barbados grant (see note 6)	3,488,420	3,518,476
Workshop and Course fees	127,663	223,300
Interest on Bank Savings	--	157
Interest on Emergency loans	371	200
Competency Based Fund	179,820	168,790
Consultancy Fees	34,785	12,194
Skills for the Future	357,329	357,329
Candidate Registration/Assessment fees	107,820	8,710
NVQ Construction	67,925	--
Prior Learning & Assessment Recognition	148,975	--
Barbados Skills Competition	12,200	5,000
Qualification Approval	6,750	4,500
Rental	15,000	--
Training administration	324,700	--
	<u>4,654,858</u>	<u>4,298,656</u>
<b>Less: Expenditure</b>		
Statutory Emoluments	1,785,051	1,770,778
Operating Expenses (page 48)	653,050	1,116,198
Rental of Property	315,844	307,742
Professional Services	275,601	60,793
Prior Learning & Assessment Recognition	166,551	--
National Insurance Contributions	126,729	120,136
Skills for the future	112,236	--
Maintenance of Property (page 48)	111,732	112,176
Utilities	90,279	88,176
Pensions	83,068	67,275
Subscriptions and Contributions	46,835	11,119
Supplies and Materials	45,333	51,241
Travel	12,049	15,977
NVQ Construction	6,793	--
Library	1,684	3,770
Retiring Benefits	--	198,793
	<u>3,832,835</u>	<u>3,924,174</u>
<b>Total Expenditure</b>		
	<u>3,832,835</u>	<u>3,924,174</u>
<b>Fund net income</b>	<u>\$ 822,023</u>	<u>\$ 374,482</u>

The accompanying notes form an integral part of these financial statements.

# Statement of Revenue and Expenditure – Employment and Training Fund

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	2017	2016
<b>Revenue</b>		
Government of Barbados grant (see note 6)	829,374	750,000
Interest on bank savings	--	1,774
	<u>829,374</u>	<u>751,774</u>
<b>Less: Expenditure</b>		
Training grants awarded (see note 7)	<u>(810,009)</u>	<u>(983,858)</u>
<b>Fund net surplus/(loss)</b>	<u>\$ 19,365</u>	<u>\$ 232,084</u>

*The accompanying notes form an integral part of these financial statements.*

# Statement of Cash Flows of General Fund and Employment and Training Fund

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	2017	2016
<b>Cash Flows from Operating Activities</b>		
Surplus of revenue over expenditure	841,388	142,398
Adjustments for:		
Depreciation	70,429	86,355
Interest income	(371)	(2,131)
	<hr/>	<hr/>
Operating income before working capital changes	911,446	226,622
Add/(less) changes in non-cash working capital accounts		
Net change in accounts receivable	(183,336)	253,496
Net change in car loans training/and emergency loans receivable	53,427	(14,853)
Net change in prepayments	(6,610)	(378)
Net change in accounts payable	235,030	1,180
	<hr/>	<hr/>
<b>Net cash from Operating Activities</b>	<b>1,009,957</b>	<b>466,067</b>
<b>Cash Flows from Investing Activities</b>		
Interest received	371	2,131
Purchase of furniture & equipment	(88,996)	(117,412)
	<hr/>	<hr/>
<b>Net cash used in Investing Activities</b>	<b>(88,625)</b>	<b>(115,281)</b>
<b>Cash flows from financing activities</b>		
Contract obligations written back	88,878	275,517
	<hr/>	<hr/>
<b>Net cash from Financing Activities</b>	<b>88,878</b>	<b>275,517</b>
Net change in cash during year	1,010,210	626,303
Cash – beginning of year	1,445,888	819,585
	<hr/>	<hr/>
<b>Cash – end of year</b>	<b>\$ 2,456,098</b>	<b>\$ 1,445,888</b>
<b>Cash Comprises:</b>		
TVET Council – cash balance	1,693,102	734,045
Employment and Training Fund – cash balance	762,996	711,843
	<hr/>	<hr/>
	<b>\$ 2,456,098</b>	<b>\$ 1,445,888</b>
	<hr/>	<hr/>

*The accompanying notes form an integral part of these financial statements.*

# General Fund – Expenditure Analysis

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

	2017	2016
<b>Maintenance of property:</b>		
Maintenance of fixed assets	64,708	77,295
Office maintenance	36,999	24,820
Insurance	10,025	10,061
	<hr/>	<hr/>
<b>Total (see page 45)</b>	<b>111,732</b>	<b>112,176</b>
	<hr/> <hr/>	<hr/> <hr/>
<b>Operating expenses:</b>		
Barbados National Skills Training Competition	107,486	40,631
Conferences and Meetings	96,246	23,422
Depreciation Expense	70,429	86,355
Development of Occupational Standards	57,899	137,859
Promotions/Advertising	53,391	49,257
Training - Standards and NVQ'S	47,028	103,111
Council Hospitality	39,016	26,051
CBET – Curriculum Dev. & Instructor Training	38,406	7,282
Council Members' Fees	38,872	35,521
Personnel Training	31,717	36,178
Printing & Newsletter	25,854	87,531
Prior Learning and Assessment Recognition	23,640	11,092
Miscellaneous	8,805	12,024
TVET Staff Awards	7,974	7,798
Uniforms	2,105	--
Other Office Expenses	1,927	9,139
Qualification Approval	1,321	--
Quality Assurance	934	--
Assessor and Verifier Fees	--	438,962
Employers Recognition Awards	--	3,985
	<hr/>	<hr/>
<b>Total (see page 45)</b>	<b>\$ 653,050</b>	<b>\$ 1,116,198</b>
	<hr/> <hr/>	<hr/> <hr/>



# Notes to the Financial Statements

For the year ended March 31, 2017  
(Expressed in Barbados Dollars)

## 1. Incorporation and Principal Activity

The Technical and Vocational Education and Training Council is a statutory corporation enacted by the Parliament of Barbados on July 29, 1993 and is governed by the Technical and Vocational Education and Training Council Act 1993-11.

The principal purpose of the Council is to provide advice on policy, prepare plans and establish standards for technical and vocational education at the tertiary level in accordance with national policies and economic needs.

The Council also operates the Employment and Training Fund through which grants are made available to local businesses for the support and provision of technical and vocational education and training.

## 2. Significant Accounting Policies

These financial statements have been prepared in accordance with International Financial Reporting Standards for Small and Medium-sized Entities. Significant accounting policies adopted by the Council are as follows:

### (a) Basis of Accounting

These financial statements are stated in Barbados dollars and have been prepared in accordance with International Financial Reporting Standards ("IFRS") for Small and Medium-sized Entities. The preparation of financial statements in conformity with these IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and reported amounts of revenues and expenses during the

period. Actual results could differ from those estimates.

### (b) Use of Estimates

Preparation of financial statements in conformity with International Financial Reporting Standards for Small and Medium-sized Entities requires management to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

### (c) Depreciation

Fixed Assets are originally recorded at cost. Depreciation is applied on the straight-line basis to write off the cost of the assets over their estimated useful lives at the following annual rates:

Computer Equipment	25%
Furniture and Fixtures	10%
Vehicle	20%

### (d) Standards in issue but not yet effective

New standards, interpretations and amendments to existing standards that are not yet effective and have not been early adopted by the Council are as follows:

- IFRS 9 Financial Instruments (effective 1 January 2018)
- IAS 7 (Amendments) – Disclosure Initiative
- IFRS 15 - Revenue from Contracts with Customers (effective 1 January 2017)
- IFRS 16 – Leases (effective January 1, 2019)
- IFRS 4 (Amendments) Applying IFRS 9 Financial Instruments with IFRS 4 (effective date January 01, 2018)
- IAS 40 (Amendments) Transfer of Investment Property (effective date January 01, 2018)

None of these is expected to have a significant effect on the financial statements of the Council in the period of adoption, except for IFRS 9 Financial Instruments, which becomes mandatory for the Council's 2019 financial statements, and is expected to impact the classification and measurement of financial assets and financial liabilities. A description of this standard is provided below.

## **IFRS 9 – FINANCIAL INSTRUMENTS**

In July 2014, the IASB released the final version of the IFRS 9 Financial Instruments. This standard addresses classification and measurement of financial assets and replaces the multiple category and measurement models for debt instruments in IAS 39, Financial Instruments: Recognition and Measurement, with a new mixed measurement model having only two categories: amortized cost and fair value through profit or loss. IFRS 9 also replaces the models for measuring equity instruments, and such instruments are recognised at either fair value through profit or loss or at fair value through other comprehensive income. Where such equity instruments are measured at fair value through other comprehensive income, dividends are recognised in profit or loss insofar as they do not clearly represent a return on investment; however, other gains and losses (including impairments) associated with such instruments remain in accumulated comprehensive income.

Requirements for financial liabilities carried forward existing requirements in IAS 39, except that fair value changes due to credit risk for liabilities designated as fair value through profit and loss would generally be recorded in the statement of other comprehensive income. It also includes guidance on hedge accounting. The standard is effective for annual periods on or after January 1, 2018, with earlier application permitted. The Council is currently evaluating the impact of the standard on its financial statements.

	2017	2016
<b>3. Accounts receivable</b>		
Subvention receivable	1,570,505	1,199,080
Other receivables	<u>268,310</u>	<u>459,025</u>
	<u><b>\$ 1,838,815</b></u>	<u><b>\$ 1,658,105</b></u>

#### 4. Fixed Assets

	Computer Equipment	Furniture & Equipment	Motor Vehicle	Total 2017	Total 2016
<b>Cost</b>					
Beginning of year	228,356	300,186	54,981	<b>583,523</b>	525,475
Additions	50,146	38,850	--	<b>88,996</b>	78,975
Leasehold improvements	--	38,437	--	<b>38,437</b>	38,437
Disposals	<u>(43,221)</u>	<u>(16,270)</u>	<u>--</u>	<u><b>(59,491)</b></u>	<u>(20,927)</u>
	<u>235,281</u>	<u>361,203</u>	<u>54,981</u>	<u><b>651,465</b></u>	<u>621,960</u>
<b>Accumulated Depreciation</b>					
Beginning of year	193,247	178,443	32,072	<b>403,762</b>	338,335
Charge for year	39,616	19,817	10,996	<b>70,429</b>	86,354
Disposals	<u>(43,221)</u>	<u>(16,270)</u>	<u>--</u>	<u><b>(59,491)</b></u>	<u>(20,927)</u>
	<u>189,642</u>	<u>181,990</u>	<u>43,068</u>	<u><b>414,700</b></u>	<u>403,762</u>
<b>Net Book Value</b>	<u><b>\$45,639</b></u>	<u><b>\$179,213</b></u>	<u><b>\$11,913</b></u>	<u><b>\$236,765</b></u>	<u><b>\$218,198</b></u>

## 5. Accounts Payable & Accrued Expenses

This consists primarily of amounts payable under contract to various beneficiaries of grants approved from the Employment and Training Fund (ETF). Balances outstanding fall under the following contract periods:

	2017	2016
2012-2013	4,836	4,836
2013-2014	--	--
2014-2015	17,468	125,998
2015-2016	128,706	390,637
2016-2017	542,591	--
	<hr/>	<hr/>
	693,601	521,471
Other – professional and consultancy fees	331,551	268,651
	<hr/>	<hr/>
<b>Year end balance</b>	<b>\$ 1,025,152</b>	<b>\$ 790,122</b>
	<hr/>	<hr/>

### (i) Accounts Payable – ETF contracts

Amounts pertaining to ETF contracts listed (2012-2017) are disbursed over a period of time as determined by the terms and conditions of each contract.

## 6. Government of Barbados Grants

The Government of Barbados, under the Ministry of Labour and Social Security and Human Resource Development, approved and provided grants as follows:

	2017	2016
TVET General Fund	3,488,420	3,518,476
ETF Fund	829,374	750,000
	<hr/>	<hr/>
	<b>\$ 4,317,794</b>	<b>\$ 4,268,476</b>
	<hr/>	<hr/>

## 7. Training Grants Disbursed

The amounts disbursed relates to contracts of several years:

During the current financial year, training grants in the amount of \$810,009 were approved and \$264,249 (2012– 2016 - \$284,753) was disbursed. A savings of \$88,878 was also realised due to incompleteness of training and no uptake of training grants awarded.

	2017	2016
2012-2013	--	10,188
2013-2014	--	68,588
2014-2015	<b>76,077</b>	268,926
2015-2016	<b>208,676</b>	542,370
2016-2017	<b>264,249</b>	--
	<u><b>\$ 549,002</b></u>	<u><b>\$ 890,071</b></u>
<b>Total Disbursed</b>		

The Employment and Training Fund awarded forty nine (49) contracts at a cost of \$810,009 to train one thousand and eighty (1,080) persons during the financial year 2016 – 2017.

Grants supported Health and Social Care courses, CVQ training in Massage Therapy, Crop Production and Livestock Rearing Level 1, Musical Performance Level 2. CVQ assessments were in Customer Service, Information Technology, Financial/Business Services, Tourism/Hospitality and Manufacturing. Training also lead to international certification from the Wine and Spirits Education Trust (WSET).

Of the funds awarded, ten percent (10%) was utilized by employers, seventy-one percent (71%) by private training institutions; three percent (3%) by business associations and sixteen percent (16%) by public training institutions.

Other data reflected that seventy five percent (75%) of the contracts were awarded for training and assessment leading to CVQ qualifications in various disciplines, twelve percent (12%) to international/industry qualifications, and other training thirteen percent (13%).

## 8. Financial Instruments

Financial assets of the Council comprise cash and car loans receivable. Financial liabilities comprise accounts payable and accrued expenses.

### (a) Credit Risk

Credit risk arises from the possibility that counterparties may default on their obligations to the Council. The Council's exposure to credit risk is indicated by the carrying amount of its assets.

The majority of the Council's assets consist of cash placed with one reputable bank, thereby minimizing credit risk.

### (b) Fair Value

Fair value represents the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Fair value is best evidenced by a quoted market value. An estimate, based on assumptions, is made of the fair value of each class of financial instrument for which it is practical to make an estimate. The fair values of the financial instruments are estimated to be not materially different from their carrying values in the financial statements.

### **(c) Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk includes interest rate risk. Interest rate risk is the risk of fluctuations in interest rates.

Differences in contractual re-pricing or maturity dates and changes in interest rates may expose the Council to interest rate risk. The Council's exposure to such risk is limited to variations in bank deposit interest rates. However, interest earned on savings does not form a material source of revenue.

### **(d) Liquidity Risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. It arises because of the possibility that the entity could be required to pay its liabilities earlier than expected. Management reviews the liquidity position periodically to assess the availability of cash resources as compared to the projected cash outflows.

## **9. Comparative Figures**

Certain of the comparative figures have been restated in order to comply with this year's financial statement presentation.





TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING  
(TVET) COUNCIL

T: (246) 435-3096/ (246) 228-3383/ 84

F: (246) 429-2060

W: [www.tvetcouncil.com.bb](http://www.tvetcouncil.com.bb)

E: [office@tvetcouncil.com.bb](mailto:office@tvetcouncil.com.bb)