



**N/CVQs – Certification for  
a World Class Workforce**

**COVER PHOTO:** Nature Care Sales Representative, Susan Harewood, carefully examines one of the many plant specimens that can be found in the Nature Care greenhouse located at Lowlands, Christ Church.



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# COVER STORY

## N/CVQS – CERTIFICATION FOR A WORLD CLASS WORKFORCE

Nature Care, a leading garden centre and horticulture business is one of several companies in Barbados which has embraced the Competency-based Training (CBT) method and the associated certification, National and Caribbean Vocational Qualifications (N/CVQs).

In fact, Nature Care’s owner Russell Corrie was one of the first employers/ practitioners to come on board and contribute his expertise to the development of occupational standards. As a member of the TVET Council’s Amenity Horticulture Lead Body, he and his fellow experts helped to develop the standards which form the NVQ in Amenity Horticulture Level 1- now a CVQ since gaining CARICOM approval.

Furthermore Nature Care went one step further, going through the process to become an Approved N/CVQ Assessment Centre. The company is therefore able to offer the nationally and regionally recognised certification to its staff as part of the training and development programme.

The 30-year-old business with its headquarters in Barbados also has a branch in St. Vincent and the Grenadines. The full staff complement is approximately 100 persons. Natural Care’s products and services include landscaping, construction, garden maintenance, plants and plant-related products.

Mr. Corrie explained his vision for Nature Care: “We are hopeful that the N/CVQ will become a primary certification in the landscape industry. This will enable us to use it as a benchmark to measure

the ability of a worker and also to use it as a standard for determining rates of pay in our business.

“It should lend more credibility to our profession and foster greater self-esteem in our workforce which tends to be made up largely of persons who have not experienced a lot of academic success. Clearly, we expect that the successful completion of an N/CVQ will also translate into a better worker.”

Mr. Corrie also reflected on the process the company went through to become an N/CVQ Assessment Centre. “We found that we had to upgrade our site facilities and training room, which has been a benefit to the company in itself. It has forced us to demand a higher standard of performance from workers and better on the job assessment from our team leaders.

He added: “The staff who have completed the N/CVQ have shown a level of pride in their accomplishment. I believe they will be grateful to the company for facilitating this training and therefore have greater loyalty to the organization.”

Furthermore, the Chief Executive Officer noted that there was a noticeable growth in the company’s service levels and in the confidence and skills of its staff.

“Our successful N/CVQ candidates have become more competent and they have more confidence in themselves. In addition, they have become candidates for promotion and are taking on greater responsibilities. Many are now team leaders and they are bringing a stronger skill set to their jobs.”

Mr. Corrie noted that in the long-term, he expected to see an improvement in Nature Care’s bottom line.

# LETTER OF TRANSMITTAL

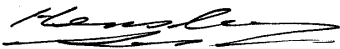
March 23, 2015

Dr. The Honourable Senator Esther Byer Suckoo  
Minister of Labour, Social Security and Human Resources Development  
Thro' The Permanent Secretary  
Ministry of Labour, Social Security and Human Resource Development  
3rd Floor, West Wing  
Warrens Office Complex  
Warrens  
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, 2012 – March 31, 2013.

Yours faithfully,  
Technical and Vocational Education and Training Council



**Hensley T. Sobers, Ph.D**  
Chairman

# COUNCIL MEMBERS

**Dr. Hensley T. Sobers**

Chairman

**Ms. Millicent Small**

Deputy Chairman

**Mr. Ulric Sealy**

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**

Representative, Barbados Community College  
Member

**Mrs. Dawn Jemmott Lowe**

Representative, Barbados Employers'  
Confederation  
Member

**Mr. Hector Belle**

Representative, Samuel Jackman Prescod Polytechnic  
Member

**Mr. Richard Green**

Representative, National Union of Public Workers  
Member

**Mr. Henderson Thompson**

Barbados Vocational Training Board  
Member, ex officio

**Ms. Bobbi McKay**

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**

Permanent Secretary, Ministry of Labour  
Member, ex-officio

Ms. Yolande Howard acted as alternate for Mr. Andrew Cox.

Mr. Euclid Silvers acted as alternate for Mr. Hector Belle.

Ms. Shelley Ann Austin-Taylor acted as alternate for Ms. Bobbi McKay.

Mr. Ulric Sealy retired from the BWU Labour College and the Council with effect from January 2013.

Ms. Doreen Deane became the representative from the BWU Labour College from January 2013.

Mr. Rudolph Gibbons retired from BIMAP with effect from April 1, 2012.

Dr. Sonia Greenidge-Franklyn became the representative for BIMAP from April 2012.

Ms. Barbara Babb-Cadogan acted as alternate for Dr. Gladstone Best, BCC.



SECTION  
A

# CHAIRMAN'S REVIEW

I have the honour to present this report for the financial year April 1, 2012 – March 31, 2013 on the behalf of the membership of the Technical and Vocational Training (TVET) Council.

Despite the challenging economic times, the Council has made significant progress in repositioning itself to expand competency-based qualifications through the development of partnerships, promotional visits and capacity building.

We have signed Memoranda of Understanding with the Barbados Coalition of Service Industries (BCSI) and the City and Guilds of London-Barbados office. These partnerships are aimed at the expansion of competency-based qualifications and the delivery of higher level TVET qualifications to further develop our workforce. We also continued to work with the Ministry of Education, Science, Technology and Innovation in the implementation of the N/CVQ in secondary schools.

During the past year the Council implemented the N/CVQ Expansion Promotional Programme. This was aimed specifically at promoting and expanding the uptake of the N/CVQs. At the same time we revisited our service delivery models to provide more technical assistance and access to the Employment Training Fund (ETF) to small organizations (organizations with fewer than 25

employees). This programme has been successful as more organizations have already gained centre approval to offer the N/CVQs while others are actively seeking approval. The highlight of the N/CVQ Expansion Promotional Programme was the formation of a partnership between the TVET Council and the Inter-American Institute for Cooperation on Agriculture (IICA) to offer CVQ certification to trainees completing the Youth Farm Programme. As part of our repositioning and promotion activities, the Council also completed a total redevelopment of its website.

The Council's website is to become a key tool in its promotion and communication activities with its stakeholders.

In terms of capacity building, the Council recognized that training institutions lacked the curriculum development resources to transform a standard into a competency-based curriculum.

The Council thus acquired these skills through the Ohio State University by having the technical staff trained in the DACUM and SCID approaches. An increased number of staff members were trained to deliver the CBET Instructor Training and the Assessor Training to prepare for the demands arising from the expansion. Staff also received training through the National Training Agency Trinidad and Tobago in the development and delivery of Prior Learning Assessment Recognition (PLAR) services. This will enable skilled workers to become certified through assessment.



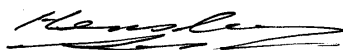
Our operations continue to be affected by the economic situation. The Council approved grants to the tune of \$998,373.00 in the financial year compared with \$1,016,360.00 in 2011-12 and \$1,962,409.00 in 2010-2011.

#### **OUTLOOK FOR 2013-2014**

Despite the bleak economic outlook the Council remains focused on its expansion activities as TVET and workforce development are now seen as tools for economic growth. Funds and other resources are being provided through the Barbados Human Resource Development Strategy 2011-2016 and the Barbados Skills for the Future Programme. The Council intends to make full use of these resources which will serve the Council well in its expansion thrust and in the execution of its mandate.

#### **ACKNOWLEDGEMENT**

I am pleased to acknowledge the contribution of my fellow Council members and the staff of the secretariat during the past year. I also wish to acknowledge the Government of Barbados' support of the work of the Council.



**Hensley T. Sobers, Ph.D.**  
Chairman



Despite the challenging economic times, the Council has made significant progress in repositioning...

# TVET COUNCIL SECRETARIAT'S STAFF MEMBERS

**Mr. Henderson Eastmond**  
Executive Director

**Mr. Geoffrey Yearwood**  
Manager, Employment and  
Training Fund (ETF)

**Ms. Wendy McClean**  
Manager, Technical Services

**Mr. Paul Puckerin**  
Senior Technical Officer

**Ms. Dawn Gill**  
Senior Technical Officer

**Ms. Michelle Haynes**  
Senior Accountant

**Mrs. Shirleen Inniss**  
Administrative Officer

**Mrs. Samantha Jones**  
Technical Officer,  
Communication and Research

**Ms. Olivia Smith**  
Technical Officer

**Ms. Carol Ann Burke**  
Business Development Officer

**Ms. Antoinette Lashley**  
Secretary

**Mr. Peter Alleyne**  
IT – Specialist / Systems  
Administrator

**Ms. Rosline Cumberbatch**  
Assistant Accountant

**Mrs. Arleen Murrell-Crichlow**  
Technical Officer

**Mrs. Andrea Harding-Waithe**  
Technical Officer

**Ms. Marlyn Rawlins**  
Technical Officer

**Mr. Miguel King**  
Technical Officer

**Mr. Daniel Best**  
Technical Officer

**Mr. Dario Walcott**  
Technical Officer

**Mrs. Angela Davis**  
Clerk/Typist

**Ms. Nicole Collymore**  
Clerk/Typist

**Ms. Alicia Sealy**  
Clerk/Typist

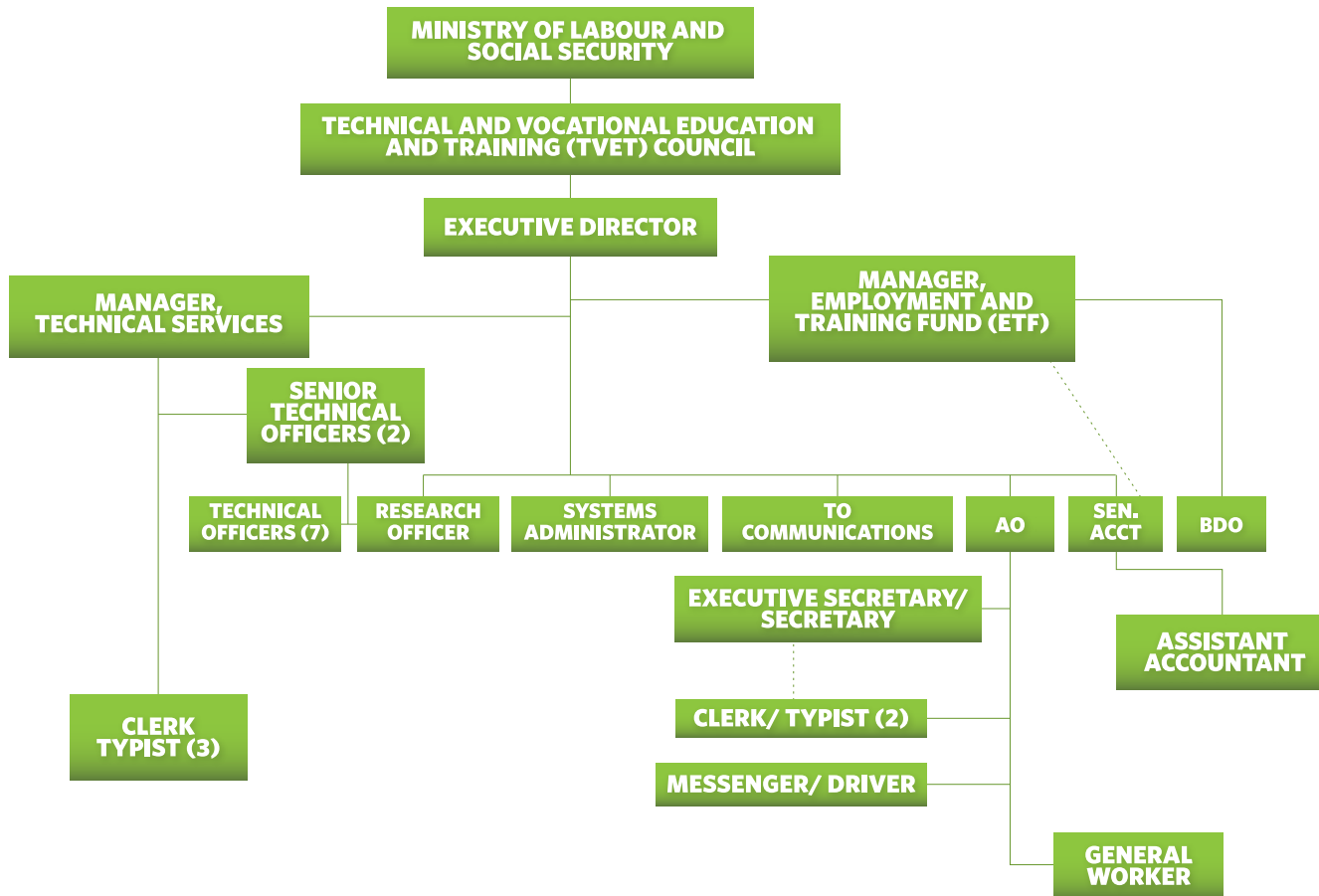
**Mrs. Maria-Louise Price-Trotman**  
Clerk/Typist

**Ms. Carol Husbands**  
Clerk/Typist

**Mr. Felix Delice**  
Driver/Messenger

**Ms. Gale Alleyne**  
General Worker

# TVET COUNCIL'S ORGANIZATIONAL STRUCTURE



TVET Council's staff pictured at the Barbados Association of Guidance Counselors' (BAGC) Eighth National Careers Showcase in February 2013.





SECTION  
B

# ACTIVITIES OF THE COUNCIL

## COUNCIL MATTERS

During the period under review there were eleven meetings of Council. There was no meeting in March 2013 since General Elections took place in February 2013 and the members of Council placed their instruments at the disposal of the Minister.

**Dr. Hensley Sobers**

Chairman

**Ms. Millicent Small**

Deputy Chairman

**Mr. Laurie King**

Chief Education Officer

Member

**Mr. Hector Belle**

Samuel Jackman Prescod Polytechnic

Member

**Mr. Rudolph Gibbons**

Barbados Institute of Management  
and Productivity

Member

**Mr. Ulric Sealy**

Barbados Workers' Union

Member

**Mr. Andrew Cox**

PS, Ministry of Labour and Social Security

Member

**Mr. Henderson Thompson**

Barbados Vocational Training Board

Member

**Ms. Bobbi McKay**

Barbados Manufacturers' Association

Member

**Dr. Gladstone Best**

Barbados Community College

Member

**Mr. Paul Collymore**

Barbados Hotel and Tourism Association

Member

**Mrs. Dawn Jemmott-Lowe**

Barbados Employers' Confederation

Member

The Council approved the recommendation that the post of IT Specialist/Systems Administrator be filled at the April 19, 2013 Council meeting.

At the meeting, Council also approved the recommendation to provide sponsorship for Clescita Moore to attend the Premier Hair, Nails & Spa show in Orlando, Florida from June 2 – 12, 2013 at a total cost of BDS\$3,213.85.

At the July 9, 2012 Council meeting, Mrs. Dawn Jemmott Lowe, representative for the Barbados Employers' Confederation was nominated to be a member of the Public Relations Sub-Committee while Dr. Sonia Greenidge-Franklyn was nominated to become a member of the Employment and Training Fund Evaluation Sub-Committee.

Council approved the membership of the Competency-based Training Fund Selection Committee as follows at the August 9, 2012 meeting:

**Mr. H. Eastmond** – Chairman

**Mr. Richard Green** – Union representative

**Mr. Hector Belle** – Training institution representative

**Ms. Shelly Ann Austin-Taylor** – Employers' representative

Council approved the Career Planning and Development Policy and Procedures (Succession Policy) at the December 13, 2012 meeting.

A joint meeting of the BVTB board members and TVET Council members was held prior to the February 2013 TVET Council meeting, where Kaizen Business Development Barbados Inc. made a presentation on the Stakeholders Needs Analysis Research Project.



CVQs in secondary schools: A candidate undergoing on the job assessment demonstrates his masonry skills.



Deputy Chair, Ms. Millicent Small presents retiring Council Member, Mr. Rudolph Gibbons with a gift.

## ADMINISTRATION

### (A) THE EMPLOYMENT AND TRAINING FUND (ETF)

Section 13 of the Technical and Vocational Education and Training (TVET) Council Act, 1993-11 established the Employment and Training Fund (ETF) to provide for the promotion and support of training and skills upgrading in the labour force.

The ETF programme provides grants to employers and employers' associations to subsidize the costs incurred in training and retraining of their employees or members in accordance with the criteria established by the Council. Grants are also awarded to training institutions to support customized training programmes in accordance with national priorities, including training for self-employed persons and unemployed persons.

The resources of the ETF are monies made available out of the training levy established by the Occupational Training Act. The training levy is set at 1.0% of taxable wages. Employers who access the ETF funds for training are required to submit a Clearance Certificate from the National Insurance Scheme (NIS).

The ETF acts as an important incentive to promote training and the criteria for accessing funds are closely aligned to the aims and objectives of the TVET Council. ETF funds are therefore targeted at occupational areas where standards and National/Caribbean Vocational qualifications (N/CVQs) exist.

If appropriate assessment processes are in place, the ETF will also require that the N/CVQ be pursued.

### Review of the ETF

The ETF became operational in March 1997, and at March 31, 2013 a total of \$ 17,822,188.00 was approved to train 36,445 persons. The total disbursements for the said period was \$ 15,579,359.18 or 87% of the amount approved.



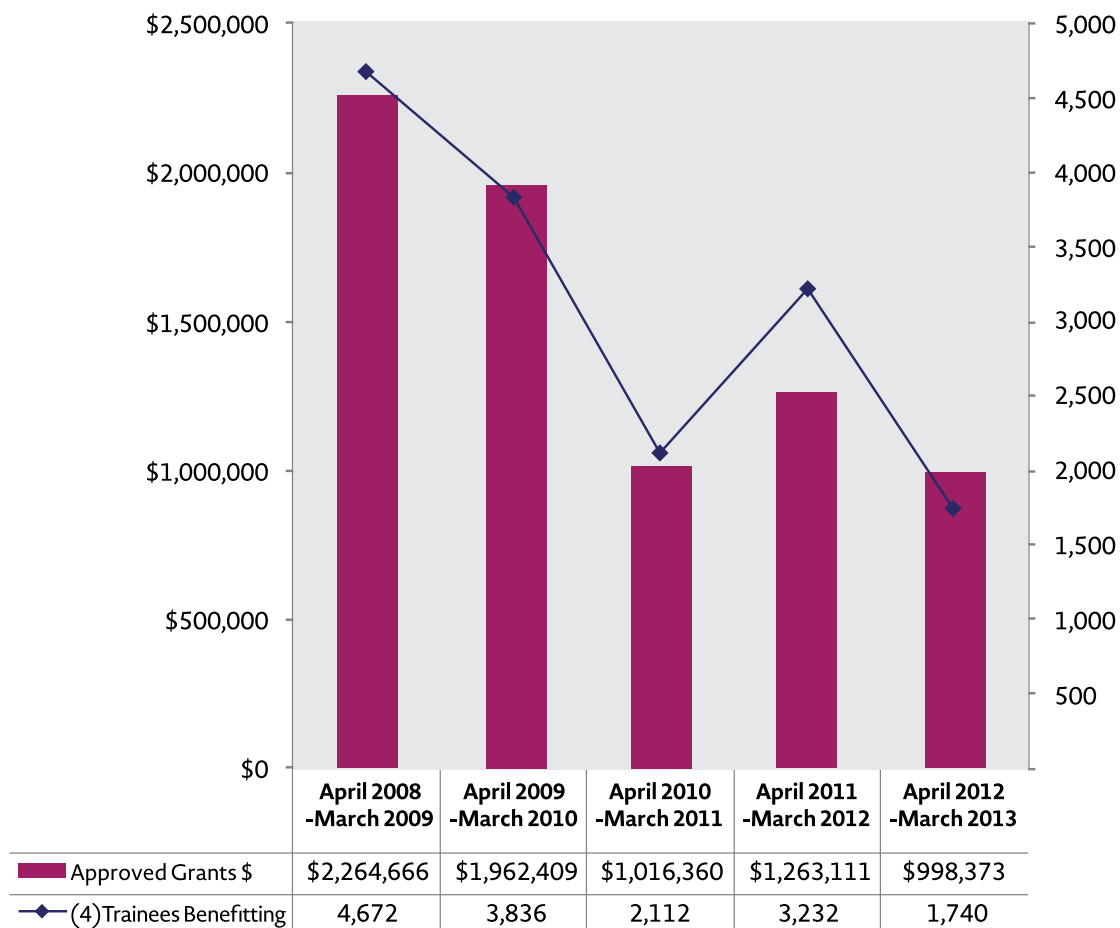
Representatives of the TVET Council and the City and Guilds Caribbean Office signing the Memorandum of Understanding (MOU) between the two organisations.



The financial year April 2008 to March 2009 saw the highest level of funds approved and the number of persons trained since the ETF began its operations. In subsequent years, however, the Fund's programme activities had to be scaled back following reduced budget allocations.

The following chart shows the trend for the grants approved and persons trained over the last five years:

**Appendix 4: Grants approved and trainees served for the period April 2008 - March 2013**



### Accomplishments

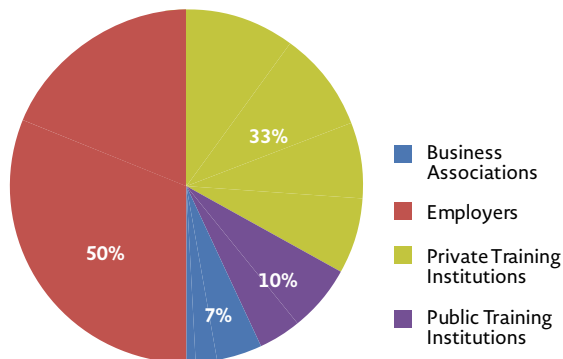
The ETF's funds that were available for programming during the year April 2012 to March 2013 included a cash balance of \$1,516,847.00 at 01 April 2012, \$524,114.00 transfer from the Ministry of Finance, and \$ 2,644.00 from interest on bank savings during the year. These funds (\$ 2,043,605.00) were used to:

- Finance new contracts for the Financial Year (FY) 2012/13 that were completed in the year
- Make part payments on new contracts that were not completed in the year (FY2012/13)
- Pay outstanding balances on contracts that were started before FY 2012/13 but completed in FY 2012/13
- Make part payments on contracts that were started before FY 2012/13 and were still not completed at the end of FY 2012/13.

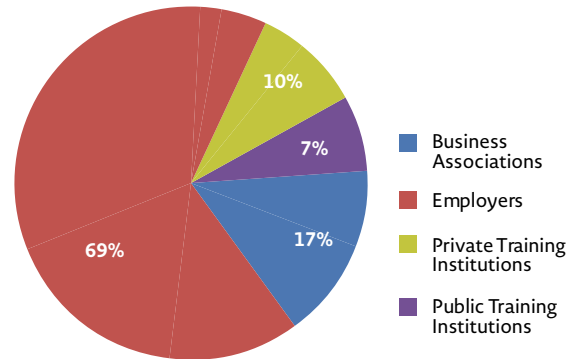
### Approvals

The Council approved \$998,373.00 and signed forty (40) contracts to train 1,740 persons during the year. The distribution of the funding between the employers, training institutions and associations is shown below:

#### CONTRACTS

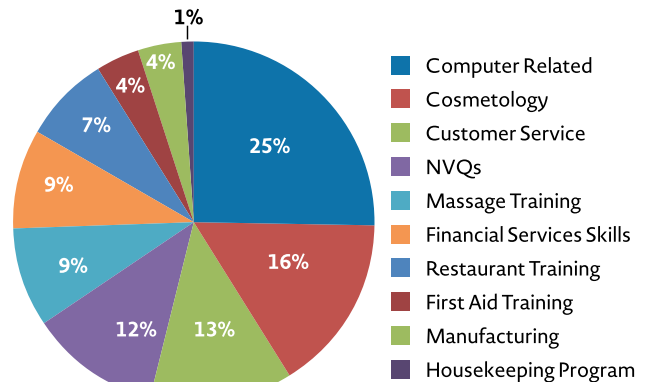


#### TRAINEES



A wide array of courses was supported. However, most of the funds were allocated to the following types of courses:

#### GRANTS



## Disbursements

Total disbursements were \$ 1,097,324.00 for the four (4) uses of funds outlined above.

The statistical and narrative types of information associated with category of disbursement for the Financial Year 2012/13 are as follows:

**New contracts for FY 2012/13 (Completed)**  
Eleven (11) new contracts were completed during the year. Seven hundred ten (710) persons were trained and \$ 209,455.00 disbursed for these contracts.

**New contracts for FY 2012/13 (uncompleted)**  
Twenty nine (29) new contracts were uncompleted at the end of the financial year under review.

However, partial payment was made on these contracts to the value of \$242,519.00. The total disbursement for the financial year on new contracts, therefore, stood at \$451,974.00.

**Contracts prior to FY 2012/13 (completed)**  
Twenty one (21) contracts that were awarded previous to financial year 2012/13 were completed in the year.

\$ 213,287.00 was disbursed during the year for these contracts and the training of 1,071 persons brought to an end. The main areas of training were: Microsoft Office Specialist (MOS), Customer Service; Food and Beverage; Performance Management; Quickbooks Accounting; Aviation Ground Security; First Aid; Holistic Massage; Competence-based Education and Training Methodology; CompTIA Network +; Enterprise Development and Quality Management; Certified Internet Web development; Executive Diploma in Management Skills and Certified Network Administrator Designation.

Contracts prior to FY 2011/12 (uncompleted) Disbursements were also made on five (5) contracts that were awarded in the previous year(s) but remained uncompleted at the end of the year under review. The contracts are with the Barbados Small Business Association for training in Enterprise Productivity and Quality Management Solutions, the Barbados Institute for Management and Productivity (BIMAP) for training towards the CompTIA A+ designation, the Barbados Elderly Care Association for Care of the Older Adult course, the Barbados Community College for training of Public Service Vehicle operators in Customer Service and Defensive Driving and the BHTA for performance-based incentives programme training. \$ 87,602 was disbursed on these contracts. These five contracts are to train 721 persons. Total disbursements on prior years' contracts (completed and uncompleted) for the year was \$300,889.00.

## Fund Balance

At the end of Financial Year 2012/13, the cash balance for the Employment and Training Fund (ETF) was \$1,300,605.51. Commitments for approved and signed contracts were \$ 776,665.50.



Graduates of the IICA Youth Farm Programme 2012 pictured at the closing and awards ceremony.

There was, therefore, a cash balance of \$ 523,940.01 available for new contracts at the start of the next Financial Year 2013/14.

### **(B) THE TECHNICAL DIVISION**

The objectives driving the activities of the Technical Department during the year were to increase the awareness of the role and function of the TVET Council, increase the number of persons completing Competence-based Training Programmes and increase the relevance and quality of training. The Technical Department was mandated to promote and expand the uptake of National/Caribbean Vocational Qualifications, implement priority training programmes in accordance with national training priorities and plans and increase its technical resource personnel to meet the demands of training programmes.

To achieve its objectives, the Technical Department undertook the following activities:

- Heightened the awareness of stakeholders to the importance of TVET/Skills policies.
- Collaborated with stakeholders to promote and develop Competence-Based Education and Training (CBET).
- Executed the CVQ Expansion Promotion Programme.
- Provided guidance and support to the Ministry of Education, training institutions, organizations and secondary schools on the development and implementation of CBET programmes.
- Conducted several training workshops to continue the development of a cadre of technical resource personnel and to ensure the

quality of CBET delivery and assessment.

- Introduced different service delivery models which provided enhanced support in the form of access to technical assistance, financial support from the Employment Training Fund (ETF), and TVET Council managed assessment and internal verification services.
- Continued development of Core Skills Standards and Certification Programme.
- Developed a system for CBET Curricula development.
- Commenced development of the Prior Learning and Assessment Recognition system.
- Executed the TVET Youth Promotion programme.

### **Development of Occupational Standards and National Vocational Qualifications (NVQs), Barbados**

National Vocational Qualifications in Travel and Tourism Services-Tour Representative Level 2, Production for Television and Film Level 3 and Coaching and Instructing in Sports Level 3 were developed and approved, bringing the total number of NVQs approved to twenty-six (26). In addition, work continued on the development of the following standards and qualifications:

- Business Administration Level 2
- Core Skills Levels 1-4
- Guidance and Counseling – Career Planning Level 3
- Human Resources Management Level 3

- Information and Communication Technology Level 2
- Information and Communication Technology Level 3
- Massage Therapy Level 2
- Occupational Safety and Health Level 2
- Renewable/Alternative Energy Level 2



CVQs in secondary schools: An assessor questions a candidate undergoing assessment.

### Caribbean Vocational Qualifications (CVQs)

Fifteen (15) Caribbean Vocational Qualifications were validated and approved for local use during the review period:

- Painting and Decorating Level 2
- Data Operations Level 1
- General Office Administration (Office Clerk) Level 1
- Art and Craft Production – Textile Fibre Level 1
- Disability Work (Special Education) Level 2
- Metal Work Engineering Level 1
- Metal Work Engineering Level 2
- Crop Production Level 1
- Motor Vehicle Chassis Systems Level 1
- Motor Vehicle Engine Systems Level 1
- Motor Vehicle Engine Systems Level 2
- Motor Vehicle Repairs (Cars and Light Trucks) Level 1
- Motor Vehicle Steering and Suspension Systems Level 2
- Motor Vehicle Transmission Level 2

This brought the total number of CVQs approved for local delivery to forty-two (42).

### Promotion and Award of N/CVQs

The N/CVQ Expansion Promotion Programme was implemented for the financial year April 2012 to March 2013 with the aim of promoting and expanding the uptake of the N/CVQs. TVET Council Officers visited fifty-five (55) organizations.

An eligibility criteria mechanism was used to identify which of these organizations had the potential to become centres and offer qualifications. Ten (10) organizations submitted the Eligibility Criteria, eight (8) of which were training institutions.

The TVET Council introduced enhanced Service Delivery Models to provide technical support to the organizations visited. Model 1 support was offered to organizations (with over 25 employees) which had moderate administrative capacity to deliver N/CVQs. They would have access to technical assistance, guidance and support and access to the Employment Training Fund to pay for the services of external assessors and internal verifiers.

Model 2 support was offered to organizations (with fewer than 25 employees) which had limited administrative capacity to deliver N/CVQs. They would have access to technical assistance, guidance and support and access to TVET Council managed assessment and internal verification services.

Of the fifty-five (55) organizations visited, thirty-eight (38) indicated they would require Model 2 support. In order to provide technical resource personnel to accommodate the Model 2 support, the TVET Council recruited assessors, internal and external verifiers for occupational areas where shortages of these personnel existed and facilitated their training to deliver the services required.

As a result of a promotional visit to Inter-American Institute for Cooperation on Agriculture (IICA), a partnership was developed to offer certification to trainees completing the Youth Farm Programme.

As a result, eleven (11) young people achieved NVQ awards.



TVET Council staff and participants at an Assessor Training Workshop held at G4S Secure Solutions.

## Promotion and Guidance

For the year under review, the Council's promotion and guidance activities placed emphasis on the uptake of N/CVQs and offering assistance and support for the successful delivery of N/CVQs.

One hundred (100) centre support/development visits were conducted during the year.

The Council met on several occasions with the Ministry of Education to provide guidance on the implementation of Caribbean Vocational Qualifications (CVQs) in secondary schools.

Under Phase 2 of the CVQ in Schools Project, seven (7) additional schools were identified by the Ministry in September 2012 to become centres: Ellerslie; Parkinson; Combermere; Springer Memorial; Garrison; St. James and Alma Parris.

To address the challenges of poor completion rates for CBET Assessor and Instructor training programmes, the TVET Council revised the assessment procedures for the training workshops to allow for much of the required work to be completed during the training workshops.

Additionally, CVQ Level 4 assessment support sessions were made available to all candidates pursuing the qualification.

The TVET Council collaborated with the Barbados Coalition of Service Industries (BCSI) and City and Guilds to promote and develop Competence-based Education and Training and Certification. Memoranda of Understanding were signed between the TVET Council and Barbados Coalition of Service Industries (BCSI) on 15 March, 2013; and the TVET Council and City and Guilds on 22 March, 2013, to formalise such arrangements. The Council also participated in the National Consultation on Literacy and Adult Education

convened at the Ministry of Education, Science, Technology and Innovation.

The TVET Council also continued its programme to promote Technical and Vocational Education and Training (TVET) as an avenue for advancement to young people. The TVET Youth Promotion Programme was executed with the ultimate goal of increasing the participation of young people in TVET. Four (4) N/CVQ presentations were delivered to third and fifth form students of the Springer Memorial and Graydon Sealy Secondary Schools in February and March 2013. Approximately three hundred and eighty-one (381) students were reached.

### Approval of Assessment Centres

Six (6) organizations received centre approval during the year in review. These were Harris Paints (Barbados) Limited, Barbados Elderly Care Association, G4S Secure Solutions (Barbados) Limited, Computer Knowledge and Business Studies Institute, Barbados Port Inc. and the Grantley Adams Memorial Secondary School (under the IICA project). The latter two organizations also received qualification approval for Stevedoring Level 2 and Amenity Horticulture Level 1, respectively.

At the end of the period, centre approval applications were being processed for five (5) organizations and qualification approval applications were being reviewed for eight (8) enterprises. In many cases approvals were delayed while organizations sought to identify and train suitably qualified assessors and verifiers.

There was progress with the implementation of CVQs in secondary schools. The Ministry of Education, with technical assistance from the TVET Council, advanced plans to pilot CVQs at three (3) secondary schools: St. Leonard's Boys'; Frederick Smith; and Graydon Sealy

Secondary Schools. Facilities audits were conducted at Graydon Sealy and Frederick Smith Secondary Schools. Qualification approval applications were being processed for St. Leonard's Boys' Secondary School to offer Carpentry Level 1 and Electrical Installation Level 1 and for Daryll Jordan Secondary School to offer Crop Production Level 1.

At the end of the year, the total number of approved assessment centres stood at seventeen (17); five (5) of which were secondary schools. However, there were only five (5) approved assessment centres with candidates actively undergoing N/CVQ training and assessment: Grantley Adams Memorial School, Sandy Lane Hotel, Nature Care Group Ltd., Barbados Port Inc; and the Samuel Jackman Prescod Polytechnic.

Training and assessment were conducted for four (4) qualifications: Amenity Horticulture; Assessment; Cosmetology; and Stevedoring Foundation Skills.

### N/CVQs Awarded

Thirty-five (35) N/CVQ certificates and fifteen (15) statements of competence for unit recognition were awarded to candidates to recognize their achievement as follows:

- Amenity Horticulture Level 1: Twenty-six (26) candidates for the full award and one (1) for unit recognition
- Assessment Level 4: Nine (9) candidates for the full award and fourteen (14) for unit recognition.

### Training of Technical Resource Personnel

Fifteen (15) training workshops were coordinated, aimed at developing technical resource persons and building capacity to deliver competence-based education, training, assessment and certification within the TVET system.

	<b>WORKSHOP</b>	<b>PARTICIPANTS</b>	<b>NO. OF CONTACT HOURS</b>	<b>DATE</b>	<b>NO. OF PERSONS PARTICIPATING</b>	<b>FACILITATOR(S)</b>
1	<b>Master Assessor</b>	Certified Assessors	56	Dec 2012	8	<b>Mr. Paul Puckerin</b> Senior Technical Officer
2	<b>Assessment Refreshers</b>	N/CVQ Assessors	5	March 2013	8	<b>Mr. Paul Puckerin</b> Senior Technical Officer
3	<b>Internal Verification</b>	Potential Internal Verifiers	16	August 2012	16	<b>Ms. Olivia Smith</b> Technical Officer
4	<b>NVQ Coordinators</b>	Potential NV Coordinators	2.5	November 2012	10	<b>Mr. Paul Puckerin,</b> Senior Technical Officer & <b>Mr. Daniel Best,</b> Technical Officer - TVET Council
5	<b>Train the Trainer</b>	Trainers and HR personnel	33	May – June 2012	23	<b>Dr. Antonia Coward &amp; Major Peter Powlett,</b> Barbados Community College
6	<b>Train the Trainer</b>	Trainers and HR personnel	33	Oct – Nov 2012	25	<b>Dr. Antonia Coward &amp; Major Peter Powlett,</b> Barbados Community College
7	<b>CBET Instructor Training</b>	Institution-based Instructors	40	May – June 2012	20	<b>Dr. Antonia Coward &amp; Major Peter Powlett,</b> Barbados Community College
8	<b>Assessment</b>	Potential N/CVQ Assessors	39	March – May 2012	14	<b>Mrs. Joan Leacock &amp; Mrs. Jacqueline Moe-Cox</b>
9	<b>Assessment</b>	Harris Paints	39	April 2012	8	<b>Mr. Paul Puckerin,</b> Senior Technical Officer & <b>Ms. Dawn Gill,</b> Senior Technical Officer
10	<b>Assessment</b>	Potential N/CVQ Assessors	39	August 2012 – May 2013	17	<b>Dr. Antonia Coward</b>
11	<b>Assessment</b>	Potential N/CVQ Assessors (G4S Secure Solutions (Barbados) Limited)	39	Oct 2012	9	<b>Mr. Paul Puckerin</b> Senior Technical Officer
12	<b>Assessment</b>	Potential N/CVQ Assessors	39	Oct – Dec 2012	20	<b>Mr. Paul Puckerin</b> Senior Technical Officer
13	<b>Assessment</b>	Potential N/CVQ Assessors	39	Feb – April 2013	13	<b>Mrs. Joan Leacock &amp; Mrs. Jacqueline Moe-Cox</b>
14	<b>Assessment</b>	Potential N/CVQ Assessors (Barbados Port Inc.)	39	Feb – March 2013	12	<b>Mr. Paul Puckerin</b> Senior Technical Officer
15	<b>Assessment</b>	Secondary School Teachers	39	March – June 2013	12	<b>Mr. Paul Puckerin</b> Senior Technical Officer



## Workforce Development

### WorldSkills Barbados

Ms. Akeila Chapman, Barbados' first representative at the WorldSkills Americas competition received a silver medal in the Hairdressing category of the event which took place in Sao Paulo, Brazil from November 9-19, 2012. The WorldSkills Barbados and WorldSkills Americas competitions are based on the WorldSkills International Competition. This is a global "Skills Olympics" which is held in one (1) of fifty-five (55) member countries every two (2) years. Its aim is to provide young people ages 16 – 22 enrolled in training institutions, the opportunity to compete and demonstrate their excellence in skilled professions.

Planning commenced for the WorldSkills Barbados Competition 2014. The Council's hosting of the local competition and participation in the international competition provide opportunities for local students to compete on the world stage. It is also a unique means of exchange and comparison of world-class competency standards in the industrial trades and service sectors of the global economy.

### Development of CBET Curricula

The Council proceeded with plans to develop curricula by building capacity amongst staff. Technical Officers, Ms. Olivia Smith and Mrs. Arleen Murrell-Crichlow attended a Develop a Curriculum (DACUM) Training Workshop in Ohio, USA from November 5 - 9, 2012; Senior Technical Officer, Ms. Dawn Gill and Technical Officer, Ms. Marlyn Rawlins participated in a Curriculum Development Study Tour in Jamaica from February 27 - 28, 2013; Technical Officers participated in DACUM facilitated by Ms. Olivia Smith and Mrs. Arleen Murrell-Crichlow on January 9, 2013 and Systematic Curriculum and Instructional Development (SCID) facilitated by Mr. Bob Norton, Ohio State University from January 21 - 25, 2013.

### Prior Learning Assessment Recognition

It is the intention of the Council to offer Prior Learning Assessment Recognition (PLAR) as a certification strategy. As part of the preparation for the introduction of this service, Ms. Dawn Gill and Mrs. Andrea Harding-Waithe, Technical Officers, participated in a PLAR study tour hosted by the National Training Agency Trinidad and Tobago on September 17 -18, 2012. Implementation is scheduled to commence in 2013 in three occupational areas.

### Regional Workforce Development Initiatives

The TVET Council continued to be an active member of the Caribbean Association of National Training Agencies (CANTA) and to work with its regional counterparts to enhance workforce development efforts aimed at facilitating regional integration and the strengthening of regional competitiveness.

Meetings for the year in review commenced with a CARICOM Workshop to develop a Regional Qualifications Framework held in St. Lucia from June 11 -13, 2012 and attended by Ms. Wendy McClean, Manager, Technical Services. This was followed by a meeting of the CANTA Quality Assurance Committee from July 26 - 27, 2012 hosted by the TVET Council and chaired by Ms. McClean.

In addition, Ms. McClean and Ms. Dawn Gill, Senior Technical Officer attended a CANTA Standards Approval Committee Meeting and Workshop in Trinidad from September 10 - 13, 2012.

Ms. McClean also served as a member of a CANTA Evaluation Team which visited Grenada and St. Lucia in October 2012 to assess the preparedness of National

Training Agencies to offer the Caribbean Vocational Qualification.

A CANTA Consultative Review of the CARICOM Regional Strategy for TVET was coordinated by the TVET Council, in collaboration with the CARICOM Education for Employment (C-EFE) Programme, and was held at Hilton Barbados on October 4, 2012.

Meetings of CANTA and the Regional Coordinating Mechanism for TVET (RCMTVET) were held in Belize from November 29 to December 1 and from December 3 - 4, 2012. These were attended by Mr. Henderson Eastmond, Executive Director and Ms. Wendy McClean, Manager, Technical Services.

Lastly, the TVET Council coordinated and hosted a CANTA Working Group to discuss Standards Development and Standardization for the region on March 21 and 22, 2013.

### Staff Matters



Participants at the CANTA Working Group meeting in Barbados.

At the end of the year, the staff complement of the Technical Department stood at twelve (12): One (1) Manager, Technical Services; two (2) Senior Technical Officers; six (6) Technical Officers; and three (3) Clerk/Typists.

### (C) PUBLIC RELATIONS AND PROMOTION PROGRAMME

For the 2012-2013 financial year under review, the focus of the Council's Public Relations and Promotion Programme was the conclusion of two key projects. These formed part of activities to increase awareness of the role and function of the TVET Council by 50%. The activities were:

- Redevelopment of the Council's website, and
- Conducting a Public Relations/ Communication Stakeholder Needs Analysis.

#### Increase Awareness of the Role and Function of TVET Council

The redevelopment of the Council's main website was carried out with the assistance of web developers Vision Nova. The site was completed and launched internally for testing and review on December 14, 2012. On February 20, 2013, Vision Nova delivered a presentation to the Council's management team on the site's new layout, features and functions. The feedback was mainly positive but some suggestions were made for revisions to the site. These were carried out during the review and testing period which continued throughout the rest of the financial year. The new site is expected to go online in June 2013 and provision is being made for its official launch during the third quarter of the new financial year.

While work to redevelop the main site was being carried out, two other websites were developed in support of two key projects which the Council implemented. Web sites were set up and launched as part of the TVET Employers Recognition Awards ([www.tvetcouncil.com.bb/EmployersAwards](http://www.tvetcouncil.com.bb/EmployersAwards)) and the WorldSkills Barbados competition ([www.worldskillsbarbados.org.bb](http://www.worldskillsbarbados.org.bb)). The two smaller sites will be integrated into the Council's new site upon its completion.

An Internal Website Committee (IWC) was established to help manage and maintain the new site. This was done in keeping with the Government's Website Review and Monitoring Committee (WRMC) recommendations contained in the Website Development and Maintenance Policy. A two-hour orientation was conducted in February 2013 on how to use the website's content management system and the accompanying manual.

The PR/Communication Stakeholder Needs Analysis was conducted by research consultants Kaizen Business Development Inc. during the period May – December 2012. The Final Report was submitted December 21, 2012. Kaizen delivered a presentation on the findings to TVET Council's management team and Director of the Barbados Vocational Training Board (BVTB), Henderson Thompson on January 7, 2013. An updated version of the Final Report containing minor revisions suggested at the January 7 meeting was submitted to the Council on January 9, 2013.

It was also proposed that Kaizen present the findings to the board members of both the TVET Council and the BVTB, which was done on February 14, 2013. The feedback was generally positive and the Council will therefore move

onto the next phase of hiring PR consultants to assist with the development and execution of an Integrated Communications (IC) campaign.

### **Promotion of Competence-based TVET**

The main goal of this promotion was to provide information aimed at increasing the awareness, knowledge and understanding of the Competence-based Education and Training (CBET) concept among key stakeholders and target publics. The key message was the importance and benefits of using occupational standards for education/training, assessment and certification purposes. In keeping with this focus, PR support was provided to the Council's Technical Section with regards to several activities. These included the TVET Council-IICA Youth Farm Programme 2012, the CXC's in Secondary Schools programme and Memoranda of Understanding (MOU) signing ceremonies with the Barbados Coalition of Services Industries (BCSI) and City and Guilds Caribbean Office.

The Council also participated in career and education guidance presentations to secondary school students. These were facilitated through the Barbados Association of Guidance Counselors' (BAGC) Eighth National Careers Showcase in February 2013, a Youth Leadership Workshop and schools' individual career showcases.

## **D) IT DEPARTMENT**

### **Introduction**

The Information Technology Department during the period May – November 2012 was outsourced to IT consultants. On November 12, 2012, the position of System Administrator/IT Specialist was filled.

The focus of the IT Department at this time was to:

- Analyse the current state of the IT Department
- Establish and organize a work area for the IT Department which included:
  - Assessing office and work area needs to procure the office supplies required.
  - Procuring filing facilities and establishing a filing system.
  - Conducting an inventory of all hardware and software of the IT Department.
  - Reviewing all documentation relating to Information Technology matters.
  - Reviewing the TVET Council's Strategic Plan 2009-2013.
- Complete the walkthrough and handover of the TVET Council IT Network.

With the completion of the walkthrough and handover by January 2013, the IT Department focused on the TVET Council's Strategic Plan 2009-2013.

### Strategic Plan 2009-2013

The IT priority of the TVET Council's Strategic Plan 2009-2013 was the development of a fully integrated Management Information System (MIS) by 2013.

This objective was not achieved and had been deferred because the Information Technology department's functions were outsourced to IT consultants. After the position was filled, the department formulated the following key activities to meet the objectives of the TVET Council's Strategic Plan 2009-2013:

- Conduct a needs analysis for each department and compile a Request For Proposal (RFP) from the analysis.
- Invite vendors to submit proposals and evaluate and recommend the award of a proposal.

- Implement and test the proposed MIS applications.
- Monitor and review the implemented MIS applications.

### Information Technology Needs Analysis

A meeting was held with all departments from which their needs were identified. Two critical areas were highlighted, the state of the client server and the frustration of some Technical Officers working with (dated computer hardware) their assigned computers. At that time the TVET Council client server was over 5 years old, underperforming and close to failure.

As a result a request for proposal to upgrade the TVET Council server and supply laptop workstations for Technical Officers was compiled and submitted to vendors. The vendor proposals were analyzed and recommendations submitted to the Executive Director for the procurement of a client server and laptop workstations.



Students of the St. Lucy Secondary School attending the Youth Leadership Workshop.

## E) HR/ADMINISTRATION

Most of the financial year 2012 – 2013 was spent addressing the outstanding activities/policy documents which were outlined as critical in the TVET Council Strategic Plan 2009 – 2013. The department was also involved in recruiting a number of officers as the Council sought to engage its full complement of staff. This was necessary in order to carry out the Council's mandate of improving the competitive position of Barbados through workforce development.

The following officers were recruited, engaged and provided with orientation through the HR/Administration Department:

- Two (2) Senior Technical Officers, Quality Assurance and Standards and Development, were appointed with effect June 1, 2012
- Two (2) Technical Officers commenced work on September 1 and 4, 2012, respectively
- An IT Specialist/Systems Administrator commenced work on November 12, 2012
- Interns from the SJPP were facilitated from May to June, 2012 and then January to February, 2013
- A new Technical Officer was recruited on March 1, 2013, to fill an outstanding post
- Interviews took place to recruit the replacement of a Technical Officer who went on one (1) year's no-pay-leave. The successful applicant was scheduled to start in June 2013.

The Council also collaborated with the Office of Public Sector Reform (OPSR) to offer the TVET staff access the OPSR's Employees Assistance Programme. Under this programme, staff could

make use of the Counseling services provided by Network Services Inc. as well as participate in workshops facilitated by Mr. Anderson Kellman and other Counselors of Network Services Inc. To this end, Ms. Jean Forde of the Office of Public Sector Reform and Mr. Anderson Kellman of Network Services Inc spoke to staff on the Employees Assistance Programme on June 5, 2012.

### Health and Safety

With the passing of the SHaW Act the Council sought to become compliant by implementing a number of suggested activities under the act. To this end, arrangements were made for the TVET Council to participate in the BCSI's "Walk-the-Talk" programme", which involved the purchasing of pedometers for participating members of staff as well as facilitating a number of health checks through the Knights Health Advantage Club.

### HR Policies

#### Succession Policy/Plan

One of the major tenets of the TVET Council's Strategic Plan 2010- 2013 was the development of a number of HR policies.

One of the policies which remained outstanding at the start of the year under review was a Succession Policy and a TVET Council Success Plan. During the period under review the Success Policy was reviewed and approved by the management team and forwarded to the HR Committee of the Council for its approval. This was subsequently done and the policy was ratified at the Council level in December 2012 and then printed and circulated to staff.

### **Performance Management System**

The first full cycle of the Performance Management System (PMS) was completed after the organization had finished the pilot. A review was carried out through the administering of a questionnaire to staff and discussions with management. Feedback was provided to the consultant since the signed contract spoke to a review session, provided by the consultant, at the end of the pilot. The session will be organized for the next financial year.

### **Strategic Plan**

The TVET Council's Strategic Plan covered the years 2010 – 2013 and, therefore, a decision was made to develop a new strategic plan for the organization. To this end, the Office of Public Sector Reform (OPSR) was engaged to facilitate the process.

A number of meetings with staff, management and the Council were held with the OPSR team during the period and a two-day staff retreat was planned for April 2013.

### **Personnel Matters**

Appointments/Resignations/Retirements/Acting

#### **Appointments**

Mr. Paul Puckerin and Ms. Dawn Gill were appointed to the posts of Senior Technical Officers, Quality Assurance and Standard Development, respectively.

Mr. Miguel King joined the TVET Council with effect from September, 2012, as a Technical Officer.

Mr. Daniel Best joined the TVET Council with effect from September 1, 2012, as a Technical Officer.

Mr. Peter Alleyne joined the TVET Council with effect from November 12, 2012, as the IT Specialist/Systems Administrator.

Mr. Dario Walcott joined the TVET Council with effect from March 1, 2013 as a Technical Officer.

#### **No-Pay Leave**

Ms. Olivia Smith proceeded on no-pay leave with effect from March 4, 2013

### **Seminars/Workshops/Training**

Staff development, which ensures that members of staff acquire requisite skills and knowledge, is considered a critical component of effective job performance and the achievement of the goals and objectives of the TVET Council. As a result, the Council ensured that a wide cross-section of its staff attended relevant conferences, seminars, and workshops as follows:

#### **Conferences/Seminars/Meetings**

The training and development of staff continued to be paramount as the Council sought to build competencies in the employees. The Training Needs Analysis conducted by Messrs Tony Proute and Freddie Harding was completed and individual reports were circulated to staff who participated. As a result of the reports and performance appraisals, a mixture of individual courses and workshops were organized as follows:

- Mr. Henderson Eastmond, Executive Director attended the World Congress of the World Federation of Colleges and Polytechnics 2012 in Halifax, Nova Scotia, Canada, May 26-29, 2012

- Ms. Wendy McClean, Manager Technical Services attended a workshop to develop a Regional Qualification Framework for CARICOM Member States, June 11 – 13, 2012
- A Team-Building Skills workshop was facilitated by Mr. Tony Proute and attended by all members of staff.
- Mrs. Shirleen Inniss attended a HRMAB seminar on the Employment Rights Bill on July 18, 2012.
- Miss Antoinette Lashley participated in a two-(2) day workshop on September 12 – 13, 2012, hosted by the Productivity Council entitled “Productivity & Organisational Improvement Through Supervisory Excellence (POISE)”.
- Mr. Henderson Eastmond, Executive Director attended CANTA Meeting and Focus Group Meeting for the Business Case for the CANTA Secretariat on September 25 – 27, 2012.
- Mr. Henderson Eastmond, Executive Director attended a meeting of UNESCO-UNEVOC Centres in Bonn, Germany, on September 12 – 14, 2012.
- New Technical Officers participated in an in-house Standards Development Workshop held October 15, 17 and 19, 2012.
- Miss Dawn Gill, Senior Technical Officer and Ms. Andrea-Harding-Waithe, Technical Officer participated in the Prior Learning Assessment and Recognition (PLAR) Study Tour held in Trinidad from September 17 – 18, 2012.
- Technical Officers Ms. Olivia Smith and Mrs. Arleen Murrell-Crichlow attended a DACUM Training Workshop in Ohio, USA, November 5 – 9, 2012.
- Members of staff participated in a Higher Education Conference held at the Hilton Barbados, October 21-24, 2012. The theme was the “Economy of Collective Strengths: Learning through Innovation in Multidisciplinary Education”.
- Ms. Alicia Sealy attended a First Aid course organized by the St. John Ambulance Association on November 28, 2012.
- Mr. Henderson Eastmond, Executive Director attended a meeting of UNESCO-UNEVOC Centres in Bonn, Germany, on November 14 – 16, 2012.
- Mr. Henderson Eastmond, Executive Director and Miss Wendy McClean, Manager Technical Services attended the Caribbean Association of National Training Agencies (CANTA) & RCMTVET Meeting held in Belize from November 29 – December 4, 2012
- Training in Minute-Taking Skills held in November 2012, utilising the unit for Minute Taking from the Business Studies Occupational Standard. Session was attended by the Secretary, Clerk/Typists and Technical Officers.
- Miss Marlyn Rawlins, Technical Officer attended WorldSkills Americas competition in Brazil from November 8 – 21, 2012.

- Ms. Carol Ann Burke attended an “Introduction to Microsoft Access” course with the Training Administration Division from November 5 – 13, 2012.
- Technical Officers participated in an in-house seminar on Developing a Curriculum (DACUM), facilitated by Technical Officers, Ms. Olivia Smith and Mrs. Arleen Murrell-Crichlow on January 9, 2013.
- Technical Staff participated in an in-house seminar on Prior Learning Assessment and Recognition (PLAR), facilitated by Senior Technical Officer, Ms. Dawn Gill and Technical Officer, Mrs. Andrea Harding-Waithe on January 18, 2013.
- Technical Officers participated in a Training Workshop on Systematic Curriculum and Instructional Development (SCID) from January 21 – 25, 2013, conducted by Mr. Bob Norton, Ohio State University.
- Senior Technical Officer, Ms. Dawn Gill and Technical Officer, Ms. Marlyn Rawlins participated in a Curriculum Development Study Tour in Jamaica from February 27 – 28, 2013.
- Technical Officers, Mr. Daniel Best and Mr. Miguel King attended the Presentation Skills Course offered by the Training Administration Division from February 4 – 8, 2013.
- Ms. Carol Husbands attended the Public Service Registry Procedures Course offered by the Training Administration Division from February 4 - 7, 2013.
- Technical Staff participated in an in-house workshop on Organizational Change on March 28, 2013, which was facilitated by Network Services Centre Inc.
- Thirteen members of staff completed training in Microsoft Excel, facilitated by BIMAP.
- Technical Officer, Mr. Paul Puckerin attended the C-EFE Workshop on Results-Based Management held in St. Kitts from January 16 – 17, 2013.
- Mr. Anderson Kellman and Ms. Cave of Network Services Inc. facilitated a one-day workshop in Organizational Change and Stress Management.
- Mrs. Shirleen Inniss attended a Health and Safety workshop facilitated by the BEC.
- All members of staff completed the MBTI assessment in March 2013.





SECTION

C

# FINANCE

## FINANCE

- In the Estimate for the Financial Year ending March 31, 2013, \$3,013,034.00 was allocated to the TVET Council and \$524,114.00 was allocated to the Employment and Training (ETF).
- Actual funds received from the Ministry of Finance were \$3,012,661.01 for the TVET Council.
- The Employment and Training Fund received the allocated amount of \$524,114.00 in full and \$394,000.00 was transferred from the ETF savings to make up the budget.
- Interest on banksavings and emergency loans totaled \$3,809.22.
- Donations to the inaugural Barbados Skills competition were \$6,700.00. Workshop and course fees totaled \$13,505.00.
- Audited financials as at March 31, 2013, are appended to this report.



SECTION  
D



*M. E. Murrell & Co.*

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## Report of the Auditors To the Council

We have audited the accompanying financial statements of the **Technical and Vocational Educational and Training Council** which comprise the balance sheet as of **March 31, 2013** and the Statements of Revenue and Expenditure, Statement of General Fund and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An

## Report of the Auditors To the Council (cont'd)

audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of the **Technical and Vocational Educational and Training Council** as of **March 31, 2013** and its

financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities.



**Bridgetown, Barbados**  
**September 23, 2013**

## Balance Sheet

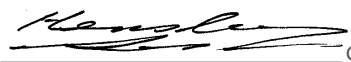
As at March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

	2013	2012
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	2,133,257	2,122,226
Accounts receivable	2,004	417
Car loans and training loans receivable	165,304	99,101
Prepayments	9,872	9,599
	<u>2,310,437</u>	<u>2,231,343</u>
<b>Non-Current Assets</b>		
Fixed assets (see note 3)	<u>170,097</u>	<u>103,972</u>
<b>Total Assets</b>	<u><b>\$ 2,480,534</b></u>	<u><b>\$ 2,335,315</b></u>
<b>Liabilities and Funds</b>		
<b>Liabilities</b>		
Accounts payable & accrued expenses (see note 4)	987,975	1,285,222
Deferred revenue (see note 2e)	-	14,921
	<u>987,975</u>	<u>1,300,143</u>
<b>Funds</b>		
General fund	970,024	640,240
Employment and training fund	<u>522,535</u>	<u>394,932</u>
	<u>1,492,559</u>	<u>1,035,172</u>
<b>Total Liabilities and Funds</b>	<u><b>\$ 2,480,534</b></u>	<u><b>\$ 2,335,315</b></u>

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

Approved on behalf of the Council on September 23, 2013

  
Chairman

  
Executive Director

## Statement of General Fund & Employment and Training Fund

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

	General Fund	Employment & Training Fund	Total
<b>Balance at March 31, 2011</b>	<b>514,122</b>	<b>949,553</b>	1,463,675
Fund net income for year 2012	228,729	712,871	941,600
Transfer: Savings account ( <i>see note 7</i> )	(102,611)	(675,000)	(777,611)
Transfer: ETF commitments	- -	(592,492)	(592,492)
<b>Balance at March 31, 2012</b>	<b>640,240</b>	<b>394,932</b>	1,035,172
Fund net income for year 2013	329,784	468,783	798,567
Transfer: Savings account ( <i>see note 7</i> )	-	(394,000)	(394,000)
Transfer: ETF commitments	-	(360,152)	(360,152)
Contract obligations written back	-	412,972	412,972
<b>Balance at March 31, 2013</b>	<b>\$970,024</b>	<b>\$522,535</b>	\$1,492,559

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

## Statement of Revenue and Expenditure

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

	2013	2012
<b>Revenue</b>		
General fund (page 41)	3,048,950	2,557,090
Employment and training fund (page 42)	920,758	1,378,326
	<u>3,969,708</u>	<u>3,935,46</u>
<b>Expenditure</b>		
General Fund (page 41)	2,719,166	2,328,361
Employment and training fund (page 42)	451,975	665,455
	<u>3,171,141</u>	<u>2,993,816</u>
<b>Surplus of revenue over expenditure</b>	<u><b>\$ 798,567</b></u>	<u><b>\$ 941,600</b></u>



**Statement of Revenue and Expenditure – General Fund**

For the year ended March 31, 2013

**(EXPRESSED IN BARBADOS DOLLARS)**

	<b>2013</b>	<b>2012</b>
<b>Revenue</b>		
Government of Barbados grant ( <i>see note 5</i> )	<b>3,012,661</b>	2,419,398
Donation	<b>14,921</b>	-
Workshop and course fees	<b>13,505</b>	6,750
Barbados skills competition	<b>6,700</b>	27,050
Interest on bank savings	<b>1,129</b>	1,174
Interest on Emergency loans	<b>34</b>	107
Savings supplemental transfer	-	102,611
	<b>3,048,950</b>	2,557,090
<b>Less: Expenditure</b>		
Statutory emoluments	<b>1,500,074</b>	1,364,432
Operating expenses ( <i>page 44</i> )	<b>514,509</b>	358,985
Rental of property	<b>211,744</b>	192,109
Professional services	<b>131,130</b>	42,878
National insurance contributions	<b>97,081</b>	87,291
Utilities	<b>86,307</b>	85,265
Maintenance of property ( <i>page 44</i> )	<b>66,010</b>	110,899
Supplies and materials	<b>48,251</b>	45,001
Pensions	<b>34,912</b>	32,000
Travel	<b>16,033</b>	17,282
Subscriptions and contributions	<b>8,601</b>	8,922
Library	<b>4,514</b>	3,837
Retiring benefits	-	( 20,540)
<b>Total Expenditure</b>	<b>2,719,166</b>	<b>2,328,361</b>
<b>Fund net income</b>	<b>\$ 329,784</b>	<b>\$ 228,729</b>

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, 2013

(EXPRESSED IN BARBADOS DOLLARS)

	2013	2012
<b>Revenue</b>		
Government of Barbados grant (see note 5)	524,114	700,000
Savings supplemental transfer	394,000	675,000
Interest on bank savings	2,644	3,326
	<b>920,758</b>	1,378,326
<b>Less: Expenditure</b>		
Training grants disbursed (see note 6)	(451,975)	(665,455)
<b>Fund net income</b>	<b>\$ 468,783</b>	<b>\$ 712,871</b>

**Statement of General Fund and Employment and Training Fund**

For the year ended March 31, 2013

**(EXPRESSED IN BARBADOS DOLLARS)**

	<b>2013</b>	<b>2012</b>
<b>Cash Flows from Operating Activities</b>		
Surplus of revenue over expenditure	798,567	163,989
Adjustments for: Depreciation	40,476	34,728
Interest income		
	<u>(3,808)</u>	<u>(4,607)</u>
Operating income before working capital changes	835,235	194,110
Add/(less) changes in non-cash working capital accounts		
(Increase)/decrease in accounts receivable	(1,587)	53,609
Car loans and training/employee loans receivable	(66,203)	(34,251)
Prepayments	(273)	(1,970)
Increase/(decrease) in accounts payable	(297,247)	(48,737)
Decrease in deferred revenue	<u>(14,921)</u>	<u>- -</u>
<b>Net cash from Operating Activities</b>	<u>455,004</u>	<u>162,761</u>
<b>Cash Flows from Investing Activities</b>		
Interest received	3,808	4,607
Purchase of furniture & equipment – (net)	<u>(106,601)</u>	<u>(41,448)</u>
<b>Net cash used in Investing Activities</b>	<u>(102,793)</u>	<u>(36,841)</u>
<b>Cash flows from financing activities</b>		
Net transfer from savings account	<u>(341,180)</u>	<u>(592,492)</u>
Net decrease in cash	(11,031)	(466,572)
Cash – beginning of year	<u>2,122,226</u>	<u>2,588,798</u>
<b>Cash – end of year</b>	<u>\$ 2,133,257</u>	<u>\$ 2,122,226</u>
<b>Cash Comprises:</b>		
TVET Council – cash balance	832,651	605,379
Employment and Training Fund – cash balance	<u>1,300,606</u>	<u>1,516,847</u>
	<u>\$ 2,133,257</u>	<u>\$ 2,122,226</u>

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

**General Fund – Expenditure Analysis**

For the year ended March 31, 2013

**(EXPRESSED IN BARBADOS DOLLARS)**

	2013	2012
<b>Maintenance of property:</b>		
Maintenance of fixed assets	45,885	90,950
Office maintenance	13,588	12,269
Insurance	6,537	7,680
<b>Total</b> (see page 41)	<b>\$ 66,010</b>	<b>\$ 110,899</b>
<b>Operating expenses:</b>		
Training - standards and NVQ'S	104,760	35,230
Promotions/advertising	63,429	68,583
Printing & newsletter	61,003	10,560
Assessor and verifier fees	49,509	29,329
Depreciation expense	40,476	34,728
Personnel training	38,415	16,975
Council members' fees	38,156	41,628
Conferences and meetings	28,556	19,605
Council hospitality	24,768	15,402
CBET project	22,270	5,765
Barbados National Skills Competition	12,594	27,697
Miscellaneous	11,748	12,951
Prior Learning and Assessment Recognition	8,246	0
Development of occupational standards	6,270	3,693
Other office expenses	4,234	5,074
Employers Recognition Awards	-75	31,765
<b>Total</b> (see page 41)	<b>\$ 514,509</b>	<b>\$ 358,985</b>

## Notes to the Financial Statements

For the year ended March 31, 2013

(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. Significant accounting policies adopted by the Council are as follows:

**(a) Basis of Accounting**

The financial statements have been prepared in accordance with the historical cost convention and are expressed in Barbados dollars.

**(b) Revenue Recognition**

Grant revenue is recognized on a cash basis since the Council is not entitled to receive any budget allocations not remitted prior to the year-end.

**(c) Use of Estimates**

Preparation of financial statements in conformity with International Financial Reporting Standards 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.

**(d) 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%

## Notes to the Financial Statements

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

### 2. Significant Accounting Policies, continued

#### (e) Deferred Revenue

Deferred revenue represents the net book value of assets donated to the Council and is being recognized as Donated Revenue on a systematic basis over the useful lives of the assets to which it relates. Prior to 1998, the value of donated assets was shown as a capital fund.

### 3. Fixed Assets

	Computer Equipment	Furniture & Equipment	Motor Vehicle	Total 2013	Total 2012
<b>Cost</b>					
Beginning of year	214,984	229,303	30,083	474,370	432,922
Additions	59,702	46,899	- -	106,601	41,448
Disposals	(20,378)	(27,258)	- -	(47,636)	- -
	254,308	248,944	30,083	533,335	474,370
<b>Accumulated Depreciation</b>					
Beginning of year	189,477	150,838	30,083	370,398	335,670
Charge for year	21,826	18,651	- -	40,477	34,728
Disposals	(20,378)	(27,258)	- -	(47,636)	- -
	190,925	142,231	30,083	363,239	370,398
<b>Net Book Value</b>	<b>\$ 63,383</b>	<b>\$ 106,713</b>	<b>\$ - -</b>	<b>\$ 170,096</b>	<b>\$ 103,972</b>

## Notes to the Financial Statements

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

### 4. 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:

	2013	2012
2006-2007		37,225
2007-2008		78,879
2008-2009	12,375	176,507
2009-2010	32,669	126,595
2010-2011	35,587	104,563
2011-2012	237,105	596,459
2012-2013	458,929	- -
	<b>776,665</b>	1,120,228
Other – professional and consultancy fees	<b>211,310</b>	164,916
<b>Year end balance</b>	<b>\$ 987,975</b>	<b>\$ 1,285,144</b>

#### (i) Accounts Payable

Amounts pertaining to ETF contracts listed (2008 - 2013) are disbursed over a period of time as determined by the terms and conditions of each contract.

## Notes to the Financial Statements

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

### 5. Government of Barbados Grants

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

	2013	2012
TVET General Fund	3,012,661	2,419,398
ETF Fund	524,114	700,000
	<b>\$ 3,536,775</b>	<b>\$ 3,119,398</b>

### 6. Training Grants Disbursed

The amounts disbursed relates to contracts of several years:

During the current financial year, training grants in the amount of \$998,373 were approved and \$752,863 (2012: \$1,097,324) was disbursed.

	2013	2012
2006-2007	--	29,026
2007-2008	--	--
2008-2009	--	--
2009-2010	7,166	118,897
2010-2011	11,300	283,946
2011-2012	282,422	665,45
2012-2013	451,975	--
<b>Total Disbursed</b>	<b>\$ 752,863</b>	<b>\$ 1,097,324</b>



## Notes to the Financial Statements

For the year ended March 31, 2013

(EXPRESSED IN BARBADOS DOLLARS)

The Employment and Training Fund awarded forty (40) contracts at a cost of \$998,373.00, to train one thousand seven hundred and forty (1,740) persons during the financial year 2012 – 2013.

The funds supported training by employers in several specialized disciplines. Training was requested mainly for Photovoltaic (PV) Systems Design and Installation, Dockers and Operators, CVQ Level 1 Stevedoring Foundation Skills, Wedding Coordinating, Management Training and Development, International Therapy Examination Council (ITEC) level 3 Diploma in Holistic Massage, Care of the Elderly and Computer Aided Designs (CAD)

Additionally, through training institutions, funding was granted for training in courses related to Programmable Logic Controller (PLC), CompTIA Security +, the training of assessors and internal verifiers for the assessment of National Vocational Qualification (NVQ) Level 2, Cosmetology, Bar Service, Food Preparation, Cooking Level 1 and the training of trainers and consultants in a Competence Based Training Assessment Workshop.

Of the funds awarded, thirty percent (30%) was awarded to the Tourism, Hospitality Sector, twenty five percent (25%) to Information and Technology; twenty two percent (22%) to Health and Social Care, eleven percent (11%) to National Vocational Qualifications, eight percent (8%) to the Financial and Business Services Sector and four percent (4%) to Manufacturing.

Overall Employers were awarded forty seven percent (47%) of the funds, Private Training Institutions forty percent (40%), Public Training Institutions seven percent (7%) and Business Associations six percent (6%).

	2013	2012
	\$ - -	\$ 102,611

### 7. Savings Supplemental Transfer Current Account

This figure represents funds transferred from the General Fund account to offset the operating cost of the fund for the year under review.

	2013	2012
Savings Supplemental Transfer Capital Account	\$ 394,000	\$ 675,000

This figure represents funds transferred from the Employment and Training Fund account to offset the operating cost of the fund for the year under review.

For the year ended March 31, 2013

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(EXPRESSED IN BARBADOS DOLLARS)

## 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

The fair values of the Council's financial assets and liabilities approximate their carrying values at the balance sheet date.

### (c) Interest Rate Risk

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.

## 9. Comparative Figures

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





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**TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING  
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