



BOARD OF DIRECTORS' MEETING



WEDNESDAY, SEPTEMBER 21, 2006

@ 1:00 P.M.

CORPORATE OFFICES
BOARD ROOM
6B OXFORD ROAD, KINGSTON 5



HEART TRUST/NATIONAL TRAINING AGENCY
BOARD OF DIRECTORS MEETING
WEDNESDAY, SEPTEMBER 27, 2006
SCHEDULED FOR 12:30 P.M.

AGENDA	-	Encl. 1 (Gold)
MINUTES OF BOARD OF DIRECTORS' MEETING (May 24, 2006)	-	Encl. 2 (Lilac)
REPORT ON MATTERS ARISING FROM MINUTES OF MEETING (Held March 22, 2006)	-	Encl. 3 (Green)
STATISTICAL REPORT (August 2006)	-	Encl. 4 (Pink)
CORPORATE MONTHLY REPORT (August 2006)	-	Encl. 5 (Gold)
COMMUNITY BASED TRAINING REPORT (August 2006)	-	Encl. 6 (Lilac)
NARRATION ON USE OF COMPANY SEAL	-	Encl. 7 (Gold)
LETTER FROM MINISTRY OF FINANCE & PLANNING Re: Amendment to the Fourth Schedule of the HEART Act (1982)	-	Encl. 8 (Green)
RECOMMENDATIONS ON THE GOVERNANCE OF THE APPRENTICESHIP PROGRAMME AND THE RELEVANCE OF THE APPRENTICESHIP ACT	-	Encl. 9 (Lilac)
CORPORATE OPERATIONAL PLAN 2006-2007	-	Encl. 10 (Pink)
CORPORATE OPERATIONAL PLAN 2007-2008 (Draft)	-	Encl. 11 (Gold)
REPORT ON SCHOOL OF COSMETOLOGY	-	Encl. 12 (Green)

Enclosure 1

AGENDA

AGENDA



MEETING OF BOARD OF DIRECTORS
TO BE HELD ON
WEDNESDAY, SEPTEMBER 27, 2006
AT 12:30 P.M AT THE CORPORATE OFFICES
6B OXFORD ROAD, KINGSTON 5

1. CALL TO ORDER

2. PRAYER

3. APOLOGIES FOR ABSENCE

4. CONFIRMATION OF MINUTES OF MEETING

- *Meeting held May 24, 2006*

5. MATTERS ARISING FROM THE MINUTES

- (a) Air Jamaica
- (b) Financial Operations Manual
- (c) Ministry of Education TVET Rationalization Project (FACTS Ltd.)
- (d) Expansion – School of Cosmetology
- (e) Revision of Fourth Schedule
- (f) Ebony Park Academy
- (g) Apprenticeship Act
- (h) Head Office Payroll Accounts
- (i) Enquiries
- (j) Claims
- (k) TPDCO
- (l) Auditor General's Report
- (m) JDF Project Proposal
- (n) Lluidas Vale VTC
- (o) Runaway Bay HEART Hotel

6. APPROVALS

- *Ebony Park Rationalisation Plan 2006-2009*

7. MANAGEMENT REPORTS TO AUGUST 2006

- (a) *Corporate Monthly Report*
- (b) *Statistical Report*
- (c) *Community Based Training Report*

8. FINANCIALS TO AUGUST 2006

9. USE OF SEAL

10. ANY OTHER BUSINESS

- *Pension Fund*

11. TERMINATION

Enclosure 2

**MINUTES OF THE BOARD OF
DIRECTORS MEETING
(May 24, 2006)**



HEART Trust/NATIONAL TRAINING AGENCY

MINUTES OF BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, MAY 24, 2006 AT THE CORPORATE OFFICES, BOARD ROOM, 6B OXFORD ROAD, KINGSTON 5

PRESENT WERE:

- | | | | |
|-----|-----------------------------|---|--------------------|
| 1. | Mr. Alister Cooke | - | Chairman |
| 2. | Dr. Rae Davis | - | Vice Chairman |
| 2. | Mr. Vivian Crawford | - | Director |
| 3. | Mr. Wilbert Williams | - | Director |
| 4. | Miss Sherine Shakes | - | Director |
| 5. | Mr. Julian Robinson | - | Director |
| 6. | Miss Dawnett Turner | - | Director |
| 7. | Miss Greta Bogues | - | Director |
| 8. | Miss Patrice Samuels | - | Director |
| 9. | Mrs. Sherryl White-McDowell | - | Director |
| 10. | Mr. James Walsh | - | Director |
| 11. | Mr. Robert Gregory | - | Executive Director |

In attendance were:

- | | | | |
|-----|--------------------------------|---|---------------------|
| 12. | Mrs. Christine Dickson-Edwards | - | Snr. Director - HTF |
| 13. | Ms. Debbie-Ann Robinson | - | Corporate Secretary |

1. CALL TO ORDER

The Chairman extended greetings to the members and called the meeting to order at 1:30 p.m.

2. PRAYERS

Mr. Crawford offered prayers.

3. APOLOGIES FOR ABSENCES

Apologies were made for Mrs. Maria Jones who had a family emergency.

4. **CONFIRMATION OF MINUTES OF MEETING**

MEETING OF BOARD OF DIRECTORS HELD ON APRIL 26, 2006

The Minutes were circulated in the Board files.

Amendments

Page 5, Subsection headed "**Vinyards Basic School**", delete paragraph 1 and re-phrase to state:

"The Chair reported that the contract for repairs to Vinyards Basic School had been approved as part of the HEART contribution of J\$10 million to the National Reconstruction Programme, arising from Hurricane Ivan in 2004."

Page 7, Subsection entitled Public Bodies Management and Accountability Act, line 2 delete the word 'every'; line 3 delete the word 'official' and insert the word '**Directors**'

Page 8, Paragraph 2, line 2, insert '**correct**' before the word 'certification'; and

Page 8, Paragraph 4, line 3, delete 'Communication' and insert '**Competition**'.

There being no other amendments, the Minutes were confirmed and **unanimously** accepted on a motion by Mr. Robinson and seconded by Ms. Shakes.

6. **MATTERS ARISING FROM MINUTES OF MEETING HELD APRIL 26, 2006**

a) **Air Jamaica**

The corrected document had been forwarded to Air Jamaica for execution. Mr. Crawford recommended, and the Board **agreed**, that the Minister of Finance and Planning should be advised of any changes to the Agreement.

b) **Financial Accounting Manual**

The manual was completed and copies were to be distributed to the members of the Audit Committee.

c) **Ministry of Education TVET Rationalisation Project (FACTS LIMITED)**

The Contract, which was now approved by the Consultant and the Trust, was not yet executed.

d) Expansion- School of Cosmetology

The National Contracts Commission had approved the variation in the contract price from \$169,572,722.16 to \$205,543,835.16. The Trust had since prepared a further submission on the new contract price that was sent to Cabinet through the Permanent Secretary.

The Board **unanimously** approved the revised cost at \$205,543,835.16 .

e) Revision of Fourth Schedule of H.E.A.R.T. Act

The Ministry of Finance and Planning (MOF&P) did not meet their deadline of May 22, 2006 to revert to the Trust with a final position on the revision of the Fourth Schedule. The MOFP, through their Ms. Carlene O'Connor, had requested additional time to complete the response.

Ms. Robinson was asked to follow up.

f) Ebony Park Academy

Ebony Park Fire

Mr. Gregory advised the Board that the Police Report was still outstanding.

The Board then sought confirmation that the insurance claim had been submitted. Ms. Robinson was asked to investigate this item.

Ebony Park Rationalisation Plan

Ms. Pamella McKenzie, National Programmes Director, was invited to address the meeting at 2:15 p.m.

Ms. McKenzie presented the revised three (3) year Strategic Plan: 2006-2009 and highlighted enrolment (projected at 3051 – 3546 persons) and certification (projected at 2373-2593 persons) for the period. The Chair queried the seeming discrepancy between the difference in the number of persons certified and those enrolled. Ms. McKenzie explained that certification was usually 70% of enrolment as the courses were of different duration.

In the discussion of the revised Strategic Plan, Ms. McKenzie highlighted the Financial Operations Summary 2006-2009 that showed a 10.1% surplus for the 2006/2007 period. Dr. Davis observed that when the training and commercial activities were combined, a deficit resulted for that period. Ms. McKenzie pointed to the Income Statement, which distinguished between Revenue and Expenses generated by the Academy and those arising from training activities.

Dr. Knight then questioned the rationale behind the engagement in dairy activities as projections showed an increasing deficit over the three (3) year period. Ms. McKenzie stated that the maturity of the dairy cattle spanned this entire period, hence no revenue would be generated until a later year. The Board agreed that notes to the Projected Commercial Financial Operations were required to aid interpretation of the figures, notably those for dairy.

The Chair observed that it was not practical to budget expenses at a fixed cost which needed to reflect inflation and other increases such as staff emoluments.

Dr. Knight recommended, and it was agreed, that a precise assessment of the prospects of the re-shaping programme for the Dairy sector be prepared.

The Board agreed that a very comprehensive document that outlined details on the assumptions, the role and input of the Stakeholders and the Management Advisory Committee was required prior to approval of the Rationalisation Plan.

At the conclusion of the presentation, Ms. McKenzie asked to be, and was excused from the meeting at 2:25 p.m.

g) Apprenticeship Act

Mr. Gregory reported that the in-house submissions were not completed.

The Board agreed that upon completion, the Corporate Governance Committee was to review the submissions and submit recommendations to the Board.

h) Head Office Payroll Account

The write-back process had not been completed and in the Post-Audit Review conducted in March 2006, the Internal Auditor recommended expeditious action by the Payroll Department.

The Board agreed with the Internal Auditor and requested a submission at the next Board meeting on the amount written back and those amounts written back for staff.

i) Enquiries

The Enquiry into Boys' Town had commenced. Mr. Crawford advised the meeting that the Internal Auditor had completed one part of the report however Management had yet to respond to this report.

Mr. Gregory committed to having the process expedited and for the enquiry to be completed within one (1) month for both Boys' Town and the Technical Services Division. The reports were to be submitted to the Audit Committee and thereafter the Board.

i) Costing of Partnership with Private Providers

Mr. Gregory advised the meeting that the Trust engaged in two (2) types of partnership. In one, the Trust approached outside private training providers to help augment its capacity to meet certification targets, more so where HEART did not have the required infrastructure. The other type of partnership involved providers who were Accredited Training Organizations (ATOs) in their own right, who used the HEART curricula and charged fees.

Ms. Turner requested careful review of the practice where private providers who used HEART curricula and were ATOs in their own right charged fees. Ms. Turner recommended no fees for Level 1 training where the partnership provided for financial input from HEART. Mr. Gregory responded that HEART did not dictate fees to the private providers. He added that interested persons who were unable to pay for Level 1 programmes offered by private providers were encouraged to apply to HEART institutions or Community Based Partnerships. Private providers were thus not prevented from charging fees.

j) Claims

Ms. Robinson advised the meeting that Allied Insurance Brokers Limited was consulted regarding adequate coverage for Personal Accident liability.

The Board registered its concern that the coverage for Personal Accident were most inadequate and requested that a letter be sent to the Broker seeking clarification.

Ms. Robinson was requested to follow up with the Broker to determine how the limit for Personal Accident could be increased.

k) TPDCO Team Jamaica Enrolment Statistics

The aim of the programme was to ensure growth and attract more participants.

The Board noted the tabled Memorandum on TPDCO targets for 2005/2006 and expressed its profound disappointment with the poor enrolment and certification statistics against budget. Mrs. White-

McDowell stated that the numbers had not shown any growth since the Trust assumed control of the programme two (2) years ago.

Dr. Davis enquired whether there was a HEART liason officer with responsibility for managing the TPDCO programme as the performance of the HEART institutions showed only 50% realization of the targeted figure.

The Board agreed to defer the further consideration of the report until a full management response from the Trust was submitted on the statistics.

1) Auditor General's Report

The Exit Interview was not done and the Board requested that a letter be sent to the Auditor-General requesting an Exit Interview and a Closing Report.

7. APPROVALS

- **Lift Up Jamaica**

Ms. Robinson apologized to the Board for having erroneously included this item on the Agenda. The Board accepted the apology.

- **JDF Project Proposal**

The Chair renewed his declaration of interest.

The Board discussed the JDF Project document at length.

Ms. Bogues queried the reasons for the delay of the implementation of the project which had resulted in increased costs and whether the Project was adequately monitored by the Trust.

The Board noted that the sum initially approved was \$11,114,500.00 and the JDF now sought an additional \$5,056,000.00.

The Board agreed that the proposal needed to be properly costed as the total cost now appeared to be approximately \$16,170,500.00.

The Board further agreed that an explanation from the JDF for the variance in the projected cost was required and that Management should meet with the JDF to determine the rationale behind the figures submitted and an amended project proposal submitted for consideration by the Board.

- **PALS Jamaica**

The Board reviewed the request made for financial assistance towards annual salary for a part-time accountant in the amount of \$600,000.00 and four (4) computers inclusive of monitors and printers.

The Board **agreed** that assistance could be provided to provide second-hand computers which were to be sourced through the Finance Committee (incorporating the Board of Survey). The Board further agreed that , no other assistance could be provided.

Community-Based Projects

The Board accepted the recommendations of the Finance Sub-Committee and unanimously approved funding for the following projects:

Beauty Extremes Cosmetology Skills Training Project at a cost of \$1,708,755.00 to train 30 individuals in General Cosmetology over a period of six (6) months and National School of Cosmetology Skills Training Programme at a cost of \$3,129,299.80 to train 60 persons in General Cosmetology..

The Board then engaged in a discussion on the role of HEART vis-à-vis Community Based Projects where some members made the observation that applicants treated HEART as an opportunity for seed money for entrepreneurial ambitions.

Ms. Samuels pointed out that HEART needed to ensure that they did not build up unrealistic expectations in Trainees that upon completion of training, employment was immediately available as guaranteed employment was outside the control of the Trust

8. CORPORATE GOVERNANCE COMMITTEE REPORT

- **Terms of Reference – Procurement Committee**

The Corporate Governance Committee (CGC) observed that the Procurement Committee Terms of Reference (TOR) did not include the new requirements of the Office of the Contractor-General nor did it address the operations of the Committee itself. The CGC recommended and it was agreed that the Director of Finance chair the Committee and not the Director of Personnel and Administration, as this constituted a conflict of interest.

- **Ethics Officer Report**

The CGC had to defer any further review of the role of the Ethics Officer pending the development of an appropriate Code of Conduct and Terms of Reference by the Cabinet Office.

- **Legislative Review Checklist**

The CGC agreed to defer any further detailed legislative review until the appointment of the new Board to allow for that Board's determination of critical legislation.

- **Proposed Amendment to Public Bodies Management and Accountability Act**

The CGC had reviewed the amendments proposed by the Ministry of Finance and Planning (MOFP) and made specific note of the proposed amendment that penalties for Directors and Officers were to be commensurate with the breach committed. The role of the Audit Committee was widened to include advising the Board on the independence of the External Auditors. MOFP also sought through the proposed amendment to enforce a dividend policy where it would receive the surplus generated by self-financing bodies.

Mr. Walsh asked to be, and was excused from the meeting at 3:45 p.m.

The Chair spoke on the need for early implementation of a formal Risk Management Policy.

Dr. Knight asked to be, and was excused at 4:55 p.m.

9. **AUDIT COMMITTEE REPORT
(APRIL 2005 – MARCH 2006)**

The report on the Audit Committee Meeting held on January 25, 2006 was tabled. The Chair of this Committee, Mr. Vivian Crawford, guided the meeting through the report as follows:-

School of Cosmetology

Receivables Management was a primary area of concern as the institution had erroneously posted cash sales of approximately \$3.2m to the Receivables Account. Ms. Shakes reported that the Management Advisory Committee (MAC) for the institution was not provided with a copy of the Audit Report outlining the shortcomings and was unaware of the findings until, as a member of the Audit Committee, she had brought it to their attention. Mr. Crawford reiterated the importance of dispatching Audit Reports to the Centre Managers as well as the Chairmen of the MACs. Mr. Gregory advised that this would be done.

The Board noted the findings of the report that lack of training of both the Manager and the Accounting staff at the institution had compromised efficient operations. Ms. Bogues recommended that a quarterly training programme should be implemented to ensure that staff was competent in required skill areas.

The Board then discussed the reported varying attitude of Institution Managers to compliance with established policies and procedures.

Mr. Williams asked to be, and was excused at 4:25 p.m.

Mr. Gregory advised the Board that only the most serious breaches of procedure and non-performance were brought to the attention of the Board as of the 26 institutions of the Trust, twenty-one (21) achieved an audit rating above 3.5; three (3) had achieved rating of 3.9; and thirteen (13) had achieved 4.0 and above. Mr. Gregory added that the exceptions were made that more obvious because of the extent of the breaches.

The Board agreed that the rating was not the sole factor as once serious shortcomings were reported at institutions, then despite high ratings, these problems had to be resolved.

Lluidasvale VTC

The Board noted with alarm the number of thefts that had occurred at the institution. The Board enquired whether a Report had been made to the Police and whether a claim had been made on the Insurer.

The Corporate Secretary was asked to follow up.

Runaway Bay HEART Hotel

The Committee was alarmed at the breach of Procurement policy where contracts were split to avoid obtaining authorization from Head Office. The Board was concerned at this breach of Government and Board policy and noted that payment was made to a supplier for an item that was subsequently returned. Board needed clarification as to whether a refund was to be obtained. The Executive Director was to advise further on both items above.

CIT

The Chair reported that the deficiencies were being addressed and a CIT Board meeting of all directors was scheduled.

Mr. Robinson asked to be, and was excused at 4:45 p.m.

Due Diligence - JMMB Ltd.

The Board accepted the recommendation of the Internal Auditor that JMMB Ltd. was a suitable investment institution.

Post-Audit Reviews

The Chairman requested that the Audit Reports state the date of recommendations not implemented.

10. CLAIMS

This was reported at Item 6(j).

11. **MANAGEMENT REPORTS TO APRIL 2006**

- **Executive Director's Report**

The Annual Report for the end of the Fiscal Year 2005/2006 was circulated in the Board files, reviewed and accepted.

- **Statistical Report**

The statistical report having been circulated in the Board files was reviewed and accepted.

- **Special Programmes Report**

This report was circulated in the Board files, reviewed and accepted.

12. **FINANCIALS TO APRIL 2006**

- **Statements to April 2006**

These were circulated in the Board files as follows:

Revenue for the month was \$317.41m or 0.31% above the budgeted \$316.43m and 16% above the \$275.20m earned April 2005.

Expenditure was \$287.84m or 32.05% below the budgeted \$423.57m and 9.29% above the \$263.38m incurred last year.

- **Surplus/Deficit**

The surplus for the month of April was \$29.57m or 127.60% below the budgeted \$107.14m deficit and 150.17% above the \$11.82m surplus generated April 2005.

- **Statutory Payments**

Mrs. Dickson-Edwards advised that all returns were up-to-date- as follows:

The statutory payments were paid in full on May 12, 2006.

GCT Returns for the month of March 2006 were filed on May 3, 2006.

Income Tax Returns for the 2005 year of assessment and Estimated Income Tax Returns for 2006 were filed on April 6, 2006.

Property Tax for the Third and Fourth quarters of the 2005/2006 year of assessment was paid on February 17, 2006.

The Board then **accepted** the Financial Statements for the period ended March 31, 2006.

- **Minutes of Finance Committee Meeting**

The draft Minutes of the Finance Committee were circulated and discussed as follows:

- **Ebony Park Academy**

This matter was reported on at Item 6 (f).

- **School of Cosmetology**

The matter was reported at Item 6 (d).

- **Auditor General's Report**

This matter was reported on at Item 6 (l).

- **Boys Town Canteen**

This matter was reported on at Item 6 (i).

- **Report from MOFP**

The MOFP wrote to the Trust on May 3, 2006 commending general performance but expressed concern at late submission of reports in the last financial year. Mrs Edwards advised that the reports were completed before the deadlines but not always forwarded because of secretarial misunderstanding.

13. **USE OF SEAL**

The document (Enclosure 11) narrating the use of the Seal, numbered 307/06 covering the period April 12, 2006 – May 15, 2006, having been reviewed by the Finance Committee at its meeting on May 17, 2006 was unanimously **ratified** by the Board.

14. **ANY OTHER BUSINESS**

- **Pensions Fund**

The Chair recommended, and the Board agreed that a qualified Attorney be appointed to review and evaluate the Trust Deed to ensure compliance with the new Pension legislation.

- **Request for Proposal (RFP) - \$300m Loan Facility**

Mrs. Dickson-Edwards reported that the Trust had not received a complete response to the RFP from NIBJ. The NIBJ Board of Directors was scheduled to meet on Thursday May 25, 2006 when it would decide whether to tender on the entire \$300m or only on \$65m, which had been earmarked for the Dias project. NIBJ had submitted the most competitive interest rate of 14%.

The Board, after deliberation, agreed to conditional approval of Option A as presented by Management to place \$65m with NIBJ at a rate of 14% and the remainder \$235m with Pan Caribbean at a rate of 16.75% pending the decision of the NIBJ Board of Directors to tender on the entire loan figure. The Board agreed to give NIBJ until May 27, 2006 to tender on the complete sum failing which the Board would accept Option A.

Mrs. Dickson-Edwards reported that Pan Caribbean was prepared to offer the rate of 16.75% rate even where the Trust accepted NIBJ's limited tender.

- **External Auditors**

Mrs. Dickson-Edwards reported that the Certificate of Engagement was signed. The Chair noted that both the Finance and Audit Committee were required to review the draft External Audit Report before being presented to the Board.

- **Depreciation Rates**

Mrs. Dickson-Edwards advised that the rates were not available for submission to the Board as the External Auditors had not yet concluded their review of the up-dated Fixed Asset Register

- **Level I Fees**

The Board engaged in discussion on the matter and deliberated on the feasibility of implementing a means test. The Board agreed to defer the matter for further discussion at the next meeting.

- **Proposal for Implementation of Reading Improvement and Learning Technology Programmes**

Mr. Gregory addressed the Board on proposed changes to the Technical High School Development Project (THSDP) to deal with major literacy challenges facing students. Mr. Gregory stated that this concern arose out of a pilot project launched by the Ministry through the Transformation project, and facilitated by Scholastic International which had implemented a programme for reading improvement and learning technology to empower Technical Schools.

Mr. Gregory stated that the result of the pilot showed that major headway was made in dealing with illiteracy among the students. The programme

highlighted 'learning how to learn' and 'overcoming barriers to learning'. Mr. Gregory stated that the THSDP programme had plateaued and an innovative solution was now required.

Implementation was targeted for a one (1) year period at a cost of \$21m. Although not budgeted for, the cost of implementation of the Reading Improvement Programme for the current financial year would be sourced from the THSDP budget.

The Chair queried whether the Transformation Programme was not better suited to promote and finance this project, instead of the Trust. Mr. Gregory responded that at this time approval was being sought to present the concept in principle to the TaskForce for Education Transformation. The Board then gave approval in principle only.

The Chair reminded the meeting that Cabinet approval would be required to undertake the programme and the three (3) quote policy had to be observed. Mr. Gregory stated that the sole source guidelines would be reviewed for the Board to determine whether this procurement option was applicable

The Board agreed that the Procurement process would be completely complied with and further agreed that the proposal could not increase the overall THSDP budget allocation for 2006/7.

15. **TERMINATION**

There being no other business, the meeting terminated at 5:40 p.m. on a motion by Mr. Crawford and seconded by Ms. Turner.

Confirmed _____

Date _____

Enclosure 2

**MINUTES OF THE BOARD OF
DIRECTORS MEETING
(May 24, 2006)**



HEART Trust/NATIONAL TRAINING AGENCY

MINUTES OF BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, MAY 24, 2006 AT THE CORPORATE OFFICES, BOARD ROOM, 6B OXFORD ROAD, KINGSTON 5

PRESENT WERE:

- | | | | |
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| 1. | Mr. Alister Cooke | - | Chairman |
| 2. | Dr. Rae Davis | - | Vice Chairman |
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In attendance were:

- | | | | |
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| 12. | Mrs. Christine Dickson-Edwards | - | Snr. Director - HTF |
| 13. | Ms. Debbie-Ann Robinson | - | Corporate Secretary |

1. CALL TO ORDER

The Chairman extended greetings to the members and called the meeting to order at 1:30 p.m.

2. PRAYERS

Mr. Crawford offered prayers.

3. APOLOGIES FOR ABSENCES

Apologies were made for Mrs. Maria Jones who had a family emergency.

4. **CONFIRMATION OF MINUTES OF MEETING**

MEETING OF BOARD OF DIRECTORS HELD ON APRIL 26, 2006

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Mr. Gregory committed to having the process expedited and for the enquiry to be completed within one (1) month for both Boys' Town and the Technical Services Division. The reports were to be submitted to the Audit Committee and thereafter the Board.

i) Costing of Partnership with Private Providers

Mr. Gregory advised the meeting that the Trust engaged in two (2) types of partnership. In one, the Trust approached outside private training providers to help augment its capacity to meet certification targets, more so where HEART did not have the required infrastructure. The other type of partnership involved providers who were Accredited Training Organizations (ATOs) in their own right, who used the HEART curricula and charged fees.

Ms. Turner requested careful review of the practice where private providers who used HEART curricula and were ATOs in their own right charged fees. Ms. Turner recommended no fees for Level 1 training where the partnership provided for financial input from HEART. Mr. Gregory responded that HEART did not dictate fees to the private providers. He added that interested persons who were unable to pay for Level 1 programmes offered by private providers were encouraged to apply to HEART institutions or Community Based Partnerships. Private providers were thus not prevented from charging fees.

j) Claims

Ms. Robinson advised the meeting that Allied Insurance Brokers Limited was consulted regarding adequate coverage for Personal Accident liability.

The Board registered its concern that the coverage for Personal Accident were most inadequate and requested that a letter be sent to the Broker seeking clarification.

Ms. Robinson was requested to follow up with the Broker to determine how the limit for Personal Accident could be increased.

k) TPDCO Team Jamaica Enrolment Statistics

The aim of the programme was to ensure growth and attract more participants.

The Board noted the tabled Memorandum on TPDCO targets for 2005/2006 and expressed its profound disappointment with the poor enrolment and certification statistics against budget. Mrs. White-

McDowell stated that the numbers had not shown any growth since the Trust assumed control of the programme two (2) years ago.

Dr. Davis enquired whether there was a HEART liason officer with responsibility for managing the TPDCO programme as the performance of the HEART institutions showed only 50% realization of the targeted figure.

The Board agreed to defer the further consideration of the report until a full management response from the Trust was submitted on the statistics.

1) Auditor General's Report

The Exit Interview was not done and the Board requested that a letter be sent to the Auditor-General requesting an Exit Interview and a Closing Report.

7. APPROVALS

- **Lift Up Jamaica**

Ms. Robinson apologized to the Board for having erroneously included this item on the Agenda. The Board accepted the apology.

- **JDF Project Proposal**

The Chair renewed his declaration of interest.

The Board discussed the JDF Project document at length.

Ms. Bogues queried the reasons for the delay of the implementation of the project which had resulted in increased costs and whether the Project was adequately monitored by the Trust.

The Board noted that the sum initially approved was \$11,114,500.00 and the JDF now sought an additional \$5,056,000.00.

The Board agreed that the proposal needed to be properly costed as the total cost now appeared to be approximately \$16,170,500.00.

The Board further agreed that an explanation from the JDF for the variance in the projected cost was required and that Management should meet with the JDF to determine the rationale behind the figures submitted and an amended project proposal submitted for consideration by the Board.

- **PALS Jamaica**

The Board reviewed the request made for financial assistance towards annual salary for a part-time accountant in the amount of \$600,000.00 and four (4) computers inclusive of monitors and printers.

The Board agreed that assistance could be provided to provide second-hand computers which were to be sourced through the Finance Committee (incorporating the Board of Survey). The Board further agreed that , no other assistance could be provided.

Community-Based Projects

The Board accepted the recommendations of the Finance Sub-Committee and unanimously approved funding for the following projects:

Beauty Extremes Cosmetology Skills Training Project at a cost of \$1,708,755.00 to train 30 individuals in General Cosmetology over a period of six (6) months and National School of Cosmetology Skills Training Programme at a cost of \$3,129,299.80 to train 60 persons in General Cosmetology..

The Board then engaged in a discussion on the role of HEART vis-à-vis Community Based Projects where some members made the observation that applicants treated HEART as an opportunity for seed money for entrepreneurial ambitions.

Ms. Samuels pointed out that HEART needed to ensure that they did not build up unrealistic expectations in Trainees that upon completion of training, employment was immediately available as guaranteed employment was outside the control of the Trust

8. CORPORATE GOVERNANCE COMMITTEE REPORT

- **Terms of Reference - Procurement Committee**

The Corporate Governance Committee (CGC) observed that the Procurement Committee Terms of Reference (TOR) did not include the new requirements of the Office of the Contractor-General nor did it address the operations of the Committee itself. The CGC recommended and it was agreed that the Director of Finance chair the Committee and not the Director of Personnel and Administration, as this constituted a conflict of interest.

- **Ethics Officer Report**

The CGC had to defer any further review of the role of the Ethics Officer pending the development of an appropriate Code of Conduct and Terms of Reference by the Cabinet Office.

- **Legislative Review Checklist**

The CGC agreed to defer any further detailed legislative review until the appointment of the new Board to allow for that Board's determination of critical legislation.

- **Proposed Amendment to Public Bodies Management and Accountability Act**

The CGC had reviewed the amendments proposed by the Ministry of Finance and Planning (MOFP) and made specific note of the proposed amendment that penalties for Directors and Officers were to be commensurate with the breach committed. The role of the Audit Committee was widened to include advising the Board on the independence of the External Auditors. MOFP also sought through the proposed amendment to enforce a dividend policy where it would receive the surplus generated by self-financing bodies.

Mr. Walsh asked to be, and was excused from the meeting at 3:45 p.m.

The Chair spoke on the need for early implementation of a formal Risk Management Policy.

Dr. Knight asked to be, and was excused at 4:55 p.m.

9. **AUDIT COMMITTEE REPORT
(APRIL 2005 - MARCH 2006)**

The report on the Audit Committee Meeting held on January 25, 2006 was tabled. The Chair of this Committee, Mr. Vivian Crawford, guided the meeting through the report as follows:-

School of Cosmetology

Receivables Management was a primary area of concern as the institution had erroneously posted cash sales of approximately \$3.2m to the Receivables Account. Ms. Shakes reported that the Management Advisory Committee (MAC) for the institution was not provided with a copy of the Audit Report outlining the shortcomings and was unaware of the findings until, as a member of the Audit Committee, she had brought it to their attention. Mr. Crawford reiterated the importance of dispatching Audit Reports to the Centre Managers as well as the Chairmen of the MACs. Mr. Gregory advised that this would be done.

The Board noted the findings of the report that lack of training of both the Manager and the Accounting staff at the institution had compromised efficient operations. Ms. Bogues recommended that a quarterly training programme should be implemented to ensure that staff was competent in required skill areas.

The Board then discussed the reported varying attitude of Institution Managers to compliance with established policies and procedures.

Mr. Williams asked to be, and was excused at 4:25 p.m.

Mr. Gregory advised the Board that only the most serious breaches of procedure and non-performance were brought to the attention of the Board as of the 26 institutions of the Trust, twenty-one (21) achieved an audit rating above 3.5; three (3) had achieved rating of 3.9; and thirteen (13) had achieved 4.0 and above. Mr. Gregory added that the exceptions were made that more obvious because of the extent of the breaches.

The Board agreed that the rating was not the sole factor as once serious shortcomings were reported at institutions, then despite high ratings, these problems had to be resolved.

Lluidasvale VTC

The Board noted with alarm the number of thefts that had occurred at the institution. The Board enquired whether a Report had been made to the Police and whether a claim had been made on the Insurer.

The Corporate Secretary was asked to follow up.

Runaway Bay HEART Hotel

The Committee was alarmed at the breach of Procurement policy where contracts were split to avoid obtaining authorization from Head Office
The Board was concerned at this breach of Government and Board policy and noted that payment was made to a supplier for an item that was subsequently returned. Board needed clarification as to whether a refund was to be obtained. The Executive Director was to advise further on both items above.

CIT

The Chair reported that the deficiencies were being addressed and a CIT Board meeting of all directors was scheduled

Mr. Robinson asked to be, and was excused at 4:45 p.m.

Due Diligence - JMMB Ltd.

The Board accepted the recommendation of the Internal Auditor that JMMB Ltd. was a suitable investment institution.

Post-Audit Reviews

The Chairman requested that the Audit Reports state the date of recommendations not implemented.

10. CLAIMS

This was reported at Item 6(j).

11. **MANAGEMENT REPORTS TO APRIL 2006**

- **Executive Director's Report**

The Annual Report for the end of the Fiscal Year 2005/2006 was circulated in the Board files, reviewed and accepted.

- **Statistical Report**

The statistical report having been circulated in the Board files was reviewed and accepted.

- **Special Programmes Report**

This report was circulated in the Board files, reviewed and accepted.

12. **FINANCIALS TO APRIL 2006**

- **Statements to April 2006**

These were circulated in the Board files as follows:

Revenue for the month was \$317.41m or 0.31% above the budgeted \$316.43m and 16% above the \$275.20m earned April 2005.

Expenditure was \$287.84m or 32.05% below the budgeted \$423.57m and 9.29% above the \$263.38m incurred last year.

- **Surplus/Deficit**

The surplus for the month of April was \$29.57m or 127.60% below the budgeted \$107.14m deficit and 150.17% above the \$11.82m surplus generated April 2005.

- **Statutory Payments**

Mrs. Dickson-Edwards advised that all returns were up-to-date- as follows:

The statutory payments were paid in full on May 12, 2006.

GCT Returns for the month of March 2006 were filed on May 3, 2006.

Income Tax Returns for the 2005 year of assessment and Estimated Income Tax Returns for 2006 were filed on April 6, 2006.

Property Tax for the Third and Fourth quarters of the 2005/2006 year of assessment was paid on February 17, 2006.

The Board then **accepted** the Financial Statements for the period ended March 31, 2006.

- **Minutes of Finance Committee Meeting**

The draft Minutes of the Finance Committee were circulated and discussed as follows:

- **Ebony Park Academy**

This matter was reported on at Item 6 (f).

- **School of Cosmetology**

The matter was reported at Item 6 (d).

- **Auditor General's Report**

This matter was reported on at Item 6 (l).

- **Boys Town Canteen**

This matter was reported on at Item 6 (i).

- **Report from MOFP**

The MOFP wrote to the Trust on May 3, 2006 commending general performance but expressed concern at late submission of reports in the last financial year. Mrs Edwards advised that the reports were completed before the deadlines but not always forwarded because of secretarial misunderstanding.

13. **USE OF SEAL**

The document (Enclosure 11) narrating the use of the Seal, numbered 307/06 covering the period April 12, 2006 – May 15, 2006, having been reviewed by the Finance Committee at its meeting on May 17, 2006 was unanimously **ratified** by the Board.

14. **ANY OTHER BUSINESS**

- **Pensions Fund**

The Chair recommended, and the Board agreed that a qualified Attorney be appointed to review and evaluate the Trust Deed to ensure compliance with the new Pension legislation.

- **Request for Proposal (RFP) - \$300m Loan Facility**

Mrs. Dickson-Edwards reported that the Trust had not received a complete response to the RFP from NIBJ. The NIBJ Board of Directors was scheduled to meet on Thursday May 25, 2006 when it would decide whether to tender on the entire \$300m or only on \$65m, which had been earmarked for the Dias project. NIBJ had submitted the most competitive interest rate of 14%.

The Board, after deliberation, agreed to conditional approval of Option A as as presented by Management to place \$65m with NIBJ at a rate of 14% and the remainder \$235m with Pan Caribbean at a rate of 16.75% pending the decision of the NIBJ Board of Directors to tender on the entire loan figure. The Board agreed to give NIBJ until May 27, 2006 to tender on the complete sum failing which the Board would accept Option A.

Mrs. Dickson-Edwards reported that Pan Caribbean was prepared to offer the rate of 16.75% rate even where the Trust accepted NIBJ's limited tender.

- **External Auditors**

Mrs. Dickson-Edwards reported that the Certificate of Engagement was signed. The Chair noted that both the Finance and Audit Committee were required to review the draft External Audit Report before being presented to the Board.

- **Depreciation Rates**

Mrs. Dickson-Edwards advised that the rates were not available for submission to the Board as the External Auditors had not yet concluded their review of the up-dated Fixed Asset Register

- **Level I Fees**

The Board engaged in discussion on the matter and deliberated on the feasibility of implementing a means test. The Board agreed to defer the matter for further discussion at the next meeting.

- **Proposal for Implementation of Reading Improvement and Learning Technology Programmes**

Mr. Gregory addressed the Board on proposed changes to the Technical High School Development Project (THSDP) to deal with major literacy challenges facing students. Mr. Gregory stated that this concern arose out of a pilot project launched by the Ministry through the Transformation project, and facilitated by Scholastic International which had implemented a programme for reading improvement and learning technology to empower Technical Schools.

Mr. Gregory stated that the result of the pilot showed that major headway was made in dealing with illiteracy among the students. The programme

highlighted 'learning how to learn' and 'overcoming barriers to learning'. Mr. Gregory stated that the THSDP programme had plateaued and an innovative solution was now required.

Implementation was targeted for a one (1) year period at a cost of \$21m. Although not budgeted for, the cost of implementation of the Reading Improvement Programme for the current financial year would be sourced from the THSDP budget.

The Chair queried whether the Transformation Programme was not better suited to promote and finance this project, instead of the Trust. Mr. Gregory responded that at this time approval was being sought to present the concept in principle to the TaskForce for Education Transformation. The Board then gave approval in principle only.

The Chair reminded the meeting that Cabinet approval would be required to undertake the programme and the three (3) quote policy had to be observed. Mr. Gregory stated that the sole source guidelines would be reviewed for the Board to determine whether this procurement option was applicable

The Board agreed that the Procurement process would be completely complied with and further agreed that the proposal could not increase the overall THSDP budget allocation for 2006/7.

15. **TERMINATION**

There being no other business, the meeting terminated at 5:40 p.m. on a motion by Mr. Crawford and seconded by Ms. Turner.

Confirmed _____

Date _____

Enclosure 3

**REPORT ON MATTERS ARISING
FROM MINUTES OF MEETING
(Held May 24, 2006)**



HEART Trust /NATIONAL TRAINING AGENCY

UPDATE ON MATTERS REFERRED FROM MINUTES OF MEETING HELD ON MAY 24, 2006

A. AIR JAMAICA

Air Jamaica has submitted a further revised document for consideration for the Trust. It is being reviewed by the Corporate Secretary.

B. FINANCIAL OPERATIONS MANUAL

The Manual was completed and submitted to the former Audit Committee and select members of the Management Team for review.

C. MINISTRY OF EDUCATION TVET RATIONALISATION PROJECT (FACTS LIMITED)

The contract has been dispatched to the Consultant for signing.

D. EXPANSION – SCHOOL OF COSMETOLOGY

The expansion work is in progress. The Trust is acting as the Project Manager.
(See Enclosure 12)

E. REVISION OF FOURTH SCHEDULE – H.E.A.R.T. Act

The Ministry of Finance and Planning has advised that is in the process of preparing draft Cabinet submissions on the proposed amendment. (See Enclosure 8)

F. EBONY PARK ACADEMY

Fire had damaged two (2) dormitories in March 2006. The Police Report is still outstanding. A claim was submitted to the Insurer and has since been settled in the sum of \$2,376,926.80.

The revised Ebony Park Rationalization Plan 2006-2009 will be tabled for approval.

F. APPRENTICESHIP ACT

The in-house submissions on the Apprenticeship Act have been completed and are included in the Board papers at Enclosure 9.

G. HEAD OFFICE PAYROLL ACCOUNTS

The write-back process of unclaimed monies in the Payroll Cheques account was completed.

H. ENQUIRIES

The enquiry into Boys' Town VTC and the Technical Services Division are now complete. The reports are to be submitted to the Audit Committee and then to the Board.

I. CLAIMS

The broker, Allied Insurance Brokers Limited('Allied') were consulted on the adequacy of coverage for Personal Accident Liability. Allied has since advised that an Umbrella Liability Policy was also in place which extended the coverage for all the contracted categories of Insurance.

J. TPD CO

The Executive Director will report on this matter.

K. AUDITOR GENERAL'S REPORT

A draft report has been submitted by the Audit General's Department and is now being reviewed by the Trust.

L. JDF PROJECT PROPOSAL

The Trust met with JDF on August 11, 2006 when the JDF was informed that no consideration of additional funding could be made at this time.

M. LLUIDAS VALE VTC

A report on the thefts at the institution had been made to the Police. Some of the stolen items have since been recovered. No claim had been made on the insurer.

N. RUNAWAY BAY HEART HOTEL

The Corporate Secretary will report on this item.

Enclosure 4

**STATISTICAL REPORT
(August 2006)**

Table 6: Monthly & Year-To-Date Activities with Projections

The following table (submitted to the Board for review) shows the monthly and YTD activities of all the training entities showing the planned and actual achievements and the variances:


HEART Trust/NTA NATIONAL PROGRAMMES SUMMARY REPORT																						
 TRAINING PROGRAMMES	MONTHLY ACTIVITIES FOR AUGUST 2006										2006-7 FISCAL YEAR TO DATE ACTIVITIES											
	Enrolments			Admissions		Completions		Terminations	Absence Rate	Enrolments				Admissions				Completions				Terminations
	Planned	In Training: Month		Planned	Actual	Planned	Actual			Planned	Y-T-D	Actual	Var.	Planned	Y-T-D	Actual	Var.	Planned	Y-T-D	Actual	Var.	
		Start	End																			
COMMUNITY BASED PROGRAMMES	4,166	4,494	4,078	82	233	133	677	47	0.00%	12,820	6,568	7,367	12.0%	8,286	2,034	2,867	40.6%	9,077	1,121	2,867	164.9%	409
Community Based Training Institutes	3203	3018	2602		208		462	42		9208	4437	5000	12.7%	6414	1441	2212	63.6%	6262	956	2106	120.3%	294
New Business Model - Level 1	2405	2056	94	219	17	245		5		6013	3290	167	94.9%	3960	1071	102	90.5%	3610	673	43	93.6%	13
New Business Model - Level 2	46	60	1840		75		177	28		210	30	3432	11340.0%	158	30	1434	4680.0%	29		1358		217
Non-NCTVET	92	72	98		18		1	0.01%		501	100	103	3.0%	423	70	74	6.7%	451	33	1	87.0%	4
Old Business Model - Level 1		302	38		12		139		0.01%	330	319	303	6.0%			61		311		243		14
Old Business Model - Level 2		23								23	23	23						23		23		
Unit Competency 1	656	505	529	80	86	283	145	9		2131	675	969	43.6%	1873	270	538	99.3%	1838	250	438	76.2%	46
Unit Competency 2			3									3				3						
Special Needs Programmes	428	369	369	82	3	133	3	3	0.01%	1029	520	556	6.7%	620	243	178	26.7%	692	100	168	68.0%	18
L.E.A.P.	56	56	56							160	86	86			74			140		27		4
Other Providers	469	484	484		22		3	2	0.01%	1093	560	740	34.6%	820	360	462	82.0%	790	65	222	241.6%	17
Marginal Institutions		467	467				109			800	669	669			231			800		109		6
Social Development Commission Training		111	111							630	406	407	0.2%		127	6		393		225		71
INSTITUTION BASED TRAINING	12157	11491	10384	2091	1681	3496	2670	70	0.06%	42818	20416	19012	6.9%	33017	13311	9199	30.9%	37071	12738	8012	37.1%	226
VOCATIONAL TRAINING CENTRES	6614	6183	4869	841	470	1260	706	41	0.11%	18086	8367	8006	4.2%	14352	6684	4276	36.0%	16384	4176	2728	34.7%	95
Joint and Other Certifications	261	200	222	25	45	120	15			1513	542	466	14.0%	1333	512	320	37.6%	1483	331	184	44.4%	6
New Business Model - Level 1	1835	1648	1619	124	33	253	12	26	0.54%	4173	2040	2327	14.1%	2851	1232	1005	18.4%	2578	618	502	18.8%	48
New Business Model - Level 2	1777	1559	1511	115	51	180	99		0.12%	2725	2078	2072	0.3%	2007	1594	1275	20.0%	1941	542	449	17.2%	18
New Business Model - Level 3	213	162	189	70	27	19			0.03%	320	261	222	14.9%	210	160	112	30.0%	304	67	22	67.2%	5
Old Business Model - Level 1	108	101	67			63	31	3	0.17%	89	167	129	22.8%	3	32	44	37.6%	55	108	42	61.1%	5
Old Business Model - Level 2	46	58	56			11	2		0.03%	210	48	79	71.7%	81	35	29	17.1%	150	11	14	27.3%	1
Unit Competency 1	1334	1330	1086	502	293	584	518	12		8611	2976	2495	16.2%	7456	2896	1340	53.7%	8439	2326	1424	38.8%	12
Unit Competency 2	40	125	119	5	21	20	28			444	247	216	12.8%	411	223	150	32.7%	435	172	91	47.1%	
ACADEMIES	6643	6308	5516	1260	1111	2245	1866	29	0.00%	24733	12069	11006	8.7%	18666	6627	4924	26.7%	21687	8663	6284	36.3%	131
Joint and Other Certifications	744	289	383	288	315	313	201	20		3241	1709	1182	30.8%	2819	1189	616	48.2%	3176	1298	747	42.4%	39
New Business Model - Level 1	1365	1531	1334	15	41	159	215	5	0.49%	3167	1862	2090	12.2%	1954	345	773	124.1%	1956	776	679	12.6%	41
New Business Model - Level 2	1839	1938	1613	115	27	343	350	1	0.16%	3265	2365	2466	4.3%	2333	1101	992	9.9%	2326	969	703	27.6%	20
New Business Model - Level 3	662	506	426	30	52	377	130	2	0.10%	345	859	661	23.1%	83	339	226	33.3%	328	574	244	67.6%	9
Old Business Model - Level 1	190	280	211			50	69		0.02%	420	290	376	29.7%	90		59		259	150	151	0.7%	14
Old Business Model - Level 2	126	119	35		1	53	84	1	0.10%	1237	268	173	36.4%	545	72	23	66.1%	881	128	130	1.6%	8
Old Business Model - Level 3	78	193	193	51						1104	129	209	82.0%	595	119	17	86.7%	1049	10	16	60.0%	
Old Business Model - Level 4		24	24							94	19	26	36.8%	84		16		89	19	2	89.5%	
Unit Competency 1	864	903	823	591	476	643	551			7696	3082	2731	11.4%	6538	2516	1627	36.3%	7542	3261	1979	39.3%	
Unit Competency 2	628	477	472	160	191	297	210			3889	1319	1009	23.6%	3351	846	557	41.1%	3811	1258	551	66.2%	
Unit Competency 3	47	48	1		8	10	55			275	157	83	47.1%	273		18		270	120	82	31.7%	
OTHER NPD TRAINING	300	183	126	94	66	40	111	8		1,619	485	501	3.4%	1,122	187	186	1.1%	1,046	103	348	237.9%	21
JAMES PATTERSON TRAINING INSTITUTE										200												
CARIBBEAN INSTITUTE OF TECHNOLOGY	300	183	126	94	66	40	111	8		1,419	485	501	3.4%	1,122	187	186	1.1%	1,046	103	348	237.9%	21
ENTERPRISE BASED TRAINING	9,877	11,791	12,661	1,138	636	286	123	33		23,000	12,146	13,181	8.6%	13,344	2,234	9,673	328.6%	19,110	623	637	13.8%	89
SCHOOL LEAVER'S TRAINING OPP. PROG	3,092	3,244	3260	120	96	218	63	33		6,589	3,618	3,639	3.4%	3,371	300	445	48.3%	6296	451	296	34.4%	89
APPRENTICESHIP PROGRAMME	469	374	363	6		8	21			1,066	680	414	38.1%	642	11	-	100.0%	790	26	61	124.6%	-
WORKFORCE DEVELOPMENT PROGRAMME	6,316	8,173	8948	1,012	439	60	49			15,356	7,947	9,128	14.9%	9,331	1,923	9,128	374.7%	13026	146	180	23.3%	-
NPD SUB-TOTAL	27,868	27,969	27,139	5,382	2,406	2,822	3,381	168	0.01%	80,267	37,623	40,051	6.7%	56,769	16,676	21,814	39.2%	66,304	11,090	11,764	6.0%	745
VOCATIONAL TRAINING DEVELOPMENT INST.	1,716	1,616	1,604				11	2		4,053	1,693	1,682	0.6%	3,046	36			2,269	89			6
CAREER BASED PROGRAMMES	630	614	606				8	2		1911	630	630		1386		24		839		39		2
CRAFTSMAN TRAINING (Level 4)	263	260	267				3			620	263	262	3.6%	270		12		271		5		
INSTRUCTOR TRAINING PROGRAMMES	873	822	822							1108	873	848	2.9%	922				889		26		
TVET Instructor Diploma - Level 4	187	148	148							353	187	174	7.0%	167				148		26		
BSc in Education - UTECH/VTDI (Level 5)	686	674	674							755	2034	674	86.9%	755				741				
Year 1	181	169	169							190	190	189	11.1%	190				186				
Year 2	180	180	180							190	190	180	5.3%	190				186				
Year 3	148	148	148							190	190	148	22.1%	190				186				
Year 4	177	177	177							185	185	177	4.3%	185				182				
INSERVICE TRAINING PROGRAMME	22																					
TECHNICAL UPGRADING / IN-PLANT TRAINING	37	19	19							614	37	42	13.5%	468				261		19		4
HEART SUB-TOTAL	29,583	29,674	28,743	5,382	2,406	2,																

Table 2: Year-To-Date Enrolment Details

The table below shows the fiscal year-to-date enrolment by levels and programmes. The programmes are broken down by detailed programme type by levels. The table also shows the percentage distribution of female by programme type:

PROGRAMME	Level 1		Level 2		Level 3		Level 4 & Up	Unit Competencies				Joint & Other	Total	% Females
	OBM	NBM	OBM	NBM	OBM	NBM	OBM	Level 1	Level 2	Level 3	Level 4			
COMMUNITY BASED TRAINING	444	4204	101	233	19	0	0	1370	7	0	0	979	7,357	72.5%
Community Based Training Institutes	303	3432	23	103				969	3			167	5,000	75.5%
Special Needs Programmes	43	212		40				103				157	555	51.5%
L.E.A.P.												86	86	25.6%
Other Providers	98	345	78	90	19			106	4				740	76.4%
Marginal Institutions												569	569	67.5%
Social Development Commission Training		215						192					407	74.2%
ENTERPRISE DEVELOPMENT TRAINING	1318	4131	430	895	0	0	0	6018	251	0	0	138	13,181	57.1%
School Leaver'S Training Opportunity	1318	2321											3,639	70.5%
Apprenticeship Programme			414										414	3.4%
Workforce Development Programme		1810	16	895				6018	251			138	9,428	54.2%
INSTITUTIONAL BASED TRAINING	542	4417	377	4538	358	883	216	5226	1225	83	0	1648	19,513	54.2%
Caribbean Institute Of Technology	37		125		149		190						501	31.1%
Academies	376	2090	173	2466	209	661	26	2731	1009	83		1182	11,006	53.1%
Vocational Training Centres	129	2327	79	2072		222		2495	216			466	8,006	57.2%
OTHER TRAINING	1,500	-	-	-	152	-	1,530	-	-	-	-	1,091	4,273	51.8%
Rationalization Of TVETSS														0.0%
Technical High School Dev Project	1500												1,500	49.9%
Vocational Training Development Institute					152		1530						1,682	55.2%
TPDCO Team Jamaica (Ex-HEART)												1091	1,091	49.4%
TOTAL	3804	12752	908	5666	529	883	1746	12614	1483	83	0	3856	44,324	57.9%
(Per cent Completion by Level)		37.4%		14.8%		3.2%	3.9%	28.5%	3.3%	0.2%	0.0%	8.7%	100%	57.9%

Enclosure 5

CORPORATE MONTHLY REPORT
(August 2006)



HEART Trust/NTA
Corporate Monthly Report
Year To Date Ending August 2006

Strategies/ Objectives	Performance Indicators	Actual Performance YTD	Last Year's Performance YTD 2005/2006	Comments	Division Responsible																																																														
1. 74,000 individuals certified Weight = 25 Total target is 74,040	1.1 NVQ certification achieved by 31,628 individuals by 03/07. <table><tr><th>Source</th><th>Target 06-07</th></tr><tr><td>Institution Based</td><td>11,904</td></tr><tr><td>Enterprise Based</td><td>7,555</td></tr><tr><td>Community Based</td><td>4,965</td></tr><tr><td>VTDI</td><td>1,700</td></tr><tr><td>HEART Total</td><td>26,124</td></tr><tr><td>Secondary Schools</td><td>3,302</td></tr><tr><td>Other Providers</td><td>2,202</td></tr><tr><td>GRAND TOTAL</td><td>31,628</td></tr></table> (See Certification Chart for Detail; targets are rounded)	Source	Target 06-07	Institution Based	11,904	Enterprise Based	7,555	Community Based	4,965	VTDI	1,700	HEART Total	26,124	Secondary Schools	3,302	Other Providers	2,202	GRAND TOTAL	31,628	4,408 or 13.9% of year's target achieved <table><tr><th>Source</th><th>Actual</th></tr><tr><td>Institution Based</td><td>2,113</td></tr><tr><td>Enterprise Based</td><td>320</td></tr><tr><td>Community Based</td><td>1,093</td></tr><tr><td>CIT</td><td>246</td></tr><tr><td>VTDI</td><td>149</td></tr><tr><td>HEART Total</td><td>3,921</td></tr><tr><td>Secondary Schools</td><td>12</td></tr><tr><td>Other Providers</td><td>475</td></tr><tr><td>GRAND TOTAL</td><td>4,408</td></tr></table>	Source	Actual	Institution Based	2,113	Enterprise Based	320	Community Based	1,093	CIT	246	VTDI	149	HEART Total	3,921	Secondary Schools	12	Other Providers	475	GRAND TOTAL	4,408	4228 or 17.59% of year's target achieved. <table><tr><th>Source</th><th>Actual</th></tr><tr><td>Institution Based</td><td>1,743</td></tr><tr><td>Enterprise Based</td><td>61</td></tr><tr><td>Community Based</td><td>403</td></tr><tr><td>CIT</td><td>131</td></tr><tr><td>SUB TOTAL NPD</td><td>2,338</td></tr><tr><td>VTDI</td><td>431</td></tr><tr><td>THSDP & RTVETSS</td><td>0</td></tr><tr><td>HEART Total</td><td>2,769</td></tr><tr><td>Secondary Schools</td><td>448</td></tr><tr><td>Other Providers & Individuals</td><td>1,011</td></tr><tr><td>Grand Total</td><td>4,228</td></tr></table>	Source	Actual	Institution Based	1,743	Enterprise Based	61	Community Based	403	CIT	131	SUB TOTAL NPD	2,338	VTDI	431	THSDP & RTVETSS	0	HEART Total	2,769	Secondary Schools	448	Other Providers & Individuals	1,011	Grand Total	4,228	CIT YTD was adjusted upwards by 6 to reflect TOT certification for May VTDI YTD adjusted downwards	National Programmes Division VTDI & CIT NCTVET
	Source	Target 06-07																																																																	
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Grand Total	4,228																																																																		
	1.2 Unit Competencies achieved by 32,336 individuals by 03/07. <table><tr><td>IBT</td><td>18,375</td></tr><tr><td>EBT</td><td>11,265</td></tr><tr><td>CBT</td><td>2,502</td></tr><tr><td>Other Providers</td><td>194</td></tr></table>	IBT	18,375	EBT	11,265	CBT	2,502	Other Providers	194	5,520 persons or 17.1% of target achieved YTD <table><tr><th>Source</th><th>Actual</th></tr><tr><td>IBT</td><td>3,888</td></tr><tr><td>EBT</td><td>1,222</td></tr><tr><td>CBT</td><td>410</td></tr><tr><td>NPD Total</td><td>5,520</td></tr><tr><td>Other Bauxite Providers</td><td>-</td></tr><tr><td>GRAND TOTAL</td><td>5,520</td></tr></table>	Source	Actual	IBT	3,888	EBT	1,222	CBT	410	NPD Total	5,520	Other Bauxite Providers	-	GRAND TOTAL	5,520	5434 persons or 22.45% of target achieved YTD. <table><tr><th>Source</th><th>Actual</th></tr><tr><td>IBT</td><td>3,029</td></tr><tr><td>EBT</td><td>2,135</td></tr><tr><td>CBT</td><td>270</td></tr><tr><td>NPD Total</td><td>5,434</td></tr></table>	Source	Actual	IBT	3,029	EBT	2,135	CBT	270	NPD Total	5,434	Other Bauxite Providers figures under review – status unclear	NPD CTD																														
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	1.3 Joint and other certifications achieved by 10,076 individuals by 03/07	1,085 or 10.8% of target achieved of Joint and Other certifications to date <table><tr><th>Dept.</th><th>Joint</th></tr><tr><td>IBT</td><td>663</td></tr><tr><td>CBT</td><td>19 125</td></tr><tr><td>EBT</td><td>-</td></tr><tr><td>HEART Total (NPD)</td><td>682</td></tr><tr><td>Other Programmes (Non-HEART)</td><td>403</td></tr><tr><td>Total</td><td>1,085</td></tr></table>	Dept.	Joint	IBT	663	CBT	19 125	EBT	-	HEART Total (NPD)	682	Other Programmes (Non-HEART)	403	Total	1,085	3687 persons or 23.79% of target achieved Joint and other certifications to date. <table><tr><th>Source</th><th>Joint</th><th>Other</th></tr><tr><td>IBT</td><td>1,514</td><td>613</td></tr><tr><td>EBT</td><td>28</td><td>0</td></tr><tr><td>CBT</td><td>468</td><td>192</td></tr><tr><td>HEART Total (NPD)</td><td>2,010</td><td>805</td></tr><tr><td>Other Programmes</td><td>872</td><td>0</td></tr><tr><td>Grand Total</td><td>2,882</td><td>805</td></tr></table>	Source	Joint	Other	IBT	1,514	613	EBT	28	0	CBT	468	192	HEART Total (NPD)	2,010	805	Other Programmes	872	0	Grand Total	2,882	805		NPD
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Access to training, assessment and certification programmes increased Weight = 25	2.1 Higher-level enrolment increased from 13,629 in 2006-06 to 24,438 (increase of 79%) by 03/07.	46.2% of annual target achieved. 11,298 of the 38,620 enrolled in NCTVET track programmes are in higher-level programmes. Higher level enrolment = 29.3% of total enrolment. (Figures include NVQs and unit competencies Levels 2, 3 & 4).	49% of target achieved. IBT & CIT = 6,980 of the 19,354 enrolled in NCTVET track programmes in Institutions are in higher-level programmes. Higher level enrolment = 36% of total enrolment. (Figures include unit competencies Levels 2, 3 & 4).		NPD, VTDI																																			



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Strategies/ Objectives	Performance Indicators	Actual Performance YTD	Last Year's Performance YTD 2005/2006	Comments	Division Responsible																																																																																																												
	<p>2.2 Enrolment in NCTVET approved training programmes increased to 100,000 by 03/07. Actual measurable target is 95,682.</p> <table><tr><th>Source</th><th>Target</th></tr><tr><td>*Institution Based</td><td>43,583</td></tr><tr><td>Enterprise Based</td><td>23,000</td></tr><tr><td>**Community Based</td><td>12,820</td></tr><tr><td>CIT</td><td>1,419</td></tr><tr><td>SUB TOTAL NPD</td><td>80,822</td></tr><tr><td>TPDCO Team Ja. (Private)</td><td>5,000</td></tr><tr><td>THSDP & RTVETSS</td><td>5,807</td></tr><tr><td>VTDI</td><td>4,053</td></tr><tr><td>HEART Total</td><td>95,682</td></tr><tr><td>Secondary Schools</td><td>2,000</td></tr><tr><td>Other Providers</td><td>3,500</td></tr><tr><td>Total</td><td>101,182</td></tr></table> <p>* IBT – including Breadnut Valley (JAMALCo) Project, James Patterson Training Institute & TPDCO Team Ja. Projects. ** CBT – including SDC & MOE Marginal Institutions.</p>	Source	Target	*Institution Based	43,583	Enterprise Based	23,000	**Community Based	12,820	CIT	1,419	SUB TOTAL NPD	80,822	TPDCO Team Ja. (Private)	5,000	THSDP & RTVETSS	5,807	VTDI	4,053	HEART Total	95,682	Secondary Schools	2,000	Other Providers	3,500	Total	101,182	<p>YTD enrolment is 44,324 or 46.3% of HEART's Total</p> <table><tr><th>Source</th><th>Target</th><th>Actual</th><th>% Achieved</th></tr><tr><td>Institution Based</td><td>43,583</td><td>19,012</td><td>43.6%</td></tr><tr><td>CIT</td><td>1,419</td><td>501</td><td>35.3%</td></tr><tr><td>*Community Based</td><td>12,820</td><td>7,357</td><td>57.4%</td></tr><tr><td>Enterprise Based</td><td>23,000</td><td>13,181</td><td>57.3%</td></tr><tr><td>SUB TOTAL NPD</td><td>80,822</td><td>40,051</td><td>49.6%</td></tr><tr><td>TPDCO Team Ja. (Private)</td><td>5,000</td><td>1,091</td><td>21.8%</td></tr><tr><td>THSDP & RTVETSS</td><td>5,807</td><td>1,500</td><td>25.8%</td></tr><tr><td>VTDI</td><td>4,053</td><td>1,682</td><td>41.5%</td></tr><tr><td>HEART Total</td><td>95,682</td><td>44,324</td><td>46.3%</td></tr><tr><td>Secondary Schools</td><td>2,000</td><td></td><td></td></tr><tr><td>Other Providers</td><td>3,500</td><td></td><td></td></tr><tr><td>Total</td><td>101,182</td><td></td><td></td></tr></table> <p>CBT – also includes SDC & MOE Marginal Institutions. IBT – also includes Breadnut Valley (JAMALCo) Project & TPDCO Team Ja. Projects.</p>	Source	Target	Actual	% Achieved	Institution Based	43,583	19,012	43.6%	CIT	1,419	501	35.3%	*Community Based	12,820	7,357	57.4%	Enterprise Based	23,000	13,181	57.3%	SUB TOTAL NPD	80,822	40,051	49.6%	TPDCO Team Ja. (Private)	5,000	1,091	21.8%	THSDP & RTVETSS	5,807	1,500	25.8%	VTDI	4,053	1,682	41.5%	HEART Total	95,682	44,324	46.3%	Secondary Schools	2,000			Other Providers	3,500			Total	101,182			<p>YTD enrolment is 39,828 or 47.4% of HEART's total targeted for the year.</p> <table><tr><th>Source</th><th>Actual</th><th>% Achieved</th></tr><tr><td>Institution Based</td><td>21856</td><td>49.7</td></tr><tr><td>Enterprise Based</td><td>6578</td><td>36.4</td></tr><tr><td>*Community Based</td><td>6617</td><td>57.3</td></tr><tr><td>CIT</td><td>459</td><td>36.9</td></tr><tr><td>SUB TOTAL NPD</td><td>35510</td><td>47.4</td></tr><tr><td>TPDCO Team Ja. (Private)</td><td>251</td><td>7.8</td></tr><tr><td>THSDP</td><td>1479</td><td>57.7</td></tr><tr><td>VTDI</td><td>2588</td><td>74.3</td></tr><tr><td>HEART Total</td><td>39828</td><td>47.4</td></tr></table> <p>CBT also includes SDC, MOE Marginal Institutions, & TPDCO programme. IBT – also includes Breadnut Valley (JAMALCo) Project & TPDCO Team Ja. Projects.</p>	Source	Actual	% Achieved	Institution Based	21856	49.7	Enterprise Based	6578	36.4	*Community Based	6617	57.3	CIT	459	36.9	SUB TOTAL NPD	35510	47.4	TPDCO Team Ja. (Private)	251	7.8	THSDP	1479	57.7	VTDI	2588	74.3	HEART Total	39828	47.4		NPD, VTDI, Also: THSDP, MOEY
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Strategies/ Objectives	Performance Indicators	Actual Performance YTD	Last Year's Performance YTD 2005/2006	Comments	Division Responsible
	2.3 Thirty (30) new firms partnering with HEART institutions to provide training by 03/07.	<p>26 new partnerships established, 3 in development</p> <ul style="list-style-type: none"> ▪ VTDI partnered with Post and Telecommunication Service to implement a Training of Trainers (TOT) seminar for twenty (20) of their workers. ▪ Fourteen new firms approved for SIP financing. ▪ Eleven new firms partnering with IBT for training ▪ Partnership discussion in progress: <ul style="list-style-type: none"> ○ HEART/JAMALCO and CW Engineering ○ VTDI and Caenwood Centre ○ Ledon (furniture) Manufacturing offering to become training firm-ATO 	<p>EBT: 15 new firms brokered with HEART institutions for assessment and training services YTD.</p> <p>VTDI:</p> <ul style="list-style-type: none"> - 17 persons from various industries interviewed in Clarendon and Manchester to be trained as assessors for the Jamalco project. - Plans finalised with Jamalco to train 100 supervisors for the Jamalco project between August & September 2005. <p>Training was conducted for fifty-seven (57) supervisors from the Jamalco project.</p>		VTDI/NPD (EBT)
	2.4 850 individuals (250 at VTDI and 600 at CIT) enrolled in distance education programmes by 03/07.	<p>Ninety-four participants are enrolled in distance education programmes. Distance Ed study completed and Committee formed to strengthen Distance Ed.</p> <p>CIT: - in a transition, plans on hold.</p>	<p>VTDI: 175 persons enrolled in distance programmes.</p> <p>Note: CIT Distance Ed initiative depended on MCST-IDB project and this component was cut out of the project. Proposed change to Indicator: Distance enrolment of 250 achieved.</p>	Indicator is in revision as CIT was not budgeted to meet the objective.	VTDI, CIT



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	2.5 "Assessment Centre" concept implemented at 20 locations by 03/07, (i.e. assessment services for community)	NPD Evaluation of the eight pilot centres operating as Assessment Centres in progress - this will guide the implementation phase of the other institutions. VTDI Written material being reviewed, Framework being developed, working with NCTVET	New Indicator		NPD VTDI
3. Existing Partnerships strengthened and New Partnerships developed to expand access to training and certification Weight = 5	3.1 Qualification framework extended through new agreements with one university, two community colleges and two private providers to operate programmes in NVQ framework	<ul style="list-style-type: none"> ▪ University: On-going discussion/ meetings between VTDI and UWI. ▪ Community Colleges: Two (2) meetings were held with Excelsior Community College for VTDI to offer Professional Training in Education to students who have completed an Associate degree in the Performing Arts. A programme map was developed and utilized at the second meeting. ▪ Private providers: Two new providers brought into framework. Also, Representatives from Alpart met with the Coordinator of the Train-the-Trainers Programme on July 28, 2006 to discuss their training needs. <p>One (1) CBET workshop conducted in April with MOEY</p>	<ul style="list-style-type: none"> • New project with Montego Bay Community College approved for Westmoreland (\$1.8m) • Further discussions about framework held by CTD with MBCC. Equipment loaned to MBCC. • Meeting held with Mo-Bay Community College to deliver the Construction Site Manager, & Site supervision programmes. • Proposal submitted for Tech-Voc Unit of MOEYC. 		ED's Office/ TSD/NCTVET



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	3.2 Six partnerships for training in three sectors established by 03/07.	<p>Three established, five in development</p> <ul style="list-style-type: none"> One partnership for training developed between VTDI and Excelsior Community College. The VTDI will offer professional training in Education to students who have completed an Associate degree in the Performing Arts. Memorandum of Understanding signed with Early Childhood Commission Memorandum of Understanding signed with Jamalco in April <p>In development:</p> <ul style="list-style-type: none"> Proposal drafted for AAAJ/Edna Manley partnership for the advertising/printing sector TOT Tour Guide training proposal being developed with the Tourism Cluster under the COMMIT project CIT/Verizon partnership: ICT Technical Help Support programme design completed. PPDD in discussion with TPDCO re training activities for World Cup 2007 Also: MOU with MOEY, JFLL, NCTVET-HISEP in development 	<ul style="list-style-type: none"> MOU between Jamaica Agricultural Society & HEART drafted. Awaiting feedback from them. MOU for JAMALCO drafted Completed letter of intent for partnership with AmCham & Entra 21 for IT training. Met with University College of Caribbean re hospitality programmes. Strategic Workforce Development Unit at advanced stages in negotiation with Alframec Ltd. For partnership for workforce development <p>TSD: Discussions continue with representatives from firms in the Construction Sector.</p>		NCTVET/ TSD /PPDD



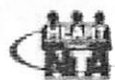
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Strategies/ Objectives	Performance Indicators	Actual Performance YTD	Last Year's Performance YTD 2005/2006	Comments	Division Responsible
	3.3 NVQ enrolment of THS and secondary schools increased by 20% to 2,702	<ul style="list-style-type: none">Enrolment remains 1,011 until new classes form in SeptemberPromotional letter sent to schools to target the grade 10 students moving to grade 11 (Registration for assessment to commence November 2006)	1,011 students are registered for assessment. Assessment was conducted in July. Awaiting results.		ED's Office, THSDP



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	3.4 Four (4) externally financed partnerships for training/provision of technical services developed and three implemented by 03/07.	<p>YTD: Implemented = 4 Developed = 2</p> <ul style="list-style-type: none"> ▪ Partnership Agreement with Commonwealth Youth Programme Implemented ▪ E-Services <ul style="list-style-type: none"> ○ 16 HEART instructors attend 2x2-day workshops facilitated by E-Services ▪ UNICEF <ul style="list-style-type: none"> ○ UNICEF funds (US\$11,500) for evaluation of the EC programme granted – placement of advertisement for consultant being drafted by the ECC. Project Steering Committee to be established early September. ▪ St. Vincent-VTDI training of assessors <p>Work in Progress:</p> <ul style="list-style-type: none"> ▪ Tour Guiding Development project proposal being prepared for PSDP ▪ New VTDI talks to provide training to St. Vincent & the Grenadines' Educational Project Management Unit. (EU) Funding ▪ Development work to train principals for the Microsoft Partners in Learning Project continues. ▪ Contact made with ILO representative, regarding having VTDIs involvement again in Instructional Technology 	<p>YTD: Developed = 5; Implemented = 1</p> <ul style="list-style-type: none"> - New partnership in formation with AmCham & Entra 21 in I/T. - Meetings held with World Bank and USAID about possible partnership. New project may include HISEP & HEART. - ICT4D Jamaica community based ICT training programme proposal submitted to the Japanese Grass Roots Fund - HEART/NTA through its ETMU continues activities under the Microsoft Partnership in Learning Project. - Ebony Park /Manchester Horticulture Society project approved 	<p>Communities selected are: Geoffrey Town, St. Mary; Parry Town, St. Ann; Bath, St. Thomas</p>	ED's Office/ TSD /PPDD



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		<p>seminar within the Caribbean.</p> <ul style="list-style-type: none">▪ LMSD liaised with coordinator of Youth Development Work Programme (COL). Logistics regarding writers' workshop to be finalized.▪ CTD and other representatives from the Technical Services Division participated in meeting with representative from St. Kitts re the HEART/St. Kitts MOU for technical assistance in TVET.▪ <i>Communities without Borders</i> has selected 3 communities in 3 Eastern Parishes. Training completed.▪ Costing and procedural documents to guide development of externally financed partnerships completed for Early Childhood Commission (Early Childhood Curricula Levels I/II)▪ Discussions with Spanish Government re possible collaboration for establishment of training school▪ World Bank project with St. Lucia and Grenada involving HEART-NCTVET-CANTA in development▪ VTDI and ILO in discussion re Instructional Technology seminar for the Caribbean			



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	3.6 Fifteen (15) new partnerships for community-based training established to expand training with NGOs, CBOs etc. by 03/07	Two projects approved: <ul style="list-style-type: none"> Beauty Extremes Cosmetology & National Institute of Cosmetology & Barbering Arts 	<ul style="list-style-type: none"> 8 new CBT projects approved Completed letter of intent for partnership with AmCham & Entra 21 for I.T. training. 	Several projects await consideration	PPDD/NPD: CBT
4. Effective and Efficient Management of Resources strengthened Weight = 10	4.1 Earnings from fees increased by 10% to \$133m and commercial enterprises operate in financially viable condition (no losses) by 03/07. (New: Earnings were \$81.9m in 2004-05; \$111.3m in 2005-06 YTD at 02/2006; projected 2005-06 = \$121.4)	Fees: IBT: \$ 96,960,000.00 (To be reconciled) ESDU 539,350.00 VTDI 3,574,604.20 TOTAL \$101,073,954.20 (76% of target)	Information was not available	Indicator is under review to establish a more precise baseline	NPD/TSD
	4.2 Three percent (3%) collections increased to J\$3.86b by 03/07	YTD actual is \$1,613.03m; \$151.64m or 10.38% over budget.	YTD actual is \$1331.97m; \$173.52m or 11.53% under budget.		HTF
	4.3 Expenditure not to exceed Budget by 03/07.	Income: YTD \$1,773.75m; \$137.09m or 8.38% over budget. Expenditure: YTD \$1,703.78m; \$169.04m or 9.03% under budget. Surplus: YTD surplus is \$69.97m; 129.63% over budgeted deficit of \$236.15m.	Income: YTD budget \$1670.61m - actual is \$1488.74m. Variance of \$181.87m or 10.89% under budget Expenditure: YTD budget \$1954.50m - actual is \$1607.68m. Variance of \$346.82m or 17.74% under budget. Surplus/Deficit: YTD is (\$118.94m); \$164.95m or 58.10% under budgeted deficit of \$283.89m.	Indicator proposed for revision	All Divisions



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	4.4 Average Unit Cost of training programmes does not rise by more than 5% by 03/07	EBT: Average unit cost computed in May = \$2,481.71 VTDI- No figures reported IBT-no figures reported Indicator has been proposed for modification	New Indicator	Indicator in revision	NPD, VTDI
	4.5 Average Agency audit rating of cost centres to be no less than 4.0 achieved by 03/06.	Average score for 12 entities audited year-to-date is 3.88. Sixteen audits conducted; four do not include a score. NPD: IBT 3.86 CBT 4.17	Average score for the 21 entities rated to date is 3.98		All Divisions
	4.6 MIS effectively connects planning & budgeting with performance reporting by 03/07 including LMS, Log Frame, budget, etc.	<ul style="list-style-type: none"> ▪ LMS being programmed to run statistical report and reconciliation exercises begun ▪ Log Frame tool bugs still being fixed ▪ EBT Training Agents and Administrative Staff received LMS training ▪ IBT LMS implementation on-going ▪ Divisional Log Frames up-loaded on new Online Planning tool. 	Online Planning tool user-tested. Adjustments to system in progress.		PPDD/ITC/ All Divisions
5. Technical Services to Support the TVET System maintained Weight = 10	5.1 1,000 Assessors trained, registered and active in providing assessment by 03/07.	<ul style="list-style-type: none"> ▪ Over 1,200 individuals have been trained 2003-2006 ▪ 105 new Assessors trained YTD ▪ Registered: 1,135 ▪ Active 535 (at July 2006) ▪ Assessor training programme currently under revision 	151 persons trained as assessors since the start of the year. 149 recommended to NCTVET for registration. This represents 29.8% of target achieved. (Target was 500)	Indicator under review-proposed adjustment submitted	VTDI



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	5.2 90 qualification profiles as well as at least 300 pieces of learning/instructional material developed to support training and certification across sectors/industries by 03/07	<p>Qualification Profiles: 15 developed YTD across 5 sectors.</p> <ul style="list-style-type: none"> 8 Qualification Plans and unit competencies reviewed for 2 sectors 183 unit competencies developed 129 assessment instruments for 6 sectors Interactive CDs in development stage Content of storyboard being compressed <p>Contact made upload images Treatment being finalised</p> <ul style="list-style-type: none"> Programme mapping in progress for Early Childhood Levels 1 & 2 and Youth Development L1/L2 <p>Learning Material Developed:</p> <ul style="list-style-type: none"> Fifty-one (51) Learner Guides completed for 7 sectors: Fifty-one (51) Learner guides posted to CURFINAL and converted to PDF 	25 qualification plans developed across 11 sectors (Target was 80)	Indicator-proposed change to 200 pieces of instructional material.	LMSD NCTVET
	5.3 Learning Management System expanded to include all HEART Trust/NTA funded training and certification programmes by 03/07	<ul style="list-style-type: none"> EBT now fully on LMS and work underway for CBT. All institutions now on LMS Training conducted for EBT Training began for CBT EBT - Data uploaded to LMS from TIMS. LMS now used to capture assessment and training information CBT-LMS in development 	<p>LMS being piloted at eleven locations</p> <ul style="list-style-type: none"> IBT modifications completed and implementation continues in 11 institutions Implementation in RPS completed and in user acceptance mode. EBT prototype completed. Client information now being placed on the LMS test system. 		ITC



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			<ul style="list-style-type: none"> • CBT needs analysis being done 		
5.4	Strategies implemented to increase acceptance of NVQJ certification and NVQJ certified workers among stakeholders, employers and potential customers by 03/07	<ul style="list-style-type: none"> ▪ Display mounted at the JTA convention. ▪ Preparation and placement of newspaper advertisement and Press releases for the Gleaner, Star and the Observer ▪ Standards and Assessment Seminar planned for October 24, 2006 to be held at the <i>Half Moon Hotel</i> Montego Bay, St. James. ▪ One (1) HISEP programme Sensitization Seminar conducted with representatives from NPD. ▪ HISEP website updated. ▪ "HEART in the Park" Exposition held at the Emancipation Park with over 4,000 persons in attendance and 455 applications received. The "Try a Skill" concept was also introduced with 591 persons participating in 11 skill areas. <p>On-going public education interventions held for six (6) stakeholders by RPS:</p> <ul style="list-style-type: none"> ▪ Sector Groups ▪ Civic Groups ▪ NGOs ▪ Govt Agencies ▪ Schools ▪ Communities 	<p>RPS:</p> <ul style="list-style-type: none"> • "HEART in the Park" held at Emancipation Park in April. Approximately 2500 working age Jamaicans attended. • Joint HEART/SDC career development fair held at Munro College & GC Foster. • Six career seminars conducted in schools. • Mini expo held at Super Plus. • Community connect series continued at WINDALCO Sports Club. Event covered by Nationwide. Other events held were at YWCA, Health fair, Claremont Open Bible Church and Whitfield Town Community Centre <p>Communications Dept/NCTVET.:</p> <ul style="list-style-type: none"> • Radio interview on Nation Wide – Power 106; • ED Addressed Mo-Bay C of C • Commercials on Hot 102. • The ED was appointed to the JEF Board at the JEF Convention. <p>Expositions at: Frome; Ritz Carlton; Western Region; Bay West Shopping Centre; and JTA Conference.</p>		Communication s/NCTVET/ NPD



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	5.5 Entrepreneurship programme strengthened and expanded in all HEART Trust/NTA funded programmes, including 14 Technical High Schools and extended to 3 tertiary institutions	STRENGTHENED 29 ESD Trainers Certified: <ul style="list-style-type: none"> Seventeen persons participated in second upgrading workshop August 14 – 18, 2006. Sixteen (16) persons from the TOT workshop conducted July 17-28, 2006 presented with <i>Certificate of Participation</i> Thirteen (13) persons from the Upgrading workshop conducted July 10-14, 2006 at the VTDI, presented with <i>Certificate of Achievement</i> EXPANDED <ul style="list-style-type: none"> Proposal submitted by ESDU to six (6) tertiary institutions, 1 Technical High School and to the Joint Board of Teacher Education. Caribbean Maritime Institute, UTECH, UWI, NCU, MICO Teachers College, Mona school of Business GC Foster College, University College of the Caribbean Plans underway for a CBET symposium 	One seminar held in July and August for teachers in THS. Some instructors of the Skill Training Centres participated. Thirteen persons received certificates of participation.	Need to review Indicator	CTD – ESD



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	5.6 Career Guidance programme implemented in TVET System and policy on LLL implemented and promoted by 03/07	<ul style="list-style-type: none"> ▪ Final draft of Career Policy prepared and circulated to key persons within the Trust and awaiting comments. ▪ Separate meetings held to discuss <ul style="list-style-type: none"> ○ Portal/website to disseminate career information both internal and external customers. ○ The role of the Career Development Officers (CDOs) within IBT and RPS Departments. Decision made to conduct a seminar with the Career Officers. (Held with Snr. Directors, Directors and Snr. Programmes Director) ○ CDOs' concerns regarding the programme, their role and function and job objectives. (Held with all Career Development Officers) ▪ Company contacted to develop Lifelong Learning website and a domain name identified ▪ Lifelong learning promotional videos being aired and a promotional jingle being developed ▪ Participated in the Caribbean Conference on Lifelong Learning in St. Lucia. ▪ PROGIS staff attended Lifelong Learning Focus Group meeting 	<ul style="list-style-type: none"> ▪ Discussions with counsellors on procedures and practices implemented in institutions were discussed. ▪ Annual Counsellors two-day retreat was held in July at Runaway Bay HEART Hotel. Draft document developed on what should constitute the Career Development Programme and distributed to counsellors for comments. <p>Seminar convened, with assistance from PPDD, to assist counsellors with the development of individual Log Frame objectives for the Career Development Programme.</p>	persons identified for focus group	PROGIS/CTD



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	5.7 EBT Department established as Assessment Only ATO by 12/06	On track--Preparations underway for re-evaluation. Procedural manual being revised Accreditation process continuing	No activity reported	CBT became ATO last FY (earlier than expected)	NPD/CBT, EBT
	5.8 Access to training via distance education modalities expanded to include 3 sites by 03/07	VTDI: Registration underway at 3 off-site locations—Runaway Bay; MIND, and Port Maria. Lecturers are presently repackaging the Assessor Training and Train the Trainers programme for distance delivery.	No activity reported		VTDI, ITC
6. Quality of Training/Delivery improved Weight = 15	6.1 Quality assurance systems improved and maintained system-wide by 03/07.	NCTVET -2 Regional Technical Workshops held for 29 institutions in Kingston and St. Ann - 8 Technical Consultations held - Auditor training session conducted for 26 persons NPD ▪ Six (6) Institutions received full compliance in NCTVET assessment audits: o Junction, Black River, Ebony Park, Newport , Petersfield and Cosmetology ▪ CBT has Functional committees in place in 22 assessment centres. Remaining 19 to be in place by September. ▪ Report submitted on Assessment of Own Learner Pilot, which indicated an effective strategy for cost	NPD – IBT: New quality assurance manuals implemented in all institutions. – EBT: Quality Assurance team is working with the consultant to improve the quality process NCTVET: • 58 programmes accredited in 8 organisations. • 40 Facility audits conducted • Technical workshops conducted in 15 organisations requesting accreditation. • 44 persons in total participated in two auditor/evaluation training workshops. • Quality Assurance seminars conducted with EBT & RPS.		NCTVET, NPD



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		containment. Further review to be done. ▪ The quality assurance teams were restructured during the month ▪ Scheduled quality audits and spot checks conducted.			
	6.2 90% certification rate achieved for HEART-financed programmes by 03/07	IBT: 94% EBT: 100% CBT: 60.7%	To date: EBT: 100% CBT: 100% IBT: Not Available		NPD TSD-VTDI
	6.3 Trainee (or customer) satisfaction level of 85% achieved (Include in plans of providers, system to measure to be improved this year)	VTDI conducting evaluations and results to be compiled in August NPD developing survey instruments to capture Learner satisfaction NCTVET conducted Guidance Counselling sessions on basic financial planning re tuition payment	New Indicator		NPD/All Divisions



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	6.4 ISO certification application and registration process for NCTVET completed by 03/07	NCTVET was approved by ISO in July!	Steering committee meeting held and practice audit conducted. ISO Training conducted: <ul style="list-style-type: none"> - NCTVET staff sensitisation workshop - Internal Audit Training - Training in Powerway Documentation - 1 supplier audit conducted (Moore Tech) 	Need to modify Indicator as target will be met early	NCTVET
			Quality Management Procedures documented		
	6.5 Instructor Quality Service programme (IQSP) average score of 90% achieved for instructors by 03/07.	First quarter scores are not yet available. Rating sheets now with Moore Tech for processing. IQSP forms have been standardized. New forms, which should facilitate faster processing, have been distributed.	CBT: 1 st quarter evaluation in progress. IBT: Institutions submitted 1 st quarter evaluation for processing. 2005/06 Scores were: CBT - 93.8% IBT - 88.3%		NPD
	6.6 Teaching, learning and assessment of Critical Employability Skills improved by 03/07.	Meeting convened re strategies to infuse Employability Skills in materials development. Meetings held to improve assessment quality assurance using master assessors.	New Indicator	Same report as last month	NPD, LMSD



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	6.7 ATO status achieved by 20 training providers, maintained by 35 training providers and 100 quality audits performed by 03/07	<p>NCTVET</p> <p><u># Achieved</u></p> <ul style="list-style-type: none">▪ Five in process<ul style="list-style-type: none">○ One organisation awaits Council action○ Four (4) Evaluation Reports for Accreditation completed and awaiting responses from the organisations <p><u>#Maintained</u></p> <p>9 ATOs evaluated for additional programmes</p> <ul style="list-style-type: none">▪ Evaluation Completed and awaiting Council response for 2 Institutions▪ Awaiting response from Two (2) Institutions <p><u># Audits</u></p> <p>39 Quality audits conducted</p> <p>NPD-EBT</p> <ul style="list-style-type: none">▪ 7 firms referred YTD. 30 companies plus EBT being prepared for NCTVET ATO evaluation	7 evaluations completed (in process of accreditation) 39 quality audits YTD	Bell Aire (Brown's Town CC) Eltham High School YES (Vision Makers) College of Hospitality & Vocational Skills	NCTVET, NPD
7 Relevance of Programme to Labour Market and Social Demand improved	7.1 Employers' requests for services increased by 15% by 03/07. (Target: 9, 631)	54.4% of target achieved. RPS 4,576 requests EBT <u>667</u> requests Total 5,243	2,650 requests received from firms YTD, an increase of 21.72% over the same period of last year. - RPS: 2,000 requests received. - EBT: 650 requests received.		NPD VTDI?



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Weight = 5	7.2 Training Capacity Adjustment Plan implemented by 03/07 to reallocate resources according to demand.	05/06 adjustments complete for priority investment areas. 06/07 capacity adjustment plan work in progress	IBT: <ul style="list-style-type: none"> VTCs submitted capacity reallocation proposals for Technical Committee in response to analysis. Institutions continue to work with instructors to review programmes in regards to expansion in the Bauxite, Tourism and hospitality. 	Indicator in revision	NPD/Technical Services/ PPDD/NCTVET
	7.3 Training needs analyses completed by 03/07.	Extensive review of recent needs analysis work at Executive Retreat completed in July. PPDD plans to complete four sector plans by March 2007.	<ul style="list-style-type: none"> Tourism data updated, but cannot get precise information on some investments. Final report on ICT submitted and is being reviewed/edited. 	Indicator in revision	PPDD/NPD
	7.4 Job placement of certified completers increased by 15% over 2005-06, by 03/07 (Target: 5, 323)	16.1% of annual target achieved YTD. Total of eight hundred and fifty-six (856) placements: 268 Completers Placed 346 Placement Facilitated <u>242</u> Other Placements Total 856	RPS: 770 placed to date. This represents 16.14% above the same period last year	856 includes EBT	NPD
	7.5 Training material developed to support Distance Learning in HISEP	Proposed modification to indicator to show current work focusing on material development and development of assessor and certification system	Three day Item writing workshop held for all five HISEP subjects in July. Approximately 3, 000 items written and submitted for vetting.		NCTVET
8. Strategic Human Resource Planning Development Programmes strengthened	8.1 80% of instructor corps have degree level certification or are pursuing by 03/07	Data indicate that four (4) instructors have achieved degree status. Three (3) applicants approved for degree training; one (1) being processed Standards & Assessment officer assigned	70% of instructor corps with diploma enrolled in a degree programme. Six training applications approved for instructors YTD. (Target was 55%)		HRPD



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and expanded Weight = 5		<p>to co-ordinate the development of assessment instruments for NVQ-J qualification for Instructors.</p> <p>76.5% of instructor core have degree level or are pursuing as at 30/6/06</p> <p>Meeting held 24/5 with Director Standards & Assessment to review qualification framework developed for Instructor/Senior Instructors and Head of Sections.</p> <p>1 instructor approved for degree level programme</p>			
	8.2 HRD programmes/initiatives implemented to support organization restructuring and training capacity realignments under the Revised TVET Model and in relation to demand by 03/07.	<ul style="list-style-type: none"> ▪ Meeting held June 14 focused on construction and hospitality competency gaps as well as supervisory training. Gaps being analysed now. ▪ Change management team leaders active 	<ul style="list-style-type: none"> - Strategic planning sessions facilitated for EBT. Proposal requested and received from training provider to offer Public Speaking and Grooming for EBT staff. - Leadership programme ongoing. - Training needs instruments developed, discussed and administered to RPS staff. Draft training schedule submitted to RPS Director. - Customer Service needs analysis and training completed for all Regional Offices. 		HRPD



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	8.3 NCTVET NVQ Levels 4 and 5 instructor certification programme, including VTDI degree, implemented 03/07.	<ul style="list-style-type: none"> Implementation Plan to be developed Competency standards for Levels 4 & 5 developed and are being finalized for release Meeting held June 8 to explore and make plans for implementation 	Meeting held with VTDI, NCTVET and NPD to develop action plan for developing qualification.		NCTVET, VTDI/TSD, HRPD
	8.4 Employee Satisfaction score increased to at least 70% (baseline is 63%) (Include in each plan) by 03-07	Work in progress <ul style="list-style-type: none"> Baseline measures under review for Divisions and Departments HRPD initiative resulting from findings of the 2004/05 Employee Satisfaction Survey documented and implemented 	Report finalised in March and being reviewed and recommendations to be submitted to the Snr. Management Team.		HRPD/HTF All Divisions
	8.5 Redesigned performance appraisal process, including competencies, in place by 03/07	<ul style="list-style-type: none"> On track Meetings convened with the Performance Management Committee—May 1 and May 30. Feedback from Sensitization sessions with Supervisors reviewed and Performance Management Appraisal guidelines amended 	Performance criteria developed for 9% of job competencies in April 2005. Review of the appraisal instrument was discussed at the Executive level. Research was conducted on different appraisal systems. The performance review committee met in August and revised the Appraisal Instrument.		HRPD



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	8.6 Organizational business processes defined and documented including succession planning by 03/07	<ul style="list-style-type: none">▪ Two (2) mission critical jobs identified for promotion at Professional Development Symposium scheduled for October 2006▪ Third meeting held in August to examine training, assessment and certification processes▪ Implementation plan and standard operating procedures (SOP) templates designed with RPS Process owners in June▪ Key level process "Learner Recruitment" maps reviewed, refined and submitted to process owners▪ Booklet with profiles for all mission critical jobs completed May▪ Meetings to examine staff recruitment and procurement, as well as training, assessment and certification as processes convened June 9 & 14, respectively.▪ Implementation plan and standard operating procedures templates designed and discussed with RPS Process Owners on June 13.	Strategic planning sessions facilitated for EBT		HRPD

Enclosure 6

**COMMUNITY BASED
TRAINING REPORT (August 2006)**

HEART TRUST/NTA
COMMUNITY BASED TRAINING DEPARTMENT
SUMMARY REPORT AUGUST 2006

HIGHLIGHTS

Enrolment:

Enrollment year-to-date is 7,388 or 58% of target. Enrollment for the month of August stood at 4,039 broken down as follows:

CBT	-	3,418
LEAP Centre	-	55
SDC	-	111
MOE	-	<u>455</u>
		4,039

Enrolment Target: 12,820

Number of Projects in operation

Ninety (90) projects were in operation during the month of August 2006.

Absenteeism and Drop-out

In August drop-out was kept at 1%. Absenteeism rate was 2%.

Year-to-date drop-out was 4%. Absenteeism rate was 3%.

Project Earnings

Earnings for the month of August was \$255,486.00.

Year-to-date project earnings is \$950,384.00

Certification

Certification year-to-date is 1522 or 19% of target. Target is 8,057. Certification for the month of August stood at 287 broken down as follows:-

Full NVQ-J Certification	-	230
Unit Competencies	-	38
Joint & other Certification	-	<u>19</u>
		287

Disbursements

Disbursement for August 2006 was \$35,795,717.00

Disbursement year-to-date is \$125,875.00

Audit Rating

No audit was conducted for the month of August 2006. Audit rate year-to-date is 4.17.

SUMMARY OF PROJECTS BY PARISH

PARISHES	PROJECTS	COMMENTS
1. Kingston & St. Andrew	36	<p>Eight (8) projects are not in operation; they are:</p> <ul style="list-style-type: none"> ▪ Pentecostal STC – A new training cycle is expected to commence September 2006. ▪ Kingston Restoration Company (KRC) – The frequent outbreaks of violence have affected training resulting in both staff and trainees reluctant to attend. A meeting is to be convened with the Community Management Committee to discuss the future of this project. ▪ Alpha Boys – Learners are placed at this project by the Judiciary system. Arising out of a meeting held with the Executive Director at HEART Trust and Project personnel the project was requested to submit a proposal to address changes in the funding arrangement. The changes are necessary as the project has difficulties conforming to the requirements for certification. The difficulties are low literacy level and lack of birth certificates. ▪ Miracle Tabernacle – New training cycle is expected to commence September 2006. ▪ Lister Mair Gilby – New training cycle is expected to commence September 2006. ▪ Western Institute – New training cycle is expected to commence September 2006. ▪ Carmel STC - New training cycle is expected to commence September 2006. ▪ United African - New training cycle is expected to commence September 2006.
2. St. Catherine	11	<p>One (1) project is not in operation; that is:</p> <ul style="list-style-type: none"> ▪ Cassava River – Training is offered in the evenings at the school. Hence one of the reason for the delay in the start of the new cycle, so as to avoid the breaking during the holidays. Additionally the Community Management Committee was being re-organized.
3. Clarendon	8	<p>Two (2) projects are not in operation; they are:</p> <ul style="list-style-type: none"> ▪ Kellits STC - Building is being repaired by Lift Up Jamaica to commence training in September 2006

PARISHES	PROJECTS	COMMENTS
3. Clarendon contd.		<ul style="list-style-type: none"> Male Adolescent Programme - The training programme targets street boys. However training had to be suspended to allow the providers time to identify appropriate facilities.
Manchester	14	<p>Two (2) projects are not in operation; they are:</p> <ul style="list-style-type: none"> Northern Caribbean University – The co-ordinator has been asked to document the University's intention as it relates to the continuation of the partnership. Devon STC – A new training cycle is expected to commence September 2006.
5. St. James	3	<p>One (1) project is not in operation; that is:</p> <ul style="list-style-type: none"> Adelphi STC – A new training cycle is expected to commence September 2006.
6. St. Mary	9	<p>Two (2) projects are nit in operation; they are:</p> <ul style="list-style-type: none"> Gayle STC _ Recruitment is in progress for a new training cycle to commence September 2006. Guys Hill – A new training cycle is expected to commence in Cosmetology in September and as soon as an instructor is identified training in Data Operation will commence.
7. St. Ann	4	All projects are in operation.
8. Portland	1	Project is in operation
9. Westmoreland	2	<p>One (1) project is not in operation; that is:</p> <ul style="list-style-type: none"> Montego Bay Frome - A new training cycle is to commence September 2006.
10. Trelawny	3	<p>One project is not in operation; that is:</p> <ul style="list-style-type: none"> Upper Trelawny – A new training cycle is to commence September 2006.
11. St. Thomas	5	<p>One (1) project is not in operation; that is:</p> <ul style="list-style-type: none"> Eastern College of Hospitality – A new training cycle is expected to commence September 2006.
12. Hanover	2	<p>One project is not in operation; that is:</p> <ul style="list-style-type: none"> Kendal – Building needs repairs before a new cycle begins.
Total	98	

COMMUNITY BASED TRAINING DEPARTMENT
PROJECT REPORT FOR AUGUST 2006

SUMMARY – KINGSTON & ST. ANDREW PROJECTS

♦ Budget for the year 2006/07	=	\$118,770,452.00
♦ Disbursement to date	=	\$ 44,936,938.00
♦ Number of projects in Kingston & St. Andrew	=	36
Number in operation	=	28
Number trainees enrolled to date	=	1212
Number currently in training	=	1070
Number completed	=	157

New Business Model

- The New TVET Model has been implemented in thirty two (32) projects in Kingston and St. Andrew.
 - Allman Town STC Central Kingston
 - Boulevard Baptist Citizens Advice
 - Denham Town Caribbean Maritime Institute
 - EXED Cosmetology International Information Technology Institute
 - Girls Town STC Pentecostal Gospel Temple
 - Stella Maris Mt. Friendship
 - Operations Friendship St. Patrick's Foundation
 - Webster STC Kingston Restoration Company
 - Western Institute Carmel
 - Samaritan Centre Kings Gate
 - Emmanuel Academic Institute Mt. Charles
 - Bethel United STC YMCA
 - United African Cornerstone Ministries
 - Jamaica Association for Mental Ret. Lister Mair Gilby
 - Mel Nathan Trinity Moravian
 - Miracle Tabernacle
 - Abilities Computer

- Thirteen (13) projects in Kingston and St. Andrew have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department an approved ATO.

They are:

- | | |
|-----------------------------|--------------------------|
| 1. Boulevard Baptist STC | 8. Denham Town STC |
| 2. EXED Cosmetology | 9. United African |
| 3. Bethel United STC | 10. Girls Town |
| 4. Trinity Moravian | 11. Abilities Foundation |
| 5. Pentecostal Gospel STC | 12. Western Institute |
| 6. St. Patrick's Foundation | 13. Operation Friendship |
| 7. Webster Memorial STC | |

- * IITI was evaluated for ATO Status. The final report indicated that NCTVET has not given approval. They were found compliant in 57 of 58 clauses. The Council found them non-compliant with regards to the safety of the building that only has one door.

LEVEL 1 PROJECT
KINGSTON & ST. ANDREW

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM-PLETERS	TRAINEES CURRENTLY IN TRAINING		
1. Abilities Foundation 191 Constant Spring Rd. Kingston	Information Technology Garment Const. Woodwork	1	\$4,562,079	\$1,745,500	143	64	20	42	25/8/06	Training cycle for year 2 learners ended July 2006. A new cycle will commence September 2006. Training is offered over 2 years and is geared towards learners who are physically challenged. Two (2) learners discontinued for unknown reasons.
2. Alpha Boys Home 26 South Camp Road, Kgn 16	Woodwork Printing/ Book Binding Tailoring	1	\$2,641,641	Nil	60	0	0	0	24/4/06	Learners are placed at this project by the Judiciary system. Arising out of a meeting held with the Executive Director at HEART Trust and Project personnel the project was requested to submit a proposal to address changes in the funding arrangement. The changes are necessary as the project has difficulties conforming to the requirements for certification. The difficulties are the low literacy level and lack of birth certificates.
3. Allman Town Human Resource & STC Hitchin Street Kingston 4	Data Operations Woodwork Tailoring Pastry	1	\$7,090,064	\$1,568,588	300	92	14	67	28/8/06	New cycle commenced March 2006 and will end September 2006. Income to date: \$1,500.00 Eleven (11) learners discontinued for unknown reasons.
4. Bethel United Skills Training Centre 20 South Camp Rd. Kingston	Data Operations	1	\$1,502,920	\$478,146	114	42	23	19	24/8/06	Training in data operation commenced July 2006 and will end December 2006. The first round of assessment took place mid-August according to schedule.
5. Boulevard Baptist 2 Washington Blvd. Kgn. 20	Data Operations Commercial Cook	1	\$5,796,473	\$3,217,272	195	95	0	84	22/8/06	A new cycle commenced March 2006 and will end September 2006. Eleven (11) learners discontinued having gained employment. Training is progressing satisfactorily.
6. Central Kingston Manchester Square Kingston	Commercial Cook	1	\$2,348,056	\$1,111,430	75	50	3	45	25/8/06	Cycle commenced May 2006. Two learners discontinued for unknown reasons.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM-PLETERS	TRAINEES CURRENTLY IN TRAINING		
7. Citizens Advice Bureau 29 Beechwood Ave. Kgn 5	Garment Constr. House Keeping	1	\$4,166,185	\$2,441,606	100	56	36	20	26/6/06	Training cycle commenced May 2006 and will end September 2006. There is still a demand for training in Garment Construction, which will commence September 2006 using the new standard. Income to date: \$10,218.00
8. Caribbean Maritime Institute Palisadoes Park	Multi-purpose Rating	1	\$2,678,570	\$2,678,570	45	15	0	15	28/8/06	New cycle commenced March 2006 and will end September 2006.
9. Denham Town STC Denham Town Kingston	Data Operations Cosmetology	1	\$4,607,560	\$1,557,051	190	46	3	36	28/8/06	Training cycle commenced May 2006 and will end December 2006. Seven (7) learners gained employment.
10. EXED Cosmetology 137 Mountain View Avenue Kingston 3	Cosmetology	1	\$4,382,178	\$ 2,005,478	175	68	21	47	6/8/06	Training commenced June 2006 and will end December 2006. 18/21 learners received NVQ-J
11. Girls Town 89 Maxfield Avenue Kingston 13	Cosmet. Food Prep. Data Operations	1	\$7,224,420	\$2,476,685	290	216	77	129	29/8/06	Training cycle commenced April 2006 and will end September 2006. Income to date: \$228,544. Ten (10) learners discontinued: 7 for unknown reason, 1 illness and 2 for financial reason. The enrollees include 29 Level II learners.
12. International Information Technology Institute (ITI) 34 Old Hope Road Kingston 5	Data Op.(L 2) Web Page(L2) Software Prog.(L3)	3	\$7,589,532	\$3,794,766	180	97	37	57	28/8/06	Training is offered in Level 2 and 3 programmes. Three (3) learners dropped-out for unknown reasons.
13. Mel Nathan Institute 9 Upper Rose Lane Kingston	Garment Const. Electrical Inst. Woodwork, Comm. Food Auto Mechanics Welding/	1	\$6,680,428	\$1,403,268	190	78	0	67	28/8/06	Training cycle commenced May 2006 in only 3 skill areas. The project is experiencing difficulties with recruitment in the other areas. The Community Management Committee needs to be more involved in the general management of the project. Eleven (11) learners discontinued: 10 for unknown reason and 1 gained employment.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM-PLETERS	TRAINEES CURRENTLY IN TRAINING		
14. Operation Friendship 2C' East Bell Road Kingston 11	Woodwork Data Operations Garment Welding	1	\$4,204,872	\$1,984,771	150	156	53	77	18/8/06	Cycle commenced July 2006 and will end January 2007. 18 learners received NVQJ. Awaiting assessment summary from assessor for remaining 35. Twenty six (26) learners discontinued: 15 for unknown reasons, 1 migrated, 2 gained employment, 2 for illness and 6 for financial reasons.
15. Pentecostal Gospel Skills Training 111 Windward Road. Kingston 2	Food Prep. House-Keeping	1	\$5,126,685	\$2,395,493	150	50	49	0	17/8/06	Training cycle commenced September 2005 and ended July 2006. New cycle to commence September 2006. 39/49 completers received NVQJ certification. One (1) learner discontinued for unknown reason.
16. The Samaritan Centre, 70 Duke St. Kingston	House-keeping	1	\$1,813,553	\$973,720	60	15	0	15	29/8/06	Cycle commenced April 2006 and will end November 2006.
17. Stella Maris Foundation 1 Grants Pen Road Kingston 8	Data Operation W/Work Sewing	1	\$3,273,392	\$1,086,595	120	42	0	37	25/8/06	Cycle commenced April 2006 and will end November 2006. Five (5) learners discontinued for unknown reason.
18. St. Patrick's 2-4 Pacific Blvd Kingston 11	Commercial Cook General Office Admin.	1	\$1,887,879	\$993,871	175	65	30	32	24/8/06	Training cycle ended July 2006. New cycle to commence September 2006. 15/30 learners received NVQJ. Awaiting assessment document for food preparation group. Three (3) learners discontinued: 1 due to indiscipline and 2 unknown.
19. Total Care 56 Lady Musgrave Road Kingston 5	Child Care	1	\$996,900	\$235,388	60	30	0	25	30/8/06	New cycle commenced March 2006 and will end September 2006. Learners have been registered to sit the November NVQJ non modular exams. Five learners discontinued: 1 due to illness and 4 unknown. Training is progressing satisfactorily.
20. Trinity Moravian 29 Montgomery Ave. Kingston 10	Garment Const. Food Prep.	1	\$6,731,944	\$3,240,932	235	192	41	151	22/8/06	New cycle commenced April 2006 and will end November 2006. 35 of the number enrolled are pursuing Level 11 training. Income: \$45,000.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
21. Webster Skills Training Centre 53 Half Way Tree Rd. Kingston 10	Data Operations	1	\$1,508,500	\$341,556	77	28	7	21	28/8/06	Cycle commenced March 2006 and will end September 2006. Income to date: \$16,000.00 5/7 received NVQJ certification.
22. Western Institute Seaga Boulevard Kingston 14	Data Operations	1	\$1,380,140	nil	30	12	12	0	28/8/06	Training cycle ended May 2006. The project is currently awaiting the results of a recent facility audit. A new cycle to commence September 2006. 12/12 received NVQJ certification.
23. KRC- Essential Adult Training Centre 2-4 Highholborn Street Kingston	Data Operation	1	\$1,145,600	Nil	45	0	0	0	25/4/06	Training commenced May 2005 and ended February 2006. The frequent outbreaks of violence have affected training resulting in both staff and learners reluctant to attend. A meeting is to be convened with the Community Management Committee to discuss the future of this project.
24. Carmel Gospel Skills Training 39 D'Aguilar Rd. Kingston	Food Prep.	1	\$3,079,660	\$791,569	100	32	26	0	25/8/06	Training ended August 2006. New cycle to commence September 2006. Six (6) learners discontinued: 2 dislike, 3 for unknown reasons, 1 indiscipline.
25. Creative Crafts STC 92 Hanover St. Kingston	Craft	1	\$983,977	\$966,635	20	9	0	9	24/8/06	A new cycle commenced March 2006 and will end September 2006. Income to date:\$7,500.00 Training is offered to learners who are blind. 1 learner discontinued for unknown reason.
26. First Missionary STC 58 East Street Kingston	Quilting & Drapery Making	1	\$1,167,922	\$485,477	45	28	13	13	28/8/06	New cycle commenced May 2006 and will end September 2006. Two (2) learners discontinued for unknown reasons. Income to date: \$9320.00
27. Kings Gate United STC 39 Hope Road Kingston 10	Food Prep. H/Keeping Leather Craft	2	\$4,650,640	\$2,302,308	125	126	60	52	28/8/06	Training cycle commenced May 2006 and will end October 2006 Income to date:\$12,000 Twelve (14) learners discontinued : 10 for unknown reason, 2 illness and 2 gained employment.
28.. Mount Charles Mavis Bank St. Andrew	Comm. Food Prep.	1	\$2,231,764	\$825,627	30	14	0	13	8/8/06	A new cycle commenced April 2006 and will end September 2006. Income to date:\$1,100.00 1 learner discontinued having gained employment.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM PLETES	TRAINEES CURRENTLY IN TRAINING		
29. Mount Friendship Skills Training Golden Spring PO, St. Andre	Information Technology Food Prep.	1	\$3,302,899	\$797,800	90	32	0	31	28/8/06	Training cycle commenced July 2006 and will end December 2006. One (1) learner discontinued for unknown reason.
30. Shoe Shine Project 1 Devon Road Kingston 6	Leather craft	1	\$1,224,821	\$408,166	30	21	2	19	28/8/06	Training cycle commenced July 2006 and will end December 2006. Training at this project targets Street Boys through the Possibilities programme.
31. YMCA – KGN Hope Road, Kingston 10	Remedial	1	\$1,723,272	\$1,026,304	190	109	23	86	28/8/06	Training cycle commenced October 2005. Training is offered over 2 years, with emphasis on remediation. The project proposes to expand offerings to include welding and barbering.
32. United African 49 Windward Road. Kingston	Baking	1	\$1,575,888	\$444,359	107	69	68	0	15/8/06	A cycle ended July 2006. A new cycle is to commence September 2006. A evening programme which offer training in partnership with Vauxhall School. 45 learners attained units of competency. One (1) learner discontinued for unknown reason.
33 Cornerstone Ministries 21a Connolley Avenue Kingston 5	Motor Vehicle Engine System	1	\$1,845,200	\$242,513	80	20	0	18	16/8/06	A new cycle commenced February 2006 and will end September 2006. Two (2) learners discontinued for unknown reasons.
34. Jamaica Association of Mental Retardation Golding Avenue Kingston 7	Craft Skills	1	\$1,265,100	Nil	44	12	0	12	23/8/06	A new cycle commenced May 2005 and will end September 2006. This is a new project and funding for the current cycle was disbursed from the 2005/06 budget. Training is geared towards learners' that are mentally challenged.
35. Lister Mair Gilby , Hope Estate Papine	Cosmet. W/Work	1	\$ 3,478,930	\$822,694	60	28	28	0	25/8/06	New cycle commenced May 2005 and ended April 2006. It is anticipated that as a result of the first cycle, some adjustments will be necessary for the new cycle scheduled for September 2006. This is an evening programme that target learners of the community that are hearing impaired.
36. Miracle Tabernacle Rhoden Crescent, Olympic Gardens	Apparel & Sewn Data Op.	2	\$2,900,808	\$92,800	100	0	0	0	29/8/06	Cycle commenced September 2005 and ended April 2006. New cycle to commence September 2006. Incomplete assessment and slow recruitment have resulted in the delay in the start of training.

Disbursement sub-total = \$44,936,938.00

SUMMARY – ST. CATHERINE

Budget for the year 2006/07	=	\$27,113,493.00
Disbursement to date	=	\$ 10,343,218.00

Number of projects in St. Catherine	=	11
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Number of project(s) not in operation	=	1
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Number trainees enrolled to date	=	261
Number currently in training	=	236
Number completed training	=	25

New Business Model

Except for 3D, all projects in St. Catherine have implemented the New Business Model.

Seven (7) projects in St. Catherine have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department, an approved ATO.

1. Glad Tidings STC
2. Cassava River
3. Ewarton
4. McGrath
5. Faith Temple
6. Phillipa Baptist
7. Spanish Town SDA

**AUGUST 2006
LEVEL 1
ST. CATHERINE**

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
37. Cassava River Glengoffe St. Catherine	Data Operations	1	\$1,385,752	Nil	40	0	0	0	25/8/06	Recruitment has began for a new cycle to commence September 2006. Training is offered in the evenings at the school. One of the reasons for the delay in the start of the new cycle, is that during the holidays no training takes place. Additionally the Community Management Committee was being re-organized.
38. Faith Temple STC Bayside P.O. St. Catherine	Data Operations Garment Const.	1	\$5,332,545	\$2,935,568	140	71	2	64	15/8/06	A new cycle commenced April 2006 and will end November 2006. Income to date: \$27,500 The two learners who completed, received NVQ-J Level II. Five (5) learners discontinued: 3 gained employment, 1 for financial reason and 1 for unknown reason.
39. Glad Tiding 1 Ebanks Avenue Spanish Town St. Catherine	Data Operations	1	\$1,408,563	\$308,620	56	22	0	22	28/8/06	Training cycle commenced April 2006 and will end September 2006. Income to date: \$35,000.00 Assessment and recruitment in progress.
40. Ewarton Skills Training Project Ewarton P.O. St. Catherine	Data Operations	1	\$2,216,044	\$958,376	75	27	0	27	10/8/06	New cycle commenced January 2006 and will end September 2006. Assessments are being completed.
41. 3D Projects Monk Street St. Catherine	Paper Making	1	\$960,161	\$221,111	45	18	0	15	25/8/06	A new cycle commenced May 2006 and will end October 2006. Training is offered to individuals who are mentally challenged. Three (3) learners discontinued due to dislike.
42. Braeton S.D.A. Skills Training Braeton, St. Cath.	H/Keeping Drapery	1	\$1,498,493	\$584,632.	40	43	18	25	22/8/06	New cycle commenced May 2006 and will end January 2007. 13/18 learners received NVQ-J certificate.

AUGUST 2006
ST. CATHERINE

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
43. Edward Piece Skills Training Harkers Hall St. Catherine	House keeping	1	\$2,309,326	\$902,993	40	26	0	24	15/8/06	A new cycle commenced March 2006 and will end September 2006. Income to date: \$30,00.00 Two (2) learners discontinued having gained employment.
44. Kitson Town Skills Kitson Town St. Catherine.	Food Prep.	1	\$1,002,979	\$807,435	51	18	0	18	28/8/06	A new cycle commenced April 2006 and will end September 2006. Income to date: \$8,000.00
45. McGrath Skills Training Project McGrath St. Catherine	Sewing, Welding and Pastry Making	1	\$4,593,392	\$1,086,569	140	67	0	60	28/8/06	Training cycle commenced March 2006 and will end September 2006. Seven (7) learners discontinued: 2 gained employment, 1 illness, 3 migrated and 1 unknown. Income to date:\$17,250.00 Assessment is almost completed.
46. Phillipo Baptist Skills Training Project William Street St. Catherine	Garment Const. Tailoring Pastry Making	1	\$4,367,881	\$2,060,537	185	76	0	69	25/8/06	A new cycle commenced May 2006 and will end October 2006. Income to date:\$48,200.00 Seven (7) learners discontinued: 3 gained employment and 4 for unknown reason.
47. Spanish Town SIDA 56 Brunswick Ave Spanish Town, St. Catherine	Food Prep.	2	\$2,038,357	\$477,377	77	51	25	25	28/8/06	Training cycle commenced June 2006 and will end December 2006. One learner discontinued due to unknown reason. Income to date:\$7,610.00 23/25 learners received NVQ-J certification.

Disbursement Sub-Total = \$10,343,218

SUMMARY – CLARENDON

Budget for the year 2006/07	=	\$28,448,351
Disbursement to date	=	\$
Number of projects in Clarendon	=	8
a). Number in operation	=	6
Number trainees enrolled to date	=	406
Number currently in training	=	351
Number completed training	=	44

New Business Model

- Seven (7) projects in Clarendon have implemented the New TVET Model.
 1. Kellits STC
 2. Rural Family Support Organization
 3. Crofts Hill
 4. Four Paths
 5. Waterlane
 6. Clarendon College
 7. Faith Clinics

Five (5) projects in Clarendon have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department an approved ATO.

- RFSO
- Crofts Hill
- Kellits
- Four Paths
- Clarendon College

CLARENDON
LEVEL 1

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
48 Crofts Hill Skills Training Centre Crofts Hill P.O. Clarendon	Food Prep. Data Operations	1	\$4,703,317	\$1,728,648	180	113	72	41	15/8/06	Training cycle commenced May 2006 and will end October 2006. Income to date:\$5,200.00
49. Faith Clinic Voc. Inst. Manchester Ave. May Pen P.O. Clarendon	Garment Const. Cabinet Making	1	\$3,450,268	\$701,514	80	34	0	29	16/8/06	Training at the facilities has ben suspended due to the overall poor management of the project, however training is occurring at off-site location through partnership. Anew community group has emerged which has undertaken to improve the facility as well as to provide leadership. Five (5) learners gained employment Income to date: \$19, 7000
50. Four Paths STC Four Paths P.O Clarendon	Early Childhood Career Education & Develp. Food Preparation	1	\$5,115,304	\$2,951,650	110	60	16	41	16/8/06	A new cycle commenced April 2006 and will end September 2006. Income to date: \$6,050.00 Two (2) learners discontinued because they disliked the programme. One (1) trainee deferred.
51. Kellits Skills Training Centre Kellits Clarendon	Food Prep. House- keeping Restaurant Server	1	\$7,104,200	\$2,792,088	230	107	101	0	15/8/06	Training ended July 2006. Building is being repaired by Lift Up Jamaica to commence training in September 2006. 59 completers were awarded the NVQJ certification. Six (6) learners discontinued for unknown reasons. Income to date:\$27,000.00
52. Rural Family Support Org. C/o Denbigh Show Ground May Pen, Clarendon	Garment Const. House- keeping Food Prep Child Care	1	\$4,902,166	\$2,598,675	170	200	117	80	28/8/06	Cycle commenced September 2005 and will end September 2006. 71 completers were awarded the NVQJ certification. Two learners discontinued: 1 due to illness and 1 pregnant. 1 learner deferred. Income to date:\$13,580

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM PLETERS	TRAINEES CURRENTLY IN TRAINING		
53. Male Adolescent Prog., May Pen Clarendon	Tailoring, Barbering, Wood-work	1	\$1,604,936	\$374,191	60	18	18	0	28/8/06	Training cycle commenced September 2005 ended June 2006. The training programme targets street boys. However training had to be suspended to allow the providers time to identify appropriate facilities.
54. Water Lane STC Water Lane Dist. Clarendon	Food Prep.	1	\$1,568,160	\$306,729	60	41	23	18	14/8/06	New training cycle commenced July 2006 and will end January 2007.
55. Clarendon College Chapelton Clarendon	Housekeep. Comm. Cook Data Op.	1	\$4,303,552	\$2,005,292	60	69	0	69	11/8/06	New cycle commenced May 2006 and will end January 2007. Income to date:\$10,000.00

Disbursement = \$13,458,787.00

SUMMARY – MANCHESTER

Budget for the year 2006/07	=	\$35,861,230.00
Disbursement to date	=	\$ 18,093,497.00
Number of projects in Manchester	=	14
Number in operation	=	12
Number trainees enrolled to date	=	443
Number currently in training	=	356
Number completed training	=	82

New Business Model

The New TVET Model has been implemented in eleven (11) projects.

1. Catholic School of Technology
2. Northern Caribbean University
3. Mandeville Craft Institute
4. Caribbean Christian Centre
5. Knox
6. Mt. Olivet
7. Bellefield
8. Sister of Mercy
9. Christiana/Spalding
10. St. John Bascoe
11. Royal Flat

Seven(7) projects in Manchester have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department, an approved ATO.

- Northern Caribbean University
- Catholic School of Technology
- Bellefield
- Knox Cobbla
- St. John Bascoe
- Mandeville Craft
- Mandeville Care

AUGUST 2006
MANCHESTER
LEVEL 1 PROJECTS

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
56. Caribbean Christian Centre for the Deaf Knock Patrick P.O. Manchester	Information Technology	1	\$1,352,550	\$666,785	25	40	0	38	29/8/06	Training cycle commenced October 2004 and will end September 2006. This is a residential facility which offers training over a two year period to learners who are deaf. Two (2) learners discontinued for unknown reason.
57. Catholic School of Technology 66 Caledonia Rd. Mandeville	Rest. Server Motor Veh. Engine System	1	\$4,145,125	\$1,331,139	150	57	0	56	23/8/06	New training cycle commenced May 2006 and will end October 2006. Assessment has commenced and is going well. Income to date:\$6,300.00 One learner discontinued for unknown reason.
58. Christiana/ Spaldings Spaldings P.O. Manchester	Data Operation Welding	1	\$3,299,900	\$1,485,223	150	45	22	14	9/8/06	New training cycle commenced February 2006 and will end September 2006. Six (6) learner discontinued for reason unknown. Three (3) learners deferred.
59. Devon Skills Training Centre Devon P.O. Manchester	Electronics Garment Const.	1	\$3,928,097	\$1,769,202	96	48	45	0	29/8/06	Training cycle commenced September 2005 and ended July 2006. New cycle to commence September 2006. Awaiting NVQJ results for learners who sat exams in July using the Old Model. Income to date:\$8,050.00 Three (3) learners discontinued: 1 gained employment and 2 for unknown reason.
60. Knox Cobbla Community Cobbla, Manchester	Cosmet.. Comm. Cook	1	\$2,783,426	\$1,864,010	120	53	0	48	25/8/06	Training cycle scheduled to end November 2006. Training progressing satisfactorily. Five learners discontinued: 3 for indiscipline, 1 migrated and 1 unknown.
61. Northern Caribbean University STC Mandeville, Manchester	Food Prep H/Keeping	1	\$1,791,697	Nil	83	0	0	0	11/7/06	Training ended October 2005. The Co-ordinator has been asked to document the University's intention as it relates to continuation of the partnership.
62. Mandeville Craft Inst. Manchester Road Mandeville P.O.	Food Prep Front Office	1	\$5,897,004	\$2,816,396	190	85	20	55	30/8/06	Training cycle commenced May 2006 and will end October 2006. Income to date:\$17,58 Ten (10) learners discontinued for unknown reason.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM PLETERS	TRAINEES CURRENTLY IN TRAINING		
63. St. John Bascoe Children Programme (Sister of Mercy) Mandeville Manchester	Livestock Rearing Meat cutting Cartering	1	\$2,952,411	\$363,009	62	20	0	20	17/8/06	New cycle commenced February 2006 in meat cutting. However training in livestock rearing ended November. Learners are placed at this project by the Judiciary system. Arising out of a meeting held with the Executive Director at HEART Trust and Project personnel the project was requested to submit a proposal to address changes in the funding arrangement. The changes are necessary as the project has difficulties conforming to the requirements for certification. The difficulties are the low literacy level and lack of birth certificates.
64. Mandeville Care Giver P.O. Box 242 Mandeville Manchester	Practical Nursing	1	\$3,441,384	\$1,694,126	180	94	40	36	22/8/06	A new training cycle commenced April 2006 and will end November 2006. Awaiting assessment results for learners who sat exams in July 2006. Four (4) learners discontinued for unknown reason. Fourteen (14) trainees deferred.
65. Mount Olivet Mt. Olivet, Manchester	Data Operations	1	\$1,598,664	\$762,474	30	19	0	17	24/8/06	A new training cycle commenced April 2006 and will end November 2006. Income to date:\$200.00 Two (2) learners discontinued for unknown reason.
66. Bellfield Bellfield, Manchester	Data Operations Comm. Cook House/keep ing	1	\$3,623,380	\$1,946,800	160	159	62	55	31/8/06	A new cycle commenced April 2006 and will end November 2006. Forty two (42) trainees discontinued: 23 for unknown reasons, 7 financial and 6 pregnant, 4 migrated and 2 gained employment. The Community Management Committee has been asked to take immediate steps to address the high drop out.
67. Royal Flat Skills Royal Flat Manchester	Pastry Making	1	\$1,047,592	\$505,379	44	17	0	16	30/8/06	Training cycle commenced May 2006 and will end December 2006. One (1) learner deferred.
68. Institute of Business & Tech. Skills Leaders Plaza Mandeville	Customer Service	1	\$1,053,760 +\$12,000 <u>\$1,065,760</u> funds were transferred from Faith Clinic	\$1,064,997	20	20	0	20	15/8/06	This is a new project which commenced training May 2006 and will end October 2006. Assessment has commenced.
69. Maidstone STC Maidstone Manchester	Customer Service	1	\$2,101,529	\$989,873	20	25	0	25	11/8/06	This is a new project which commenced training May 2006 and will end December 2006. Assessment has commenced.

Disbursement sub-total = \$ 18,093,497.00

AUGUST 2006
ST. JAMES

SUMMARY – ST. JAMES

Budget for the year 2006/07	=	\$10,815,100.00	Number trainees enrolled to date	=	301
Disbursement tlo date	=	\$ 5,159,117	Number currently in training	=	77
Number of projects in St. James	=	3	Number completed training	=	221
Number in operation	=	2			

The three projects in St. James have implemented the Revised Business Model. All three locations are Assessment Centres, under the umbrella of the Community Based Training Department, an approved ATO.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
70. Adelphi Skills St. James	Plumbing Electrical Installation House Keeping	1	\$3,743,853	\$2,270,299	86	77	77	0	21/8/06	A new cycle commenced September 2005 and ended July 2006. 47/77 learners received NVQJ certification. 30 learners receive unit competency. The project has shown significant improvement in its certification rate. Recruitment in progress for a new cycle to commence September 2006.
71. Montego Bay Cosmetology Alice Eldermire Drive	Cosmet.	1	\$2,073,759	\$838,498	60	19	14	5	21/8/06	New cycle commenced September 2005 and ended July 2006. Final assessment took place in August 2006. 12/14 learners received NVQJ certification. Training is offered in partnership with Montego Bay Community College. Recruitment in progress for a new cycle to commence September 2006.
72. Ultimate Hospitality 3-5 Fort Street Montego Bay St. James	Restaurant Server	1	\$4,997,488	\$2,050,320	150	205	130	72	21/8/06	New cycle commenced October 2005 and is scheduled to end September 2006. 70/130 learners received NVQJ certification. 39 learners received unit competency. Three (3) learners discontinued for unknown reasons.

Disbursement Sub-total = \$5,159,117

SUMMARY – ST. MARY

Budget for the year 2006/07	=	\$30,617,399
Disbursement to date	=	\$12,128,934.00
Number of projects in St. Mary	=	9
a). Number in operation	=	7
Number trainees enrolled to date	=	805
Number currently in training	=	369
Number completed training	=	328

New Business Model

All the projects in St. Mary have implemented the Revised Business Model.

- Guys Hill STC
- Annotto Bay STC
- Clonmel STC
- Grace Care STC
- Mango Valley STC
- Richmond STC
- Gayle STC
- Woodpark STC
- Broadgate STC

Guys Hill STC, Richmond STC and Clonmel STC have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department, an approved ATO.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
73. Clonmel Skills Training Highgate P.O. St. Mary	Food Prep	1	\$2,487,572	\$1,137,619	117	84	26	50	21/8/06	A new cycle commenced April 2006 and will end November 2006. 12/26 learners were awarded NVQJ certification. Training is offered in the evenings in partnership with the Clonmel Primary & Junior High. Eight (8) learners discontinued: 6 for unknown reasons, 1 employed and 1 pregnant.
74. Grace Care & Couns. Centre, Oracabessa P.O. St. Mary	Garment Const. H/Keeping	1	\$2,411,682	\$1,055,937	75	58	28	27	28/8/06	Training commenced May 2006 and will end October 2006. Awaiting results for learners who sat exams in July (Old Model). Income to date:\$18,850. Three (3) learners discontinued: 1 gained employment and 1 for unknown reason.
75. Mango Valley Mango Valley St. Mary	H/Keeping Food rep	1	\$3,211,820	\$1,591,120	120	100	48	52	28/8/06	Training commenced May 2006 and will end October 2006. Income: \$50,000.00

76. Guys Hill Guys Hill P.O. St. Mary	Information Technology Cosmet.	1	\$3,281,720	\$900,270	170	65	35	0	25/8/06	The Instructor/Co-ordinator has resigned due inappropriate behaviour. A CMC meeting was convened and a new Chairman identified. The decision was taken to recruit a Data Operations Instructor. Training in Cosmetology is to start in September and training in Data Operations to commence as soon as an instructor is identified. Six learners discontinued for unknown reason. Twenty four trainees deferred.
77. Wood Park Wood Park P.O. St. Mary	Villa Services	1	\$4,573,740	\$2,412,373	110	193	141	52	26/6/06	New cycle commenced November 2005 and will end September 2006. Training is progressing satisfactorily.
78. Annotto Bay Annotto Bay St. Mary	Food Prep House-keeping	1	\$3,523,380	\$1,055,361	200	180	91	89	14/6/06	New cycle commenced March 2006 and will end October 2006. 19 of the completers received NVQ-J. The assessment results for the remainder are being verified. Training is offered in the evenings in partnership with Annotto Bay High School.
79. Broadgate Skills Broadgate St. Mary	Garment Const. Welding	2	\$2,780,462	\$634,516	90	38	0	36	27/6/06	Training cycle commenced September 2005 and will end August 2006. Two (2) learners discontinued due to indiscipline. Income to date:\$15,800.00

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	APPROVED BUDGET 2005/2006	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING	LAST DATE MONITORED	COMMENTS
81. Richmond STC Richmond St. Mary	Food Prep. House Keeping Inform. Tech.	1	\$6,370,023	\$2,856,257	240	71	43	22	28/8/06	Training is offered in the evenings in partnership with St. Mary Technical High School. Four (4) learners discontinued due to unknown reason. Two (2) learners deferred. All 43 completers received NVQJ certification.
82. Gayle STC Gayle, S. Mary	Motor Vehicle Engine System	1	\$1,977,000	\$485,481	80	16	16	0	21/8/06	Training cycle ended April 2006. Recruitment is in progress for a new cycle in September 2006.

Disbursement sub-total = \$12,128,934

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
83. Browns Town Cosmet Browns Town PO St. Ann	Cosmet	1	\$3,904,480	\$1,399,711	85	43	17	24	28/8/06	New cycle commenced April 2006 and will end September 2006. Two (2) learners discontinued: 1 due to pregnancy and 1 for unknown reason.
84. Rotary Ocho Rios Baptist Ocho Rios St. Ann	Electrical Installation Plumbing	1	\$3,602,429	\$1,293,695	120	66	41	24	28/8/06	New cycle commenced August 2006 and will end February 2007. 17 learners received NVQJ certification. Results for the remainder is being verified. One (1) learner discontinued for unknown reason.
85. Belle Air Dumbarton St. Ann	Food Prep H/Keeping	1	\$3,502,793	\$1,403,789	100	59	0	44	25/8/06	A new training cycle commenced April 2006 and will end November 2006. Training is offered in the evenings in partnership with Browns Town Community College. Fifteen (15) learner discontinued 4 due to illness; 1 pregnant, 5 financial, 1 employed and 4 unknown.
86. College of Hospitality Falcon Crest Hotel Ocho Rios St. Ann	Landscaping	1	\$126,800 +266,905 <u>\$393,705</u> Funds were transferred from Faith Clinic	\$393,705	35	140	19	119	25/8/06	New cycle commenced August 2006 and will end February 2007. Two (2) learners deferred. Project has partnered with CBT ATO for assessment services in four additional skill areas.

Disbursement sub total = \$4,490,900.00

AUGUST 2006
PORTLAND

SUMMARY – PORTLAND

Budget for the year 2003/04 = \$3,203,684

Number Enrolled to date: 37

Disbursement to date = \$920,209

Number completed: 0

Number of projects in Portland = 1

Number currently in training: 35

Number operational = 1

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAININ G CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITERED	COMMENTS
			APPROVED BUDGET 2002/2003	AMOUNT DISBURSED TO DATE	PROJECTED ANNUAL ENROLLMENT	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
87. Port Antonio Designs Port Antonio Portland	Drapery Housekee ping	1	\$3,203,684	\$920,209	36	37	0	35	28/8/06	<p>This is a new project which commenced training May 2006 and will end October 2006.</p> <p>The programme is being closely monitored to ensure smooth implementation.</p> <p>Two (2) trainees discontinued due to unknown reason.</p>

Disbursement sub-total - \$920,209.00

AUGUST 2006
WESTMORELAND

SUMMARY – WESTMORELAND

Budget for the year 2006/07	=	\$7,296,782	Number trainees enrolled to date	=	92
Disbursement to date	=	\$1,550,605	Number currently in training	=	20
Number of projects in Westmoreland	=	2	Number completed training	=	72
Number in operation	=	1			

Both projects have implemented the New TVET Model (Enfield STC). Enfield is an approved assessment centre.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM PLETERS	TRAINEES CURRENTLY IN TRAINING		
88. Enfield Skills Darliston P.O. Westmoreland	Food Prep House- keeping	1	\$3,808,910	\$1,550,605	125	53	33	20	28/8/06	New cycle commenced September 2005 and will end September 2006.
89. Montego Bay Community Coll. (Frome Campus) Frome, Westmoreland	Restaurant Server Bar Service	1	\$3,487,872	Nil	85	39	39	0	22/8/06	New project that commenced training October 2005 and ended July 2006. New cycle to commence September 2006. Assessment commenced July 2006..

Disbursement Sub-total = \$1,550,605

AUGUST 2006
TRELAWNY

SUMMARY – TRELAWNY

Budget for the year 2006/07 = \$14,358,357.00

Number trainees enrolled to date = 281

Disbursement to date = \$ 6,710,619.00

Number currently in training = 86

Number of projects in Trelawny = 3

Number completed training = 174

Number in operation = 2

The new TVET Model has been implemented in the three projects. Cedric Titus and Kelly Lawson are assessment centres under the umbrella of the Community Based Training Department, an approved ATO.

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJ. ANNUAL ENROL.	TRAINEES ENROLLED TO DATE	COM PLETERS	TRAINEES CURRENTLY IN TRAINING		
90 Cedric Titus Skills Clarks Town P.O. Trelawny	Food Prep Garment Const. Welding Data Operations	1	\$7,414,605	\$4,591,109	225	158	80	60	17/8/06	A new cycle commenced March 2006 and will end December 2006. Training is offered in the evening/nights in partnership with Cedric Titus High School. 40 completers received NVQJ certification. Eighteen learners discontinued: 6 for unknown reason, 5 migrated, 2 dislike and 5 gained employment.
91. Kelly Lawson Skills Lower Harbour St. Falmouth Trelawny	Food & Nutrition House Keeping	1	\$4,824,664	\$1,886,771	190	104	75	26	18/8/06	Training commenced April 2006 and will end November 2006. Three (3) learners discontinued: 2 gained employment and 1 migrated.
92. Upper Trelawny Wait-A-Bit Trelawny	Comm. Food Prep.	1	\$2,119,088	\$232,739	75	19	19	0	29/8/06	Training cycle commenced November 2005 and ended April 2006. New cycle to commence September 2006. 18 completers received NVQJ certification.

Disbursement sub-total = \$6,710,619.00

SUMMARY – ST. THOMAS

Budget for the year 2006/07 = \$15,740,936.00

Disbursement to date = \$ 7,170,355.00

Number of projects in St. Thomas = 5

a). Number in operation = 4

Number trainees enrolled to date = 437

Number currently in training = 179

Number completed training = 249

New Business Model

-All projects have implemented the New TVET Model.

1. Paul Bogle STC
2. Trinityville STC
3. Yallahs STC
4. Upliftment Jamaica
5. Eastern College of Hospitality

Yallahs and Trinityville have been assessed by NCTVET and have been approved to carry out assessment of learners under the umbrella of the Community Based Training Department, an approved ATO.

ST. THOMAS
LEVEL 1

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJECTED ANNUAL ENROLLMENT	TRAINEES ENROLLED TO DATE	COM PLETERS	TRAINEES CURRENTL Y IN TRAINING		
93. Paul Bogle Voc. Training Lyssons P.O. St. Thomas	Welding Electrical Installation Masonry/ Carpentry	1	\$7,421,739	\$3,580,649	210	181	81	94	28/8/06	A new cycle commenced September 2005 and will end September 2006. 54 completers have received NVQJ certification. Six (6) learners discontinued for unknown reason. Income to date:\$73,000
94. Trinityville Skills Training Centre, Trinityville St. Thomas	Data Operations H/keeping Food Prep Agro Processing	1	\$3,692,970	\$1,318,693	160	72	32	39	28/8/06	New cycle commenced June 2006 and will end December 2006. Income to date:\$5,100.00 32 completers have received NVQJ certification. One learner discontinued for unknown reason.
95. Upliftment Jamaica White Horses St. Thomas	Data Operations	1	\$1,622,452	\$633,714	100	45	20	25	30/8/06	A new cycle commenced July 2006 and will end February 2007. Income to date: \$3,800.00
96. Yallahs Skills Yallahs, St. Thomas	Data Operations H/Keeping Food Prep.	1	\$2,886,532	\$1,521,740	60	123	101	21	30/8/06	New cycle commenced April 2006 and will end September 2006. One learner discontinued for unknown reason. Training is offered in the evenings in partnership with Yallahs Primary & Junior High.
97. Eastern College of Hospitality Yallahs, St. Thomas	Food Preparation	1	\$117,243	\$115,559	18	16	15	0	30/8/06	Training commenced January 2006 and ended July 2006. New cycle to commence September 2006. Income to date: \$41,128 Assessment completed. One learner discontinued for unknown reason.

Disbursement sub-total = \$7,170,355.00

HANOVER

SUMMARY – HANOVER

Budget for the year 2006/07 = \$1,896,125.00

Number trainees enrolled to date = 42

Disbursement to date = \$938,268.00

Number currently in training = 21

Number of projects in Hanover = 2

Number completed training = 21

a). Number in operation = 2

PROJECT NAME & LOCATION	SKILL AREA	NO. OF TRAINING CYCLES	BUDGET		ENROLLMENT				LAST DATE MONITORED	COMMENTS
			APPROVED BUDGET 2006/2007	AMOUNT DISBURSED TO DATE	PROJECTED ANNUAL ENROLLMENT	TRAINEES ENROLLED TO DATE	COMPLETERS	TRAINEES CURRENTLY IN TRAINING		
98. Kendal Skills Training Centre Kendal Hanover	H/keeping	1	\$1,010,121	\$198,819	60	21	21	0	27/7/06	Training cycle commenced November 2005 and ended July 2006. Building needs repairs before new cycle begins.
99. Lucea STC Lucea, Hanover	Housekeeping	1	\$886,004	\$739,449	15	21	0	21	22/8/06	A new project which commenced training on April 2006. Income to date:\$6,000.00

Disbursement - Grand Total - \$125,901,447.00

PROJECT NAME & LOCATION	STATUS/STAGE	REMARKS
LEAP CENTRE:- 55 trainees are currently in training. Seventy five (75) trainees completed training in June 2004. Twenty one (21) trainees discontinued training. One hundred and fifty-one (151) trainees have been trained to date.	LEAP CENTRE	The breakdown is as follows
	Small Appliance	4
	Shoe Making	10
	Food Preparation	16
	Art & Craft	25
	Welding	0



Joyce Wilson (Mrs.)
 Director,
 Community Based Training Department

Enclosure 7

**NARRATION ON USE OF
COMPANY SEAL**



NARRATION ON THE USE OF THE COMPANY SEAL

There is no report on the use of the Company Seal as this has to be ratified by the Finance Committee. The Committee has not met since the expiration of the Board on May 31, 2006.

Enclosure 8

LETTER FROM MOF&P

**Re: Amendment to the Fourth Schedule of the
HEART Act (1982)**



ANY REPLY OR SUBSEQUENT REFERENCE
SHOULD BE ADDRESSED TO THE **FINANCIAL
SECRETARY** AND THE FOLLOWING REFERENCE
NUMBER QUOTED:-

Telephone No. 92-28600-16

Website: <http://www.mof.gov.jm>

Email: info@mof.gov.jm

MINISTRY OF FINANCE AND PLANNING
30 NATIONAL HEROES CIRCLE
P.O. BOX 512
KINGSTON
JAMAICA

August 30, 2006

Ref. No. 649/048 XII

Executive Director
H.E.A.R.T. Trust – NTA
6B Oxford Road
Kingston 5

Corporate Secretary/Legal Counsel's Office

RECEIVED

5/9/06
Date

Signature

Attention: Ms. Debbie-Ann Robinson

Dear Sir:

Re: Amendment to the Fourth Schedule of the H.E.A.R.T. Act (1982)

Reference is made to correspondence dated August 18, 2006 requesting an update on captioned matter.

We are in the process of preparing a draft Cabinet Submission as the start of the process. It is anticipated that within six (6) weeks, the process can be completed.

Kindly accept an apology for the delay.

Yours sincerely,


C. Gordon (Miss)
For Financial Secretary

Seen 5/9/06
DAR

Enclosure 9

**RECOMMENDATIONS ON THE
GOVERNANCE OF THE
APPRENTICESHIP PROGRAMME
AND THE RELEVANCE OF THE
APPRENTICESHIP ACT**



RECOMMENDATIONS ON THE GOVERNANCE OF THE APPRENTICESHIP PROGRAMME AND THE RELEVANCE OF THE APPRENTICESHIP ACT

Submitted to the Board of Directors
HEART Trust / National Training Agency

September 2006

RECOMMENDATIONS ON THE GOVERNANCE OF THE APPRENTICESHIP PROGRAMME AND THE RELEVANCE OF THE APPRENTICESHIP ACT

Submitted to the Board of Directors
HEART Trust / National Training Agency
September 2006

Summary

The Corporate Governance Committee (CGC) of the Board of Directors of HEART Trust-NTA requested a recommendation on *"the governance of the Apprenticeship programme and the relevance of the Apprenticeship act to the Board for its deliberations"* in a Memo to the Executive Director.

In brief, two recommendations are submitted:

1. Re-form the relatively new Management Committee set up to administer the Special Incentive Programme (SIP) to provide governance to all on-the-job training programmes, including Apprenticeship.
2. Repeal the Apprenticeship Act

The basic argument is that the HEART Act (HA) is the dominant Act, and it finances a training system well beyond the one envisioned by the Apprenticeship Act of 1954 (AA). The AA has provisions that duplicate what the HEART Board and overall structure already provides, so the provisions are unnecessary. According to the Apprenticeship Act, an Apprenticeship Board is appointed by the Minister, and this body provides the governance of Apprenticeship. This Board has not been in place for many years. If this Board were to now be appointed, it elevates Apprenticeship training in an undesirable way, as the Trust governs programme areas through committees, like institutional management committees, and not through a separate Board (with exception being the VTDI and NCTVET).

The recently formed SIP Committee can be readily reformulated into a governance committee for all on-the-job training. It already includes representatives from the training system, the employers and the trade unions. However, such a body should oversee traineeship, workforce development and apprenticeship.

Some Background on Apprenticeship

The HEART Trust/NTA assumed financial responsibility for the Apprenticeship Programme in 1990 and assumed operational responsibility for the programme in 1994.

In assuming responsibility, the HEART Trust managed the Apprenticeship Programme as one of several different training modalities employed by the agency to train persons for employment. These broad modalities include:

- On-the-job training
- Institution based training
- Community based training

Apprenticeship training currently resides in a department of the Agency called Enterprise Based Training (EBT) that includes on-the-job training through:

- Traditional Apprenticeship of four to five years, in 30 approved industrial trades
- Traineeship through the School; Leavers Programme-a more modern type of on-the-job training lasting one-to-two years
- Workforce Development for existing workers in short, customised courses leading to certification

Apprenticeship Training in 2006

Apprenticeship training has seen a decline in participation, moving from 932 in 2000-01, to 545 in 2005-06, a decline of 41% over the period. Of 30 possible apprenticeship areas, only 18 areas are being accessed by employers (see Table 1). In 1994-95 when the programme was formally transferred, there were 636 participants.

Table 1: Apprenticeship Training Enrolments FY 2005-06

TRAINING PROGRAMME	NO. IN TRAINING (At 03/2006)			ACTUAL ENROLMENT			ADMITS YTD	COMPLETIONS			TERMINATIONS		
	M	F	TOTAL	M	F	TOTAL		M	F	TOTAL	M	F	TOTAL
APPRENTICESHIP	400	14	414	529	16	545	8	126	2	128	3	0	3
LEVEL 2 NVQ-J Programmes													
1. Automobile Mechanics	118	7	125	152	9	161	1	33	2	35	1		1
2. Welder	57	2	59	78	2	80	0	19		19	2		2
3. Machinist & Turner	13	0	13	27	0	27	0	14		14			0

4. Electrical Installation	15	0	15	16	0	16	1	1		1	0		0
5. Automobile Electrician	13	0	13	19	0	19	0	6		6			0
6. Heavy Duty Mechanic	6	0	6	6	0	6	0			0			0
7. Industrial Maintenance Mechanic	31	3	34	33	3	36	1	2		2	0		0
8. Industrial Maintenance Electrician	21	2	23	26	2	28	5	5	0	5			0
9. Carpentry & Joinery	67	0	67	97	0	97	0	30		30	0		0
10. Automobile Painter	2	0	2	3	0	3	0	1		1			0
11. Automobile Body Repairer	8	0	8	11	0	11	0	3	0	3	0		0
12. Mason	17	0	17	24		24	0	7		7			0
13. Furniture Manufacturing	16	0	16	16		16	0			0			0
14. Plumber & Pipefitter	4	0	4	4	0	4	0	0		0			0
15. Refrig'n/Air Conditioning	4	0	4	9	0	9	0	5		5			0
16. Auto Air Conditioning	1	0	1	1	0	1	0	0		0			0
17. Steel Fixing	6	0	6	6		6	0			0			0
18. Painter & Decorator	1	0	1	1		1	0	0		0			0
19. Industrial Pipe Fitter	Titles with no apprentices												
20. Automobile Partsman													
21. Railway Electrician													
22. Millwrighting													
23. Electrical/Instrumentation													
24. Air Traffic Controller													
25. Radio and Television Service													
26. Radiator Repairer													
27. Graphic Arts													
28. Spray Painter													
29. Furniture Weaver													
30. Garment Construction													

Apprenticeship training participation is small in size compared to the much larger SL-TOP Traineeship and the growing Workforce Development activities as shown in Table 2 and that comprise the largest proportion of Enterprise Based Training activity. Apprentices account for only 12% of persons receiving full training on-the-job (SL-TOP and Apprenticeship combined) and only 2.7% of participants in Enterprise Based Training. As of March 2006, 165 firms are participating in official Apprenticeship training employing 400 males and 14 females. Historically, female enrolments are low in this kind of training, and currently only 3 percent of participants are female.

Table 2: On-the-Job Training Enrolments 2001-2006

	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Apprenticeship Programme	932	771	719	733	695	545
SL-TOP	4,265	4,448	4,630	4,821	4,600	4,415
Workforce Development	687	598	570	705	4,961	14,770

Apprenticeship is especially aimed at industrial trades, while SLTOP is aimed more at newer service occupations in (mostly) commercial occupations. Part of the reason for declining participation in Apprenticeship has been a declining trend

in industrial occupations, and as more intensive industrial training opportunities have been offered in training institutions such as the National Tool & Engineering Institute (NTEI), Jamaica German Automotive School (JAGAS), Cornwall Automotive Institute, Portmore Academy, and the island-wide network of Vocational Training Centres, also operated by HEART Trust/NTA. NTEI and JAGAS have programme designs that integrate both institution-based training and on-the-job training in what can be called co-operative training, this mimics the patterns of Apprenticeship training to a great extent. Advanced trainees are employed and return to the centre one day per week during the latter part of the training. Table 3 shows the enrolments over the past five years in the industrial maintenance, construction, and automotive skill areas inclusive of both institutional (IBT) and on-the-job (EBT) training.

Table 3: Enrolment in Construction, Industrial and Automotive Training: 2001-2006

Enrolment	Industry/Provider	2001-02	2002-03	2003-04	2004-05	2005-06	Total
	Construction						
	EBT	224	218	290	478	1708	2918
	IBT	3111	3056	3704	5631	8283	23785
	VTDI	0	236	426	695	711	2068
	Sub Total	3335	3510	4420	6804	10702	28771
	Industrial						
	EBT	171	179	228	227	332	966
	IBT	1412	1733	1875	1979	2246	7833
	VTDI	0	8	55	105	53	221
	Sub Total	1583	1920	2158	2311	2631	9020
	Automotive						
	EBT	312	278	276	313	241	1420
	IBT	1494	1560	1853	2496	2949	10352
	VTDI	0	0	0	24	40	64
	Sub Total	1806	1838	2129	2833	3230	11836
	TOTAL	6724	7268	8707	11948	16563	49627
Completions	Industry/Provider	2001-02	2002-03	2003-04	2004-05	2005-06	Total
	Construction						
	EBT	48	61	92	263	1074	1490
	IBT	1387	1324	1536	3118	6270	12248
	VTDI	0	66	160	270	387	883
	Sub Total	1435	1451	1788	3651	7731	16056
	Industrial						
	EBT	14	10	54	107	43	228
	IBT	711	963	1065	1229	1469	5437
	VTDI	0	8	0	55	53	116
	Sub Total	725	981	1119	1391	1565	5781
	Automotive						

EBT	71	45	40	104	45	305
IBT	628	866	880	1375	2189	5938
VTDI	0	0	0	5	15	20
Sub Total	699	911	920	1484	2249	6263
TOTAL	2859	3343	3827	6526	11545	28100

All the active job titles covered by Apprenticeship are available through other kinds of HEART provision and financial support. Only Air Traffic Controller and Radio and TV Repair are not covered by existing HEART provisions and NCTVET standards¹.

The Apprenticeship Board

The Apprenticeship Act of 1954 calls for the establishment of an Apprenticeship Board to govern apprenticeships. This Board's objectives overlap with those of the HEART Board and the Management Committee for Enterprise Based Training.

The **objectives** of the Apprenticeship Board, though not stated explicitly in the Apprenticeship Act are to:

1. Facilitate industrial apprenticeships in efforts to meet the needs of industry for trades workers, and
2. To ensure the welfare of the apprentices.

The formal **functions** of the Apprenticeship Board (paraphrased from the Act) are to:

1. Periodically estimate the number of apprentices required in particular trades to ensure a sufficient supply to meet industry requirements.
2. To recommend to appropriate authorities and organizations steps they can take to ensure that young people are guided into vocations.
3. To establish and recommend standards for training of apprentices, and
4. To recommend to the appropriate authorities and organizations other steps in relation to apprenticeship as seem desirable to the Board.

The Apprenticeship Board's functions duplicate HEART's functions to:

1. ensure a supply of workers,

¹ Through its use of unit competency standards, the National Training Agency and the NCTVET can facilitate training to the same standard through a variety of learning pathways both on-and-off the job, as well as in a training centre, school, or tertiary institution. The framework for technical and vocational training in Jamaica developed through HEART and the NCTVET is consistent with ILO Conventions including C142 the Human Resources Development Convention of 1975, and Recommendation 195 on Human Resources Development, 2004. Jamaica has no requirement in terms of international conventions to have a specific apprenticeship act or board.

2. to ensure welfare of training participants,
3. to promote career guidance, and
4. to establish standards (which HEART does via NCTVET).

The Apprenticeship Act also call for an Apprenticeship Tribunal to settle disputes and Apprenticeship Committees appointed by the Board to advise on technical requirements. It must also be pointed out that the AA requires all apprenticeships to be registered and it provides criminal sanctions for violation of the Act; however, there are really no enforcement provisions.

Given this scope of functions, along with the resources and powers of the Trust, what follows in Table 4 provides an analysis of each feature of the current apprenticeship law and the corresponding HEART capability to assume the function.

Table 4: Comparison of Apprenticeship Act and HEART Act

Apprenticeship Act	HEART Act and HEART Provisions	Comment
Apprenticeship Board	HEART Trust Board NCTVET Sections 4.1(n) and 4.2©	The Trust has recently established a new Governance Committee for <u>all</u> Enterprise Based Training with co-operation of PSOJ, JEF and other external stakeholders
Apprenticeship Orders	Minister's power to issue regulations under HEART Act is very similar to Apprenticeship Act. Section 25 (1) and (2)	Need to specifically authorise apprenticeship training in a revision to HEART Act
Apprenticeship Committees	Industry Training Lead Groups already advise NCTVET on formation of standards and conditions of training and can inform apprenticeship	
Formal Contracting	Already in place via Enterprise Based Training Department	
Apprenticeship Tribunal	Not in place	There has not been a dispute in the 11 years it has been operated by HEART. We have legal counsel already. It may be that Ministerial regulations authorised by the HEART

Apprenticeship Act	HEART Act and HEART Provisions	Comment
		Act may need to establish conflict resolution mechanism.
Administrative provisions for suspension, discharge, or transfer of apprentices, and appeals of decisions.	Already in place via Enterprise Based Training Department	
Provisions for Certification of Apprentices	Already in place via HEART ACT and NCTVET	
Offences and Penalties	Offences relate to payment of 3 percent tax.	If violations of apprenticeship principles are to remain an offence, this is a problem. Would need to place the offences in a revised HEART Act. Cabinet must consider that employers now pay a 3% tax, and have involvement with HEART on several levels. The main issue is employer compliance with 3% levy.

In light of the above analysis, for compliance with the Apprenticeship Act, it is necessary for an Apprenticeship Board to be appointed. This, however, duplicates the functions of the HEART Board and related Committees. The Executive Management of HEART Trust/NTA recommends repealing the Apprenticeship Act to eliminate this duplication.

As part of this, the present Special Incentive Programme Managing Committee would be re-formed to provide governance to all on-the-job training programmes including Apprenticeship, thereby fulfilling the functions of the Apprenticeship Act's intentions more directly. The Committee includes a tripartite representation including PSOJ, JHTA, the Joint Trade Unions, along with HEART Trust-NTA and NCTVET.

Possible Questions

Question: Is HEART going to stop offering Apprenticeships?

Answer: No. Apprenticeship training will remain a viable kind of training offering when firms request an apprentice in an "apprenticeable" trade.

Question: Should apprenticeship provisions be inserted into the HEART Act?

Answer: The HEART Act authorizes the Trust to finance on-the-job training, but does not explicitly authorize any kinds of training. If the HEART Act were modified, it should authorize a variety of kinds of training-institutional, on-the-job, traineeship, apprenticeship, etc.

Possible Problems

Some individuals may interpret a move to abolish the Apprenticeship Act as a move to repeal apprenticeship and this needs to be counteracted.

If violations of apprenticeship principles are to remain a criminal offence, this is a problem. Remember the Apprenticeship Act defines crimes, but has no enforcement mechanism.

Some may question whether the historical term "apprenticeship" has any formal meaning (going forward) in terms of worker protection and argue that it is not just a training issue, but an employment issue.

Planning & Project Development Division
September 2006

Enclosure 10

**CORPORATE OPERATIONAL
PLAN 2006-2007**

CORPORATE OPERATIONAL PLAN 2006-07

UPDATED ITEMS

April 2006- March 2007

(Revised Version September 2006)



Strategies/ Objectives /Results & Weight: Proposed Changes to Weights

Strategy/Objective/Result Area	Original Weight	Updated Weight
1. 74,040 individuals certified.	25	20
2. Access to training, assessment and certification programmes increased.	25	20
3. Existing Partnerships strengthened and New Partnerships developed to expand access to training and certification.	5	6
4. Effective and Efficient Management of Resources strengthened.	10	10
5. Technical Services to Support the TVET System maintained.	10	14
6. Quality of Training/Delivery improved.	15	16
7. Relevance of Programme to Labour Market and Social Demand improved	5	6
8. Strategic Human Resource Planning Development Programmes strengthened and expanded.	5	8
TOTAL	100	100

Note: Original weighting emphasized quantity too much over processes and quality

Log Frame Proposed Changes-Indicators

- 1.1 Certification-Splits out Breadnut Valley, SDC and MOEY programmes
- 2.1 Distribution of higher level training is now broken out and compared to last year
- 2.2 Enrolment-Splits out Other Bauxite Providers, SDC and MOEY programmes, and notation added about secondary schools
- 2.3 Target increased from 30 to 40 firms
- 2.4 Distance education: Indicator significantly revised because CIT was not budgeted
- 2.5 Added the word "pilots" to language on Assessment Centres
- 3.1 Modified to read: Qualification framework extended through new outreach and initiatives ~~agreements~~ with one tertiary institution, two community colleges and two private providers to operate programmes in NVQ framework
- 3.3 Added Secondary Schools to measure
- 4.2 Target collections figure corrected to \$3.86b
- 4.3 Earlier Indicator only said "expenditure must not exceed budget" Proposed: "Budget variance for expenditure does not exceed plus 5 to minus 7 per cent by 03/07."
- 4.4 Modified: "Average Unit Cost of training programmes does not rise by more than 5% by 03/07"
Reason: Measurements not yet accurate: Proposed change: "Average Unit Cost of training programmes measurement developed and implemented to monitor unit costs by 03-07"
- 4.6 Wording changed for greater clarity and specific targets clarified
- 5.1 Modified: "1,000 fully qualified Assessors registered on NQR and active in providing assessment by 03/07." Revised after analysis. Proposed: 250 new assessors trained in 5 competencies and 250 assessors upgraded to 5 competencies by VTDI by 03/07.
(Note: At July 2006, 1,135 on NQR with 576 assessors "active" during the year)
- 5.2 Target for new Instructional material lowered from 300 to 200 (error in original target)
- 5.3 Deleted: "Learning Management System expanded to include all CBT-HEART Trust/NTA funded training and certification programmes by 03/07"
Not Budgeted: delete Indicator, LMS targets covered in 4.6

5.8 Deleted: "Access to training via distance education modalities expanded to include 3 sites by 03/07"

Merged into 2.4

7.2 Modified: "Training Capacity Adjustment Plan implemented by 03/07 to reallocate resources according to demand."

Modified to read: "Capacities adjusted and resources allocations reviewed to support expansions in demand"

7.3 Modified: "Training needs analyses completed by 03/07".

Modified to read: "Four sectoral training plans completed by 03-07".

7.5 Modified to read: "Training materials, assessors, facilitators, certification system developed to support HISEP and materials available for Distance Learning by 03-08"

8.3 Added words "Level 4 and 5"—now reads: NCTVET NVQ Levels 4 and 5 instructor certification programme, including VTDI degree, implemented by 03/07

1.1 CORPORATE OPERATIONAL PLAN

April 2006- March 2007
(Updated September 2006)



1.1.1 Vision

A Jamaican workforce trained and certified to international standards, stimulating employment-creating investments, contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises and the nation.

1.1.2 Mission

A flexible TVET system expanding access to training and certification is established to influence and meet labour market demands.

1.1.3 Strategies/ Objectives /Results & Weight

Result Area	Original Weight	Proposed New Weight
1. 74,040 individuals certified.	25	20
2. Access to training, assessment and certification programmes increased.	25	20
3. Existing Partnerships strengthened and New Partnerships developed to expand access to training and certification.	5	6
4. Effective and Efficient Management of Resources strengthened.	10	10
5. Technical Services to Support the TVET System maintained.	10	14
6. Quality of Training/Delivery improved.	15	16
7. Relevance of Programme to Labour Market and Social Demand improved	5	6
8. Strategic Human Resource Planning Development Programmes strengthened and expanded.	5	8
TOTAL	100	100

Note: Original weighting emphasized quantity too much over processes and quality

1.1.4 Corporate Operational Plan 2006 – 2007

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight																																				
1. 74,000 individuals certified Weight = 20 NVQ 31,628 Unit 32,336 J&O 10,076 Total 74,040	1.1 NVQ certification achieved by 31,628 individuals by 03/07. <table><tr><th>Source</th><th>Actual 05-06</th><th>Target 06-07</th></tr><tr><td>Institution Based</td><td>11,475</td><td>11,721</td></tr><tr><td>Enterprise Based</td><td>2,901</td><td>7,555</td></tr><tr><td>Other Bauxite Providers</td><td>0</td><td>183</td></tr><tr><td>Community Based</td><td>2,156</td><td>4,726</td></tr><tr><td>NPD Total</td><td>16,532</td><td>24,185</td></tr><tr><td>VTDI</td><td>1,349</td><td>1,700</td></tr><tr><td>SDC & MOEY Programs</td><td></td><td>239</td></tr><tr><td>HEART Total</td><td>17,881</td><td>26,124</td></tr><tr><td>Secondary Schools</td><td>653</td><td>3,302</td></tr><tr><td>Other Providers</td><td>2,392</td><td>2,202</td></tr><tr><td>GRAND TOTAL</td><td>20,926</td><td>31,628</td></tr></table> (See Certification Table for Detail; targets are rounded) Changes: Splits out Breadnut and Splits out MOEY & SDC	Source	Actual 05-06	Target 06-07	Institution Based	11,475	11,721	Enterprise Based	2,901	7,555	Other Bauxite Providers	0	183	Community Based	2,156	4,726	NPD Total	16,532	24,185	VTDI	1,349	1,700	SDC & MOEY Programs		239	HEART Total	17,881	26,124	Secondary Schools	653	3,302	Other Providers	2,392	2,202	GRAND TOTAL	20,926	31,628	NCTVET Records and NPD records NQR	National Programmes Division VTDI & CIT NCTVET Need to develop more detailed Certification Table	10
Source	Actual 05-06	Target 06-07																																						
Institution Based	11,475	11,721																																						
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Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight																					
	1.2 Unit Competencies achieved by 32,336 individuals by 03/07. <table><tr><td></td><td>Actual 2005-06</td><td>Target 2006-07</td></tr><tr><td>IBT</td><td>16,211</td><td>18,375</td></tr><tr><td>EBT</td><td>9,561</td><td>11,265</td></tr><tr><td>CBT</td><td>2,800</td><td>2,502</td></tr><tr><td>NPD Total</td><td>28,572</td><td>32,142</td></tr><tr><td>Other Providers</td><td></td><td>194</td></tr><tr><td>Total</td><td></td><td>32,336</td></tr></table>		Actual 2005-06	Target 2006-07	IBT	16,211	18,375	EBT	9,561	11,265	CBT	2,800	2,502	NPD Total	28,572	32,142	Other Providers		194	Total		32,336	NPD and LMS records, Monthly Statistical Reports (MSR)	NPD	6
		Actual 2005-06	Target 2006-07																						
IBT	16,211	18,375																							
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Other Providers		194																							
Total		32,336																							
	Joint and Other certifications achieved by 10,076 individuals by 03/07 (11,970) last year <i>Note: Joint and Other being replaced by NVQs, Units and Job Certification</i>	NPD and LMS records, Monthly Statistical Reports (MSR)	NPD	4																					
2. Access to training, assessment and certification programmes increased Weight = 20	2.1 Higher-level enrolment increased from 19,755 in 2006-06 to 24,438 (increase of 24%) by 03/07. <table><tr><td>TYPE</td><td>2005-06</td><td>2006-07</td></tr><tr><td>NVQ</td><td></td><td>17,555</td></tr><tr><td>Units</td><td></td><td>10,081</td></tr><tr><td>Total - NPD</td><td>16,001</td><td>27,636</td></tr><tr><td>VTDI</td><td>3,754</td><td>1,700</td></tr><tr><td>Total</td><td>19,755</td><td>29,336</td></tr></table>	TYPE	2005-06	2006-07	NVQ		17,555	Units		10,081	Total - NPD	16,001	27,636	VTDI	3,754	1,700	Total	19,755	29,336	NPD, VTDI and LMS records	NPD and VTDI	4			
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Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight																																							
	2.2 Enrolment-participation in NCTVET approved training programmes increased to 100,000 by 03/07. Actual measurable target is 95,682. Additional participation is inferred from certification data and calculated at year end.	Monthly Statistical Reports	NPD, VTDI, Also: THSDP, MOEYC	7																																							
	<table><tr><th>TYPE</th><th>Actual 05-06</th><th>Target 06-07</th></tr><tr><td>Institution Based</td><td>46,521</td><td>44,058</td></tr><tr><td>Enterprise Based</td><td>19,730</td><td>23,000</td></tr><tr><td>Other Bauxite Providers</td><td>0</td><td>379</td></tr><tr><td>Community Based</td><td>11,822</td><td>11,490</td></tr><tr><td>SDC and MOEY Programmes</td><td>0</td><td>1,330</td></tr><tr><td>VTDI</td><td>3,754</td><td>4,053</td></tr><tr><td>TPDCO Team Ja (Private)</td><td>1,759</td><td>5,000</td></tr><tr><td>THSDP & RTVETSS</td><td>2,268</td><td>5,807</td></tr><tr><td>HEART TOTAL</td><td>85,854</td><td>95,117</td></tr><tr><td>Secondary Schools</td><td>See THSDP</td><td>2,000</td></tr><tr><td>Other Providers*</td><td>4,450</td><td>4,065</td></tr><tr><td>TOTAL</td><td>90,304</td><td>101,182</td></tr></table>				TYPE	Actual 05-06	Target 06-07	Institution Based	46,521	44,058	Enterprise Based	19,730	23,000	Other Bauxite Providers	0	379	Community Based	11,822	11,490	SDC and MOEY Programmes	0	1,330	VTDI	3,754	4,053	TPDCO Team Ja (Private)	1,759	5,000	THSDP & RTVETSS	2,268	5,807	HEART TOTAL	85,854	95,117	Secondary Schools	See THSDP	2,000	Other Providers*	4,450	4,065	TOTAL	90,304	101,182
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IBT																																											
Other Bauxite Providers																																											
TOTAL																																											
2.3 Forty (40) Thirty (30) new firms partnering with HEART institutions to provide training by 03/07. With EBT via SIP = 20 With IBT = 20	NPD and EBT records CTD	VTDI/NPD (EBT)	5																																								

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	2.4 Distance education strengthened. <ul style="list-style-type: none"> 250 individuals enrolled in distance education through VTDI CIT Distance Plan funded in 2007-08 budget Distance Ed programme for Instructors implemented Two new distance "sites" implemented <i>Note: CIT was not budgeted to expand Distance Ed this year.</i>	<ul style="list-style-type: none"> VTDI and CIT Statistical Reports In approved Budget for 2007-08 VTDI Report VTDI Report 	VTDI HTF	2
	2.5 "Assessment Centre" concept (i.e. assessment services for community) pilots implemented at 20 locations and EBT established as Assessment-Only ATO by 03/07,	NPD monthly reports	NPD	2
3. Existing Partnerships strengthened and New Partnerships developed to expand access to training and certification Weight = 6	3.1 Qualification framework extended through new outreach and initiatives with one tertiary institution, two community colleges and two private providers to operate programmes in NVQ framework	CTD Reports	ED's Office/ CTD/NCTVET	1
	3.2 Six partnerships for training in three sectors established by 03/07.	PPDD Reports	NCTVET/CTD/PPDD	0.5
	3.3 NVQ enrolment of THS and secondary schools increased by 20%	THSDP New: Technical – Vocational Unit of MOEYC Note: No effective way to measure secondary schools. CTD to improve reporting	ED's Office, THSDP	1.5
	3.4 Four (4) <u>externally financed</u> * partnerships for training/provision of technical services developed and three implemented by 03/07. <i>*Where a partner "pays" HEART</i>	PPDD and CTD reports	ED's Office/CTD/PPDD	1

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	3.5 Fifteen (15) new partnerships for community-based training established to expand training with NGOs, CBOs etc. by 03/07	CBT Reports	PPDD/NPD: CBT	2
4. Effective and Efficient Management of Resources strengthened Weight = 10	4.1 Earnings from fees increased by 10% to \$133m and commercial enterprises operate in financially viable condition (no losses) by 03/07. (New: Earnings were \$81.9m in 2004-05; \$111.3m in 2005-06 YTD at 02/2006; projected 2005-06 = \$121.4)	Financial Statement 03/2007	NPD/CTD	2
	4.2 Three percent (3%) collections increased to J\$3.86b (a 13% increase) by 03/07	Financial Statement 03/2007	HTF	3
	4.3 Budget variance for expenditure does not exceed plus 5 to minus 7 per cent by 03/07.	Financial Statement 03/2007 Variance Reports	All Divisions	1
	4.4 Average Unit Cost of training programmes measurement developed and implemented to monitor unit costs by 03-07	Finance Reports	Finance, NPD, VTDI, ITC	1
	4.5 Average Agency audit rating of no less than 4.0 achieved by 03/06.	Finance Dept Reports E.D.'s reports	All Divisions	1
	4.6 MIS improvements enable better connection between plans, budgets and performance reporting by 03/07 <ul style="list-style-type: none"> Divisions to begin reporting on Log Frame using on-line system by November LMS conversion for IBT, EBT and CBT completed by 03/07 New online planning system and LMS used August to October to create plans, projected enrolments & certifications, and budgets by 30/11/06 	Report from Planning Div showing results Audit by PPDD Report by ITC Online Planning System & LMS data in budget	PPDD/ITC/ All Divisions	2

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
5. Technical Services to Support the TVET System maintained Weight = 14	5.1 250 new assessors trained in 5 competencies and 250 assessors upgraded to 5 competencies by VTDI by 03/07. (At July 2006, 1,135 on NQR with 576 assessors "active" during the year (ITC))	NQR Report VTDI and NPD Reports	VTDI, NPD	3
	5.2 90 qualification profiles as well as at least 300 200 pieces of learning/instructional material developed to support training and certification across sectors/industries by 03/07	NQR, NCTVET reports	LMSD NCTVET	4
	5.3 Strategies implemented to increase acceptance of NVQJ certification and NVQJ certified workers among stakeholders, employers and potential customers by 03/07	E.D. & Communications report	Communications/NCT VET/ NPD	3
	5.4 Entrepreneurship programme strengthened and expanded in all HEART Trust/NTA funded programmes, including 14 Technical High Schools and extended to 3 tertiary institutions	CTD reports	CTD – ESD	2
	5.5 Career Guidance programme implemented in TVET System and policy on LLL implemented and promoted by 03/07	PROGIS reports	PROGIS	2
6. Quality of Training/Delivery improved Weight = 16	6.1 Quality assurance systems improved and maintained system-wide by 03/07.	NCTVET Audit report NPD Policy Manuals	NCTVET, NPD	2.5
	6.2 90% certification rate achieved for HEART-financed programmes by 03/07	NPD and LMS reports: certifications divided by completers Need to improve MOV here	NPD, TSD-VTDI	2.5
	6.3 Trainee (or customer) satisfaction level of 85% achieved by 03-07	Tracer Study this year.	NPD, VTDI	3

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	6.4 ISO certification application and registration process for NCTVET completed by 03/07	NCTVET reports	NCTVET	2
	6.5 Instructor Quality Service programme (IQSP) average score of 90% achieved for instructors by 03/07.	NPD IQSP reports	NPD	1
	6.6 Teaching, learning and assessment of Critical Employability Skills improved by 03/07.	NCTVET Standards Moderation Activity Report	NPD	3
	6.7 ATO status achieved by 20 training providers, maintained by 35 training providers and 100 quality audits performed by 03/07	NCTVET Audit Reports NPD Reports	NCTVET, NPD, PPDD & EBT	2
7 Relevance of Programme to Labour Market and Social Demand improved Weight = 6	7.1 Employers' requests for services increased by 15% by 03/07.	NPD, EBT & RPS reports VTDI	NPD VTDI	1
	7.2 Capacities adjusted and resources allocations reviewed to support expansions in demand.	NPD reports	NPD/Technical Services/ PPDD/NCTVET	.5
	7.3 Four sectoral training plans completed by 03-07.	PPDD Sectoral Plan documents	PPDD/NPD	2
	7.4 Job placement rate increased by 15% over 2005-06, by 03/07 (performance 2005-06 4,629 target was 5,323)	NPD reports	NPD	1.5
	7.5 Training materials, assessors, facilitators, certification system developed to support HISEP and materials available for Distance Learning by 03-08	NCTVET reports	NCTVET-HISEP	1

Strategies/ Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
8. Strategic Human Resource Planning Development Programmes strengthened and expanded Weight = 8	8.1 80% of instructor corps have degree level certification or are pursuing by 03/07	HRPD reports	HRPD	1
	8.2 HRD programmes/initiatives implemented to support organization restructuring and training capacity realignments under the Revised TVET Model and in relation to demand by 03/07.	HRPD reports	HRPD	1
	8.3 NCTVET NVQ Levels 4 and 5 instructor certification programme implemented by 03/07.	HRPD reports	NCTVET, VTDI, HRPD	2
	8.4 Employee Satisfaction score increased to at least 70% (baseline is 63%) (Include in each sub-plan)	HRPD reports	HRPD/HTF	1
	8.5 Redesigned performance appraisal process, including competencies, in place by 03/07	HRPD reports	HRPD	1
	8.6 Organizational business processes defined and documented including succession planning by 03/07	HRPD reports	HRPD	2
TOTAL				100%

Ad Hoc Activities

(Major activities not in the Plan. Consider modifying the Plan if the activities are substantial enough to warrant inclusion.)

- World Skills, World Cup and NYS initiatives are not included in Log Frame

Enclosure 11

**CORPORATE OPERATIONAL
PLAN 2007-2008 (Draft)**

**Second Draft 2007-08 Corporate Operational Plan
HEART Trust-National Training Agency**



Preface on Draft (for Board of Directors)

This (Second Draft) Corporate Operational Plan was developed after a management retreat held July 5 and 6, 2006. It was further refined in two meetings during the week of September 11. The Plan is presented to the Board of Directors for approval at its meeting of 27 September.

The Plan for 2007-08 is somewhat different than in recent years, while still using the Log Frame method. We redefined the total certification target as the overall Mission and we reduced the number of Result areas from eight to five. We have made the performance measures more robust by measuring more aspects of the Indicators.

In some areas you may notice figures missing. The targets are refined in accordance with the Budget process which is also going on now. Some historical information on previous year's performance is also being added to the measures.

The Weights are proposed and subject to Board review as well.

SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Infrastructure for training is sound	Time consuming internal processes and reporting systems	Significant new investments Construction, Hospitality, Bauxite, and I.T.	High level of emerging demand may be beyond ability to respond
Competent Human Resources	Management and coordination of cross-functional synergies	Emerging public awareness of importance of a competent workforce & competitiveness	Social and political demands outside of mandate and capacity of agency on 3% funds
Committed Staff	Continuing need to prepare current staff for new roles in revised TVET model.	Opportunities for influencing direction and form of the formal education system	Low quality output from education system
Credibility – local and international (reputation for results)	Poorly coordinated Information systems integration and poor internal dissemination of information	Regional TVET leadership and provision of services- opportunities to certify under CSME	Weaknesses in critical employability skills teaching and learning, and in assessment.
Dedicated payroll tax as reliable resource	Inadequate use of "information and data" in managing activities	Collaboration with institutions for the delivery of higher-level programmes	Inadequate financial resources to support projected rate of growth-New
Responsiveness to market demands	Shortage of facilities on North Coast re hospitality and construction	Retraining of workforce – a genuine need of industry	Growing too fast-quality vs. quantity trade-off
Wide stakeholder base		Articulation with tertiary education	
Global orientation and benchmarking practices		Use of emerging technologies to drive training delivery	
Agency enjoys relative autonomy		Opportunities for partnerships with private training providers	
Management philosophy and practice		New partnerships with NYS and JFLL	
High standards for achievement in organisation		World Cup Cricket in 2007	
JEF Employer of Choice-		World Skills-infusion and international networking; showcase Jamaican skills	

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		New National Lifelong Learning policy promotes training and the framework	
		Values & attitudes programme by education sector	
		Tri-partite agreements for schools developed by THSDP could improve performance and attitudes	
		JCUTE and NVQs in IT in the schools	

Updated 06-07-06

Key Success Factors

1. Showing the citizens and stakeholders the importance of improving skills, competencies and qualifications
2. Assisting learners to pursue a qualification in their area of occupational interest, assisting learners to advance career through further training
3. Assisting firms to identify training needs and implement training, assessment & certification
4. Offering standards-based training that leads to certification and job placement services that lead to employment
5. Partnering with other organizations to increase access to training, certification and employment
6. Meeting customer and stakeholder needs for responsive, on-time solutions
7. Showing accountability and positive returns for investments made in training
8. Employing competent instructors and trainers

Updated 13/07/2006 by TM-PPDD



1.1 CORPORATE OPERATIONAL PLAN

April 2007- March 2008
Second draft 18 September 2006

1.1.1 Vision

A Jamaican workforce trained and certified to international standards, stimulating employment-creating investments, contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises and the nation.

1.1.2 Mission

A flexible TVET system expanding access to training and certification is established to influence and meet labour market demands. The specific Mission for 2007-08 is to certify xx,xxx individuals.

1.1.3 Strategies/ Objectives /Results & Weight

Mission	Proposed Weight
XX,XXX (number of) individuals certified to meet labour market demands	20
Objectives-Results Areas	
1. Access to training, certification and employment facilitation increased	25
2. Performance management and organization development initiatives strengthened and expanded	15
3. Quality and relevance of products and services improved	15
4. Recognition and understanding of products and services increased	10
5. Resources allocated and expanded to meet strategic objectives	15
TOTAL	100

First Draft Corporate Log Frame FY 2007-08

Mission	Performance Indicators and Targets					Means of Verification	Responsibility Owner—Monitoring & Reporting (M&R)	Assumptions-Risks	Weight
XX,XXX (number of) individuals certified to meet labour market demands Target number developed with budget - Consider break-out by sector as additional report		Actual 2005-06	Target 2006-07	Actual 2006-07	Target 2007-08	NQR	IBT, CBT, EBT, VTDI NCTVET- Monitoring & Reporting	"Job" certification will be implemented	20
	NVQs & VTDI Qualifications								
	IBT + CIT	11,475	11,721						
	Other Bauxite Providers	*	183						
	CIT	396	0						
	EBT	2,901	7,555						
	CBT	2,156	4,726						
	SDC & MOEY		239						
	VTDI	1,349	1,700						
	Schools	653	3,302						
	Tertiary & Private	2,393	2,202						
	TOTAL NVQ and VTDI	4,395	31,628						
	New "Skill-Job" Qualifications	0	0						
	Other Qualifications	11,970	10,076						
	TOTAL	16,365	41,704						
	Individuals awarded Units (Part-time & custom programmes)	28,572	32,336						
	Unit Competencies Awarded								
	High School Equivalency (HISEP)								
	Note: we would begin reporting of unit competencies awarded, and persons awarded units								
	Bauxite Construction Project								
	IBT								
Private Providers									
TOTAL									

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight																																																				
	<p>1.2 Access to assessment and certification services expanded</p> <ul style="list-style-type: none">▪ Prior Learning assessment services offered at 27 locations island-wide and available in every parish (all IBT and VTDI)▪ # of Individuals accessing assessment & certification services =▪ # of institutions partnering with EBT to provide T&A▪ # of firms and participants participating in brokered programmes with EBT	NPD Reports	NPD		3																																																				
	<p>1.3 Partnerships expanded</p> <table><tr><td></td><td>Actual 2005-06</td><td>Actual 2006-07</td><td>Target 2007-08</td></tr><tr><td>a. OJT Firms in EBT</td><td>1,620</td><td></td><td></td></tr><tr><td>b. WFD Firms in EBT</td><td>313</td><td></td><td></td></tr><tr><td>c. Formal Active Partnerships</td><td>23</td><td></td><td></td></tr><tr><td>d. Formal Inactive Partnerships</td><td>7</td><td></td><td></td></tr><tr><td>e. New partnerships formed</td><td>11</td><td></td><td></td></tr><tr><td>f. Externally-financed projects #</td><td>6</td><td></td><td></td></tr><tr><td>g. Externally-financed projects \$</td><td></td><td></td><td></td></tr><tr><td>h. ATOs (non-HEART)</td><td></td><td></td><td></td></tr><tr><td>i. SIP Awards</td><td>0</td><td></td><td></td></tr><tr><td>Firms</td><td>0</td><td></td><td></td></tr><tr><td>\$ awarded</td><td>0</td><td></td><td></td></tr><tr><td>j. TPDCO Team Jamaica enrolment</td><td>1,759</td><td></td><td></td></tr></table> <p>Consider: Team Jamaica, CHASE, Jamalco, ICT4D, Spain, Regional initiatives</p>		Actual 2005-06	Actual 2006-07	Target 2007-08	a. OJT Firms in EBT	1,620			b. WFD Firms in EBT	313			c. Formal Active Partnerships	23			d. Formal Inactive Partnerships	7			e. New partnerships formed	11			f. Externally-financed projects #	6			g. Externally-financed projects \$				h. ATOs (non-HEART)				i. SIP Awards	0			Firms	0			\$ awarded	0			j. TPDCO Team Jamaica enrolment	1,759			<p>a. LMS</p> <p>b. LMS</p> <p>c. PPDD registry</p> <p>d. PPDD registry</p> <p>e. PPDD Registry</p> <p>f. PPDD Registry</p> <p>g. PPDD Registry</p> <p>h. NQR</p> <p>i. SIP Managing Committee reports</p> <p>"</p> <p>"</p> <p>j. Statistical Report</p>	<p>a. NPD-EBT</p> <p>b. NPD_EBT</p> <p>c. Owners, PPDD-M&R</p> <p>d. Owners, PPDD-M&R</p> <p>e. Owners, PPDD-M&R</p> <p>f. PPDD</p> <p>g. PPDD</p> <p>h. PPDD, EBT, NCTVET - M&R</p> <p>i. EBT</p> <p>j. TPDCO –PPDD-M&R</p>		3
	Actual 2005-06	Actual 2006-07	Target 2007-08																																																						
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Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight																																																	
	1.4 Certification expanded <ul style="list-style-type: none">Unit competencies reviewed/packaged to form Job Qualifications/Certification"Job certification" implemented in at least 4 key sectors¹ for 20 jobs by 03-08 (Hospitality, construction, retailing, security guards, financial services & banking)OBM + Joint + Other converted to NVQ and Job Certification by 03-08, no more than 5% not on new systems	NCTVET Report NPD Reports NPD and Statistical Report	NCTVET, NPD, VTDI		3																																																	
	1.5 Entrepreneurship promotion and training activities in target communities resulting in 30 new businesses by 03-08	TSD-Entrep Unit	TSD, EDU		2																																																	
	1.6 Job Placement improved by 30% over 2006-07 to x,xxx individuals <table border="1"><thead><tr><th></th><th>Actual 2004-05</th><th>Actual 2005-06</th><th>Actual 2006-07</th><th>Target 2007-08</th></tr></thead><tbody><tr><td>RPS-first</td><td></td><td></td><td></td><td></td></tr><tr><td>RPS-repeat</td><td></td><td></td><td></td><td></td></tr><tr><td>RPS-overseas</td><td></td><td></td><td></td><td></td></tr><tr><td>IBT</td><td></td><td></td><td></td><td></td></tr><tr><td>CIT</td><td></td><td></td><td></td><td></td></tr><tr><td>EBT</td><td></td><td></td><td></td><td></td></tr><tr><td>CBT</td><td></td><td></td><td></td><td></td></tr><tr><td>VTDI</td><td></td><td></td><td></td><td></td></tr><tr><td>Total</td><td>4,686</td><td>4,629</td><td></td><td></td></tr></tbody></table> <ul style="list-style-type: none">Consultant services of 2 months provided by 10/08XX personnel trained in Job Placement by 03-08Recognition programme for firms and job placement launched by 03-08		Actual 2004-05	Actual 2005-06	Actual 2006-07	Target 2007-08	RPS-first					RPS-repeat					RPS-overseas					IBT					CIT					EBT					CBT					VTDI					Total	4,686	4,629			LMS and RPS data RPS Reports	RPS, NPD,VTDI	
	Actual 2004-05	Actual 2005-06	Actual 2006-07	Target 2007-08																																																		
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Total	4,686	4,629																																																				

¹ Key sectors include: financial services, banking, retailing, (for further discussion at Technical Committee)

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight																																																
2. Performance management and organization development initiatives strengthened and expanded Weight = 15	2.1 Standard Operating Procedures to support the (x#) improved business processes developed 06-07 implemented and audited by 03-08 <table><tr><th>SOP</th><th>Developed</th><th>Implemented</th><th>Audited</th></tr><tr><td>Higher Level Processes</td><td></td><td></td><td></td></tr><tr><td>1. Managing stakeholder demands</td><td></td><td></td><td></td></tr><tr><td>2. Meeting current and future LM demands</td><td></td><td></td><td></td></tr><tr><td>3. Designing, developing and delivering programmes</td><td></td><td></td><td></td></tr><tr><td>Key Processes</td><td></td><td></td><td></td></tr><tr><td>1. Identifying current and emerging LM demands</td><td></td><td></td><td></td></tr><tr><td>2. Designing, developing and delivering programmes</td><td></td><td></td><td></td></tr><tr><td>3. Recruitment of learners</td><td></td><td></td><td></td></tr><tr><td>4. Training, assessment & certification</td><td></td><td></td><td></td></tr><tr><td>5. Procurement</td><td></td><td></td><td></td></tr><tr><td>6. Staff Recruitment</td><td></td><td></td><td></td></tr></table>	SOP	Developed	Implemented	Audited	Higher Level Processes				1. Managing stakeholder demands				2. Meeting current and future LM demands				3. Designing, developing and delivering programmes				Key Processes				1. Identifying current and emerging LM demands				2. Designing, developing and delivering programmes				3. Recruitment of learners				4. Training, assessment & certification				5. Procurement				6. Staff Recruitment				HRPD Reports	Process Owners 1. 2. 3. etc. HRPD-Monitoring & Reporting		4
	SOP	Developed	Implemented	Audited																																																	
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	2.2 Strategic alignment of planning process improved by 03-08 <ul style="list-style-type: none">Alignment exercise conducted in AprilLog Frame revisions completed by AugustLog Frame revisions adopted by Board at Retreat2008-09 Plan and Log Frame developed by October 2007Plans aligned and budgets adjusted by December 2007	PPDD records, reports, Log Frames and modifications, alignment reporting	PPDD: managing, monitoring & reporting Divisions and Departments		3																																																

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight																											
	2.4 Strengthening and upgrading of TVET professionals ensured Professional Staff <table><tr><th>Measure</th><th>Actual 2006-07</th><th>Target 2007-08</th></tr><tr><td>a. Jobs with competency standards Developed</td><td></td><td></td></tr><tr><td>b. Jobs with competency standards In-use</td><td></td><td></td></tr><tr><td>c. TVET professionals upgraded</td><td></td><td></td></tr><tr><td>d. MDP participants</td><td></td><td></td></tr><tr><td>e. LDP participants</td><td></td><td></td></tr><tr><td>f. Log Frame training-participants</td><td></td><td></td></tr><tr><td>g. CBET training-participants</td><td></td><td></td></tr></table>	Measure	Actual 2006-07	Target 2007-08	a. Jobs with competency standards Developed			b. Jobs with competency standards In-use			c. TVET professionals upgraded			d. MDP participants			e. LDP participants			f. Log Frame training-participants			g. CBET training-participants			All measures verified by HRPD	a. HRPD b. HRPD c. VTDI d. VTDI e. PPDD f. HRPD-VTDI g. HRPD-VTDI- LMSD		2			
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2.5 Monitoring & reporting process improved <ul style="list-style-type: none">On-time reporting measured and improved by 03-08 <table><tr><th>Month</th><th>% On Time</th><th>Month</th><th>% On Time</th></tr><tr><td>APR</td><td></td><td>OCT</td><td></td></tr><tr><td>MAY</td><td></td><td>NOV</td><td></td></tr><tr><td>JUN</td><td></td><td>DEC</td><td></td></tr><tr><td>JUL</td><td></td><td>JAN</td><td></td></tr><tr><td>AUG</td><td></td><td>FEB</td><td></td></tr><tr><td>SEP</td><td></td><td>MAR</td><td></td></tr></table> <ul style="list-style-type: none">Information management culture embedded within organization using the change management protocol (information analysis practiced, training sessions of HRPD)Monitoring using LMS and new dashboards (applications, capacity utilisation) improved and procedures clarified by 03-08 <p>Measure the percentage of monthly reports received on time: Divisional monthly reports, statistical reporting, variance reporting; template developed for measures</p>	Month	% On Time	Month	% On Time	APR		OCT		MAY		NOV		JUN		DEC		JUL		JAN		AUG		FEB		SEP		MAR		PPDD to clarify baseline Measure compiled by PPDD and Finance based on deadlines HRPD Report	All Divisions PPDD-Monitoring & reporting All Divisions HRPD: M&R		2
Month	% On Time	Month	% On Time																													
APR		OCT																														
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SEP		MAR																														

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight
	2.6 Recommendations from employee satisfaction survey (06/07) implemented by 03-08	Report from Personnel & Admin by 31/03/07	Personnel & Admin		1
3. Quality and relevance of products and services improved Weight = 15	3.1 Quality of training and assessment services improved a. On-time assessment b. Learning resources increased c. On-line content increased d. Certification rates maintained > 90% e. # Quality Assurance Audit Reports completed on ATOs IQSP scores > 90%	a. NPD measure b. & c. TSD-LMSD measure d. NPD measure e. NCTVET measure	NPD, LMSD, NCTVET		3
	3.2 Internal quality management system improved ▪ Rating developed for ATO conformance to standards by 12/07 ▪ Internal documentation for all departments meets ISO requirements by 03-08 ▪ Quality of assessors' performance improved by 03-08	NCTVET NPD NPD NCTVET-M&R	NCTVET & NPD		2

Strategies/ Objectives/ Results	Performance Indicators and Targets				Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight
	3.3 Relevance to labour market improved				a. Stat Report b. NQR c. NCTVET + TSD Report d. Stat Report e. LMS f. Stat Report g. Stat Report	a. NPD b. NCTVET c. NPD-EBT d. Corporate e. Corporate f. NPD, PPDD M&R g. NPD-PPDD		3
	Measures	Actual 2005-06	Actual 2006-07	Target 2007-08				
	a. Number enrolled in higher-level training L2+	17,563						
	b. Number of higher level qualifications L3 +	3,935						
	c. Number of new programmes developed related to demand							
	d. Total number of HEART-financed locations							
	e. Total number of HEART training programmes							
	f. Total number of occupational areas in which training is provided							
	g. Training spaces in NW Jamaica increased							

Strategies/ Objectives/ Results	Performance Indicators and Targets						Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight
	3. 4 XXX Qualifications available by 03-08 (Shoot for 400-500)						NQR & NCTVET, TSD-LMSD	NCTVET		3
		2004- 05	2005- 06	Total as of July 2006	Target 2006- 07	Target 2007-08				
	L1			54						
	L2			115						
	L3			88						
	L4			12						
	L5			3						
	Total Qualifications			309						
	New									
	Redeveloped									
	Total Unit Competencies available									
	Qualifications and Units with Assessment Instruments & Learner Guides			53 at July 2006						
	Qualifications and Units without Assessment Instruments			256						
	Undefined level for some qualifications listed by NCTVET									
	3.5 Customer service and satisfaction improvements initiated a. Customer service charter implemented by xx/xx b. Customer satisfaction surveys completed for HRPD, ITC, P&A by 03-08 c. 'Mystery client' and learner feedback studies completed by 03-08 d. Customer service rating of xx% achieved on C.S. survey e. Measurable Indicator for processing of applications to be developed by NPD-RPS						HRPD Report by 03-08	ED, P&A, NPD- RPS HRPD—M&R		2

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight
	3.6 Scholarships for Level 3 & 4 reintroduced and 50 scholarships awarded	Budget allocation as subvention or line item and Records of Expenditure	VTDI and NPD		1
	3.7 World Skills C/S and culture implemented in institutions and programmes	NPD Report through World Skills Secretariat	NPD-SPD		1
4. Recognition and understanding of products and services increased Weight = 10	4.1 Marketing and information about benefits of certification to customers expanded using promotional activities and public education <ul style="list-style-type: none"> Promotional activities conducted Public awareness and understanding of HEART, NCTVET, CBET & NQF measured and baseline established 	-Communic Report -Stakeholder awareness survey	ED-Communications NCTVET		10
5 Resources allocated and expanded to meet strategic objectives Weight = 15	5.1 Sectoral Plans completed for four sectors to inform 2008-09 budget	4 Sector Plans	PPDD		3
	5.2 Budget plans developed in accordance with objectives/activities using LMS and Online Planning Tool by 03-08 Note: Enrolment, completion, certification plans must be done with LMS by 10-07	LMS used in budget displays. Plans use budget staging section.	All cost centres ITC—M&R		4
	5.3 Expenditure variance is not greater than plus 5% to minus 7%	Financial Statements	Each cost centre HTF-Finance M&R		2

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner-M&R)	Assumptions - Risks	Weight			
	5.4 Expenditure for EBT, CBT, Construction, tourism, and training materials and equipment increased by 03/07	Financial Statements	Each cost centre HTF-Finance M&R		2			
						2005-06	2006-07	2007-08
	EBT							
	CBT							
	Tourism							
	Construction							
	Materials & Equipment							
	5.5 Income and earnings targets	Financial Statements	HTF-Finance Managing, monitoring & reporting		4			
	▪ Total Income = \$_____ by 03-08							
	▪ Income from 3% = \$_____ by 03-08							
▪ Income from Fees = \$_____ by 03-08								
	▪ Other earnings = \$_____ by 03-08							
TOTAL					100			

Enclosure 12

**REPORT ON SCHOOL OF
COSMETOLOGY**

**Heart Trust/ NTA
New Facilities - School of Cosmetology
10 Hope Road, Kingston 10**

Status of Implementation – September 22, 2006

1.0 INTRODUCTION

This report has been prepared to update the Board of Directors on the status of the construction of New Facilities at the School of Cosmetology, 10 Hope Road, Kingston 10.

2.0 CONTRACT DATES

The project commenced 29 May 2006 and is scheduled to be completed 29 January 2007.

3.0 PROGRESS OF WORKS

The following construction progress was reported at a Site Meeting on September 19, 2006 (photos attached):

Main Building

➤ Foundations 100%

Ground Floor

➤ Block walls/ columns 100%
➤ Ground floor slab 100%
➤ Plumbing 1st fix 95%
➤ Electrical 1st fix 95%
➤ Rough casting 90%

First Floor

➤ Suspended floor slab 100%
➤ Block walls/ columns 70%
➤ Plumbing 1st fix 50%
➤ Electrical 1st fix 50%
➤ Fabrication of Roof trusses 90%

The project is approximately thirty eight (38) days behind schedule, resulting from the following:

1. An abandoned soak away pit being found directly in the line of the foundations, for which an instruction had to be issued by the Civil Engineer.
2. Revisions to the layout of the training laboratories and the salon.
3. Late instructions from consultants.

A claim for extension of time has been submitted to the Architect by the contractor. This is currently being evaluated.

New Facilities - School of Cosmetology
10 Hope Road, Kingston 10
Status of Implementation – September 22, 2006

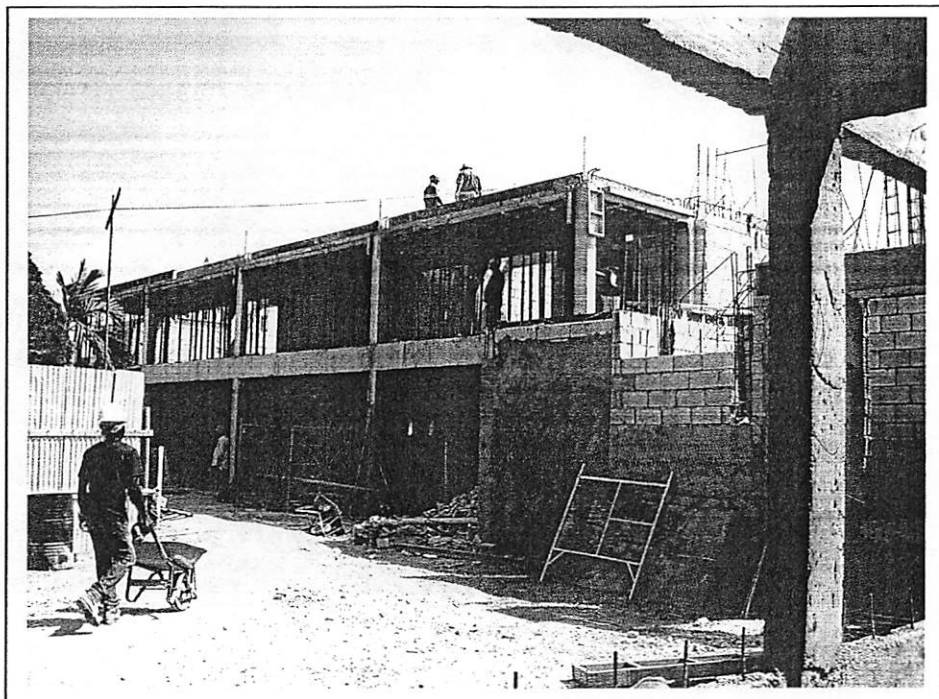
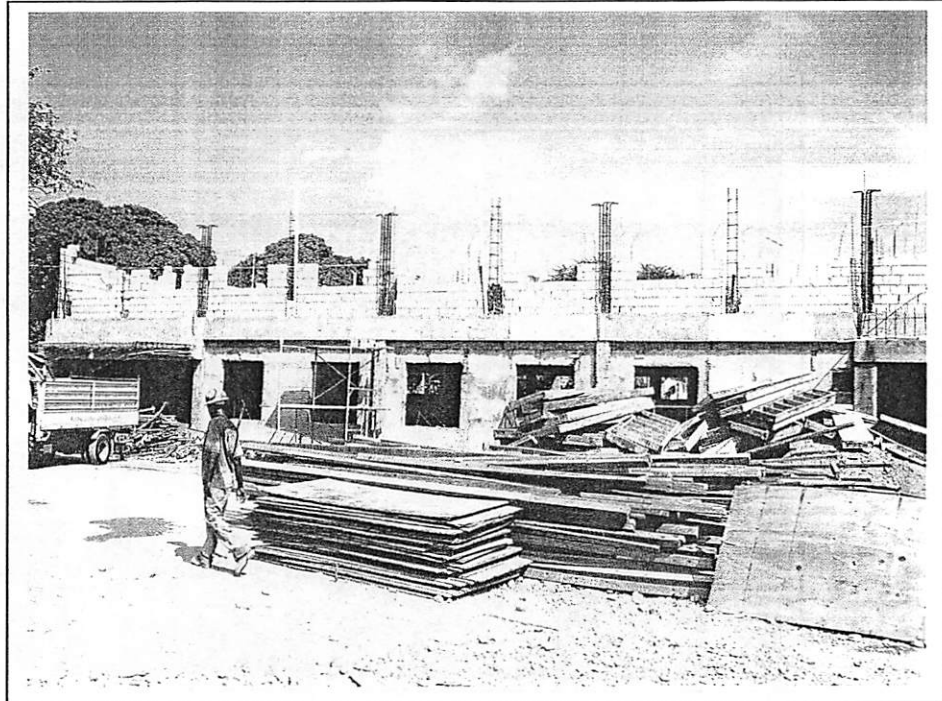
4.0 BUDGET

- Contract Sum \$169,572,721.89
- Approved Variations to date \$36,168,524.27*
- Expenditure to date: \$48,074,833.23

*Approval granted by Cabinet for variation in the sum of \$35,971,113.00. (copy correspondence attached)

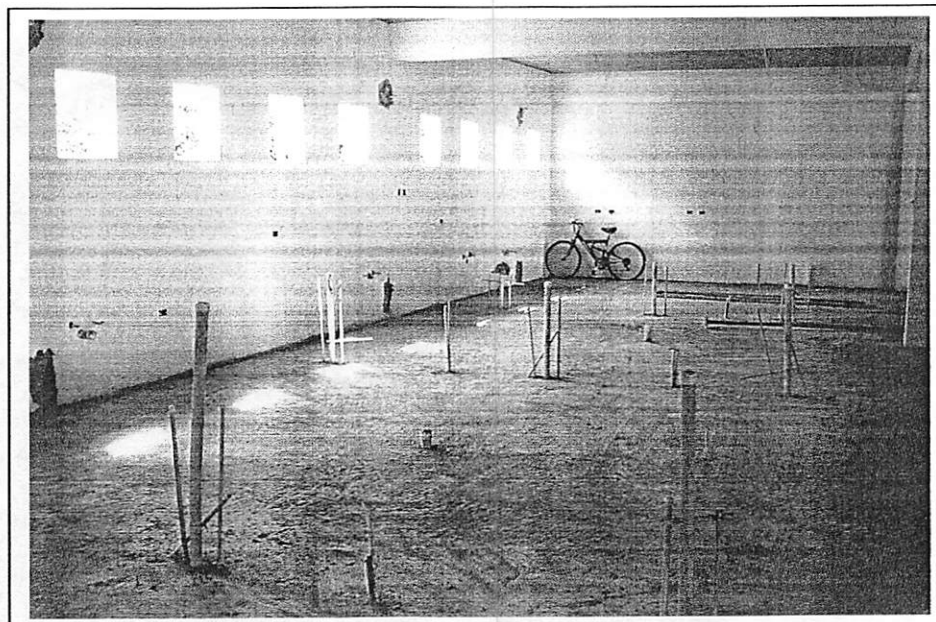
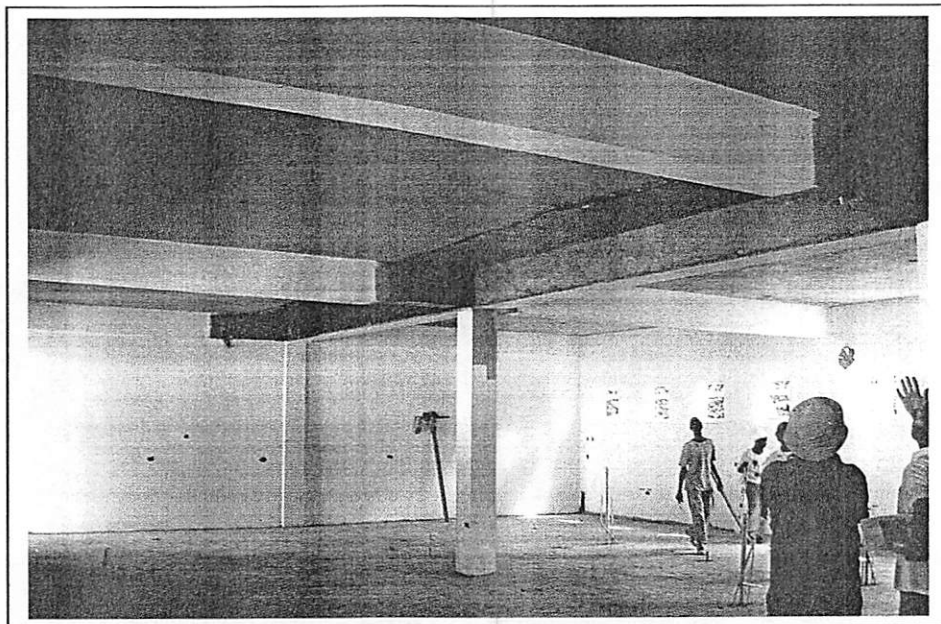
Heart Trust/ NTA
New Facilities - School of Cosmetology
10 Hope Road, Kingston 10
Status of Implementation – September 22, 2006

PROGRESS PHOTOS



Heart Trust/ NTA
New Facilities - School of Cosmetology
10 Hope Road, Kingston 10
Status of Implementation – September 22, 2006

PROGRESS PHOTOS cont'd



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PROGRESS PHOTOS cont'd

