



**Management Institute for
National Development**
Training for Public Service Excellence

ANNUAL REPORT 2009 - 2010



Mission

To provide public servants with quality leadership development options, management training, support and outreach services that sustain a culture of enterprise, efficiency and organisational responsiveness to the publics they serve

Vision

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean



National Anthem

Eternal Father, bless our land,
Guard us with Thy mighty hand,
Keep us free from evil powers,
Be our light through countless hours.
To our leaders, Great Defender,
Grant true wisdom from above.

Justice, truth, be ours forever,
Jamaica, land we love.
Jamaica, Jamaica, Jamaica, land we love.

Teach us true respect for all,
Stir response to duty's call,
Strengthen us the weak to cherish,
Give us vision lest we perish.
Knowledge send us, Heavenly Father,
Grant true wisdom from above.

National Pledge

Before God and All mankind.
I pledge the love and loyalty of my heart
The wisdom and courage of my mind,
The strength and vigour of my body
in the service of my fellow citizens.

I promise to stand up for justice,
Brotherhood and Peace,
to work diligently and creatively,
To think generously and honestly,
so that,
Jamaica may, under God,
increase in beauty,
fellowship and prosperity,
and play her part in advancing the welfare
of the whole human race.



MIND Values

The core values that guide the actions, transactions and behaviours of the MIND Team

Customer-Focus

We strive to understand and meet the needs of our customers first, and at all times to appreciate their value, their business and their importance to the success of MIND

Honesty & Integrity

We pledge to be upright, truthful, upstanding and above board in our behaviour and interactions, and to be ethical in our conduct and dealings

Reliability & Trustworthiness

We will ensure that the quality of our work, standards and performance will be high, steady, consistent and dependable

Professionalism

We embrace the highest set of standards, strive to be experts in our respective areas of training and development, maintaining relevance and competence through consultations, continuous learning, practice and in tune with the changing needs of the public service

Teamwork & Cooperation

As professionals, we work independently but support each other, and work together as a team, where each one helps the other to advance and progress the Mission of MIND

Results-Oriented

We are driven by performance and solid results, by our own and the results and impacts of the clients and customers we serve

Vision Statement

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Mission Statement

To provide public servants with quality leadership development options, management training, support and outreach services that sustain a culture of enterprise, efficiency and organisational responsiveness to the publics they serve



— Profile —

Throughout its ten-year history as an Executive Agency of Government, The Management Institute for National Development (MIND) has achieved *benchmark* status for excellence, as a public sector Training Institution, growing in local, regional and International recognition and acclaim among key stakeholders – Government Ministries, Agencies and Parastatals and other groups. In addition to which, MIND has also succeeded in winning the respect and partnership support of a number of leading Development and Donor Organisations and Public Service Training Institutions from around the world.

MIND, is registered with the *University Council of Jamaica (UCJ)* as a tertiary level institution. MIND operates from two Campus locations in Jamaica - MIND Kingston Campus and MIND Mandeville Campus - and via the internet. MIND also provides customized training and consultancy, in locations across Jamaica and the wider Caribbean.

MIND offers an exclusive focus on *training and development, supporting services and outreach*, that are strategically developed and delivered to respond effectively to enhancing the professionalism and performance quality of public service professionals, towards transforming the public sector.

Over **145 MIND Programmes/Courses** are offered at the *Certificate, Diploma, Associate of Science Degree, Undergraduate Degree via MIND/UWI and Post Graduate Diploma* levels, and are scheduled to run at specified times throughout the year. All of MIND's *scheduled Programmes/Courses* are also available in a *customised* format, based on client request, along with a rich cache of opportunities for the development and delivery of other customized training and development interventions, to effectively respond to Client needs. MIND's distance learning opportunities, via *MIND On-Line*, currently offers a suite of *Associate of Science Degree* Programmes which utilizes a *blended learning* approach.

Strategic *partnership and collaboration* with local, regional and International Training Institutions, and Donor Agencies, has strengthened MIND's capacity to provide a coordinated and integrated approach to deliver first class management and leadership development training to public service and allied stakeholder professionals.

MIND's *Social Outreach* programmes are dynamic and diverse. From *Conferences, Public Lectures, Quarterly Forums, Caribbean Journal of Public Sector Management publication* - to stimulate public awareness of issues of national, regional and global importance and provide a forum for the exchange of information and ideas that results in improved quality of thought and behaviours; to *Research, Consultancies, Facilities Rental*; to sponsoring *Special Awards, active membership and Leadership* in relevant Organisations and Associations, Community Development, strategic Partnerships and Collaborations - all aligned with the **vision** for MIND *to be the Government of Jamaica's pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean.*; and the MIND **mission** *to provide the public service with quality leadership and management training, supporting services and outreach that will enable the sector, to sustain a culture of enterprise, efficiency and responsiveness to the public.*

The Management Institute for National Development (MIND) is committed to providing the knowledge base required for globally competent and ethical public service professionals to advance the fulfillment of their organisation's mandate, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community.

MIND Stakeholders

MIND has many stakeholders with varying interests, influences, and expectations.

► MIND Community

- Administrative Staff and Faculty (Resident and Associate)
- Participants \ *Learning Partners*

► Public Sector

- Office of the Prime Minister
- Cabinet Office
- Office of the Services Commission
- Ministries of Government
- Agencies of Government
- Parliament
- Jamaica Civil Service Association
- Parastatals

► Other Sectors

- Private Sector
- NGO's
- Civic

► Strategic Partners

- Education, Training and Development Institutions
- Development and Funding Organisations
- Suppliers of Goods and Services

► Caribbean Reach

- Public Sector and allied Stakeholders

► Citizens

- Local
- Regional
- World

MIND Reach

► MIND Kingston Campus

235A Old Hope Road,
Kingston 6, Jamaica
Tel: (876) 927-1761 | Fax: (876) 977-4311
E-mail: customerservice@mind.edu.jm

► MIND Mandeville Campus

5 Perth Road, Mandeville
Manchester, Jamaica
Tel: (876) 962-2183/0428
Fax: (876) 962-1008
E-mail: customerservicemmlc@mind.edu.jm

► MIND Website: www.mind.edu.jm

WELCOME



Mrs. Ruby Brown
Chief Executive Officer
Management Institute for National Development

The Management Institute for National Development (MIND) is proud to present the Annual Report 2009-2010.

As the issues countries face in their development process become more complex, Governments the world over, are going through major programmes of reform, to deliver efficiencies and establish a new relationship with stakeholders across all sectors. At the heart of the reform process, is the imperative to establish *effective Governance* throughout the public service and the wider public sector.

MIND is critical to the process of developing and sustaining a high performing, focused, efficient and productive public service that - *Is committed to creating public value; Is cost-effective; Meets peoples' needs and is focused on results; Measures itself against those results; Builds efficient operations that deliver what the public and government want; Seeks high levels of productivity; Is led by people who are accountable, committed to public service, and make their operations and results transparent; Is collaborative; Responds effectively to challenges and opportunities.*

The process of modernisation and transformation to underpin *good governance*, presents extra opportunities as well as challenges. As such, during the *year under review*, continuing from previous years, MIND set about in earnest, to not just “lift our game”, but changing “play” in some critical areas.

We recognised that *the old tools, approaches and mindsets* could not effectively respond to the imperatives of the new environment in which we operate. We had to find new and better ways of developing and delivering real value and impact through the quality of our products and services and we had to grapple with the much bigger task of managing and improving our economic performance in a different economic world and against a much more challenging fiscal backdrop.

In the process, there are some things that we have done well, such as - advancing the establishment of our strategic direction and focus as articulated in our *5-year Strategic Plan* and settling our *Strategic Organisational Structure*. There are also some things we haven't done well, such as - improving on the fiscal performance of the *MIND Scheduled Courses and Programmes*, and at times we have fallen strategically short in keeping pace with all our reporting and other administrative obligations.

In spite of the challenges however, MIND is moving ahead steadfastly - *anticipating, adapting, thinking and pushing the boundaries* to enable the Agency and the stakeholders we serve, to deliver the best results and enhance the character and reputation of the public service, as being among the smartest and most ethical public services in the world.

The stakes are very high, but MIND is cognisant of the fact that if we don't, as an institution and as the public service, rise to the challenges and make real progress, *change will occur - but change will be done to us rather than by us.*

I am proud to be a public servant leading the process of building capacity in the public service, through the Management Institute for National Development (MIND). I value and celebrate the highly capable and hardworking MIND team who have committed themselves to the process of strengthening stakeholder value. I laud the opportunities for partnership and collaboration that have been created and successfully utilised with, and for the benefit of all our stakeholders.

Thank you for this support in engaging with the **Power of the MIND** and unlocking the full potential for achieving success.



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- Ruby Brown, CEO
Management Institute for National Development



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- The Honourable Prime Minister
Bruce Orette Golding

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MIND: STRATEGIC FOUNDATION, DIRECTION AND FOCUS



Strategic Foundation

The Management Institute for National Development (MIND) was established in 1994 with a mandate and structure to amalgamate four independently operated public service training entities:

- Administrative Staff College
- Finance and Accounts College of Training
- Secretarial and Training College
- Mandeville Outreach Training Centre

In 1999 the Government of Jamaica's *Public Sector Modernisation* thrust, led to a Cabinet decision to transform MIND into an *Executive Agency (EA)* of Government, to become one of four pioneer Executive Agencies. Besides being an efficiency measure, the decision was aimed at raising the level and capacity of the civil service to implement and fast track the *Public Sector Modernization Programme*.

Strategic Direction

The role of MIND is crucial to the transformation of the public service in Jamaica and impacting the wider Caribbean.

As an Executive Agency, MIND is tasked to

- *implement the government of Jamaica's Human Resource training policy for the public service and to advise government where necessary of strategic changes and requirements for effective public sector training.*

By so doing, MIND supports the fulfillment of the Mandate of the Office's Public Sector Modernization Division, Cabinet Office - *"to drive forward the implementation by all departments and other agencies of the Government of Jamaica of the agenda for modernising government, for improving the quality, coherence and responsiveness of public services, and for promoting a strong and professionally well-managed public sector, capable of enabling and facilitating the achievement of the major national goal."*

Throughout its ten-year history as an *Executive Agency of Government*, MIND has expanded its role and reach, bringing its broad capabilities as a premier provider of professional development and training to stakeholders beyond the public sector, to other sectors in Jamaica and the wider Caribbean community.

In the process, MIND has achieved benchmark status for excellence as a public sector Training and Development Institution, growing in local, regional and International recognition and acclaim among key stakeholders – Government Ministries, Agencies, Parastatals, and other allied groups.

In addition to which, MIND has an extensive record of establishing partnering relationships with public, private, non-governmental, Development and Donor Organisations and Training Institutions in the global community, in order to develop and deliver its services effectively and efficiently.

"In the process, MIND has achieved benchmark status for excellence as a public sector Training and Development Institution, growing in local, regional and International recognition and acclaim among key stakeholders"

MIND: STRATEGIC FOUNDATION, DIRECTION AND FOCUS

MIND takes pride in its reputation as a dynamic, innovative and results-oriented institution, focused on the provision of relevant, competency-based development, training, consultative and outreach solutions, designed to build human resource capacity and help public sector and other organisations to increase efficiency, effectiveness, and service satisfaction.

Strategic Review

MIND is currently operating in a dynamic, highly charged and competitive global environment – emerging markets, new customers, new technologies, increasing local, regional and global competition, increasing diversity in customer needs and wants, rapidly changing political and socio-cultural environment - that impacts MIND's performance and stakeholder impact.

The capacity of the public service has been stretched by the rapid changes occurring in the economy. This implies that MIND's *programs, systems and learning and delivery facilities* must be flexible and constantly aligned to stakeholders' needs, values and industry trends. Equally there is need for the MIND staff, Faculty and Facilitators to continuously upgrade their competencies to position themselves at the top of their profession, to lead by example, and inspire the necessary change in the skills, knowledge, attitudes and commitments to participants.

The exigencies of our current realities, such as - *fiscal restraints, and the urgent need to create more relevance and greater value to our service position as providers of quality leadership development and management training, to serve as a critical link in the process of enabling government to respond to the demands and dynamics of a modern and efficient public service* - require that MIND become engaged in the serious process of strategic repositioning... and FAST.

Nothing less therefore than the *most critical thinking, focused analysis, planning, implementation and control*, to build and maintain beneficial exchanges with stakeholders, for the purpose of achieving successful outcomes was required.

MIND undertook a rigorous process of review and analysis of our capacity and capabilities begun in 2008 and continuing into 2009-2010 - *examining all aspects of our operations - all the areas in which the organisation is strong and confident, and those areas where we definitely needed to tighten and strengthen.*

“We critically assessed several scenarios of both opportunities and challenges and considered the realities, trends and their short and long term implications; and in particular, we deliberated on the expectations of our stakeholders, and how best to satisfy their needs”

Strategic Plan

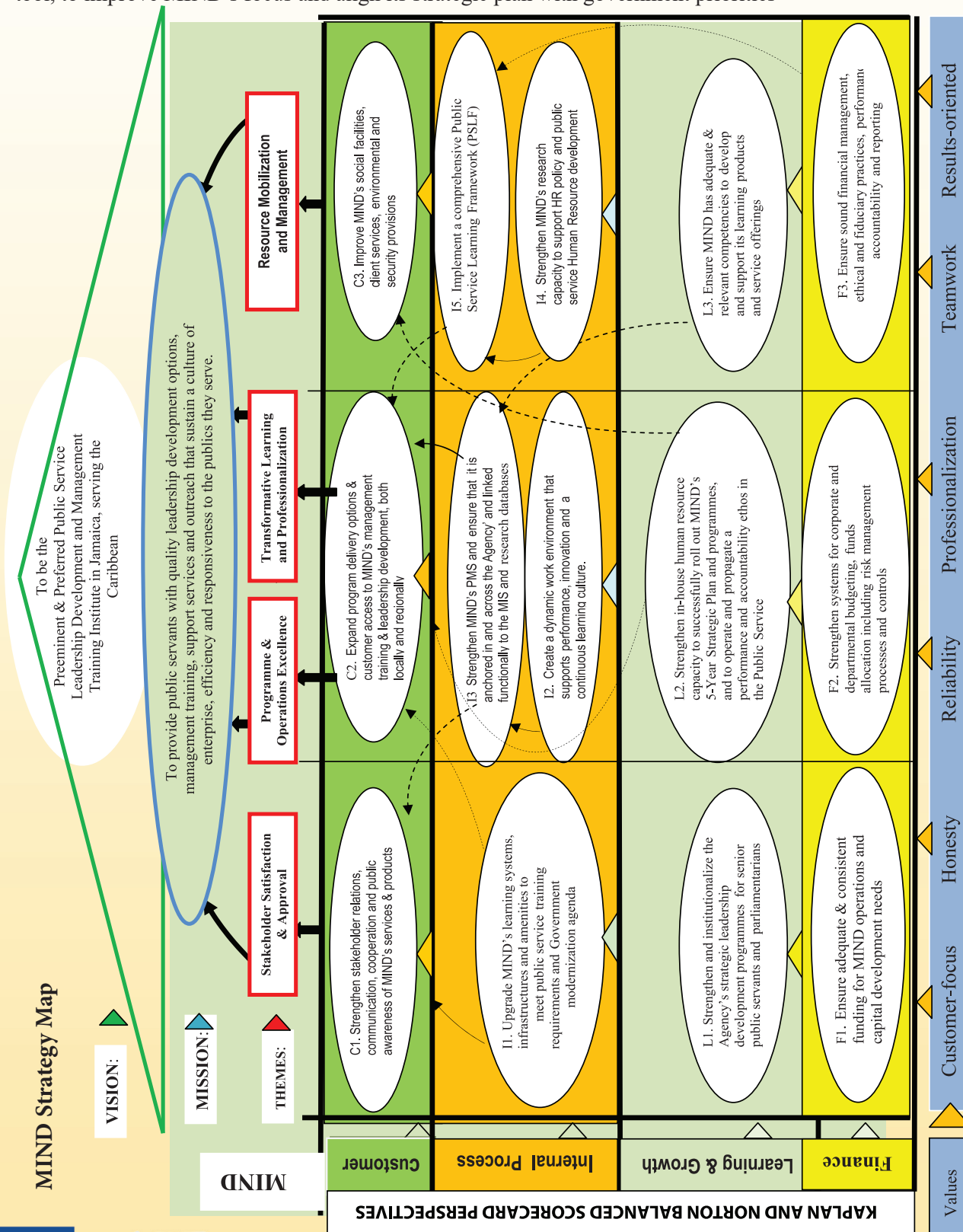
The process of developing the Strategic Plan was highly participative - encompassing several workshops, working sessions with the strategic planning committee, composed of a cross-functional team, representing all levels of the organisation. Consultations and frank and open review sessions were also held with our key stakeholders to inform and enrich the *Strategic Plan* leading to a revised *Vision* and *Mission* statements.

The *Strategic Plan* was developed in consultation with our key stakeholders, and in alignment with several high level government policy statements such as *Vision 2030; National Development Plan, Medium Term Financial Plan (MTFP), Millennium Development Goals (MDG) and the governing Party Manifesto.*

This planning process allowed MIND to better *define its corporate and thematic goals focused on stakeholder needs and expectations; integrate these in department's strategies; and to highlight individual and team roles, their accountabilities, performance metrics, and desired intra-departmental relationships for maximum use of organisation's resource and synergy.*

The success of MIND's **Strategic Plan** recognizes the importance of engaging, communicating and satisfying the legitimate expectations of stakeholders, by focusing on maintaining balance between our internal and external stakeholders and translating the functional requirements into our corporate metrics to achieve the desired results; and the need for MIND to have the professional support of a strong cadre of capable and motivated professionals - both permanent and contracted.

The Strategic Plan incorporates the **Kaplan and Norton Balanced Scorecard Methodology**, as its principal management tool, to improve MIND's focus and align its strategic plan with government priorities



MIND: STRATEGIC THEMES

Recognising that the strategic construct could not be supported without the establishment of a foundation of core values, MIND adopted the following core **Values: Customer-focus, Honesty, Professionalism, Reliability, Results-oriented; Teamwork and Cooperation.**

Four thematic outcomes (Themes) have been identified as the “pillars of excellence” that will help MIND to coordinate and focus its strategies, and consequently, direct all efforts and resources towards the achievement of its mission.

Table 4.2 Strategic Objectives Linked to MIND’s Four Strategic Themes

Themes	MIND Strategic Objectives
Theme 1: Stakeholder Satisfaction and Approval	C1 Strengthen stakeholder relations, communication, cooperation & public awareness of MIND’s services and products C2 Expand program delivery options & customer access to MIND’s management training & leadership development, both locally and regionally C3 Improve MIND’s social facilities, client services, environmental and security provisions
Theme 2: Programme & Operations Excellence	I1 Upgrade MIND’s learning systems, infrastructures and amenities to meet public service training requirements and Government modernization agenda I2 Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency’s values I3 Strengthen MIND’s performance management systems and ensure that they are anchored in and across the Agency’s departments and linked to its MIS and research databases I4 Strengthen MIND’s research capacity and capability to support policy and programme development for public service Human Resource Development I5 Implement a comprehensive Public Service Learning Framework (PSLF)
Theme 3: Transformative Learning and Professionalization	L1 Strengthen and institutionalize the Agency’s Strategic Leadership development programmes to cater to the needs of senior public servants and parliamentarians L2 Strengthen in-house human resource capacity to successfully roll out MIND’s 5-Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos the Public Service L3 Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings
Theme 4: Resource Mobilization and Management	F1 Ensure adequate and consistent funding for MIND’s operations and capital development needs F2 Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls F3 Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting

MIND: STRATEGIC ORGANISATIONAL STRUCTURE AND



Cognizant of the strategic role and demands on the public service, and the urgent need to fast-track the on-going *public sector modernisation programme*, so as to bring government services in line with the high expectations of citizens, for *value, quality and relevance*, MIND was possessed with the critical need to adjust its business model, and reposition its human resources to address the new challenges of the public service and the expectations of its stakeholders.

MIND was and still is, also cognizant of the fact, that for its strategic objectives, as articulated in the *Strategic Plan 2009-2014* to be followed through to their logical progression, then, our *organisational structure*, as one of the *critical strategic pillars*, must be engineered by the most astute review and analysis, guided by the greatest clarity of thought, vision and wisdom, and raised up on from the solid platform of cohesive and coherent alignment with the *Strategic Plan*.

“Since stakeholder satisfaction is at the heart of the emerging new MIND, then the MIND success demands a synergy of strategic alignment with all performance areas”

MIND’s foremost strategic focus therefore, during the period under review 2009-2010, was to simultaneously:

- Align its Strategic Plan with Government priorities;
- Define its corporate and thematic goals focused on stakeholder needs and expectations, and integrate these in department’s strategies - highlighting the roles, accountabilities, performance metrics, and the requisite integration of the individual, Unit and Department Teams - to effect optimum use of the organisation’s resource and synergy

- Focus on the development of a sound organisational structure and a cadre of highly proficient, capable and motivated staff, equipped with the requisite skills, competencies and professional attitudes and approaches
- Know that the success of the Strategic Plan can only be realised if its underlying focus is placed on engaging with and satisfying stakeholder needs
- Articulate MIND’s strategic role in building capacity through leadership development and management training

In the context of visioning a new strategic construct to support a more dynamic and effective positioning for MIND, the concept of *satisfying stakeholder needs, creating stakeholder value and satisfaction and delivering that satisfaction economically*, is not only necessary, but a vital imperative. Since *stakeholder satisfaction* is at the heart of the emerging new MIND, then the MIND success demands a synergy of ***strategic alignment with all performance areas***, and a steadfast, focused approach to engineering cohesive and coherent implementation of strategies.

Additionally, fiscal restraints and the need to maximize our existing human resource capacity, demanded that we create an effective fusion of the right *skill-set* of *best-fit* teams with professional responsibilities, while at the same time maintaining the relative stability of the existing human and financial resources.

In deliberating on the construct of the organisational structure, a number of questions were asked - *How do we reorganise to be strategic given our mandate, mission & vision?; What are our strategic points of leadership?; What are our - Strategic Linkages?; Growth Areas?; Capacity Building needs?; Areas for Institutional Strengthening?; Resource requirements?* - The responses to these questions are reflected in the submission for approval of MIND’s *New Organisational Structure and Staffing*.

Essentially therefore, the emerging new MIND, will see an organisation, lead by a select group of professionals with the requisite experience and expertise that qualify their selection to the team, that leads and manages the *business and responsibilities of the whole organisation*, and totally focused on, motivated by, and absolutely dedicated to *anticipating, responding and satisfying stakeholder needs*.

“In the context of visioning a new strategic construct to support a more dynamic and effective positioning for MIND, the concept of satisfying stakeholder needs, creating stakeholder value and satisfaction and delivering that satisfaction economically, is not only necessary, but a vital imperative”

Figure 4.1 MIND Strategy House





Strategic Organisational Structure

Office of the CEO : Strategy and Accountability

The overarching responsibility for the *leadership and management* of the strategic development, implementation, monitoring and evaluation of the plans, strategies and policies of the Agency is vested in the Chief Executive Officer (CEO), with direct report to the Cabinet Secretary. In addition to which, the Agency's *leadership and Management structure* is comprised of a dynamic and integrated network of four (4) *Departments*, each with their respective *Units*, with a specific Portfolio of responsibilities, lead by - *Director* with leadership and management support from a *Senior Manager, Unit Manager, Specialists, Officers, Consultants and Associates*, respectively, and/or as may be required.

The Office of the CEO is positioned to direct and oversee the delivery of MIND's services to ensure the most efficient utilisation of human, physical and financial resources, to achieve the Agency's goals. In order for this to be executed effectively, key strategic areas, *such as strategic planning, monitoring and evaluation, partnerships and collaborations, internal audit and outreach*, MIND Mandeville Campus had to be so structured to allow for maximum efficiencies.

Vested in the leadership of the CEO, these functions serve as a uniting force and a galvanizing agent between the Agency's Departments, Units, and stakeholder organisations in pursuit of achieving the best possible outcomes for the Agency, the Government's public sector modernisation initiatives and ultimately, the citizenry.

Finance, Human Resource Management and Institutional Strengthening

The management portfolios of *Finance and Human Resource Management (HRM)* have been twinned with *Corporate Services*, three related areas of *Institutional Strengthening*, requiring the highest level of management skills and focus. This natural union of management skills and focus leads to concentrated performance outcomes.

The structure therefore reflects the strong recognition that the quality, depth, texture, consistency and attitude of the direction and management of the Agency's *Finance, Human Resource Management (HRM)* and *Corporate Services* portfolios, must be elevated to higher position of excellence in performance standards and therefore be afforded every opportunity to respond effectively.

Public Service Capability Development Department

Public Service Capability Development Department impels a great focus on and stronger linkages between the development and delivery of learning products and services that anticipate, respond and lead public sector human resource development.

The *Public Service Capability Development* enables the full integration of expertise and experience and diverse range of the knowledge and information drawn from strategic management points within the Agency and which were necessary to create a sound development, examination and analysis of the Agency's market needs, type and structure of learning products and analysis of impact.

The greatest attention and deepest consideration is applied to the *development, delivery, review, costing and outcomes* of MIND's learning products and services, to ensure relevance and stakeholder satisfaction.

Business Development and Communication

Business Development and Communication is not just a department, but rather, though lead by a select group of professionals with the requisite experience and expertise that qualify their selection to the team, is, most importantly, the business and responsibility of the whole organisation, incorporated into every performance function and role, individually and collectively, and totally focused on, motivated by, and absolutely dedicated to anticipating, responding and satisfying customer needs.

Since customer satisfaction is at the heart of business development, then its success demands a synergy of strategic alignment with allied performance areas such as - *Registry and Records Management; Information, Communication and Technology Management; Creative Development and Production; Communication, Client Relations and Marketing; Research and Information Management*; and includes the coordination of *outreach programmes and activities* - all requiring sound and integrated communication systems and strategies; full integration of resources and teamwork, that extends beyond the department, to involve and impact the organisational "whole".

MIND: BUILDING PUBLIC SERVICE CAPACITY



Over 145 MIND *Programmes/Courses* are offered at the *Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma* levels, and are scheduled to run at specified times throughout the year.

All of MIND's *Scheduled Programmes/Courses* are also available in a *customised format*, based on client request, along with a rich cache of opportunities for the development and delivery of other customized training and development interventions, to effectively respond to Client needs. MIND's *distance learning* opportunities, via *MIND On-Line*, currently offers a suite of *Associate of Science Degree* Programmes which utilizes a *blended learning* approach.

Strategic *partnership and collaboration* with local, regional and International training Institutions, and donor agencies, has strengthened MIND's capacity to provide a coordinated and integrated approach to deliver first class management and leadership development training to public service professionals.

“For the year 2009-2010, there were one hundred and fourteen (114) customised training deliveries.

Approximately 58.8% (ie. 2671) of MIND's 4542 participants for the period were enrolled in customised learning interventions.”

MIND: TRAINING AND DEVELOPMENT PERFORMANCE RESULTS

[SCHEDULED AND CUSTOMISED PROGRAMMES/COURSES]

Training Categories - Subject/ Course	No. Enrolled 2009-2010			No. of Graduates 2009-2010			Training Categories - Subject/ Course	No. Enrolled 2009-2010			No. of Graduates 2009-2010		
	Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total
Finance and Accounts/Auditing AAT ASc. Accounting Finance for Non-financial Managers Auditing Techniques Management of Debt Collections Govt. Accounting Budget for Govt Organisations	245	664	909	218	589	807	Project Management Fundamentals of Project Management Project Design Implementation and Management	138	141	279	127	131	258
Information Technology Microsoft Access Microsoft Excel Microsoft Office Applications Microsoft PowerPoint Microsoft Publisher	integrated into other subject areas						Public Sector Management MIND/UWI Health Sector Development Programme Governance Through Consultation Effective Corporate Governance for Public Sector Entities	62	93	155	54	82	136
Customer Service	6	116	122	6	114	120	Ethics in Government International Treaties and Agreements New Business Facilitation Preparing Cabinet Submissions Public Sector Senior Management Development Programme (PSSMDP)	45	69	114	43	66	109
Customs Regulations	20	13	33	15	10	25	Records and Supplies Management	integrated into other subject areas					
Human Resource Management/ Development ASc. HRM Post Grad HRM Effective Counselling Techniques Mediation Skills Investigative Interviewing Training Impact Evaluation Training Needs Analysis Performance Management and Appraisal Systems	464	1256	1720	290	785	1075	Environmental Management Environmental Management for Business Leaders Environmental Stewardship for Management Strategic Environmental Assessment	0	399	399	0	282	282
Management and Leadership Post Grad GMP ASc. Mgt. Studies Management Techniques Transformational Leadership Supervisory Management Corporate and Strategic Planning	138	325	463	116	251	387	Secretarial/ Administrative Management Certificate in Administrative Management Records and Information management Stock Taking Service Skills for Support Staff	78	117	195	70	107	177
Marketing Advance Report Writing Public Speaking and Presentation Skills State Protocol & Related Etiquette Writing Skills for Managers	integrated into other subject areas						Research Policy Development						
Personal Development Advance Report Writing Public Speaking and Presentation Skills State Protocol & Related Etiquette Writing Skills for Managers	31	122	153	27	109	136							
TOTAL								1227	3315	4542	966	2526	3512



Customised Programmes/Courses

MIND's programmes and courses are structured and managed in two categories – Customised and Scheduled. Between the period under review, 2008-2009 and 2009-2010, MIND's programmes and courses in the customised category, saw an increase in the enrollment and graduating numbers of 45% in 2009-2010, over 2008-2009.

This significant increase in the enrollment and graduating numbers for MIND's customised programmes and courses in 2009-2010 over 2008-2009, reflects the shift in customer focus and needs, which drives MIND's training and development responses.

Customers are increasingly asserting their partnership and collaboration role with MIND, in the development and delivery of training interventions, to support content, facilitation, duration, location and other critical areas, to result in effectively building capacity in their respective organisations.

“MIND's Programmes and Courses in the customised category, saw an increase in the enrollment and graduating numbers of 45% in 2009-2010, over 2008-2009.”

Scheduled Programmes/Courses

Conversely, there has been a decrease in the enrolment and graduating numbers for MIND's scheduled category of programmes and courses, by 14.82%. This decrease is largely attributable to a number of factors such as:

- The on-going review of MIND's scheduled courses and programmes which lead to greater integration of some previously offered discrete subjects such as Information Communication and Technology and Customer Service, becoming integrated into other subject areas
- The shift in interest by some of our customers, from scheduled to customised programmes and courses
- Increasing competition
- MIND's repositioning business development strategy, which reduced temporarily, the focus on promotion of individual MIND courses and programmes; and focused primarily on building and/or strengthening the Agency's corporate brand and image, products and services, reach and impact among critical stake holders - in both Jamaica and the wider Caribbean market
- Building and/or strengthening client relations
- Building and/or strengthening the Agency's organisational structure and human resource capacity, to respond more effectively to the realisation of the Agency's *Mission* and *Vision*



Enrollment of Male and Female Participants



There has been no significant change in the enrollment of *Male* and *Female* participants in MIND Programmes and Courses, customized and scheduled categories over the reporting period - 2008-2009 and 2009-2010.

Female participants continue to account for the majority of MIND enrolled and graduating participants, in all subject areas, all categories, in both customised and scheduled programmes and courses.

In the *Human Resource Management* category however, there was an increase in Male enrollment and graduation, due largely to a customised training intervention resulting from a partnership between MIND and the Ministry of Finance and the Public Service.



“In the Human Resource Management category however, there was an increase in Male enrollment and Graduation”

Partnership and Collaborations

Beyond the development and delivery of management and leadership development programmes, professional services and outreach, MIND explores and continues to drive and energise all our partnerships.

The quality of the partnerships we forge, determines the outcome of our mission to *provide the public service with quality leadership and management training, supporting services and outreach that will enable the sector, to sustain a culture of enterprise, efficiency and responsiveness to the public.*

In support of this *Mission* and our *Vision* to *be the Government of Jamaica's pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean*, MIND is resolute in our commitment, and tireless in our pursuit of attracting, identifying and forging strong partnership and collaborative Agreements with training and development institutions, development and funding organisations, stakeholders across all sectors - locally, regionally and internationally.

Some of MIND's training and development partners include:

- Inter-American Development Bank (IDB)
- The Canadian International Development Agency (CIDA)
- Commonwealth Secretariat
- United Kingdom School of Government
- Commonwealth Association for Public Administrators (CAPAM)
- CARICAD
- SkillFocus, Malaysia
- SETYM, Canada
- University of the West Indies (UWI)
- Northern Caribbean University (NCU)
- HEART TRUST National Training Agency
- Creative Production and Training (CPTC)
- Jamaica Information Service (JIS)
- Jamaica Civil Service Association
- Graduate Institute of Leadership and Professional Development (GILPD) Namibia



Training Interventions via Partnership and Collaboration



“ MIND is resolute in our commitment, and tireless in our pursuit of attracting, identifying and forging strong partnership and collaborative Agreements with training and development institutions, and organisations, across all sectors, locally, regionally and internationally. ”

■ Commonwealth Secretariat

Public-Private Partnerships (PPP) January 26 – 28, 2010

Common Assessment Framework: Application of Performance Management in Public Sector Institutions June 2009

■ Commonwealth Association of Public Administrative Management (CAPAM)/ Canadian International Development Agency (CIDA)/Commonwealth Secretariat

Leading Leadership Programmes

■ Cabinet Office

Development and delivery of customised training, under the *Priority Training Programme*, to senior persons within key ministries- Ministry of Finance and the Public Service, Cabinet Office, Ministry of Transport and Works and the Auditor General's Department . The main objective of the courses was to strengthen the public sector's capacity to support the implementation of the *Government of Jamaica's Medium Term Action Plan (MTAP)*.

In delivering these customised courses, the Agency partnered with **SETYM**, a Canadian-based training institute. This institute developed and delivered four (4) of the seven (7) customised training courses under the Priority Training programme which are outlined below:

- *Medium Term Expenditure Framework, Design and Implementation*
- *Results-Based Management, Implementation and Performance Indicators*
- *Decentralization of Service Delivery*
- *Design and Implementation of Monitoring and Evaluation Systems*

Other training partners on the programme included:

■ Graduate Institute for Leadership & Professional Development (GILPD), Namibia

Effective Corporate Governance for Public Sector Employees

Accountability within Government

■ SkillFocus, Malaysia

Strategic Negotiation Skills





**The Ministry of Finance
and the Public Service**
Public Service Establishment Division

*in collaboration
with*



Human Resource Management for the Public Sector

Training for 3,000 Public Sector Managers and Supervisors

The cadre of 3,000 managers and supervisors from the public sector, scheduled to be trained in *Human Resource Management*, in keeping with the *Memorandum of Understanding (MOU)*, signed with the Trade Unions for the period 2008-2010, continued in the reporting period 2009 -2010. MoU III provides for improved industrial relations practice within the public sector. It also provides for greater recognition of all the statutes, laws, and conventions of the International Labour Organisation (ILO), which speaks to a relationship within the public sector of respect, mutual acceptance of the roles of workers, management, and government.

The programme was developed by the *Management Institute for National Development (MIND)*, in conjunction with the *Ministry of Finance and the Public Service*, and will be delivered to 100 groups of 30 officers over a two-year period ending in June 2010.

The training for these Public sector professionals drawn from Ministries, Departments and Agencies from across the island, is being facilitated at various locations including MIND Kingston Campus, MIND Mandeville Campus and other locations in Montego Bay.

The programme is comprised of 11 modules, which are delivered over a two-week period, with a one-week break in between, *"to allow the participants to go back to their respective ministries and departments to apply what they have learnt, assess the learning experience, and to make any necessary modification to the programme"*. The subject areas covered include:

- Fundamentals of human resource management
- Recruitment and selection
- Discipline administration
- People management
- Human relations and communications
- Industrial relations
- Compensational rewards management
- Pension and welfare

The facilitators of the programme are experienced and qualified professionals from the public sector, particularly the Ministry of Finance, Public Service Commission, and MIND. They bring to the programme, the breadth and depth of practical experiences and methodologies that infuse a combination of experiential, participatory, interactive and competency-based learning principles.

“MoU III provides for improved industrial relations practice within the public sector. It also provides for greater recognition of all the statutes, laws, and conventions of the International Labour Organisation (ILO), which speaks to a relationship within the public sector of respect, mutual acceptance of the roles of workers, management, and government”



**Memorandum of
Understanding 3**
(2008/10) JCTU & GOJ





Senator the Hon. Dwight Nelson

He thanked MIND for “answering the call to facilitate this training need,” and commended the institution, for having throughout the years been “transformed into a stellar institute geared towards leadership and management.”

Human Capital Critical to Viability of Government

- Senator Nelson

Minister without Portfolio in the Ministry of Finance and the Public Service, Senator Dwight Nelson, has emphasised that human resources have an important role to play in laying the foundation for the sustainability of the country’s social and economic development.

“It is a known and documented fact that human capital is the single most important factor in the success and viability of any Government. It is the most important factor in the success and viability of any entity, whether it is a company, school, (or) church,” Senator Nelson said.

He was speaking at the official launch of the **Human Resource Management for the Public Sector** training course, at the Old Hope Road headquarters of the Management Institute for National Development (MIND), Kingston Campus, January 13, 2009.

Senator Nelson noted further that the Government recognises that there is a requirement for a workforce that is flexible, responsive and effective in delivering quality service in its various forms, *“but it also recognises that there is a requirement for leaders to facilitate the transformation of our public sector human resources into proficient and motivated service deliverers.”*

Senator Nelson noted that this programme *“will have a far-reaching effect on the country’s drive to develop an efficient, effective, modernised and highly productive public sector.”*

He thanked MIND for *“answering the call to facilitate this training need,”* and commended the institution, for having throughout the years been *“transformed into a stellar institute geared towards leadership and management.”*

Memorandum of Understanding: Management Institute for National Development & Jamaica Civil Service Association



Chief Executive Officer (CEO) of the Management Institute for National Development (MIND), Mrs. Ruby Brown (left), and President of the Jamaica Civil Service Association (JCSA), Mr. Wayne Jones, sign a Memorandum of Understanding (MoU) for an industrial training course, to build capacity in the public sector. Observing are: Director of Business Development and Communication at MIND, Ms. Glynis Salmon (right), and Deputy Financial Secretary in the Ministry of Finance and the Public Service, Mr. Dennis Townsend. The signing was held at MIND's Kingston campus, March 1, 2010.

The Management Institute for National Development (MIND) and the Jamaica Civil Service Association (JCSA) have signed a Memorandum of Understanding (MoU), to build capacity in the public sector. The ensuing development and training intervention is supported by the Ministry of Finance and the Public Service's annual training and development subvention, through the JCSA.

The MoU, for an *Industrial Relations* training course, was signed on March 1, 2010, by Chief Executive Officer (CEO) of MIND, Mrs. Ruby Brown, and President of the JCSA, Mr. Wayne Jones, at the MIND Kingston Campus.

The training provided under the MoU would "create opportunities for the people in the public sector to become more marketable, not just for the public sector labour force, but for the Jamaican labour force (and) it also goes beyond the borders of the Caribbean."

Mr. Jones said that "MIND has an enviable track record of providing people with skills, knowledge and competencies that have made them more marketable and more relevant to the contemporary workplace."

He welcomed the partnership with MIND, noting that the opportunities that MIND provides, further support the reform and modernisation of the public sector, toward securing quality resource management, and achieving far-reaching and invaluable outcomes.

"MIND has an enviable track record of providing people with skills, knowledge and competencies that have made them more marketable and more relevant to the contemporary workplace"

Tax Audit & Revenue Administration



Senator the Hon. Arthur Williams

T Twenty-five Revenue Agents graduated from the Tax Audit and Revenue Administration Post Graduate Diploma Programme, bringing to 530 the number of agents trained since the programme started in 1986. The Graduates have been prepared to perform as tax administrators, leaders in the business and, most importantly, as *agents of change*.

The Tax Administration Services Department, in collaboration with the Management Institute for National Development (MIND), selects and trains tertiary level Graduates for a *Degree, or Diploma in Accounting, Management Studies, Business Administration*, or other related disciplines.



TARA Graduation 2009

Minister of State in the Ministry of Finance and the Public Service, Senator Arthur Williams, in his Address at the Graduation Ceremony, Thursday, June 11, 2009, at the Knutsford Court Hotel, says that the aim of tax reform is to ensure that Jamaica develops a system that is simple, fair and competitive.

"The system, we believe, should promote economic growth and act as a vehicle for development, and it should be efficiently administered," Senator Williams said.

He said that a 2007 study done by the Inter-American Development Bank (IDB) estimated that 40 per cent of economic activity in Jamaica is unregistered and untaxed, and that tax exemptions and incentives have eroded half of the tax base.

The study also estimated that one per cent (1%) of the country's businesses, pay 71 per cent (71%) of the corporate income tax collected, and one per cent of registered entities account for 60 per cent (60%) of PAYE collected.

The State Minister said that the perception of most Jamaicans is that the tax regime is burdensome, complex and inequitable. He pointed out, however, that there were a number of benefits to be derived from comprehensive tax reform.

"A more simplified system will encourage local investment and formal business activity, while also making Jamaica a more attractive destination for foreign direct investments. Voluntary tax compliance will improve, because it would be easier to pay one's taxes," Senator Williams stated.

Senator Williams also noted that, in order to promote greater compliance and broaden the tax base, thereby lowering the proportion of unregistered activity, Jamaica needed to strengthen its institutional capacity for tax administration.

"The Tax Administration Services Department, in collaboration with the Management Institute for National Development (MIND), selects and trains tertiary level Graduates... The Graduates have been prepared to perform as tax administrators, leaders in the business and, most importantly, as agents of change"



The Management Institute for National Development (MIND) hosted its *10th Anniversary Graduation and Awards Ceremony* at its MIND Kingston Campus, on December 12, 2009.

The Ceremony served to applaud the outstanding achievement of public sector professionals and those from other sectors, who successfully completed the MIND Certificate, Diploma and Associate Degree Programmes, MIND/UWI Programmes and Human Resource Management for the Public Sector Course.

The occasion was also used to present MIND's *Salute to Excellence Awards*, to the distinguished cadre of leadership, management and administrative support stakeholders, drawn from the MIND team and those

external to the Institution who provided support, and who, all together, laid the foundation and raised the structure of excellence upon which MIND continues to grow and flourish.

“Graduands were addressed by the Honourable Bruce Golding who told the leadership of the Management Institute for National Development (MIND) to be ready to play a greater role in public sector reform”



The composition of MIND Graduands 2009

- Two hundred and fifteen (215) successfully completed scheduled programmes/ courses at the MIND Kingston and Mandeville Campuses and were awarded certification at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels
- Four Hundred and Fifty-two (452) participants across the public sector were awarded Certificates in Human Resource Management for the Public Sector
- Thirty-one (31) participants were awarded Post Graduate Diplomas in Public Sector Senior Management Development Programme and Human Resource Management
- Thirty- three (33) were awarded Associate of Science Degree, Accounting
- Twenty-seven (27) Associate of Science Degree, Human Resource Management
- One (1) in Associate of Science Degree Marketing
- Seven (7) in MIND's Online Associate of Science Degree Management Studies
- Forty-one (41) MIND Diploma Administrative Management
- Thirty-seven (37) MIND Diploma Government Accounting
- Sixteen (16) MIND Diploma, Supplies Management; Project, Design, Implementation and Management
- Six (6) MIND / UWI Certificates Public Sector Management and Management Studies





“Be Ready to Play Greater Role in Reform ...”

The Honourable Prime Minister
Bruce Orette Golding

MIND's 10th Anniversary Graduation and Awards Ceremony, December 2009

He said that changing the culture of the public sector to be *service driven* was a key towards reducing the \$157 billion that is spent annually to keep the state bureaucracy going.

“In this new public sector culture that we have to create, MIND is going to have to play a critical role...Our appreciation of the fact that for a country to grow and develop, it must have investment; it must have macroeconomic stability; it must have a range of things... but if it does not have a modern facilitative public sector, it is neither going to grow nor develop...Let me urge you to **be mindful of the vital role** that you will have to play in this process of transformation...I urge you to stand ready to be even more proactive to be more effective; to contribute an even greater extent to what has to be done. Not just for Jamaica to survive and to wade its way through this period of turbulence that the world is going through, but to find the growth and development and greatness that I believe that we are capable of, I urge you to be ready to play that part.”

Describing the challenges of getting effective results from the 117,000 persons employed in the public sector, Mr. Golding paid tribute to the emphasis that MIND places on developing management and leadership and noted the range of customised courses delivered to Government employees.

“MIND has done a great job in taking that concept that is well over 30 years in existence to a higher level. I want to commend all of those who have been involved...I am very impressed with the array of courses that are offered, well over 130 courses. I am impressed by the fact that you provide training to certificate level; to diploma level; to associate degree level; and I am told that you even offer post graduate diploma training. I am impressed that you have been accredited by the University Council of Jamaica as a tertiary institution. I am impressed that you have expanded your reach beyond Kingston...I am also impressed at the flexibility that characterises the courses that you offer. Distance learning, use of the Internet, using modern tools in the process of acquiring knowledge; so much to learning has changed with the introduction of modern technology.”



MIND: ESTABLISHING A LEADERSHIP ETHOS



MIND strives to remain true to our mission and highly relevant to our stakeholders, who look to us for the kind of development that has a lasting impact on their success. We count as one of our critical goals at this time, to make leaders and organisations more effective through better leadership, equipping them with skills and knowledge that can make their behaviour and character, their professionalism, their performance, their service, their impact and ultimately the society, a better place.

The need for strong leadership across all sectors has never been greater and the nature of leadership in the 21st century is changing. Organizations are demanding leaders who can generate trust, empower and inspire others, find innovative answers to problems and challenges and produce results. Increasingly, throughout the public sector, as with other sectors, individual leaders and organizations face challenges that are international in scope and dauntingly complex in scale. Helping them lead effectively in this climate requires a global mindset and a commitment to innovation.

Over the past year - 2009-2010, MIND invested heavily - time and resources - towards further developing knowledge, understanding and expertise in areas of Leadership Development and other related areas.

An authentic understanding of effective leadership is grounded in rigorous research. So MIND launched out on a path of dedicated and extensive research and exploration of the topic, that lead to interface with Institutions and organizations around the world, who have either a vested interest in the development of leadership skills; or who have gained benchmark

status in the practice and /or development and delivery of leadership development programmes. Already MIND have amassed an impressive cache of knowledge and expertise in the area of leadership development, and have infused what we have learnt into the quality of our professional behaviours and strategic performance management.

MIND believes that the practice of leadership is enhanced by nurturing a community of learners. The Agency have therefore begun the process of transferring the knowledge of leadership, through a range of programmes and consultations, that will be of lasting value to our stakeholders and leaders

everywhere. Consequently, MIND organized or took part in numerous events and projects that brought together leaders from the public and other sectors, as well as engaged with a dynamic blend of partners with a diverse range of knowledge, experience, expertise and resources, from the local, regional and international community.

“Already MIND have amassed an impressive cache of knowledge and expertise in the area of leadership development, and have infused what we have learnt into the quality of our professional behaviours and strategic performance management.”



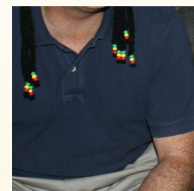
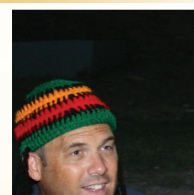
MIND: SOCIAL OUTREACH

DYNAMISM > DIVERSITY > DIASPORA

“The dynamic organisation is neither static, nor sterile. It is vibrant, multifaceted and people-centred.

It embraces opportunities for service beyond narrow self-

interests and celebrates the positive change-enhancing results”



MIND's *Social Outreach* programmes are dynamic and diverse. From *Conferences, Public Lectures, Quarterly Forums, Caribbean Journal of Public Sector Management publication* - to stimulate public awareness of issues of national, regional and global importance and provide a forum for the exchange of information and ideas that results in improved quality of thought and behaviours; to *Research, Consultancies, Facilities Rental*; to sponsoring *Special Awards, active membership and Leadership* in relevant Organisations and Associations, Community Development, strategic *Partnerships and*

Collaborations - all aligned with the **vision** for MIND to be the Government of Jamaica's pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean.; and the MIND **mission** to provide the public service with quality leadership and management training, supporting services and outreach that will enable the sector, to sustain a culture of enterprise, efficiency and responsiveness to the public.



AGENCY PERFORMANCE VERSUS TARGETS

APRIL 2009 TO MARCH 2010

Themes	Strategic Objectives	Measures	Targets	Actual Performance Achieved	Weight Achieved
CUSTOMER : Customer Satisfaction and Approval	C3 I) Improve MIND's social facilities, client services, environmental and security provisions	Change in participant satisfaction index	Establish customer satisfaction index	Baseline of 80% Established (<i>Target Achieved</i>)	1
		Change in staff satisfaction index	2% increase over baseline* (*Baseline -70%)	63% (<i>Target Not Achieved</i>)	0
CUSTOMER : Customer Satisfaction and Approval	C2 II) Expand programme delivery options & customer access to MIND's management training and leadership development, both locally and regionally	Percentage increase in programmes delivered	Establish baseline	Baseline established for scheduled programmes/courses (126) (<i>Target Achieved</i>)	1
		Percentage increase in enrolments locally and regionally	Establish baseline	Enrolment Baseline Established - (4,725) (<i>Target Achieved</i>)	1
CUSTOMER : Customer Satisfaction and Approval	C1 III) Strengthen stakeholder relations, communication cooperation & public awareness of MIND's services and products	No. of strategic partnerships development intervention forged /leveraged	5	7 Strategic Partnerships were forged /leveraged (<i>Target Achieved</i>)	1
		Quarterly consultations held with key stakeholder groups	9	13 Consultations were held with stakeholder groups (<i>Target Achieved</i>)	1
INTERNAL PROCESSES: Programme & Operations Excellence	I5 IV) Implement a comprehensive Public Service Learning Framework	Percentage of Public Service Learning Framework Developed and Implemented	100% of PSLF Developed	Public Sector Learning Framework Developed (<i>Target Achieved</i>)	1
INTERNAL PROCESSES: Programme & Operations Excellence	I4 V) Strengthen MIND's research capacity and capability to support policy and programmer development for public service Human resource Development	% Research & Information Management (RIM) Framework improved	RIM Framework Developed	Research & Information Management (RIM) Framework Developed (<i>Target Achieved</i>)	1
		Number of civil service relevant publications produced/distributed annually	2	3 Publications produced and distributed (<i>Target Achieved</i>)	1

AGENCY PERFORMANCE VERSUS TARGETS

APRIL 2009 TO MARCH 2010

Themes	Strategic Objectives	Measures	Targets	Actual Performance Achieved	Weight Achieved
INTERNAL PROCESSES: Programme & Operations Excellence	I3 VI) Strengthen MIND's Performance Management systems and ensure that they are anchored in and across the Agency's departments and linked to its Management Information System (MIS) and research databases	Percentage of Strategic Plan fully cascaded and operational	Obtain approval for Strategic Plan	Approval received for implementation of Strategic Plan 2009-2014 (Target Achieved)	1
		Percentage of MIND's MIS Framework implemented and in use	Develop MIND's MIS Framework	MIND's MIS Framework developed (Target Achieved)	1
	I2 VII) Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency's values	Percentage of MIND's Learning Framework implemented	Learning Framework Developed for MIND	MIND Learning Framework developed (Target Achieved)	1
INTERNAL PROCESSES: Programme & Operations Excellence		Percentage of staff attaining professional certification for which they	Certification Framework developed	Certification Framework developed (Target Achieved)	1
	I1 VIII) Upgrade MIND's Learning systems, infrastructures and amenities to meet public service training requirements and Government modernization Agenda	Percentage increase in successful participant completion rate	Establish baseline	Baseline of 75% established for Certificates of Achievement and baseline of 80% established for Certificates of Participation (Target Achieved)	1
		Percentage increase in Clients' satisfaction index	Establish baseline	Baseline of 70% established (Target Achieved)	1
LEARNING & GROWTH: Transformative Learning & Professionalization	I3 X) Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings	Percentage of MIND Team with the requisite job competencies	Establish competency level	Competency Level for MIND Team with the requisite job competencies established (Target Achieved)	1
	I2 X) Strengthen in-house human resource capacity to successfully roll-out MIND's 5 Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos in the Public service	Percentage of individual performance targets achieved at 80% and above	0 %	97% of Individual Performance Targets Achieved @ 80% and above (Target Achieved)	1
		Percentage of MIND's core and associate faculty having the requisite skills and competencies to facilitate training, research and advisory	Establish Competency Level	Competency levels for Core and Associate Faculty Established (Target Achieved)	1

AGENCY PERFORMANCE VERSUS TARGETS

APRIL 2009 TO MARCH 2010

Themes	Strategic Objectives	Measures	Targets	Actual Performance Achieved	Weight Achieved
LEARNING & GROWTH: Transformative Learning & Professionalization	I1 XI) Strengthen and Institutionalize The Agency's strategic leadership development programmes to cater to the needs of senior public servants and parliamentarians	Percentage weighted increase over base year in public service leadership participation in strategic leadership programmes	Develop Strategic Leadership Programmes	3 Strategic Leadership Programmes Developed (Target Achieved)	1
	F3 XII) Ensure sound financial management, ethical and fiduciary practices and enforce accountability and timely reporting	Timely production of monthly financial statements Timely production of monthly analysis of Agency financial performance	Implementation of the requisite processes to facilitate timely production of monthly financial statements Implementation of the requisite processes to facilitate timely production of monthly analysis of Agency financial performance	Financial Statement Process Flow developed and implemented (Target Achieved) Financial Statement Process Flow developed and implemented (Target Achieved)	1 1
FINANCE: Resource Mobilization & Management	F2 XIII) Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls	Percentage of budget priorities accomplished Percentage compliance with treasury & risk management procedures	Develop and implement a budget framework Establish Risk Management procedures	Budget Framework and Guide-lines developed and implemented (Target Achieved) Risk Management Procedures developed (Target Achieved)	1 1
	F1 XIV) Ensure adequate and consistent funding for MIND's operations and capital development needs	Percentage of available funds for operations, human resource and capital development needs	Establish Budget Framework	Budget Framework and Guide-lines developed and promulgated (Target Achieved)	1

MIND: FINANCIAL REPORT | MARCH 2009 - APRIL 2010



AUDITOR GENERAL'S DEPARTMENT
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Email: audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

**To the Chief Executive Officer
Management Institute for National Development**

Report on the Financial Statements

I have audited the accompanying Financial Statements of the Management Institute for National Development, set out on pages 1 to 12, which comprise the Statement of Financial Position as at March 31, 2010, Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for Qualified Opinion

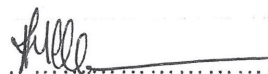
As at March 31, 2010 I could not place any reliance on the accounts receivables which were valued at \$57,865,308. Included in the accounts receivable are credit balances totalling \$32,988,317 that management has not been able to fully investigate and resolve. The Management Institute for National Development has indicated that these balances represent monies received from participants that have not been applied to the relevant invoices as the required documentation was not presented or is not available. The audit was unable to obtain sufficient appropriate audit evidence to determine the possible effects of these credit balances on the financial statements which could be material.

Qualified Opinion

In my opinion, except for the circumstance described in the basis for qualified opinion paragraph, the Financial Statements give a true and fair view of the financial position of the Management Institute for National Development as at March 31, 2010, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.



Auditor General

2016.10.4.125...
Date

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance
Year ended March 31, 2010

	<u>Note</u>	<u>2010</u> \$	<u>2009</u> \$
Non-current assets			
Property, plant and equipment	4	30,310,863	22,229,445
		<u>30,310,863</u>	<u>22,229,445</u>
Current assets			
Trade and other receivables	5	57,942,976	66,436,464
Prepayments		424,046	54,248
Cash and cash equivalents	6	52,641,014	52,946,997
		<u>111,008,036</u>	<u>119,437,709</u>
Current liabilities			
Payables and accruals	7	12,105,081	15,914,570
Employee benefits	8	13,638,717	9,231,536
GOJ 50% Contribution	9	52,612,157	52,071,259
Unearned Revenue		20,824,165	22,528,634
		<u>99,180,120</u>	<u>99,745,999</u>
Net current assets		<u>11,827,916</u>	<u>19,691,711</u>
Total assets		<u>42,138,779</u>	<u>41,921,155</u>
Equity			
Capital (GOJ Investment)	11	15,833,262	15,833,262
General reserve		24,005,154	23,464,255
Donated Assets Reserve	12	2,300,363	2,623,638
Total equity and reserve		<u>42,138,779</u>	<u>41,921,155</u>

Approved for issue on behalf of the Management Institute for National Development on
April 27, 2010 and signed on its behalf by:

.....
 Ruby Brown, Ph.D.
 Chief Executive Officer

.....
 Diana Simms
 Accountant

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance Year ended March 31, 2010

	<u>Note</u>	<u>2010</u> \$	<u>2009</u> \$
INCOME			
Training Course Fees		46,146,603	48,197,496
Miscellaneous Revenue		2,949,673	5,763,369
Training Support - Facilities Rental		2,014,700	847,350
Divisional Revenue		78,193,434	81,009,413
Total income		<u>129,304,410</u>	<u>135,817,628</u>
EXPENDITURE			
Staff costs	13	135,789,359	118,439,990
Goods and services	14	87,472,891	69,641,636
Premises related services	15	21,312,883	19,639,217
Depreciation		3,877,417	3,081,985
Bad Debts Provision		8,677,425	9,241,365
Total operating expenses		<u>257,129,975</u>	<u>220,044,193</u>
Operating deficit		(127,825,565)	(84,226,565)
Foreign Exchange Gain/(Loss)		998,237	863,052
Interest income		116,005	31,014
Donated asset amortization		2,830,120	511,799
Net deficit before GOJ Financing		<u>(123,881,203)</u>	<u>(82,820,700)</u>
GOJ financing from Consolidated Fund		124,963,000	131,367,000
Net (deficit)/surplus after GOJ financing		<u>1,081,797</u>	<u>48,546,300</u>
50% Net surplus to Consolidated Fund	9	(540,898)	(24,273,150)
Net (deficit)/surplus		<u><u>540,899</u></u>	<u><u>24,273,150</u></u>

MIND: FINANCIAL REPORT**MARCH 2009 - APRIL 2010****Statement of Financial Performance****Year ended March 31, 2010**

	Capital (GOJ Investment)	Donated Assets Reserve	General Reserve	Total
	\$	\$	\$	\$
April 1, 2008	15,833,262	3,135,437	(808,895)	18,159,804
Release from Reserves	-	(511,799)	-	(511,799)
Surplus for the year	-	-	24,273,150	24,273,150
March 31, 2009	15,833,262	2,623,638	23,464,255	41,921,155
Additions to Reserves	-	2,506,845	-	2,506,845
Release from Reserves	-	(2,830,120)	-	(2,830,120)
Surplus for the year	-	-	540,899	540,899
March 31, 2010	15,833,262	2,300,363	24,005,154	42,138,779

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance

Year ended March 31, 2010

	<u>2010</u>	<u>2009</u>
	\$	\$
Cash flows from operating activities:		
Deficit for the year before GOJ financing	(123,881,203)	(82,820,700)
Recurrent financing from Consolidated Fund	<u>124,963,000</u>	<u>131,367,000</u>
Surplus for the year after GOJ financing	1,081,797	48,546,300
50% net surplus to Consolidated Fund	<u>(540,898)</u>	<u>(24,273,150)</u>
Net surplus	540,899	24,273,150
Adjustments:		
Depreciation	3,877,417	3,081,985
(Increase)/decrease in receivables	8,123,690	(30,606,690)
Increase/(decrease) in current liabilities	(565,879)	40,728,899
Transfer from Donated Assets Reserve	<u>(2,830,120)</u>	<u>(511,799)</u>
Net cash used in operating activities	<u>9,146,007</u>	<u>36,965,545</u>
 Cash flows from investing activities:		
Capital expenditure	<u>(9,451,990)</u>	<u>(11,383,720)</u>
Net cash used in investing activities	<u>(9,451,990)</u>	<u>(11,383,720)</u>
 Decrease in cash and cash equivalents	(305,983)	25,581,825
Cash and cash equivalents at beginning of year	<u>52,946,997</u>	<u>27,365,172</u>
 Cash and cash equivalents at end of year	<u>52,641,014</u>	<u>52,946,997</u>

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance

Year ended March 31, 2010

1. Identification

The Management Institute for National Development (MIND) was established as an Executive Agency of the Government of Jamaica on April 1, 1999. The core activities of the Agency are training, consultancy and research that support the training and consultancy services. Non core activities include facilities rental.

2. Statement of compliance

- i. These financial statements have been prepared in accordance with the requirements of the International Public Sector Accounting Standards (IPSAS). IPSASs are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent board of the International Federation of Accountants (IFAC).
- ii. The preparation of the financial statements to conform with IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

3. Significant accounting policies

i. Basis of preparation

The financial statements have been prepared under the historical cost convention and are presented in Jamaica dollars (\$), which is the reporting currency of the Agency.

ii. Cash and cash equivalents

Cash and cash equivalents are carried on the balance sheet at fair value. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is evidence that the entity will not be able to collect all amounts due according to the original terms of receivables.

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance

Year ended March 31, 2010

Significant accounting policies (Cont'd)

iv. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals are based on fair estimates of liabilities at the end of the financial year. The amounts are payable within one year.

v. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or period over which depreciation is charged are as follows:

Leasehold Property Improvement	20 years
Furniture, fixtures and Fittings	10 years
Computers	5 years
Office Equipment	10 years
Motor Vehicles	5 years

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

v. Amortization of donated assets reserve

The reserve is written off on a straight line basis over the life of the assets.

vi. Provisions

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Significant accounting policies (Cont'd)

vi. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2006 were receivables and payables.

vii. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable and represents amount recoverable for services provided in the normal course of business. Deferred revenue is a liability as at the balance sheet date related to training fees for which revenue has not yet been earned.

Subvention is recognized when it is received.

Interest revenue is recognised in the income statement for all interest bearing instruments on an accrual basis.

4. Property, Plant and Equipment

	Leasehold Improvements	Motor Vehicles	Computers	Office Equipment	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2009	11,024,071	3,369,147	15,744,732	9,972,068	5,966,572	46,076,590
Additions	5,545,219	-	3,209,269	1,790,683	1,413,664	11,958,835
Disposals	-	-	-	-	-	-
March 31, 2010	16,569,290	3,369,147	18,954,001	11,762,751	7,380,236	58,035,425
Accumulated Depreciation						
April 1, 2009	2,544,996	496,502	11,695,122	4,636,664	4,473,861	23,847,145
Current charges	664,503	657,695	774,089	1,095,695	685,435	3,877,417
Disposal	-	-	-	-	-	-
March 31, 2010	3,209,499	1,154,197	12,469,211	5,732,359	5,159,296	27,724,562
NBV - March 31, 2010	13,359,791	2,214,950	6,484,790	6,030,392	2,220,940	30,310,863
NBV - March 31, 2009	8,479,075	2,872,645	4,049,610	5,335,404	1,492,711	22,229,445

*Fixed asset acquisitions amounted to \$11,958,835. However, this amount includes donated assets valued at \$2,506,845 and capital expenditure of \$9,451,990.

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Statement of Financial Performance

Year ended March 31, 2010

5. Trade and other receivables

	2010	2009
	\$	\$
Accounts Receivables - Corporate	70,662,910	71,615,077
Accounts Receivables – Self Sponsored	<u>49,864,061</u>	<u>48,822,207</u>
	120,526,971	120,437,284
Provision for Doubtful Debts	<u>(62,661,663)</u>	<u>(53,984,237)</u>
	57,865,308	66,453,047
Other Receivables	<u>77,668</u>	<u>(16,583)</u>
	<u>57,942,976</u>	<u>66,436,464</u>

6. Cash and cash equivalents

	2010	2009
	\$	\$
General Expenditure	11,199,550	11,024,378
Appropriation-In-Aid	25,527,169	37,538,994
Payroll	5,454,828	4,282,938
Foreign Exchange	10,454,467	95,687
Petty Cash	<u>5,000</u>	<u>5,000</u>
	<u>52,641,014</u>	<u>52,946,997</u>

7. Payables and accruals

	2010	2009
	\$	\$
Trade Payables	6,567,896	8,615,761
Accruals	1,250,000	1,000,000
Payroll Payables	<u>4,287,185</u>	<u>6,298,809</u>
	<u>12,105,081</u>	<u>15,914,570</u>

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Notes to the Financial Statements

Year ended March 31, 2010

8. Employee Benefits

	2010	2009
	\$	\$
Gratuity	873,750	913,660
Vacation leave accrual	3,199,361	2,066,441
Performance incentive provision	9,565,606	6,251,435
	<u>13,638,717</u>	<u>9,231,536</u>

9. GOJ 50% Contribution

This represents the 50% of any surplus made by the Agency which is to be paid into the Consolidated Fund in accordance with the Financial Instructions to Executive Agencies.

	\$
Balance as at 1st April 2009	52,071,259
Amounts recognized during the year	540,898
Payments during the year	-
Balance as at 31st March 2010	<u>52,612,157</u>

10. Financial Risk Management

The Agency's activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency's overall risk management policies are established to identify and analyse risk exposure and to set appropriate risk limits and controls and to monitor risk. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency's financial performance.

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Deposits would be affected by this risk.

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Financial Risk Management (Cont'd)

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Agency's currency risk arises from its foreign currency bank account.

	2010	2009
	\$	\$
Foreign exchange bank account	10,454,467	95,687
	<u>10,454,467</u>	<u>95,687</u>

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency's interest rate risk arises from deposits as follows:

	2010	2009
	\$	\$
Cash resources (excluding cash in hand)	52,636,014	52,941,997
	<u>52,636,014</u>	<u>52,941,997</u>

c. Liquidity risk

Liquidity risk is the risk that an Agency will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalents balances.

d. Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has the following cash resources:

	2010	2009
	\$	\$
Cash and cash equivalents	52,641,014	52,946,997
Accounts receivable and advances	57,942,976	66,436,464
	<u>110,583,990</u>	<u>119,383,461</u>

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Notes to the Financial Statements

Year ended March 31, 2010

11. GOJ Capital Investment

The initial capital investment from Government of Jamaica is represented by the value of the fixed assets when the Agency was granted Executive Agency status at April 1, 1999. This has now been converted to equity.

12. Donated assets reserve

This represents the residual value of the assets donated to the Agency by the Government of Jamaica and other multinationals.

13. Staff costs

	2010 \$	2009 \$
Gross Salary & Other Allowances	122,150,642	109,208,454
Employee benefits	13,638,717	9,231,536
	<u>135,789,359</u>	<u>118,439,990</u>

Staff emoluments

- a. Employees in receipt of emoluments of \$1 million and over per annum as at the financial year ended March 31, 2010 are:

NUMBER OF EMPLOYEES	SALARY RANGE \$'000
4	1.00 - 1.25
6	1.25 - 1.50
5	1.50 - 1.75
5	1.75 - 2.00
9	2.00 - 2.25
8	2.25 - 2.50
-	2.50 - 2.75
-	2.75 - 3.00
1	3.00 - 3.25
-	3.25 - 3.50
-	3.50 - 3.75
3	3.75 - 4.00
1	4.00 - 4.25
-	4.25 - 4.50
-	4.50 - 4.75
1	4.75 - 5.00
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MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

Notes to the Financial Statements

Year ended March 31, 2010

14. Goods and Services

	2010	2009
	\$	\$
Food and Drink	652,002	3,579,022
Books	511,522	134,204
Magazines & Subscriptions	140,488	74,630
Stationery	5,836,416	3,213,995
Petrol	101,568	51,574
Cooking Fuel	458,732	388,172
Local Consultancy	42,182,362	33,807,005
Advertising	363,992	1,052,499
Postal and Courier	219,933	513,561
Insurance	346,966	281,648
Printing	3,257,149	2,903,840
Repairs and Maintenance	1,004,437	430,550
Pest Control	99,897	79,744
Toilet Articles	825,518	610,618
Waste Disposal Services	361,260	411,918
Training Expenses	21,191,050	10,230,490
Computer Supplies	259,180	406,797
Board Members Fees and Remuneration	7,000	-
Audit Fees	250,000	250,000
Bank Charges	409,504	513,728
Security Services	7,964,571	7,622,094
Other	1,029,344	3,085,547
	<u>87,472,891</u>	<u>69,641,636</u>

15. Premises Related Expenditure

	2010	2009
	\$	\$
Rental	2,058,524	2,662,933
Public utilities	11,996,540	11,321,792
Repairs and maintenance	7,257,819	5,654,492
	<u>21,312,883</u>	<u>19,639,217</u>

MIND: FINANCIAL REPORT

MARCH 2009 - APRIL 2010

STATEMENT OF INTERNAL CONTROLS 2009/2010

The Management Institute for National Development's Senior Management team accepts responsibility for the Agency's system of internal controls. Consequently, it has sought to ensure the ongoing adequacy, robustness and effectiveness of its internal controls, with the institutionalization of measures not limited to the following:

- The design and implementation of controls that enhance Agency operations;
- Development and updating of the Agency's policies and procedures;
- Appointment of an Internal Audit Function that monitors the adequacy and effectiveness of the Agency's governance, risk management and internal control system;
- Implementation of the recommendations made by Internal and External Auditors and Audit Committee; and
- Senior Management's continuous assessment of the Agency's internal system of control.

Notwithstanding the above, the Agency encountered limitations with its internal controls during the 2009/2010 financial year, resulting from the loss of functionality with its GMAX system. This necessitated the Agency implementing a manual system of managing its accounting and financial operations, pursuant to the later acquisition and use of ACCPAC. While this served to ensure the integrity of the Agency's financial and accounting records and strengthening of the internal controls for 2009/2010, it required the recasting of the financials, a process which delayed the Auditors verification and certification of the financial statement for the period.

MIND: SENIOR EXECUTIVE & ADVISORY BOARD COMPENSATION

MARCH 2009 - APRIL 2010

SENIOR EXECUTIVE & ADVISORY BOARD COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity of Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2009/2010	4,500,000.00	1,125,000.00	398,250.00				6,023,250.00
Director Business Development	2009/2010	3,300,000.00	491,250.00	796,500.00				4,587,750.00
Director of HRM & Institutional Strengthening	2009/2010	3,190,000.00	217,500.00	796,500.00				4,204,000.00
Senior Manager Corporate Services	2009/2010	3,088,000.00	492,092.13	796,500.00				4,376,592.13

Notes

1. No compensation was paid to members of the Advisory Board.



“The Management Institute for National Development (MIND) is committed to providing the knowledge base required for globally competent and ethical public service professionals to advance the fulfillment of their organisation’s mandate, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community”



A VISION FOR JAMAICA

National Vision Statement

**“Jamaica, the place of choice to live, work,
raise families, and do business”**

The Vision

From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below.

As a united family at home and abroad, we commit to a vision in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children’s children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

We especially seek to create a secure future for our vulnerable population in ensuring that:

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

“One love, one heart, one Jamaica”

“JAMAICA, THE PLACE OF CHOICE TO LIVE, WORK, RAISE FAMILIES AND DO BUSINESS”



Management Institute for National Development

Training for Public Service Excellence



Mission

To provide public servants with quality leadership development options, management training, support and outreach services that sustain a culture of enterprise, efficiency and organisational responsiveness to the publics they serve

Vision

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Kingston Campus

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