



ANNUAL REPORT

2018 - 2019



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National Anthem

Eternal Father, bless our land,
Guide 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.



**Management Institute for
National Development**

An Agency of the Office of the Cabinet, Government of Jamaica

Building Capability for Public Service Excellence



The Management Institute for National Development (MIND) is the Government of Jamaica's (GOJ's) pre-eminent and preferred public service training, organisational and leadership development institute in Jamaica, serving the Caribbean. MIND's role is crucial to the transformation and modernisation of the public service in Jamaica and the wider Caribbean region.

MIND's mission is to provide the public sector with quality leadership development options, management training, supporting services and outreach that sustain a culture of enterprise, efficiency and responsiveness to the publics they serve.

MIND offers an exclusive focus on programmes, courses, outreach and supporting services that are strategically developed to respond effectively to enhancing the professionalism and performance quality of public sector professionals; and transform the public sector into one *“which puts the public's interest first, and in which valued and respected professionals deliver high quality services efficiently and effectively.”*

MIND and its predecessor organisations have been providing training for over 40 years, and is registered with the University Council of Jamaica (UCJ) as a tertiary level institution. Training programmes and courses are offered at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels. Over 112 individual offerings of programmed courses are scheduled to run throughout the year utilising the face-to-face and or online delivery modality, in addition to those learning interventions that are facilitated in a customised format. MIND's training encompasses all areas of human resource development with an emphasis on management, leadership and organisational development.

MIND encourages collaborations and partnerships with local, regional and international learning organisations and donor agencies, to strengthen its capacity to provide a coordinated and integrated approach to deliver first-class management,



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leadership and organisational development training to public service professionals. *MIND Consultancy* also responds in support of public and private sector organisations locally and regionally with their strategic planning, research, human resource and organisational development.

MIND's newest product line *MINDReach*, is aimed at empowering 'unreached' and under-served' stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust and with a focus on its corporate social responsibility.

MIND's offerings also include, *Conferences, Public Lectures, Quarterly Friday Policy Forums*, and a *Caribbean Journal of Public Sector Management*, geared towards stimulating public awareness of issues of national, regional and global importance and provide a forum for the exchange of information and ideas that result in improved quality of thought and behaviours.

MIND's *Executive Round Table Leadership Series* is also intended to provide public sector senior executives with an 'open environment' in which to engage in dialogue, exchange ideas and enjoy the strategic advantage of learning from and contributing to a forward-thinking leadership community.

MIND is committed to providing the knowledge base required for globally competent and ethical public sector professionals to advance the fulfilment of their individual organisations' mandates, 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 Profile

Our Values

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

1. *Inclusivity*

2. *Accountability*

3. *Integrity & Impartiality*

4. *Service Excellence*

5. *Innovation*

Vision Statement

*To be the pre-eminent and preferred
public service training, organisational
and leadership development institute in
Jamaica serving the Caribbean.*

Mission Statement

*To provide public servants with quality
leadership development options, man-
agement training, supporting services
and outreach that sustain a culture of
enterprise, efficiency and responsiveness
to the publics they serve.*

Our Mandate

“provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service”

CD 32/93 of 6 Sept, 1993

The Power of the MIND

Reaching, Extending, Achieving Excellence. . .

The MIND is very powerful

It is unlimited in potential . . .

*Once you begin to understand the reach, capacity and ability of the MIND
to create and sustain positive change,
so much professional and leadership success can be achieved for the individual,
the organization and the society.*

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MILESTONES 1994 - 2019

25 years of Building Public Service Capability

MILESTONE 1



Accreditation and Institutional Partnership

- University Council of Jamaica (UCJ) Accreditation
- The Joint Board of Undergraduate Studies of the University of the West Indies (UWI)
- The National Council on Technical and Vocational Education and Training (NCTVET)



New and Expanded Suite of MIND Programmes and Courses Introduced



MIND
Diploma and Certificate Courses

MILESTONE 2

MILESTONE 3



Dynamic Social Outreach and Expanded Learning

- Quarterly Policy Forums
- Conferences
- Workshops
- Public Lectures
- Consultations
- Think-Tanks

MILESTONE 6



MIND Consulting is the vehicle through which MIND offers human resource and organizational development advice, research and strategic planning support to public and private sector organisations locally, regionally and internationally.

MILESTONE 4



E-MIND Powering Distance Learning via MIND Online

This training delivery modality was introduced under the brand **MIND Online** to support the modernization thrust of the public sector, providing greater access to MIND training programmes and courses.

MILESTONE 5



Learning Solutions

The MIND Customised brand provides learning and development solutions that respond specifically to the organisations training needs and is delivered how, when and where the client needs it. MIND current scheduled programmes/courses may be adapted as well new courses developed to meet the needs of the client organisation and delivered at **Your place or MIND**.

MILESTONE 8



Publications

The Caribbean Journal of Public Sector Management highlights, explores, and debates public sector issues, encourages research in public sector management and leadership, and seeks to develop an indigenous Caribbean literature. The Journal also provides a dynamic forum for the sharing of information and ideas which will benefit all who are involved with the management of the public sector. The Journal, while a Caribbean product, encourages the promulgation of research from other parts of the world. The CJPSM is an important learning resource and essential reading for public, statutory and private sector professionals, academics, researchers and students generally.

The Caribbean Public Sector Leadership Review is a leadership practitioners' guide comprised of concise, current and focused articles for leaders in the public sector. The overarching focus of this Journal is to improve the practice of leadership by providing leaders with rigorous insights, best practices, success stories, tools and techniques to lead themselves and their organizations more effectively and to make a positive impact.

MILESTONE 7



The MIND has expanded its reach into the Caribbean among stakeholders, primarily within the public sector, partnering with various governments to deliver customised learning solutions and institutional capacity building.

MILESTONE 9



Partnerships and collaborations

MIND encourages partnerships and collaborations with local, regional and international Governments, learning organisations and donor agencies to strengthen our capacity to provide a coordinated and integrated approach to deliver first class management, leadership and organisational development interventions to public service professionals. The quality of the partnerships we have forged and leveraged have ensured that our professionals have been provided with world class tools and techniques to enable them to deliver world class service. Some of these partnerships include:

- The Canadian International Development Agency
- Commonwealth Secretariat
- United Kingdom School Government
- Canada School of Public Service
- Commonwealth Association for Public Administrators
- Centre for Creative Leadership
- Caribbean Centre for Development Administration (CARICAD)
- Ministry of Public Administration's Public Service Academy (Trinidad and Tobago)
- University of the West Indies
- HEART TRUST/NTA
- SETYM International
- Creative Production and Training Centre (CPTC)
- Jamaica Information Service
- Jamaica Civil Service Association
- Graduate Institute of Leadership and Professional Development (GILPD) Namibia
- Cyprus Public Service Academy
- SkillFocus Consultancy, Malaysia
- Association of Chartered Certified Accountants (ACCA)
- Caribbean Leadership Project (CLP)
- National College for Educational Leadership (NCEL)
- University of Portsmouth
- Sagicor Cave Hill School of Business and Management



Public Life Award for Leadership Excellence

MILESTONE 10



As Jamaica's public sector training and leadership development institute, MIND has been entrusted with the awesome but noble role of leading leadership within the service. Accordingly, we have enjoyed long and rigorous individual and collective deliberations about how that role is to be executed and what our own leadership practice and behaviour ought to reflect. Identifying and celebrating excellent leadership practice is one such behavior. And so, in our bid to model the way, we identify and recognize public servants who have demonstrated excellence in achieving results for Jamaicans, who reflect the priorities of the public service, and promote the professionalism and visibility of the service while demonstrating other key leadership competencies. This public servant is awarded and recognized at our Annual Leadership Development Conference.

MILESTONE 12



Conceptualized Public Sector Learning Framework

The Public Sector Learning Framework is the Government of Jamaica's blueprint for building a culture of continuous learning and innovation within the public sector, and signals a clear commitment to investing in human capital development. The Framework is holistic and comprehensive and represents a whole of government approach that is needed to build efficient and effective public sector organizations that are capable of contributing to the process of sustainable national development. At the core of the framework is the recognition that people are the public service's most valuable asset and it is the commitment and capabilities of people that underpin the ability of the public sector to deliver best value public goods and services to the nation as a whole.

MILESTONE 11



MINDReach is the Agency's newest product line and is aimed at empowering "unreached" and "underserved" stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust with a focus on its corporate social responsibility.

MILESTONE 13



Introduced the Public Sector Senior Leadership Development Programme (PSSLDP)

This Programme is designed to respond to the current demands of the public sector environment to provide for greater governance and leadership excellence at the level of Permanent Secretaries, Directors General, and Chief Executive Officers. The PSSLDP will support the Government of Jamaica's (GoJ's) succession strategy to build leadership capacity to ensure competent persons are appointed to senior leadership positions on the basis of merit, thereby sustaining a public service culture of efficiency, professionalism, accountability and responsiveness to the Jamaican citizenry and other recipients of government services.



MILESTONE 14



Establishment of the National Public Procurement Centre (NPPC)

The **National Public Procurement Centre** established at MIND is aimed at building the requisite procurement capacity and capabilities across the public service. Public Officers at all levels within the procurement function will require and improve their knowledge base skills and competencies related to their levels and roles.



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Executive Management Team



Dr. Ruby Brown
Chief Executive Officer



Ms. Marlene Campbell
Director, Business
Development & Communication



Mrs. Diana Simms
Director, Finance Human
Resource Management &
Institutional Strengthening



Mrs. Natasha Gordon-Miller
Director, Public Service
Capability Development

Advisory Board



Chairman
Professor Neville Ying
Executive Director
Jamaica Diaspora Institute



Mr. Wayne Jones, O.D.
Deputy Financial Secretary



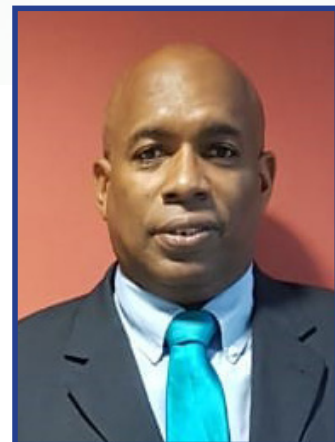
Miss Jodiann Paulwell
Senior Legal Officer,
Office of the Cabinet



Mr. Michael McAnuff Jones
Consultant & Former Regional
HR Head, ECR,
Bank of Nova Scotia



Mr. O'Neil Grant
President, Jamaica Civil
Service Association



Mr Steven Kerr
Manager of Human and
Community Development,
PIOJ



Ruby Brown, PhD
Chief Executive Officer

*“They always
say time changes
things, but you
actually have to
change them
yourself.”*

– Andy Warhol

Message from the CEO

Inspiring Leadership for Transformation

Financial year 2018/2019 might best be described as the Management Institute for National Development’s ‘silver jubilee’, as the Agency on February 1, 2019, marked 25 years of *Building Capability for Public Service Excellence*. The year also marked our 20th Anniversary as an Executive Agency of the Cabinet Office, Government of Jamaica (GoJ).

It has been a privilege serving the Agency over the past two decades, as it grew and blossomed in support of the vision for a transformed public sector. It was encouraging to map our achievements from 1994 to 2019, reflecting not just on what changed over the years, but on what we actually had to change as a team to achieve the many milestones. And as we evaluated our performance for 2018/2019, we were able to appreciate even more so, that while at times the journey was tough and progress may have been slower than desired; we have remained steadfast in seizing opportunities and strategically navigating challenges to provide management and leadership development interventions and organisational development services, to support a transforming public service. Indeed, we were encouraged and equally motivated, having achieved 80.0% of our performance targets for 2018/2019, falling short in realising our revenue target and fully implementing our Research Agenda.

Many are the public officers who have and will attest to the capabilities they have developed at the MIND to create and impact change within their ministries, departments and agencies, in support of the GoJ's national vision and strategic priorities. Indeed, the alignment of our Agency's strategic direction to National Goals #2 and #6, gives added evidence of the commitment of both GoJ and the MIND to *Building Capability for Public Service Excellence*. Notwithstanding, we recognise the need more than ever, to be bold in our actions and willingness to embrace alternate opinions, ideas and ways of doing things, amidst the change and transitions that must accompany the transformation that is still ahead.

Imagine nature without the honeybee, or a field of flowers without sufficient sunlight or water. One may ask, will the flowers still grow or will they be as beautiful or as bountiful? There is an uncertainty of possibility and potential once these elements have been removed from their roles of support and development within that ecosystem. Now imagine our public service without the MIND, without the elements necessary to unlock the possibility and potential of public officers to lead change and transformation. Would national goals become disconnected from organizational goals? Would change initiatives remain abstract and static in their implementation? Or would public sector transformation be an impossible feat? The role of MIND is indeed, inextricably linked to public sector transformation.

We seize this opportunity to laud the Government of Jamaica, Office of the Cabinet and our public officers across ministries, agencies and departments, who conceived of the MIND and have afforded us the opportunity to be a transformative figure for national and regional development over the past twenty-five years. I also wish to use this opportunity to salute the hardworking and very committed MIND Team, as the greatest and best strategies are rendered useless without a team that is willing and ready to share the vision and to work steadfastly for the achievement of goals. While I have never doubted the Agency's ability to deliver on its mandate, the unwavering commitment and collective input of the MIND Team over the years and especially over the fiscal year 2018/2019, has instilled even greater confidence that we can succeed in providing the training and development support needed for a transformed public sector, and to realize our vision of becoming, *"the pre-eminent and preferred public service training, organizational and leadership development institute in Jamaica serving the Caribbean"*.

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things";

Niccolo Machiavelli.

The MIND shall continue ... **Inspiring Leadership for Transformation**

1.0 PERFORMANCE OVERVIEW

Alignment to National Goals, Outcomes & Priorities

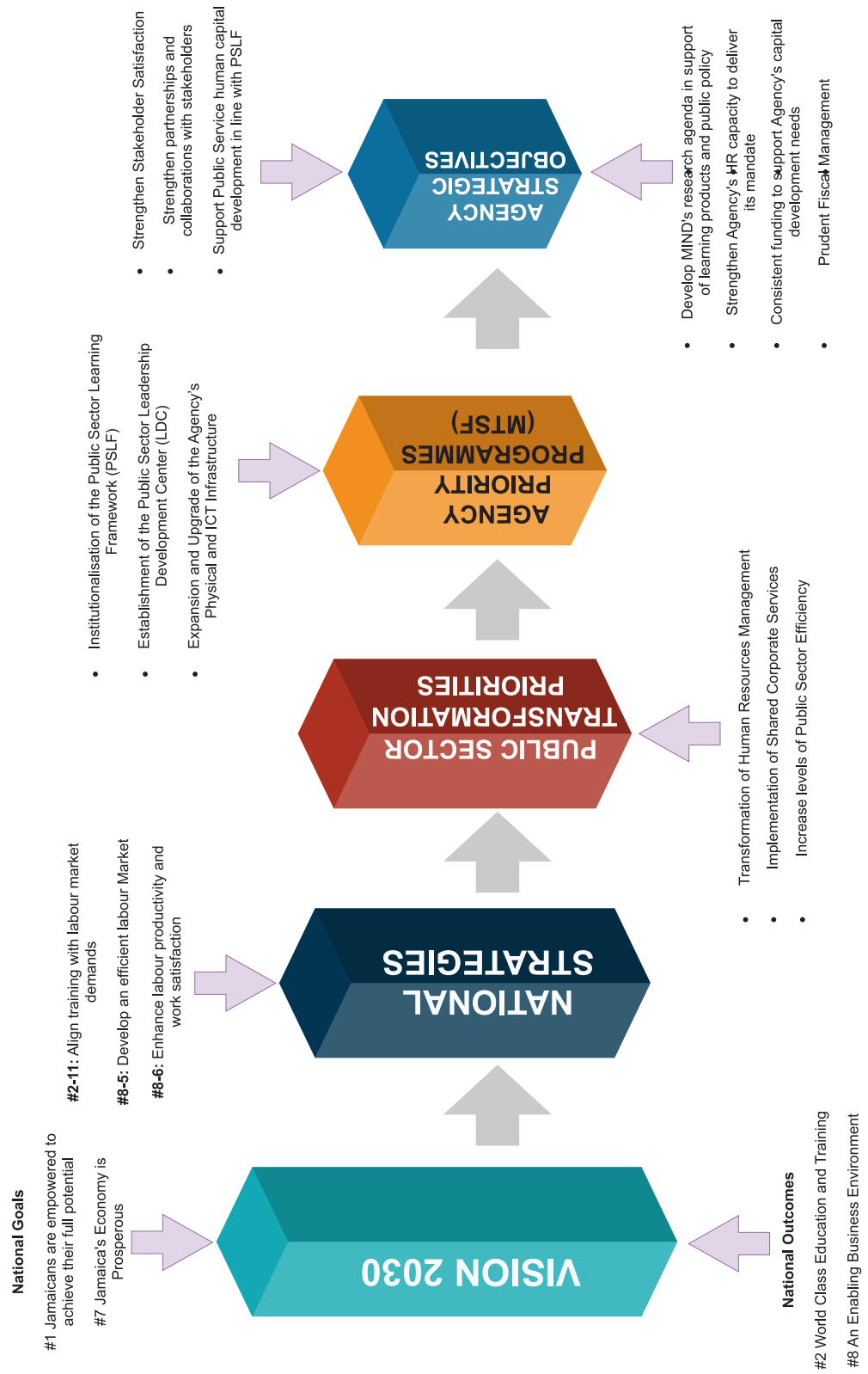


Table 1: FY 2018/2019 Performance against Established Targets

AGENCY PERFORMANCE SCORECARD FY 2018 - 2019					
Themes	Strategic Objectives	Performance Measures	Strategic Initiatives	Annual Target	Actual Performance
Stakeholder Satisfaction & Approval	C1. Strengthen stakeholder satisfaction	% level of stakeholder satisfaction	Stakeholder Engagement Strategy	71%	Achieved
	C2. Strengthen partnerships and collaborations with local and international stakeholders	# of partnerships forged/or leveraged		5	79% 7
Programme & Operations Excellence	I1. Support Public Service human capital development in line with the Public Sector Learning Framework (PSLF) and the Agency's Vision.	# of participants enrolled	Strategic Product Plan	4,489	Achieved
	I2. Develop MIND's research agenda in support of the Agency's learning and development products and services and public policy	# of learning and Organizational Development (OD) Interventions pursued		146	5658 Achieved 221
	I2. Develop MIND's research agenda in support of the Agency's learning and development products and services and public policy	% of the Agency's Research Plan implemented annually		75%	Achieved
Transformative Learning and Professionalization	L1. Strengthen the Agency's human resource capacity and capability to successfully deliver its mandate	% of staff accessing at least 30 hours of training and development each year	Research Agenda	70%	55% Partially Achieved
	L1. Strengthen the Agency's human resource capacity and capability to successfully deliver its mandate	% of staff achieving overall performance rating of 75% and above on the annual performance review		80%	79% Achieved
	L1. Strengthen the Agency's human resource capacity and capability to successfully deliver its mandate	% of staff achieving overall performance rating of 75% and above on the annual performance review		80%	85% Achieved
Resource Mobilization and Management	F1. Ensure consistent funding to support the Agency's operational and capital development needs.	% of Appropriation in Aid (AIA) in keeping with annual budget	Funding Strategy	\$254 million (75% of Budget)	\$201.1 million Partially Achieved (79% of Target)
	F2. Prudent Fiscal Management	Contractor General's Compliance rating		90%	100% Achieved
	F2. Prudent Fiscal Management	# of Auditor General's queries		≤ 2	1 Achieved

2.0 PERFORMANCE ANALYSIS

2.1 STAKEHOLDER SATISFACTION AND APPROVAL

Strategic Objective: C1-

Strengthen Stakeholder Satisfaction

This strategic objective is embedded in our mandate and aims to secure the ongoing engagement and ultimate satisfaction of all MIND's stakeholders.

As the GOJ's management, leadership and organisational development institute, MIND is charged with the responsibility to build human resource capability across ministries, departments and agencies of Government. Our operations are therefore far-reaching and maintaining the

prescribed level of satisfaction amongst our stakeholders, is for us, a critical benchmark of the range, quality and relevance of MIND's products and services.

Our 2018/2019 Stakeholder Satisfaction Surveys revealed an **Overall Satisfaction of 79.0%**, eight percent (8%) above the annual target of 71.0%. However, the **Agency's learning products, their delivery and general physical facilities, received a 96.0% satisfaction rating.**

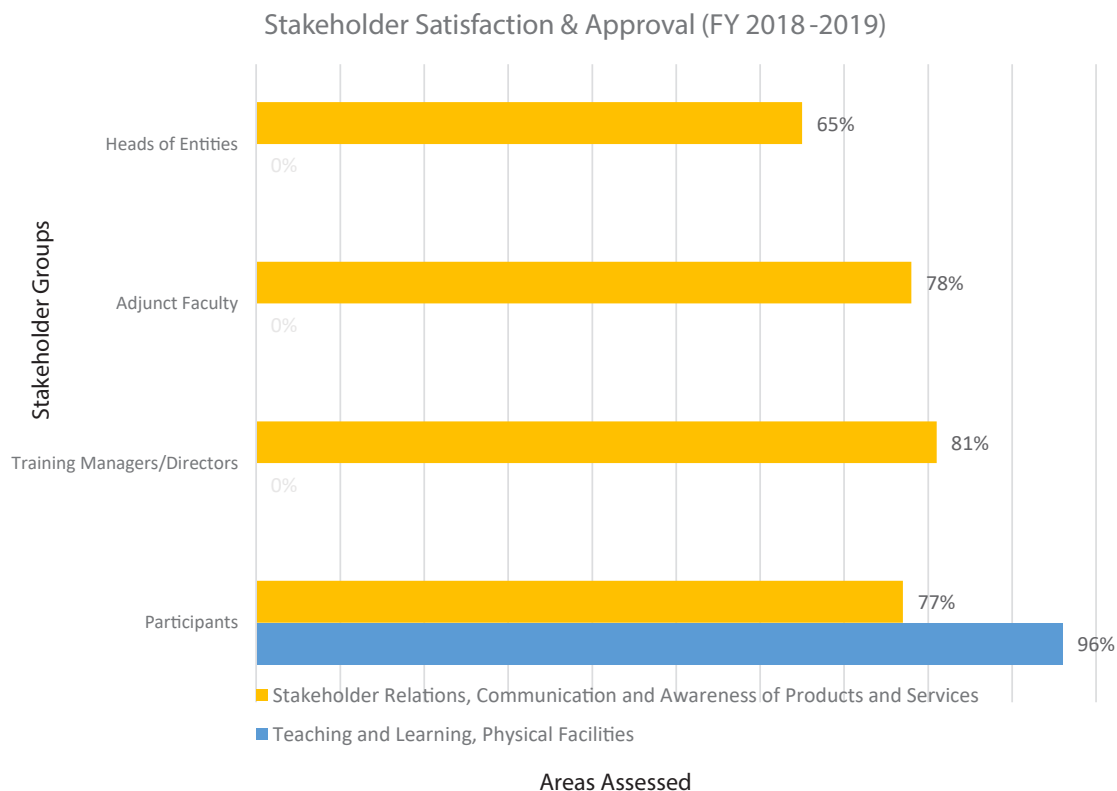


Figure 1: Stakeholder Satisfaction & Approval (FY 2018 - 2019)

Our Stakeholders say...



Mr. Ealan Powell
Assistant Commissioner of Police, Jamaica Constabulary Force (JCF)

The time that I spent at MIND and the subjects that I was exposed to, have tremendously helped me in carrying out my work. I am considered to be an outstanding leader in the JCF and it is as a result of my exposure to this training (Public Sector Senior Leadership Development Programme) at MIND. I choose MIND.



Mrs. Julian Buckle Scott
Senior Deputy Superintendent, Jamaica Fire Brigade (JFB)

Having joined the Jamaica Fire Brigade in 1995 and having an understanding of my job, I realized that I wanted to be a supervisor very soon, so I went seeking a course that I could do to elevate myself. I went over to the MIND office in Mandeville and the greeting and welcome from the staff there was very encouraging. They gave me an entire manual to go through to see what I needed to do. My decision to attend MIND was the best decision I could have made as a young public sector worker. I encourage every public sector worker to seek out MIND, to look at their programmes and select something. There is something there for you. I chose MIND and so should you.

The Agency's Business Development and Communications (BDC) Department plays a critical role in stakeholder relationship management and leads the development and execution of the Agency's business development strategies and plans. To this end, the BDC Department fully implemented a Social Media Plan, Public Relations and Communications Plan and executed the re-design and launch of a new MIND Website. In keeping with our 2018/2019 Operational Plan, the BDC also lead the Agency

in executing a series of initiatives in line with the stakeholder engagement strategy articulated for the fiscal year. These sought to build sustainable partnerships and relationships across the public sector while enhancing the MIND brand, and promoting learning products and services. The following table provides a snapshot of some of the initiatives pursued throughout 2018/2019, as we sought to strengthen stakeholder engagement and satisfaction.

Table 2: Business Development & Communication Initiatives FY 2018/2019

INITIATIVES	DETAILS	DATE
Facilitates the development of strategic partnerships and learning and development networks across ministries, agencies and departments of government.		
MIND Public Sector Training Managers Network Meetings	Mr. Travis Reid, Economic Development Specialist, Vision 2030 Secretariat Presentation: <i>Vision 2030: Where are we now?</i>	May 25, 2018
	Ms. Gillian Corrodus, Divisional Director Industrial Relations and Allied Services, Ministry of Labour and Social Security Presentation: <i>Conflict Resolution & Management: Promoting Workplace Harmony</i>	August 10, 2018
	Dr. Ruby Brown, CEO, Management Institute for National Development (MIND) Presentation: <i>Professional Hurt: The Call for Courageous Leadership</i> .	November 9 & 16, 2018
	Dr. Reckonel Simpson, Capability Development Specialist, MIND Presentation: <i>Counselling: A Management Tool for Enhancing Performance</i>	March 15, 2019
An initiative to strengthen stakeholder relations, improve communications and build awareness of products and services.		
MIND on the MOVE	Rotary Careers Day 2018	April 16, 2018
	Manchester Chamber of Commerce Conference and Expo 2018	May 16, 2018
	Accountant General's Department – Stagg Engagement Session	May 18, 2018
	National Housing Trust (NHT) – Staff Engagement Session	May 24, 2018
	Jamaica Defence Force (JDF) - Staff Engagement Session	May 30, 2018
	Auditor General's Department (AGD) – Staff Engagement Session	June 21, 2018
	Ministry of Finance and the Public Service Annual HRM & Development Day	September 12, 2018
	HRMAJ Conference 2018	November 14-16, 2018
	Office of the Prime Minister and Office of the Cabinet Education Expo	January 21, 2019
	Jamaica Civil Service Association Annual General Meeting	January 24, 2019
	Ministry of National Security Career Development Conference 2019	March 26, 2019
Provides opportunities for Government policymakers and managers to elucidate policy direction and decisions; and to encourage interactions that create, improve knowledge and stimulate public awareness on issues of national importance.		
MIND Policy Forum & Public Lecture	MIND 20th Annual Public Lecture – “Let’s Talk Productivity...Harder, Faster or Technology” Hosted in partnership with the Jamaica Productivity Centre	July 19, 2018
	Policy Forum - “Enhancing Jamaica’s Competitiveness Amongst Global Investors”. Held in partnership with the Jamaica Promotions Corporation (JAMPRO).	October 9, 2018
	Policy Forum - “Remove, Reduce, Recycle... An Imperative for Sustaining a Healthy Natural Environment”. Held in partnership with the National Environmental Planning Agency, National Development Plan Secretariat (Planning Institute of Jamaica) & the National Solid Waste Management Authority.	January 18, 2019
	Policy Forum - “Securing Jamaica’s Water Resources...Leaving No One Behind” Held in partnership with the Water Resources Authority.	March 22, 2019

Strategic Objective: C2-*Strengthen Partnerships and Collaborations with Local and International Stakeholders*

The Agency had as one of its performance goals to develop and/or leverage no less than five (5) new partnerships over the 2018 – 2019 financial year. While achieving one less partnership than the previous year (2017 – 2018) a total of six (6) partnerships were pursued in support of outreach, brand awareness and capacity building projects, with the following entities:



**Water
Resources
Authority**



JAMPRO
TRADE & INVESTMENT JAMAICA



2.2 PROGRAMME AND OPERATIONS EXCELLENCE

Strategic Objective: I1-

Support Public Service Human Capital Development in line with the Public Sector Learning Framework (PSLF) and the Agency's Vision

In keeping with our mandate, MIND strives to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service. In this regard the Agency continuously seeks to ensure public officers have access to relevant and current learning and development options, to secure the requisite capability for public service excellence.

Consequently, over the period under review, a total of two hundred and twenty one (221) learning interventions were delivered with an enrolment of five thousand six hundred and fifty eight participants (5,658) as detailed in Table 3 below. This represents a 12.75% increase in the number of interventions delivered and a 21.0% increase in the number of participants enrolled in the year, when compared to the previous financial year, and a general increase over the last three years.

Table 3: 3-Year Comparative Analysis of Learning and Development

Learning & Development Products	No. of Learning & Development Interventions Delivered			No. of Participants Enrolled		
	2018/19	2017/18	2016/17	2018/19	2017/18	2016/17
Scheduled	91	100	97	1922	2219	2061
Customized/Consultancies	121	87	79	3245	1884	1773
Subtotal	<u>212</u>	<u>187</u>	<u>176</u>	<u>5167</u>	<u>4103</u>	<u>3834</u>
Special Events	9	9	8	491	567	374
Total	<u>221</u>	<u>196</u>	<u>184</u>	<u>5658</u>	<u>4670</u>	<u>4208</u>

Enrolment for the reporting period was favourably influenced by the 40 cohorts (1105 public officers) participating on the Government of Jamaica Public Procurement Training Programme, Module 1: Procurement Law and Regulations. This programme is the first to be delivered under the National Public Procurement Centre established at MIND during the previous financial year. The Centre aims to build the requisite procurement capacity and capabilities across the public service, ensuring public procurement practitioners and auxiliary officers involved in the procurement process, acquire the knowledge, skills and competencies required to efficiently and effectively undertake procurement activities in support of good governance.

The Programme's two remaining modules are to be delivered over the 2019 – 2020 financial year:

- Module 2: Standard Bidding Documents
- Module 3: GOJ Procurement Hand Book

Comparatively over the last three (3) years, whilst growth in the number of scheduled deliveries and special events has been marginal, there has been a cumulative increase of 19.62% in the number of customized deliveries and consultancies executed in recent years. This continues to highlight the Agency's commitment to meet the unique learning and development needs of its constituents and to support the human capital development of the public service.

Concomitantly, a similar trend has obtained for participant enrolment across the Agency's three learning products and services. Enrolment in customized deliveries appreciated some 72.0% over the 2017-2018 financial year with an average increase of 39.0% over the previous three years; while total enrolment has shown a steady growth at an average of approximately 16.25% over the same period. (See Figures 2 and 3).

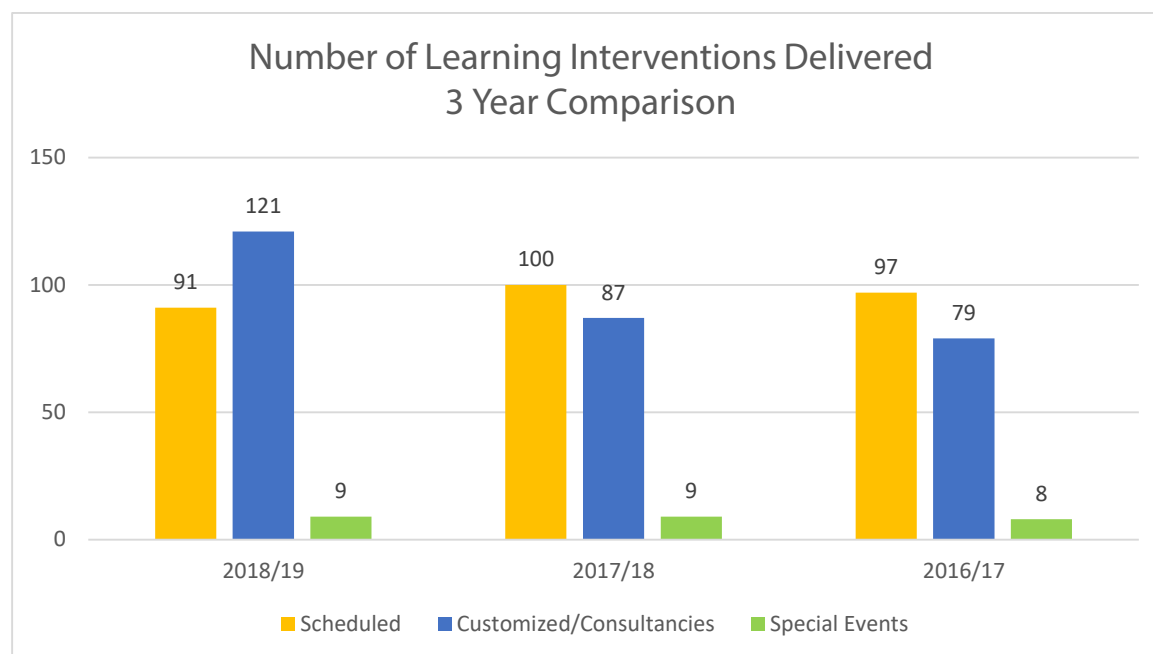


Figure 2: Number of Learning Interventions Delivered: 3-Year Comparison

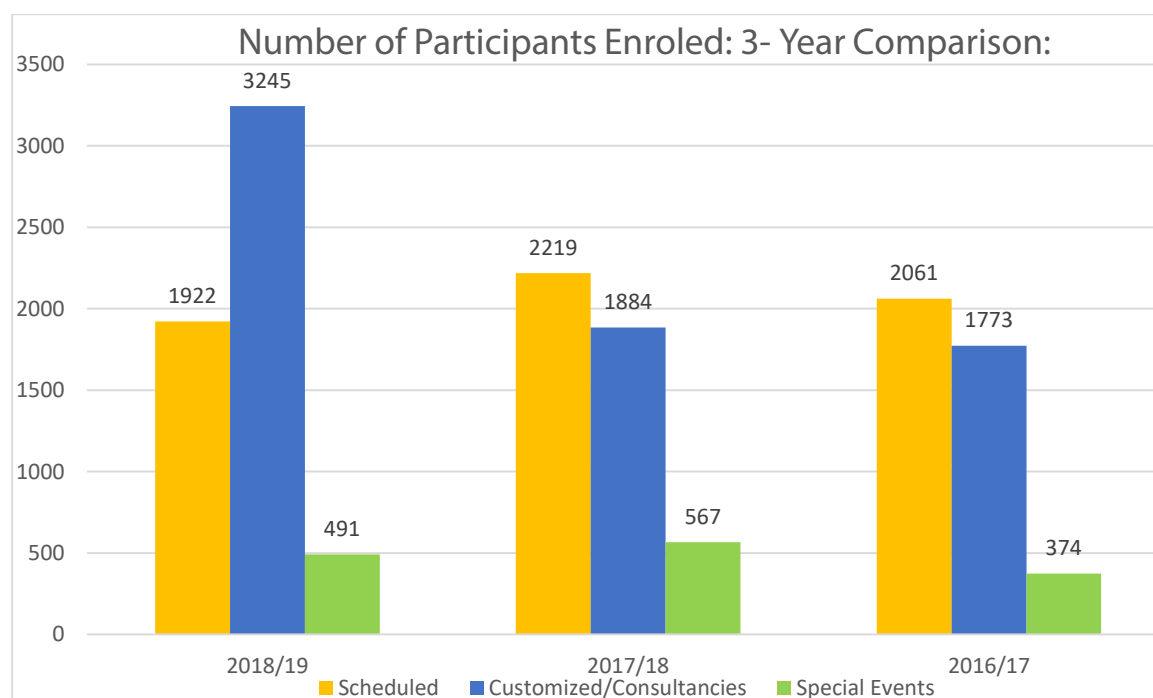


Figure 3: Number of Participants Enroled: 3-Year Comparison

Gender specific information for the reporting period and comparative participant performance for the last three (3) fiscal years are detailed/illustrated below:

Table 4: Participant Enrolment by Gender

Fiscal Year 2018/2019				
Training Category	Males		Females	
Scheduled Programmes	346	18.0%	1576	82.0%
Customised Interventions/Consultancies	903	27.8%	2342	72.2%
Special Events	120	24.4%	371	75.8%
Total	1369	(24.2%)	4289	(75.8%)

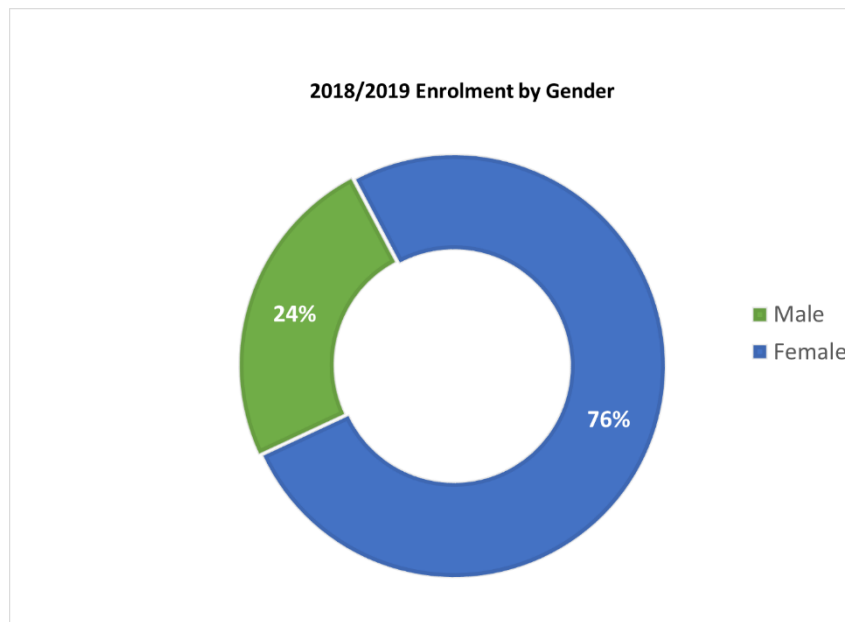


Figure 4: Enrolment by Gender

Table 5: Participants Completion Rates

3-Year Participants Completion Rates			
Category	2018/2019	2017/18	2016 /2017
Scheduled	61.0%	77.0%	62.0%
Customised	92.0%	85.0%	92.0%
Sub-Total	<u>76.5%</u>	<u>80.0%</u>	<u>77.0%</u>
Special Learning Events	100.0%	100.0%	100.0%
Overall % Completion	82.57%	83.0%	83.0%

Progress of the Public Sector Learning Framework (PSLF)

On May 7, 2018, Cabinet took the decision (No. 16/18) for developing the eight (8) elements of the Public Sector Learning Framework (PSLF). The PSLF is the Government of Jamaica's blueprint for building a culture of continuous learning and innovation within the public sector.

MIND is identified with the Cabinet Office in the Medium Term Socio- Economic Policy Framework (MTSEF) as the responsible entities for the institutionalization of the Public Sector Learning Framework (PSLF). Consequently, the Agency has been leading the development of the PSLF with special emphasis on the following elements which are being developed and implemented in phases.



Figure 5: PSLF Elements

Over the 2018/2019 financial year, the following PSLF milestones were reached:

- **Development of the Government of Jamaica (GoJ) Competency Framework Document**

The GoJ Competency Framework delineates core competencies (knowledge, skills, and attitudes), necessary for effective performance for public servants in Ministries, Departments and Agencies (MDAs). It serves to give Jamaica's diverse public sector a shared language to describe the knowledge, skills, observable behaviours and abilities needed to perform across all MDAs. It defines a set of standards against which all public servants will achieve the Government's strategic goals as articulated in Vision 2030, thereby creating a culture of high productivity and promoting and sustaining the delivery of excellent service to every Jamaican citizen. The Framework therefore addresses:

- Five (5) Core Values for the Public Sector

- A Leadership Statement for Public Officers
- Three (3) Leadership Clusters
- Nine (9) Core Public Sector Competencies mapped across three Leadership Clusters



Figure 6: Public Sector Core Values

Leadership Statement for the Public Service of Jamaica

I am a Public Servant, I am a Leader,
responsible for using my strengths
and for creating and sustaining positive
relationships to provide services that
consistently meet the changing needs
of Jamaicans.

Figure 7:
Leadership Statement for the Public Sector of Jamaica

INSPIRING • FUTURE-ORIENTED • PERFORMANCE DRIVEN



Figure 8: *Public Sector Core Competencies*

- **The Professional Pathways and Technical Competencies Document**

This document outlines the technical competencies required to perform effectively in various professional groups. It seeks to provide a common language across the public sector that will facilitate mobility, as any public servant within a professional group should be able to move across any MDA and function with the same degree of expertise. Additionally, the competencies will provide guidance to individuals regarding their learning and development and career progression in the public service.

The identification of these competencies were informed by over one hundred (100) stakeholders inclusive of technical working groups consisting of key personnel across various MDAs, as well as professional associations. Competencies

have been developed for twelve (12) professional groups across four (4) proficiency levels and reflecting increasing degrees of responsibilities. It is expected that all future development of competencies for technical areas will follow this model.

- **Stakeholder Engagement Sessions**

The establishment of technical working groups for the delineation of the job specific competencies for each profession, was strategically designed, to ensure that the concept of the PSLF was established and formed the basis or context of the work to be undertaken. Additional stakeholders were engaged through meetings arranged with the Permanent Secretaries Board, heads of departments and agencies of government, and heads of the human resource functions within MDAs.

Strategic Objective: I2-

Develop MIND's Research Agenda in Support of the Agency's Learning and Development Products and Services and Public Policy

A critical element of MIND's operational strategy is a distinct focus on research. This has been a feature of the Agency's Strategic Business Plan and is operationalized each year through an annual Research Agenda. The Research Agenda focuses on a cadre of activities that serves to articulate the Agency's research priorities in the areas of training impact, relevant publications, stakeholder satisfaction and information management of research and/or data that generally support MIND's learning and development products, services and public policy.

Publications

MIND's newest addition to its publications, the Caribbean Public Sector Leadership Review, will function as a guide for leadership practitioners. Written in a popular style, the Journal is devoted to literature in the broadest sense as it seeks to improve the practice of public sector leadership, providing rigorous insights, best practices, success stories, opinions and analyses from subject matter experts, tools and techniques to lead themselves and their organizations more effectively and to make a positive impact. The Journal was launched at the Caribbean Leadership Project Symposium on June 29, 2018.

Training Impact Evaluations

Training Impact Evaluations (TIE) are a valuable tool for the MIND in our ongoing thrust to strengthen the quality of our learning products and services and improve outcomes for the public service. The TIEs conducted during the financial year provided empirical data on the effectiveness of the learning and development interventions and the data guided programme improvements. The results from the two TIEs executed: Customer Service Excellence (N=55)

and Certificate in Supervisory Management (N=33), indicated that there was general consensus among the participants and their supervisors that the programmes developed new knowledge, skills and behaviours. Participants from both learning and development interventions reiterated that the courses had a significant positive impact, was relevant to their jobs, they were utilising the knowledge and skills gained from the training in the workplace and perceived that the training was a good investment for their organization.

Updated Repository of Public Sector Studies

The MIND Repository was launched March 2018 and hosts secondary data on critical public sector issues, thus helping to deepen an understanding of the public sector landscape. The Agency subsequently embarked on future phases of development, continuing to assess the Government of Jamaica's needs, customize and deliver repository functionalities and find new ways to sustain and enhance utilization of the Repository.

Programme Review and Development

All programmes delivered by the MIND are reviewed regularly as part of the Agency's commitment to the quality, relevance and effectiveness of its products and services. In addition, this allows MIND to meet the demands of public sector transformation and improved professional standards of public service delivery. In line with the Agency's 2018/2019 Research Agenda, eight (8) programme reviews were completed, utilizing participants' feedback, focus group sessions with subject matter experts and other key stakeholders. The methodology generated detailed reports which inform the improvements made to the identified learning and development products.

2.3 TRANSFORMATIVE LEARNING AND PROFESSIONALISATION

Strategic Objective: L1-

Strengthen the Agency's Human Resource Capacity and Capability to Successfully Deliver its Mandate

MIND continues to transform as the GoJ's management, leadership and organisational development institute. This has been evidenced in the achievements across the timelines from its creation in 1994, modernisation as an Executive Agency of Government within the Office of the Cabinet in 1999, to celebrating its 25th Anniversary in February 2019, as the Agency delivers on its mandate. We recognise, however, that it is the human resource possessing the requisite core and technical competencies, underpinned by our public sector values, which has been our most critical supporting pillar towards embedding a culture of high-performance.

Throughout the 2018 – 2019 financial year, the entire compliment of seventy-two (72) fulltime

team members, participated in training and development interventions held throughout the year. Approximately 79.0% (56) members of the MIND Team completed a minimum of thirty (30) hours of training and developmental interventions, whilst the overall Team participated in a total of 4,702 hours. Of the total training hours, those within the Agency's Professional grouping, received the highest percentage (26%), followed by the Administrative with 24%, Managers 21% and Faculty 13%. The Executive, Skilled, Ancillary and the Senior Managers groups, received the lowest hours of training, 6%, 4%, 3% and 3% respectively. Notwithstanding, the training delivered was in keeping with the Agency's Staff Training and Development Plan.

No. of Training Hours Completed - 2018/2019

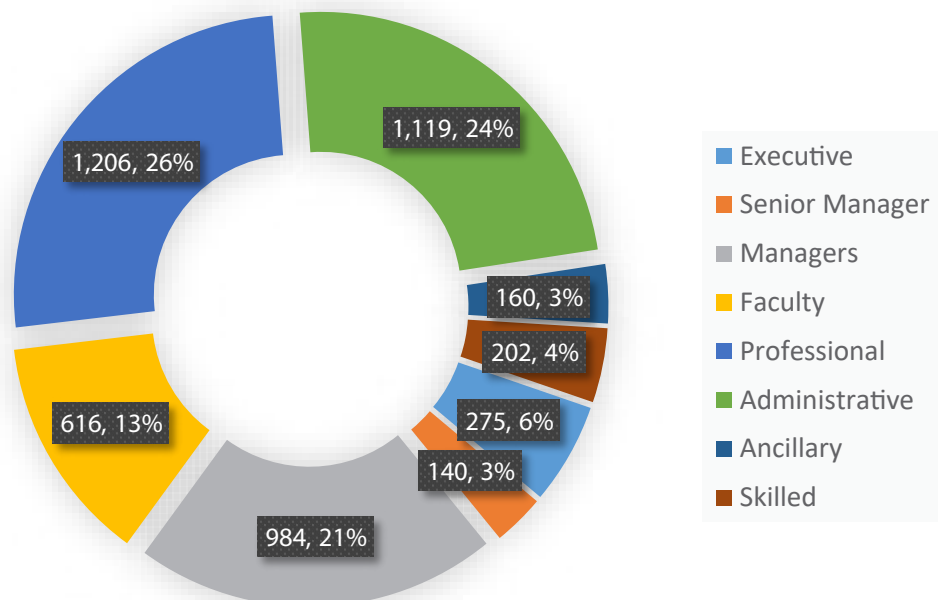


Figure 9: No. of training hours completed (Fiscal Year - 2018/2019)

2.4 RESOURCE MOBILISATION & MANAGEMENT

Strategic Objective: F1-

Ensure Consistent Funding to Support the Agency's Operational and Capital Development Needs

The Agency's 2018/2019 Audited and Certified Financial Statements have been included to this report, and reflect the Agency earning a total of \$201.1M or 60.0% of budgeted revenue for the period as compared to a budget of \$337.8M. However, in comparative terms, the year's earnings were \$6.7M or 3.4% above revenue for the previous financial year. Also reflected is the Agency's ability to maintain operating expenses below budget by 25% and securing an operating surplus of \$12M.

An analysis of the Agency's revenue streams for the period indicate that 59.0% of earnings came from tuition fees for Scheduled Programmes. Though this is admirable in terms of overall performance, this product line exhibited a budget variance of -28.0% or \$45.4M short of the projected target. A similar performance obtained for Customized and Consulting services. Whilst the revenue earned for the year for Customised

and Consultancy totalled approximately 38.0% of all income, it reflected a budgeted variance of -56.0% or \$97.3M.

The Agency's total budgeted operating expenditure for 2018/2019 was \$346.2M. Cognizant of the revenue performance, the Agency sought throughout the year to implement measures to contain expenditure within projected levels. Consequently, the 2018/19 expenditure came under budget by \$116.1M, as the Agency's management took the decision to curtail expenditure for Staff Costs (emoluments), Goods and Services as well as Premise Related Expenses, which cumulatively reflected a budget variance of 25.0%.

Graphical information on the Agency's revenue and expenditure levels for the period under review have been provided below.

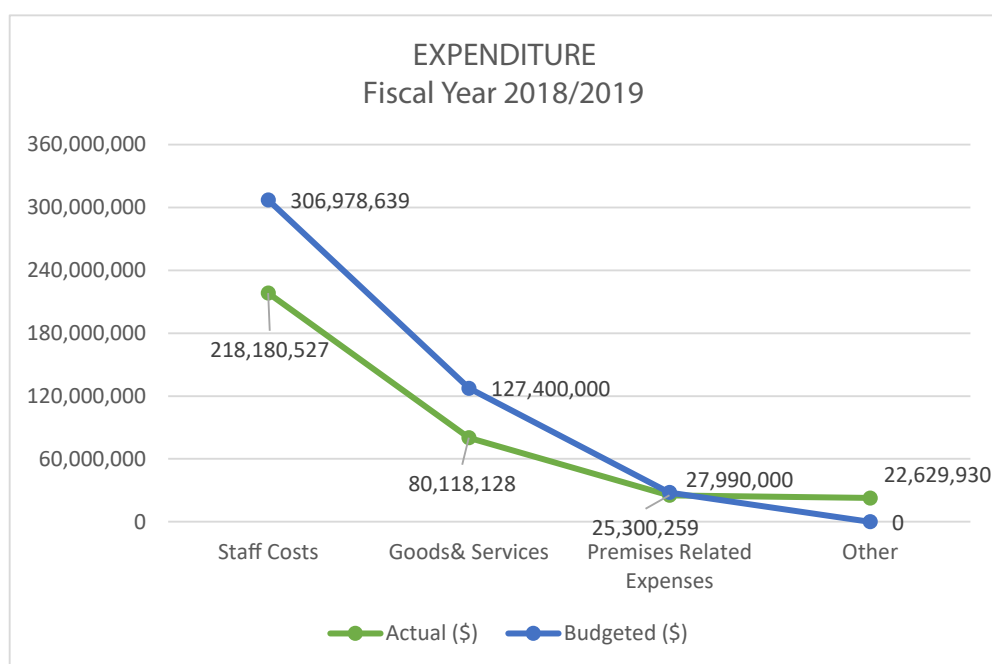


Figure 10: Expenditure (Fiscal Year 2018/2019)

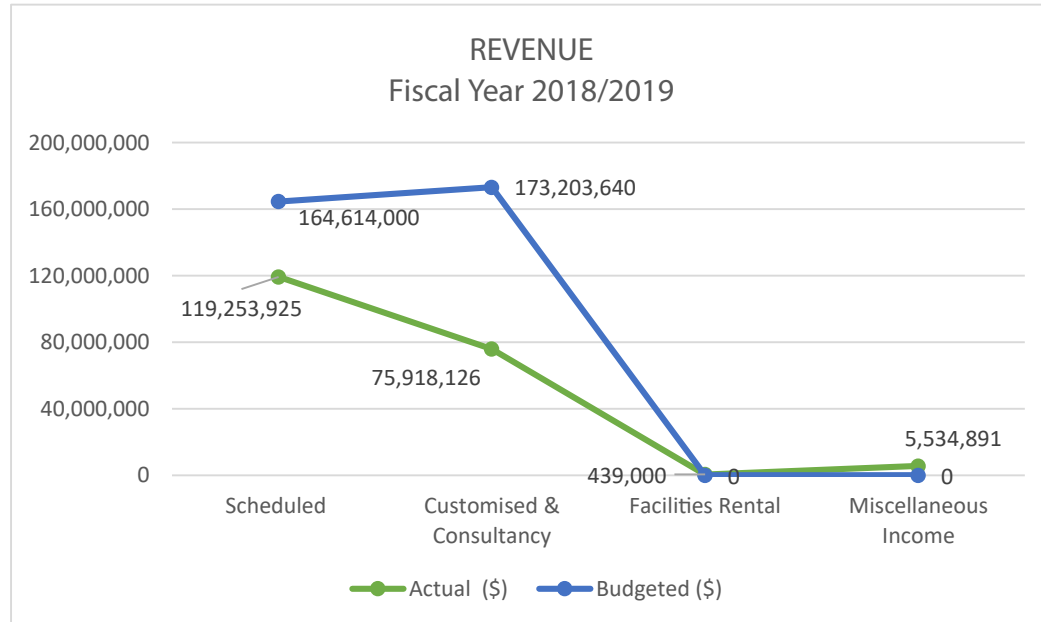


Figure 11: Revenue (Fiscal Year 2018/2019)

Strategic Objective: F2- *Prudent Fiscal Management*

At the time of preparing this report, the Agency's Financial Statements and Appropriation Accounts for the reporting period had been audited and certified by the Auditor General's Department. The Agency accepted the recommendations of the Auditor General, "to strengthen its management of Accounts Receivables to ensure that all outstanding balances are collected in a timely manner or written off in keeping with existing guidelines". Consequently, the Agency is committed to ensuring the ongoing adequacy, robustness and effectiveness of its internal controls, with the institutionalization of a number of measures with specific focus on accounts receivables. These include:

- Strengthening operating policies and procedures for Receivables Management.
- Working through the Cabinet Office to seek advice from the Attorney General's

Chambers on what actions to take to recover outstanding fees for specific cases.

- Giving dedicated attention to the day-to-day monitoring of the accounts receivables and the timely collection of fees, following approval from the Ministry of Finance and the Public Service to upgrade the position for management of receivables within the Finance and Accounts Unit, effective June 2019.

The Agency's wishes to note that while provisions for bad debt as at March 31, 2019 is \$170.1 million, it is our intention to continue to pursue collections and therefore, envisage a reduction with the implementation of the measures stated above.

3.0 MIND REACH

Corporate Social Responsibility

MIND Reach is the Agency's product line, aimed at empowering "unreached" and 'underserved' stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust and with a focus on its corporate social responsibility.

A long standing MIND Reach initiative is **MIND Gives Back**. This initiative focuses on celebrating the potential of children and the contributions of caregivers at the Jamaica National Children's Home (JNCH). During the 2018/2019 financial

year, the Agency pursued this initiative under the theme, **'Level Up Youth – PURPOSE'**, with three distinct features. The first feature was a fun day extra-vaganza held at Hope Gardens with additional activities and entertainment also occurring at the JNCH on the same day (December 12, 2018). This was specially designed for the children of the Home with physical and mental disabilities. The other two features were the presentation of gift certificates to the caregivers, food and household items to the Home on December 21, 2018. This was all made possible through donations from the MIND Team, participants and corporate partners.



4.0 MOVING FORWARD

Training and workforce development have been established as critical components for public sector transformation, as it has the potential to create a cadre of well trained professionals with increased effectiveness, efficiency, accountability and responsiveness to citizens' needs, and who are able to adapt quickly to a dynamic local and global environment, which are critical for achieving growth. Additionally, research reveals that leadership as a competence stands tall as the most powerful tool that public sector leaders require to succeed and to transform their organisations into responsive, citizen centered, high performance entities, supporting and creating national development. Training/Learning and leadership development is therefore the heart from which the public sector's modernization and transformation will gain life and purpose.

The Government is aware and is sensitive to the changing needs, complexity, scope, and citizens expectations for a public service which is customer centric and prioritizes efficient service delivery. The Country's commitments under its Stand-By Agreement (SBA) with the International Monetary Fund (IMF) agreed in November 2016, and the attendant strategic growth and economic development targets for 2020, create a further imperative for Jamaica to transform its institutions, for the achievement of national goals, economic development and societal well-being. An adequately resourced public sector training institute (MIND) is critical to achieving this.

As the GoJ's public service learning, organisational and leadership development institute, MIND is charged with developing the human resource capacity of the service to enable it to

respond effectively to the priorities of Government. Consequently, the import of MIND's role to national development is underscored by Vision 2030 Jamaica, which highlights that there is an "important role of the Management Institute for National Development (MIND) in building the capacity of public sector employees to deliver effective and efficient services". Consequently, MIND is identified with the Cabinet Office in the Medium Term Socio- Economic Policy Framework (MTSEF) 2015/2018 as the responsible entities for the institutionalization of the Public Sector Learning Framework (PSLF) and the Establishment of the Public-sector Leadership Development Centre. Both initiatives are reflected in the MTSEF under the National Strategy to strengthen public institutions to deliver efficient and effective public goods and services, and the Sector Strategy to create mechanisms for efficient and effective service delivery and strengthen corporate governance systems in public bodies. The implementation of the Public Sector Learning Framework (PSLF) and the establishment of the Public Sector Leadership Development Centre, have become greater imperatives for our Public Service, given the postulated whole-of-government approach to human resource management.

It is against this backdrop that the Agency will move forward with:

1. The MIND Expansion and Upgrading Project

The full integration of the PSLF and Leadership Development Center into the Agency's operations to advance public sector HRM transformation and Strategic HR capacity building,

require that MIND's physical and ICT infrastructure as well as its organisational structure be simultaneously strengthened.

It is in the face of MIND's burgeoning portfolio of responsibilities and alongside the need for the Agency to be strategically positioned to be responsive to the imperatives of public sector transformation, that the Agency sub-mitted a **Pre-Investment and Evaluation Fund Application** to secure the requisite funding to engage the services of a technical consultant to lead the research and preparation of a Project Concept Note for the expansion and upgrading of MIND. The application was favourably considered and funds approved. MIND now looks forward to the engagement of the Consultant and the development of the Concept Note, as a first step towards an expanded and upgraded MIND, to respond effectively to the implementation of the Public Sector Learning Framework (PSLF) and the

establishment of a Public Sector Leadership Development Centre (PSLDC) in support of public sector modernisation and transformation.

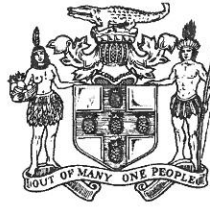
2. ISO 9001:2015 Quality Management System Implementation

MIND envisaged that ISO certification would strengthen its existing Quality Management System (QMS) and enable greater levels of operational efficiencies throughout the Agency, while promoting continuous learning and improvement for service excellence. We also foresee that the Agency will play a significant role in supporting the training for other government entities that will later begin preparation for ISO 9001: 2015 certification. Consequently, the Agency has commenced the process towards ISO 9001: 2015 Certification and look forward therefore to being among the first entities certified under GoJ's ISO 9001: 2015 Project Implementation during the 2019/2020 fiscal year.



Financial Statements

As at March 31, 2019



AUDITOR GENERAL'S DEPARTMENT
P.O. BOX 455
KINGSTON 5
JAMAICA

Email: audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

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

Qualified Opinion

I have audited the accompanying Financial Statements of the Management Institute for National Development, set out on pages 1 to 15, which comprise the Statement of Financial Position as at March 31, 2019, 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.

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion section, the Financial Statements give a true and fair view of the financial position of the Management Institute for National Development as at March 31, 2019 and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS).

Basis for Qualified Opinion

We were unable to obtain sufficient appropriate audit evidence about the carrying amount of accounts receivable. As at March 31, 2019, I could not place any reliance on the accounts receivables that were valued at \$120,160,336. Included in the accounts receivable are credit balances totalling \$20,274,516.12 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.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of this report. My staff and I are independent of the Agency in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. I believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for my qualified/adverse opinion.

are inadequate, to modify my opinion. The conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Agency to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

I have communicated with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that was identified during the audit.

Report on Additional Requirements of the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of my 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 of Jamaica



Date


Statement of Financial Position


For period ended March 31, 2019

	Note	2019 \$	2018 \$
Non-current assets			
Property, plant and equipment	4	32,992,044	31,030,274
		32,992,044	31,030,274
Current assets			
Trade and other receivables	5	121,379,434	88,634,674
Prepayments		2,001,979	1,456,712
Cash and cash equivalents	6	115,581,285	137,942,147
		238,962,698	228,033,533
Current liabilities			
Payable and accruals	7	24,086,061	31,237,639
Employee benefits	8	23,441,855	25,260,286
GOJ 50% Contribution		68,019,755	56,704,263
Unearned Revenue		28,419,656	35,390,891
		143,967,327	148,593,079
Net current assets		94,995,371	79,440,454
Total assets		127,987,415	110,470,728
Equity			
GoJ Equity	11	15,833,262	15,833,262
General Reserve		103,117,400	91,801,909
Donated Assets Reserve	12	9,036,753	2,835,557
Total equity and reserve		127,987,415	110,470,728

Approved for issue on behalf of the Management Institute for National Development on

July 16, 2019 and signed on its behalf by:


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


.....
Diana Morris
Director Finance, HRM & IS

The accompanying notes on pages 33 - 43 form an integral part of the financial statements

Statement of Financial Performance

For period ended March 31, 2019

	<u>Note</u>	<u>2019</u> \$	<u>2018</u> \$
INCOME			
Training Course Fees - Scheduled		119,253,925	118,156,811
Miscellaneous Revenue		5,534,891	14,168,528
Training Support - Facilities Rental		439,000	297,240
Divisional Revenue - Customised and Consultancy		75,918,126	61,844,496
Total income		201,145,942	194,467,075
EXPENDITURE			
Staff costs	13	220,280,213	227,283,470
Goods and services	14	78,979,646	85,387,844
Premises related services	15	26,438,742	24,870,549
Bad Debt Provision		14,374,568	23,450,909
Depreciation		7,531,753	4,754,699
Total operating expenses		347,604,922	365,747,471
Operating Deficit		(146,458,980)	(171,280,396)
Foreign Exchange (Gain)/Loss		(398,575)	(2,353,960)
Interest income		50,781	53,264
Donated asset amortization		1,031,757	529,594
Net Deficit before GOJ Financing		(145,775,017)	(173,051,498)
GOJ financing from Consolidated Fund		168,406,000	155,636,000
Net Surplus/(Deficit) after GOJ financing		22,630,983	(17,415,498)
50% Net surplus to Consolidated Fund	9	(11,315,492)	-
Net Surplus/Deficit		11,315,491	(17,415,498)

The accompanying notes on pages 33 - 43 form an integral part of the financial statements

Statement of Changes in Equity
For period ended March 31, 2019

	GOJ Capital Investment	Donated Assets Reserve	General Reserve	Total
	\$	\$	\$	\$
April 1, 2018	15,833,262	3,365,151	109,217,407	128,415,820
Release from Reserves	-	(529,594)	-	(529,594)
Additions	-	-	-	-
Deficit for the year	-	-	(17,415,498)	(17,415,498)
March 31, 2018	15,833,262	2,835,557	91,801,909	110,470,728
Release from Reserves	-	(1,031,757)	-	(1,031,757)
Additions	-	7,232,953	-	7,232,953
Surplus for the year	-	-	11,315,491	11,315,491
March 31, 2019	15,833,262	9,036,753	103,117,400	127,987,415

The accompanying notes on pages 33 - 43 form an integral part of the financial statements

Statement of Cash Flows

For period ended March 31, 2019

	2019 \$	2018 \$
Cash flows from operating activities:		
Deficit for the year before GOJ financing	(145,775,017)	(173,051,498)
GOJ financing from Consolidated Fund	168,406,000	155,636,000
Net Surplus/(Deficit) for the year after GOJ Financing	22,630,983	(17,415,498)
50% Net surplus to Consolidated Fund	(11,315,492)	-
Net Surplus/(Deficit)	11,315,491	(17,415,498)
Adjustments:		
Depreciation	7,531,753	4,754,699
(Increase)/Decrease in Receivables	(33,290,027)	(4,474,235)
Increase/(Decrease) in Current Liabilities	(4,625,752)	16,613,372
Transfer from Donated Assets Reserve	(1,031,757)	(529,594)
Net cash used in Operating Activities	(20,100,292)	(1,051,256)
Cash Flows from Investing Activities:		
Capital expenditure	(9,493,523)	(1,840,783)
Net Cash used in Investing Activities	(9,493,523)	(1,840,783)
Cash flows from financing activities:		
Donated Asset Reserves (Additions)	7,232,953	-
Decrease in cash and cash equivalents	(22,360,862)	(2,892,039)
Cash and Cash Equivalents at start of year	137,942,147	140,834,186
Cash and cash equivalents at end of year	115,581,285	137,942,147

The accompanying notes on pages 33 - 43 form an integral part of the financial statements

Notes to the Financial Statements

For period ended March 31, 2019

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 to 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.
- iii. ***New and amended standards that became effective during the year***
Certain new and amended standards which were in issue came into effect for the current financial year. The adoption of those new and amended standards did not have any significant effect on amounts and disclosures in the financial statements.
- iv. ***New and amended standards and interpretations in issue but not yet effective***
At the date of authorization of the financial statements, certain new and amended standards and interpretations were in issue but were not yet effective and have not been adopted early by The Institute. Those which may have an impact on The Institute's financial statements are as follows:

IPSAS 41, Financial Instruments becomes effective for financial periods beginning on or after from January 1, 2020. The standard replaces IPSAS 29, Financial Instruments: Recognition and Measurement and sets out requirements for recognizing and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. IPSAS 41 contains a new classification and measurement approach for financial assets that reflects the business model in which assets are managed and their cash flow characteristics. It contains three principal classification categories for financial assets: measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The standard eliminates the existing IPSAS 29 categories of held to maturity,

Notes to the Financial Statements

For period ended March 31, 2019

2. Statement of compliance (cont'd)*iv. New and amended standards and interpretations in issue but not yet effective (cont'd)*

loans and receivables and available for sale. The Institute does not have any investments and as such there will be no impact on its financial statements.

IPSAS 41 replaces the 'incurred loss' model in IPSAS 29 with a forward-looking 'expected credit loss' (ECL) model. This will require considerable judgement about how changes in economic factors affect ECLs, which will be determined on a probability-weighted basis. Under IPSAS 41, loss allowances will be measured on either of the following bases:- 12-month ECLs: these are ECLs that result from possible default events within the 12 months after the reporting date; and-Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument. Lifetime ECL measurement applies if the credit risk of a financial asset at the reporting date has increased significantly since initial recognition and 12-month ECL measurement applies if it has not. An entity may determine that a financial asset's credit risk has not increased significantly if the asset has low credit risk at the reporting date. However, lifetime ECL measurement always applies for short-term receivables without a significant financing component.

The Institute believes that impairment losses are likely to increase and become more volatile for assets in the scope of IPSAS 41 impairment model. However, The Institute is still in the process of determining the likely financial impact on its financial statements.

IPSAS 41 will require extensive disclosures, in particular for credit risk and ECLs. The Institute's assessment will include an analysis to identify data gaps against current processes and the system and controls changes that it believes will be necessary to capture the required data.

Changes in accounting policies resulting from the adoption of IPSAS 41 will generally be applied retrospectively, excepting where The Institute will take advantage of the exemption allowing it not to restate comparative information for prior periods with respect to classification and measurement (including impairment) changes. Differences in the carrying amounts of financial instruments resulting from the adoption of IPSAS 41 will generally be recognised in retained earnings and reserves as at April 1, 2020.

Notes to the Financial Statements

For period ended March 31, 2019

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.

iii. 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.

iv. 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.

Notes to the Financial Statements

For period ended March 31, 2019

3. Significant accounting policies (cont'd)**iv. Property, plant and equipment**

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.

viii. 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, 2019 were receivables and payables.

ix. 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.

Notes to the Financial Statements

For period ended March 31, 2019

4. Property, Plant and Equipment

	Leasehold Improvements	Motor Vehicles	Computers	Office Equipment	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2018	23,519,274	7,331,486	38,271,337	25,986,560	5,910,365	101,019,022
Additions	-	-	7,594,108	1,823,001	76,414	9,493,523
Disposal	-	-	-	-	-	-
March 31, 2019	23,519,274	7,331,486	45,865,445	27,809,561	5,986,779	110,512,545
Accumulated Depreciation						
April 1, 2018	10,648,621	3,848,710	33,600,357	16,515,339	5,375,721	69,988,748
Current charges	1,175,964	1,397,939	2,866,300	1,934,611	156,939	7,531,753
Disposal	-	-	-	-	-	-
March 31, 2019	11,824,585	5,246,649	36,466,657	18,449,950	5,532,660	77,520,501
NBV – March 31, 2019	11,694,689	2,084,837	9,398,788	9,359,611	454,119	32,992,044
NBV – March 31, 2018	12,870,653	3,482,776	4,670,980	9,471,221	534,644	31,030,274

Notes to the Financial Statements

For period ended March 31, 2019

5. Trade and other receivables

	2019	2018
	\$	\$
Accounts Receivables - Corporate	149,455,748	107,543,650
Accounts Receivables – Self Sponsored	140,815,839	136,499,300
	<u>290,271,587</u>	<u>244,042,950</u>
Provision for Doubtful Debts	(170,111,251)	(156,500,479)
	<u>120,160,336</u>	<u>87,542,471</u>
Other Receivables	1,219,098	1,092,203
	<u>121,379,434</u>	<u>88,634,674</u>

6. Cash and cash equivalents

	2019	2018
	\$	\$
General Expenditure	2,720,169	3,645,495
Appropriation-In-Aid	30,241,405	31,005,206
Payroll	4,249,009	5,373,045
Foreign Exchange	78,364,702	97,912,401
Petty Cash	6,000	6,000
	<u>115,581,285</u>	<u>137,942,147</u>

7. Payables and accruals

	2019	2018
	\$	\$
Trade Payables	10,524,261	12,907,364
Accruals	500,000	750,000
Payroll Payables	771,608	3,965,197
Advance from Participants	7,574,288	2,669,828
Other Payables	4,715,904	10,945,250
	<u>24,086,061</u>	<u>31,237,639</u>

Notes to the Financial Statements

For period ended March 31, 2019

8. Employee Benefits

	2019	2018
	\$	\$
Gratuity	2,099,685	1,451,238
Vacation Leave Accrual	3,216,602	3,409,170
Provision for Incentives	18,125,568	20,399,878
	23,441,855	25,260,286

9. GOJ 50% Contribution

This represents the 50% of surplus by the Agency to be paid into the Consolidated Fund in accordance with the Financial Instructions to Executive Agencies and advance for budgetary support.

	\$
Balance as at April 1, 2018	56,704,263
Amounts recognized during the year	11,315,492
Payments during the year	-
Balance as at March 31, 2019	68,019,755

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 analyze 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, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. As at March 31, 2019, MIND had no significant exposure to this risk.

Notes to the Financial Statements

For period ended March 31, 2019

10. 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 bank account denominated in United States Dollars. MIND manages this risk by ensuring its exposure to foreign assets is kept to an acceptable level by monitoring foreign currency positions.

	2019	2018
	\$	\$
Foreign exchange bank account	78,364,702	97,912,401
	<u>78,364,702</u>	<u>97,912,401</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. Management manages this risk by placing interest earning balances with reputable financial institutions that are believed to have some stability with the rates being offered. Management is currently assessing the financial impact of this risk. The Agency's interest rate risk arises from deposits as follows:

	2019	2018
	\$	\$
Cash resources (excluding cash in hand)	115,575,286	137,936,147
	<u>115,575,286</u>	<u>137,936,147</u>

Notes to the Financial Statements

For period ended March 31, 2019

10. Financial Risk Management (cont'd)

d. 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.

2019

Financial Liabilities	Carrying amount \$	Contract amount \$	Due within 3 months \$	Due within 1 year \$
Payables and accruals	24,086,061	24,086,061	24,086,061	-
Employee benefits	23,441,855	23,441,855	-	23,441,855
As at March 31, 2019	47,527,916	47,527,916	24,086,061	23,441,855

2018

Financial Liabilities	Carrying amount \$	Contract amount \$	Due within 3 months \$	Due within 1 year \$
Payables and accruals	31,237,639	31,237,639	31,237,639	-
Employee benefits	25,260,286	25,260,286	-	25,260,286
As at March 31, 2018	56,497,925	56,497,925	31,237,639	25,260,286

e. 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. Management manages this risk by placing cash and cash equivalents with reputable financial institutions that are believed to have minimal risk of default. However, MIND offer its courses to all citizens and its exposure to credit risk is mainly influenced by each participant's characteristics. The Agency considers that credit risk is associated with the following cash resources. Accounts receivables over 365 days overdue are considered for impairment assessment.

	2019 \$	2018 \$
Cash and cash equivalents	115,581,286	137,942,147
Accounts receivable and advances	121,379,434	88,634,674
	<u>236,960,720</u>	<u>226,576,821</u>

Notes to the Financial Statements

For period ended March 31, 2019

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

	2019	2018
	\$	\$
Gross Salary & Other Allowances	196,838,358	202,023,184
Employee benefits (Note 8)	<u>23,441,855</u>	<u>25,260,286</u>
	<u>220,280,213</u>	<u>227,283,470</u>

Staff emoluments

- a. Employees in receipt of emoluments of \$1 million and over per annum for the period ended March 31, 2019 are:

NUMBER OF EMPLOYEES	SALARY RANGE \$'000
3	2.00 – 2.25
2	2.25 – 2.50
4	2.50 – 2.75
7	2.75 – 3.00
4	3.00 – 3.25
1	3.25 – 3.50
5	3.50 – 3.75
1	3.75 – 4.00
5	4.00 – 4.25
4	4.25 – 4.50
1	4.50 – 4.75
0	4.75 – 5.00
3	5.00 – 5.25
3	5.25 – 5.50
0	5.50 – 5.75
2	5.75 – 6.00
1	7.50 – 7.75
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Notes to the Financial Statements

For period ended March 31, 2019

14. Goods and Services

	2019	2018
	\$	\$
Drugs & Medical	132,846	190,019
Food and Drink	6,620,889	6,821,464
Bedding Clothing & Uniform	-	311,251
Books	595,372	172,042
Official Publications (eg. Caribbean Journal)	167,000	-
Magazines & Subscriptions	683,077	459,701
Stationery	4,692,766	5,395,202
Petrol	48,414	114,513
Cooking Fuel & Canteen Supplies	183,495	297,551
Local Consultancy & Training Expense (Consultancy)	32,643,735	45,152,838
Advertising	3,964,566	2,571,661
Insurance	485,181	487,812
Postal and Courier	169,934	142,329
Printing	212,986	42,823
Repairs and Maintenance	1,961,158	2,579,424
Staff Training Expenses	3,782,032	3,543,604
Toilet Articles	676,355	983,729
Waste Disposal Services	2,620,538	1,245,604
Computer Supplies	680,103	460,815
Audit Fees	250,000	250,000
Board Member Fees & Remuneration	3,778,920	1,160,751
Bank Charges & Interest Expense	728,765	807,601
Security Services	11,643,340	10,154,485
Fire Protection Services	117,680	164,975
Interest and Bank Charges	10,538	-
Staff Welfare	2,129,956	1,877,650
	78,979,646	85,387,844

15. Premises Related Services

	2019	2018
	\$	\$
Rental	936,000	924,000
Public utilities	21,191,034	20,778,424
Repairs and maintenance(Facilities)	4,311,708	3,168,125
	26,438,742	24,870,549

Statement of Actual versus Budget

For period ended March 31, 2019

	Actual	Budgeted	Variance	
	\$	\$	\$	
<u>Income</u>				
Training Course Fees	119,253,925	164,614,000	(45,360,075)	(U)
Miscellaneous Revenue	5,534,891	-	5,534,891	(F)
Training Support - Facilities Rental	439,000	-	439,000	(F)
Divisional Revenue	75,918,126	173,203,639	(97,285,513)	(U)
Interest Income	50,781	-	50,781	(F)
Donated Assets Amortized	1,031,757	-	1,031,757	(F)
GOJ Consolidated Fund Financing	168,406,000	151,978,000	16,428,000	(F)
TOTAL INCOME	370,634,480	489,795,639	(119,161,159)	(U)
<u>Expenses</u>				
Staff Cost	220,280,213	306,978,639	86,698,426	(F)
Goods and Services	78,979,646	127,400,000	48,420,354	(F)
Premises Related Services	26,438,742	27,990,000	1,551,258	(F)
Depreciation	7,531,753	-	(7,531,753)	(U)
Bad Debt Provision	14,374,568	-	(14,374,568)	(U)
Gain/(Loss) Foreign Exchange	398,575	-	(398,575)	(U)
TOTAL EXPENSES	348,003,497	462,368,639	114,365,143	(F)

Management Institute for National Development

STATEMENT OF INTERNAL CONTROLS 2018/2019

The Management Institute for National Development's Accounting Officer and Senior Management team, accepts responsibility for maintaining a sound system of internal control that supports achievement of the organization's mandate, objectives and policies, whilst safeguarding public funds and the Agency's assets. Consequently, a risk management policy is in place, which includes identifying, evaluating and controlling risk to further augment the internal control framework.

The internal controls are designed to further mitigate against risks and provide reasonable assurance that the Agency is operating in accordance with the International Public Sector Accounting Standards (IPSAS).

For the financial year 2018/2019, the Agency sought to strengthen the internal control environment by adapting the ISO 9001:2015 standards, with a drive towards attaining certification. Focus has also been placed on ensuring the ongoing adequacy, robustness and effectiveness of existing internal controls, by the reviewing and updating of Agency policies and procedures, financial and information technology systems.

Additionally, the Agency continued to engage with its Internal Audit Function with supervision from the Audit Committee to review and verify the adequacy and effectiveness of the internal control system.

The Senior Management team continued to review internal controls and also took into consideration the recommendations made by Internal Audit, Audit Committee, External Auditors, Executive Agency Monitoring Unit and the Advisory Board, to address weaknesses and ensure continuous improvement of the systems in place for financial year 2018/2019.

The Agency's efforts at ensuring ongoing strengthening of its internal controls, served to provide reasonable assurance that its 2018/2019 financial statements were prepared in accordance with IPSAS and free from material misstatements.



Appendix

ANNUAL REPORT | 2018/2019

SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity and/or Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Seniority & Lump Sum (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2018/2019	6,199,430	1,673,126	771,432		983,436		9,627,424
Director of Finance, HR and Institutional Strengthening	2018/2019	3,846,208		1,542,864				5,389,072
Senior Manager PSCD (July 2018 - March 2019)	2018/2019	2,283,274		1,181,844				3,465,118
Director PSCD	2018/2019	3,846,208		1,542,864				5,389,072
Director Business Development and Communication	2018/2019	4,183,387	653,634	1,542,864		337,178		6,717,063
Senior Manager Registry & Records Mgmt.	2018/2019	3,530,101		1,542,864				5,072,965
Senior Manager Distance Learning	2018/2019	3,977,414	1,429,884	1,542,864				6,950,165

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**

An Agency of the Office of the Cabinet, Government of Jamaica

Building Capability for Public Service Excellence

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