



Management Institute for National Development

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

Building Capability for Public Service Excellence



ANNUAL REPORT

2019 - 2020

Management Institute for
National Development



**Management Institute for
National Development**

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

Building Capability for Public Service Excellence

ANNUAL REPORT

2019-2020



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,



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.



Management Institute for National Development

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

Building Capability for Public Service Excellence

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.*

Table of Contents

MESSAGE FROM THE CEO	1
PERFORMANCE OVERVIEW	3
PERFORMANCE ANALYSIS	4
- STAKEHOLDER SATISFACTION & APPROVAL	4
- PROGRAMME & OPERATIONS EXCELLENCE	8
- TRANSFORMATIVE LEARNING & PROFESSIONALIZATION	11
- RESOURCE MOBILIZATION & MANAGEMENT	12
REFLECTION AND THE WAY FORWARD	15
FINANCIAL STATEMENTS	18
APPENDIX	37



Management Institute for National Development

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

Building Capability for Public Service Excellence

Message from the CEO

*"Persistence and resilience only come
from having been given the chance to
work through difficult problems."*

- Gever Tulley



Ruby Brown, PhD

Chief Executive Officer

*Navigating Change with
Persistence & Resilience: Creating
a New Frame of MIND*

The 2019/2020 fiscal year can be best surmised as a year of conscious progress, persistence and resilience for the Management Institute for National Development (MIND). The Agency began the year with optimism as we diligently forged ahead with a refreshed outlook and performance targets for the first year of our 3 year Strategic Business Plan. We sought to have our operations continue to advance public sector transformation, with a distinct focus on external stakeholder engagement, the design, development and delivery of quality leadership development, management training, organizational development interventions and research, reflecting the requirements of our stakeholders.

The institutionalization of the Public Sector Learning Framework (PSLF) and the establishment of the Public Sector Leadership Development Centre, as identified in the Medium Term Socio-Economic Policy Framework and for which MIND leads in conjunction with Cabinet Office, continued to be a major focus area for the Agency. Consequently, the need to have MIND's physical, Information Communication Technology (ICT) infrastructure, human resource capability and quality management system simultaneously strengthened, remained a priority, as the Agency transitioned to a new strategic cycle, undergirded by a commitment to be even more responsive to our stakeholders. Most notably therefore has been the Agency's organizational restructuring programme, distance learning and

product modernisation efforts, physical plant upgrades and advancement of our implementation of ISO 9001:2015 towards certification in the 2020-2021 fiscal year.

Included among our performance highlights for 2019/2020 and which provides a representative sample of the Agency's support to the public service towards achieving the priorities of GoJ, are the following:

- Successfully trained close to four thousand (4,000) public sector professionals via the one hundred and seventy-nine (179) learning interventions delivered.
- Advanced development of the Professional Pathways, Competency Framework and other key deliverables under the Public Sector Learning Framework (PSLF).
- Hosted/participated in eight (8) stakeholder engagement sessions including Policy Forums and Training Managers' Network Meetings
- Successfully commenced the upgrading of the Agency's ICT and electrical infrastructure.
- Successfully restructured two of the Agency's Branches and commenced work on the remaining.
- Maintained current and certified Annual Financial Statements.

As we reflect and evaluate our 2019/2020 performance, it is clear that though our progress may have been slower than desired, MIND remained steadfast in seizing opportunities and strategically navigating challenges to provide management and leadership development interventions and organizational development services to support a transforming public service. This is evidenced in largely positive feedback from public officers and client organizations and partners who utilized our products and services. Many attest to the technical and management and capabilities they have developed at MIND, which are so crucial to business continuity and strategy in times of uncertainty, pandemic preparedness and response. This is reflective of MIND's contribution

to individual and collective growth and development across all Ministries, Departments and Agencies in support of Jamaica's national vision and strategy.

Notwithstanding, the Agency encountered several hurdles including the loss of key personnel; closure of our Mandeville location in light of viability risk; inadequate physical and ICT infrastructure, the prevailing COVID-19 Pandemic and its impact on our Fourth Quarter operations. However, our performance reflects our resilience as an Executive Agency of Government, having faced these obstacles as opportunities, endured and prevailed more focused, more accountable and agile than we were before.

As we look ahead, our silver lining from the 2019/2020 financial year has been the chance to renew our focus on the 'big picture' while operationalizing and revising our organizational structures, policies and procedures as we prepare for the 'little pictures' of accountability and responsibility in our ultimate delivery of identified performance outcomes. Indeed, the words of Psychologist Dr. Maria Sirois best captures the renewed frame of MIND, approach to accountability and quality management that the Agency is seeking to create and maintain to ensure improved performance over the remainder of this strategic cycle.

*"What's true becomes obvious.
It's the same life. The swamp, the pond of
gratitude...it's the same life, same days,
same elements. Our stressors and our
happiness co-exist."*

Finally, I wish to underscore my gratitude to the Office of the Cabinet and all Ministries, Departments and Agencies for their continued support. As CEO, I am equally grateful for the opportunity to lead the efforts of our MIND Team as we continue to respond to the demands and address the challenges of a transforming Public Service.

PERFORMANCE OVERVIEW

Table 1: Performance Scorecard – 2019/2020

Themes	Strategic Objectives	Performance Measures	Annual Target	Actual Performance
Theme 1: Stakeholder Satisfaction & Approval	C1. Strengthen stakeholder satisfaction	% level of stakeholder satisfaction	79%	85%
	C2. Expand Programme Delivery Options and Access	# of participants enrolled	4,534	3,774
		# of learning and Organizational Development (OD) Interventions pursued	199	179
		% of Agency's Distance Learning Plan Implemented	30%	15%
Theme 2: Programme & Operations Excellence	I1. Strengthen and Institutionalize the Agency's Public Sector Leadership Development Centre (PSLDC) Strategy	% of the Agency's Leadership Development Plan Implemented	30%	15%
	I2. Strengthen MIND's Research Agenda to support public sector capability development, innovation and transformation	% of the Agency's Annual Research Plan implemented	80%	85%
Theme 3: Transformative Learning and Professionalization	L1. Strengthen MIND's Performance Management System	% of Agency Performance Reports produced in keeping with established guidelines	75%	50%
		% of staff achieving overall annual performance rating of 75% and above	Annual Measure of 80%	85%
		Number of Departments Achieving 80% and more of Annual Departmental Performance Targets	Annual Measure of 3 Departments	1
	L2. Strengthen In-House HR Capacity and Capability to successfully support the Development and Implementation of the PSLF	Percentage of staff accessing at least 30 hours of training and development each year	Annual Measure of 70%	40%
		Percentage Level of Staff Engagement	Annual Measure of 63%	39%
Theme 4: Resource Mobilization and Management	F1. Ensure adequate and consistent funding to support the Agency's operational and capital development needs.	% of Appropriation in Aid (AIA) Earned in keeping with annual budget	71% of AIA (JMD187.4M)	71%
	F2. Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting	# of Auditor General's queries in Final Annual Audit Report	Annual Measure <u>≤ 2</u>	1

PERFORMANCE ANALYSIS

STAKEHOLDER SATISFACTION AND APPROVAL

Strategic Objective C1:

Strengthen Stakeholder Satisfaction

MIND's social and human impact took centre stage this financial year and the feedback from our stakeholders has provided a timely reminder of the importance of the work that we do. Our ongoing commitment to the delivery of world-class training and organizational development services has shone through the prevailing circumstances. Several factors were considered in our analysis which reflected satisfaction levels of stakeholder interactions and communication, brand awareness, teaching and learning methodologies, course coordination and physical amenities.

The Agency executed a number of key initiatives which underpinned our satisfaction ratings in the 2019/2020 financial year. These included physical plant and ICT upgrades, redesign of our Training Impact and Transfer of Learning Frameworks, policy and procedural changes to support information sharing, transparency and accountability for participant and organizational learning outcomes.

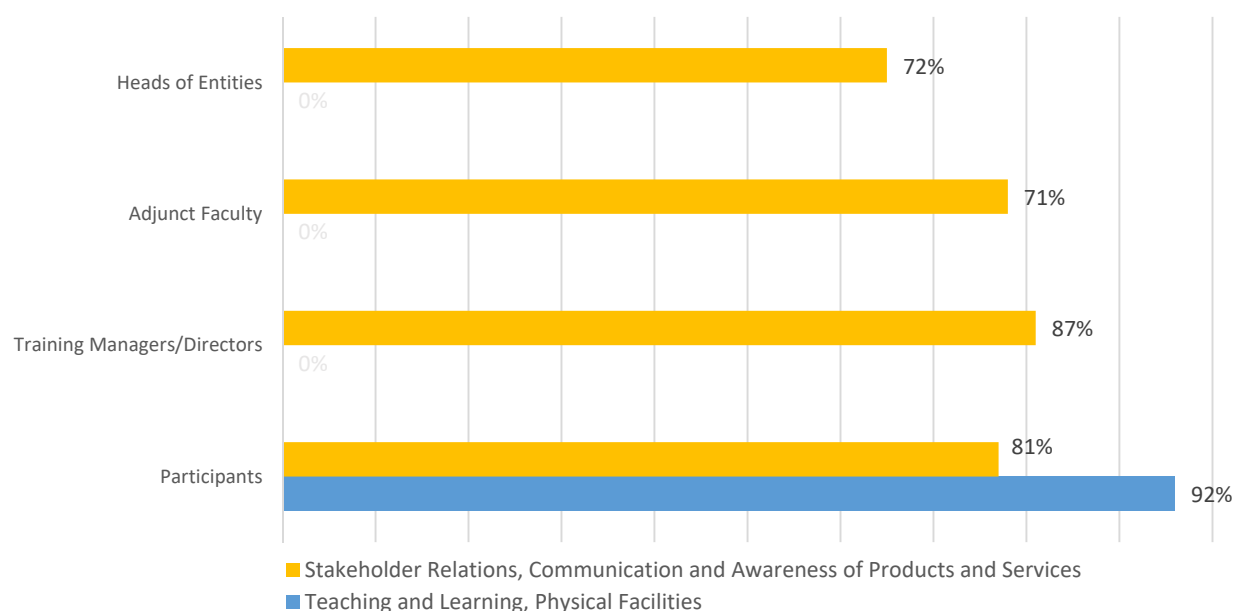


Figure 1: Stakeholder Satisfaction Ratings, 2019-2020 FY

Table 2: MIND's Stakeholder Engagement Calendar – 2019/2020

INITIATIVE	DETAILS	DATE
Facilitates the development of strategic partnerships and learning and development networks across Ministries, Departments and Agencies (MDAs) of Government.		
MIND Public Sector Training Managers Network Meetings	Mrs. Natasha Gordon-Miller, Director Public Service Capability Development, MIND Presentation: <i>Public Sector Learning Framework: Facilitating Public Sector Transformation Through Learning and Development</i>	June 28, 2019
	Mrs. Andrea Toussaint, Capability Development Specialist, MIND Presentation: <i>Facilitating the Transfer of Learning in the Workplace: Effective Methods and Techniques</i>	September 13, 2019
	Mrs. Ayisha Green-Martin, Monitoring and Evaluation Specialist, MIND Presentation: <i>Effective Motivation: A Tool in Influencing Professional Aspirations</i>	February 14, 2020
An initiative to strengthen stakeholder relations, improve communications and build awareness of MIND's products and services.		
MIND on the MOVE	Winston Jones High School's Career Day and Health Fair	June 12, 2019
	Human Resource Management of Jamaica (HRMAJ) Conference 2019	November 13 – 15, 2019
	Jamaica Civil Service Week 2019	November 22, 2019
Provides opportunities for GoJ 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	Policy Forum: <i>Climate Change and its Impact on Jamaica's Sustainability</i> Panellists: <ul style="list-style-type: none"> Ms. Elizabeth Emanuel – International Development Consultant/Former Consultant/Advisor to the Government of Jamaica Ms. Le-Anne Roper – Senior Technical Officer, Adaptation, Climate Change Branch, Ministry of Economic Growth and Job Creation Dr. Dale Rankine – Climate Change Consultant, Faculty of Science and Technology, University of the West Indies Moderator – Mrs. Roxanne Valentine-Donagan, Sustainable Development Specialist of the Planning Institute of Jamaica 	September 27, 2019
	Policy Forum: <i>Safety and Security - Crime Prevention Through Social Intervention</i> Panellists: <ul style="list-style-type: none"> Mrs. Velma Thomas-Gayle, Superintendent of Police – Community Safety and Security Branch (CSSB), Ministry of National Security Dr. Deanna Ashley, Executive Director – Violence Prevention Alliance - Jamaica 	January 31, 2020

Strategic Objective C2:**Expand Programme Delivery Options and Access**

Critical to supporting the transformation of the Jamaican Public Sector, recognizing its linkages with the National Development Plan, Vision 2030, is MIND's ability to expand its programme delivery options and access. The Public Sector Learning Framework (PSLF), which is being implemented under MIND's leadership, seeks to facilitate access, mobility and progress in learning along identified professional pathways in support of public sector human capital development in line with a transforming sector.

The Integrated Enterprise-wide **ICT Learning Infrastructure**, one of the eight elements, under the PSLF, is intended to enable the delivery of learning and development products and services and simultaneously provide a platform for key human resource principals and public servants to monitor corporate and individual learning and development. While MIND awaits acquisition and implementation of the Integrated Enterprise-wide ICT Learning Infrastructure, it continues to pursue its Distance Learning Strategy and attendant Implementation Plan, embracing distance learning methodologies for expanding training opportunities and access for public sector employees.

The Agency's Distance Learning Implementation Plan, has allowed for training programmes and courses to be synchronously facilitated using video conferencing platforms. In keeping with the Plan, the modality for distance learning is being strategically expanded with the full implementation of the self-paced individual online learner system, Moodle, the Agency's designated Learning Management System (LMS).

Consequently, major consideration has been given to the Agency's strategy for developing curriculum/content materials and a model for converting materials designed for face to face interaction to online delivery formats. These initiatives have been integrated into the existing work arrangements, and has prompted, intense learning and development support for Agency staff and public sector learners interfacing with the LMS and attendant platforms in support of distance learning.

Notwithstanding the Agency's distance learning thrust, MIND's commitment to expanding access to learning and development is evidenced by the performance measures and targets, which informs our marketing, public relations and communications strategies, performance indicators for participant enrolment and learning and development interventions delivered. The Agency also strives to provide effective leadership development programmes and management training appropriate to all levels, ensuring alignment with the demands of a modern and competitive public service. Consequently, during the period under review, a total of one-hundred and seventy-nine (179) learning interventions were delivered with an enrolment intake of three thousand, seven hundred and seventy-four (3,774) participants. Though the Agency partially achieved 83.0% and 89.0% of its enrolment and learning intervention targets respectively, suspension of classes in light of the COVID-19 pandemic, significantly impacted our enrolment performance; contributing to a 33.0% decline from the previous financial year.

Table 3: Comparative Learning Intervention and Enrolment Statistics

Learning and Development Products	No. of Learning and Development Interventions Delivered			No. of Participants Enrolled		
	2019/2020	2018/2019	2017/2018	2019/2020	2018/2019	2017/2018
Scheduled	76	91	100	1,622	1,922	2,219
Customised	98	120	87	1,979	3,245	1,884
Sub-total	174	212	187	3,601	5,167	4,103
Special Events	5	9	9	173	491	567
Total	179	221	196	3,774	5,658	4,670

Table 4: Participant Enrolment by Gender, 2019-2020 FY

Training Category	Males		Females	
Scheduled Programmes	304	18.7%	1,318	81.3%
Customised Interventions/Consultancies	504	25.5%	1,475	74.5%
Special Events	43	24.9%	130	75.1%
Total	851	(23.0%)	2,923	77.0%

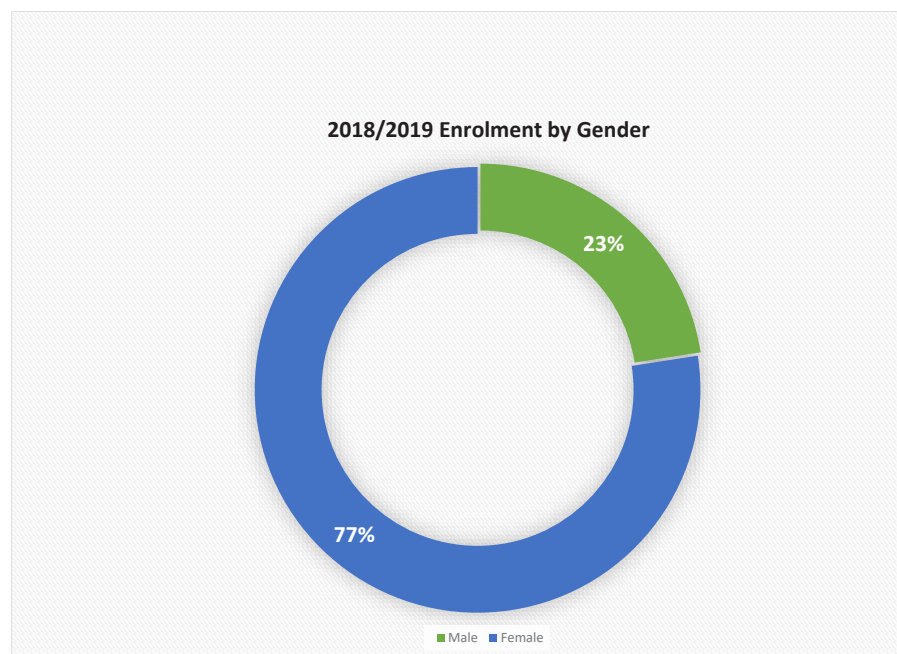


Figure 2: Participant Enrolment by Gender, 2019-2020 FY

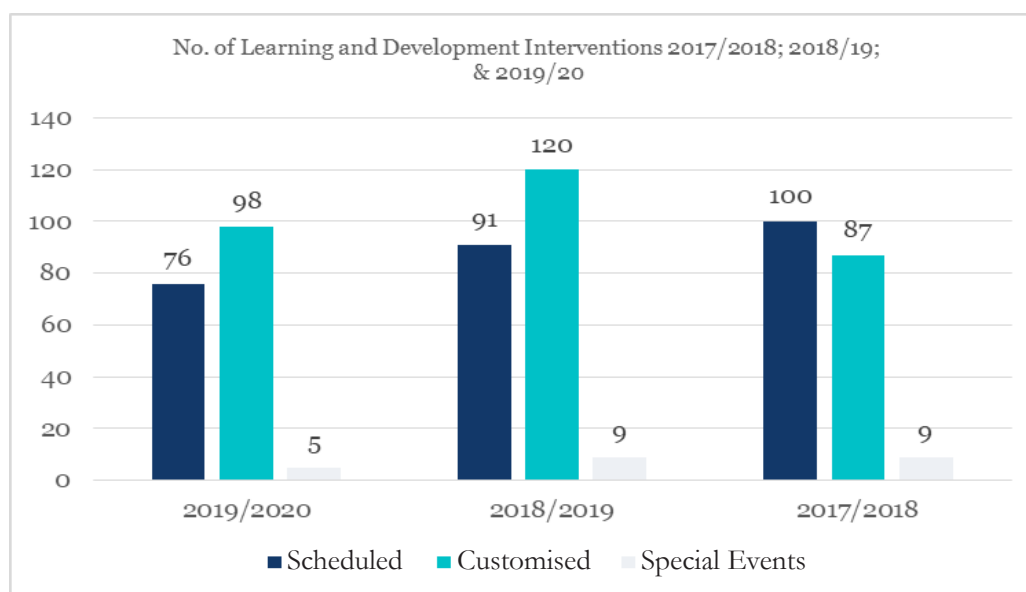


Figure 3: Comparative Learning Interventions Delivered

PROGRAMME AND OPERATIONS EXCELLENCE

Strategic Objective I1:

Strengthen and Institutionalize the Agency's Public Sector Leadership Development Centre (PSLDC) Strategy

In keeping with its mandate and the realization of its vision, the Agency developed a Public Sector Leadership Development Centre Strategy, Implementation and Engagement Plan, in 2013. The Plan has at its core, not only the need for MIND to have a supporting leadership development platform to fully deliver on its mandate, as have been articulated across its Strategic Plans since 2009, but it also underpins Jamaica's Vision 2030 generally, and its principle for transformational leadership more specifically. Along with its alignment to the National Vision and MIND's mandate and strategic focus, the full establishment of a Public Sector Leadership Development Centre at MIND, is a significant supporting pillar of the Government's Strategic Public Sector Transformation Project. The Public Sector Leadership Development Centre will thus reflect the Government's thrust towards strengthening

the capacity of public sector leaders, to respond effectively and efficiently to the mission of Government, to serve the best interests of the citizenry and satisfy citizens' expectations to be ably served by Government. It will also signal Government's commitment to the appropriate allocation of resources, relevant governance structure and delivery mechanisms to consistently build the leadership capacity required for a modernized and transformed public sector.

While the Public Sector Leadership Development Strategy is to be comprehensively reviewed, updated and implemented under the PSLF, the Agency created a Leadership Development three (3) year plan. In delivering on this Plan over 2019-2020, the following were achieved:

- Engagement of a Manager, Leadership Development Unit

- Development and Implementation of a Directory of Leadership Learning Products
- Leveraged partnerships with allied leadership development organizations and practitioners
- Commenced planning for the Regional Public Sector Leadership Development Conference
- Built the capacity of Agency staff to support Leadership Development
- Arranged for the delivery of the Public Sector Senior Leadership Development Programme (PSSLDP). This Programme was scheduled to commence March 16, 2020 but was postponed to July 2020 as a result of the COVID-19 pandemic.

Strategic Objective I2:

Strengthen MIND's Research Agenda to support Public Sector Capability Development, Innovation and Transformation

Research is critical to the Agency's transformation to an idea-driven institution, guided by empiricism in thought leadership and decision-making. Led by our Research and Information Management Unit, the Agency conducted needs analysis, impact evaluations and general research on topics of sectoral and national relevance to the Public Service and the Government of Jamaica. Our research deliverables during the 2019/2020 financial year included the production of three (3) research papers to inform programme redesign/development; two (2) research publications; redesign of the Agency's training impact evaluation (TIE) process and the execution of two TIEs to identify the relevance of select training programmes delivered during the period under review.

This Training Impact Evaluation (TIE) Framework recommends a model to be used by MIND and training units within Ministries, Departments and Agencies (MDAs) when undertaking training impact evaluations. The model (see Fig. 4 below) was designed after research into the various theories and practical approaches being used currently in

the field. Consideration was given to the Jamaican public sector context and what would best suit the sector at this time and the foreseeable future, to support public Service capability development, innovation and transformation.

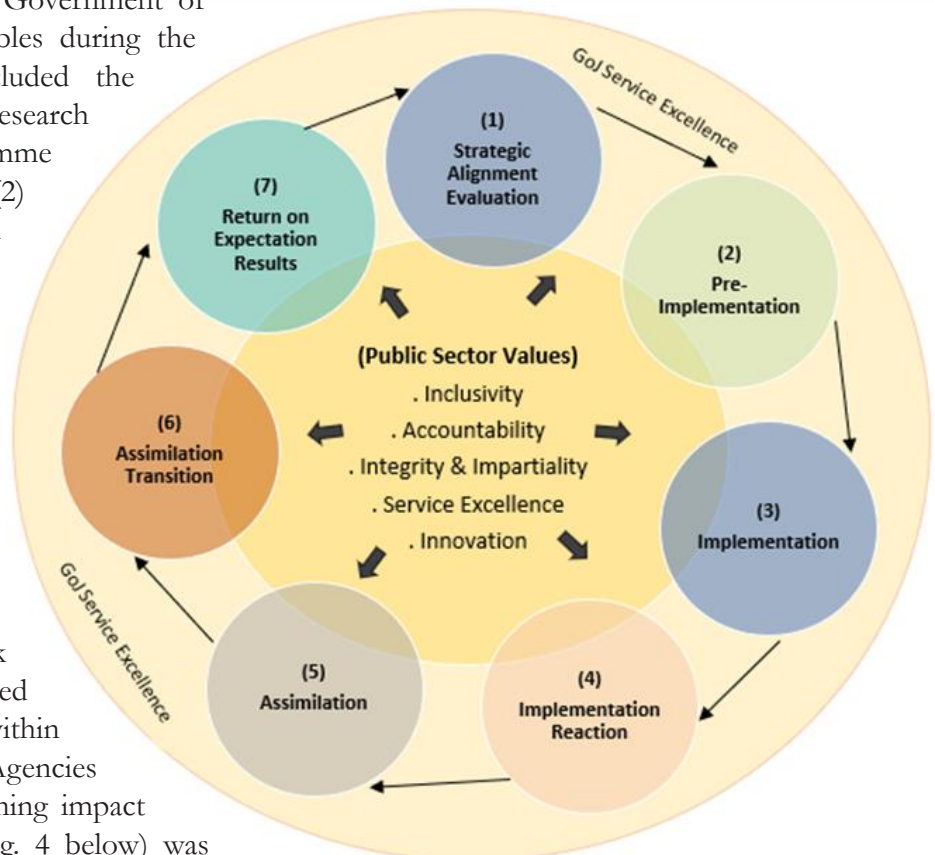


Figure 4: MIND's Training Impact Evaluation Model

The TIEs conducted during 2019/2020 gathered feedback from participants and their immediate supervisors on the *raison d'être* for participating in the identified learning interventions and the resultant level of knowledge transfer, competency development and behavioural changes within their work environment. Across the programmes evaluated, participants indicated upwards of 88% satisfaction with how the training interventions positively impacted their knowledge, behaviours and attitudes towards their profession. They also valued the teaching and learning methodologies as these supported their developing a better understanding of their roles and responsibilities. This was further affirmed by supervisors who via interviews, indicated that participants displayed “affective domain changes” including an increase in their motivation and commitment to assigned tasks.

The research papers completed over the period under review, also explored a number of critical issues relative to the Agency’s core business products and the wider public sector vis-à-vis leadership and service excellence; knowledge transfer and supported the design and development of learning interventions. These included:

- **The Role of Leadership in Achieving Service Excellence: A Case Study of the Implementation of ISO 9001 at the Office of Utilities Regulations (OUR)**

The study investigated the impact of leadership on the successful implementation of ISO 9001:2015, using a theoretical approach to identify relevant change management strategies and their applicability. It is hoped that the findings of this study will sensitize stakeholders across Ministries, Departments and Agencies (MDAs) to the importance of leadership in achieving service excellence across the Jamaican Public Service.

- **Creating an Enabling Environment for the Transfer of Learning (TOL)**

The purpose of this paper was to create a framework to facilitate an enabling environment for the transfer of learning across the Jamaican Public Service. During the 2020/2021 financial year, this Framework will be implemented in order to:

- Improve the application of on-the-job competencies learnt at MIND;
- support a positive return on investment in training by MDAs;
- increase greater collaboration between employees and their supervisors in pre-training discussion and competency assessment; and
- strengthen stakeholder satisfaction and engagement at MIND.

TRANSFORMATIVE LEARNING AND PROFESSIONALISATION

Strategic Objective: L1-

Strengthen MIND's Performance Management System

The Agency sought throughout the year under review, to strengthen its results-based management approach to improve linkages between planning, budgeting, monitoring, evaluation and reporting. Gaps within the performance planning, management and reporting processes were identified and the Paper, **“Towards Improving Accountability at MIND”** was developed in order to:

- Provide a comprehensive review of the Agency's Strategy and Accountability (S&A) portfolio
- Explore the relationship between the attainment of strategic business objectives and the levels of de facto accountability and responsibility across similar organizations
- Identify recommendations towards the improvement of the Agency's current Governance Framework - Strategic and Operational Planning, Performance Monitoring and Evaluation, Policy Development and Approval, Accreditation and External Reporting

- Review the management, structure, authority and accountability of the Agency's various Committees, their composition and maintenance

The Paper ultimately resulted in an Accountability Improvement Plan, which is being implemented over the 2020/2021 fiscal year, to include but not limited to:

- i. Standardized performance management documentation;
- ii. Re-design of the Agency's M&E Framework - including new tools and techniques;
- iii. Performance Management training for the Management Team;
- iv. Policy alignment vis-à-vis ISO 9001: 2015 implementation and;
- v. Restructuring of the Executive Office to improve organizational efficiencies.

Strategic Objective: L2-

Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF

Approximately 90.0% of the MIND Staff participated in learning and development organised by the Agency throughout 2019/2020, amounting to 1,982 hours of training engagement. The training interventions were in most part delivered by the Agency.

Table 5 Staff Training, 2019-2020 FY

Category of Staff	No. of Training Hours	Percentage
Executive	134	7
Senior Manager	37	2
Managers	424	21
Faculty	427	22
Professional	601	30
Administrative	314	16
Ancillary	45	2
Total	1,982	100

RESOURCE MOBILIZATION & MANAGEMENT

Strategic Objective: F1-

Ensure Adequate and Consistent Funding for Operational and Capital Development Needs

The Agency's 2019/2020 Audited and Certified Financial Statements have been included in this report, and reflect the Agency earning a total of \$187.5M or 71.0% of budgeted revenue for the period as compared to a budget of \$264M. In comparative terms, the Agency's earnings contracted by approximately \$13.6M or 7.0% over the previous financial year. During the period, the Agency was also able to contain operating expenses below budget by 17.6% and successfully secured an operating surplus of \$38.8M.

Further analysis of the Agency's revenue streams for the period indicate that 54.0% of earnings came from tuition fees for Scheduled Programmes, which represents a 15.0% decrease from the previous financial year. In terms of overall performance, this product line exhibited a budget variance of -35.8% or \$56.3M below the projected target. Though a similar performance

obtained for Customized and Consulting services and a budget variance of -24.0% or \$25.5M was observed, the portfolio increased earnings over the previous financial year by 7.0% and totaled approximately 43.0% of all income for the current period.

Total operating expenditure for the period, April 2019 to March 2020 was \$360.7m. This was \$76.9m or 17.6% below the budget of \$437.6m. However, it was \$27.5m or 8.0% above the level of expenditure for the corresponding period for April 2018 – March 2019. The Agency's efforts throughout the year to implement measures to contain expenditure within projected levels, resulted in all categories of expenditure operating below budget.

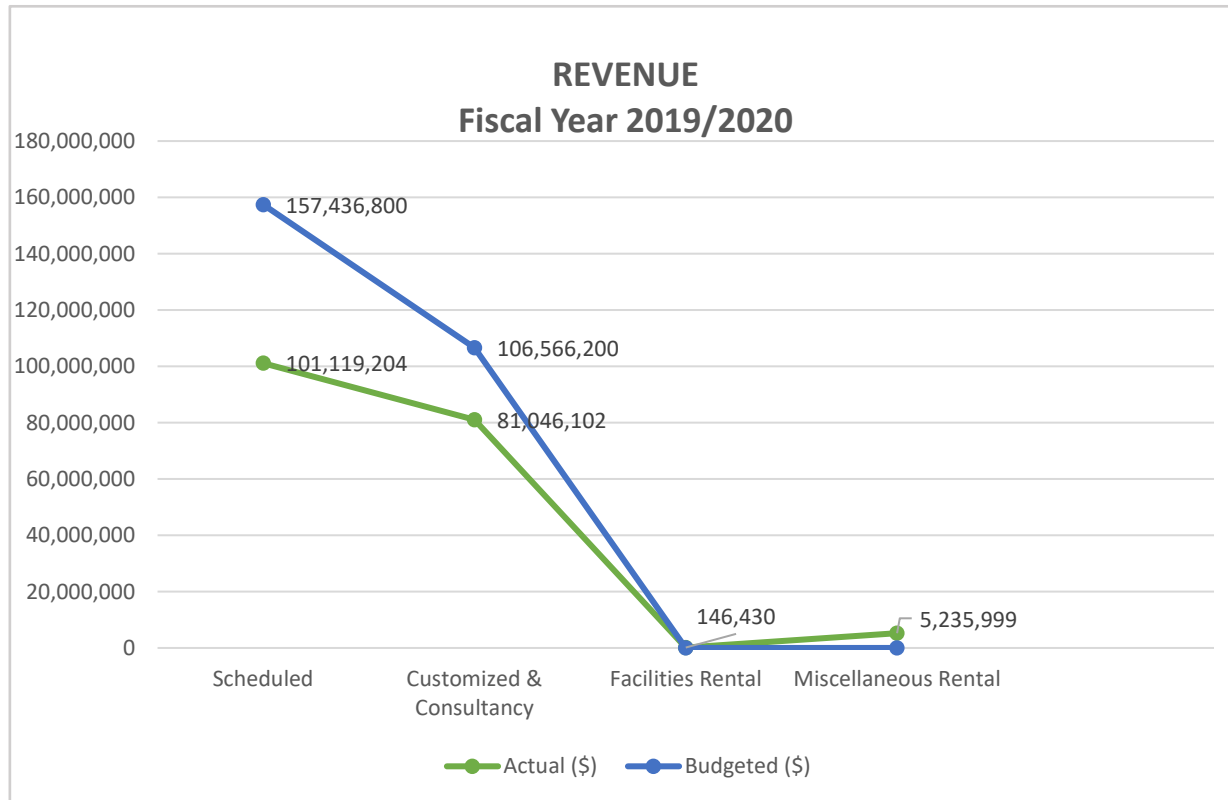


Figure 5: Agency Revenue for 2019/2020 FY

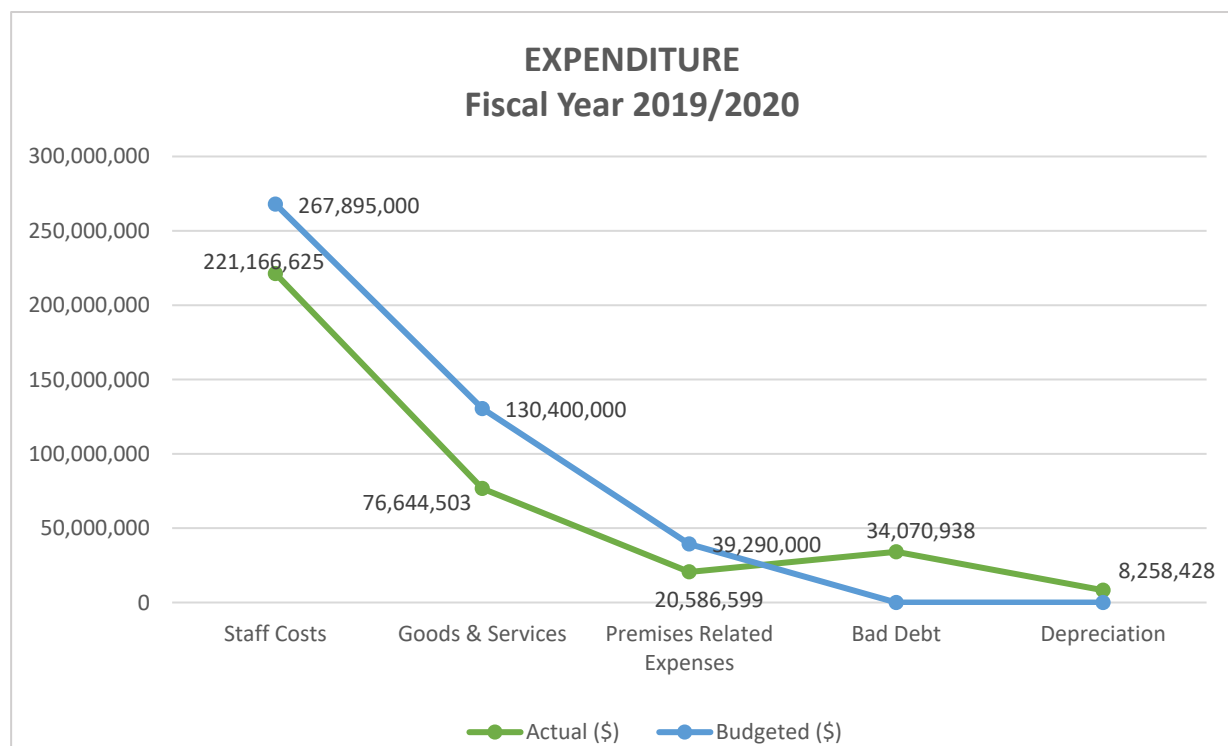


Figure 6: Agency Expenditure for 2019/2020 FY

Accounts Receivables Management

With a keen focus on strengthening the management of Accounts Receivables, the Agency improved its receivables to result in a reduction over the 2018/2019 financial year. Total collection for the year relating to Accounts Receivables was \$196.4m. Of the Agency's Revenue for the year of \$187.5m, \$110.3m or 59% was collected. Consequently, the remaining amount of \$86.1m was related to Accounts Receivables over 365 days.

The Agency remains 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. During the coming financial year, these will include:

- A dedicated action plan to reduce the accounts receivable portfolio.
- Working through the Cabinet Office and the Attorney General's Chambers on actions to recover outstanding fees for specific cases.

Strategic Objective: F2-

Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting

The Auditor General's Final Audit Report for fiscal year 2019/2020, identified the Agency's credit balances as the basis for the qualified opinion given. The Agency has been challenged in reconciling amounts deposited directly into its bank accounts by participants and/ or client organisations without providing any notification or supporting documentation. We will continue to work with applicable stakeholders to have this issue resolved.

REFLECTIONS AND THE WAY FORWARD

The 2019/20 financial year was one of moderate achievement for the Agency. However, it afforded the MIND an opportunity for reflection on crucial areas of our operations requiring further inquiry, analysis and action in order to improve our outcomes in the upcoming financial year.

Response to the Prevailing COVID-19 Pandemic

Following the detection of the first cases of COVID-19 in Jamaica, and the Government of Jamaica's full-scale coronavirus response, the Agency took the decision to offer all its learning and development interventions using the online modality. While the present COVID-19 pandemic influenced the Agency's decision to take all of its programmes to a virtual delivery mode, MIND since 2004 has been expanding its training delivery options starting with the launch of MIND Online. Our experience has therefore enabled us to easily transition the Agency's entire training delivery to the Zoom for Education, Cisco WebEx and Moodle platforms, while maintaining the high quality that has been associated with each of our learning interventions delivered face-to-face. Public officers are therefore able to continue their learning and development without the vulnerabilities that may attend a face-face delivery at this time, enabling the Agency to more strategically safeguard their health and wellbeing and that of our Team.

As the MIND remains committed to being fully responsive to all our stakeholders, we are continuing to work at broadening our delivery options, to allow for a more blended learning delivery approach that addresses the learning

preferences of all. Consequently, the need for continued priority focus on strengthening simultaneously the Agency's ICT and organizational structure.

Additionally, the Agency will review its current SWOT analysis as reflected in our Strategic Business Plan: 2019-2022, in the prevailing COVID-19 context. The SWOT findings will be applied as input to the Agency's Opportunity and Risk Analysis to result in the implementation of the requisite Controls, not limited to a review and updating of the Business Continuity and Disaster Management Plans.

ISO 9001:2015 Certification

The Agency made the strategic decision to adopt a formal Quality Management System (QMS) that is based on the requirements of ISO 9001:2015. Our QMS is a comprehensive, agency-wide management approach that is designed to ensure that our provision of public service training, organizational and leadership development, consistently meet the requirements of our customers/stakeholders as well as any applicable Government of Jamaica (GoJ) regulations.

The Agency will continue to advance the implementation of its QMS and the process towards obtaining ISO 9001:2015 certification, through the National Certification Body of Jamaica (NCBJ), by the third quarter of the 2020/2021 fiscal year.

Risk Management

As MIND maintains and continually improves its Quality Management System (QMS), it considers the significant impact of planning and

implementing actions to address risk and opportunities as a basis for increasing the effectiveness of the System. This is to ensure achievement of improved results and the prevention of any negative impact on our provision of training, organizational and leadership development interventions in keeping with our mandate. Consequently, the Agency will in 2020/2021 review and update its Risk Management Policy and attendant standard operating procedures, so as to reflect its adoption of the international standard for risk management ISO: 31000, while seeking to ensure alignment with the Government of Jamaica's (GoJ's) Enterprise Risk Management Policy.

The Agency envisages that its consistent efforts at fostering and maintaining a robust risk-management culture, will engender a systematic approach to considering risk and opportunity management principles and practices, throughout all aspects of its operations. This is towards ensuring that the identification and achievement of stated objectives are improved, output is more consistent and customers/stakeholders can be confident that they will receive the expected product or service.

Receivables Management

MIND's 2019/2022 Strategic Business Plan identified as one of its strategic objectives, to **Ensure Adequate and Consistent Funding for Operational and Capital Development Needs**. The Agency's 2020-2021 Operational Plan highlights as one of the initiatives supporting this objective, as being the strengthening of its Receivables Management. This represents Management's commitment to reducing the Agency's accounts receivables, minimizing possible losses from bad debt and increasing the efficiency of internal controls and standard operating procedures, through the implementation of an effective Receivables Management Plan.

MIND recognizes that its growing receivables present a high risk for which stronger measures must be instituted. The development and implementation of a Receivables Management Plan is the Agency's response to managing this risk over the 2020 -2021 fiscal year. The deliverables as identified in the Receivables Management Plan, will act as the vehicle through which MIND will effectively manage its accounts receivables. The Work Plans also reflect major tasks and/or activities aligned to each deliverable, scheduled date of completion and allows for the ongoing monitoring and evaluation of the status of each. The Plan also addresses the risks associated with its implementation, highlighting the mitigating factors and resources needed for successful and timely completion.

Public Sector Leadership Development 2021

MIND will host its first **Virtual Regional Public Sector Leadership Conference in 2021**, under the theme, *Sustaining Public Sector Transformation through Leadership for Service Excellence*. This will be in partnership with the Office of the Cabinet (OoC), given its portfolio responsibility for Public-Sector Service Excellence through the Public Sector Transformation and Modernization Division (PSTMD).

The Conference is being framed against this backdrop and the recognition that leadership is at the heart of public sector transformation and a culture of service excellence. Cabinet Decision #49/09 of November 2, 2009, established the Government's position on rationalizing the public service, towards realizing the vision of "a transformed and cohesive public sector that is performance-based, efficient, cost effective and service oriented", guided by appropriate accountability mechanisms and therefore provide an enabling environment for the achievement of Vision 2030 Jamaica: National Development Plan (Public Sector Master Rationalisation Plan, May 2011). Ministry Paper No. 56 Government at your Service: Public Sector Modernization Vision

and Strategy 2002 – 2012, outlines Government’s modernisation agenda and acknowledges that better service to government and to the public can only be achieved if there are far reaching changes to public service culture. This would suggest changes in the way public officers think about their organization, others and themselves. The Paper goes so far as to commit to facilitating leadership development through the provision of a mix of approaches towards the desired end.

The Government of Jamaica’s commitment to leadership development was further articulated in 2018, when Cabinet took the decision to approve the implementation of a Government of Jamaica (GoJ) Public Sector Learning Framework (PSLF) through the development of its eight (8) elements. This meant that the Leadership Development Strategy, one of the eight elements, would be developed to effect a new public sector leadership culture. It would enable public officers to better navigate change, create positive relationships and leverage their strengths to achieve the vision of a transformed public service. Through this strategy, public servants will be able to access leadership development interventions at all levels of the public service, resulting in a new type of public servant who recognizes self as a leader, and one who is able to effect positive change, regardless of title and/or role in the sector.

Also in 2018, the GoJ in its continuing efforts towards public sector transformation, established a memorandum of understanding (MOU) with the Private Sector Organisation of Jamaica (PSOJ) to promote service excellence within the public and private sectors under a Service Excellence Programme, with the aim to “ensure the consistent delivery of efficient and high-quality services to the public, making it easier to access government-related information and service”. In the supporting GoJ Service Excellence Framework document (Office of the Cabinet, 2018), reference is made to the Government being “committed to implementing

a sustainable programme of Service Excellence across the public sector which transforms the current culture to one that is performance-oriented and provides value for our citizens by removing unnecessary bureaucracy, improving efficiency, and increasing the quality of our products and services”.

Consequently, the overarching objectives of this leadership development intervention are to:

- Encourage a public sector leadership mindset that embraces service excellence as a hallmark of good leadership;
- Inspire leaders to re-define the public service culture to one that is customer driven, innovative, transformational, performance-orientated and provides value for citizens;
- Promote a culture that utilizes good local, regional and international leadership practices, systems and processes to drive quality service delivery, innovation and performance outcomes;
- Share new and cutting edge leadership tools, tips, tactics and take-away for promoting public service excellence, innovation and transformation; and
- Provide a forum for leaders to grow their professional networks.

Public Sector Learning Framework (PSLF)

While we continue to make fair progress with the implementation of the PSLF, the delays brought on by responses to the ongoing Pandemic, the pace of the Project has been reduced in the short to medium term. We remain cognizant of the prevailing uncertainties and will be flexible with our strategies, methods and schedule itself to maximize progress and impact, as the Project continues to operate within scope. MIND remains committed and focused on the objectives and main pillars of the PSLF to ensure its intended outcomes and impact.



Financial Statements

As at March 31, 2020



AUDITOR GENERAL'S DEPARTMENT
40 KNUTSFORD BOULEVARD
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 (MIND), set out on pages 1 to 14, which comprise the Statement of Financial Position as at March 31, 2020, 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, 2020 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

Accounts Receivable relating to MIND's core services included credit balances totalling \$7,965,597 that management has not been able to fully investigate and resolve. MIND has indicated that these balances represent monies received from participants that have not been applied to the relevant invoices as the required documentation 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.

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

Key Audit Matter

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements for the year ended March 31, 2020. These matters were addressed in the context of the audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. I have determined that there is no key audit matter to report.

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 (IPSAS). 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.

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

Auditor's Responsibility for the audit of the Financial Statements

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 as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercised professional judgment and maintained professional skepticism throughout the audit.

I also:

- Identified and assessed the risks of material misstatement of the Financial Statements, whether due to fraud or error, designed and performed audit procedures responsive to those risks, and obtained audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtained an understanding of internal controls relevant to the audit in order to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal controls.



- Evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluded on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the Financial Statements or if such disclosures 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.
- Evaluated 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 those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that were 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

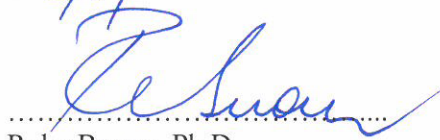
2020/07/31....


Date

Statement of Financial Position
For period ended March 31, 2020

	Note	2020 \$	2019 \$
Non-current assets			
Property, plant and equipment	4	42,605,790	32,992,044
		42,605,790	32,992,044
Current assets			
Trade and other receivable	5	78,154,115	121,379,434
Prepayments		1,674,856	2,001,979
Cash and cash equivalents	6	232,587,392	115,581,285
		312,416,363	238,962,698
Current liabilities			
Payable and accruals	7	24,128,500	24,086,061
Employee benefits	8	21,544,372	23,441,855
GOJ 50% contribution	9	87,420,910	68,019,755
Unearned revenue		48,125,058	28,419,656
		181,218,840	143,967,327
Net current assets		131,197,523	94,995,371
Total assets		173,803,313	127,987,415
Equity			
GOJ capital investment	11	15,833,262	15,833,262
General reserve		122,518,554	103,117,400
Donated assets reserve	12	12,514,013	9,036,753
Government grant reserve	13	22,937,484	-
Total equity and reserve		173,803,313	127,987,415

Approved for issue on behalf of the Management Institute for National Development on
28/7/2020 and signed on its behalf by:


 Ruby Brown, Ph.D.
 Chief Executive Officer


 Diana Morris, FCA, FCCA
 Director Finance, HRM & A

The accompanying notes form an integral part of the financial statements

**Statement of Financial Performance
For period ended March 31, 2020**

	Note	2020 \$	2019 \$
INCOME			
Training course fees - scheduled		101,119,204	119,253,925
Miscellaneous revenue		5,235,999	5,534,891
Training support - facilities rental		146,430	439,000
Divisional revenue - customised and consultancy		81,046,102	75,918,126
Total income		187,547,735	201,145,942
EXPENDITURE			
Staff costs	14a	221,166,625	220,280,213
Goods and services	15	76,644,503	78,979,646
Premises related services	16	20,586,599	26,438,742
Bad debt provision		34,070,938	14,374,568
Depreciation		8,258,428	7,531,753
Total operating expenses		360,727,093	347,604,922
Operating Deficit		(173,179,358)	(146,458,980)
Foreign exchange gain/(loss)		8,258,983	(398,575)
Interest income		54,023	50,781
Loss on disposal of PPE		(1,280,906)	-
Proceeds from disposal of PPE		331,500	-
Donated asset amortization		2,321,551	1,031,757
Government grant amortization		337,516	-
Net Deficit before GOJ Financing		(163,156,691)	(145,775,017)
GOJ financing from Consolidated Fund		201,959,000	168,406,000
Net Surplus after GOJ financing		38,802,309	22,630,983
50% Net surplus to Consolidated Fund	9	(19,401,155)	(11,315,492)
Net Surplus/Deficit		19,401,154	11,315,491

The accompanying notes form an integral part of the financial statements

Statement of Changes in Equity
For period ended March 31, 2020

	GOJ Capital Investment	Donated Assets Reserve	Gov't Grant Reserve	General Reserve	Total
	\$	\$	\$	\$	\$
April 1, 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
Release from Reserves	-	(2,321,551)	(337,516)	-	(2,659,067)
Additions	-	5,798,811	23,275,000	-	29,073,811
Surplus for the year	-	-	-	19,401,154	19,401,154
March 31, 2020	15,833,262	12,514,013	22,937,484	122,518,554	173,803,313

The accompanying notes form an integral part of the financial statements



Notes to the Financial Statements For period ended March 31, 2020

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 January 1, 2022. 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, 2020

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 recognized in retained earnings and reserves as at April 1, 2022.

Notes to the Financial Statements For period ended March 31, 2020

3. Significant accounting policies

i. Basis of preparation

The financial statements have been prepared under the historical cost convention and are presented in Jamaican 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 the receivables.

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.

Notes to the Financial Statements
For period ended March 31, 2020

3. Significant accounting policies (cont'd)

vi. 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.

vii. Amortization of donated assets reserve

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

viii. 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.

ix. 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, 2020 were receivables and payables.

x. Revenue recognition

Revenue includes 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, 2020**

4. Property, plant and equipment

	Leasehold Improvements	Motor Vehicles	Computers	Office Equipment	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2019	23,519,274	7,331,486	45,865,445	27,809,561	5,986,779	110,512,545
Additions	-	-	5,709,445	13,443,635	-	19,153,080
Disposal	(3,218,357)	-	(1,249,249)	(1,631,434)	-	(6,099,040)
March 31, 2020	20,300,917	7,331,486	50,325,641	39,621,762	5,986,779	123,566,585
Accumulated Depreciation						
April 1, 2019	11,824,585	5,246,649	36,466,657	18,449,950	5,532,660	77,520,501
Current charges	1,149,145	1,397,938	3,367,923	2,240,485	102,937	8,258,428
Disposal	(2,031,288)	-	(1,249,249)	(1,537,597)	-	(4,818,134)
March 31, 2020	10,942,442	6,644,587	38,585,331	19,152,838	5,635,597	80,960,795
NBV – March 31, 2020	9,358,475	686,899	11,740,310	20,468,924	351,182	42,605,790
NBV – March 31, 2019	11,694,689	2,084,837	9,398,788	9,359,611	454,119	32,992,044

5. Trade and other receivable

	2020 \$	2019 \$
Accounts receivable - corporate	100,513,207	149,455,748
Accounts receivable – self sponsored	148,162,114	140,815,839
	<u>248,675,321</u>	<u>290,271,587</u>
Provision for doubtful debts	(171,465,233)	(170,111,251)
	<u>77,210,088</u>	<u>120,160,336</u>
Other receivable	944,027	1,219,098
	<u>78,154,115</u>	<u>121,379,434</u>

6. Cash and cash equivalents

	2020 \$	2019 \$
General expenditure	17,914,385	2,720,169
Appropriation-In-Aid	101,855,694	30,241,405
Payroll	1,029,052	4,249,009
Foreign exchange	111,785,261	78,364,702
Petty cash	3,000	6,000
	<u>232,587,392</u>	<u>115,581,285</u>

Notes to the Financial Statements
For period ended March 31, 2020

7. Payable and accruals

	2020	2019
	\$	\$
Trade payable	6,401,992	10,524,261
Accruals	250,000	500,000
Payroll payable	15,584	771,608
Advance from participants	4,076,583	7,574,288
Other payable	13,384,341	4,715,904
	<u>24,128,500</u>	<u>24,086,061</u>

8. Employee Benefits

	2020	2019
	\$	\$
Gratuity	1,217,132	2,099,685
Vacation Leave Accrual	3,183,013	3,216,602
Provision for Incentives	17,144,227	18,125,568
	<u>21,544,372</u>	<u>23,441,855</u>

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.

	2020
	\$
Balance as at April 1, 2019	68,019,755
Amounts recognized during the year	19,401,155
Payments during the year	-
Balance as at March 31, 2020	<u>87,420,910</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 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.



**Notes to the Financial Statements
For period ended March 31, 2020**

10. Financial Risk Management (cont'd)

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, 2020, MIND had no significant exposure to this risk.

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.

	2020	2019
	\$	\$
Foreign exchange bank account	111,785,261	78,364,702
	<u>111,785,261</u>	<u>78,364,702</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:

	2020	2019
	\$	\$
Cash resources (excluding cash in hand)	232,584,392	115,575,285
	<u>232,584,392</u>	<u>115,575,285</u>

Notes to the Financial Statements
For period ended March 31, 2020

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.

2020

	Carrying amount	Contract amount	Due within 3 months	Due within 1 year
	\$	\$	\$	\$
Financial Liabilities				
Payables and accruals	24,128,500	24,128,500	24,128,500	-
Employee benefits	21,544,372	21,544,372	-	21,544,372
As at March 31, 2020	45,672,872	45,672,872	24,128,500	21,544,372

2019

	Carrying amount	Contract amount	Due within 3 months	Due within 1 year
	\$	\$	\$	\$
Financial Liabilities				
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

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.

	2020	2019
	\$	\$
Cash and cash equivalents	232,587,392	115,581,285
Accounts receivable and advances	78,154,115	121,379,434
	310,741,507	236,960,719

**Notes to the Financial Statements
For period ended March 31, 2020**

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. Government grant reserve

This represents grant funding of \$23.275 million received from the Government of Jamaica during the year to purchase assets.

14. a) Staff costs

	2020	2019
	\$	\$
Gross Salary & Other Allowances	199,622,253	196,838,358
Employee benefits (Note 8)	<u>21,544,372</u>	<u>23,441,855</u>
	<u>221,166,625</u>	<u>220,280,213</u>

b) Staff emoluments

Employees in receipt of emoluments of \$1 million and over per annum for the period ended March 31, 2020 are:

NUMBER OF EMPLOYEES	SALARY RANGE \$'000
8	2.00 – 2.25
4	2.25 – 2.50
1	2.50 – 2.75
7	2.75 – 3.00
7	3.00 – 3.25
5	3.25 – 3.50
3	3.50 – 3.75
1	3.75 – 4.00
1	4.00 – 4.25
3	4.25 – 4.50
1	4.50 – 4.75
1	4.75 – 5.00
-	5.00 – 5.25
1	5.25 – 5.50
-	5.50 – 5.75
3	5.75 – 6.00
-	6.00 – 8.00
<u>1</u>	8.00 – 8.25
<u>47</u>	

Notes to the Financial Statements
For period ended March 31, 2020

15. Goods and services

	2020	2019
	\$	\$
Drugs & Medical	139,565	132,846
Food and Drink	6,666,846	6,620,889
Bedding Clothing & Uniform	52,308	-
Books	-	595,372
Official Publications (eg. Caribbean Journal)	-	167,000
Magazines & Subscriptions	1,263,437	683,077
Stationery	4,564,846	4,692,766
Petrol	117,153	48,414
Cooking Fuel & Canteen Supplies	184,510	183,495
Local Consultancy & Training Expense (Consultancy)	37,315,796	32,643,735
Advertising	2,109,700	3,964,566
Insurance	693,677	485,181
Postal and Courier	133,731	169,934
Printing	122,774	212,986
Repairs and Maintenance	3,930,214	1,961,158
Staff Training Expenses	1,005,216	3,782,032
Toilet Articles	81,450	676,355
Waste Disposal Services	3,598,876	2,620,538
Computer Supplies	71,713	680,103
Audit Fees	250,000	250,000
Board Member Fees & Remuneration	479,624	3,778,920
Bank Charges & Interest Expense	608,667	728,765
Security Services	10,412,447	11,643,340
Fire Protection Services	78,090	117,680
Interest and Bank Charges	18,089	10,538
Staff Welfare	2,745,774	2,129,956
	<u>76,644,503</u>	<u>78,979,646</u>

16. Premises related services

	2020	2019
	\$	\$
Rental	710,000	936,000
Public utilities	18,026,044	21,191,034
Repairs and maintenance (Facilities)	1,850,555	4,311,708
	<u>20,586,599</u>	<u>26,438,742</u>



**Statement of Actual versus Budget
For period ended March 31, 2020**

	Actual	Budgeted	Variance	
	\$	\$	\$	
<u>Income</u>				
Training course fees	101,119,204	157,436,800	(56,317,596)	(U)
Miscellaneous revenue	5,235,999	-	5,235,999	(F)
Training support - facilities rental	146,430	-	146,430	(F)
Divisional revenue	81,046,102	106,566,200	(25,520,098)	(U)
Interest income	54,023	-	54,023	(F)
Foreign exchange gain	8,258,983	-	8,258,983	(F)
Donated assets amortized	2,321,551	-	2,321,551	(F)
Government grant reserve amortized	337,516	-	337,516	(F)
Proceeds from sale of PPE	331,500	-	331,500	(F)
GOJ consolidated fund financing	201,959,000	197,110,000	4,849,000	(F)
TOTAL INCOME	400,810,308	461,113,000	(60,302,692)	(U)
<u>Expenses</u>				
Staff cost	221,166,625	267,895,000	46,728,375	(F)
Goods and services	76,644,503	130,400,000	53,755,497	(F)
Premises related services	20,586,599	39,290,000	18,703,401	(F)
Depreciation	8,258,428	-	(8,258,428)	(U)
Bad debt	34,070,938	-	(34,070,938)	(U)
Loss on sale of PPE	1,280,906	-	(1,280,906)	(U)
TOTAL EXPENSES	362,007,999	437,585,000	75,577,001	(F)

STATEMENT OF INTERNAL CONTROLS 2019/2020

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, vision, mission and strategic objectives, 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).

The Agency continued to advance its Quality Management System (QMS) utilizing the ISO 9001:2015 standards, with a drive towards attaining certification. Ongoing focus has also been placed on ensuring the adequacy, robustness and effectiveness of existing internal controls, with the reviewing, updating and development 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 2019/2020.

The Agency's efforts at ensuring ongoing strengthening of its internal controls, served to provide reasonable assurance that its 2019/2020 financial statements were prepared in accordance with IPSAS and free from material misstatements.



Appendix

ANNUAL REPORT | 2019/2020

SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity of 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	2019/2020	6,447,407	1,217,132	848,580		767,079		9,280,198
Director of Finance, HR and Administration	2019/2020	4,175,390		1,697,148				5,872,538
Director PS CD	2019/2020	4,175,390		1,697,148				5,872,538
Director Business Development and Communication (April 2019 – August 2019)	2019/2020	1,812,801		707,145		146,110		2,666,056
Senior Manager PS CD	2019/2020	3,189,141		1,697,148				4,886,289
Senior Manager Registry & Records Mgmt.	2019/2020	3,671,305		1,697,148				5,368,453

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”



MIND Kingston

235A Old Hope Road, Kingston 6, Jamaica W.I.

Phone: 876 927-1761 | **Fax:** 876 977-4311



marketing@mind.edu.jm



website:
www.mind.edu.jm



MIND IS REGISTERED WITH THE UNIVERSITY COUNCIL OF JAMAICA