



**Management Institute for
National Development**

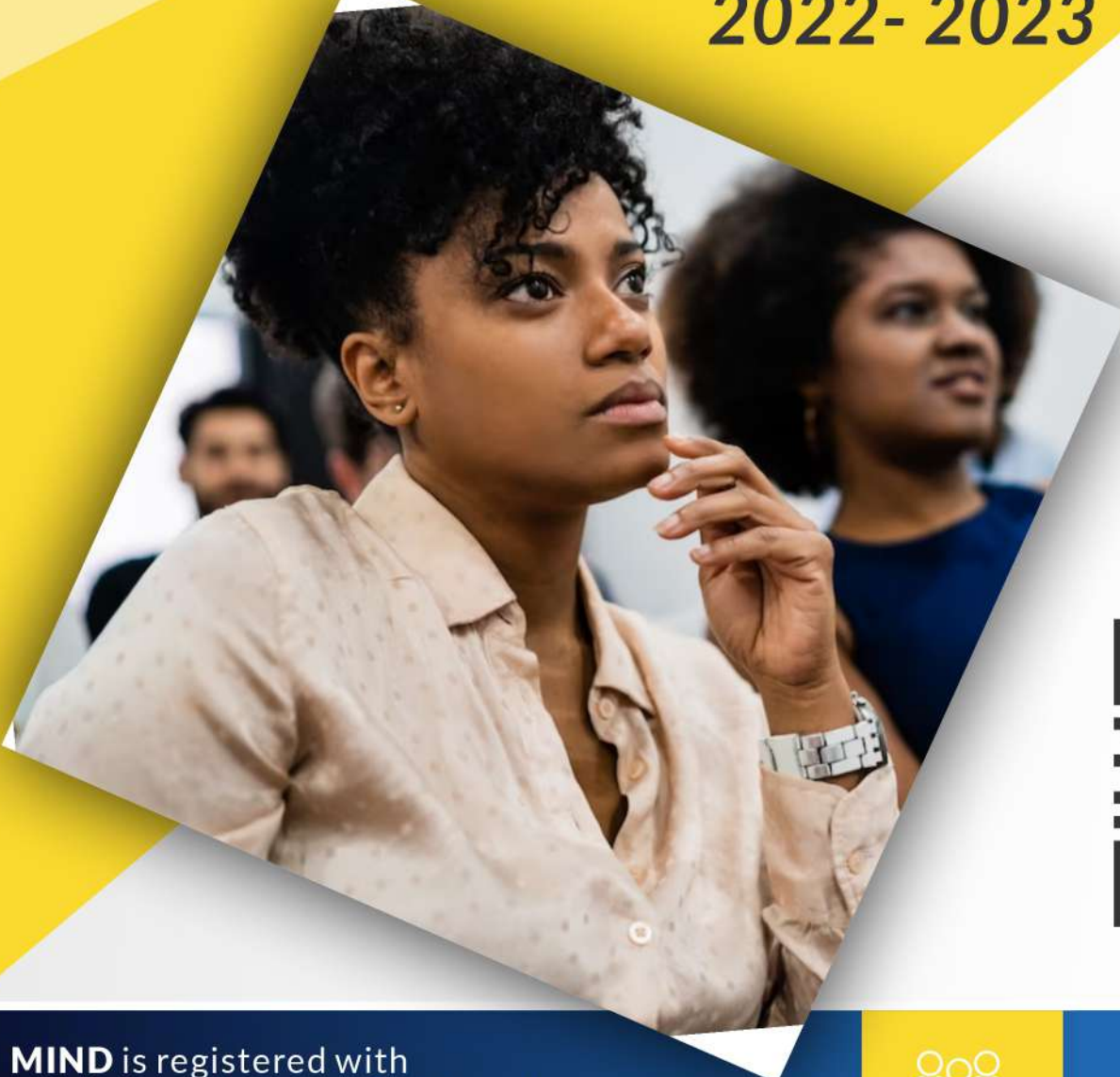
An Agency of the Office of the Cabinet, Government of Jamaica

Building Capability for Public Service Excellence

ISO 9001: 2015 CERTIFIED

ANNUAL REPORT

2022- 2023





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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.



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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.



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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 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



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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

EXECUTIVE SUMMARY	1
PERFORMANCE OVERVIEW	3
Table 1: Balanced Scorecard 2022/2023	3
PERFORMANCE ANALYSIS	4
STAKEHOLDER SATISFACTION AND APPROVAL	
Strategic Objective C1: Strengthen Stakeholder Satisfaction and Perception	4
Strategic Objective C2: Establish a Training Impact Evaluation (TIE) Model Across the Public Sector	
PROGRAMME AND OPERATIONS EXCELLENCE	
Strategic Objective I1: Strengthen the Agency's Curriculum Management System	7
Strategic Objective I2: Strengthen MIND's Research Culture to support Public Service Capability Development, Innovation and Transformation	8
Strategic Objective I3: Lead Implementation of the Public Sector Learning Framework (PSLF)	9
TRANSFORMATIVE LEARNING AND PROFESSIONALIZATION	
Strategic Objective L1: Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements	11
Strategic Objective L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF	12
RESOURCE MOBILIZATION AND MANAGEMENT	
Strategic Objective F1: Ensure adequate and consistent funding for operational and capital development needs.	13
REFLECTIONS AND THE WAY FORWARD	20
FINANCIAL STATEMENTS	24
APPENDICES	46



Executive Summary 2023



**Management Institute for
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We did not come to fear the future. We came here to shape it.

Barak Obama - 44th President of the United States of America

On February 1, 1994, the Management Institute for National Development (MIND) was established with a mandate, *“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 keeping with Cabinet Decision 32/93 of September 6, 1993. Consequently, for over twenty-nine (29) years, MIND has been *building capability for public service excellence* and for the last twenty-four (24) years, has been doing so as an Executive Agency of the Cabinet Office, Government of Jamaica (GoJ). Throughout this period, the Agency has consistently sought to improve operations and expand its role and reach, bringing together its broad skills as a premier provider of public sector leadership development and training. This is towards fully providing the support needed for a transformed public sector, and to realize the vision of becoming, *“the pre-eminent and preferred public service training, organizational and leadership development institute in Jamaica serving the Caribbean”*.

MIND entered a new strategic period at the start of fiscal year 2022/2023, necessitating a thorough reassessment of its priorities. This gave life to the Agency's 2022/2023 Strategic Business Plan, detailing MIND's priority focus areas for the new strategic cycle. Aligned to the National Goals, Outcomes and Strategies outlined in the National Development Plan: Vision 2030 Jamaica, Medium Term Socio-Economic Policy Framework (MTEF) and Sustainable Development Goals (SGDs), are the eight (8) strategic objectives and twelve (12) performance targets being pursued by the Agency. MIND's strategic focus is therefore, in keeping with its mandate and the Government of Jamaica's policy priorities.

In spite of the challenges and uncertainties brought about by the remnants of the global COVID-19 pandemic over the 2022/2023 fiscal year, the Agency successfully navigated its operating environment and remained fully committed to being responsive to all its stakeholders. The MIND Team continued to work at growing learning and development programme offerings, while enhancing online training delivery to address learning needs and access. Notwithstanding, the Agency fully achieved sixty seven percent (67%) of its performance targets, with very notable progress made on all the remaining thirty three percent (33%) of the targets, laying a solid foundation for future success and growth.

MIND continues to reinvent in support of a new Public Sector Leadership culture, one that will enable public officers to better navigate change, create positive relationships, and leverage their strengths to shape the vision of a transformed public service. Consequently, the Agency keenly anticipates a refreshed curriculum management architecture and the increased use of technology to

support various aspects of its operations. This is to include the full implementation of a new Student Management System, iSiMS, which is to create a holistic ecosystem that benefits participants, clients, facilitators and other key stakeholders, while significantly impacting the learning and development experience through enhanced communication, records management, decision-making, personalized learning and administration.

The Agency remains committed to continuing to advance implementation of the Public Sector Learning Framework (PSLF) through the operationalisation of the GoJ's Learning and Development Policy Framework. This will remain MIND's Priority Action as articulated in the Medium Term Socio Economic Policy Framework for National Strategy 6-5: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services and Sector Strategy: Foster world-class customer service and professionalism in all public institutions/create mechanisms for efficient and effective delivery of services. This priority action is to result in an established, structured, integrated, and sustainable governance mechanism for developing and managing the capability of public sector professionals to deliver service excellence. The integration of the PSLF in all entities across the public sector, will result in a coordinated approach to public service learning and development, which involves systematically mapping learning pathways, building the required competencies and developing the necessary skills-set for a transformed public sector. Indeed, **we did not come to fear the future. We came here to shape it.**



PERFORMANCE OVERVIEW

Table 1: Balanced Scorecard: 2022/2023

Themes	Strategic Objectives	Performance Measures	Performance Targets	
			Annual Target	Actual Performance
Stakeholder Satisfaction & Approval	C1. Strengthen Stakeholder Satisfaction and Perception	Percentage Level of Stakeholder Satisfaction and Perception	86%	94%
	C2. Establish a Training Impact Evaluation (TIE) Model across the Public Service.	Percentage completion of the Implementation Plan for a Finalized TIE Model	30%	20%
Programme & Operations Excellence	I1. Strengthen the Agency's Curriculum Management System	Percentage completion of the Agency's Curriculum Management Upgrade and Distance Learning Project.	25%	23%
	I2. Strengthen MIND's Research Culture to support public service capability development, innovation and transformation	Percentage of the Agency's Annual Research Plan Implemented.	100%	100%
	I3 Lead Implementation of the Public Sector Learning Framework	Percentage of the Agency's PSLF Implementation Plan executed.	25%	18%
Transformative Learning and Professionalization	L1. Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements.	Overall percentage reduction in major non-conformances reported across external audits (Financial, ISO, and Accreditation) for prior year.	50%	50%
		Percentage of Institutional Accreditation Plan Implemented	35%	35%
	L2: Strengthen In-House Human Resource Capacity and Capability to successfully support the development and implementation of the PSLF.	Percentage Level of Staff Engagement	55%	40%
		Percentage of Staff Accessing at Least 30 Hours of Training and Development each year.	70%	86%
Resource Mobilization and Management	F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	Percentage Growth in Revenue Earned over prior year.	1%	46%
		Percentage Growth in Enrollment for Learning Products and Services over prior year.	2%	39%
		Percentage Growth in Learning Products and Services delivered over prior year	2%	17%

PERFORMANCE ANALYSIS

STAKEHOLDER SATISFACTION AND APPROVAL

Strategic Objective C1:

Strengthen Stakeholder Satisfaction and Perception

Stakeholder satisfaction and perception is a top priority at MIND. Monitoring and evaluating stakeholder feedback is therefore a constant feature, which includes participants' end of course evaluations, faculty evaluations, monthly stakeholder satisfaction and perception surveys, focus group discussions and conversations with senior public servants via MIND 876 POD.

For fiscal year 2022/2023, the Agency achieved an overall satisfaction score of 94%, surpassing

the 86% target. This result is a 3% increase in stakeholder satisfaction when compared to the previous financial year. It is also reflective of a positive perception of the MIND Brand.

Figure 1 provides an overview of key stakeholder satisfaction ratings pertaining to the Agency's Learning Products, while Figure 2 shows a comparison of overall stakeholder satisfaction in relation to the 2022/2023 target and that of prior year (2021/2022).



Figure 1: Participants Satisfaction Ratings (FY 2022/2023)

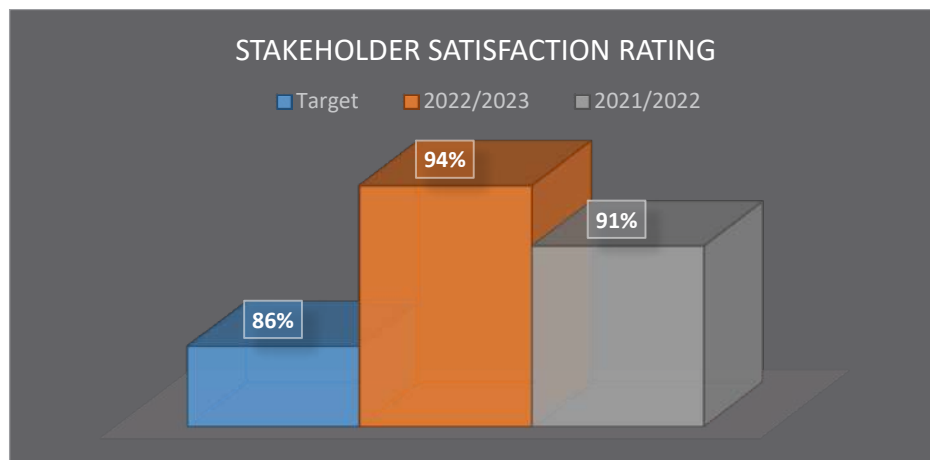


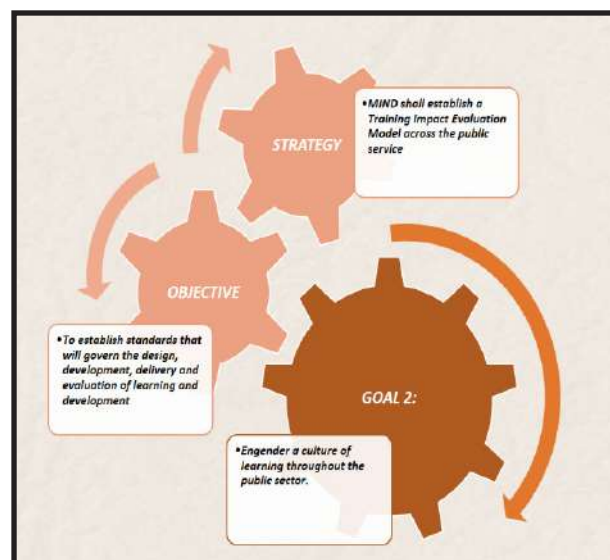
Figure 2: Stakeholder Satisfaction Rating for FY 2022/2023 versus 2021/2022

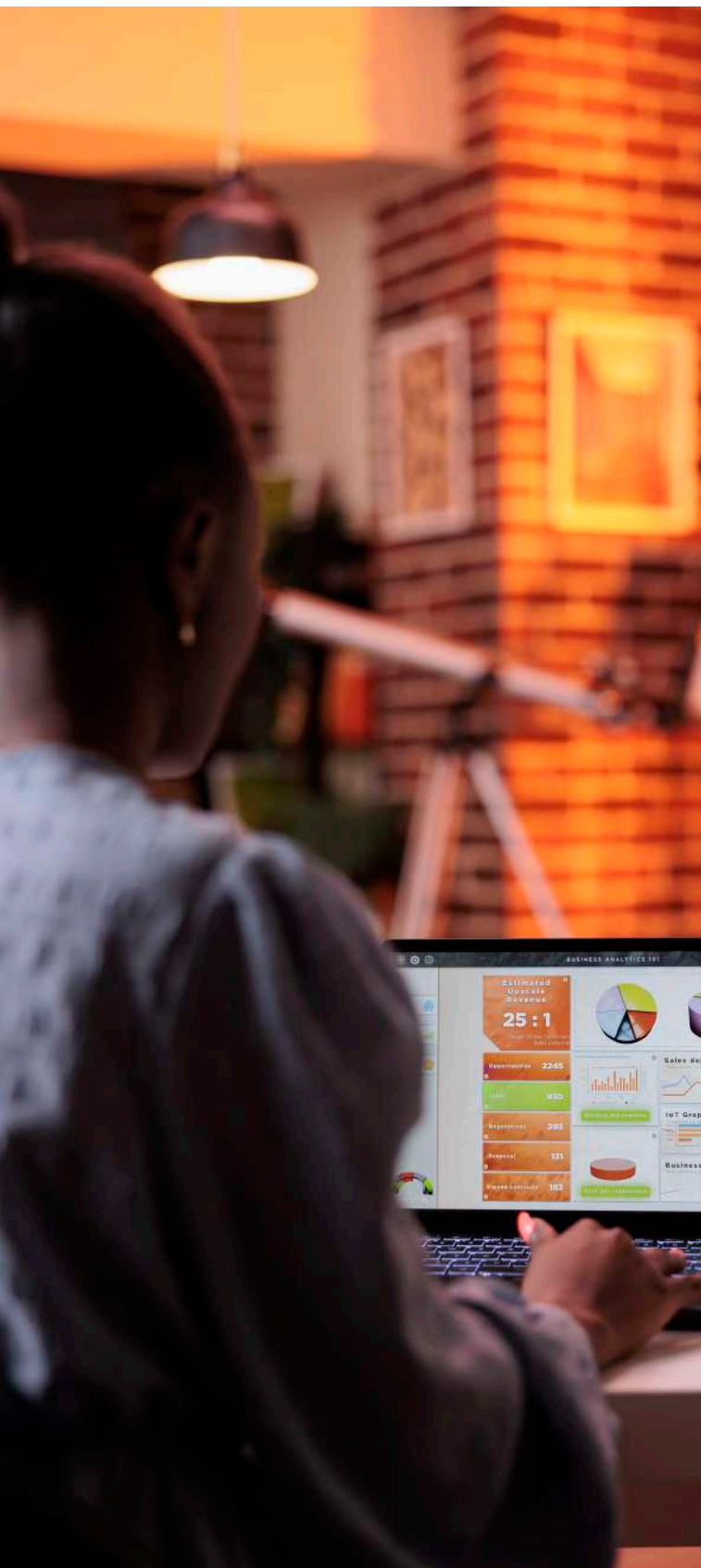
Notwithstanding the Agency surpassing its 2022/2023 performance target for Stakeholder satisfaction, MIND remains committed to continuous improvement. We are mindful that it is not sufficient to measure how we meet customer requirements or know how the customer perceives our performance, it is also of crucial importance to resolve any complaints they might have with the level of service they received. Consequently, Customer complaints are captured and resolved by all of the Agency's Branches, utilizing a fully documented process.

Strategic Objective C2:

Establish a Training Impact Evaluation (TIE) Model Across the Public Sector

February 2023, Cabinet approved a Learning and Development Policy for the Public Service. An attendant objective of the Policy is, *"the establishment of standards that will govern the design, development, delivery and evaluation of learning and development"*, with the associated strategy indicating, *"MIND shall establish a Training Impact Evaluation Model across the public service"*.





A comprehensive Training Impact Evaluation Model (TIE) will serve to assess the impact of training programmes accessed by Ministries, Departments and Agencies (MDAs) of Government, before, during and after delivery. It is envisioned that this TIE Model will include the use of evaluation metrics and key performance indicators (KPIs) to gather data needed for measuring the effectiveness and resultant impact of training interventions executed in relation to the established expectations or Return on Expectations (ROE).

In an effort to develop and establish a TIE Model compatible with the context of the Jamaican public service, MIND has been researching and evaluating various models and concepts used in public and private sector environments, analysing their potential for adaptation to the Jamaican context. The Agency at the close of the 2022/2023 fiscal year conceptualised a TIE Model for the Jamaican public service, underpinned by the Sector's values and encapsulating a seven (7) step evaluation approach. It is envisaged that the Design Phase of the TIE Model, will commence in the new fiscal year and will seek to formally engage a cross-section of public officers. Subsequently, the Model's Validation Phase will commence. This phase is intended to be a series of processes through which we determine whether the TIE Model design features addresses the needs, usability and accuracy as intended for our public service.

PROGRAMME AND OPERATIONS EXCELLENCE

Strategic Objective II: Strengthen the Agency's Curriculum Management System

Unprecedented changes in the public sector operating environment, coupled with MIND's role as articulated in the Public Sector Learning and Development Policy, in addition to the Agency's ISO 9001:2015 Quality Management System certification, were among the factors which influenced the need for the Agency to undertake the timely review and updating of its curriculum management architecture. This is towards supporting the provision of public service training, organizational and leadership development programmes. This area essentially determines the Agency's continued relevance, viability and sustainability and justifies the GoJ's investment in the Agency to support the building of capability for public service excellence.

Fiscal year 2022/2023, marked the commencement of a project to fully establish the Agency's Curriculum Management Framework, with special emphasis on the associated policies, procedures, processes and guidelines for programme/course design/redesign, delivery and assessment for online, blended and face-to-face modalities. The Framework will communicate the systematic and ongoing process of curriculum development, implementation, review and evaluation of MIND's learning products. It will form the foundation and quality guide for all activities associated with designing new curricula, continuously improving and ensuring relevance of existing curricula, delivering learning experiences and administering assessments. Promulgation of the Framework is scheduled to commence in the 2023/2024 financial year.



Strategic Objective I2:

Strengthen MIND's Research Culture to support Public Service Capability Development, Innovation and Transformation

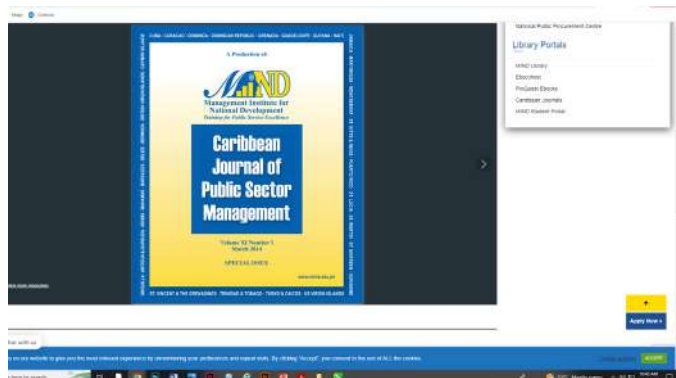
The Agency has always recognized its role as a contributor to the pool of knowledge referenced by the public sector and the wider citizenry to create a culture that values knowledge and good practices. MIND has a history of research, with notable publications such as the Caribbean Journal of Public Sector Management, framed within an academic context, and more recently, the Caribbean Public Sector Leadership Review, positioned as a practitioner's guide to leadership.

Research is required to provide substantive content to the learning products and services, and consequently, it has been at the forefront of many private and public sector learning institutes, as it informs their learning activities, assessments and tools. Research provides information on major trends, new ideas and good practices and serves as a useful service for policy formulators and analysts. Importantly, applied research offers practical advice and insights that users can actually implement in their work. A learning institute's research operations also impacts its profile.

It is against this backdrop that the Agency sought to enhance and sustain its research portfolio in keeping with its role in building capability for public service excellence. Consequently, the Agency developed its Research Policy during the year under review. This was with the goal of establishing a framework that governs research at MIND, to result in the achievement of the following objectives:

- Impactful learning and development curricula;
- Applied research and analysis;
- Research repository of data and findings of relevance across Ministries, Departments and Agencies (MDAs) of Government;
- Research publications and tools;
- Research findings articulated in ways that resonates with public officers; and
- Provision of Research Services.

To be evidenced over the remainder of the Strategic Cycle, is MIND's commitment to developing a culture of research with two major sources of value. Internally, research devoted to providing learning programs with the latest research findings, which keeps the curriculum rigorous, contemporary and relevant. For the rest of Government, MIND's research supports a culture of evidence-based decision making, necessary for good governance and an elevated public sector professional profile.



Strategic Objective I3:

Lead Implementation of the Public Sector Learning Framework (PSLF)

Jamaica's Medium Term Socio-Economic Policy Framework (MTEF) 2021/2024, identifies as a Priority Action for MIND to, *"Establish/Operationalize GoJ Learning and Development Policy Framework."* This is set against the context of the overarching goal of the Learning and Development Policy, which is to support the transformation of the culture and operational environment of public sector learning and development. Specifically, the Policy will:

- ✓ establish a whole of government governance arrangement for public sector learning and development, which distinguishes the roles, execution and management of human resource development within the public sector;
- ✓ engender a culture of learning throughout the public sector;
- ✓ establish a sustainable financing model for public sector learning and development; and
- ✓ embed a common leadership philosophy, sense of purpose, set of core values and behaviors underpinning public service delivery.

As lead implementer for the Public Sector Learning Framework (PSLF), which resulted in the development and Cabinet's approval of the Public Sector Learning and Development Policy, MIND over the 2022/2023 financial

year achieved the following in keeping with the implementation plan for the PSLF:

- Identification of Service Excellence as an additional priority profession and included in the GoJ Competency Framework and Professional Pathway.
- Completion of concept document and design work for a fully online and interactive GoJ Public Sector Orientation and Re-Orientation Programme.
- Learning Pathway established for the Records and Information Management profession.
- Leadership Development Strategy reviewed and updated and organisational structure, functional profiles, Implementation and Engagement Plan developed to facilitate the Strategy's implementation.

Goal Four (4) as described in the GoJ's Learning and Development Policy, speaks to embedding *"a common leadership philosophy, sense of purpose, set of core values and behaviours underpinning public service delivery"*. The aligned objective to support public officers is *"to pursue and effect a new public sector leadership culture, which will enable all public officers to access leadership development, to recognise self as a leader and effect positive change regardless of title"*.

and/or role in the sector”. Consequently, as the Agency awaits the adoption of the Leadership Development Strategy for the public service, we continue to expand our suite of leadership development interventions, ensuring it aligns to the goal and objective of the Learning and Development Policy for public sector leadership. MIND’s leadership development interventions thus provide for:

- Access to experienced leadership development consultants and facilitators;
- Interactive and practical sessions to reinforce learning; and
- World Class Quality Leadership Products.



MIND’s Leadership Webinars, a platform for sharing, discussing and supporting public sector leaders with the leadership challenges faced in the ever dynamic and changing environment. This supporting service is delivered at no charge to public officers or their organizations.



TRANSFORMATIVE LEARNING AND PROFESSIONALIZATION

Strategic Objective L1:

Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements

The Agency made the strategic decision in 2018, to adopt a formal quality management system that is based on the requirements of ISO 9001:2015. MIND's Quality Management System (QMS) is therefore a comprehensive, agency-wide management approach that is designed to ensure that the provision of public service training, organizational and leadership development, consistently meet the requirements of customers/stakeholders as well as the applicable Government of Jamaica (GoJ) regulations.

Over the 2022/2023 financial year, the Agency sought to ensure that the strategic planning, monitoring, evaluation and internal audit functions were sufficiently resourced to shape, lead and authorise the way forward in the agreed direction for the MIND. This was to facilitate greater accountability and more strategic decision-making, reporting, monitoring and evaluation. Additionally, these functions are critical to ensuring ongoing consideration of the significant impact of planning and implementing actions, to address risk and opportunities as a basis for increasing the effectiveness of MIND's Quality Management System. This is to secure the achievement of improved results and the prevention of any

negative impact on the Agency's provision of public sector training, organizational and leadership development interventions. Resultantly, the Agency retained continued ISO 9001:2015 certification from the National Certification Body of Jamaica, for the year under review.

As was envisaged, the ISO certification process has served to strengthen MIND's existing Quality Management System (QMS) and enabled greater levels of operational efficiencies throughout the Agency, while promoting continuous learning and improvement for service excellence. As part of the strategic planning process, the Agency determined, monitored and reviewed Key Stakeholders' requirements/interests. This approach was pursued due to this stakeholder group's current or potential impact on MIND's ability to consistently provide training, organizational and leadership development interventions that meet their needs as well as satisfies applicable statutory and regulatory requirements. Consequently, against this backdrop, the Agency revisited and developed its Strategic Business Plan 2022/2026 and 2022/2023 Operational Plan.

Strategic Objective L2:

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

Staff Training and Development

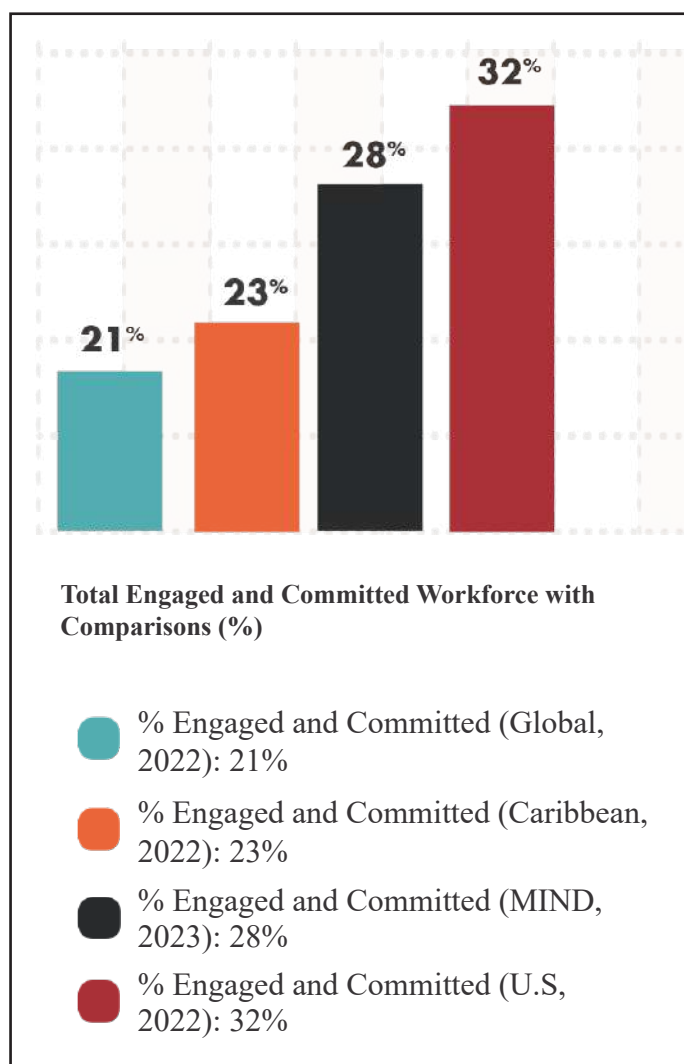
MIND is committed to building its human resource capability and capacity to improve on the Agency's overall performance outcomes and successfully deliver on its mandate. Consequently, for fiscal year 2022/2023, the Agency designed, developed and implemented its Staff Training and Development Plan, resulting in:

- One Hundred percent (100%) of staff benefiting from formal training and/or developmental interventions;
- Eighty six (86%) of the MIND Team accessing thirty (30) hours or more of training and development interventions; and
- MIND Staff engaging in 4,002 training hours across Agency programmes and courses, developmental opportunities through partnerships and collaboration and attendance at conferences and workshops.

Staff Engagement

For the period under review, the average total employee engagement score for the Agency was 40%. This percentage also showed an improved score from 37% in 2020 when the Gallup Survey was last commissioned. When compared with the Caribbean and the globe, MIND is indeed performing at impressive

levels, considering the effects of the COVID-19 Pandemic and other economic and social stressors. The data also indicated that the actively disengaged staff have declined, falling from 36% to 20%, while a considerable increase was witnessed for those who were engaged and committed, moving upward from 17% to 28%.



RESOURCE MOBILIZATION & MANAGEMENT

Strategic Objective: F1-

Ensure Adequate and Consistent Funding for Operational and Capital Development Needs

Marketing Activities

For the new strategic cycle of 2022-2026, the Agency is implementing relationship marketing as its main marketing approach. The objective is to adopt a more personalized approach towards enhancing the MIND Brand and driving business growth by enhancing stakeholder satisfaction with MIND's offerings.

The following are some highlights of activities carried out throughout the year under review, impacting the Agency's financial performance for fiscal year 2022/2023, which marks the initial reporting period, therefore demonstrating the effectiveness of this strategy thus far.:



- **With Mom in MIND**

This initiative was launched in recognition of Mother's Day. Public Officers had the opportunity to highlight their mothers, while availing themselves of an opportunity to secure complimentary enrolment in MIND's Supervisory Management Course.



- **With Dad in MIND**

The successful public sector entrant gained a complimentary enrolment in MIND's Fundamentals of Project Management Course, in recognition of their Dad on Father's Day.

• MIND Reach

For the 2022/2023 MIND Reach initiative, public officers were invited to recommend a charity or foundation for MIND's support for the holiday season. Submissions were required to include the contributor's favourite Christmas memory, favourite tradition or food and a greeting to anyone across the public sector. Glen Hope Nursery, Sabali Angels Foundation and the Jamaica National Children's Home, were the three (3) foundations/charities selected to receive complimentary professional development courses for their directors or designated team members.



The National Commercial Bank (NCB) Foundation recognized the alignment between the MIND Reach initiative and their Christmas giveaway bonanza and collaborated with the Agency.



Glenhope
Director: Mr. Michael Clarke

Donation Handover
NCB Foundation Director: Mr. Vernon James

- **MIND on the Move**

MIND on the Move was reignited following the COVID 19 Pandemic, with the Agency being present at a number of public sector events. At these events, the MIND Team addressed the Agency's role in building capability for public service excellence and facilitated enrolment for MIND courses/programmes.



**National Works Agency Inaugural
Career Exposition June 23, 2022**

*'Seizing my Opportunities ...
Growing and Improving my Talents'.*



**Ministry of Agriculture and Fisheries
February 20, 2023**



**Auditor General's Department
March 30, 2023**

Participant Enrolment

Throughout 2022/2023, the Agency continued to deliver its programmes/courses primarily via the Zoom Education Plus video conferencing platform, with some customised interventions held face to face. Targeted enrolment of four thousand one hundred and twenty seven (4,127) was exceeded by 36%, with the Agency achieving a total enrolment of five thousand six hundred and forty (5,640) participants. This accomplishment is particularly noteworthy as it represents the Agency's highest enrolment within the last five (5) years.

The summary performance for Participant Enrolment across the Agency's learning products is indicated in Figure 3 and Table 2.

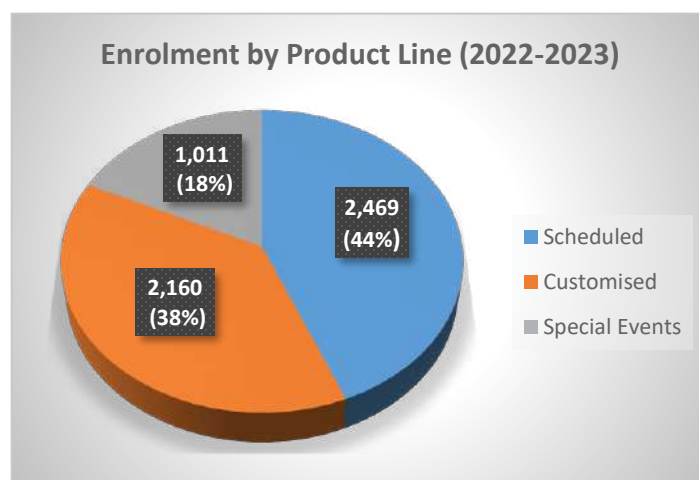


Figure 3: Participant Enrolment by Product Line (FY 2022/2023)

Table 2: MIND's Participant Enrolment and Learning Interventions (FY 2022/2023)

Learning and Organizational Development Interventions	Number of Learning Interventions		% Achieved	Participant Enrolment		
	Target	Actual		Target	Actual	% Achieved
Scheduled	160	67		4,127	2,469	
Customized		112			2,160	
Sub-total	160	179	112%	4,127	4,629	112%
Special Events	-	5		-	1,011	
Total	160	184	115%	4,127	5,640	136%

Learning Products and Services

The Agency targeted one hundred and sixty (160) learning and development interventions for delivery over the 2022/2023 financial year. Actual interventions delivered totalled one hundred and eighty four (184). These comprised one hundred and seventy nine (179) programmes/courses and five (5) special events. This represents an increase of 15% over target and 17% over the previous financial year.

The positive results recorded can be attributed to factors not limited to the marketing strategies employed, reduction in the number of programmes/courses rescheduled and repeat business from satisfied customers.

A comparative analysis for Learning Interventions including prior years' performance is indicated in Table 3.

Table 3: Learning Interventions Delivered – Fiscal Years 2020/2021 – 2022/2023

Learning and Development Products	No. of Learning and Development Interventions Delivered			Number of Participants Enroled		
	2022/2023	2021/2022	2020/2021	2022/2023	2021/2022	2020/2021
Scheduled	67	54	45	2,469	1,813	1,313
Customised	112	100	72	2,160	2,224	1,601
Sub-total	179	154	117	4,629	4,037	2,914
Special Events	5	3	8	1,011	331	783
Total	184	157	125	5,640	4,368	3,697

Revenue

The Agency generated revenue of \$247M or 111% of budgeted revenue for the period April 2022 to March 2023. This was \$24M or 11% above the budget of \$223M. This figure also represents 46% or \$78M above the revenue for the corresponding period April 2021 to March 2022, as illustrated in Figure 4.

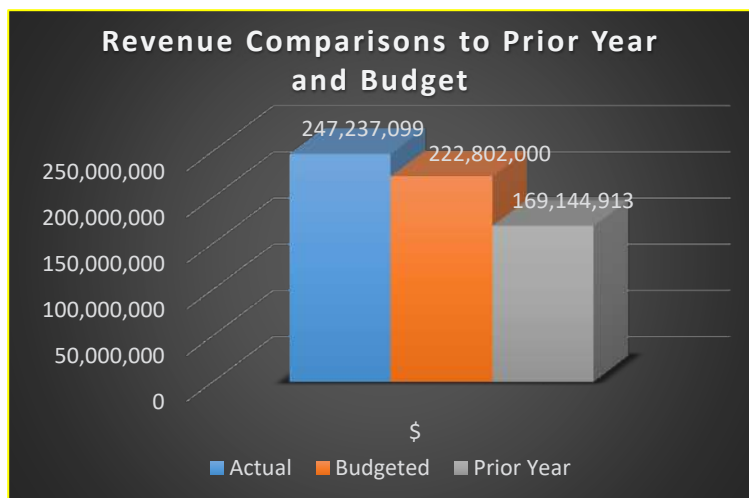


Figure 4: MIND's Revenue for FY 2022/2023 vs Budget and Prior Year

For the period April 2022 to March 2023, Customised and Consultancy Programmes exceeded budget by \$22.8M or 55%. The noticeable financial performance as compared to prior year (2021/2022) is due to numerous factors. In comparison there was a general increase in the number of interventions over the previous fiscal year for both the Scheduled and Customized learning interventions.

Scheduled programmes and courses increased by approximately twenty percent (20%), while Customized increased by thirty eight percent (38%). Enrolment numbers for both Scheduled and Customized grew by approximately thirty eight percent (38%) over the previous period. Additionally over 90% of scheduled Leadership Development Interventions were delivered, a first for the Agency and the most remarkable performance to date.

Table 4: MIND's Revenue Across Product Lines – FY 2022/2023

Revenue	Actual (\$)	Budgeted (\$)	Prior Year (\$)
Scheduled	166,257,802	180,922,969	109,722,965
Customised & Consultancy	64,724,235	41,879,031	58,535,929
Miscellaneous Revenue	16,252,062	0	886,019
Total	247,234,099	222,802,000	169,144,913

Expenditure

Total operating expenditure for the period April 2022 to March 2023 was \$411M. This was \$86.5M or 17% below the budget of \$498M, and \$115M or 39% above the level of expenditure for the corresponding period for fiscal year 2021/ 2022.

The main areas of expenditure were Staff Costs, Goods, Services, and Premises Related Expenses. Staff costs represented the Agency's highest expense, amounting to \$279M, which includes the amount paid to staff members under the GoJ's new compensation package.

Table 5: MIND's Expenses compared to Budget for FY 2022/2023

Expenditure	Actual (\$)	Budgeted (\$)	Prior Year (\$)
Staff Costs	278,872,570	347,941,000	209,805,481
Goods & Services	86,013,269	116,899,000	56,844,551
Premises Related Expenses	19,482,392	32,885,000	18,676,186
Bad Debt	15,732,784	0	0
Depreciation	11,122,236	0	10,715,782
Total	411,223,251	497,725,000	296,042,000

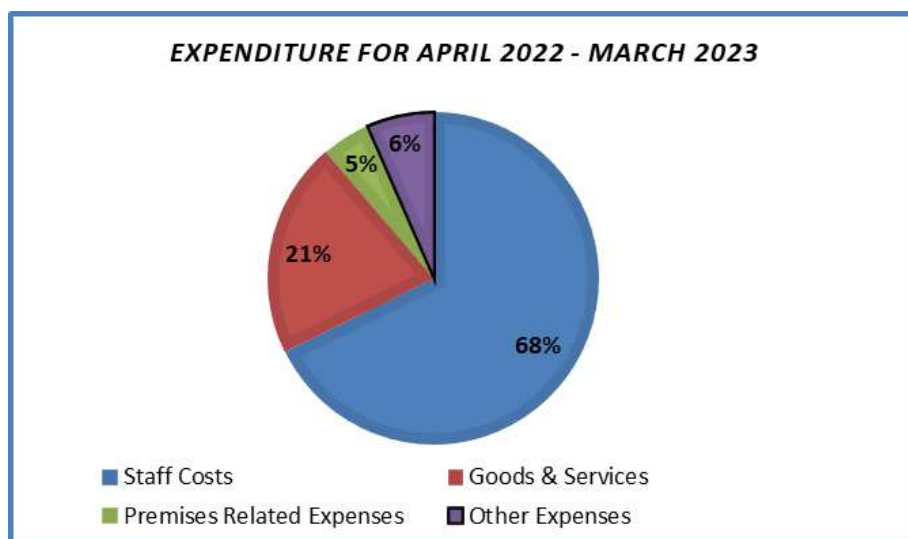


Figure 5: Distribution of Actual Costs in Main Categories of Expenditure

Accounts Receivables

Accounts Receivables, as at March 31, 2023 was \$96M, including a Provision for Bad Debts of \$145M. Despite the increase in accounts receivables over the past year, it should be noted that collections for the period has improved. The total payment applied against accounts receivables for this financial year was \$255M, of which 60% was related to revenue earned in the current year and the remaining 40% was for prior years. Additionally, unearned revenue of \$47.3M was included in accounts receivables at the end of the year.

Table 6: Accounts Receivables and Bad Debt Provision as at March 31, 2023

Category	Receivables as at March 31, 2023 \$
Corporate Clients	80,582,737
Self-Sponsored	160,231,460
Bad Debt Provision	(144,879,395)
TOTAL	95,934,802



REFLECTIONS and the WAY FORWARD

The Agency's performance over fiscal year 2022/2023 was characterized by resilience and growth, amidst the challenges that stymied the Agency's ability to fully achieve all its performance targets. 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 the noticeable growth in the Agency's learning products delivered, participant registration, revenue earned and the largely positive feedback from public officers, client organisations and partners who utilised our products and services. Many attest to the technical, management and leadership capabilities they developed at MIND, which are crucial to public sector transformation. 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.

As MIND continues to make fair progress with the implementation of its Strategic Business Plan, it remained cognizant that its organisational construct, is intended largely to enhance

and transform the Agency's staff capacity and capability, while instilling a continuous learning, research and innovation culture, that will significantly impact the quality of staff attracted, developed and retained. This in turn will have the MIND Team impacting the number and quality of services, level of professionalism that attends the products and services provided, and ultimately the image of the public service, as the customer's experience of MIND is entirely dependent on the management and delivery of its services. Additionally, it is the quality of an engaged MIND Team that determines the Agency's continued relevance, viability, sustainability and justifies the investment by Government in the MIND to support the requisite public service outcomes. MIND's organisational structure must therefore be positioned strategically, to tangibly communicate and demonstrate MIND's national development positioning for building capability for public service excellence.

While the Agency continues to make significant changes to its structure to respond more comprehensively to having a greater focus on and stronger linkages between the development and delivery of learning products and services



that anticipate, respond and lead public sector human resource development, it has been greatly challenged to fill its vacancies, which require unique and specialised skills sets, professional attitudes and approaches that dictate a team blend of professionals. This is mainly due to the Agency's prescribed and uncompetitive salary structure. Consequently, the Agency's operation is under-resourced to respond to a growing portfolio of responsibilities, resulting in the less than desirable achievement for four (4) of its performance targets over 2022/2023.

The Agency's Strategic Plan can only be realized through the support of an organizational construct that is strategically positioned to ensure internal coherence, horizontality, creative insights, good business practices and responsiveness to public service complexities. MIND therefore anticipates a positive response to its request of the Ministry of Finance and the Public Service, for a Job Evaluation Exercise, in keeping with the next phase of the Government of Jamaica's implementation of the New Compensation System. This is to address MIND's ongoing inability to recruit and retain the required human resource capability and capacity, due largely to the evident unique skill sets for the job roles within MIND, versus the compensation for those roles and the seeming disparity when compared to similar roles in the public sector and allied industry.

Looking ahead, MIND will continue to innovate, adapt and grow. Drawing from insights gained over the year (2022/2023), we will embrace new technologies, learning and development methodologies and research that keeps the Agency's curriculum rigorous, contemporary and relevant, for supporting a culture of evidence-based decision making, necessary for good governance and an elevated public sector professional profile. More specifically, moving forward we will continue to advance the following GoJ priority programmes.

Establish/Operationalize GoJ Learning and Development Policy Framework

The Government in its Cabinet Decision No. 49/09, established its position in rationalising the public service as a pathway to improved professionalism, effectiveness, efficiency and accountability and responsiveness to citizens' needs. Along with the establishment of the Public Sector Transformation and Modernisation Division, a strategic review of the GoJ Modernisation Plan led to the establishment of a new Strategic Human Resource Management (SHRM) function with a mandate to provide strategic direction through policies and frameworks that support the development and management of the public service through the recruitment and retention of competent and motivated public officers at all levels, capable of delivering efficient, effective and responsive services to the public. MIND was established with the mandate



“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”. Consequently, MIND is charged with developing the human resource capacity of the public service to respond effectively to the priorities of Government and national development. It is against this background that a Public Sector Learning Framework was established by MIND with the support of key public sector stakeholders, and with the endorsement of the Cabinet Secretary.

MIND along with the Cabinet Office, were designated in the 2021-2024 Medium Term Socio-Economic Policy Framework for Jamaica, to “establish/operationalise the GoJ’s Learning and Development Policy Framework”. This requires MIND to continue to lead the effective and timely implementation of the PSLF, and ensure its full integration into MIND’s operations, the Government of Jamaica’s strategic human resource management framework and the Public Sector Modernisation and Transformation Programmes. This therefore will remain the Agency’s priority focus for the ensuing fiscal years as the Agency seeks to:

- Publish and integrate the GoJ Public Sector Competency Framework (CF) into Government’s Strategic Human Resource Management processes;

- Publish and integrate the GoJ Public Sector Professional Pathway (PP) into Government’s Strategic Human Resource Management processes;
- Conduct Awareness Building Sessions and Validation around the CF and PP;
- Design and develop, a fully online and interactive GoJ Public Sector Orientation and Re-Orientation programme;
- Finalise and publish entity specific orientation guidelines;
- Implement GoJ Public Sector Leadership Development Strategy;
- Establish an Integrated ICT Learning and Development Infrastructure;
- Establish Learning Pathways; and
- Develop and Implement an Integrated Change Management and Communication Strategy and Plan.

Capacity Building for Implementing the Government of Jamaica’s Employee Performance Management (EPM) Policy and Minimum Standards

Cabinet approved in 2022, for implementation the Government of Jamaica’s (GoJ’s) Employee Performance Management (EPM) Policy and Minimum Standards. MIND’s role and responsibility as identified in the EPM Policy Implementation Plan, is to “*Provide access to capability development and organisational development services for MDAs and Public*



Bodies, enabling them to effectively design, implement and maintain employee performance management systems which deliver results". Consequently, MIND will be successfully executing its obligations for EPM implementation, premised on the establishment of an EPM Project Management Unit, with the supporting resources. The EPM Project Management Unit will have MIND working with Ministries and their portfolio Departments, Agencies and Public Bodies, to respond exclusively to their organizations' needs. This is to allow for flexibility in responding to the unique requirements of these entities, for their successful implementation of the EPM System within a limited timeframe.

Lead the Delivery of Training in Service Excellence across the Public Sector

In the 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"*. This commitment to service excellence was reinforced with the official launch of the Government's Service Excellence Policy on July 13, 2022, with the goal to

"create a culture of service excellence across the public sector, which drives the delivery of services that meet and exceed citizens' expectations."

It is against this backdrop and the recognition that leadership is at the heart of public sector transformation and a culture of service excellence, that MIND in its role as the Jamaica's public sector training and leadership development institute, will host its **Regional Public Sector Leadership Development Conference 2024**, under the theme, *Sustaining Public Sector Transformation through Leadership for Service Excellence*.

In keeping with the People Engagement and Performance Excellence Implementation Plans articulated in the Service Excellence Policy, MIND is also tasked with:

- Developing the Service Excellence Professional Pathway;
- Designing and maintaining the Learning Pathway for Service Excellence;
- Conducting Learning Needs Analysis (LNA) for Service Excellence Professionals across the public sector;
- Designing curricula and learning interventions for Service Excellence Professionals; and
- Standardising Service Excellence training across the public sector for all public officers.

AUDITED
**FINANCIAL
STATEMENTS**

as at March 31, 2023





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**

Opinion

I have audited the accompanying Financial Statements of the Management Institute for National Development (MIND), set out on pages 1 to 16, which comprise the Statement of Financial Position as at March 31, 2023, 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, the Financial Statements give a true and fair view of the financial position of the Management Institute for National Development as at March 31, 2023 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 Opinion

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 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, 2023. 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 are no key audit matters 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 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. 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 I 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




Date




MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT
Statement of Financial Position
As at March 31, 2023

		2023	2022
		\$	\$
Non-Current Assets	Notes		
Property, Plant and Equipment	4	55,434,046	65,020,243
		55,434,046	65,020,243
Current assets			
Trade and Other Receivables	5	96,465,498	38,999,040
Prepayments		1,287,009	1,481,391
Cash and Cash Equivalents	6	502,608,392	383,872,268
		600,360,899	424,352,699
Current liabilities			
Payable and Accruals	7	59,366,202	24,765,650
Employee Benefits	8	6,893,037	4,055,905
GOJ 50% Contribution	9	168,399,183	131,554,118
Unearned Revenue		47,329,271	48,627,868
		281,987,693	209,003,541
Net Current Assets		318,373,206	215,349,158
Net Assets		373,807,252	280,369,401
Equity			
GoJ Capital Investment	11	15,833,262	15,833,262
General Reserve		299,416,937	199,037,509
Donated Assets Reserve	12	4,411,557	6,997,928
Government Grant Reserves	13	54,145,496	58,500,702
Total Equity and Reserve		373,807,252	280,369,401

Approved for issue on behalf of the Management Institute for National Development on
July 12, 2023 and signed on its behalf by:


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


.....
Diana Morris, FCA, FCCA
Director Finance, HRM &
Administration

The accompanying notes form an integral part of the financial statements

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT
Statement of Financial Performance
Year ended March 31, 2023

	Notes	2023 \$	2022 \$
INCOME			
Training Course Fees - Scheduled		166,257,802	109,722,965
Miscellaneous Revenue		16,252,062	886,019
Divisional Revenue - Customised and Consultancy		64,724,235	58,535,929
Total Income		247,234,099	169,144,913
EXPENDITURE			
Staff Costs	14	278,872,570	209,805,481
Goods and Services	15	86,013,269	56,844,551
Premises Related Services	16	19,482,392	18,676,186
Bad Debt		15,732,784	-
Depreciation		11,122,236	10,715,782
Total Operating Expenses		411,223,251	296,042,000
Operating Deficit		(163,989,152)	(126,897,087)
Foreign Exchange Gain		(2,217,825)	6,321,282
Decrease in Provision for Bad Debt		33,929,762	9,942,406
Interest Income		54,994	54,822
Gain/(Loss) on Disposal of Fixed Assets		127,500	1,576,576
Donated Asset Amortization		2,586,371	2,655,040
Government Grant Amortization		4,355,206	2,973,825
Bad Debt Recovered		-	4,862
Net Deficit before GOJ Financing		(125,153,144)	(103,368,274)
GOJ financing from Consolidated Fund		325,912,000	230,437,000
Net Surplus after GOJ Financing		200,758,856	127,068,726
50% Net Surplus to Consolidated Fund	9	(100,379,428)	(63,534,363)
Net Surplus		100,379,428	63,534,363

The accompanying notes form an integral part of the financial statements



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Statement of Changes in Equity

Year ended March 31, 2023

	GOJ Capital Investment	Donated Assets	Gov't Grant Reserve	General Reserve	Total
	\$	\$	\$	\$	\$
April 1, 2021	15,833,262	9,652,968	61,474,527	135,503,146	222,463,903
Release from Reserves	-	(2,655,040)	(2,973,825)	-	(5,628,865)
Additions	-	-	-	-	-
Surplus for the Year	-	-	-	63,534,363	63,534,363
March 31, 2022	15,833,262	6,997,928	58,500,702	199,037,509	280,369,401
Release from Reserves	-	(2,586,371)	(4,355,206)	-	(6,941,577)
Surplus for the Year	-	-	-	100,379,428	100,379,428
March 31, 2023	15,833,262	4,411,557	54,145,496	299,416,937	373,807,252

The accompanying notes form an integral part of the financial statements

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Statement of Cash Flows

Year ended March 31, 2023

	2023	2022
	₹	₹
Cash flows from operating activities:		
Deficit for the year before GOJ Financing	(125,153,144)	(103,368,274)
GOJ Financing from Consolidated Fund	325,912,000	230,437,000
Net Surplus for the year after GOJ Financing	200,758,856	127,068,726
50% Net surplus to Consolidated Fund	(100,379,428)	(63,534,363)
Net Surplus	100,379,428	63,534,363
Adjustments:		
Depreciation	11,122,236	10,715,782
(Gain)/Loss on Disposal of Fixed Assets	(127,500)	(1,576,576)
(Increase)/Decrease in Receivables	(57,272,076)	(6,217,044)
Increase in Current Liabilities	72,984,153	18,968,122
Transfer from Donated Assets Reserve	(2,586,371)	(2,655,040)
Transfer from Government Grant Reserve	(4,355,206)	(2,973,825)
Net Cash provided by Operating Activities	120,144,664	79,795,782
Cash Flows from Investing Activities:		
Capital Expenditure	(1,536,040)	(23,874,693)
Proceeds from sale of Fixed Assets	127,500	1,576,576
Net Cash used in Investing Activities	(1,408,540)	(22,298,117)
Cash flows from financing activities:	-	-
Government Grant Reserve	-	-
Net cash provided by Financing Activities	-	-
Increase in Cash and Cash Equivalents	118,736,124	57,497,665
Cash and Cash Equivalents at start of year	383,872,268	326,374,603
Cash and Cash Equivalents at end of year	502,608,392	383,872,268

The accompanying notes form an integral part of the financial statements



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

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, 2023. 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, 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.

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**Notes to the Financial Statements****Year ended March 31, 2023**

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

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, 2023.



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

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 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.

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

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**Notes to the Financial Statements****Year ended March 31, 2023**

3. Significant Accounting Policies (cont'd)**v. Property Plant and Equipment (cont'd)**

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.

vi. Amortization of Donated Assets Reserve

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

vii. 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, 2023 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.



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

4. Property, Plant and Equipment

	Leasehold Improvement s	Motor Vehicles	Computer s	Office Equipmen t	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2022	33,758,487	492,029	62,054,219	55,870,983	5,986,779	158,162,497
Additions	73,852			1,462,188		1,536,040
Disposal		(492,029)	(71,165)			(563,194)
March 31, 2023	33,832,339	-	61,983,054	57,333,171	5,986,779	159,135,343
Depreciation						
April 1, 2022	13,221,028	486,812	46,798,665	26,803,660	5,832,089	93,142,254
Current charges	1,689,764	5217	5,106,336	4,235,839	85,080	11,122,236
Disposal	-	(492,029)	(71,164)	-	-	(563,193)
March 31, 2023	14,910,792	-	51,833,837	31,039,499	5,917,169	103,701,297
NBV – March 31, 2023	18,921,547	-	10,149,217	26,293,672	69,610	55,434,046
NBV – March 31, 2022	20,537,459	5,217	15,255,554	29,067,323	154,690	65,020,243

5. Trade and Other Receivables

	2023	2022
	\$	\$
Accounts Receivables - Corporate	80,582,737	53,787,444
Accounts Receivables – Self Sponsored	160,231,460	163,551,578
	<u>240,814,197</u>	<u>217,339,022</u>
Provision for Doubtful Debts	(144,879,395)	(178,809,156)
	<u>95,934,802</u>	<u>38,529,866</u>
Other Receivables	530,696	469,174
	<u>96,465,498</u>	<u>38,999,040</u>

6. Cash and Cash Equivalents

	2023	2022
	\$	\$
General Expenditure	5,956,494	8,498,210
Appropriation-In-Aid	287,897,539	234,834,787
Payroll	104,283,728	21,762,474
Foreign Exchange	104,467,631	118,773,797
Petty Cash	3,000	3,000
	<u>502,608,392</u>	<u>383,872,268</u>

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**Notes to the Financial Statements****Year ended March 31, 2023****7. Payables and Accruals**

	2023	2022
	\$	\$
Trade Payables	13,952,349	10,262,570
Payroll Payables	32,588,344	2,840,961
Advance from Participants	8,683,131	8,464,780
Other Payables	4,142,378	3,197,339
	59,366,202	24,765,650

8. Employee Benefits

	2023	2022
	\$	\$
Gratuity	983,293	320,053
Vacation Leave Accrual	5,909,744	3,735,852
	6,893,037	4,055,905

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.

	2023	2022
	\$	\$
Opening Balance	131,554,118	81,004,347
Amounts recognized during the year	100,379,428	63,534,363
Payments during the year	(63,534,363)	(12,984,592)
Balance at year end	168,399,183	131,554,118

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, 2023, MIND had no significant exposure to this risk.



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

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.

	2023	2022
	\$	\$
Foreign Exchange Bank Account	104,467,631	118,773,797
	<u>104,467,631</u>	<u>118,773,797</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:

	2023	2022
	\$	\$
Cash Resources (excluding cash in hand)	502,605,392	383,869,268
	<u>502,608,392</u>	<u>383,869,268</u>

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

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.

2023

Financial Liabilities	Carrying amount \$	Contract amount \$	Due within 3 months \$	Due within 1 year \$
Payables and Accruals	66,259,239	66,259,239	59,366,202	6,893,037
March 31, 2023	<u>66,259,239</u>	<u>66,259,239</u>	<u>59,366,202</u>	<u>6,893,037</u>

2022

Financial Liabilities	Carrying amount \$	Contract amount \$	Due within 3 months \$	Due within 1 year \$
Payables and Accruals	28,821,555	28,821,555	24,765,650	4,055,905
March 31, 2022	<u>28,821,555</u>	<u>28,821,555</u>	<u>24,765,650</u>	<u>4,055,905</u>

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.

	2023 \$	2022 \$
Cash and Cash Equivalents	502,608,392	383,872,268
Accounts Receivable and Advances	96,465,498	38,999,040
	<u>599,073,890</u>	<u>422,871,308</u>



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

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 received from the Government of Jamaica to purchase assets.

14. Staff Costs

	2023	2022
	\$	\$
Gross Salary & Other Allowances	271,979,533	205,749,576
Employee benefits (Note 8)	6,893,037	4,055,905
	<u>278,872,570</u>	<u>209,805,481</u>

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**Notes to the Financial Statements****Year ended March 31, 2023****14. Staff Costs (cont'd)****Staff Emoluments**

- a. Employees in receipt of emoluments of \$2 million and over per annum for the period ended March 31, 2023 are:

No. of Employees	Range (M) \$'000
1	2-2.25
3	2.25-2.5
3	2.5-2.75
2	2.75-3
2	3-3.25
7	3.25-3.5
1	3.5-3.75
8	3.75-4
2	4-4.25
5	4.25-4.5
2	4.5-4.75
2	4.75-5
3	5-5.25
1	5.25-5.5
1	5.5-5.75
-	5.75-6
-	6-6.25
-	6.25-6.5
-	6.5-6.75
-	6.75-7
-	7-7.25
1	7.25-7.5
-	7.5-7.75
-	7.75-8
2	8-8.25
-	11-11.25
1	13.75 - 14.0

47



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

14. Staff Costs (cont'd)

b. Key Management Compensation

Position of Senior Executive	Salary (\$)	Gratuity or Performance Incentive (\$)	Temporary Allowance (\$)	One Off Payment (\$)	Total (\$)
Chief Executive Officer	10,124,733	2,641,989	965,113	141,003	13,872,838
Director of Finance, HR and Administration	7,380,141		663,368	169,715	8,213,224
Director PSCD	7,344,687		663,368	169,715	8,177,770
Director Business Development and Communication	6,826,615		572,400	169,715	7,568,730
Senior Manager HRM (April – September 2022)	2,831,393		300,617	104,115	3,236,125
Senior Manager HRM effective January 16, 2023	1,138,646		106,674	-	1,245,320
Senior Manager Leadership Development	6,538,408		656,811	89,492	7,284,711
Senior Manager PSCD-effective (April 1-Sept 19)	4,650,590		415,362	-	5,065,952
Chief Internal Auditor	3,053,047		322,316	-	3,375,363
Monitoring & Evaluation Specialist	2,275,494		213,179	-	2,488,673
Total	52,163,754	2,641,989	4,879,208	843,755	60,528,706

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2023

15. Goods and Services

	2023	2022
	\$	\$
Drugs & Medical	99,076	89,485
Food and Drink	1,032,373	4,378,369
Bedding Clothing & Uniform	145,269	26,737
Magazines & Subscriptions	1,555,247	1,341,884
Stationery	3,709,396	2,883,394
Petrol	48,080	87,922
Cooking Fuel & Canteen Supplies	69,433	51,672
Local Consultancy & Training Expense	54,753,084	23,444,672
Advertising	1,162,395	684,685
Insurance	308,780	455,012
Postal and Courier	34,080	62,314
Repairs and Maintenance	3,219,087	2,838,854
Staff Training Expenses	2,907,485	4,355,723
Waste Disposal Services	3,292,832	3,254,336
Computer Supplies	227,300	630,828
Audit Fees	250,000	250,000
Fire Protection Supplies & Services	153,984	60,375
Board Member Fees & Remuneration	1,289,831	1,305,009
Bank Charges & Interest Expense	1,125,850	638,594
Security Services	8,389,916	8,034,268
Staff Welfare	2,239,771	1,970,418
	<u>86,013,269</u>	<u>56,844,551</u>

16. Premises Related Services

	2023	2022
	\$	\$
Public Utilities	18,006,404	15,354,732
Repairs and Maintenance (Facilities)	1,475,988	3,321,454
	<u>19,482,392</u>	<u>18,676,186</u>



Key Performance Indicators

Themes	Strategic Objectives	Performance Measures	Performance Targets	
			Annual Target	Actual Performance
Stakeholder Satisfaction & Approval	C1. Strengthen stakeholder Satisfaction and Perception	Percentage Level of Stakeholder Satisfaction and Perception	86%	94%
	C2. Establish a Training Impact Evaluation (TIE) Model across the Public Service.	Percentage completion of the Implementation Plan for a Finalized TIE Model	30%	20%
Programme & Operations Excellence	I1. Strengthen the Agency's Curriculum Management System	Percentage completion of the Agency's Curriculum Management Upgrade and Distance Learning Project.	25%	23%
	I2. Strengthen MIND's Research Culture to support public service capability development, innovation and transformation	Percentage of the Agency's Annual Research Plan Implemented.	100%	100%
	I3 Lead Implementation of the Public Sector Learning Framework	Percentage of the Agency's PSLF Implementation Plan executed.	25%	18%
Transformative Learning and Professionalization	L1. Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements.	Overall percentage reduction in major non conformances reported across external audits (Financial, ISO, Accreditation) for prior year.	50%	50%
		Percentage of Institutional Accreditation Plan Implemented	35%	35%
	L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF.	Percentage Level of Staff Engagement	55%	40%
		Percentage of Staff Accessing at Least 30 Hours of Training and Development each year.	70%	86%
Resource Mobilization and Management	F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	Percentage Growth in Revenue Earned over prior year.	1% \$171M	46% \$247M
		Percentage Growth in Enrollment for Learning Products and Services over prior year.	2% 4,127	39% 5,640
		Percentage Growth in Learning Products and Services delivered over prior year	2% 160	17% 184

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**Statement of Actual versus Budget****Year ended March 31, 2023****Schedule of Actual versus Budget**

	Actual	Budgeted	Variance	
	\$	\$	\$	
<u>Income</u>				
Training Course Fees	166,257,802	180,922,969	(14,665,167)	(U)
Miscellaneous Revenue	16,252,062	-	16,252,062	(F)
Divisional Revenue	64,724,235	41,879,031	22,845,204	(F)
Interest Income	54,994	-	54,994	(F)
Gain on Sale of Fixed Assets	127,500	-	127,500	(F)
Decrease in provision for bad debt	33,929,762	-	33,929,762	(F)
Donated Asset Amortized	2,586,371	-	2,586,371	(F)
Government Grant Amortized	4,355,206	-	4,355,206	(F)
GOJ financing from Consolidated Fund	325,912,000	274,923,000	50,989,000	(F)
TOTAL INCOME	614,199,932	497,725,000	116,474,932	(F)
<u>Expenses</u>				
Staff Cost	278,872,570	347,941,000	69,068,430	(F)
Goods and Services	86,013,269	116,899,000	30,885,731	(F)
Premises Related Services	19,482,392	32,885,000	13,402,608	(F)
Loss on Foreign Exchange	2,217,825	-	(2,217,825)	(U)
Depreciation	11,122,236	-	(11,122,236)	(U)
Bad Debt	15,732,784	-	(15,732,784)	(U)
TOTAL EXPENSES	413,441,076	497,725,000	84,283,924	(F)



MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Statement of Internal Control

Year ended March 31, 2023

The Management Institute for National Development's Accounting Officer and Executive 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. The internal controls are designed to mitigate risks and provide reasonable assurance that the Agency is operating in accordance with the International Public Sector Accounting Standards (IPSAS). The internal controls framework is further augmented by a Risk Management Policy, which includes identifying, evaluating and controlling risks.

The Agency has maintained its Quality Management System (QMS) and its ISO 9001:2015 Certification. Consequently, ongoing focus is being placed on ensuring the adequacy, robustness and effectiveness of existing internal controls, with the ongoing review, updating and development of Agency policies and procedures, financial and information technology systems.

Additionally, the Agency continues to engage with its Internal Audit Function to review and test the adequacy and effectiveness of the internal control system. The Executive Management Team takes into consideration the recommendations of the Internal Audit, Audit Committee, External Auditors, Executive Agency Monitoring Unit and the Advisory Board, to address weaknesses identified and ensure continuous improvement of the systems in place for financial year 2022/2023.

The Agency's efforts at ensuring ongoing strengthening of its internal controls, serves to provide reasonable assurance that its 2022/2023 Financial Statements were prepared in accordance with IPSAS and free from material misstatements.

APPENDICES

ANNUAL REPORT 2022 – 2023

APPENDIX 1: KEY MANAGEMENT COMPENSATION

Position of Senior Executive	Name of Employee	Salary (\$)	Gratuity or Performance Incentive (\$)	Temporary Allowance (\$)	One Off Payment (\$)	Total (\$)
Chief Executive Officer	Dr. Ruby Brown	10,124,733	2,641,989	965,113	141,003	13,872,838
Director of Finance, HRM and Administration	Mrs. Diana Morris	7,380,141		663,368	169,715	8,213,224
Director PSKD	Mrs. Natasha Gordon-Miller	7,344,687		663,368	169,715	8,177,770
Director Business Development and Communication	Mrs. Prudence James-Townsend	6,826,615		572,400	169,715	7,568,730
Senior Manager HRM (April – September 2022)	Mrs. Germaine Kamicka	2,831,393		300,617	104,115	3,236,125
Senior Manager HRM (effective January 16, 2023)	Mrs. Shanile Taylor	1,138,646		106,674		1,245,320
Senior Manager Leadership Development	Mrs. Georgia Sinclair	6,538,408		656,811	89,492	7,284,711
Senior Manager PSKD (effective April 1 – Sept 19)	Dr. Georgetta Forrester-Grant	4,650,590		415,362		5,065,952
Chief Internal Auditor	Mr. David Powell	3,053,047		322,316		3,375,363
Monitoring & Evaluation Specialist	Mrs. Acinette Rose	2,275,494		213,179		2,488,673
Total		52,163,754	2,641,989	4,879,208	843,755	60,528,706

APPENDIX 2: ADVISORY BOARD - COMPENSATION

Name of Board Member		Payment (\$)
Professor Neville Ying		\$22,500.00
Professor Lloyd G. Waller		\$6,750.00
Mrs. Venice Pottinger Scott		\$13,500.00
Mr. O'Neil Grant		\$6,750.00
Miss Jodi-Ann Paulwell		\$13,500.00
Ms. Paula Turner		\$13,500.00
Mr. Michael McAnuff-Jones		\$13,500.00
Total		\$90,000.00

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”



**Management Institute for
National Development**

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

Building Capability for Public Service Excellence

ISO 9001: 2015 CERTIFIED

MIND Kingston

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

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

email: marketing@mind.edu.jm **website:** www.mind.edu.jm

