



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

# **ANNUAL REPORT**

*2016-2017*

Management Institute for  
National Development



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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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# *Our Values*

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

- 1. Customer-focused*
- 2. Results-Oriented*
- 3. Integrity*
- 4. Professionalism*
- 5. Teamwork*

## **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

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## BRIEF HISTORY

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Established by Cabinet Decision 32/93 on September 6, 1993, the Management Institute for National Development (MIND) became operational on February 1, 1994, 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*”. The birth of MIND saw to the amalgamation of four independently operated public service training entities:

- Administrative Staff College, Norbrook
- Finance and Accounts College of Training, Hope Road
- Secretarial and Training College, Duke Street
- Mandeville Outreach Training Centre

In 1999, the Government of Jamaica’s (GoJ’s) Public Sector Modernisation Project gave rise to a Cabinet decision to transform MIND into an Executive Agency (EA) of Government. The creation of executive agencies of which MIND was one of the first four, “represents one of the most radical and innovative initiatives introduced by government in its efforts to improve the level of service offered by the public sector”<sup>1</sup>

Upon attainment of Executive Agency status, and in keeping with the Executive Agency Act, MIND received delegated responsibility for human resource and financial management. The Ministry of Finance and the Public Service then designated MIND a Model B Agency, which among other things, allows it to receive income from two sources; the Consolidated Fund and revenues from fees charged for products and services.

MIND operating from two campuses (Kingston and Mandeville) has made significant strides in its growth and development through the years and has played a critical role in advancing the process of transformation and modernization of the public service in Jamaica and the wider Caribbean region. With a dedicated and committed team and enabling partners, the Agency has been providing quality training, consultancy services and outreach to support and sustain a public service culture of enterprise, efficiency and responsiveness.

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<sup>1</sup> Executive Agencies in Jamaica: The Story Thus Far, Caribbean Journal of Public Sector Management, Volume 3 Number 1, November 2001



## EXECUTIVE SUMMARY

Becoming even more evident in 2016/2017, is MIND's continued expansion of its role and reach, bringing its broad capabilities as the Government of Jamaica's premier provider of public sector professional development and training, towards strengthening the human resource capabilities of the public sector. In the process, the Agency continued to achieve benchmark status for excellence as a public sector training and development institution, growing in local, regional and international recognition and acclaim among key stakeholders – Government Ministries, Agencies, Parastatals, and other allied groups. These advances coupled with MIND's success in pursuing its strategic performance goals over 2016/2017, is in large measure, attributable to how it is that the Executive Agency model facilitates the demonstration of quality leadership; the collective support of stakeholders; commitment to the principle of partnership and collaboration; and the tangible application of sound values, motivation, foresight and innovation by a pool of qualified staff, who have remained dedicated and committed to the mission of the Agency and to improving its ability to operate strategically and maintain fiscal prudence.

MIND's assessment of its performance over 2016/2017, reveals that significant progress has been made in critical strategic areas, while special

focus was being placed on three priority areas (*Institutionalization of the Government of Jamaica's Public Sector Learning Framework (PSLF), Establishment of the Public Sector Leadership Development Centre (LDC), Expansion of MIND's Physical and ICT Training Infrastructure*) strategically aligned to Goals one (1), two (2) and three (3) of the National Development Plan and the Public Sector Transformation and Modernisation Plan.

Among the Agency's achievements highlighted throughout this Report, are:

- One hundred and eighty four (184) learning interventions delivered.
- Participant enrolment of 4,208 for learning interventions.
- Participant completion rate of 88%
- 94% participant satisfaction with MIND's learning facilitation and facilities.
- 100 % of MIND Staff participating in training and development interventions.
- Successful staging of the Agency's Annual Graduation and Awards, with 95% of graduates representing the public sector.
- Increased brand value nationally, regionally and internationally.
- Embedding of a culture of research at MIND.
- Successful inaugural delivery of the Public Sector Senior Leadership Development Programme (PSSLDP).

These have been achieved through the Agency's growing portfolio of programmes and services, and include MIND's Scheduled Programmes, which define a cross-disciplinary range of certificate, diploma, associate of science degrees and postgraduate diplomas that are scheduled to run at specific times during the year. This line of products further accommodates the unique scheduling needs of adult learners and their organizations, through a variety of day time, evening and weekend offerings. This was augmented through the provision of customized training solutions that responded exclusively to individual organization's training needs. It also allowed for existing products to be adapted and new products developed to meet the human resource training and development needs of organisations in Jamaica with extensions to the Caribbean, and at the time and place they require.

MIND Consulting while not performing in 2016 /2017 as was envisaged, served as the vehicle through which the Agency offered human resource and organizational development advice, research and strategic planning support to public and private sector organisations locally, regionally and internationally. MINDReach, the Agency's newest product line, was used to empower 'unreached' and 'underserved' stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust and with a focus on its corporate social responsibility. Throughout the year, Quarterly Policy Forums and the publication of the Caribbean Journal of Public Sector Management, allowed the Agency to stimulate public awareness on issues of national, regional and global importance and

provided a forum for the exchange of information and ideas geared towards improving the quality of leadership thought and behaviours.

The Report also reflects that MIND prides itself on establishing and leveraging partnerships and collaboration arrangements to develop and deliver attractive, competitive and relevant learning products and services that address immediate areas of need, such as: Leadership and Change Management, Organizational Development, Governance and Accountability, Performance and Operations Management, Customer Service and Human Resource Development. Consequently, this practice has been embedded in the Agency's strategic approach to business relationships, to ensure staff development and a going concern for enhancing its learning interventions

Notwithstanding its achievements, the Agency remains cognizant of its ongoing challenge with securing improved stakeholder interest, engagement, involvement and commitment of will and resources; adequate physical and information communication technology infrastructure; and an organizational structure that is aligned to its strategic ambition. The Agency therefore counts as one of its critical goals for the new financial year, to advance the discussions and processes, towards ensuring that the challenges and constraints identified in the Report, are effectively minimized so as not to disrupt its progress and success. Consequently, the Report concludes with the Agency 'Looking Ahead' to expanding the MIND reach and creating greater impact, making a difference and adding value, all together in support of leadership for public sector transformation.

## PERFORMANCE OVERVIEW

**Table 1: Agency Performance Scorecard**

Themes	Strategic Objectives	Performance Measures	Strategic Initiatives	Annual Target	Actual Performance Results	
<b>Theme 1:</b> <i>Stakeholder Satisfaction</i>	C1. Strengthen Stakeholder Satisfaction	% Level of Stakeholder Satisfaction	Stakeholder Engagement Strategy	67%	78%	
	C2. Strengthen partnerships and collaborations with local and international stakeholders	# of partnerships forged/or leveraged		5	8	
<b>Theme 2:</b> <i>Programme &amp; Operations Excellence</i>	I1. Support Public Service human capital development in line with the Public Sector Learning Framework (PSLF) and the Agency's Vision.	# of participants enrolled	Strategic Product Plan	3700	4,208	
	I2. Develop MIND's research agenda in support of the Agency's learning and development products and services and public policy	# of learning and Organizational Development (OD) Interventions pursued		140	184	
<b>Theme 3:</b> <i>Transformative Learning and Professionalization</i>	L1. Strengthen the Agency's human resource capacity and capability to successfully deliver its mandate	% of the Agency's Research Plan implemented annually	Research Agenda	75%	75%	
		% of staff accessing at least 30 hours of training and development each year		Human Resource Management Plan	60%	66%
		% of staff achieving overall performance rating of 75% and above on the annual performance review			80%	84%
<b>Theme 4:</b> <i>Resource Mobilization and Management</i>	F1. Ensure consistent funding to support the Agency's operational and capital development needs.	% of Appropriation in Aid (AIA) in keeping with annual budget	Funding Strategy	75%	75.69%	
	F2. Prudent Fiscal Management	Contractor General's Compliance rating		Risk Management Framework	90%	100%
		# of Auditor General's queries		≤2	N/A <i>Auditor General's Audit not yet conducted.</i>	

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## PERFORMANCE ANALYSIS

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The analysis of MIND's performance for 2016-2017, as was the case with its Performance Scorecard, is organized around four (4) thematic outcomes identified as 'pillars of excellence'. These themes, namely, *Stakeholder Satisfaction & Approval; Programme and Operations Excellence; Transformative Learning and Professionalization; Resource Mobilization and Management*, enabled the MIND Team to coordinate the Agency's work and concentrate its resources around the execution of strategies that facilitated the realization of performance goals, which transcend financial and operational outcomes to include results that enable continuous institutional learning and growth. Resultantly, the Agency was able to more effectively plan for and respond to the needs of its key stakeholder groups.

### STAKEHOLDER SATISFACTION AND APPROVAL

*Stakeholders' Satisfaction and Approval* is the major focus and outcome of MIND's activities. It serves as a critical indicator of the range, quality and relevance of MIND's management training, leadership and organizational development programmes. Consequently, for fiscal year 2016/2017, stakeholder satisfaction was realized through two (2) strategic objectives:

- ✓ C1: Strengthen Stakeholder Satisfaction and Approval
- ✓ C2: Strengthen Partnerships and Collaborations with Local and International stakeholders

#### **Strategic Objective C1: *Strengthen Stakeholder Satisfaction and Approval***

As a composite measure, the Agency's Stakeholder Satisfaction and Approval Rating was constantly monitored throughout the year, to assure excellence in general service delivery, relations building; communication; awareness of and utilization of MIND's products and services. Regular and independent surveys, interviews and focus group discussions were had with participants, training managers, associate faculty, and heads of entities, to inform the Agency's progress, and in turn improve internal processes, products and services.

Notwithstanding the ongoing monitoring of stakeholder satisfaction, much effort was also made simultaneously to strengthen same through initiatives not limited to the following:

- ✓ Public Sector Consultation Session aimed at identifying the Training Needs of Ministries, Departments and Agencies (MDAs)
- ✓ Facilitation of and Engagement in the Training Managers and Human Resource Managers Network Meetings.



- ✓ Hosting of Policy Forum designed to stimulate public sector awareness on issues of national, regional and global importance.
- ✓ Production of a Corporate Video and Brochure.
- ✓ Featured MIND Events and Programmes on Radio, Television, Print and Social Media.

- ✓ Launch of MIND on the MOVE , an initiative geared towards a monthly display of the Agency’s learning products and services throughout public sector entities.

The composite results reflect an overall Stakeholder Satisfaction and Approval Rating of 78%, against an Agency target of 67%, and as detailed in Table 2.

**Table 2 –Stakeholder Satisfaction and Approval Rating**

Stakeholder Group	Areas Assessed	Satisfaction Level
Participants	Satisfaction with MIND’s Learning Facilitation and Facilities	94%
Participants	Satisfaction with MIND’s Management of Stakeholder Relations, Communications and Awareness of its Products and Services	75%
Training Managers/ Directors		79%
Adjunct Faculty		77%
Heads of Entities		65%
<b>Overall level of Stakeholder Satisfaction</b>		<b>78%</b>

**Strategic Objective C2:**

*Strengthen Partnerships and Collaborations with Local and International Stakeholders*

While we remain very conscious of the need to secure stakeholder satisfaction with our learning and development interventions, such that they ultimately support the realization of a transformed and modernized Jamaican Public Sector, we are equally cognizant that we can only successfully do so, through a continued and increased focus on the establishment and maintenance of partnerships and collaborations. Consequently, through our collective efforts with public sector organizations, local, regional and international allied institutions, we have been able

to progress the Institute’s training and development Vision, Mission and Mandate. During 2016/2017, this was reflected in the following partnership/collaboration arrangements forged and or leveraged:

- ✓ **Hope Estate Education Partners (HEEP)**  
In keeping with the Agency’s commitment to its corporate social responsibility and in support of our MINDReach product line, the Agency joined with its other HEEP partners and the Papine Police Division on February

20, 2017, to deliver a sensitization session to taxi operators in the Papine area. The session addressed the theme, *Communicating with Persons with Disabilities*.

The session was delivered on the recommendation of the Papine Police Division, they having earlier benefited from a similar intervention facilitated by MIND and its HEEP partners. The session was well received, with taxi operators expressing their gratitude and noting just how the information would assist them in providing better service to the community, as they were now more sensitive to the issues associated with those with disabilities. As a consequence, additional sessions are being planned for the 2017/2018 fiscal year to include other identified police divisions.

Additionally, MIND and HEEP hosted the Minister of State in the Ministry of Finance and Public Service, Honorable Fayval Williams at our Kingston Campus on June 3, 2016. This served to discuss HEEP's community development agenda for the calendar year, not limited to:

- Hope Green Park Restoration
- Rehabilitation of roadway
- Zoning of the area to better accommodate participants from the schools who are differently abled
- Continued sensitization programmes for the stakeholder communities





✓ **Bureau of Gender Affairs (BGA), Jamaica Network of Rural Women Producers and the Promotion of Regional Opportunities for Produce through Enterprise Linkages (PROPEL)**

MIND’s continued partnership with the Bureau of Gender Affairs (BGA) resulted in the hosting of a Conference and Exposition in celebration of International Day for Rural Women, on Friday, October 14, 2016 at the Agency’s Mandeville Campus. The Event which also received partnership support from the Jamaica Network of Rural Women Producers and the Promotion of Regional Opportunities for Produce through Enterprise Linkages (PROPEL), examined the theme, “*Exploring Opportunities for Rural Women: Contribution to Sustainable Development*”.

The idea of honoring rural women with a special day had been established at the Fourth World Conference on Women in Beijing, China, in 1995. Consequently, October 15 was adopted as the day for celebrating “World Rural Women’s Day,” on the eve of World Food Day. This served to highlight rural women’s role in food production and food security. MIND continues to explore with the partners, opportunities to support the continued empowerment of rural women through the delivery of sustainable capacity building interventions in support of the national growth agenda.

✓ **Association for Certified Chartered Accountants (ACCA) Breakfast Seminar**

On Friday March 24, 2017, MIND in partnership with ACCA, hosted a breakfast seminar themed, *CFO and the C-Suite: Focusing on Effective Collaboration*. The seminar was held at the Knutsford Court Hotel, and had in attendance finance and accounting professionals drawn from the public and the privates sectors. It brought into sharp focus the constantly changing, interconnected, complex and volatile business environment, which is requiring adaptive leadership across organizations and a greater emphasis on leadership development, with special attention to the role of Chief Financial Officer (CFO).



✓ **Hanh Consulting and Roxana Institute of Coaching**

A study by Bersin & Associates (2011)

showed that “organizations that effectively prepare managers to coach are 130% more likely to realize stronger business results and 39% stronger employee results through engagement, productivity and customer service. Additionally, organizations whose senior leaders “very frequently” make an effort to coach others have 21% higher business results”. Within the work environment, coaching supports human capacity improvement to deliver superior results. It is this improvement in results which coaching brings that MIND has sought to tap into, in order to propel the public sector forward. Consequently, since 2012, MIND has been facilitating Coaching Workshops in addition to providing executive coaching support as part of its leadership development interventions. However, it recognizes the need to increase the rate and pace at which it does so and have therefore established a Memorandum of Understanding (MOU) with Hanh Consulting (Canada) and Roxana, Institute of Coaching Ltd (Jamaica) to strengthen the thrust towards developing public sector leadership capabilities in Jamaica and throughout the wider Caribbean through Coaching.

✓ **The Clerk of the Houses of Parliament**

Consequent on discussions initiated on the 15th June 2016, MIND is partnering with the Office of the Clerk to the Houses of Parliament, in the design, development, delivery and institutionalization of training for members of the Houses of Parliament. This intervention is intended to support parliamentarians in providing the level of

legislative oversight and scrutiny required of a well-functioning parliament. The introduction of the Parliamentary Budget Office function, also makes this learning and development critical, for adequately preparing parliamentarians for:

- Government efficiency and effectiveness
- Macro-fiscal Management
- Public Finances and Fiscal Responsibility
- Optimizing Spending Choices

✓ **Caribbean Leadership Project**

MIND continued its partnership with and support of the Caribbean Leadership Project (CLP), contributing as:

- A member of the CLP’s Steering Committee and the Selection Committee for the Leadership Development Programmes
- Co-facilitator for CLP’s level two Leadership Development Programme with respect to Cohorts Five and Six.

✓ **National College for Educational Leadership (NCEL)**

MIND and the National College for Educational Leadership (NCEL), completed its design for the **Leading from the Centre Programme**, which has as its target, public sector leaders at the middle management - level. It is anticipated that final sign off and delivery of this leadership development programme to a first cohort, will be realized in the 2017/18 financial year.



## PROGRAMME & OPERATIONS EXCELLENCE

This thematic outcome is based on the coordinated outputs of two (2) cross-functional strategic objectives linking public service human capital development with MIND's strategic product planning activities and research agenda.

- ✓ I1: Support Public Service Human Capital Development in line with the Public Sector Learning Framework (PSLF) and the Agency's Vision
- ✓ I2: Develop MIND's Research Agenda in Support of the Agency's Learning and Development Products and Services and Public Policy.

### Strategic Objective I1:

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

While MIND continued throughout 2016-2017 to lead the process for securing the full implementation of the Public Sector Learning Framework, which is intended to bolster the development of the public sector's human capital, the Agency maintained its mandated focus on training and development, to surpass its associated performance targets for 2016/2017, as reflected in Table 3. This was evidenced across the Agency's suite of Post Graduate Diplomas, Diplomas, Associate of Science Degrees, and Certificate programmes, addressing the following disciplines:

- Leadership Development
- Administrative Management
- Auditing
- Communication Skills
- Customs Regulation and Documentation
- Finance and Accounts
- General Management
- Corporate Governance
- Human Resource Management
- Industrial Relations
- Public Sector Management
- Project Management
- Records and Information Management
- Supplies and Inventory Management
- Customer Service

**Table 3 – Training Performance 2016-2017**

Learning Intervention	Number of Learning Interventions		Participant Enrollment	
	Target	Actual	Target	Actual
Scheduled	140	97	3,700	2061
Customized		77		1650
Consultancy/OD		2		123
Special Events		8		374
<b>Total</b>		<b>184</b>		<b>4208</b>

Of the 3711 participants enrolled in Scheduled and Customized training programmes/courses, 88% successfully completed. This represents a 5% increase over the completion rate for 2015/2016.

The phased implementation of the Public Sector Learning Framework (PSLF), which began in January 2017, will advance the Framework's eight (8) Core Elements, and ensure that the public sector has the learning infrastructure, resources, and expertise for responding to the challenges of driving sustainable development and building and managing a modern economy.

**Figure 1: Core Elements of the Public Sector Learning Framework**



Consequently, during the year under review, the following milestones were attained:

- The PSLF Project Office was established at MIND, with the following three consultancy positions installed:
  - PSLF Advisor/Consultant
  - PSLF Project Officer
  - PSLF Competency Framework Consultant.
- Establishment of a Programme Management Committee, with membership from MIND, Office of the Cabinet and the Ministry of Finance and the Public Service.
- Commencement of work towards a revised PSLF Policy Document

**Strategic Objective II:**

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

MIND's Research Agenda was developed to influence and support the Agency's learning and development processes and programmes and Government's policy direction, and therefore has as its objectives:

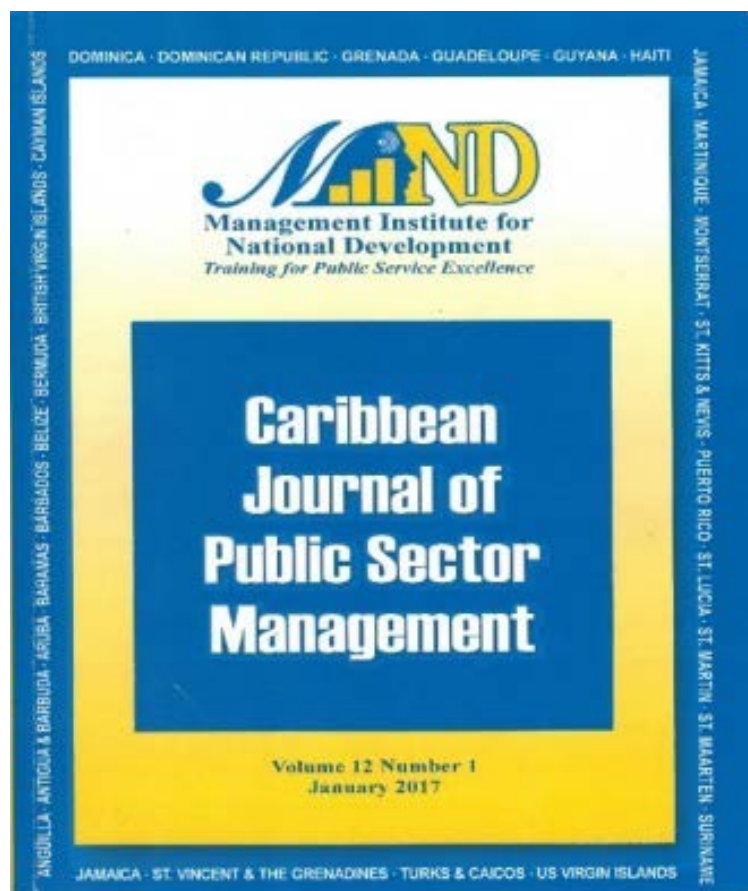
- ✓ To facilitate evidence based decision making
- ✓ To create a repository of public sector studies/reports to facilitate research by interested groups
- ✓ To enable the development of resources to be used in the teaching /learning environment
- ✓ To evaluate stakeholder satisfaction and the impact of MIND's training and development programmes
- ✓ Research to inform program review and development
- ✓ Publications in support of learning and development and government policy

During 2016/2017, a number of initiatives were pursued to support the embedding of a culture of research at MIND. Chief among these were the development and production of research publications, facilitated through the **Caribbean Journal of Public Sector Management** and the **Caribbean Public Sector Leadership Review**.

### **Caribbean Journal of Public Sector Management**

The Caribbean Journal of Public Sector Management 2016 – 2017, Volume 12 Number 1, was

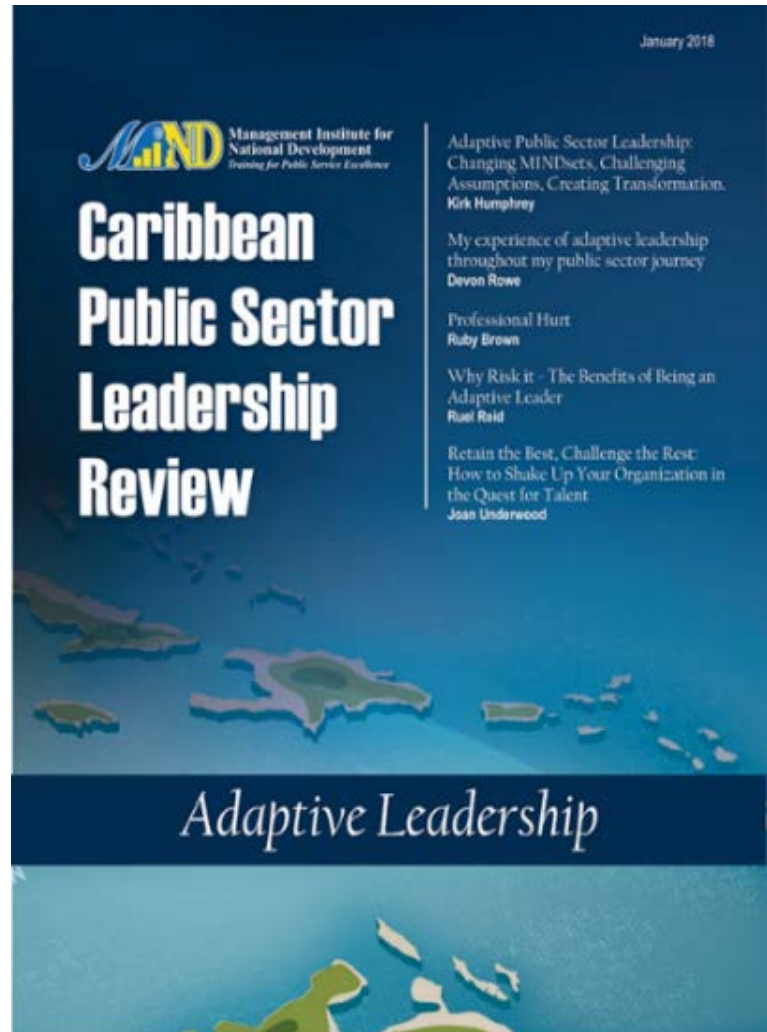
completed in January 2017 in preparation for full publication. The Journal takes a multidisciplinary approach to issues by providing a platform for analysing and discussing matters pertaining to the public sector locally and regionally.



Jamaica's National Development Plan: Vision 2030, notes that Governance has been an area of particular concern, with the erosion of social capital and trust, an inefficient justice system, political polarization and weak accountability mechanisms in the public sector.

The January 2017 issue of the Journal addresses Governance and Accountability with the following four (4) contributing papers:

- i. State of Governance and Governance of the State of Jamaica – Professor Edwin Jones
- ii. Governance and Safeguarding Institutions in Small Islands: A Case for Aruba – Dr Carolein Klein- Haarhuis , Dr Monika Smith, Anton Weenink and Roelof-Jan Bokhorst
- iii. Free Healthcare in Jamaica. Frontline Workers: Walk a Day in our Shoes – Mrs Shanise Allen
- iv. Accountability of Executive Agencies: To Whom – Dr Valoris Smith



### **Caribbean Public Sector Leadership Review**

The Agency developed the concept for a Caribbean Public Sector Leadership Review (CPSLR), to serve as a practitioners' lead leadership magazine for the public sector. The Review will carry concise and current articles addressing experiences/stories, opinions and analysis from leaders, written in a popular style, towards improving the practice of public sector leadership. This will complement the Caribbean Journal of Public Sector Management, which will continue to be a specialized academic periodical, maintaining the

focus for empirical research with extensive analysis and discussions and other methodological elements.

The inaugural publication of the Caribbean Public Sector Leadership Review, is set for the second quarter of the 2017/2018 fiscal year, with a focus on *Adaptive Leadership*, drawing from the presentations of the **MIND Regional Leadership Development Conference 2017**.

It is envisaged that the CPSLR will be made available in print and electronically from MIND's Website.



## TRANSFORMATIVE LEARNING & PROFESSIONALIZATION

The Transformative Learning and Professionalization outcome is intended to ensure the Agency retains the requisite core competencies in the MIND Team in support of a culture of performance and continuous learning. This will in turn significantly influence the quality and range of training services and organizational development support that MIND provides to the public service. For 2016/2017, this was achieved through the strategic objective to, *Strengthen the Agency's Human Resource Capacity and Capability to Successfully Deliver its Mandate.*

### Strategic Objective L1:

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

In support of the Agency's thrust to strengthen its human resource capacity and capability to successfully deliver on its mandate and secure the successful implementation of its Strategic Business Plan, the following performance targets were established for 2016/2017:

- 60% of Staff accessing at least 30 hours of training and development
- 80% of staff achieving overall performance rating of 75% and above on the annual performance review.

In addition to surpassing both targets by six percent (6%) and five percent (5%) respectively, all members of the MIND team were exposed to training and development interventions throughout the year. The distribution of training across staff categories is depicted in Table 4.

**Table 4: Staff Training and Development 2016/2017**

Staff Category	Training Hours	Percentage
Executive	333	18%
Senior Manager	114	6%
Managers	280	16%
Faculty	143	8%
Professional	440	24%
Administrative	448	25%
Ancillary	27	2%
Skilled	23	1%
<b>Total</b>	<b>1,808</b>	<b>100%</b>

## RESOURCE MOBILISATION & MANAGEMENT

Resource Mobilization and Management serves as the custodian for MIND’s funds, oversees the financial performance and accountabilities and is realized through two strategic objectives, which operates special links with the Agency’s critical strategic areas (Strategy and Accountability, Internal Audit, Public Service Capability Development, Business Development and Communication and Finance, Human Resource Management and Institutional Strengthening).

### Strategic Objective F1:

*Ensure Consistent Funding to Support the Agency’s Operational and Capital Development Needs.*

The Agency established a target to achieve 75% of Appropriations in Aid (AIA) in keeping with its 2016/2017 budget and which represented \$187.5 M. The Agency’s actual revenue performance for the fiscal year is \$188.8 M. This was earned from three (3) of the Agency’s product lines, namely: Scheduled Programmes, Customized Programmes and Organizational Development Consultancies.

Of the 2016/2017 revenue earned, Scheduled Programmes accounted for 65.78%. While this exceeded the Agency’s revenue target by 26.86%; it felt short of the budgeted revenue by 4.9%. As also reflected in Table 5, actual revenue earned from Consultancies was significantly less than that projected, as proposed/planned interventions were not implemented in the absence of the required funding support.

**Table 5 – Financial Performance - April 2016 – March 2017**

Revenue Source	Actual Revenue Earned	Annual Agency Revenue Target (75%of AIA)	Annual Agency Budget (AIA)
Scheduled Programmes	\$124.2M	\$97.9 M	\$130.6 M
Customized Programmes	\$32.62M	\$22.1 M	\$29.5 M
Consultancies/Organizational Development	\$29 M	\$67.5M	\$90 M
Other	\$3.0 M	-	-
<b>Totals</b>	<b>\$188.8 M</b>	<b>\$187.5</b>	<b>\$ 250 M</b>

Regularly assessing programme/course cost and offerings is an Agency strategy for ensuring its competitiveness and financial viability. Consequently, a Programme Costing Model was developed during the period under review as a key tool to supporting the Agency in this regard,

**Strategic Objective F2:**  
*Prudent Fiscal Management*

The Financial Management Regulations 2011 (Sections 144 & 145) requires public sector entities to have an effective risk management process that determines the material risks to which the entities may be exposed. This is no doubt founded on the reality that organizational objectives are influenced by internal and external factors, which create uncertainty in achieving those objectives. The effect of this uncertainty is “risk” to the organization’s objectives. Unlike Risk Elimination which seeks to remove all risk; Risk Management is the coordinated activities to direct and control an organization with regard to risk. Risk Management therefore allows for multiple risk responses dependent upon evaluation and analysis of risk.

In fulfillment of the requirements of the Financial Management Regulation 2011, and the Agency’s own need to improve its existing risk management practices, MIND developed its Risk Management Framework. While not mandated by legislation, the Framework aligns with the International Standard for Risk Management ISO 31000:2009, as an accepted best practice.

while also proving useful in the development of a balanced annual budget, as Total Estimated Expenditure is taken into consideration. While the Model will be effected with the 2017/2018 Budget Cycle, it will be reviewed and amended each year as necessary.

Notwithstanding the Framework’s alignment to ISO 31000:2009, it takes into account the varying needs of the Agency, its strategic objectives, context, structure, operations and processes. The Framework defines key risk management activities, but does not specify how to perform those activities. Specifically, the Framework seeks to provide a foundation for a comprehensive risk management methodology and defines the core set of activities and outputs required to manage risk effectively.

While an Audit of the Agency’s financial operations had not yet been conducted by the Auditor General’s Department at the drafting of this Report, the Agency did have in hand the Contractor General’s (OCG’s) confirmation that MIND was considered compliant in fulfillment of the OCG’s statutory requisition throughout the reporting period.

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## PERFORMANCE HIGHLIGHTS

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The Agency hosted its **17th Annual Graduation Ceremony** in December 2016, under the theme, **“Powering Up for Public Sector Transformation”**, underpinned by the following objectives:

- ◆ To celebrate the achievements of our MIND-trained public sector professionals.
- ◆ To communicate the value, importance and relevance of creating ongoing access to training and development interventions that will consistently build the human resource capital required for a modernized and transformed public sector.
- ◆ To celebrate the value of partnerships and collaborations that increase and deepen the learning experiences for public sector officers.

As the event symbolized a ‘defining moment’ in the professional advance-ment of public officers, the Agency worked assiduously to not only ensure that the accomplishments of its participants were aptly recognized, but that they also appreciated that their learning and development is ongoing. Toward this end, Mrs. Therese Turner-Jones, General Manager Caribbean Country Department, Inter-American Development Bank (IDB) was invited to deliver the Keynote Address. Her address was described as not only inspiring but instructive as she spoke to the importance of leveraging ‘TEAM’ (Trust, Empowerment, Authenticity and Meritocracy) to inculcate the requisite leadership skills that will invariably underpin the public sector’s thrust towards transformation.

Graduation 2017 recognized two hundred and twenty five (225) graduates from eight (8) selected programmes, for their successful completion of Post Graduate Diplomas, Associates of Science Degrees, Diplomas and Certificates.

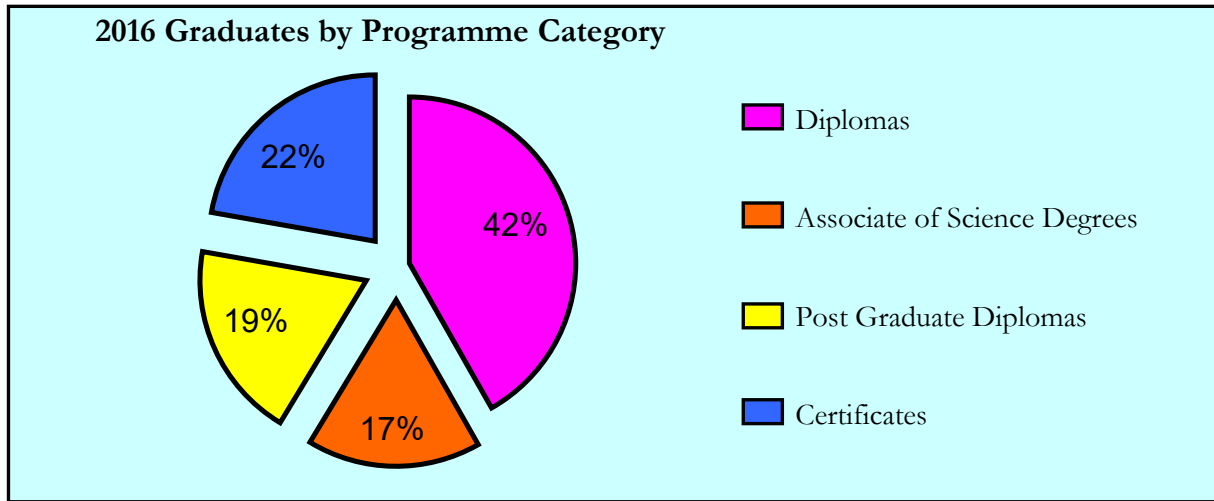


Figure 2: MIND Graduates 2016



The demographic analysis revealed that male and female graduates represented respectively, 28% and 72% of the 2016 graduating cohort. Graduates also represented nineteen (19) ministries of Government to include over thirty-six (36) agencies and departments within these ministries. The private sector accounted for 5% of the graduates.



## Public Sector Senior Leadership Development Programme (PSSLDP)



Global research has shown that leadership development is a vital component of organizational success, as it maximizes productivity, shape positive cultures and promotes sustainability. The development and delivery of the Agency’s first multi-modal Leadership Development Programme appropriately titled “Public Sector Senior Leadership Development Programme (PSSLDP)”, is shaped by this understanding, as it serves to create a cadre of senior executives capable of leading public sector modernisation and transformation. The Programme was thus designed to support Jamaica’s public sector transformation agenda through the provision of developmental experiences that facilitate the expansion of competent, committed and trusted public sector leaders. It is anticipated that these senior leaders will, in turn, support the extension of exemplary leadership throughout the sector and become a conduit for advancing wide-scale change on a national level. Further, they would advance a public sector culture that is authentic, citizen-centred and adaptive.

The first delivery of the Public Sector Senior Leadership Development Programme (PSSLDP) came to an end in December 2016, one year following its inception in December 2015. It was delivered through four modules, which include inter-module seminars, Leadership Webinars, Bright Spot Field Visits, Executive Coaching, Live Case and Live Case Seminar. The latter was the culmination of the Programme and showcased the key leadership lessons and outputs from groups of participants, through the interrogation of a complex problem.

The Programme has nine (9) leadership themes which were integrated throughout the four (4) modules, and were designed to facilitate emergent, peer learning and reflective practice through blended methodologies. Captured below are the images of the selected Bright Spots visited by the participants, their testimonials and evaluation highlights.



**PSSLDP** | Public Sector Senior Leadership Development Programme

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

Programme funded through the Agency of Training and Learning for the Strategic Public Sector Transformation Project

### Leadership Bright Spots



**National Housing Trust**  
...the key to your home



**PSSLDP** | Public Sector Senior Leadership Development Programme

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

Programme funded through the Agency of Training and Learning for the Strategic Public Sector Transformation Project

### Participants' Testimonials

"As a leader in the public sector with responsibility for a national organisation, I found the course most helpful and useful in further equipping me to offer better quality leadership. The contents were appropriate, relevant and quite germane to the daily challenges that confront us as public sector leaders. The organisation and delivery of the course were quite appropriate for the target group. It provided me with useful tools that were not only relevant but user-friendly and readily applicable.

The coaching experience has been a very rewarding and fulfilling one for me. My personal and professional development and leadership skills have been greatly enhanced by virtue of the interaction. So impressed am I that I garnered the services of the coach in the delivery of a leadership development plan for my senior management team, which also includes individual coaching.

In registering my heartfelt gratitude and commendation to MIND and its other stakeholders who were responsible for the conceptualisation, development and execution of this course, I wish to strongly recommend its continuation. The public sector will benefit greatly from the kind of training that would be provided for future cohorts. This would play a major role in the Government's achievement of a modern, effective and efficient transformed public sector".

I am indeed a truly appreciative and grateful participant!  
**Delroy Gordon, Executive Director, Jamaica Cultural Development Corporation**

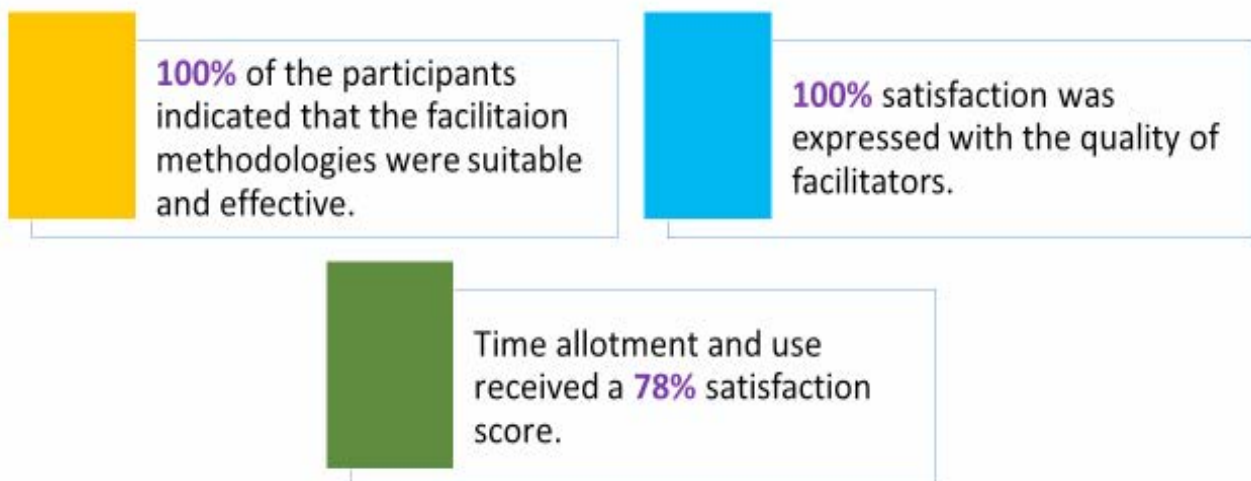
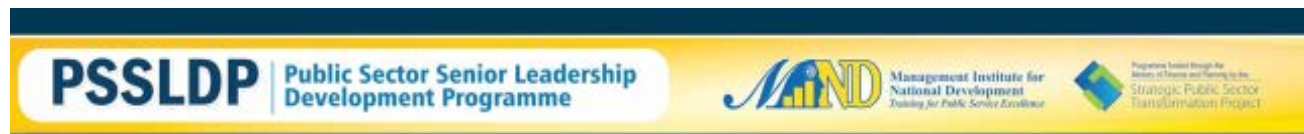
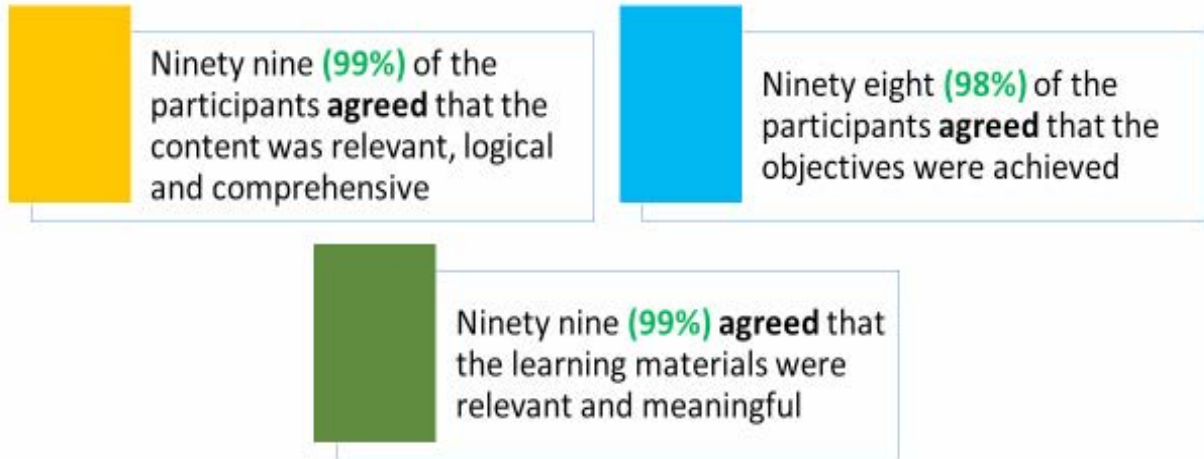
**Shelia Sealy Monteith - Undersecretary**  
*"The PSSLDP has distinguished itself by offering the opportunity for facilitating .... Partnerships among colleagues and leaders that in a manner that has already borne fruit in the exchanges and support ... in ways that have been helpful to our respective responsibilities"*

**Portia Magnus- Director National Insurance**  
*"May others be afforded the same" opportunity*

The Programme *"recognised the complete person"*

The Programme facilitated *"moments of truth, one from reflection and another from self-assessment"*

## Participants' Evaluation Feedback





### Establishment of the Public Sector Procurement Centre at MIND

In partnership with the Office of the Cabinet and the Ministry of Finance and the Public Service, the Agency has been successful in initiating the establishment of a Public Sector Procurement Centre at MIND. The Centre will provide sustainable tiered learning and development solutions in all areas of public procurement with the related professional certification. It will thus serve as a significant supporting pillar of the Government's thrust to develop and establish efficient and transparent procurement policies, procedures, systems and processes, which will lead to the effective and appropriate use of scarce public sector resources, thereby promoting and supporting good governance. Located at MIND, the Centre will operate within the Public Service Capability Development Department (PSCD), with its operations augmented into the rest of the Agency's operations and made subject to our operating policies.

### MIND Reach Initiative

Since 2014, MIND, under its Corporate Social Responsibility Initiative has been providing support to the Jamaica National Children's Home (JNCH). During 2016/2017 the Home was supported under the MIND Gives Back Initiative 2016, which sought to positively contribute to the lives of the residents and staff by way of the following interventions:

- ✓ Fun Day hosted on Thursday, December 15, 2016 at the Home under the theme "Healthy Children Build a Stronger Nation". This is part of the national thrust to generate interest, create momentum and action towards reducing the incidence of lifestyle diseases occurring in children. Fun Day was thus aimed at encouraging the physical and mental wellness of the Home's residents
- ✓ Home Gift Basket – The MIND Team supported by participants, donated food and household items to the Home.
- ✓ I Dare You to Adopt – Members of the MIND Team 'adopted' two (2) children from the Home, who they gifted according to their expressed wish.



The National Children's Day Project, was another MIND Reach initiative pursued by the Agency during 2016/2017. Collaborating with the National Child Month Committee (NCCMC) a nonprofit organization, and the Ministry of Education, Youth, and Information, the Agency hosted a National Children's Day Project. The Project sought to honour, remember, esteem and appreciate Jamaican children.

MIND designed the Children's Day Banners and printed five thousand (5000) motivational stickers that were distributed to children across six (6) parishes island wide. The event was labelled a success.

### **Professional Development Series**

To facilitate the acquisition of new insights/knowledge for organizational improvement and/or curriculum development and upgrade, members of the MIND Team are selected to attend training and development conferences and conventions. Employees are selected on the basis of the intervention's visible alignment to the Agency's mandate, mission and vision. Selected employees, are required to deliver seminar(s) for relevant group(s) on the new insights/knowledge gained at the event and to become members of any MIND team that is organized to develop or upgrade training products on the basis of the newly acquired knowledge.

In light of the foregoing, MIND's Public Service Capability Development Department instituted the **Professional Development Series**, as an approach to knowledge transfer and competency development for the larger Agency Team, follow-

ing two department members participation at the International Association of Facilitators North American and Caribbean Conference 2016. The two member team facilitated multiple deliveries across the Agency, of the following interventions in the Professional Development Series:

- ✓ Use Your Brain for Change- A highly interactive session designed to give exposure to a variety of concrete ideas, activities, magic tricks and metaphors for facilitating change processes.
- ✓ Up Your Game with Innovative Brainstorming- A highly interactive workshop designed to provide innovative tools and techniques to "up your brainstorming game". Through presentation, demonstration and small group practice, members of the MIND Team were exposed to methods that stimulate creative thinking and innovation in brainstorming sessions. They learnt how to combine a variety of tools and techniques to facilitate sessions to help others think differently and yield breakthrough ideas and solutions.
- ✓ Teambuilding for Enhancing Organizational Productivity- A highly interactive and engaging session designed for team members to share with each other ways to improve their performance. This was a self-discovery of each other which linked the relevance of trust and support.

## CHALLENGES AND CONSTRAINTS

Though the Agency has achieved much, the challenges which exist, hampers its ability to advance as quickly as is desired. In our examination of some of the more critical challenges and constraints, we are mindful that they threaten the very foundation of the four Thematic pillars on which the Agency’s strategic construct is raised and sustained - Stakeholder Satisfaction & Approval; Programme & Operations Excellence; Transformative Learning & Professionalization; Resource Mobilisation & Management. Conventional wisdom would suggest that the combination of these challenges and constraints as highlighted below, should adversely affect strategic outcomes and impact and undermine effective governance, with the risk of lowering the standard, efficiency and effectiveness of the Agency’s programmes and services, leading inevitably to negative reflections on issues of “relevance” and performance “impact”.

✓ **Public Sector Stakeholder Support**

There is a very critical need to accelerate collective action among *Government Stakeholders* - Ministries, Departments and Agencies (MDAs) – to rationalize and effect a more coherent and cohesive buying response to MIND’s products and services, so as to sufficiently build human resource capability and advance public sector transformation and modernization and sustain the resultant organizational changes and professional behaviors. On average, the Agency trains and develops approximately 4,500 public officers each year. When compared to the size of the public sector (approximately 122,000), this amounts to only 4%. The implications of this for MIND’s financial projections and performance is evident in the last three (3) years (2014-2017).

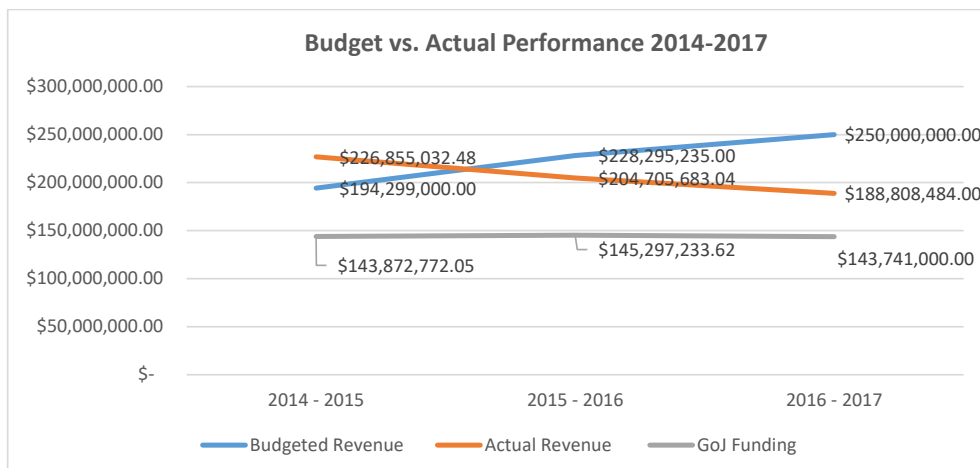


Figure 3. Revenue Performance 2014-2017

While surpassing its financial target in 2014-2015, a 10% falloff in revenue was reflected for 2015-2016 and 24% in 2016-2017.

As deficiency in funding is an inherent risk to MIND realizing its mandated reach and impact, it is envisaged that the implementation of the PSLF, will result in a Public Sector Learning and Development Policy, which among other things, will establish the methodology and mechanisms for the sustainable financing of public sector learning and development. Notwithstanding, the Agency continues to ensure prudent fiscal management so as to secure adequate and consistent funding to support its operational needs.

✓ **Physical Infrastructure**

Over the past several years, the Agency has had to become increasingly resourceful in responding to the need for adequate physical space for satisfying training rooms, social and administrative facilities. However, the growing lack of adequate physical facilities continued to threaten the levels of service, programmes and projects which were planned for the period under review and will continue through in the next fiscal year, as we extend and deepen our commitment to developing public sector human resource excellence and leadership.

Chief among these is the full establishment of the Public Sector Leadership Development Centre (LDC) and for which immediate support is needed to provide for a suitable residential learning environment. This environment is best suited for leadership

learning, as it is essential to maximizing the use of time as well as creating an immersive learning environment. More specifically, a residential programme allows for greater levels of engagement, relationship building and networking, and facilitates the creation of a team leadership culture, which it is anticipated will be transferred to the public service.

✓ **Information and Communication**

**Technology (ICT) Infrastructure**

MIND's strategic outlook is becoming increasingly challenged by: emerging technologies, the growing appeal of mobile learning; increasing shift in technology-driven collaboration learning, compelling imperatives of "Cloud Computing" for both business continuity, as well as teaching and learning and the widening compatibility gaps between the old existing infrastructure and proposed new technology acquisitions. A critical need thus exist for more substantial financial and technical support to:

- Facilitate improved operational productivity and efficiency
- Expand and improve access and connectivity for the delivery of learning products and services and promote more efficient communication and collaborations among stakeholders in the public sector and elsewhere
- Enhance the learning environment as well as providing for an infrastructure that enables the offering of improved stakeholder e-services

The need remains urgent therefore, to resolve



the longstanding and still outstanding issue of funding support to fully implement an upgraded ICT infrastructure - one that will deliver an *enhanced and upgraded learning environment that facilitates improved operational productivity and efficiency; improved connectivity, communication and access.*

✓ **Organizational Structure**

While the Agency's current organizational structure has served MIND well since it was agreed in keeping with its 2009-2014 Strategic Plan, the changes in the public sector's operational environment have been unprecedented, resulting in a concomitant positive shift in a number of areas of the Agency's business. Consequently, the Agency's entire operations is being required to respond to a burgeoning portfolio of

responsibilities, requiring an overhauling of the organizational structure in keeping with its strategic ambition and execution challenges.

In light of the foregoing and MIND's organizational structure being one of the critical supporting pillars for the Agency's strategic objectives, the Agency's 2016-2019 Strategic and Business Plan has been predicated on having the required human resource capacity and capability across each functional area. A new organizational structure must therefore be agreed and approved with a remuneration package that will allow the Agency to retain and attract the best team to maximize formance outcomes and impact.

## LOOKING AHEAD



In as much as the Agency prides itself on past and current accomplishments, its focus, however, is equally on the future and how to continuously improve. It aims therefore, to systematically plan, monitor and evaluate for success, utilizing the *Balanced Scorecard (BSC)* as a strategic planning tool to ensure the alignment of all processes throughout the institution. In addition, its *Strategy*

*Map* shows the strategy inter-linkages among all critical strategic elements that form the blueprint for MIND's strategic direction. It is with this this "*Map*", however, that we are lead to give all due consideration to the challenges and constraints that we must boldly contend with and effectively navigate, in order to, as our Mandate directs – "*provide effective leadership development programmes and*

*management training appropriate to all levels, and in line with the demands of modern and competitive public service”.*

Developing an effective, competent and forward looking public service, as well as strong but lean institutions, are challenges for Government with which MIND must also contend. The need to have committed leadership and competent public officers to undertake appropriate reforms, mobilize resources and manage expenditure and operate in the most cost-effective way possible, is a daunting challenge. Yet this challenge must be confronted to enable the imperatives of *effective governance* to prevail, particularly so, since it is the most crucial factor for the success of any development effort. The challenge of effective governance, however, involves building human resource capacity, as critical to the quality of public administration.

The increasing complexity of both policy-making and administrative processes, demand a strong cadre of dedicated and highly motivated public servants at all levels, equipped with the requisite knowledge, skills attitudes and behaviours, essential to the task of carrying out reforms that are effective and sustainable in the long term, as well as responsive to the changes that are occurring both at the local and global levels. In addition, the exigencies of national and international forces in recent years, have significantly impacted public administration, resulting in the rapidly increasing need for more complex core compe-

tencies. Vital therefore is MIND’s role in a future that will have “*A dynamic public service that responds to the changing needs of Government through a team of public service professionals that are competent, fluid, responsive, relevant and transformational in their management and leadership, such that, they and their organisations, deliver the professionalism, the performance, the service and the impact that ultimately bring to life the National Vision for Jamaica*”.

Indeed, the process of reform and transformation of the public sector is not an easy task and many are the difficulties to be overcome. MIND’s role in the process of facilitating change, cannot therefore be minimized or under resourced. It is all our expectations therefore, that MIND’s role as envisioned, will be supported by a universal effort of collaboration and partnership, as both the Agency and the wider public sector and other stakeholders, work together and adopt a holistic strategy, to ensure that complementarity is created, and that the human capital development anticipated, and required, is realized. In doing so, the critical understanding that must underpin all our efforts, is the dire need for the Public Service to adapt to the “knowledge imperative” that is required for its transformation into an “intelligent” and “learning” service, able to explore and find new and better ways of achieving its mission and the good governance that is essential to national growth and development, and MIND’s most critical role in the process.

*UNAUDITED*



# Financial Statements

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As at March 31, 2017



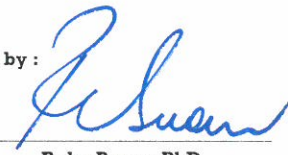
**UNAUDITED  
BALANCE SHEET  
as at March 2017**

	Notes	\$	March 2017 \$	\$	March 2016 \$
<b>Fixed Assets</b>	3		99,172,002		93,820,298
Depreciation Provision	4		65,227,812		62,170,850
<b>Net Book Value</b>			<b>33,944,189</b>		<b>31,649,448</b>
<b>Investment in EAIF</b>					
<b>Current Assets</b>					
Debtors	5	82,871,293		67,183,093	
Prepayment		1,339,946		329,407	
Cash and Bank	6	<u>140,834,186</u>	225,045,426	<u>119,500,639</u>	<u>187,013,139</u>
<b>Current Liabilities</b>	7		<u>109,313,935</u>	<u>99,777,074</u>	
<b>Net Current Assets</b>			<b>115,731,491</b>		<b>87,236,065</b>
<b>Net Assets</b>			<b>149,675,681</b>		<b>118,885,513</b>
<b>Long Term Liabilities</b>					
Rent Payable GoJ	8		<u>-</u>	<u>-</u>	
			<b>149,675,681</b>		<b>118,885,513</b>
<b>Financed by :</b>					
GoJ Equity	9		15,833,262		15,833,262
General Reserve	10		130,477,267		102,842,458
Donated Assets Reserve	11		3,365,151		209,791
			<u>149,675,681</u>		<u>118,885,512</u>

Prepared by :

Name:   
Diana Morris  
Director Finance, HRM and Institutional  
Strengthening (Acting)

Date: 28/04/2017

Approved by :   
Name: Ruby Brown PhD  
Chief Executive Officer

Date: 01/05/2017

UNAUDITED

INCOME AND EXPENDITURE STATEMENT

for the period ending March 31, 2017

Notes	March 2017	April 2016 - March 2017	April 2016 - March 2017 (Budget)	April 2015 - March 2016 (Actual)	Variance Favourable / (Unfavourable) - (Actual vs Budget - April 2016 - March 2017	Variance Favourable / (Unfavourable) - March 2016 & April 2016 - March 2017
	\$	\$	\$	\$	\$	\$
<b>INCOME</b>						
Training - Course Fees	14,904,681	185,793,782	250,000,000	220,456,023	(64,206,207.56)	(34,662,231)
Miscellaneous Revenue	154,899	1,484,692	-	2,441,082	1,484,692	(986,390)
Training Support - Facilities Rental	640,250	1,530,000	-	1,419,925	1,530,000	110,075
<b>TOTAL INCOME</b>	<b>15,699,790</b>	<b>188,808,484</b>	<b>250,000,000</b>	<b>224,317,030</b>	<b>(61,191,516)</b>	<b>(35,508,546)</b>
<b>Expenditure</b>						
Staff Cost	36,048,348	216,408,066	275,615,948	180,959,132	59,207,782	(35,448,834)
Goods & Services	16,402,023	75,657,993	80,403,600	115,889,503	4,747,607	40,231,510
Premises Related Expenses	2,894,832	16,897,702	22,532,000	15,900,006	5,634,298	(997,696)
Rental of Premises-Hope Campus (GOJ)	200,000	2,400,000	-	2,400,000	(2,400,000)	0
Rental of Premises-Hope Campus (GOJ) - W/O	(3,400,000)	(3,400,000)	-	(3,400,000)	2,400,000	0
Bad Debts Provision	7,150,225	7,150,225	-	10,839,626	(7,150,225)	3,689,401
Depreciation	718,120	8,355,239	-	7,303,294	(6,355,239)	(1,051,945)
<b>Total Operating Expenditure</b>	<b>61,013,549</b>	<b>324,469,226</b>	<b>378,553,448</b>	<b>330,891,561</b>	<b>54,084,222</b>	<b>6,422,336</b>
<b>Operating deficit</b>	<b>(45,313,759)</b>	<b>(135,660,742)</b>	<b>(128,553,448)</b>	<b>(106,574,532)</b>	<b>(7,107,294)</b>	<b>(29,086,210)</b>
Interest Expense	(5,475)	(40,147)	-	(20,306)	(40,147)	(19,641)
Foreign Exchange gain/(loss)	161,325	4,708,675	-	3,624,316	4,708,675.47	1,084,360
Interest Income	5,175	137,928	-	73,148	137,928	64,780
Donated asset amortization	403,356	403,356	-	53,750	403,356.36	349,606
<b>Net deficit before GOJ Financing</b>	<b>(44,749,377)</b>	<b>(130,450,929)</b>	<b>(128,553,448)</b>	<b>(102,843,624)</b>	<b>(1,897,461)</b>	<b>(27,607,305)</b>
GOJ Financing from Consolidated Fund	11,573,000	143,741,000	139,554,000	145,297,234	4,187,000	(1,556,234)
<b>Net Surplus/(Deficit) after GOJ Financing</b>	<b>(33,176,377)</b>	<b>13,290,071</b>	<b>11,000,552</b>	<b>42,453,610</b>	<b>2,289,519</b>	<b>(29,163,538)</b>
<b>Amount Owed to Consolidated Fund (50%)</b>						
<b>Retained Surplus/( Deficit ) B/F</b>						
<b>Prior Year Adjustment</b>						
<b>Retained Surplus/ (Deficit)- C/F</b>	<b>(33,176,377)</b>	<b>130,477,267</b>	<b>5,500,276</b>	<b>(21,226,805)</b>	<b>81,615,654</b>	<b>102,842,458</b>

Prepared by:

Name:



Diana Morris

Director Finance, HRM and Institutional  
Strengthening (acting)

Approved by:

Name:



Ruby Brown PhD  
Chief Executive Officer

Date:

28/04/2017

Date:

01/05/2017





UNAUDITED

**CASH FLOW STATEMENT**

for the period Ending March 2017

	\$	\$
<b>Surplus/(Deficit) before GOJ Financing</b>	(130,450,929)	
GOJ Financing from Consolidated Fund	143,741,000	
<b>Net Surplus/ Deficit from Operations</b>		13,290,071
<b>Non-Cash Movements</b>		
Depreciation	8,355,239	
Depreciation - Prior Year Adjustment	(5,298,279)	
GOJ Rental Charges	-	
Gain/(Loss) on Disposal of Fixed Assets		
(Increase)/Decrease in Debtors	(15,358,793)	
Increase/(Decrease in Creditors)	9,536,861	
Depreciation write off		
Donated Asset Prior Year Adjustment	902,740	
Donated Asset write off	(403,356)	
Amount owed to GoJ on 50% of surplus	(6,645,036)	
Prepayments	(1,339,946)	
Total Adjustments		(10,250,570)
<b>Net Cash from Operating activities</b>		<b>3,039,501</b>
<b>Cash Flows from Investing Activities</b>		
Capital Expenditure	(7,169,485)	
Prior Year Adjustments	1,817,781	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF		
<b>Cash Flows from Investing Activities</b>		<b>(5,351,704)</b>
<b>Cash Flows from Financing Activities</b>		
GOJ Equity		-
General Reserve (Prior year)		20,989,774
Donated Assets Reserve		2,655,976
<b>Increase/(Decrease) in Cash and Cash Equivalent</b>		<b>21,333,547</b>
<b>Cash and cash equivalents at beginning of period</b>		<b>119,500,639</b>
<b>Cash and cash equivalents at end of period</b>		<b>140,834,186</b>

UNAUDITED

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the period Ending March 31, 2017**

**1. IDENTIFICATION**

The Management Institute for National Development (MIND), was established as an Executive Agency of the Government of Jamaica on April 1, 1999. As the public service training institute, MIND is mandated to provide public servants 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.

**2. SIGNIFICANT ACCOUNTING POLICIES**

**Accounting concepts**

The financial statements are prepared in compliance with the accounting concepts of going concern, accruals, consistency and prudence.

**3. FIXED ASSETS**

The value of fixed assets is based on the valuation of fixed assets exercise conducted as at March 31, 1999 as detailed in the fixed assets register.

Fixed Assets are categorized as follows:-

- Leasehold Property Improvement
- Fixtures & Fittings
- Office Equipment & Furniture
- Computers
- Motor Vehicles

Fixed Asset Schedule  
 As at March 31, 2017

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B/F as at April 1, 2016	17,381,519	7,018,180	39,773,243	23,776,727	5,870,628	93,820,297
Prior Year Adjustment	5,721,002	(6,237)	(4,512,662)	(3,055,847)	35,963	(1,817,781)
Additions April 2016 - March 2017	341,753		2,321,894	4,438,155	67,683	7,169,485
Disposal						
Balance as at March 2017	23,444,274	7,011,943	37,582,475	25,159,035	5,974,274	99,172,001

## UNAUDITED

## NOTES TO THE FINANCIAL STATEMENTS for the period Ending March 31, 2017

Prepared By:  
Finance and Accounts Unit

Depreciation Schedule As at March 31, 2017						
	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B\A\F as at April 1, 2016	6,816,569.00	1,079,022	31,631,700	17,501,258.00	5,142,301	62,170,850
Prior Year Adjustment	2,194,003.00	(6,239)	(4,494,901)	(3,176,842.00)	185,700	(5,298,279)
Depreciation on B/F assets - March 2017	96,261.00	114,251	250,382	172,674.00	6,987	640,555
Depreciation on Acquisitions - March 2017	1,424		38,698	36,985	564	77,672
Depreciation - March 2017	97,685	114,251	289,080	209,659	7,551	718,227
Depreciation April 2016 - March 2017	1,167,141	1,371,017	3,363,395	2,369,283	84,404	8,355,240
Depreciation Rate	5%	20%	20%	10%	10%	
Fixed Asset b/f as at March 31, 2017	23,444,274	7,011,943	37,582,475	25,159,035	5,974,274	99,172,001
Accumulated Depreciation as at March 31, 2017	10,177,713	2,445,800	30,500,194	16,693,699	5,412,405	65,227,811
Net Book Value	13,266,561	4,568,143	7,082,281	8,465,336	561,869	33,944,190

#### 4. DEPRECIATION

Depreciation is calculated on a straight-line basis over the estimated useful economic life of the asset. The provision made for depreciation is in compliance with Section 11.2.11 of the Financial Instructions to Executive Agencies.

Depreciation rate for each category of asset is established as follows:

Leasehold Property Improvement	5% p.a.
Furniture & Fittings	10% p.a.
Office Equipment	10% p.a.
Computers	20% p.a.
Motor Vehicles	20% p.a.

## UNAUDITED

## NOTES TO FINANCIAL STATEMENTS

## for the period Ending March 31, 2017

5. DEBTORS	March 2017	March 2016
Accounts Receivables - Corporate & Self-Sponsored	234,309,797	140,618,963
Less Provision for Bad Debts	158,657,616	74,600,584
	<u>75,652,181</u>	<u>66,018,379</u>
Payroll Receivables	37,083	3,500
Staff Revolving Loan	1,193,498	1,161,214
Prepayment	1,339,946	329,407
Other Receivables	-	-
Training Other: Reimbursable Receivables	-	-
PSSLDP Training	5,988,531.59	-
	<u>84,211,240</u>	<u>67,512,500</u>

6. CASH AND BANK	March 2017	March 2016
Appropriation in Aid Account	45,618,155	42,911,846
General Expenditure Account	1,020,335	504,608
Payroll Account	3,559,123	240,759
Foreign Exchange Account	90,630,573	75,837,427
Petty Cash Imprest: Hope Campus	3,000	3,000
Petty Cash Imprest: Mandeville Campus	3,000	3,000
	<u>140,834,186</u>	<u>119,500,640</u>

**Note A:**

Exchange Rate for March 2017 : US\$1 : JAS\$127.7664

7. CURRENT LIABILITIES	March 2017	March 2016
Payment 50% GOJ Revenue on surplus after GOJ funding	35,933,432	74,976,576
PAYE Associates	1,595,881	1,704,726
PAYE Salaries	-	-
Payroll Payables	19,519,914	(106,991)
Withholding Tax	7,317	2,889
Unearn Revenue	27,952,444	-
Payables (Advance from Participants)	2,262,405	1,390,007
Trade Payables & Accruals	13,206,909	18,867,627
Training Other	5,980,382	86,991
Performance Bond for Security Contract	2,855,250	2,855,250
<b>Total</b>	<u>109,313,935</u>	<u>99,777,075</u>



**UNAUDITED**

**NOTES TO FINANCIAL STATEMENTS**

**for the period Ending March 31, 2017**

8. RENT PAYABLE GOJ	March 2017	March 2016
Rent for April 2016 - March 2017 @ \$200,000 per month	2,400,000	2,400,000
Amount Written Off	(2,400,000)	(2,400,000)
	<u>-</u>	<u>-</u>

9. GOJ EQUITY	March 2017	March 2016
GOJ Equity is comprised of:	15,833,262	15,833,262
a) Value of Fixed Assets at April 1, 1999		
b) Amount spent on Goods and Services from the account opened prior to Executive Agency Status		
c) US\$ savings account amounting to US\$133,884.83 convert at US\$1:JAS\$42.00		

10. GENERAL RESERVE	March 2017	March 2016
General Reserve	130,477,267	102,842,458

General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2017

11. DONATED ASSET RESERVE	March 2017	March 2016
Donated Assets B/F 1.4.2016	209,791	263,541
Amortisation of Donated Assets	(403,356)	(53,750)
Amortisation of Donated Assets (Prior Year Adjustments)	(117,404)	
Additions	<u>3,676,121</u>	
<b>Balance as at March 31, 2017</b>	<u><b>3,365,151</b></u>	<u><b>209,791</b></u>

**Note 1:** Amount for Donated assets written off will be booked at the end of the Financial year.

**Note 2 As at March 31, 1999:** Donated Asset Reserve comprised of assets donated under the World Bank Programme which represented amount of

**12. INTEREST INCOME/(EXPENSE)**

Interest Income relates to Interest earned on Foreign Exchange Savings Account and Staff Revolving Loan.

Interest Expense relates to Withholding Tax (WHT) for the Foreign Exchange Savings Account.

**13. EXCHANGE GAIN/(LOSS)**

Net exchange gain /(loss) is calculated and booked at the end of each month.

**14. MISCELLANEOUS REVENUE**

Miscellaneous Revenue relates to income derived from activities such as payments received from associated services e.g., photocopying, printing etc.



## UNAUDITED

## NOTES TO FINANCIAL STATEMENTS

## for the period Ending March 31, 2017

## 15. EMOLUMENTS OVER \$2 MILLION PER ANNUM

<i>Salary Range \$M</i>	<i>Number of Employees</i>
2.00-2.25	3
2.25-2.50	3
2.5-2.75	10
2.75-3.00	7
3.00-3.25	3
3.25-3.50	4
3.5-3.75	2
3.75-4.00	1
4.00-4.25	0
4.25-4.50	3
4.50-4.75	1
4.75-5.00	0
5.00-5.25	1
5.25-5.50	1
5.50-5.75	1
5.75-6.00	0
6.00-6.25	0
6.25-6.50	0
6.50-6.75	0
6.75-7.00	1
<b>TOTAL</b>	<b>41</b>

## 16. PROVISION FOR UN-USED VACATION LEAVE

As per the Agency's Human Resource Policies, employees are only compensated for unused vacation leave at the end of their contract or when they separate from the Agency.

Provision for unused vacation leave will be booked at the end of the Financial Year, in accordance with IPSAS25 "Accounting for employee benefit" issued by IPSASB

accounts for employee benefits (IAS 19) in the Financial Statements of employers which applies to the Financial Statements of Executive Agencies.

## 17. PENSION

The Agency has a contributory Pension Plan, where employees contribute 5% of salary and the Agency contributes between 5%-10% depending on the employee's length of service. Employees can contribute a further 5% as Voluntary contribution.




UNAUDITED

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

as at March 31, 2017

	Contributed Capital \$	Revaluation Reserve \$	Donated Reserve \$	Accumulated Surpluses / (Deficits) \$	Total \$
Balance as at April 01, 2016	15,833,262		209,791	123,832,232	139,875,285
Changes in accounting policy				-	-
	15,833,262	-	209,791	123,832,232	139,875,285
Surplus on revaluation of property					
Currency translation differences					
Changes to donated Asset reserve			3,155,360		3,155,360
Net gain and losses not recognised in the statement of financial performance				6,645,035	6,645,035
Net surplus for the period					
<b>Balance at March 31, 2017</b>	<b>15,833,262</b>	<b>-</b>	<b>3,365,151</b>	<b>130,477,267</b>	<b>149,675,680</b>



# Appendex

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ANNUAL REPORT | 2016/2017

**APPENDIX 1: 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 (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2016/2017	5,329,330.00	1,310,462.34	670,812.00				7,310,604.34
Senior Manager Corporate Services	2016/2017	3,545,705.25	521,439.60	1,330,804.45				5,397,949.30
Director of Finance, HR and Institutional Strengthening (October 24, 2016 - March 2017)	2016/2017	1,304,305.45		587,862.13				1,892,167.58
Senior Manager PSCD (April - July 2016)	2016/2017	1,146,791.32		447,208.00				1,593,999.32
Senior Manager PSCD (August 2016 - March 2017)	2016/2017	2,197,386.00		894,416.00				3,091,802.00
Director PSCD	2016/2017	3,906,057.00		1,341,624.00				5,247,681.00
Director Business Development and Communication	2016/2017	3,906,057.00	582,875.06	1,341,624.00				5,830,556.06
Senior Manager Registry & Records Mgmt.	2016/2017	3,007,490.00		1,341,624.00				4,349,114.00

Notes

1. Where contractual obligations and allowances are states in a foreign currency, the sum in that stated currency must be clearly provided and not the Jamaican equivalent.
2. Other Allowances (including laundry, entertainment, housing, utility, etc.)
3. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

# 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”





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*Training for Public Service Excellence*

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