



NATIONAL  
COUNCIL ON  
EDUCATION  
*Annual Report*  

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2015-2016

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## MINISTER'S MESSAGE



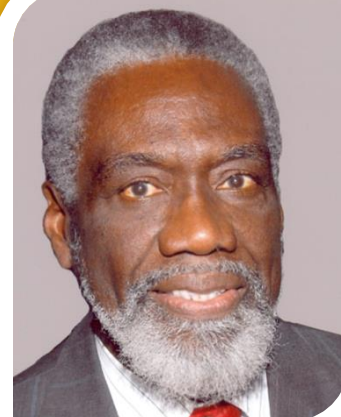
I must commend the National Council on Education (NCE), for the successful completion of another year. The Council, which was established in 1993, is the nation's main policy advisory body on educational matters. The NCE is a multi-sectoral body, comprising professionals from a range of institutions with a keen interest in education. Under the astute leadership of Dr. Simon Clarke, the Council is instrumental in shaping policies in education through its sound advice on emerging issues within the sector. I am proud to have been a member of this highly professional group for a significant part of the fiscal year now under review. During the time of my engagement, I was impressed with the high level of commitment and interest displayed by the Council members and I benefited tremendously from their stimulating discussions.

The importance of the Council's role in nominating for appointment and training of school board members, cannot be overemphasized. According to the Taskforce on Educational Reform Report, 2004, "a strong and effective school board is one of the essential elements that are needed for school success." An effective system of governance can go a far way in assisting public educational institutions in achieving national strategic goals. I must extend sincere appreciation to school board members who have volunteered to serve in this vital aspect of Jamaica's education system. Ensuring that schools are effectively governed provides a platform for positively impacting students' outcomes.

Once again, I thank the members of the National Council on Education and its dedicated staff for their support to the Ministry. Your support is even now more important, as the Ministry focuses its attention on two additional portfolios, youth and information. With the NCE as the major policy advisory body on educational matters, I am confident that the education enterprise is in good hands. Let us continue to work together, in providing quality education for our nation's children, as we recognize that "education is the foundation for a free and fulfilled life" (UNICEF, 1999).

**Senator the Honourable Ruel B. Reid, CD, JP**  
**Minister of Education, Youth and Information**

## CHAIRMAN'S MESSAGE



I take great pleasure in presenting the Annual Report of the National Council on Education (NCE) for the fiscal year April 2015 to March 2016. The year under review was one of transition in which the former Council ended its tenure and a new one appointed with effect from June 2015. I must extend my sincere appreciation to all members of the outgoing Council for their high level of commitment and dedication. A special welcome must be extended to the new members of the Council, whose enthusiasm and quality of work are already being felt. I am honoured for the opportunity to continue to serve as the Council's Chairman.

The Council congratulates Senator Ruel Reid on his appointment as Minister of Education, Youth and Information. We also express our gratitude to him for his years of service, both as a member and Chairman of the NCE. We also sincerely thank the Rev. Ronald Thwaites, for the quality of his support while he served as Minister of Education.

During the 2015-2016 fiscal year, the Council focused on two major legislative mandates policy advice on educational matters and school governance. The policy advisory function was mainly carried out by responding to requests from our parent Ministry and to emerging educational issues. The school governance activities involved the appointment and training of new school board members across the island.

In the year under review, the tenure of school boards in Regions 4 (Hanover, St. James and Westmoreland) and 5 (Manchester and St. Elizabeth) ended on December 31, 2015 and March 31, 2016 respectively. Our goal is to ensure that school boards are appointed on a timely basis, in order to avoid a hiatus in governance between one board and the next.

## CHAIRMAN'S MESSAGE (CONT'D)

Although the secretariat continues to make every effort to achieve this, we are sometimes constrained by circumstances outside of our control. This is a major area of concern, which the Council is seeking to urgently address.

During the period under review, over 1000 school board members in Regions 1 (Kingston and St. Andrew) and Region 2 (Portland, St. Mary and St. Thomas) were trained in six workshops. This represents 289 of a total of 318 schools. Efforts were also made to directly assist those institutions which reported challenges in school governance. It is to be noted that there was a significant reduction in the number of cases reported. All the cases were resolved within the stipulated time-frame.

A number of activities were carried out by the Council through its Policy and Planning Committee. These included the review of the draft School Improvement and Special Measures Proposal and the draft 2015 Policies on Safe Schools and Special Education. The Council's responses and recommendations were submitted to the Ministry of Education on November 11, 2015 and March 4, 2016 respectively. A position paper on the topical issue "Release of Students while School is in Session" was also prepared in response to the incident which took place at the Prickly Pole Primary School.

As you are aware, the quality of a school is largely dependent on the effectiveness of its board. On behalf of the National Council on Education, and on my own personal behalf, I extend our sincere appreciation to all school board members, who, as volunteers, have worked tirelessly in support of the development of education in general and of the effective functioning of their schools, in particular. I also extend my sincere gratitude and appreciation to all members of the Council for the quality of their support.

## CHAIRMAN'S MESSAGE (CONT'D)

The Council also wishes to extend to our executive director, directors and staff, our sincerest gratitude for their commitment and dedication.

May we continue to work together in building the Jamaican education enterprise, which is at the foundation of all aspects of human development recognizing that

***“when the right to education is assured the whole world gains” (Kofi A. Annan, 1999).***

**Simon A. Clarke, OD, JP**  
**Chairman**



The 2015/2016 fiscal year, though characterized by change and challenges, was exciting and rewarding. The steadfast pursuit of our mission to support the development of a comprehensive system of education was fuelled by the diligence and expertise of the Council's members and staff. Out of this fertile soil, grew the sound and timely advice which we were able to offer the minister on various aspects of education policy. During the year, we welcomed a new Minister of Education, Permanent Secretary and Council, the latter being under the continued leadership of Dr. Simon A. Clarke. The wholehearted dedication of this conglomerate in uncovering opportunities for Jamaica's youth promises to be a creative and fulfilling engagement of innovative minds and personalities.

## **PERFORMANCE OVERVIEW**

### **PROVIDING TIMELY POLICY ADVICE**

In keeping with the Council's mandate to provide timely policy advice to the Hon. Minister of Education, the following four major activities were undertaken:

- (i) review of the proposal on School Improvement and Special Measures Reform;
- (ii) review of the draft "Safe Schools Policy";
- (iii) review of the draft "Special Education Policy";
- (iv) development of a draft protocol on the release of students while school is in session.

The Council prepared detailed responses to the first three items listed. The fourth document was developed in response to a widely publicized incident which occurred at the Prickly Pole Primary School in St. Ann. A draft protocol regarding the release of students while school is in session, was developed and submitted to the Ministry of Education.

## GOVERNANCE

School governance is assigned a high level of priority by the Council and is monitored very closely. School boards, essential and unifying links in the chain of school governance, constitute a critical aspect of the Ministry's accountability framework and play an important role in the transformation process. The Council's involvement in nominating and training of school board members is, therefore, one of its most important responsibilities.

Management of the school governance portfolio is often impeded by delays in the appointment process arising from situations involving our external stakeholders. Consequently, in the 2015-2016 year we endeavoured to make good on the delays which were carried over from the previous year. As of March 31, 2016, 99% of the school boards in Region 2 (Portland, St. Mary and St. Thomas); 89% in Region 4 (St. James, Hanover and Westmoreland); and 11% in Region 5 (Manchester and St. Elizabeth) were appointed. The tenure of these boards ended March 31, 2015 (Region 2); December 31, 2015 (Region 4); and March 31, 2016 (Region 5). In Region 5, 11% of the school boards were appointed prior to the termination of the tenure of the outgoing school boards. This very encouraging situation may well be the herald of significant improvement in the appointment process for the 2016-2017 fiscal year.

Despite fiscal constraints, the training of school board members remained a worthwhile exercise resulting in over 1000 school board members being trained in Regions 1 and 2. The training was approached in two phases. In phase 1, resource materials were distributed to school boards scheduled to be trained. The schools were asked to submit areas or questions that they wanted to be addressed at the workshops. These were documented and shared with the presenters. Phase 2 entailed the actual workshops.



The Council continued to provide support to school boards with unresolved governance issues through the School Governance Committee. There was a significant reduction in the number of reported school governance issues in 2015-2016 when compared with the 2014-2015 fiscal year. Nine cases were reviewed and resolved within the stipulated time frame.

### **PUBLIC EDUCATION**

The enhancement of public awareness of the role and functions of the Council continued to be a programme priority during the 2015-2016 fiscal year. A number of strategies were adopted as part of the Council's public education initiative. These included news releases, speaking engagements, media interviews and establishing partnerships.

Moreover, the secretariat continued to support school boards by making presentations at their retreats and conferences. Twenty-eight presentations were made on school governance related topics during the year.

### **CHALLENGES**

The major challenges encountered during the 2015-2016 year were budgetary constraints and the non-responsiveness of some key stakeholders who impact the governance process. The approaches adopted to overcome these challenges, are already having a positive impact. Additionally, standards being introduced to better facilitate the timely appointment of school boards are expected to minimize delays resulting from the tardiness of stakeholders.

## CONCLUSION

Despite challenges, the National Council on Education remains a creditable organization, strategically positioned to impact the education process. I embrace the new year with optimism and confidence that we will continue to fulfil the Council's mandate as we work together to provide an equitable education system for all. I thank the Council members for their continued guidance and support and the staff for their dedicated service which contributed to another successful year of operation. I also extend appreciation to our sponsors who made our school board training workshops possible.

I wish to conclude by thanking the school board members, who, despite difficulties, continue to provide yeoman's service to the education sector. As we continue to work together, in a society riddled with social and economic turmoil, may we take solace in the words of Mandela (2003), that "education is the most powerful weapon you can use to change the world."

**Merris R. Murray**  
Executive Director

# CORPORATE GOVERNANCE

## THE ROLE AND FUNCTIONS OF THE NATIONAL COUNCIL ON EDUCATION

The National Council on Education Act, 1993, prescribes the legal authority of the Council. The Council operates within a legal framework which includes the Public Bodies Management and Accountability (PBMA) Act, 2008, the Education Act, 1965, and Regulations, 1980, as well as the Financial Administration and Audit (FAA) Act. NCE has a seven-point legislative mandate as outlined below:

### LEGISLATIVE MANDATE OF THE COUNCIL

- Advise the Minister on policy matters relating to education in Jamaica;
- Nominate candidates for appointment to Boards of Management of public educational institutions;
- Assist in the preparation of plans and programmes for developing and maintaining an effective and efficient educational system;
- Monitor and evaluate the implementation of these programmes and make appropriate recommendations to the Minister;
- Manage the National Education Trust Fund in conformity with the National Council on Education Act;
- Stimulate the development of education in Jamaica;
- Perform such other functions relating to education as may be assigned to it by the Minister pursuant to the National Council on Education Act.

# **CORPORATE GOVERNANCE**

In support of the foregoing, the Council may:

- (a) design and implement training programmes for the benefit of members of Boards of Management;
- (b) undertake research in connection with its functions and publish or otherwise disseminate the findings of such research;
- (c) in recognition of service in the field of education in Jamaica, make such awards as it thinks fit to persons selected by the Council in accordance with criteria approved by the Minister;
- (d) do anything or enter into any transaction which, in the opinion of the Council, is necessary to ensure the proper performance of its functions.

# CORPORATE GOVERNANCE

## STRUCTURE OF THE COUNCIL

The NCE's structure was developed based on an inter-sectoral model of governance. This approach was necessary, given the complex nature of the educational landscape. Consisting of not less than 21 nor more than 25 members representing a number of sectors, the Council is strategically positioned to address a wide range of emerging educational issues. This distinctive composition allows for the distillation of a wide cross-section of views and ideas among key partners within the sector. The members of Council are defined as follows:

- (1) Permanent Secretary of the Ministry of Education, shall be an ex-officio member of the Council.
- (2) Two persons appointed by the Governor-General in his own discretion.
- (3) The following persons appointed by the Governor-General acting on the advice of the Prime Minister after consultation with the Leader of the Opposition.
  - (a) one representative of each of the following bodies –
    - i. the political party forming the Government;
    - ii. the political party forming the Opposition;
    - iii. the University of the West Indies;
    - iv. the University Council of Jamaica;
  - (b) two persons from each of the following categories, being persons nominated by organizations representing such categories –
    - i. religious bodies;
    - ii. the business sector;
    - iii. teachers;

## **CORPORATE GOVERNANCE**

- (c) one person from each of the following categories, being persons nominated by organizations representing such categories–
- i. parents of children of school age;
  - ii. students;
  - iii. the media;
  - iv. professional bodies;
  - v. the agricultural sector;
  - vi. trade unions;
- (d) not more than six other persons appearing to the Governor-General to be persons knowledgeable and experienced in matters relating to education, sports or culture.

The Chairman and deputy chairman are appointed from amongst the foregoing members by the Governor-General, acting on the advice of the Prime Minister after consultation with the Leader of the Opposition.

# CORPORATE GOVERNANCE

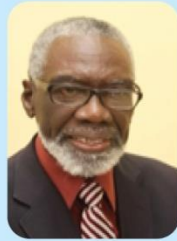
## COUNCIL MEMBERS – JUNE 1, 2015 – MAY 31, 2018

MEMBERS	REPRESENTATION
Dr. Simon A. Clarke, OD, JP, Chairman	Governor-General's Nominee, Educator
Professor Beverley Bryan	Governor-General's Nominee, Educator
Mr. Paul Burgess, BH, (M)	Agricultural Sector
Mr. Alphansus Davis, OD, JP	Political Party forming the Opposition (at the time of appointment)
Mr. Doran Dixon, JP	Teachers
Dr. Sandra Gayle	Governor-General's Nominee, Educator
Mr. Everton Hannam	Parents of Children of School Age
Mrs. Maxine Henry-Wilson	Political Party forming the Government (at the time of appointment)
Mr. Ray Howell, JP	Trade Unions
Dr. Disraeli Hutton	Governor-General's Nominee, Educator
Dr. Yvonne Marshall	University Council of Jamaica
Ms. Nadine Molloy, JP	Teachers
The Most Reverend the Honourable Donald James Reece, DD, GCM, OJ	Religious Bodies
Mr. Radley Reid	Governor-General's Nominee
Senator Ruel Reid, CD, JP	Governor-General's Nominee, Educator
Ms. Paulette Simpson	Business Sector
Mrs. Sandra Swyer Watson, JP	Religious Bodies
Mr. Demoye Whiteley	Students
Mrs. Joan Wint	Governor-General's Nominee, Retired Educator
Dr. Maurice Smith	Permanent Secretary

# CORPORATE GOVERNANCE

## CHAIRMAN AND MEMBERS OF THE NATIONAL COUNCIL ON EDUCATION June 1, 2015 – May 31, 2018

1. Dr. Simon A. Clarke,  
OD, JP, Chairman
2. Professor Beverley Bryan
3. Mr. Paul Burgess, BH(M)
4. Mr. Alphansus Davis, OD, JP
5. Mr. Doran Dixon, JP
6. Dr. Sandra Gayle
7. Mr. Everton Hannam
8. Mrs. Maxine A. Henry-Wilson
9. Mr. Ray Howell, JP
10. Dr. Disraeli Hutton



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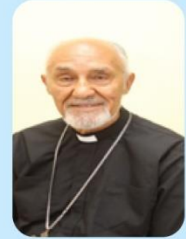


# CORPORATE GOVERNANCE

## CHAIRMAN AND MEMBERS OF THE NATIONAL COUNCIL ON EDUCATION CONT'D

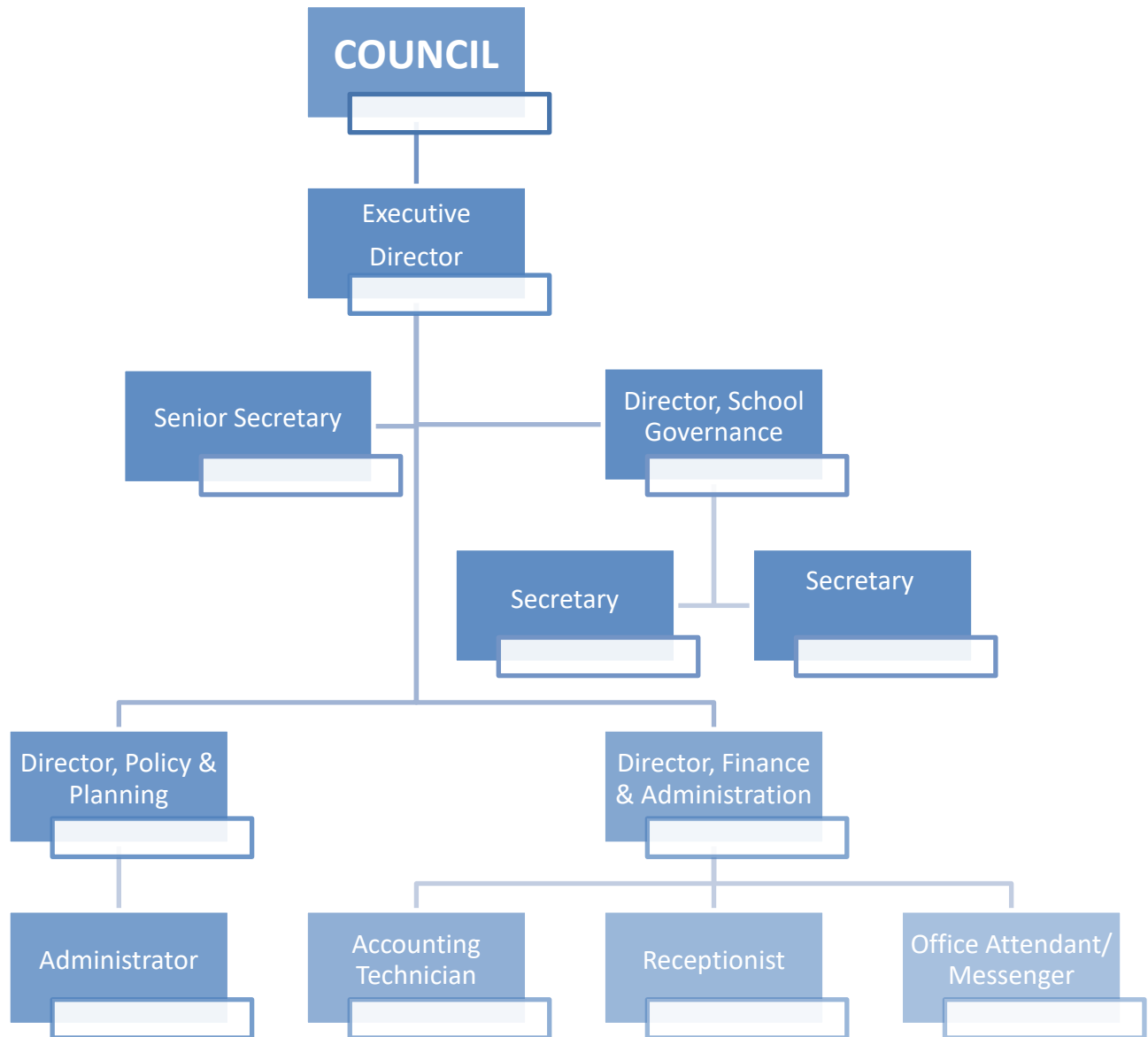
June 1, 2015 – May 31, 2018

11. Dr. Yvonne Marshall
12. Ms. Nadine Molloy, JP
13. The Most Reverend the Honourable  
Donald James Reece, DD, GCM, OJ
14. Senator Ruel Reid, CD, JP
15. Mr. Radley Reid
16. Ms. Paulette Simpson
17. Mrs. Sandra Swyer Watson, JP
18. Mr. Demoye Whiteley
19. Mrs. Joan Wint



# CORPORATE GOVERNANCE

## ORGANOGRAM



# CORPORATE GOVERNANCE

## **DUTIES AND STANDARDS OF CARE OF COUNCIL MEMBERS AND DIRECTORS**

The National Council on Education is a statutory body, governed by the Corporate Governance Framework (CGF), developed in 2011 for Public Bodies in Jamaica. The framework seeks to improve accountability, probity and transparency in the public sector. The Council members and directors are guided by a duty of care and the principles of loyalty and trust as outlined in the CGF. As fiduciaries of the organization, they institute systems that ensure compliance with regulatory requirements. Issues are subject to consultation, decisions taken in the best interest of the organization and resources efficiently managed. The Council is committed to these obligations and implements the controls necessary for the effective monitoring and evaluation of the organization's plans and programmes. There has also been the introduction of a risk management system to reduce the negative impact of risks on the organization's performance.

## **BOARD FOCUS AND ACTIVITIES**

During the year, the Council pursued activities within the parameters of the legislative mandate prescribed by the National Council on Education Act, 1993, the Education Act, 1965 and attendant Regulations of 1980. The Council is also guided by policies and circulars issued from time to time, by its parent ministry and the Ministry of Finance and the Public Service. The organization's internal policies and standard operating procedures are periodically reviewed to ensure relevance.

The major focus of the Council during the year were:

- (i) School Governance – ensuring the timely appointment and training of school board members and resolving school governance issues;
- (ii) Policy Advice – providing timely policy advice to the Minister of Education;

# CORPORATE GOVERNANCE

- (iii) Public Education – informing the general public of the importance of education and the role of the National Council on Education;
- (iv) Finance and Administration – safeguarding the Council’s assets and making sound financial decisions.

## GENERAL COUNCIL MEETINGS

Section 8 (1), under the Schedule of the NCE Act, empowers the Council to meet when necessary. The new Council appointed for the period June 1, 2015 – May 31, 2018 held its inaugural meeting in September, 2015. Thereafter, the Council met on the fourth Tuesday of every other month.

## STRUCTURE OF COMMITTEES

An important aspect of the Council’s accountability framework is the establishment of committees, which is in keeping with Section 10 of the Schedule of the NCE Act. In the 2015-2016 fiscal year, there were three standing committees:

- (a) Policy and Planning;
- (b) Finance and Administration;
- (c) School Governance.

The committee structure allows for experts in different fields to deliberate on matters before they are presented to the Council for review and approval. Preparations are being made to re-constitute the Public Relations, Audit and School Board Review Committees.

## ***CORPORATE GOVERNANCE***

In the absence of the School Board Review Committee, established to facilitate speedy resolution of school-governance issues, the School Governance Committee reviewed cases and made recommendations to the Council.

# CORPORATE GOVERNANCE

## POLICY AND PLANNING COMMITTEE

**The Committee was established to carry out the following functions:**

1. plan and implement the Council's research agenda;
2. develop policy initiatives;
3. design and implement programmes that promote the goals of the NCE;
4. conduct conferences, colloquia and seminars;
5. plan and implement training programmes;
6. monitor and evaluate education plans and programmes.

### MEMBERS

- |                                         |                                     |
|-----------------------------------------|-------------------------------------|
| (i) Professor Beverley Bryan (Chairman) | (v) Dr. Yvonne Marshall             |
| (ii) Mr. Doran Dixon, JP                | (vi) Senator Ruel Reid, CD, JP      |
| (iii) Dr. Sandra Gayle                  | (vii) Ms. Paulette Simpson          |
| (iv) Mrs. Maxine Henry-Wilson           | (viii) Mrs. Sandra Swyer Watson, JP |

### SECRETARIAT SUPPORT

Mrs. Kareen Edwards-Brown, Director of Policy & Planning

# CORPORATE GOVERNANCE

## FINANCE AND ADMINISTRATION COMMITTEE

The Committee is mandated to carry out the following functions of Council:

1. monitor the accounting systems and procedures as they relate to proper records and control;
2. manage the staff pension scheme;
3. manage an investment portfolio;
4. monitor the management of the budget;
5. ensure that annual audits are performed.

### MEMBERS

- |                                          |                           |
|------------------------------------------|---------------------------|
| (i) Senator Ruel Reid, CD, JP (Chairman) | (iv) Ms. Paulette Simpson |
| (ii) Mr. Paul Burgess, BH(M)             | (v) Mrs. Joan Wint        |
| (iii) Mr. Ray Howell, JP                 |                           |

### SECRETARIAT SUPPORT

Ms. Taneisha Taylor, Director of Finance and Administration  
Mrs. Doreen Lewis, Accounting Technician  
Ms. Trina Kelly, Secretary

## SCHOOL GOVERNANCE COMMITTEE

The Committee was established to carry out the following functions:

1. nominate for the purpose of appointment as members of the boards of management of government-owned, government-leased, denominational and trust institutions, such number of persons as may be prescribed;
2. design and implement training programmes for the benefit of school board members;
3. in recognition of service in the field of education, make such awards, as it thinks fit, to persons selected by the Council in accordance with criteria approved by the Honourable Minister of Education.

### MEMBERS

(i)	Ms. Nadine Molloy, JP (Chairman)	(vi)	Dr. Disraeli Hutton
(ii)	Mr. Alphansus Davis, OD, JP	(vii)	Mr. Demoye Whiteley
(iii)	Mr. Doran Dixon, JP	(viii)	The Most Reverend the Honourable Donald James Reece, DD, GCM, OJ
(iv)	Mr. Everton Hannam		
(v)	Mr. Ray Howell, JP		

### SECRETARIAT SUPPORT

Ms. Pauline Mullings, Director, School Governance and Public Relations  
Mrs. Phillippa Crosby, Senior Secretary  
Mrs. Patrice Goodlitt, Secretary  
Ms. Amal Davis, Secretary



# CORPORATE GOVERNANCE

## STRATEGIC OBJECTIVES 2015 - 2016

Six strategic objectives which were developed and endorsed by Council in 2009 continued to be the major areas of focus in 2015-2016. Each objective is aligned to a sub-committee as part of the Council's accountability framework which facilitates effective monitoring and evaluation of performance targets as outlined in the three-year Strategic Business Plan, 2015-2018.

Strategic Objective		Respective Committee
1.	To ensure that the Council operates in an efficient and cost-effective manner in carrying out its mandate.	Finance & Administration Committee
2.	To ensure that systems are in place to support the strengthening of the human resource capacity of the Council's Secretariat to meet emerging needs of a dynamic education system.	Finance & Administration Committee
3.	To facilitate the delivery of timely, accurate and relevant information to support effective planning, policy development and decision-making within the education system.	Policy & Planning Committee
4.	To increase the awareness of key stakeholders and the general public regarding the role and functions of the NCE and garner more support for the education sector as a whole.	Public Relations Committee
5.	To ensure that systems are in place to facilitate good corporate governance and promote greater levels of transparency and accountability within the organization.	Audit Committee
6.	To promote good corporate governance within schools and facilitate improved student outcomes.	School Governance/School Board Review Committees

# **CORPORATE GOVERNANCE**

## **EXECUTIVE MANAGEMENT**

The management of the organization's activities is carried out by a small secretariat consisting of eleven team members. This flat organizational structure is headed by an Executive Director who is supported by a three-member management team, responsible for the following operational units:

- (i) Policy and Planning;
- (ii) Finance and Administration;
- (iii) School Governance and Public Relations.

Each unit is assigned functions in keeping with the Council's legal and regulatory framework. The secretariat is guided by the Council's core values and the principles of teamwork, collaboration and partnership. This is necessary, given the small size of the organization and the extensive nature of its work.

# REVIEW OF OPERATION

## **PUBLIC EDUCATION REPORT OVERVIEW**

Informing the general public about the role and functions of the National Council on Education and the importance of education as an agent of social transformation, continued to be a strategic objective during the 2015-2016 fiscal year. This objective was pursued based on the assumption that informed members of communities can support schools in achieving positive student outcomes.

Operating within the context of severe budgetary constraints, the Council adopted cost-effective strategies to facilitate the delivery of its public education programme. These included:

- (i) establishing strategic partnerships;
- (ii) using technology to improve communication with stakeholders;
- (iii) participating in media interviews and responding to media articles;
- (iv) speaking engagements.

## **STRATEGIC PARTNERSHIPS**

A strategic partnership was forged with the National Secondary Student Council (NSSC) to deliver presentations islandwide to over 800 student councillors and administrative representatives. These included members of the leadership of the NSSC, school principals, senior teachers and advisors. The strategic partnership with the NSSC was forged against the background of a number of issues raised regarding the role of the student council representative on the school board. Many school board members are unsure as to how to relate to the student representatives and have raised concerns as to whether or not they should participate in the decision-making process.

# **REVIEW OF OPERATION**

The aim of the strategic partnership was to strengthen the impact of the student council representative on school boards. It is hoped that the information presented has improved the knowledge of the students so that they will be able to make a more meaningful contribution to the school governance process.

## **USING TECHNOLOGY TO IMPROVE COMMUNICATION WITH STAKEHOLDERS**

Technology is a cost-effective way of increasing the Council's reach to its target audience. Accordingly, a number of strategies were explored using technology to communicate with our stakeholders. These included redesigning the organization's website and re-establishing our social media networks. Social media networks were adopted particularly to target students, the main customers of the education enterprise. Although monitoring of the Council's social media networks continued to be a major challenge due to staffing constraints, efforts have been made to overcome this challenge in light of the effectiveness of this medium of communication. The completion of the website is a planned target for the coming fiscal year.

## **PARTICIPATING IN MEDIA INTERVIEWS AND RESPONDING TO MEDIA ARTICLES**

The communication strategies adopted during the year were participating in media interviews and responding to media articles. A total of three media interviews was conducted and one media article published. Specialized communication support within the organization as well as a Public Relations Committee would greatly enhance the Council's ability to carry out promotional activities. Other promotional exercises pursued during the year included participation in:

# REVIEW OF OPERATION

- (i) The Minister of Education's Sectoral Debate Press Conference held on April 16, 2015, at the Office of the Prime Minister;
- (ii) Community meetings;
- (iii) Prime Minister's Medal of Appreciation for Service to Education, June 24, 2015;
- (iv) Back-to-School Conferences;
- (v) Launch of the 2015-2016 School Year.

## SPEAKING ENGAGEMENTS

Delivering presentations at school board meetings and retreats continued to be one of the most effective strategies employed to sensitize board members about their roles and responsibilities. Approximately 28 presentations were made during the 2015-2016 fiscal year. The main topics presented were as follows:

- (i) The roles and responsibilities of school boards;
- (ii) The role of the Principal vs. the role of the Chairman;
- (iii) Management of human and financial resources;
- (iv) Promoting positive ethos;
- (v) Barriers to effective school governance;
- (vi) The role of the school board in ensuring accountability.

# REVIEW OF OPERATION

**PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES**

DATE	EVENT	THEME/TOPIC	VENUE
April 21, 2015	St. George's College Prefect Award Ceremony	The Motivational Leader	St. George's College, 26 North Street, Kingston
April 22, 2015	Anglican Diocese Training workshop for the members of the Boards of Management of schools operated by the Anglican Church in Region 2	The Roles and Functions of School Boards with Special focus on appointment of teachers and grievance procedures	Christ Church, Port Antonio, Portland
April 29 & May 12, 2015	Jamaica Independent Schools Association (JISA) Leadership Roundtable meeting	Important Leadership Lessons which I have acquired in my professional experience	Region 3 Regional Office, Brown's Town, St. Ann and the Mona Preparatory School, 221 Old Hope Rd. Kingston 6
April 23-24, & 30, & July 9, 2015	National College on Educational Leadership (NCEL) Aspiring Principals' Programme	School Governance and Management	Medallion Hall Hotel Kingston/Golf View Hotel, Mandeville, Manchester/Jamaica Conference Centre
June 25, 2015	Aabuthnott Gallimore High School Board Retreat	Roles and Responsibilities of School Boards	Sunflower Villas, Runaway Bay, St. Ann.
July 9, 2015	National Secondary Students' Council's capacity-building workshop	The Role of the Student Council Representative on the School Board	Eltham Training Centre, Ocho Rios, St. Ann
August 21, 2015	Conference on Educational Leadership and Management	Public Accountability in Education	Holiday Inn Resort, Montego Bay
September 2, 2015	Rosewell Primary School Board Retreat	Roles and Responsibilities of School Boards	Rosewell Primary School, Rosewell, Clarendon

# REVIEW OF OPERATION

**PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES CONT'D**

DATE	EVENT	THEME/TOPIC	VENUE
September 3, 2015	Sandy Bay Primary & Junior High School Staff & Board Retreat	Accountability	Sandy Bay Primary and Junior High School, Sandy Bay, Hanover
October 1, 2015	Clan Carthy High School Founder's Day Service, celebrating 35 years of existence	Brought greetings on behalf of NCE	St. Luke's Anglican Church, Cross Roads, Kingston 5
October 1, 2015	Steer Town Academy Board meeting	The Role of the School Board in Ensuring Accountability	Steer Town Academy, Steer Town, St. Ann
October 5, 7, 12, 13, & 15, 2015	National Secondary Student Council islandwide capacity- building workshop	The Role of the Student Council Representative on the School Board	Islandwide
October 8, 2015	Boards of management of church schools operated by the Methodist Church in St. Thomas	Roles and Responsibilities of School Boards – Promoting Positive Ethos and Barriers to Effective Governance	Whispering Bamboo Hotel, Morant Bay, St. Thomas
October 14, 2015	Bethel and Watford Hill Primary Schools staff development workshop	Accountability, my Responsibility	Bethel Primary School, Hopewell, Hanover
October 20, 2015	National Education Inspectorate (NEI) Inspectors' Training workshop	Roles and Responsibilities of School Boards	Alhambra Inn Hotel, Tucker Avenue, Kingston 6
November 16, 2015	Jose Marti Technical High School Board meeting	Roles and Responsibilities of the School Board	Jose Marti Technical High School, Spanish Town, St. Catherine
November 28, 2015	National Parent-Teacher Association of Jamaica (NPTAJ) Annual Conference, 2015	The Role of the PTA Representative on the School Board	Jamaica College Auditorium, Old Hope Rd. Kingston 6

# REVIEW OF OPERATION

**PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES CONT'D**

DATE	EVENT	THEME/TOPIC	VENUE
January 7, 2016	Council of Community Colleges of Jamaica Annual Conference	The Role of the College Board in Leading Change	Hilton Rosehall Resort and Spa, Montego Bay
February 12, 2016	Old Harbour and Bog Walk High Schools Teacher-Training Day	The Roles and responsibilities of the School Board and Professionalism	Old Harbour and Bog High Schools, St. Catherine
February 14, 2016	Launch of Student Council Week	Brought Greetings on behalf of NCE	Emmanuel Apostolic Church, Slipe Rd. Kingston 5



# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

<b>PUBLIC EDUCATION</b>		
<b>RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR &amp; THE DIRECTOR OF SCHOOL GOVERNANCE AND PUBLIC RELATIONS</b>		
<b>KEY PERFORMANCE TARGETS</b>	<b>STATUS</b>	<b>COMMENTS</b>
Quarterly presentations to inform key stakeholders about the role and functions of the NCE	Target exceeded	28 presentations made
Publish half-yearly newsletters for dissemination to key stakeholders	Target not pursued	This activity was placed on hold, due to the absence of budgetary support
Publish at least one article in the leading newspaper or participate in one media interview on a quarterly basis to increase the Council's visibility in the Education Sector	Target achieved	Target achieved. Three media interviews were held and one article published in the Daily Gleaner
<b>M &amp; E FRAMEWORK</b>		
<b>KEY PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
The #/% of public relations activities implemented during the year	Target achieved. Public Relations activities have been increased by over 5%	Public Relations activities in respect of presentations were increased by 64%

# REVIEW OF OPERATION

## STRATEGIC PLANNING REPORT

### OVERVIEW

The strategic planning function continues to be a critical area of the Council's work. It is a monitoring mechanism which establishes the Council's strategic direction and ensures high levels of accountability and transparency. In keeping with this thrust, a comprehensive three-year rolling strategic business plan, outlining the major areas of focus for each year has been developed. The plan was shaped by a number of priorities which were agreed on by key partners such as the Ministry of Education, Youth and Information and the Ministry of Finance and the Public Service.

These priorities are supported by the Council's vision and mission statements, core values, performance targets and indicators. A monitoring and evaluation framework has also been used to monitor the Council's performance against planned targets. The targets are reflected in the monthly and annual reports in which the progress for each strategic objective is recorded.

The major corporate activities pursued under the strategic planning objective, included developing an annual budget and strategic plan inclusive of an operational plan for the 2016–2017 period; and submitting monthly and annual reports as required by the Ministry of Education, Youth and Information.

# **REVIEW OF OPERATION**

## **OUR VISION**

The National Council on Education envisions that through its efforts and those of its partners, the learners in Jamaica will have access to services which will ultimately enable them to realize their full potential and become productive, culturally aware, ethical and worthwhile citizens who are globally competitive.

## **OUR MISSION**

To provide leadership in stimulating, advising and promoting consensus in the development of educational policies to support the nation's pursuit of a comprehensive, coherent and consistent system of education.

## **CORE VALUES**

In achieving our vision and mission the Council continued to embrace the following core values which reflect the beliefs and principles which guide how we conduct business.

# REVIEW OF OPERATION

CORE VALUES	STATEMENT
<b>BALANCE</b>	We will explore and take into consideration the views of all our stakeholders in order to achieve balance in what we do.
<b>INTEGRITY</b>	We will ensure that we act with the utmost transparency, honesty and national pride.
<b>INNOVATION</b>	We will adopt and adapt new knowledge, techniques and ideas to improve our business processes and achieve efficiency gains.
<b>EXCELLENCE</b>	We will strive for excellence in all we do by aligning organizational efforts with models of proven quality performance.
<b>COMMITMENT</b>	We will display personal responsibility for our actions, conducting our affairs with the highest level of dedication, diligence and determination.

# REVIEW OF OPERATION

## OUTCOMES FRAMEWORK

The expected outcomes of the Council’s strategic interventions are described as follows:

EXPECTED OUTCOMES				
<i>Effective governance in schools</i>	<i>Improved awareness of the Council’s role and functions and the importance of education as an agent of social transformation</i>	<i>Effective co-ordination of education al services and the alignment of strategic functions based on sound policy advice</i>	<i>Effective monitoring of student performance at strategic points of the education system</i>	<i>An efficient and effectively managed organization resulting in increased customer value</i>

## GENERAL COUNCIL MEETINGS

The hosting of General Council meetings was a planned target in the operational plan for 2015-2016. The status of this target was reported on a monthly basis. Four meetings were held during the year.

### General Council Meetings

September 29, 2015

November 10, 2015

January 26, 2016

February 23, 2016

# REVIEW OF OPERATION

## COUNCIL IN SESSION



# REVIEW OF OPERATION

## REPORTS

### Monthly Reports

In keeping with the new reporting requirements of the Ministry of Education, twelve monthly reports were submitted in the 2015-2016 fiscal year in accordance with the prescribed reporting format. The reports submitted reflected the strategic objectives of the Council and the planned targets for each month. The process was simplified through the monthly breakdown of quarterly targets. The major areas reported on were as follows:

- (i) Policy and Planning;
- (ii) Finance and Administration;
- (iii) School Governance;
- (iv) Public Education.

### ANNUAL REPORT 2014-2015

The Annual Report, inclusive of financial statements for the 2014-2015 fiscal year, was prepared as required. However, the Council continued to experience delays in the auditing of its financial statements. This notwithstanding, the required narrative to the annual report was submitted to the Hon. Minister of Education on July 31, 2015, pending the Auditor General Department's review of the financial statements.

### STRATEGIC BUSINESS PLAN 2016-2019

A strategic business plan for the period 2016–2019, was prepared and submitted to the Ministry of Education along with the 2016-2017 Operational Plan and corresponding budget.

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

STRATEGIC PLANNING		
RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR & DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Strategic Business Plan adjusted and targets developed for 2016-2017 outlined in operational plan	Target achieved	Strategic Business Plan and budget for 2016-2017 approved by Council and submitted to the MOE
Monthly Reports submitted on-time in accordance with the PBMA Act	Target achieved	Monthly Reports submitted in keeping with regulatory requirements
Annual Report for 2014-2015 completed and submitted to MOE in accordance with the PBMA Act	Target partially achieved	Annual Reports completed and awaiting audit finalization
Host bimestrial monthly Council meetings	Target achieved	Four General Council meetings held.  Inaugural meeting of Council held in September, 2015
Annual Board Retreat held to evaluate the Council's performance against targets	Target not achieved	Board retreat postponed until the new fiscal year
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
100% of statutory reports prepared and presented on-time	Target partially achieved	This target was only partially completed due to the delays in the auditing of the Council's accounts
Annual budget and strategic plan prepared and presented to the MOE on-time	Target achieved	



# REVIEW OF OPERATION

## POLICY AND PLANNING REPORT

### OVERVIEW

The duties of the Policy and Planning (P&P) Committee of the National Council on Education include providing policy advice to the Minister of Education, conducting research on topical educational issues, developing proposals and responding to requests from our parent Ministry regarding policy initiatives.

The P&P Committee focused on four major policy activities. In response to the Ministry's requests the following documents were reviewed:

- (1) the draft Proposal on School Improvement and Special Measures Reform;
- (2) the draft Safe Schools Policy, 2015;
- (3) the draft Special Education Policy, 2015.

The fourth activity was the development of a draft protocol on the release of students while school is in session. This was done in response to an incident which occurred at a public educational institution.

#### **(1) REVIEW OF DRAFT PROPOSAL ON SCHOOL IMPROVEMENT AND SPECIAL MEASURES REFORM**

This proposal was an initiative of the transformation programme to support under-performing schools identified by the National Education Inspectorate (NEI). The NCE's response, submitted to the Permanent Secretary on November 12, 2015, commended this initiative, which seeks to provide a more equitable system of education.

# REVIEW OF OPERATION

## **(2) REVIEW OF DRAFT MOE'S SAFE SCHOOLS POLICY, 2015 AND DRAFT SPECIAL EDUCATION POLICY, 2015**

The Safe Schools Policy developed in response to a recommendation of the Task Force on Educational Reform Report, 2004, seeks to engender a culture of safety in public educational institutions in Jamaica. The draft Special Education Policy embraces most of the recommendations of the Task Force Report on the Management of Special Needs.

Both documents were analyzed using the following procedure:

- (i) the points which the Council supported;
- (ii) issues which needed to be clarified;
- (iii) areas in the policies which required further development, and
- (iv) areas to be added to the document which were missing.

These reviews were submitted on March 3, 2016.

## **(3) RELEASE OF STUDENTS DURING SCHOOL SESSION**

A draft protocol on the "Release of Students during School Session" was also prepared and reviewed in response to concerns arising from an incident which took place in a public educational institution. The draft protocol addressed the issue of security and safety in schools. Recommendations were made concerning the circumstances under which a child could be allowed to leave the school compound while school is in session. The draft protocol, which was shared with the Hon. Minister of Education on February 22, 2016, emphasized that the procedures governing the release of students during school session should be properly documented by schools.

# REVIEW OF OPERATION

## MEETINGS

Four Policy and Planning Committee meetings were held during the fiscal year. The meetings guided the development of position papers and facilitated the review of documents. The recommendations of the committee were submitted to the General Council for review and approval.

### *Schedule of P & P Committee Meetings*

<b><i>Wednesday, October 21, 2015</i></b>	<b><i>Review of MOE's Draft</i></b>
<b><i>Monday, October 26, 2015</i></b>	<b><i>Proposal on School Improvement and Special Measures Reform</i></b>
<b><i>Wednesday, February 3, 2016</i></b>	<b><i>Review of MOE's Draft Safe School Policy</i></b>
<b><i>Wednesday, February 17, 2016</i></b>	<b><i>Review of MOE's Draft Special Education Policy</i></b>

*The P&P Committee's comments on the draft Proposal on School Improvement and Special Measures Reform were ratified by the Council at its General Council meeting on November 10, 2015, while the comments on the draft Safe Schools and Special Education Policies were approved at the General Council meeting on February 23, 2016.*

# REVIEW OF OPERATION

## **PUBLIC PRIVATE PARTNERSHIPS**

Partnerships are pivotal to the NCE's effort to establish mechanisms for more effective coordination and alignment of policy advice. This was the underlying principle of the organization's collaboration with the Ministry's Core Curriculum Unit to sensitize school boards of the National Standards Curriculum, due for implementation in public schools in September, 2016.

Approximately 480 school board members in Region 1 (Kingston & St. Andrew) and 538 in Region 2 (St. Thomas, St. Mary and Portland) were apprised of the curriculum in six seminars:

- Region 1 - January 13, 14 & 19, 2016;
- Region 2 - March 1, 8 and 9, 2016.

## **PROPOSALS DEVELOPED**

Three proposals were developed, one by the secretariat and the other two by Council Members. Firstly, the secretariat's proposal for the funding of an online training programme for school board members was submitted for consideration to the CHASE Fund and the Jamaican Commission for UNESCO. Secondly, a proposal for the development of strategies for improving the effectiveness of school boards came out of concerns about their competency raised at a General Council meeting. A third proposal on mediation in schools was developed with the intention of assisting school boards in resolving issues at the local level. All three proposals will be carried over into the next fiscal year.

## **ACCESS TO INFORMATION**

The Policy and Planning Unit manages the "Access to Information" (ATI) sub-portfolio. The seven requests for information processed during the period comprised two from private sector agencies, three from tertiary institutions and two from private researchers.

# REVIEW OF OPERATION

## ***Information Requested under the ATI Act, 2002***

- 1. Financial Management in Schools*
- 2. School Board Operations*
- 3. The Role and Functions of the NCE*
- 4. School board appointments and the role of school boards*
- 5. Data on the “Gender Division of Chairmen of the Boards of Management of Public Educational Institutions.” Data were arranged according to educational region and school type.*

*Based on another request, a second phase of the research will be conducted, and is scheduled for completion in August 2016. This phase will include the collection of data on the gender division of all NCE nominated members and vice-chairmen of school boards.*

*school boards:*

*division of all NCE nominated members and vice-chairmen of*

*This phase will include the collection of data on the gender*

*be conducted, and is scheduled for completion in August 2016.*

*Based on another request, a second phase of the research will*

# ***REVIEW OF OPERATION***

## **PLANNING**

Annual and monthly reports were prepared for the MOE, ATI Unit, Planning Institute of Jamaica (PIOJ) and other agencies (see strategic management report). The organization's strategic plan with a corresponding operational plan for the period 2016-2017 was completed and submitted to the Ministry of Education (see Strategic Planning report for details).

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015 – 2016

POLICY AND PLANNING		
RESPONSIBLE OFFICER: DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Conduct research as indicated by P & P Committee on a topical area in Education or any other area of interest	Target exceeded	This target was exceeded by six outputs: 1) Reviewed the Draft MOE's Proposal on School Improvement and Special Measures Reform 2) Reviewed MOE's Draft Safe School Policy, 2015 3) Reviewed MOE's Draft Special Education Policy, 2015 4) Prepared a Draft Protocol on the "Release of Students during School Session" 5) Three proposals prepared
Establish mechanisms for more effective coordination and alignment of policy advice, policy formulation and planning with strategic partners in the public and private sectors	Target achieved	Collaborated with the Core Curriculum Unit, Ministry of Education, in sensitizing school board members from schools in Regions 1 and 2 on the new National Curriculum to be implemented in September, 2016
Respond to at least one data request per quarter from public and private stakeholders	Target exceeded	This target was exceeded by 3 outputs. Seven requests for information received and processed
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
N/A	N/A	N/A

# REVIEW OF OPERATION

## SCHOOL GOVERNANCE REPORT

### OVERVIEW

School boards play a major role in the management of public education institutions, and, as such, form an important aspect of the Ministry of Education's accountability framework and the overall dynamic educational landscape. The school governance portfolio of the National Council on Education is designed to assist school boards in accessing the tools necessary for the efficient performance of their duties.

In this regard, the major areas of focus were:

- timely appointment of suitable members to serve on school boards;
- training school board members;
- providing technical advice on the legal and regulatory framework to school board chairmen, principals, regional directors, education officers, denominations, trusts and other stakeholders;
- updating the school board database;
- resolving school governance issues.

### SCHOOL BOARD APPOINTMENT

The tenure of school boards in Region 4 (St. James, Hanover & Westmoreland) and Region 5 (Manchester and St. Elizabeth), ended December 31, 2015 and March 31, 2016 respectively. The members of parliament, regional directors, education officers and other stakeholders in these two regions were sensitized about the procedures for school board appointment.



## REVIEW OF OPERATION

Recommendations for board membership in respect of NCE nominees were sought from these stakeholders as well as from principals of the schools. Nominations for denominational and trust school boards were also solicited from the relevant organizations.

In making recommendations, stakeholders were required to observe the standard procedures of the nomination process. Outgoing school board members, who were interested to continue serving, were asked to complete **Nomination Form A**, while persons who had not served on a school board during the immediate-past tenure were required to complete the **Volunteer Data Form** which provides more detailed information about the applicant. In the case of denominational and trust schools, recommendations were submitted by the organizations utilizing the Form A. Nominations for elected representatives were submitted by principals on the Form B. It is a standard procedure that all applicants/nominees sign the requisite forms as an indication of their willingness to serve.

In addition to those school boards which were due for appointment, three hundred and three appointments were processed in respect of outstanding positions which became vacant as a result of resignation, death or revocation of appointment.

School boards in Region 2 (St. Mary, St. Thomas & Portland) were scheduled to be appointed by June 30, 2015; Region 4 (St. James, Westmoreland & Hanover) by April 30, 2016; while those in Region 5 were scheduled to be appointed by June 30 of the next fiscal year. Although the school boards in Region 5 were to be appointed in the next fiscal year, 18 or 11% of the school boards were appointed ahead of time, in the year under review, prior to the end of tenure of the outgoing boards. One hundred and five school boards in Region 1 (Kingston & St. Andrew) were carried over from the 2014-2015 fiscal year, owing to delays in the appointment process.

# REVIEW OF OPERATION

Table SG 1 outlines the status of school board appointments in Regions 2, 4, 5 and 1 as at March 31, 2016.

**TABLE SG 1: STATUS OF SCHOOL BOARD APPOINTMENT**

REGION	# of PUBLIC EDUCATIONAL INSTITUTIONS	BOARDS APPOINTED DURING THE FISCAL YEAR	#/% of BOARDS APPOINTED ON-TIME	COMMENTS
2	163	161 or 99%	93 or 57%	<p>93 or 57% of the school boards appointed on-time, i.e. each school board is appointed within 3 months of the termination of tenure of the previous school board, while 68 or 42% appointed by the end of the fiscal year and 2 or 1% were carried forward to the following year.</p> <p>Seven schools were closed and 1 basic school was converted to an Infant school. The total number of schools in Region 2 is now 163.</p>
4	166	146 or 88%	147 or 89%	<p>147 or 89% of the school boards were appointed within three months of the termination of tenure of the outgoing board, 19 or 11% of the school boards were carried over into the next fiscal year. Two schools were closed, reducing the number of schools from 168 to 166.</p>

# REVIEW OF OPERATION

**TABLE SG 1: STATUS OF SCHOOL BOARD APPOINTMENT (CONT'D )**

REGION	# of PUBLIC EDUCATIONAL INSTITUTIONS	BOARDS APPOINTED DURING THE FISCAL YEAR	#/% of BOARDS APPOINTED ON-TIME	COMMENTS
5	161	18 or 11%	18 or 11%	18 or 11% of the school boards in Region 5 were appointed ahead of time during the fiscal year 2015-2016. The tenure of these Boards became effective April 1, 2016 and will terminate March 31, 2019.
1	105	105 or 100%	N/A carried over from the previous year	Significant delays were experienced in the appointment of the school boards in Region 1.

"on-time" appointment means – appointed within three months of the termination of tenure of the outgoing board

In the coming year, efforts will be made to eliminate the hiatus in the governance of public educational institutions by ensuring that the new boards are appointed prior to the termination of the tenure of outgoing boards.

# REVIEW OF OPERATION

## CHALLENGES

The secretariat experienced significant challenges in appointing school boards in Region 1. These included:

1. Tardy submission of recommendations from members of parliament, principals and some denominations.
2. Limited support from personnel directly involved in the nomination process. In an effort to expedite the process, the secretariat had to liaise directly with the stakeholders in order to secure the recommendations, and, in turn, had to seek non-objection from the Regional Director for the recommendations received. This lengthy process further delayed the appointment of the school boards.

As a result of the foregoing, the Council has developed a standard procedure, wherein if a stakeholder fails to submit recommendations within the stipulated time frame, the Council reserves the right to nominate the outstanding school board member.

3. Members of parliament were busy with the general elections and had little time to carry out their responsibilities with regard to the appointment process.

Moreover, the departure of three staff members created challenging capacity constraints at the secretariat and an involved recruitment and selection process compounded the situation.

# REVIEW OF OPERATION

## SCHOOL BOARD TRAINING

Training for the year under review, was delivered in two phases. Face-to-face training was preceded by the distribution of the handbook, “All Hands on Board” and other resource materials to the participants.

The areas explored at the workshops were:

- Legal and Regulatory Framework governing School Management;
- Promoting Positive Ethos;
- Fiduciary Responsibilities with Special Emphasis on Financial Management;
- Human Resource Management.

The Council, with support from Digicel Foundation, TIP Friendly Society and Spike Industries Limited, trained 1018 Board Members representing 289 schools, at six workshops in two regions. The details are as outlined in the following table:

# REVIEW OF OPERATION

**TABLE SG 2: SCHOOL BOARD TRAINING WORKSHOPS**

REGION 1				
Date	Venue	No. of Schools Invited	No. of Schools Participated	No. of Persons Trained
Jan. 13, 2016	Jamaica Conference Centre, Kingston	56	48	165
Jan. 14, 2016	Jamaica Conference Centre, Kingston	59	53	146
Jan. 19, 2016	Jamaica Conference Centre, Kingston	50	41	169
Sub-Total	3	165	142	480
REGION 2				
Date	Venue	No. of Schools Invited	No. of Schools Participated	No. of Persons Trained
Mar. 1, 2016	Jamaica Conference Centre, Kingston	47	46	164
Mar. 8, 2016	St. Mary Anglican Church Hall, St. Mary	58	56	215
Mar. 9, 2016	Hotel Tim Bamboo, Portland	48	45	159
Sub-Total	3	153	147	538
Total	6	318	289	1018

# REVIEW OF OPERATION

## EVALUATION OF WORKSHOPS

At the end of each workshop, participants were invited to evaluate each presenter, each session, the resource materials used and to rate the overall workshop. All workshops were favourably rated with participants indicating that they benefitted immensely from the seminars. Most felt that the workshops were timely and informative and would assist them to execute their responsibilities as board members more effectively. Most of the participants suggested that the workshops should be conducted on a more regular basis and that they should last for longer periods.

### Constraints

1. The absence of budgetary support was a major constraint. In order to defray costs, each high school was asked to contribute towards the training of each member of its board.
2. The Council experienced considerable difficulty in identifying suitable venues which could accommodate the number of board members who were to be trained.

## ONLINE TRAINING PROGRAMME

During the year, the Council sought funding for the development of an online training programme to provide school board members with continuous access to training as it had long been argued that face-to-face training, though necessary, may not be very cost-effective. The Council will continue this quest.

# REVIEW OF OPERATION

## **SCHOOL BOARD NOTICE**

The Council issued an advisory dated December 17, 2015 to all chairmen and members of boards reminding them that the appointment of a vice-chairman is a mandatory requirement set out in Section 78 (1) & (2) of the Education Regulations, 1980. This important appointment is often neglected by school boards.

## **SCHOOL BOARD REVIEW (SBR) COMMITTEE**

### **Unresolved Issues**

There was a significant reduction in the number of unresolved school board issues which were reported during the year under review, when compared with the previous year 2014-2015. There were nine reported cases in comparison to 22 cases reported in the previous year. The School Governance Committee reviewed the cases in the absence of the School Board Review Committee which needed to be reconstituted. All nine cases were resolved within the specified time. The reduction in the number of reported cases could be attributed to the following factors:

- the impact of training workshops;
- on-going dissemination of information to school board chairmen and principals through telephone calls, letters, emails, office visits, flyers and bulletins;
- presentations at school board retreats;
- school boards becoming more responsive to issues discussed in sensitization sessions.



# **REVIEW OF OPERATION**

## **RESPONSE TO GLEANER ARTICLE**

A response was prepared to Esther Tyson’s article, “School Boards: Appointment and Effectiveness”, published Saturday, August 22, 2015 in the Daily Gleaner and highlighted in the editorial on Sunday August, 23, 2015. The commentaries signalled an increased interest in school governance as a critical component of the education process. The Council’s response, published in the Gleaner on September 4, 2015 commended the Gleaner and Mrs. Tyson for continuing the conversation on the importance of school governance.

## **SCHOOL BOARD DIRECTORY**

The School Board Directory was updated to include the newly appointed boards of management in Regions 2, 4 and 5. Changes made during the year in respect of other regions were also reflected. The directory, a comprehensive database of school board members, can be accessed via the Council’s website at: [www.nce.org.jm](http://www.nce.org.jm)

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
School board training to integrate good governance practices throughout the institutions Engaging consultants to conduct training	Target achieved	<b>Regions 1 &amp; 2</b> Two consultants were engaged to conduct training in Regions 1 and 2. Other presenters included the regional financial controllers, three legal officers from the Ministry of Education and the Council's Executive Director. The Regional Director for each region also addressed the board members
Advising school boards in Regions 1 & 2 of upcoming training	Target achieved	All school board members in Regions 1 and 2 were notified of the training and invited to participate via letters. This was followed up by telephone calls and emails, to obtain confirmation
Conducting workshops for school board members in two regions	Target achieved	A total of 1018 school board members from 289 schools in Regions 1 & 2 participated in six workshops
Recognition and reward of school board members who have served the education sector: Awarding certificates of appreciation	Target modified/partially achieved	Due to the unavailability of funds, "thank you" letters were sent instead
Nomination of school board members for the Prime Minister's Medal of Appreciation Award	Target not achieved	This target was not pursued due to severe capacity constraints

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Sensitizing stakeholders in Regions 4 & 5 about the implementation of the procedures and recommendations for new members solicited from regional directors, members of parliament, denominations/trusts and principals	Target achieved	Consultations were held in  Region 4 on July 21, 2015 Region 5 on October 31, 2015
Establishing pools of volunteers for Regions 4 & 5	Target achieved	Recommendations received and pools of volunteers established for Regions 4 & 5
Obtaining recommendations for board membership from stakeholders	Target partially achieved	Recommendations for membership received from regional directors, some members of parliament, denominations/trusts and principals. Nomination Form Bs were also received from some principals
Processing of recommendations received from stakeholders for Regions 4 & 5	Target partially achieved	Stakeholders were unresponsive, for the most part, in making their submission for board appointment. However the secretariat processed the nominations and recommendations as soon as they were received

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Nomination and appointment of chairmen and members of 163 boards of management in Region 2	Target partially achieved	161 out of 163 (99%) boards in Region 2 appointed during the fiscal year as follows: 93 (57%) appointed on-time i.e. within three months of the termination of tenure of the outgoing school board; 68 (43%) appointed by the end of the financial year. NB. The tenure of the school boards in Region 2 is April 1, 2015 to March 31, 2018
Nomination and appointment of chairmen and members of 166 boards of management in Region 4	Target partially achieved	147 or 89% of 166 school boards in Region 4 appointed on-time and 19 or 11% were carried over into the next fiscal year. NB. The tenure of the school boards in Region 4 is January 1, 2016 to December 31, 2018
Nomination and appointment of chairmen and members of 161 boards of management in Region 5 (unplanned target)	Target achieved	18 or 11% of 161 school boards appointed ahead of time. NB. The tenure of the school boards in Region 5 is April 1, 2016 to March 31, 2019
Dissemination of information on the members of school boards	Target achieved	Regional directors, members of parliament, principals, chairmen and other board members, churches, trusts, the Internal Auditor and departments falling under the Ministry of Education informed of the appointments

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Respond to at least 100 enquiries from key stakeholders	Target exceeded	200 enquiries processed. Enquiries processed were in respect of nominations, resignations as well as controversial board issues. Enquiries were received from MOE's officials, members of parliament, JTA, attorneys-at-law, principals, churches, trusts and other stakeholders from other government departments and the wider public via letters, emails, telephone calls and office visits
School Board Directory updated with the names of school board members and disseminated to Regions 2, 4 & 5 and other relevant stakeholders in the education system	Target achieved	Directory updated to include the newly appointed boards of management in Regions 2, 4 and 5 as well as changes made during the year in respect of other regions. Directory per Region is updated and disseminated weekly
Monthly and annual management reports prepared for School Governance & Public Relations Unit in accordance with the FAA, PBMA and NCE Acts	Target achieved	

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
#/% of boards of management appointed on-time	Achieved	Region 2: 93 or 57% school boards appointed on-time Region 4: 147 or 89% school boards appointed on-time Region 5: 18 or 11% appointed before the termination of the tenure of the outgoing boards

# **REVIEW OF OPERATION**

**St. Thomas School Board Training Seminar, March 1, 2016 held  
at the Jamaica Conference Centre, Kingston**



**School Board Members Participating in Training Workshop**

# REVIEW OF OPERATION

## FINANCE AND ADMINISTRATION REPORT

### OVERVIEW

The financial year ending March 31, 2016, showed assets of approximately \$5.1M compared to \$6.9M for the previous year. Interest income was approximately \$0.184M, in comparison to \$0.245M received for the previous year.

The operating surplus as at March 31, 2016, was approximately \$0.146M, compared to \$0.916M for the previous year, a decrease of 84%. Subvention received was \$23.1M, an increase of 7% in comparison to the year before. This was due to the general revision of compensation during the year.

Operating expenses were approximately \$27.1M compared to \$23.4M for the year ended March 31, 2015. The budget was augmented through collaboration with stakeholders and the introduction of fees for the training of school board members. Training expenses amounted to approximately \$2.9M.

### COMPLIANCE AND REPORTING

The following reports were prepared during the period under review and submitted to the relevant Ministries and Agencies:

- Contracts Awards;
- Fiscal;
- Accruals;
- Withholding Tax;
- Total Payments for the year, classified by sub-objects;
- Health Insurance Summary;
- Posts Audit.



# REVIEW OF OPERATION

## PENSION PLAN

The Council's Pension Plan was compliant with the requirements of the Financial Services Commission (FSC). At its year end, September 30, 2015, the Plan's assets totalled approximately \$26.6M in comparison to \$23.7M for the previous year. The Council contributed \$1.2M to the Plan for the year ended March 31, 2016, compared to \$0.928M for the previous year. A diversified investment portfolio was maintained throughout the year.

The Trustees are:

- Miss Prunella Vassell – **Institute of Chartered Accountants of Jamaica**
- Mr. Sylvester Anderson – **Ministry of Labour and Social Security**
- Miss Taneisha Taylor – **Member Trustee**

At March 31, 2016, seven members of staff were enrolled on the Plan, and each received a statement and a performance report for the Plan year.

During the year, a Certified Financial Return on Plan activities and a Statement of Investment Policies and Principles (SIPP) were completed. The service provider continued to be Sagicor Life Jamaica.

The Council's financial statements and operating procedures for the 2015-2016 financial year were reviewed by external auditors from the Auditor General's Department.

# REVIEW OF OPERATION

## HUMAN RESOURCE MANAGEMENT

The Council is output-oriented and focuses on high performance. The efficiency and accountability of team members were improved through training from the Institute of Chartered Accountants of Jamaica, the Financial Services Commission and the University of the West Indies, Mona, in the following areas:

- International Financial Reporting Standards (IFRS);
- Pension Services and Updates;
- Educational Services;
- Speech Writing.

At March 31, 2016, eight of the eleven posts at the Council's secretariat were filled.

# REVIEW OF OPERATION

## PERFORMANCE SCORECARD 2015-2016

FINANCE AND ADMINISTRATION		
RESPONSIBLE OFFICER: DIRECTOR OF FINANCE AND ADMINISTRATION		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Appraisal instrument completed by supervisor and support staff	Target partially achieved	Performance appraisals of seven staff members were conducted during the fiscal year
Source and schedule appropriate training for staff	Target partially achieved	Staff trained in areas including IFRS, Speech writing. Not all staff members were trained due to budgetary and staffing constraints
Certified Financial Returns approved	Target achieved	Prior year returns were filed with the Plan Administrators
Completed Audit Report for 2015-2016	Target partially achieved	Prior year Financial Statements completed on May 30, 2016 by external auditors
Implementation of post-audit recommendations based on management letter	Target achieved	Recommendations implemented
Annual returns prepared and submitted.	Target achieved	Annual returns prepared and submitted to Tax Audit and Assessment on March 10, 2016
NCE's budget for 2016- 2017 prepared and submitted	Target achieved	Budget and supporting operational plan for 2016-2017 reviewed by the Council and submitted to the MOE on October 21, 2015
Reports prepared as required by Regulators	Target achieved	Reports prepared for OCG, MOE & MOF&PS Fiscal and Accruals Report also prepared

# REVIEW OF OPERATION

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
#/% of performance appraisals conducted on-time	Target partially achieved	70% of performance appraisals conducted within the designated time frame
#/% of staff receiving a satisfactory performance appraisal report	Target achieved	100% of performance appraisals conducted, received satisfactory performance
Annual audit of the Council conducted on-time	Target partially achieved	Audit Report completed on May 30, 2016 due to delays in submission by external auditors
#/% of audit reports with less than five audit queries	Target achieved	
#/% of statutory reports prepared and presented on-time	Target achieved	

# REVIEW OF OPERATION

## FORECAST AND PROJECTIONS OF KEY FINANCIAL AND OPERATING MEASURES FOR THE NEXT FISCAL YEAR

Function/Programme	2016-2017 Recurrent Estimates of Expenditure	2016-2017 Estimates of Capital Expenditure	2015-2016 Approved Expenditure	2015-2016 Approved Capital Expenditure
	J\$ M	J\$ M	J\$ M	J\$ M
Compensation of Employees	16.64		15.90	
Travelling Expenses and Subsistence	3.50		2.40	
School Governance Training	1.09		-	
Other Travel	1.12		-	
Rental of Property, Machinery and Equipment	7.20		1.2	
Other Rental	1.00			
Public Utility Service	.68		0.67	
Retirement Benefit	1.07		0.73	
Purchases of Equipment (Capital Goods)	.00	2.02	-	-
SUB-TOTAL	32.30	2.02	20.90	-
PURCHASES OF GOODS AND SERVICES FOR TECHNICAL ACTIVITIES				
School Governance	11.00		0.00	
Policy and Planning	2.40		0.00	
Public Relations	1.90		0.00	
Finance and Administration	2.30		0.00	
Other Goods and Service	1.92		1.69	
SUB-TOTAL	19.52		1.69	-
TOTAL	51.82	2.02	22.59	-

# REVIEW OF OPERATION

## SUMMARY OF ACHIEVEMENTS BASED ON PERFORMANCE TARGETS

STRATEGIC AREA OF FOCUS	ANNUAL TARGET	TARGET ACHIEVED	TARGET PARTIALLY ACHIEVED	TARGET NOT ACHIEVED	PERCENTAGE TARGET ACHIEVED
PUBLIC EDUCATION	4	3	0	1 (1 target not pursued)	75% 1 target exceeded
STRATEGIC PLANNING	7	4	2	1	57% 1 target exceeded
POLICY & PLANNING	3	3	0	0	100%
SCHOOL GOVERNANCE	17	11	5	1(1 target modified)	65% 1 target exceeded
FINANCE & ADMINISTRATION	13	8	5	0	62%
OVERALL PERFORMANCE	44	29	12	3	66%

# REVIEW OF OPERATION

## STRATEGIC AREAS OF FOCUS FOR NEXT FISCAL YEAR PROSPECTS FOR 2016-2017

High quality educational services are the foundation of human and social capital, a necessary component for competing effectively in a dynamic and diverse global market. In the coming year, the Council will remain steadfast to the goal of delivering high-quality services to support the transformation of the education sector. Emphasis will be placed on the Council's major legislative mandate of providing policy advice on education and promoting effective governance of public educational institutions. Among the strategies which will be pursued in the upcoming year are:

- (i) supporting effective governance in schools to facilitate an adequately equipped and disciplined school environment;
- (ii) development of resource materials to support school board members in the performance of their duties;
- (iii) fostering local and international partnerships to support the improvement of education services in Jamaica;
- (iv) conducting research to inform the Council's work;
- (v) advocating greater community involvement in the management of public educational institutions;
- (vi) sensitizing the general public about the importance of education as a vehicle for social transformation.

# REVIEW OF OPERATION

In the year ahead, the Council will continue to pursue its vision of

*“ensuring that through its efforts and those of its partners the learners in Jamaica will have access to services which will ultimately enable them to realize their full potential and become productive, culturally aware, ethical and worthwhile citizens who are globally competitive.”*



# REVIEW OF OPERATION

## STATEMENT OF EMOLUMENTS

### NATIONAL COUNCIL ON EDUCATION

#### DIRECTORS' COMPENSATION

Board Tenure 2015-2016

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Simon Clarke	57,000	68,720	N/A	N/A	125,720
Beverley Bryan	69,500	*	N/A	N/A	69,500
Paul Burgess	38,000	*	N/A	N/A	38,000
Alphansus Davis	34,000	49,200	N/A	N/A	83,200
Doran Dixon	48,500	50,400	N/A	N/A	98,900
Sandra Gayle	36,000	*	N/A	N/A	36,000
Everton Hannam	23,500	*	N/A	N/A	23,500
Maxine Henry-Wilson	14,500	*	N/A	N/A	14,500
Ray Howell	39,500	*	N/A	N/A	39,500
Disraeli Hutton	41,500	*	N/A	N/A	41,500
Yvonne Marshall	9,000	*	N/A	N/A	9,000

## REVIEW OF OPERATION

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Nadine Molloy	19,500	*	N/A	N/A	19,500
Radley Reid	11,000	*	N/A	N/A	11,000
Donald Reece	34,500	*	N/A	N/A	34,500
Ruel Reid	48,500	*	N/A	N/A	48,500
Paulette Simpson	46,500	*	N/A	N/A	46,500
Sandra Swyer Watson	48,500	*	N/A	N/A	48,500
Demoye Whiteley	29,000	*	N/A	N/A	29,000
Joan WInt	16,500	18,560	N/A	N/A	35,060
<b>Total</b>	<b>665,000</b>	<b>186,880</b>			<b>851,880</b>

\* Travelling not claimed during the Financial Year

\*\* No meetings were attended during the Financial Year

# REVIEW OF OPERATION

## SENIOR EXECUTIVE COMPENSATION

### PAYMENTS MADE DURING THE YEAR 2015 – 2016

Name and Position of Director	Salary (\$)	Seniority (\$)	Gratuity (\$)	Personal Pensionable Allowance (\$)	Retroactive Salary (\$)	Upkeep Allowance (\$)	Total (\$)
Merris Murray Executive Director GMG/SEG IV	2,964,123.00	216,886.48	780,140.00	-	209,616.00	1,179,000.00	5,349,765.48
Pauline Mullings Dir. School Governance & Public Relations GMG/SEG II	1,968,128.00	95,311.48	-	48,699.00	79,314.96	617,376.00	2,808,829.44
Taneisha Taylor Dir. Finance & Administration FMG/PAI	1,440,252.00	141,619.54	-	91,250.00	118,922.00	617,376.00	2,409,419.54
Kareen Edwards- Brown Dir. Policy & Planning SOG/ST 6	1,542,836.00	151,216.00	-	-	104,485.00	617,376.00	2,415,913.00
	7,915,339.00	603,033.50	780,140.00	139,949.00	512,337.96	3,031,128.00	12,983,927.46

**NATIONAL COUNCIL ON EDUCATION**

**FINANCIAL STATEMENTS**

**YEAR ENDED MARCH 31, 2016**

**National Council on Education**  
**Year Ended March 31, 2016**

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

Email: [audgen@auditorgeneral.gov.jm](mailto:audgen@auditorgeneral.gov.jm)

## **INDEPENDENT AUDITOR'S REPORT**

**To the Chairman  
National Council on Education**

### **Opinion**

I have audited the accompanying Financial Statements of the National Council on Education, set out on pages 1 to 18, which comprise the Statement of Financial Position as at March 31, 2016, Statement of Profit & Loss and Other Comprehensive Income, 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 National Council on Education as at March 31, 2016, and of its financial performance, and its cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS).

### **Basis for Opinion**

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

### **Key Audit Matters**

Key audit matters are those matters that, in my professional judgment, were of most significance in the audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. The following key matters were brought to the attention of management by way of our Audit Completion Report dated December 18, 2017.

Key Audit Matters	How my Audit Addressed the key Audit Matter
<p>1. <b><u>Stale dated cheques</u></b></p> <p>At March 31, 2016, the Council's records disclosed stale dated cheques amounting to \$644,194.00. This balance includes amounts dating from as far back as October 2006. Management advised that attempts to contact the payees proved futile.</p>	<p>The cheque information for all cheques listed on the stale dated cheques listing were verified to confirm the values and dates of the respective cheques. Cheques dating two or more years from the year-end date were collated and aggregated to determine the amount that is required to be paid over to the Accountant General's Miscellaneous Revenue Account in compliance with Circular No. 18 Revised Stale-Dated Cheques. My assessment indicated that \$202,025.00 should be paid over to the Accountant General.</p> <p>The consideration of stale dated cheques was deemed as a key audit matter for there was a failure to transfer amounts that are classified as stale dated cheques for two or more years to the Accountant General's Department. This represents noncompliance with the stated circular. The necessary journal adjustment was recommended to the Council, which they accepted.</p>
<p>2. <b><u>Withholding tax recoverable</u></b></p> <p>The Council failed to recover taxes deducted at source from the relevant authorities. At March 31, 2016, the balance held in the tax recoverable account was \$128,429.00. Management indicated that this balance has been accumulating in the accounts from the 2007/2008 financial year.</p>	<p>The withholding tax listing dated back to the 2007/2008 financial year was tested to verify the value and date of each tax deducted at source. These amounts proved to be in relation to General Consumption Tax only.</p> <p>The evaluation of the withholding tax recoverable was noted as a key audit matter as the amount of \$118,231.87 included in the total year-end balance may be impaired because the maximum allowable years for a refund claim is six years in keeping with section 46 (5) of the General Consumption Act. The necessary journal adjustment was recommended to the Council, which they accepted.</p>

## **Management's Responsibility for the Financial Statements**

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

In preparing the financial statements, management is responsible for assessing the Council'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 Council or to cease operations, or has no realistic alternative but to do so.

## **Auditor's Responsibility for the audit of the Financial Statements**

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain 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 control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude 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 related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in the 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 Council to cease to continue as a going concern.



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

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

### **Report on Additional Requirements of the National Council on Education 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**

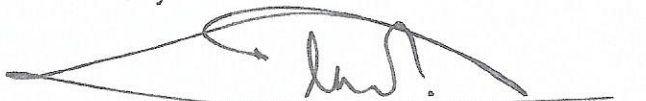
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Date

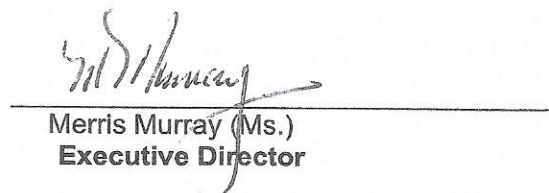
**National Council on Education**  
**Statement of Financial Position**  
**As at March 31, 2016**

	NOTE	2016 \$	2015 \$
<b>Non-Current Assets</b>			
Property, Plant and Equipment	4	580,124	729,911
Intangible assets	5	167,644	252,920
		<u>747,768</u>	<u>982,831</u>
<b>Current Assets</b>			
Accounts Receivable and Prepayments	6	131,124	142,790
Cash and Cash Equivalents	7	4,955,709	6,757,195
		<u>5,086,833</u>	<u>6,899,985</u>
<b>Current Liabilities</b>			
Accounts Payable and Accruals	8	1,552,719	816,321
Employee Benefits	9	4,660,862	4,179,650
		<u>6,213,581</u>	<u>4,995,971</u>
<b>Net Current Assets</b>		<u>(1,126,748)</u>	<u>1,904,014</u>
<b>Total Assets</b>		<u>(378,980)</u>	<u>2,886,845</u>
<b>Equity:</b>			
Retained Earnings		<u>(378,980)</u>	<u>2,886,845</u>

Approved for issue by the Board of Directors on January 18, 2018 and signed on its behalf by:



Simon Clarke (Dr.)  
Chairman



Merris Murray (Ms.)  
Executive Director

The accompanying notes on pages 5 - 18 form an integral part of these financial statements.

**National Council on Education**  
**Statement of Profit & Loss and Other Comprehensive Income**  
**For the year ended March 31, 2016**

	NOTE	2016 \$	2015 \$
<b>Income</b>			
Government Subvention		23,168,327	22,759,745
Board Training Fees		252,000	-
Revenue Grants		240,000	-
		<u>23,660,327</u>	<u>22,759,745</u>
<b>Expenses</b>			
Salaries and Related Costs	10	20,558,765	18,781,020
Premises Related Expenses		323,905	303,253
Depreciation		254,167	346,347
Amortisation		85,276	85,274
Bad Debt Provisions		118,232	-
Goods and Services		5,056,801	1,989,613
Board Fees		713,380	1,217,940
Special Project-Legislative Review		-	712,618
		<u>27,110,526</u>	<u>23,436,065</u>
Net Operating Deficit		(3,450,199)	(676,320)
<b>Income after operating deficit</b>			
Interest Income		184,374	245,190
<b>Net Deficit for the year</b>		<u><u>(3,265,825)</u></u>	<u><u>(431,130)</u></u>

The accompanying notes on pages 5 - 18 form an integral part of these financial statements.

**National Council on Education**  
**Statement of Changes in Equity**  
**For the year ended March 31, 2016**

	<b>Retained Earnings</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>
<b>Balance as at March 31, 2014</b>	3,317,975	3,317,975
Deficit for the year	(431,130)	(431,130)
<b>Balance as at March 31, 2015</b>	2,886,845	2,886,845
Deficit for the year	(3,265,825)	(3,265,825)
<b>Balance as at March 31, 2016</b>	<b>(378,980)</b>	<b>(378,980)</b>

The accompanying notes on pages 5 - 18 form an integral part of these financial statements.

**National Council on Education**  
**Statement of Cash Flows**  
**For the year ended March 31, 2016**

	NOTE	2016 \$	2015 \$
<b>Cash flows from Operating Activities</b>			
Net Deficit for the year		(3,265,825)	(431,130)
<b>Adjustments:</b>			
Depreciation		254,167	346,347
Amortisation		85,276	85,274
(Increase)/Decrease in current assets		11,666	574,741
Increase/(Decrease) in current liabilities		1,217,610	(300,399)
<b>Net cash provided by Operating Activities</b>		<u>(1,697,106)</u>	<u>274,833</u>
<b>Cash flow from Investing Activities</b>			
Acquisition of property, plant & equipment	4	(104,380)	(161,756)
<b>Net cash used in Investing Activities</b>		<u>(104,380)</u>	<u>(161,756)</u>
<b>(Decrease)/Increase in Cash and Cash Equivalents</b>		(1,801,486)	113,077
<b>Cash and Cash Equivalents at beginning of the year</b>		6,757,195	6,644,118
<b>Cash and Cash Equivalents at end of the year</b>		<u><u>4,955,709</u></u>	<u><u>6,757,195</u></u>

The accompanying notes on pages 5 - 18 form an integral part of these financial statements.

# NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

**For the year ended March 31, 2016**

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## 1. Identification

The National Council on Education (‘the Council’) was established under the National Council on Education Act in March 1993 and became operational in July 1995. It is a statutory body falling under the responsibility of the Ministry of Education. The Council is domiciled in Jamaica with its registered office at 52-60 Grenada Crescent, Kingston.

The main functions of the Council are as follows:

- To advise the Minister on policy matters relating to education in Jamaica.
- To appoint suitable persons to Boards of Management in public educational institutions.
- To assist in the preparation of plans and programmes for developing and maintaining an effective educational system.
- To monitor and evaluate the implementation of programmes and make appropriate recommendations to the Minister.

## 2. Statement of compliance, basis of preparation and significant accounting policies

### a) **Statement of compliance**

The financial statements are prepared in accordance with International Public Sector Accounting Standards (IPSAS). IPSAS’s are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent Standards-setting Board of the International Federation of Accountants (IFAC). IPSASs are based on the International Financial Reporting Standards (IFRSs) and address public sector reporting issues not dealt with in IFRSs.

### b) **Basis of preparation**

- (i) The financial statements are presented in Jamaica dollars and are prepared on the historical cost basis.
- (ii) The preparation of the financial statements in accordance with IPSAS assumes that the Council will continue in operational existence for the foreseeable future. This means, *inter alia*, that the statement of financial position and the statement of profit & loss and other comprehensive income assume no intention or necessity to liquidate the Council or curtail the scale of its operations. This is commonly referred to as the going concern basis. The Council and management are of the view that the going concern basis continues to be appropriate in the preparation of the financial statements.

# NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

**For the year ended March 31, 2016**

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## **2. Statement of compliance, basis of preparation and significant accounting policies (cont'd)**

### **b) Basis of preparation (cont'd)**

- (iii) The preparation of the financial statements in accordance with IPSAS also requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, contingent assets, and contingent liabilities at the statement of financial position date and profit & loss and other comprehensive income for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

There are no significant assumptions and judgments applied in the financial statements with a risk of material adjustment in the next financial year.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and comply with IPSASs.

### **c) Significant accounting policies**

#### **i. Cash and cash equivalents**

Cash and cash equivalents comprise cash balances and fixed deposit and are:

- Short-term, highly liquid investments that are readily convertible to known amounts of cash;
- are subject to an insignificant risk of changes in value;
- held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

#### **ii. Accounts receivable and prepayments**

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

# NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**c) Significant accounting policies (cont'd)**

**iii. Accounts payable and accrued charges**

Accounts payable are stated at cost.

**iv. Property, plant and equipment**

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

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Council 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 periods over which depreciation is charged are as follows:

	%
Computers	20
Furniture, Fixtures	10
Office Equipment	20
Intangible Assets	20
Leasehold Improvement	20

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.



**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**c) Significant accounting policies (cont'd)****v. Intangible assets**

Intangible assets are stated at cost less accumulated amortisation and impairment losses.

Amortisation is charged on the straight line basis over the asset's expected useful life, which is estimated to be 5 years.

**vi. Grants****a. Capital**

Where property, plant and equipment are received as gifts from, or acquired out of funds granted by donors or the Government of Jamaica; the amount of the grant, determined by the cash received or, in the case of gifts in kind, the fair value of the asset received, is credited to capital grant account. An amount equivalent to the depreciation charged on such property, plant and equipment for each financial year is transferred from capital grant to be recognised as income.

**b. Revenue**

Grants to support the Council's operating budget are recognised as income in the accounting period when there is reasonable assurance that they will be received and the Council will comply with the conditions associated with the grant. Grant that compensate the Council for expenses incurred are recognised in profit and loss as other income on a systematic basis in the same periods in which the expenses are recognised. Revenue grants are presented net of related expenses.

**vii. Employee benefits****a. Pension costs**

Pension costs comprise the contributions, which the Council makes to the fund maintained under the plan established to provide pensions to retirees (Note 11). Contributions to the fund are made on the basis provided for in the rules of the plan and are charged as an expense when due.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**c) Significant accounting policies (cont'd)****vii. Employee benefits (cont'd)****b. General benefits**

A provision is made for un-used vacation leave earned by employees and gratuity incurred but not paid as at the date of the statement of financial position.

**viii. Provisions**

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

**ix. Impairment and reversals of impairment**

The carrying amounts of the Council's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, an asset's recoverable amount is estimated at each reporting date.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

**a. Calculation of recoverable amounts**

The recoverable amount of the Council's loans and receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**c) Significant accounting policies (cont'd)****ix. Impairment and reversals of impairment****b. Reversals of impairment:**

An impairment loss in respect of loans and receivables is reversed, if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. For all other assets, an impairment loss is reversed, if there has been a change in the estimate used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

At the date of authorization of the financial statements, there were no impairment reviews by the Council. This lack of review is not expected to have a material impact on the financial statements.

**x. Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. The Council's financial instruments at March 31, 2016 were receivables and payables.

**xi. Revenue recognition**

Revenue from subventions, contributions from government and other donors are recognized as income when it is received. Subvention represents allocations received from the Ministry of Education, Youth and Information.

Interest income is recognized in the income statement for all interest bearing instruments on an accrual basis unless collectability is doubtful.

**3. Financial Risk Management**

The Council has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk and market risk. This note presents information about the Council's exposure to each of the aforementioned risks, the Council's objectives, policies & processes for measuring and managing risk, and the Council's management of capital. Further quantitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the company's risk management framework.

# NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

**For the year ended March 31, 2016**

### 3. **Financial Risk Management (cont'd)**

The Council does not make use of derivative instruments as part of its overall risk management activities at this time.

#### a) **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. Exposure to credit risk is primarily in respect of receivables from the Government of Jamaica. Interest receivable is due from reputable financial institutions. The maximum credit exposure, the total amount of loss the Council would suffer if every counter party to the Council's financial assets were to default at once, is represented by the carrying amount of financial assets shown on the statement of financial position. The Council has the following financial assets:

	<b>2016</b>	<b>2015</b>
	\$	\$
Cash and cash equivalents	4,955,709	6,757,195
Accounts receivable (excluding prepayments)	98,000	-
	<u><b>5,053,709</b></u>	<u><b>6,757,195</b></u>

#### b) **Liquidity risk**

Liquidity risk is the risk that an organization will encounter difficulty in raising funds to meet its commitments associated with financial instruments. Liquidity problems may result from an inability to sell a financial asset quickly at, or close to, its fair value. The risk should be managed by maintaining sufficient cash and cash equivalent balances and ensuring the availability of funding through an adequate amount of committed facilities.

The Council manages this risk by holding adequate cash resources to meet financial commitments when they fall due. The Council's only financial liability is in respect of accounts payable and employee benefits which are all due within twelve months.

There has been no change to the company's exposure to liquidity risk or the manner in which it manages this risk.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016****3. Financial risk management (cont'd)****b) Liquidity risk (cont'd)**

The tables below summarize the maturity profile of the Council's financial liabilities at March 31, 2016 based on the contractual undiscounted payments.

Financial Liabilities	Carrying Amount \$	<u>2016</u>		
		Contract Amount \$	Due within 3 months \$	Due within 1 year \$
Accounts payable and accruals	1,552,719	1,552,719	1,552,719	
Provision for employee benefits	4,660,862	4,660,862	-	4,660,862
	<u>6,213,581</u>	<u>6,213,581</u>	<u>1,552,719</u>	<u>4,660,862</u>
Financial Liabilities	Carrying Amount \$	<u>2015</u>		
		Contract Amount \$	Due within 3 months \$	Due within 1 year \$
Accounts payable and accruals	816,321	816,321	816,321	
Provision for employee benefits	4,179,650	4,179,650	-	4,179,650
	<u>4,995,971</u>	<u>4,995,971</u>	<u>816,321</u>	<u>4,179,650</u>

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**3. Financial risk management (cont'd)****c) Market risk:**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

**i) Foreign currency risk:**

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign currency rates. The Council has no foreign currency exposure.

**ii) Interest rate risk:**

Interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. Cash and cash equivalents are held for the short-term and reflect the prevailing interest rates in financial markets. The Council has no interest bearing financial liability. The Council's interest rate risk arises from deposits as follows:

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Cash and cash equivalents	<u>4,955,709</u>	<u>6,757,195</u>
	<b><u>4,955,709</u></b>	<b><u>6,757,195</u></b>

There has been no change to the Council's exposure to market risks or the manner in which it manages and measures the risk.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016****4. Property, plant and equipment**

	<b>Furniture and fixtures</b>	<b>Computer and equipment</b>	<b>Total</b>
	\$	\$	\$
<b>Cost</b>			
At 1 April 2015	1,689,250	4,367,632	6,056,882
Additions	-	104,380	104,380
Disposals	-	-	-
	<b>1,689,250</b>	<b>4,472,012</b>	<b>6,161,262</b>
<b>Depreciation</b>			
At 1 April 2015	1,510,784	3,816,187	5,326,971
Charge for the year	31,465	222,702	254,167
Disposal	-	-	-
	<b>1,542,249</b>	<b>4,038,889</b>	<b>5,581,138</b>
<b>Net Book Value:</b>			
31-Mar-16	<b>147,001</b>	<b>433,123</b>	<b>580,124</b>
31-Mar-15	<b>178,466</b>	<b>551,445</b>	<b>729,911</b>

# NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

**For the year ended March 31, 2016**

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## 5. Intangible assets

<b>Computer Software:</b>	<b>2016</b>
	<b>\$</b>
<b>Cost</b>	
At 1 April 2015	426,375
Additions	-
At 31 March 2016	<u><b>426,375</b></u>
<b>Depreciation</b>	
At 1 April 2015	173,455
Charge for the year	85,276
At 31 March 2016	<u><b>258,731</b></u>
<b>Net Book Value:</b> 31 March 2016	<u><b>167,644</b></u>
<b>Net Book Value:</b> 31 March 2015	<u><u><b>252,920</b></u></u>

## 6. Accounts receivable and prepayments

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Tax recoverable	128,429	125,570
Bad debt provision - tax irrecoverable	<u>(118,232)</u>	<u>-</u>
	10,197	125,570
Interest receivable	12,423	11,739
Trade receivables	98,000	-
Prepayments	<u>10,504</u>	<u>5,481</u>
	<u><b>131,124</b></u>	<u><b>142,790</b></u>



**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016****7. Cash and cash equivalents**

	<b>2016</b>	<b>2015</b>
	\$	\$
Investments (i)	4,808,762	5,841,528
Cash at Bank	146,947	915,667
	<b><u>4,955,709</u></b>	<b><u>6,757,195</u></b>

(i) These are short-term deposits (28 - 91 days) at interest rates varying from 1% to 3.9% per annum.

**8. Accounts payable and accruals**

	<b>2016</b>	<b>2015</b>
	\$	\$
Creditors	276,900	2,500
Stale dated cheques	442,169	492,854
Audit fees payable	630,000	315,000
Payable to Accountant General	202,025	-
Accruals	1,625	5,967
	<b><u>1,552,719</u></b>	<b><u>816,321</u></b>

**9. Employee benefits**

	<b>2016</b>	<b>2015</b>
	\$	\$
Provision for gratuity	878,984	798,853
Provision for vacation leave	3,781,878	3,380,797
	<b><u>4,660,862</u></b>	<b><u>4,179,650</u></b>

## NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2016

### 10. Salaries and related costs

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Salaries and wages	13,978,251	13,541,857
Gratuity	860,270	620,622
Vacation	401,081	-
Statutory contribution - employer's	688,380	683,858
Pension contribution - employer's	1,129,048	928,020
Health insurance	93,181	114,537
Motor vehicle upkeep and subsistence	3,408,554	2,892,126
	<b><u>20,558,765</u></b>	<b><u>18,781,020</u></b>

- a) As at March 31, 2016, there were 9 (2015: 11) employees on staff at the Council.
- b) **Executive salaries:**

	<b>Salary</b>	<b>Travelling</b>	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>Total</b>	<b>Total</b>
			<b>\$'000</b>	<b>\$'000</b>
Executive Director	3,649	1179	4,828	4,211
Director - Finance and Administration	1,914	622	2,536	2,130
Director - School Governance	2,263	622	2,885	2,607
Director - Policy and Planning	1,844	622	2,466	2,183

### 11. Pension plan

Effective October 1, 1998, the Council commenced operation of a contributory, defined contribution pension plan for employees who are eligible in accordance with the rules of the plan.

The plan is set up under a trust, with its assets held separately from those of the Council. The trustees have contracted a life insurance company to administer the plan and manage the trust fund assets.

Contributions by the Council for the year amounted to \$1,129,048 (2015: \$928,020) inclusive of management and investment fees.

The plan is subject to periodic actuarial reviews at intervals of not more than three years. The latest actuarial valuation of the Plan carried out at September 30, 2014, disclosed that the Plan had a surplus of \$2,802,000. The next valuation is due September 30, 2017.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2016**

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**12. Income and other taxes and duties**

Under Section 12 of the Income Tax Act, the income of the Authority is exempt from income tax and property tax.

In addition, it is exempt from stamp duties and transfer taxes, as well as customs duty and general consumption tax with respect to articles imported into the country or taken out of bond in Jamaica.

**National Council on Education**

Detailed Statement of Expenditure

**For the year ended March 31, 2016**

	<b>2016</b>	<b>2015</b>	variance	% variance
Salaries and Allowances	13,978,251	13,541,857	436,394	3
Gratuity	860,270	620,622	239,649	39
Vacation	401,081	-	401,081	-
Statutory Contributions	688,380	683,858	4,522	1
Pension Contribution	1,129,048	928,020	201,028	22
Health Insurance	93,181	114,537	(21,356)	(19)
Travel and Subsistence	3,408,554	2,892,126	516,428	18
<b>TOTAL STAFF COSTS</b>	<b>20,558,765</b>	<b>18,781,020</b>	<b>1,777,745</b>	<b>9</b>
Telephone	186,157	206,216	(20,058)	(10)
Internet	137,748	97,037	40,711	42
<b>PREMISES RELATED EXPENSES</b>	<b>323,905</b>	<b>303,253</b>	<b>20,654</b>	<b>7</b>
Travel	54,143	39,690	14,453	36
Audit Fee	315,000	315,000	0	-
Printing and Stationary	1,064,063	675,467	388,596	58
Workshop	2,957,763	81,894	2,875,869	3,512
Meeting Cost (refreshment)	180,980	270,656	(89,676)	(33)
Meeting Cost (venue)	40,000	70,000	(30,000)	(43)
Repair and Maintenance	52,267	19,700	32,567	165
Staff Welfare	126,102	120,336	5,766	5
Other	266,483	396,870	(130,387)	(33)
<b>Sub Total</b>	<b>5,056,801</b>	<b>1,989,613</b>	<b>3,067,188</b>	<b>154</b>
Board Remuneration	713,380	1,217,940	(504,560)	(41)
Special Projects	-	712,618	(712,618)	(100)
	<b>713,380</b>	<b>1,930,558</b>	<b>(1,217,178)</b>	<b>(63)</b>
<b>Depreciation</b>	<b>254,167</b>	<b>346,347</b>	<b>(92,180)</b>	<b>(27)</b>
<b>Amortization</b>	<b>85,276</b>	<b>85,274</b>	<b>(0)</b>	<b>(0)</b>
<b>Bad Debt Provisions</b>	<b>118,232</b>	-	<b>118,232</b>	-
<b>Total Operating Expenses</b>	<b>27,110,526</b>	<b>23,436,065</b>	<b>3,674,460</b>	<b>81</b>