



NATIONAL
COUNCIL ON
EDUCATION
Annual Report
2016-2017

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MINISTER'S MESSAGE



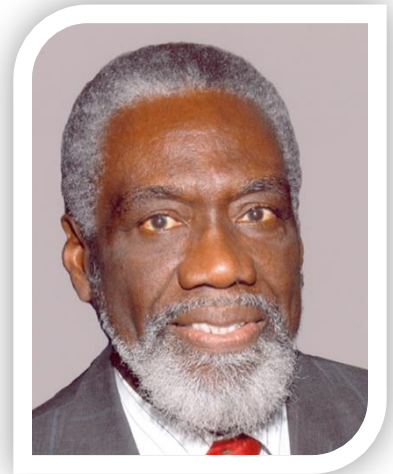
I commend the National Council on Education (NCE) on successfully completing another year. The Council, the major policy advisory body on educational matters, was established through a bi-partisan process. The main purpose of the organization is promoting consensus in the development of educational policies by recognizing the views of key stakeholders in the education enterprise. This august body recognizes the importance of quality policy advice, and therefore, carries out its work with the requisite probity and due diligence. I am grateful to the Council for the support it has given to me during the year, since I assumed ministerial office.

The Council continues to support the school governance process, another important legislative mandate. Effective school governance is a critical element in schools' operations. It is in this regard, that the Ministry of Education, Youth and Information (MOEY&I) relies on the Council in identifying suitable persons to serve on School Boards. I extend sincere appreciation to all School Board members, particularly board chairmen, whose dedicated, unpaid leadership is pivotal to the success of our schools. Their service is priceless.

As we embrace another year of service, I implore all stakeholders - the Council, teachers, principals, parents, students, the ecumenical community, parliament and the media to continue to support public educational institutions in establishing globally impressive standards which will inspire our children to realize their goals, aspirations and dreams.

***Senator The Honourable Ruel B. Reid,
Minister of Education, Youth & Information (MOEY&I)***

CHAIRMAN'S MESSAGE



On behalf of the National Council on Education (NCE), I take great pleasure in presenting the Annual Report for the fiscal year April 2016 to March 2017. This year marked 24 years since the establishment of the NCE and, therefore, it would perhaps not be inappropriate if I gave a brief overview of its history and overall objectives before dealing with the highlights of the period under review.

HISTORICAL OVERVIEW

The National Council on Education (NCE), a multi-sectoral, non-partisan body of Jamaican citizens, was appointed by His Excellency the Governor-General, as the principal body “to advise the Minister on policy matters relating to education in Jamaica.” The Council was established in 1993 by an Act of Parliament, following the unanimous passage of the Bill which was supported by the House of Representatives and the Senate. The main purpose of the Act is to ensure continuity and coherence in educational policy development, even when there were changes of government and administration. Included in its responsibilities, are the vetting of nominations of persons to serve on School Boards and, subsequently, the submission of the Council’s recommendations to the Honourable Minister for his approval and appointment. The training of School Boards in the governance and management of educational institutions is an area of special focus. The full text of the Act and other relevant information may be down-loaded from the NCE’s website: **www.nce.org.jm**.

This year was one of change and constraints which required innovative and creative approaches in order to ensure that the organization’s goals and objectives were achieved. During this period, the Council’s office was successfully relocated from Duke Street to more comfortable accommodation at 52–60 Grenada Crescent, New Kingston.

This was a mammoth task which the staff commendably executed within the stipulated budget and timeline. The staff of the Secretariat and members of the Finance Committee must be congratulated for their special efforts.

**SPECIAL MEETING WITH THE HON. MINISTER OF EDUCATION,
YOUTH & INFORMATION**

On July 12, 2016, the Council hosted a special luncheon meeting to honour Senator Ruel Reid, who had served the National Council on Education with distinction for several years and who had recently been appointed Minister of Education, Youth and Information. Among the other special guests in attendance, was the Minister of State, in the Ministry of Education, Youth and Information, the Hon. Floyd Green. Accompanying them were the Permanent Secretary, Dr. Maurice Smith and the Chief Education Officer, Dr. Grace McLean.

The Minister, in his address to the meeting, dealt with the following areas for which the NCE had earlier sought clarification:

- (i) the impact of the change in ministerial leadership on the NCE and the procedure for the appointment of Council members;
- (ii) the role of the Member of Parliament (MP) in the appointment of School Boards;
- (iii) the status of the revised Education Regulations 2014, which the NCE had undertaken as a major project and had completed two years earlier.

SCHOOL GOVERNANCE

The tenure of School Boards in Regions 3 (Trelawny & St. Ann) and 6 (Clarendon & St. Catherine) ended on December 31, 2016 and March 31, 2017 respectively. I am pleased to report that there was significant improvement in the nomination and appointment process. In Region 3, fifty-eight percent of the School Boards were appointed prior to the end of their tenure. In Region 6, seventy-nine percent were appointed within the established time frame.

The Council's main aim is to ensure that School Boards are appointed on a timely basis, in order to prevent any hiatus between the outgoing and the incoming boards.

Due to severe budgetary constraints, the training of newly appointed School Boards had to be rescheduled for the next fiscal year. Nevertheless, efforts were made during the year to share information with boards, through the Council's website, and to assist those institutions that appealed directly to the Council for guidance in matters of governance. It is to be noted, that efforts are currently being made to develop an online training programme which board members will individually be able to access at any time. Eighty-nine percent of the reported school governance challenges were resolved.

RESEARCH (POLICY AND PLANNING)

During the year, research was conducted on two major topics: (i) *'The Gender Division of School Board Members in Public Educational Institutions'*, requested by a private stakeholder; (ii) *'Dress and Grooming Guidelines for Students in Schools'*, requested by the Ministry of Education, Youth and Information. In respect to the latter, five consultations were held island-wide, over a five-month period with over 1,500 participants. It is important to note, that more than 500 students participated and made useful recommendations. A detailed report was submitted to the Ministry.

ACKNOWLEDGEMENTS

I extend my sincere gratitude and appreciation to all members of the Policy and Planning Committee, particularly Professor Beverley Bryan, Chair of the Committee and Mr. Elias Fennell, the Student Representative on the Council, who succeeded in mobilizing hundreds of students from across the island.

The quality of a school is largely dependent on the effectiveness of its Board of Management. The NCE extends sincere appreciation to School Board members, all volunteers, who have worked closely with the Ministry of Education and the National Council on Education, for promoting the growth and development of young people through education.

CHAIRMAN'S MESSAGE (CONT'D)

I am indeed honoured and humbled, as Chairman of the Council, to work with this talented and dedicated group of people. I must, again, extend our special appreciation to student representative, Mr. Elias Fennell, for introducing all Council members to the use of social media. This has enabled all of us, while at home, to constantly share information and to discuss together, the topics of the day outside of regular meetings.

On behalf of the Council, I extend our appreciation to the Ministry of Education, Youth & Information especially the Regional Directors, for their continued support. I must also extend to our Executive Director, Directors and all staff, our sincerest gratitude for their commitment and dedication.

As we continue to coalesce around the common goal of improving the quality of our educational services in Jamaica, we are reminded of Nelson Mandela's statement "Education is a powerful weapon which you can use to change the world."

Simon A. Clarke (Dr.)
Chairman



The 2016-2017 fiscal year, was an extraordinary year characterized by hard work and challenges. The steadfast pursuit of our mission, despite these challenges, resulted in record levels of achievement. Endurance, persistence and innovation during this journey led to reduced costs and improved output.

The very challenging work environment, in which we operated, made it necessary to relocate our offices. The staff efficiently executed this task within the allocated time frame with no external support. I commend the staff, particularly the members of the Finance and Administration team who coordinated the entire process. I also extend sincere appreciation to the members of the Finance and Administration Committee for their guidance which facilitated the successful completion of this exercise.

PROVIDING TIMELY POLICY ADVICE

As an agency of the Ministry of Education, Youth & Information, the National Council on Education is guided by its legislative mandate, the strategic direction of the Government and a business ethos which supports the efficient operation of the organization. In keeping with the Council's mandate to provide the Hon. Minister of Education with timely policy advice based on educational research, the following major activities were undertaken:

- (i) Research on the Gender Division of School Board Chairmen and nominated members on School Boards;
- (ii) Development of Guidelines for Dress and Grooming of Students in Schools.

These areas of research will provide data relevant to the Council's planning process.

In the coming year greater focus will be placed on adopting a more proactive approach to research. In accordance with this new thrust, targets in the Policy and Planning (P&P) Unit's Operational Plan have been modified. Our aim is to focus on areas, which require urgent attention and to empower the Council to better support stakeholders by directly advocating on their behalf. The environment of severe fiscal constraints in which the organization continues to operate has led to increased emphasis on forging public private partnerships, a performance target of the P&P Unit. I thank the members of the Policy and Planning team for their support in this critical area of the Council's work.

SCHOOL GOVERNANCE

The Council assigns a high level of priority to the School Governance portfolio, and by extension the role of School Boards. This is placed within the context of the Ministry of Education, Youth and Information's accountability framework. School Boards not only facilitate schools in the achievement of their goals, but are also an integral part of the Council's success. The effort and commitment of School Board members constitute a significant investment in the education system which is difficult to quantify. Their collective effort will go a far way in assisting the Ministry of Education, Youth and Information in its quest to provide a world-class education system, catering to the needs of every Jamaican child. It is in this regard, that I thank the School Board members for volunteering to serve in this vital area of the country's education system.

2016-2017 was a phenomenal year for the School Governance portfolio. Record levels of performance were achieved. In Region 3 (Trelawny & St. Ann) where the tenure of the School Boards ended December 31, 2016, 68 or fifty-eight percent of the 117 School Boards were appointed prior to the end of tenure of the outgoing Boards and 37 or thirty-two percent were appointed within one month of their termination. Ninety percent of the School Boards in Region 3 were appointed in keeping with the Council's performance target, a record achievement.

Excellent levels of performance were also recorded in Region 6 (Clarendon & St. Catherine), where the tenure of the School Boards ended March 31, 2017. Prior to the end of the 2016-2017 fiscal year, 184 or seventy-nine percent of the 233 School Boards were appointed. The appointments were processed before the stipulated time frame, in the Council's Operational Plan and before the end of the tenure of the outgoing Boards.

The National Council on Education extends sincere appreciation to the former acting Regional Director, Ms. Karlene Segre, Region 3, and Regional Director, Ms. Maxine Headlam, Region 6, for their support in making these rounds of appointments a resounding success. I also commend the members of the School Governance team, for their high level of commitment and dedication in carrying out this very important aspect of the Council's mandate.

Due to severe fiscal constraints, the Council was unable to train the newly appointed School Board members in Regions 4 and 5. Although provision was made for this activity in the 2016-2017 supplementary budget, the funds were not received in time to carry out this critical exercise during the fiscal year. Plans have been put in place to ensure that the members are trained in the coming year.

There was a slight increase in the number of governance issues reported by School Boards when compared with the previous year. Through the diligence of the Council's School Board Review Committee, eight of the nine reported cases were resolved within the stipulated time frame.

PUBLIC EDUCATION

Increasing the public's awareness about the functions of the NCE and the important role School Boards play in improving school performance, continue to be a programme priority. A major focus during the 2016-2017 fiscal year was utilizing technology to increase the organization's reach. Other strategies employed were issuing news releases, participating in speaking engagements and media interviews and forging partnerships.

Moreover, the Secretariat continued to support School Boards by making presentations at their retreats and conferences. Thirteen presentations were made on school governance related topics during the year.

CHALLENGES

The main challenges encountered during the year were budgetary in nature. Additionally, the staff had to contend with an unsatisfactory work environment for a significant part of the year. However, this was corrected with the relocation of the Secretariat in October 2016. Delays in the appointment process were minimized with strict adherence to established performance standards. These standards have had an overall positive impact on the School Board appointment process.

CONCLUSION

It is with immense gratitude, that I thank the Chairman and members of the Council for their dedicated support and invaluable guidance, which contributed to a successful year of work. Our dedicated and committed staff worked tirelessly despite many challenges, in order to achieve the desired output. The National Council on Education, having been in existence for over 24 years, continued to be a creditable force within the educational landscape. As we optimistically anticipate the celebration of our 25th anniversary, we will persist in our pursuit of a transformed education system in which Jamaica's children can realize their full potential and become world leaders in their own right.

Merris R. Murray
Executive Director

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, 1959. The 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, 1993;
- 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, 1993.

In support of the foregoing functions, the Council may:

- (a) design and implement training programmes for the benefit of members of Boards of Management of public educational institutions;
- (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.

**THE NATIONAL COUNCIL ON EDUCATION IS THE MAJOR
POLICY ADVISORY BODY ON EDUCATIONAL MATTERS**

STRUCTURE OF THE COUNCIL

The structure of the Council is based on a multi-sectoral governance arrangement. The Council, which comprises 21 to 25 members from a wide cross-section of the society, was so designed that its decisions would reflect the thinking of the wider society. The aim is to promote consensus, continuity and coherence in policy development. The following quotations taken from the 1993 Hansard Records capture the spirit in which the NCE Act was passed into law:

- (i) *“The National Council was created to prevent sudden lurches in policy which have worked to the detriment of the entire country, both financially and in terms of human resource development.” He continued, “What we are seeking to do here, is to lock the policy managers into some kind of agreement that ensures that there is continuity, there is forward movement onward and upward, rather than changes of important policy each time there is a new government in place (Whiteman, 1993).”*
- (ii) *“Mr. Speaker, the Minister and myself have always endeavoured to work together. Whenever a matter is coming up I can approach the Minister or his Permanent Secretary and get full briefing and I want to say this publicly... No, not a difference. When I handed over as Minister, I invited the new Minister to lunch, with the Permanent Secretary present and I briefed him as if I were briefing a Party Colleague who was taking over from me. That’s right. So we try to keep some things above politics... and so Mr. Speaker, the government and the opposition are at one, we are both for education and we are for this National Council... (Gallimore, 1993).”*

The Council is therefore strategically positioned to objectively address a wide range of emerging educational issues. The members of Council are defined as follows:

- (1) Two persons appointed by the Governor-General in his own discretion.
- (2) 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;

- (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 by the Governor-General, from amongst the foregoing members; on the advice of the Prime Minister after consultation with the Leader of the Opposition.

MEMBERS OF THE COUNCIL – JUNE 1, 2015 – MAY 31, 2018

MEMBERS	REPRESENTATION
Dr. Simon A. Clarke, Chairman	Governor-General's Nominee, Educator
Professor Beverley Bryan	Governor-General's Nominee, Educator
Mr. Paul Burgess, BH(M)	Agricultural Sector Nominee
Ms. Carlene Chin	Professional Bodies Nominee
Mr. Alphansus Davis, OD, JP	Political Party forming the Opposition (at the time of appointment)
Mr. Doran Dixon, JP	Teachers
Mr. Elias Fennell	Students
Dr. Sandra Gayle	Governor-General's Nominee, Educator
Mr. Everton Hannam, JP	Parents of Children of School Age
Mrs. Maxine Henry-Wilson	Political Party forming the Government (at the time of appointment)
Mr. Ray Howell, BH(M), JP	Trade Unions
Dr. Disraeli Hutton	University of the West Indies, 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, JP	Governor-General's Nominee
Ms. Paulette Simpson	Business Sector
Mrs. Sandra Swyer Watson, JP	Religious Bodies
Mrs. Joan Wint BH(M)	Governor-General's Nominee, Retired Educator
Dr. Maurice Smith, CPFED	Permanent Secretary (ex-officio)

MEET THE COUNCIL MEMBERS 2015-2018

CHAIRMAN AND MEMBERS OF THE NATIONAL COUNCIL ON EDUCATION

June 1, 2015 – May 31, 2018

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



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CORPORATE GOVERNANCE

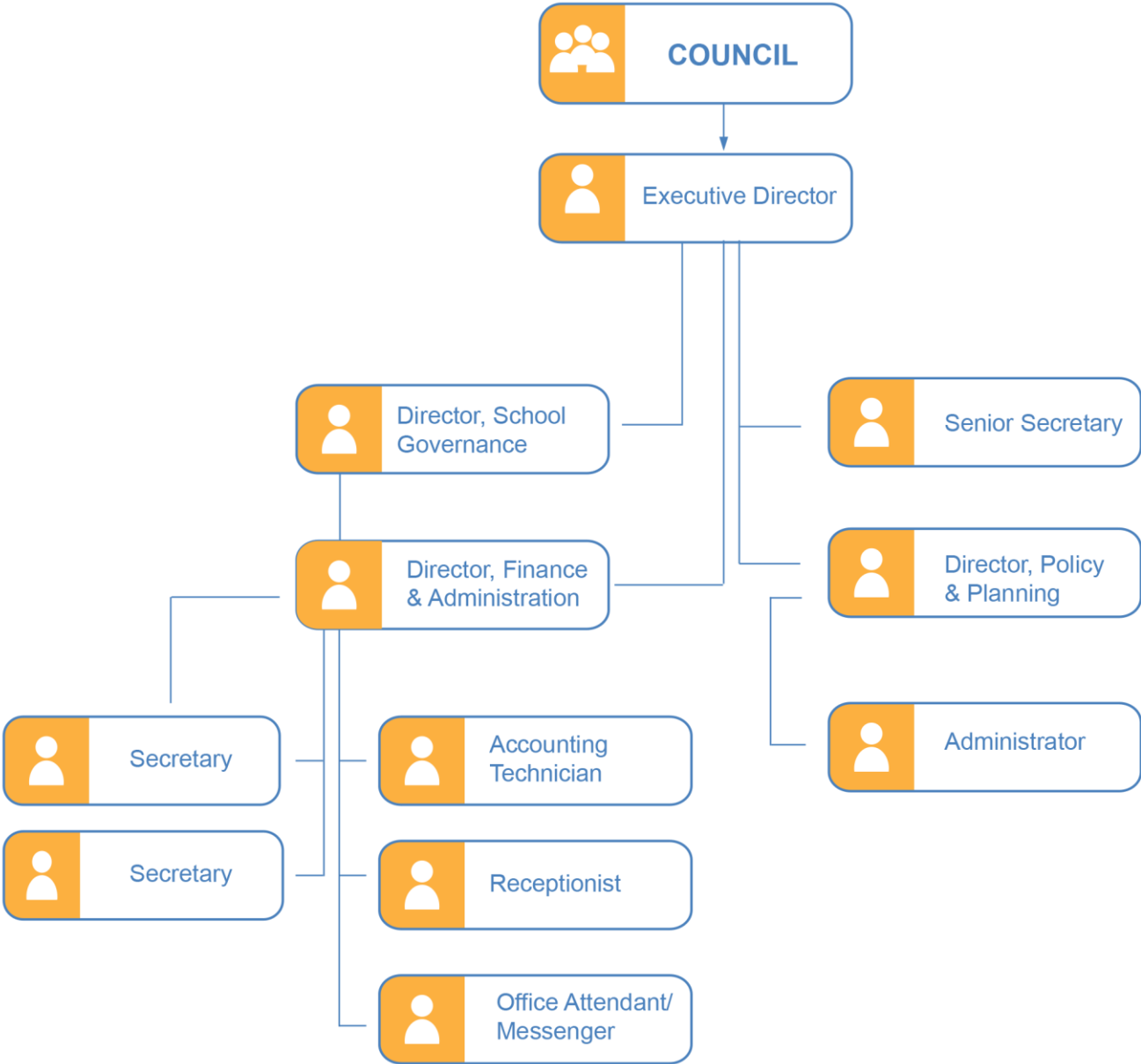
CHAIRMAN AND MEMBERS OF THE NATIONAL COUNCIL ON EDUCATION

June 1, 2015 – May 31, 2018

- 13. Dr. Yvonne Marshall
- 14. Ms. Nadine Molloy, JP
- 15. The Most Reverend the Honourable Donald James Reece, DD, GCM, OJ
- 16. Mr. Radley Reid, JP
- 17. Ms. Paulette Simpson
- 18. Mrs. Sandra Swyer Watson, JP
- 19. Mrs. Joan Wint, BH(M)



ORGANOGRAM



DUTIES AND STANDARDS OF CARE OF COUNCIL MEMBERS AND DIRECTORS

The members of the Council and its directors are bound by the fiduciary duty of safeguarding the organization's assets. As fiduciaries of the organization, they institute systems that ensure compliance with regulatory requirements. Resources are efficiently managed, all issues are subject to consultation and decisions taken in the best interest of the organization. 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. It is in this regard, that the Council's Audit Committee was reconstituted and a risk management system instituted to monitor the impact of risks on the organization's performance.

BOARD FOCUS AND ACTIVITIES

The Council's focus for the 2016-2017 fiscal year is clearly articulated in its rolling three-year strategic business plan. The plan outlines the organization's strategic goals and priority programmes. These are aligned to the National Education Strategic Plan (NESP) 2011-2020, the Medium Term Expenditure Framework and Vision 2030 National Development Plan. During the year, special focus was placed on the organization's legislative mandate as 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 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 Council's major areas of focus during the year were:

- (i) School Governance – ensuring the appointment of School Board members and resolving school governance issues;
- (ii) Policy Advice – providing policy advice to the Minister of Education;
- (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, 1993 empowers the Council to meet when necessary. Meetings are normally scheduled for 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 2016-2017 fiscal year, there were four standing committees:

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

The Public Relations Committee was non-functional due to the non-appointment of the media representative on the Council. The School Board Review Committee, which operates as a sub-committee of the School Governance Committee was reconstituted to resolve school governance issues.

POLICY AND PLANNING COMMITTEE

The Committee is mandated 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

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

SECRETARIAT SUPPORT

Mrs. Kareen Edwards-Brown, Director, Policy & Planning
Ms. Tricia Osborne, Administrator

FINANCE AND ADMINISTRATION COMMITTEE

The Committee is mandated to carry out the following functions:

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;
6. provide oversight of general administration, inclusive of human resource management.

MEMBERS

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

SECRETARIAT SUPPORT

Ms. Taneisha Taylor, Director, Finance and Administration
Mrs. Doreen Lewis, Accounting Technician

SCHOOL GOVERNANCE COMMITTEE

The Committee is mandated 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) | (v) Mr. Ray Howell, JP |
| (ii) Mr. Alphansus Davis, OD, JP | (vi) Dr. Disraeli Hutton |
| (iii) Mr. Doran Dixon, JP | (vii) Mr. Radley Reid, JP |
| (iv) Mr. Everton Hannam, JP | (viii) The Most Reverend the Honourable
Donald James Reece, DD, GCM, OJ |

SECRETARIAT SUPPORT

Ms. Pauline Mullings, Director, School Governance and Public Relations

Ms. Amal Davis, Senior Secretary

Ms. Prudence Burchell, Secretary

Mrs. Patrice Goodlitt, Secretary

AUDIT COMMITTEE

The Committee is mandated to carry out the following functions.

To assist the General Council in fulfilling its oversight responsibilities by reviewing the:

1. Council's auditing, accounting and financial reporting processes;
2. Council's system of internal control regarding finance, accounting, procurement, legal compliance and ethics;
3. financial reports and other financial information to be presented by the Council, to any governmental body or the general public.

MEMBERS

- | | |
|---------------------------------|---------------------------------|
| (i) Ms. Carlene Chin (Chairman) | (iv) Mrs. Andrea Thomas-Edwards |
| (ii) Ms. Vintoria Bernard | (v) Mr. Courtney Thompson |
| (iii) Ms. Paulette Simpson | |

SECRETARIAT SUPPORT

Ms. Prudence Burchell, Recording Secretary

STRATEGIC OBJECTIVES 2016 – 2017

During the year under review, the Council continued to pursue the six strategic objectives developed and endorsed in 2009. In the strategic planning exercise for the period 2017-2020 each objective was reviewed by its respective committee to facilitate effective monitoring and evaluation of performance targets. The objectives were presented to the Council at its general meeting held on December 13, 2016.

STRATEGIC OBJECTIVE		COMMITTEE
1.	To ensure that the Council operates in an efficient and cost- effective manner in carrying out its mandate.	Finance 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 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

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) School Governance and Public Relations
- (iii) Finance and Administration.

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.

“TEAMWORK! A BETTER WAY TO LEAD”

**CORPORATE
GOVERNANCE**

**EXECUTIVE MANAGEMENT TEAM,
STAFF & YOUTH SERVICE VOLUNTEER**



REVIEW OF OPERATIONS

PUBLIC EDUCATION REPORT OVERVIEW

Keeping the public informed about the role and functions of the National Council on Education and the importance of education as an agent of social transformation continues to be an important part of the Council's programmes. Engaging the general public can lead to significant benefits, as stakeholders' views are critical, not only to the Council's policy advisory function, but also to its school governance function.

During the 2016-2017 fiscal year particular focus was placed on:

- (i) increasing and improving the Council's online presence through the updating of its website;
- (ii) engaging students, the most important customer in the education enterprise and other key stakeholders through presentations and media engagements.

INCREASING ONLINE PRESENCE

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 key stakeholders. One such strategy was redesigning the Council's website as an interactive tool for disseminating information, particularly, to School Board members. The website was redesigned, so that it could facilitate stakeholders' comments on topical issues, such as, the development of guidelines on dress and grooming of students in schools.

Strategic Objective

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.

REVIEW OF OPERATIONS

The website also facilitates ease of contact with School Board Chairmen and other members of the Board, through bulletins and advisories. To date, the responsiveness has been significant. As part of the sustainability strategy to maintain the website, staff members have been trained to update the website periodically and a manual developed to guide the staff in managing its operation.

Another strategy was using social media as a cost-effective means of communicating with members of the Council. The NCE is grateful to the Student Representative on the Council, Mr. Elias Fennell, for creating a “WhatsApp” group for Council members to facilitate the sharing of ideas, information and new developments within the education sector. The group has been extremely active online.

Although efforts to re-establish the Council’s Facebook account were unsuccessful due to severe staffing constraints, this will be a major area of focus in the upcoming year.

ENGAGING STAKEHOLDERS

An important aspect of the Council’s public education programme is engaging stakeholders on a number of issues. A mixed approach has been adopted utilizing a reactive and proactive stance. The Council continues to respond to requests from Chairmen and Principals to address School Boards at retreats and special meetings on the role and responsibilities of its members. Other topics included:

- (i) Institutional Governance;
- (ii) Enter the Board Room, Creating and Sustaining a Highly Effective School Board;
- (iii) The Role and Responsibilities of the Parent Teachers’ Association Representative on the School Board;
- (iv) School Governance.

During the fiscal year under review, 13 presentations were made (see PE Table 1, page 31 for further details).

REVIEW OF OPERATIONS

MEDIA INTERVIEWS AND MEDIA RELEASES.

The Council continues to participate in media interviews and prepare press releases as a means of communicating with the general public. During the 2016-2017 fiscal year, the Council participated in three media interviews, prepared one press release and published four articles. Among the topics discussed, were: the role and functions of the NCE, guidelines for dress and grooming of students in schools and resolving school governance issues.



The Executive Director, Ms. Merris Murray, receiving a plaque, on behalf of the NCE, from the National Secondary Students' Council (NSSC) for providing unwavering support to the NSSC.

REVIEW OF OPERATIONS

PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES

DATE	EVENT	THEME/TOPIC	VENUE
April 21, 2016	School Board chair persons of the Seventh Day Adventist schools in Eastern Jamaica at the East Jamaica Conference Centre, Constant Spring Road, St. Andrew	Role and Responsibilities of the School Board	East Jamaica Conference Centre, Constant Spring Rd. Kingston
April 28, 2016	Time & Patience Primary School Board Meeting, Region 6	Role and Responsibilities of the School Boards	Time & Patience Primary School, St. Catherine
April 28, 2016	The National College on Educational Leadership (NCEL) Aspiring Principals' Programme	Role and Responsibilities of the School Boards	The Jamaica Conference Centre, Duke Street, Kingston
June 24, 2016	Training of School Board members, St. James High and Irwin High Schools	Role and Responsibilities of the School Board	Region 4, Regional Office, Alice Eldemire Drive, Montego Bay
July 14, 2016	Training workshop co-ordinated by the Moravian Church for School Board members of public educational institutions operated by the Church	Role and Responsibilities of the School Board	The New Beulah Moravian Church Hall, Mandeville, Manchester
July 26, 2016	The I'Lead School Leadership Summit	"Enter the Board Room, Creating and Sustaining a Highly Effective School Board"	The Jamaica Pegasus Hotel, 81 Knutsford Blvd., Kingston 5
August 11, 2016	Portmore Community College Senior Management Retreat	Institutional Governance	Jewel Paradise Cove Resort & Spa, Runaway Bay
August 27, 2016	Roman Catholic Diocese of Montego Bay workshop for School Boards	Role and Responsibilities of the School Board	Mt. Alvernia High School, Montego Bay
November 19, 2016	National Parent -Teacher Association of Jamaica (NPTAJ) Region 4 workshop	Roles and Responsibilities of the Parent-Teacher Association Representative on the School Board	St. John's Methodist Church Hall, Montego Bay St. James
December 6, 2016	National Secondary Students' Council Executive Meeting	Dress and Grooming of Students in Schools	Ministry of Culture, Gender, Entertainment and Sport, Tralfalgar Rd. Kingston 5

REVIEW OF OPERATIONS

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

DATE	EVENT	THEME/TOPIC	VENUE
February 20 & 21, 2017	School of Education – Students of Law and Ethics, University of the West Indies, Mona	The Role and Responsibilities of the School Board	U.W.I, Mona
March 24, 2017	Quality Education Circle 38 Forum	School Governance	The Jamaica Urban Transit Company Conference Room, Bogue Industrial Estate, Montego Bay

“Education is required to go beyond equipping students with appropriate occupational and academic skills. It should mould citizens who can play an active and constructive role in society and develop educable individuals..”

(Vision 2030 National Development Plan, 2007)

REVIEW OF OPERATIONS

PERFORMANCE SCORECARD 2016-2017

PUBLIC EDUCATION		
RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR & THE DIRECTOR OF SCHOOL GOVERNANCE AND PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Quarterly presentation to inform key stakeholders about the role and functions of the NCE.	Target exceeded	13 presentations made
Update website	Target achieved	The redesigned website was uploaded in December 2016.
Publish at least one article in a leading newspaper or participate in one media interview on a quarterly basis to increase the Council's visibility in the Education Sector.	Target exceeded	Participated in 3 media interviews. Prepared and sent to the various media houses 1 press release. 4 articles published and 1 article on "Dress and Grooming Guidelines for Students in School" was prepared and uploaded to the website.
Publish a booklet on frequently asked school governance questions with responses.	Target not achieved	This activity was not pursued due to severe budgetary constraints.
Host youth forum (target modified) 1 face-to-face and 1 online consultation held with students on a topical issue.	Target achieved	This target was modified due to severe budgetary constraints. Two consultations were held with the executive of the National Secondary Students' Council (NSSC) and an online vox pop on dress and grooming guidelines for students in schools was also conducted.
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	TARGET	COMMENTS
The #/% of public relations activities implemented during the year.	Target achieved. Public Relations activities have been increased by over 5%.	

STRATEGIC PLANNING REPORT

OVERVIEW

The strategic planning function is a critical area of the Council's work. This function includes three major areas:

- (i) Corporate governance, which includes the management of matters relating to the Council.
- (ii) Strategic planning, which entails the development of the Council's Strategic Business Plan. During the year under review, the 2017-2020 Strategic Business Plan, inclusive of Operational Plan, 2017–2018 was prepared.
- (iii) Monitoring the targets in the Council's operational plan through regular reporting. This includes the preparation of monthly, half yearly and annual reports for the MOEY&I and other stakeholders as stipulated by the Public Bodies Management and Accountability (PBMA) Act.

The activities of Council are supported by the Vision and Mission Statements, Core Values, performance targets and indicators.

“Learning for life in the 21st century and beyond requires equipping children with a basic education in literacy and numeracy as well as the more advanced, complex skills for living that can serve as a foundation for life” (adapted, from The State of the World's Children, 1999).

REVIEW OF OPERATIONS

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.

"A transformed education system seeks to produce full literacy and numeracy, a globally competitive, quality workforce and a disciplined, culturally aware and ethical Jamaica citizenry."

(adapted from the Taskforce on Educational Reform Report, 2004)

REVIEW OF OPERATIONS

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.

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

REVIEW OF OPERATIONS

OUTCOMES FRAMEWORK

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

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

REVIEW OF OPERATIONS

GENERAL COUNCIL MEETINGS

The hosting of General Council meetings was a planned target in the Operational Plan for 2016-2017. Eight meetings were held during the year, inclusive of a luncheon meeting on Tuesday, July 12, 2016, and a special meeting on November 8, 2016.

GENERAL COUNCIL /SPECIAL MEETINGS

Tuesday, April 5, 2016

Tuesday, May 17, 2016

Tuesday, July 12, 2016 (Luncheon Meeting)

Tuesday, September 27, 2016

Tuesday, November 8, 2016 (Special Meeting)

Tuesday, December 13, 2016

Tuesday, January 31, 2017

Tuesday, February 28, 2017

GENERAL MEETING AND LUNCHEON TERRA NOVA ALL SUITE HOTEL TUESDAY, JULY 12, 2016

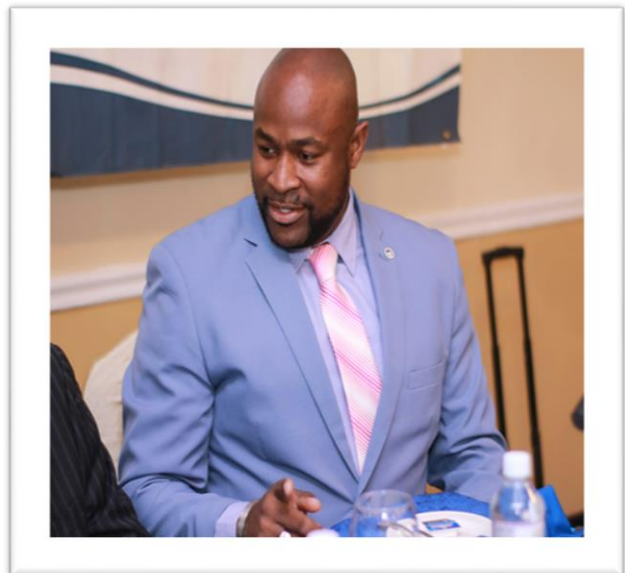
Due to severe budgetary constraints, the target of hosting an annual retreat of the Council was modified. A general meeting inclusive of a luncheon was held instead on July 12, 2016, at the Terra Nova All Suite Hotel, Waterloo Road, Kingston. The programme was chaired/moderated by the Council's Chairman, Dr. Simon A. Clarke. In attendance were the Minister of Education, Youth and Information, Senator The Honourable Ruel Reid; Minister of State, The Honourable Floyd Green; Permanent Secretary, Dr. Maurice Smith; Chief Education Officer, Dr. Grace McLean and Senior Advisor to the Minister, Mrs. Sharon Hay-Webster. The purpose of the luncheon was to ascertain the new policy direction of the Ministry on strategic matters through dialogue with the recently appointed Minister, of Education, Youth and Information. The pertinent areas of concern for the Council included, the involvement of the members of parliament (MPs) in the appointment of School Boards, the impact of a change in government and ministerial leadership on the governance of the NCE and the status of the 1980 Education Regulations which were revised in 2014.

The Minister, during his presentation, emphasized the need for the NCE to continue to conduct training seminars for School Board members. He stated that it was important for School Board members to be cognizant of their role and responsibilities in ensuring proper management of schools. The NCE was pleased to have had the Honourable Minister address its members and wished him the best as he serves in this new capacity.

REVIEW OF OPERATIONS



The Honourable Minister of Education, Youth and Information, Senator Ruel Reid, interacts with the Chief Education Officer, Dr. Grace McLean and Dr. Simon Clarke.



Minister of State, the Honourable Floyd Green greets Ms. Merris Murray, Executive Director, as Permanent Secretary, Dr. Maurice Smith looks on.

REVIEW OF OPERATIONS



Professor Beverley Bryan, Chair, Policy and Planning Committee, and Mr. Paul Burgess, member, Finance and Administration Committee interact.

REVIEW OF OPERATIONS



*The Most Reverend the Honourable Donald J. Reece and Mr. Radley Reid
prepare to leave the luncheon meeting.*

“EDUCATION IS EVERYBODY’S BUSINESS”

STRATEGIC BUSINESS PLAN 2017-2020

Utilizing a team approach, a strategic business plan for the period 2017–2020 was developed. The respective Committees reviewed the operational targets for each strategic objective in the 2017-2018 Operational Plans. The 2017-2020 Strategic Business Plan, inclusive of the following documents, was submitted to the Ministry of Education, Youth and Information on November 11, 2016:

- Operational Plan for 2017-2018;
- budget for 2017-2018 and medium term financial implications;
- medium term expenditure summary;
- human resources capacity plan;
- strategic plans and priority programmes;
- risk management matrix;
- monitoring and evaluation plan;
- procurement schedule.

REPORTS

MONTHLY REPORTS

Twelve monthly reports were submitted in the 2016-2017 fiscal year in accordance with the new reporting requirements and the prescribed reporting format of the Ministry of Education, Youth and Information. 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) School Governance;
- (ii) Public Education;
- (iii) Policy and Planning;
- (iv) Finance and Administration.

ANNUAL REPORT 2015-2016

The Annual Report, inclusive of financial statements for the 2015-2016 fiscal year, was prepared as required. However, the Council continued to experience delays in the auditing of its financial statements. Notwithstanding, the required narrative to the Annual Report was submitted to the Hon. Minister of Education, Youth and Information on March 16, 2017, pending the submission of the audited financial statements by the Auditor General's Department.

PERFORMANCE SCORECARD 2016-2017

STRATEGIC PLANNING		
RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR & DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENT
Strategic Business Plan, 2017-2020 prepared and targets for 2017-2018 developed and outlined in the operational plan.	Target achieved	Strategic Business Plan and budget for 2017–2020 approved by Council and submitted to the MOEY&I on November 15, 2016.
Monthly Reports submitted on time in accordance with the PBMA Act, 2008.	Target achieved	Monthly Reports submitted in keeping with regulatory requirements.
Annual Report for 2015-2016 completed and submitted to MOEY&I in accordance with the PBMA Act, 2008.	Target partially achieved	Annual Report completed, awaiting audited financial statements.
Host bimonthly (every 2 Months) Council meetings.	Target exceeded	8 General Council meetings inclusive of a special meeting were held.
Annual Board Retreat held to evaluate the Council's performance against targets.	Target achieved	This target was modified due to budgetary constraints. A special luncheon was held at the Terra Nova All Suite Hotel on Tuesday, July 12, 2017.
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENT
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 MOEY&I on time.	Target achieved	

POLICY AND PLANNING REPORT

OVERVIEW

During the 2016-2017 fiscal year, the Council, mainly through its Policy and Planning Unit, provided the Honourable Minister of Education, Youth and Information (HMEY&I) with timely and evidence-based policy advice. In executing this legislative mandate, the unit researched topical educational issues, reviewed the Ministry's proposed policy initiatives, made recommendations and fulfilled requests for information from the government, private individuals and institutions.

(i) Consultations towards the Development of Dress and Grooming Guidelines for Students in Schools

The absence of a national policy on dress and grooming in schools became evident when the media highlighted the exclusion of a student from a private school because of his hair style. Subsequently, the Ministry requested that the Council conduct island-wide consultations towards the development of a comprehensive policy on dress and grooming for students in schools.

In leading this five-month exercise, the Policy and Planning (P&P) Committee used a mixed-method research design to collect the data. A stimulating PowerPoint presentation was prepared to initiate discussion and garner responses from key stakeholders. Other techniques used were online survey, face-to-face consultations, letters to major media houses, blog postings and focus group discussion.

The over 1,500 stakeholders consulted during this research included parents, students, principals and teachers. It is significant to note, that over 500 students, the main customers of the education enterprise, shared in the discussions and made their recommendations.

REVIEW OF OPERATIONS

SCHEDULE OF DRESS & GROOMING CONSULTATIONS

SATURDAY

November 26, 2016

ANNUAL GENERAL MEETING
National Parent-Teacher Association of
Jamaica (NPTAJ)

TUESDAY

December 6, 2016

PRESIDENTS' MEETING
Region 1
National Secondary Students' Council (NSSC)

FRIDAY

January 27, 2017

Members, Jamaica Association of
Principals of Secondary Schools (JAPSS)

WEDNESDAY

February 15, 2017

ECUMENICAL GROUP MEETING

SATURDAY

March 25, 2017

GENERAL COUNCIL MEETING
Jamaica Teachers' Association (JTA)

The final report on the Consultations on Dress and Grooming of Students in Schools, although completed during the 2016-2017 fiscal year, will be reviewed at the General Council Meeting on Tuesday, April 25, 2017, prior to submission to the HMEY&I on April 28, 2017.

REVIEW OF OPERATIONS

Consultation with the Jamaica Teachers' Association, Saturday, March 25, 2017



Mr. Doran Dixon, moderating the Question & Answer Session



Mr. Woodburn Miller expressing his views on the matter



Mr. Howard Isaac, JTA President and Mrs. Georgia Waugh Richards, JTA President Elect, listen keenly. In the background, Mr. Doran Dixon, Mr. Elias Fennel, Ms. Merris Murray, & Ms. Tricia Osborne.

(ii) Research on the Gender Division of Vice-Chairmen and Nominated Members of School Boards

Comprehensive research was conducted on the gender division of vice-chairmen and all nominated members of the Boards of Management of public educational institutions in Jamaica. This research, conducted in two phases, was in response to a request from a private researcher. The first phase, which was concluded in 2015-2016, focused on the gender division of chairmen only, while the second phase completed in 2016-2017, gathered data on the nominated members. A thirty-four percent sample size was used for the entire research and the population stratified according to educational region and school type. Data will be analyzed by the researcher and the findings shared with the Council.

REVIEW OF THE MINISTRY'S POLICY INITIATIVES

PHILOSOPHY ON EDUCATION

In response to a request from the MOEY&I, the draft Philosophy on Education was reviewed by the Policy and Planning Committee. The Committee's comments and recommendations were submitted to the General Council for ratification. The Council's response was submitted to the Permanent Secretary on June 27, 2016.

REVIEW OF THE GOVERNMENT OF JAMAICA'S INCENTIVES FOR THE CARIBBEAN ADVANCED PROFICIENCY EXAMINATION (CAPE).

The Council is currently conducting a comprehensive review of the Government of Jamaica's incentives for the Caribbean Advanced Proficiency Examination (CAPE). This activity would be concluded in the coming fiscal year.

REVIEW OF OPERATIONS

POLICY & PLANNING COMMITTEE MEETINGS

The P&P Committee accomplishes its work through regular meetings. During the period under review, five meetings were held.

SCHEDULE OF POLICY AND PLANNING COMMITTEE MEETINGS

TUESDAY April 19, 2016	Discussion on Adolescent Sexuality
WEDNESDAY June 8, 2016	Health & Family Life Education Curriculum
WEDNESDAY October 12, 2016	Dress & Grooming Consultations
WEDNESDAY January 11, 2017	Dress and Grooming Effectiveness of School Boards
WEDNESDAY March 29, 2017	Review of Dress and Grooming report and CAPE proposal



Mr. Doran Dixon, committee member, makes a point, while Professor Beverley Bryan, Committee Chair and Executive Director, Ms. Merris Murray, listen keenly.

REVIEW OF OPERATIONS



Members of the P&P Committee and the Secretariat at a P&P Meeting.

PUBLIC PRIVATE PARTNERSHIPS (PPP)

Public private partnerships are pivotal to the NCE's effort to establish mechanisms for more effective coordination and alignment of policy initiatives. During the year under review, the P&P Unit developed proposals for the establishment of an online training programme for School Boards. The proposals were submitted to International Development Partners (IDP) with a view to forging partnerships to secure financial and technical support for the project.

REVIEW OF OPERATIONS

ACCESS TO INFORMATION

Five requests for information were processed by the Policy and Planning Unit in accordance with the Access to Information Act, (ATI), 2002. The requests were classified into four categories. Two of these requests were from tertiary institutions and the others from the Ministry of Education, Youth & Information, a private citizen, and a researcher.

INFORMATION REQUESTED UNDER THE ATI ACT, 2002

1. *Composition of School Boards,*
2. *School Board Operations,*
3. *The Role and Functions of NCE,*
4. *Part Two - Data on the Gender Division of Vice-Chairmen and the nominated members of the Boards of Management of public educational institutions. Data were arranged according to educational region and school type. Part One - included data on the gender division of Chairmen of Boards of Management of public educational institutions.*

PLANNING

Annual and monthly reports were prepared for the MOEY&I, the ATI Unit, the Planning Institute of Jamaica (PIOJ) and other agencies (see Strategic Management Report). The organization's strategic plan, with corresponding operational plan for the period 2017-2018, was completed and submitted to the Ministry of Education, Youth and Information (see Strategic Planning Report for details).

PERFORMANCE SCORECARD 2016 – 2017

POLICY AND PLANNING		
RESPONSIBLE OFFICER: DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Conduct research on a topical area in Education as indicated by the P & P Committee or on any other area of interest.	Target exceeded	This target was exceeded by one output. (1) Report on the Consultations on Dress and Grooming of Students in Schools prepared. (2) Research conducted on the Gender Division of vice-chairmen and other nominated members conducted. Additional activities carried out during the period: (i) Review of the Government of Jamaica's incentives for the Caribbean Advanced Proficiency Examination (CAPE). (ii) Review of the Proposed Philosophy on Education in response to the MOEY&I's request.
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 not achieved	Two project proposals were prepared and submitted to two international development partners (IDPs) for the development of an online training programme for School Boards. No partnerships were forged in this regard.
Respond to at least one data request from public and private stakeholders per quarter.	Target exceeded	This target was exceeded by 1 output. Five requests for information were received and processed.
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS (KPI)	STATUS	COMMENT
N/A		N/A

SCHOOL GOVERNANCE REPORT

OVERVIEW

The school governance portfolio, which entails nominating and training School Board members, constitutes an important legislative mandate of the National Council on Education (NCE). Given the importance of this mandate, and in an effort to equip School Boards with the necessary tools to effectively govern the educational institutions placed in their charge, the following strategies were pursued:

- ensuring the timely appointment of suitably qualified members to School Boards in Regions 3 and 6;
- training of School Board members;
- providing technical advice to board chairmen, principals, regional directors, education officers, representatives of denominations and trusts, parents and other stakeholders, on aspects of the Education Act, 1965 and its attendant Regulations, 1980;
- resolving school governance issues;
- updating the database that provides ready access to information on School Boards, inclusive of membership, school type, ownership status, appointment and termination dates, educational region and political constituency.

SCHOOL BOARD APPOINTMENT

In accordance with the cyclical appointment policy, the tenure of public School Boards in Regions 3 (St. Ann and Trelawny) and 6 (Clarendon and St. Catherine) ended December 31, 2016 and March 31, 2017 respectively. Consistent with the standard procedures, nominations of suitably qualified persons to serve on School Boards, were solicited from denominations and trusts currently involved in school operations or from whom the Ministry of Education had leased school properties. Recommendations were also solicited from the following stakeholders in respect of government-owned and leased schools:

- regional directors;
- members of parliament in whose constituencies the schools were located;
- groups, associations, and staff members, which were also required to elect their own - representatives; and principals.

REVIEW OF OPERATIONS

Subsequent to the appointment of the Boards of Management of public secondary schools and tertiary institutions, nominations were also solicited in respect of persons with special expertise, in keeping with the Education Regulations, 1980.

A six-month preparation time to facilitate the timely appointment of the new School Boards was effected in keeping with the Council's performance standards. Key stakeholders, particularly MPs and education officers, were sensitized regarding the appointment procedures and their respective roles in the appointment process.

The requisite forms for submitting nominations/recommendations were distributed. Outgoing chairmen and members, who were interested in being reappointed, were required to complete the nomination Form A, while new volunteers were required to complete the Volunteer Data Form. For denominational and trust schools, nominations were submitted on the requisite Form A along with supporting documentation. The completion of the forms by the nominee or the person recommended to serve, is an important aspect of the appointment procedures. The signed forms are critical to the Council's due diligence process in ensuring that the persons appointed are not only suitable, but also willing and available to serve.

Respective associations or groups are required to elect their board representatives. This information is communicated to the NCE by the principal. In these instances, the Form B duly signed by the elected representatives and the principal, is submitted, along with supporting documents. These documents include excerpts from the minutes of the meeting in which the election took place or letters from the principal advising of the dates when the elections were held. Heads of church-owned, trust and government-leased schools also submitted their nominations to the NCE for processing and subsequent appointment. Recommendations for government-owned and government-leased schools were reviewed by a panel consisting of the respective regional director and MP as well as a representative from NCE (optional). This very important step in the appointment process ensures that the best persons are selected for appointment.

TABLE SG 1: STATUS OF SCHOOL BOARD APPOINTMENT

REGION	# of PUBLIC EDUCATION INSTITUTIONS	BOARDS APPOINTED DURING THE FISCAL YEAR	#/% of INSTITUTIONS APPOINTED ON TIME	Outstanding School Boards	COMMENT
3	117	115 or 99%	105 or 90%	2	2 outstanding School Boards were carried-over into the 2017-2018 fiscal year for re-appointment.
6	233 (at the beginning of the year, there were 234 PEIs, however, this number was reduced due to the closure of one institution).	184 or 79%	184 or 79%	None (the remaining 49 School Boards would be due for reappointment by the end of April 2017. This is in keeping with the performance target as agreed by the Council).	49 School Boards are to be appointed by the end of April 2017, therefore, these School Boards were not outstanding.

During the year, additional board appointments were processed in respect of all six administrative regions. These appointments filled outstanding positions as well as vacancies, created by resignations, death or revocation of appointment, on existing School Boards.

CHALLENGES

The challenges experienced during the 2016-2017 fiscal year, were significantly reduced when compared with the previous year. The Secretariat continued to experience the following challenges in the appointment process, though not significant enough to undermine the timely appointment of the School Boards:

1. tardiness in the submission of recommendations by key stakeholders;
2. submission of unsigned documents and tardiness in the submission of nomination Form B by schools;
3. failure of review panels to submit the names of volunteers on the requisite forms, resulting in instances where the person recommended is not available to serve. Names were often either inaccurately stated or incorrectly spelt. This resulted in a loss of time and a delay the appointment process;
4. principals submitting objections/formal complaints about appointed board chairmen which necessitated investigation and in some instances the nomination process had to be repeated;
5. challenges raised by representatives of denominations, regarding the ownership status of some schools and difficulties ascertaining the true status of the institutions in question.

SCHOOL BOARD TRAINING

FACE-TO-FACE TRAINING

The training of School Boards in Regions 4 (Hanover, St. James & Westmoreland) and 5 (St. Elizabeth & Manchester) was rescheduled for the second and third quarters of the next fiscal year as funds for this activity became available only at the end of the fiscal year under review. In phase one of the training process, compact discs (CDs) of the School Board Handbook “All Hands on Board” and other training materials were delivered to chairmen and principals in these regions. In addition, chairmen appointed for the first time were also given a copy of the Education Regulations, 1980. Training materials, including the manual and the Education Regulations, 1980, were also posted on the Council’s website @ www.nce.org.jm for easy access. The Council’s website was redesigned as an interactive tool for disseminating information to the School Boards.

REVIEW OF OPERATIONS

ONLINE TRAINING PROGRAMME

The Council will continue its quest to secure funding to develop an online training programme for board members despite its lack of success in this venture so far.

SCHOOL BOARD REVIEW (SBR) COMMITTEE

Unresolved School Governance Issues

Although there was only a marginal increase in the number of reported school governance cases, they were, by nature, more complex. As a result, the School Board Review Committee was reconstituted. Notwithstanding, eight of the nine cases referred to the committee during the period under review, were resolved within the established time frame.

SCHOOL BOARD DIRECTORY

The School Board Directory was updated to include the newly appointed Boards of Management in Regions 3 and 6. Changes made during the year in respect of the 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.

PERFORMANCE SCORECARD 2016-2017

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
School Board members trained in Regions 4 & 5.	Training deferred	Regions 4 & 5 As a result of the relocation of the Secretariat, and severe budgetary constraints, the training of newly appointed Board members in Regions 4 and 5 was rescheduled. Efforts are being made to host the training workshops in September and October of the new fiscal year.
Online training programme for School Board members developed. Online training programme launched.	Target not achieved	This target was not achieved due to fiscal constraints. Efforts to secure funding through the submission of and proposals to International Development Partners were unsuccessful. This target will not be counted.
Recognizing and rewarding School Board members who have served the education sector.	Target achieved	Due to the unavailability of funds, “thank you” letters were sent instead.
Nomination of board members for the Prime Minister’s Medal of Appreciation.	Target not pursued	This target was not pursued due to severe capacity constraints and a number of competing demands.
The number of School Board issues resolved within two months of being reported.	Target achieved	Nine School Board cases were reported and eight resolved within the established time frame.

PERFORMANCE SCORECARD 2016-2017

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Sensitizing stakeholders in Regions 3 & 6 about the implementation of the procedures for the appointment of School Boards.	Target achieved	<p>Region 3 The Regional Director for Region 3 advised that a planning meeting was convened on Friday June 10, 2016 with MPs from St. Ann and Trelawny at which the imminent termination of the School Boards' tenure was discussed.</p> <p>Region 6 Sensitization meeting was held with MPs, Regional Director and Education Officers in Region 6 on Friday, December 2, 2016.</p>
Establishing pools of volunteers for Regions 3 & 6.	Target achieved	Letters disseminated to key stakeholders, recommendations received and pools of volunteers established for Regions 3 & 6.
Processing of recommendations for Regions 3 & 6.	Target achieved	Review panel forms and status sheets for constituencies in Regions 3 & 6 disseminated. Recommendations from key stakeholders processed as soon as received. The Unit experienced challenges as some stakeholders were tardy in submitting their recommendations.
School Boards in Regions 3 duly appointed by the HME.	Target partially achieved	105 (90%) of 117 School Boards appointed on time. 12 (10%) of the School Boards not appointed in keeping with performance standard. However, 10 were appointed before the end of the fiscal year.

PERFORMANCE SCORECARD 2016-2017

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
School Boards in Region 3 duly appointed by the HME.	Target partially achieved	2 remained outstanding and carried forward to the 2017-2018 fiscal year. NB. The tenure of the School Boards in Region 3 is January 1, 2017 to December 31, 2019.
School Boards in Region 6 duly appointed by the HME.	Target achieved	This target was achieved prior to the due date. 184 (79%) of the 233 School Boards appointed prior to the termination of the tenure of the outgoing School Boards. 49 School Boards will be due for appointment by the end of April 2017. NB. The tenure of the School Boards in Region 6 is April 1, 2017 to March 31, 2020.
Dissemination of information on the members of School Boards.	Target achieved	Regional directors, members of parliament, principals, chairmen, other board members, churches, trusts, the internal auditor and other departments falling under the Ministry of Education, Youth and Information informed of the appointments.

PERFORMANCE SCORECARD 2016-2017

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 MOEY&I officials, members of parliament, JTA, attorneys-at-law, principals, churches, trusts, university students, NPTAJ and other stakeholders from other government departments and the wider public via letters, emails, telephone and office visits.
School Board Directory updated with the names of School Board Members and disseminated to Regions 3 & 6 and other relevant stakeholders in the education system.	Target achieved	Directory updated to include the newly appointed Boards of management in Regions 3 & 6 as well as changes made during the year in respect of other regions. Directory per region is updated and disseminated weekly. (This target was omitted from the Operational Plan for 2016-2017)
Monthly and annual management reports prepared for School Governance & Public Relations Unit in accordance with the FAA, PBMA and NCE Acts.	Target achieved	

PERFORMANCE SCORECARD 2016-2017

M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
#/% of boards of management appointed on-time	Target partially achieved	Region 3: 105 or 90% of the 117 School Boards appointed on-time.
	Target achieved	Region 6: 184 or 79% School Boards appointed prior to the termination of the tenure of the out-going School Board.

FINANCE AND ADMINISTRATION REPORT

OVERVIEW

The Council completed the financial year ended March 31, 2017, with results showing current assets of approximately \$9.800M compared to \$5.100M for the year ended March 31, 2016. Interest income received during the year was approximately \$0.188M, in comparison to \$0.189M received for the previous year. The operating surplus as at March 31, 2017, was approximately \$5.100M, compared to \$0.146M for the previous year. The operating budget received was \$35.1M, an increase of 35% over the previous year. This was due to the revision of compensation and a supplementary allocation received for Object 23 - Rental of Properties. Operating expenses were approximately \$31.000M compared to \$27.000M for the year ended March 31, 2016.

COMPLIANCE AND REPORTING

The Public Bodies Management and Accountability (PBMA) Act, 2004 continues to guide the compilation of a number of statutory reports which were completed during the year for various Ministries and Departments of Government, including the Ministries of Education, Youth and Information, and Finance and the Public Service; the Office of the Contractor General and the Tax Audit and Assessment Department. The reports included:

- Contracts Awards,
- Fiscal and Accruals,
- Withholding Tax,
- Total Payments for the year, classified by sub-objects,
- Health Insurance Summary,
- Posts Audit,
- Public Sector Costs Overruns and Variations.

The Council's Pension Plan for employees remained compliant with the requirements of the Financial Services Commission (FSC). At its year end, September 30, 2016, the Plan's assets totalled approximately \$34.2M in comparison to \$26.6M for the previous year.

REVIEW OF OPERATIONS

The Council contributed \$1.2M to the Plan on behalf of its employees, for the year ended March 31, 2017, in comparison to \$1.1M for the previous year. The pooled 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.**

As at March 31, 2017, eight members of staff were enrolled on the Plan. Individual Member's Statement and a Performance Report were distributed to members for the Plan year ending September 30, 2017. During the year, a Certified Financial Return on Plan activities and a Statement of Investment Policies and Principles (SIPP) were completed. The service provider is Sagicor Life Jamaica.

The Auditor General's Department remains the Council's external auditors.

HUMAN RESOURCE MANAGEMENT

In an effort to build internal capacity and improve efficiency, training was accessed through the University of the West Indies, in the following areas:

- Speech Writing
- Enterprise Risk Management.

At March 31, 2017, all eleven (11) posts on the Secretariat's Establishment were filled. The Secretariat was relocated on October 22, 2016, to its present location on the 1st floor of the Caldon Finance Building, 52-60 Grenada Crescent, Kingston 5.

PERFORMANCE SCORECARD 2016 – 2017

FINANCE AND ADMINISTRATION		
RESPONSIBLE OFFICER: DIRECTOR OF FINANCE AND ADMINISTRATION		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Appraisal instrument completed by supervisor and support Staff.	Target achieved	Performance appraisal of eight staff members was conducted during the fiscal year.
Source and schedule appropriate training for staff members.	Target partially achieved	Staff trained in areas including Risk Management and Speech-Writing. Not all staff members were trained. Cost-effective training opportunities were explored via conferences and workshops.
Completion of Certified Financial Returns and other regulatory documents.	Target achieved	Prior year returns were filed with the Plan Administrators on January 25, 2017.
Completed Audit Report for 2015- 2016.	Target not achieved	Financial Statements for fiscal year ended March 31, 2016, were submitted to the external auditors on December 31, 2016.
Implementation of posts audit recommendation based on Management Letter.	Target not achieved	Awaiting review of Financial Statements.
Annual returns prepared and submitted.	Target achieved	Annual Returns prepared and submitted to Tax Audit and Assessment on March 13, 2017.
NCE's budget for 2017 - 2018 prepared and submitted.	Target achieved	Budget and supporting Operational Plan for 2017-2018 reviewed by the Council and submitted to the MOEY&I on November 11, 2016.
Monthly and Quarterly Reports prepared and submitted to regulators as required.	Target achieved	Reports prepared for OCG, MOEY&I & MOFP&S - Fiscal & Accruals Reports, Post Audit etc.

REVIEW OF OPERATIONS

M & E FRAMEWORK

Key Performance Indicators	Status	Comments
#/% of performance appraisals conducted on time.	Target achieved	100% of performance appraisals conducted within the designated time frame.
#/% of staff receiving a satisfactory performance appraisal report.	Target achieved	100% of performance appraisals conducted and received satisfactory performance.
Annual audit of the Council conducted on time.	Target not achieved	Audit Report incomplete.
#/% of audit reports with less than five audit queries.	Target not achieved	Audit Report incomplete.
#/% of statutory reports prepared and presented on time.	Target achieved	100% of Reports prepared and submitted on time.

REVIEW OF OPERATIONS

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

Function/Programme	2017-2018 Recurrent Estimates of Expenditure	2017-2018 Capital Estimates of Expenditure	2016-2017 Approved Recurrent Expenditure	2016-2017 Approved Capital Expenditure
	J\$ M	J\$ M	J\$ M	J\$ M
Compensation of Employees	16.94		17.60	
Travelling Expenses and Subsistence	3.90		4.50	
School Governance Training	.69		-	
Other Travel	1.40		-	
Rental of Property, Machinery and Equipment	7.20		6.0	
Other Rental	2.40			
Public Utility Service	2.00		0.61	
Retirement Benefit	1.22		0.73	
Purchases of Equipment (Capital Goods)	0	2.50	-	-
SUB-TOTAL	35.75	2.50	29.44	-
PURCHASES OF GOODS AND SERVICES FOR TECHNICAL ACTIVITIES				
School Governance	9.60		0	
Policy and Planning	2.40		0	
Public Relations	1.20		0	
Finance and Administration	2.10		0	
Other Goods and Service	2.40		5.69	
SUB-TOTAL	17.70		5.69	-
TOTAL	53.45	2.50	35.13	-

REVIEW OF OPERATIONS

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	5	4	0	1 (1 target not pursued)	80% 2 targets exceeded
STRATEGIC PLANNING	5	4	1	0	80% 1 target exceeded 1 target modified
POLICY & PLANNING	3	2	0	1	67% 2 targets exceeded
SCHOOL GOVERNANCE	15	10	2	3 (2 targets deferred/not pursued)	67% 1 target exceeded
FINANCE & ADMINISTRATION	8	5	1	2	63%
OVERALL PERFORMANCE	36	25	4	7	69%

STRATEGIC AREAS OF FOCUS FOR NEXT FISCAL YEAR PROSPECTS FOR 2017-2018 NATIONAL COUNCIL ON EDUCATION

High quality education is a key ingredient to facilitate the economic transformation of Jamaica. As the National Council on Education approaches its 25th anniversary, it will continue to pursue the goal of delivering high-quality services to support the transformation of the education sector. In the coming year the Council will continue to focus on its major legislative mandate of providing timely policy advice on educational matters and promoting effective school governance. The strategies pursued last fiscal year will continue to be our major focus in 2017-2018:

- (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.

The Council will continue to embrace its mission of:

“providing 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,” and upholding its core values as it seeks to support the transformation of the education system in Jamaica.

STATEMENT OF EMOLUMENTS

NATIONAL COUNCIL ON EDUCATION DIRECTORS' COMPENSATION Board Tenure 2016 – 2017

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 (\$)
Clarke, Simon, Chairman	N/A	161,270	64,000	N/A	225,270
Bryan, Beverley	N/A	*	68,000	N/A	68,000
Burgess, Paul	N/A	*	36,000	N/A	36,000
Chin, Carlene	N/A	*	29,000	N/A	29,000
Davis, Alphansus	N/A	118,740	29,000	N/A	147,740
Dixon, Doran	N/A	126,000	64,500	N/A	190,500
Fennel, Elias	N/A	*	30,500	N/A	30,500
Gayle, Sandra	N/A	18,360	25,500	N/A	43,860
Hannam, Everton	N/A	*	43,500	N/A	43,500
Henry-Wilson, Maxine	N/A	*	9,000	N/A	9,000
Howell, Ray	N/A	*	85,500	N/A	85,500

REVIEW OF OPERATIONS

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 (\$)
Hutton, Disraeli	N/A	*	38,000	N/A	38,000
Marshall, Yvonne	N/A	*	9,000	N/A	9,000
Molloy, Nadine	N/A	*	37,500	N/A	37,500
Reece, Donald	N/A	*	29,000	N/A	29,000
Reid, Radley	N/A	*	29,000	N/A	29,000
Simpson, Paulette	N/A	*	61,000	N/A	61,000
Swyer Watson, Sandra	N/A	*	41,500	N/A	41,500
Whitely, Demoye	N/A	*	21,500	N/A	21,500
Wint, Joan	N/A	41,760	38,000	N/A	79,760
Total		466,130	789,000		1,255,130

* Travelling not claimed during the Financial Year

REVIEW OF OPERATIONS

SENIOR EXECUTIVE COMPENSATION

Name and Position of Director	Salary (\$)	Gratuity (\$)	Upkeep Allowance (\$)	Total (\$)
Merris Murray Executive Director GMG/SEG IV	3,549,728.00	869,220.00	1,382,280.00	5,801,228.00
Pauline Mullings Dir. School Governance & Public Relations GMG/SEG II	2,240,476.00	-	728,886.00	2,969,362.00
Taneisha Taylor Dir. Finance & Administration FMG/PAI	1,811,932.00	-	728,886.00	2,540,818.00
Kareen Edwards-Brown Dir. Policy & Planning SOG/ST 6	1,777,610.00	-	728,886.00	2,506,496.00
TOTAL	9,379,746.00	869,220.00	3,568,938.00	13,817,904.00

NATIONAL COUNCIL ON EDUCATION

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

National Council on Education
Year Ended March 31, 2017

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

Email: 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, 2017, 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, 2017, 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.

Emphasis of Matter – Going Concern

I draw your attention to Note 2(b) of the financial statements, which outlines the basis on which the continued operations of the National Council on Education is in doubt. Cabinet by way of its decision dated June 8, 2018 identified the Council as part of its rationalization programme. Consequently, the Council will cease to be a body corporate and will be wound up in the operations of the Ministry of Education, Youth and Information.

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. I have determined that there are no key audit matters to report.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with 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

2019/01/09.....
Date

National Council on Education
Statement of Financial Position
As at March 31, 2017

	NOTE	2017 \$	2016 \$
Non-Current Assets			
Property, Plant and Equipment	4	777,394	580,124
Intangible Assets	5	82,368	167,644
		<u>859,762</u>	<u>747,768</u>
Current Assets			
Accounts Receivable and Prepayments	6	212,697	131,124
Cash and Cash Equivalents	7	9,629,126	4,955,709
		<u>9,841,823</u>	<u>5,086,833</u>
Current Liabilities			
Accounts Payable and Accruals	8	1,753,281	1,552,719
Employee Benefits	9	5,130,117	4,660,862
		<u>6,883,398</u>	<u>6,213,581</u>
Net Current Assets		<u>2,958,425</u>	<u>(1,126,748)</u>
Total Assets		<u>3,818,187</u>	<u>(378,980)</u>
Equity:			
Retained Earnings		<u>3,818,187</u>	<u>(378,980)</u>

Approved for issue by the Board of Directors on December 14, 2018 and signed on its behalf by:



 Dean-Roy Bernard (Mr.)
Permanent Secretary



 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, 2017

	NOTE	2017 \$	2016 \$
Income			
Government Subvention		35,142,369	23,168,327
Board Training Fees		-	252,000
Miscellaneous Income		115,608	
Revenue Grants		-	240,000
		<u>35,257,977</u>	<u>23,660,327</u>
Expenses			
Salaries and Related Costs	10	21,811,363	20,558,765
Premises Related Expenses		3,796,132	323,905
Depreciation		242,816	254,167
Amortisation		85,276	85,276
Bad Debt Provisions		5,128	118,232
Goods and Services		2,670,131	5,056,801
Board Fees		1,411,105	713,380
Relocation Cost		1,226,421	-
		<u>31,248,372</u>	<u>27,110,526</u>
Net Operating Profit		4,009,605	(3,450,199)
Income after operating profit			
Interest Income		187,562	184,374
Net Profit for the year		<u><u>4,197,167</u></u>	<u><u>(3,265,825)</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, 2017**

	Retained Earnings	Total
	\$	\$
Balance as at March 31, 2014	2,886,845	2,886,845
Deficit for the year	(3,265,825)	(3,265,825)
Balance as at March 31, 2016	(378,980)	(378,980)
Profit for the year	4,197,167	4,531,979
Balance as at March 31, 2017	3,818,187	4,152,999

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, 2017**

	NOTE	2017 \$	2016 \$
Cash flows from Operating Activities			
Net Profit for the year		4,197,167	(3,265,825)
Adjustments:			
Depreciation		242,816	254,167
Amortisation		85,276	85,276
(Increase)/Decrease in current assets		(81,573)	11,666
Increase/(Decrease) in current liabilities		669,817	1,217,610
Net cash provided by Operating Activities		<u>5,113,503</u>	<u>(1,697,106)</u>
Cash flow from Investing Activities			
Acquisition of property, plant & equipment	4	(440,086)	(104,380)
Net cash used in Investing Activities		<u>(440,086)</u>	<u>(104,380)</u>
(Decrease)/Increase in Cash and Cash Equivalents		4,673,417	113,077
Cash and Cash Equivalents at beginning of the year		4,955,709	6,644,118
Cash and Cash Equivalents at end of the year		<u><u>9,629,126</u></u>	<u><u>4,955,709</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, 2017

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) Going concern basis

- (i) By way of Cabinet Decision, No. 20/18 dated Monday 04 June 2018, approval was granted for the acceleration of the rationalisation of public bodies through a programme of mergers, divestments, closures, and integration of functions into parent ministries.
- (ii) The National Council on Education will be closed and cease to operate as a corporate body. It will become a division within the Ministry of Education, Youth & Information.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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

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:

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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

c) Significant accounting policies (cont'd)

iv. Property, plant and equipment (cont'd)

	%
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.

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.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

c) Significant accounting policies (cont'd)**vi. Grants (cont'd)****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.

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.

vii. 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.

viii. 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.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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

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.

viii. 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, 2017 were receivables and payables.

ix. 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.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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.

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:

	2017	2016
	\$	\$
Cash and cash equivalents	9,629,126	4,955,709
Accounts receivable (excluding prepayments)	172,096	98,000
	<u>9,801,222</u>	<u>5,053,709</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.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

3. Financial risk management (cont'd)

b) Liquidity risk (cont'd)

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.

The tables below summarize the maturity profile of the Council's financial liabilities at March 31, 2017 based on the contractual undiscounted payments.

2017

Financial Liabilities	Carrying Amount \$	Contract Amount \$	Due within 3 months \$	Due within 1 year \$
Accounts payable and accruals	1,753,281	1,753,281	1,753,281	
Provision for employee benefits	5,130,117	5,130,117	-	5,130,117
	<u>6,883,398</u>	<u>6,883,398</u>	<u>1,753,281</u>	<u>5,130,117</u>

2016

Financial Liabilities	Carrying Amount \$	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>

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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:

	2017 \$	2016 \$
Cash and cash equivalents	<u>9,629,126</u>	<u>4,955,709</u>
	<u>9,629,126</u>	<u>4,955,709</u>

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, 2017**4. Property, Plant and Equipment**

	Furniture and fixtures	Computer and equipment	Total
	\$	\$	\$
Cost			
At 1 April 2016	1,689,250	4,472,012	6,161,262
Additions	242,000	198,086	440,086
Disposals	-	-	-
	1,931,250	4,670,098	6,601,348
Depreciation			
At 1 April 2016	1,542,249	4,038,889	5,581,138
Charge for the year	28,914	213,902	242,816
Disposal	-	-	-
	1,571,163	4,252,791	5,823,954
Net Book Value:			
31-Mar-17	360,087	417,307	777,394
31-Mar-16	147,001	433,123	580,124

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017**5. Intangible Assets**

	2017
Computer Software:	
	\$
Cost	
At 1 April 2016	426,373
Additions	-
At 31 March 2017	<u>426,373</u>
Depreciation	
At 1 April 2016	258,729
Charge for the year	85,276
At 31 March 2017	<u>344,005</u>
Net Book Value: 31 March 2017	82,368
Net Book Value: 31 March 2016	<u><u>167,644</u></u>

6. Accounts Receivable and Prepayments

	2017	2016
	\$	\$
Tax recoverable	11,997	128,429
Interest receivable	11,838	12,423
Trade receivables	172,096	98,000
Prepayments	21,894	10,504
	<u>217,825</u>	<u>249,356</u>
Bad debt provisions - tax irrecoverable	(5,128)	(118,232)
	<u>212,697</u>	<u>131,124</u>

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017**7. Cash and Cash Equivalents**

	2017	2016
	\$	\$
Investments (i)	4,461,714	4,808,762
Cash at Bank	5,167,412	146,947
	<u>9,629,126</u>	<u>4,955,709</u>

(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

	2017	2016
	\$	\$
Creditors	412,993	276,900
Stale dated cheques	478,930	442,169
Audit fees payable	630,000	630,000
Payable to Accountant General	212,150	202,025
Accruals	19,208	1,625
	<u>1,753,281</u>	<u>1,552,719</u>

9. Employee Benefits

	2017	2016
	\$	\$
Provision for gratuity	826,994	878,984
Provision for vacation leave	4,303,123	3,781,878
	<u>5,130,117</u>	<u>4,660,862</u>

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

10. Salaries and Related Costs

	2017	2016
	\$	\$
Salaries and wages	14,632,914	13,978,251
Gratuity	817,230	860,270
Vacation	529,925	401,081
Statutory contribution - employer's	718,155	688,380
Pension contribution - employer's	1,221,381	1,129,048
Health insurance	132,495	93,181
Motor vehicle upkeep and subsistence	3,759,263	3,408,554
	<u><u>21,811,363</u></u>	<u><u>20,558,765</u></u>

- a) As at March 31, 2017, there were 11 (2016: 9) employees on staff at the Council.
- b) **Executive Salaries:**

	Salary	Pension	Travelling	2017 Total	2016 Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Executive Director	3,550	-	1,382	4,932	4,828
Director - Finance and Administration	1,538	274	729	2,541	2,536
Director - School Governance	1,904	336	729	2,969	2,885
Director - Policy and Planning	1,512	266	729	2,507	2,466

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 \$1,221,381 (2016: \$1,129,048) 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, 2017, disclosed that the Plan had a surplus of \$4,718,000. The next valuation is due September 30, 2020.

NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2017

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, 2017

	2017	2016	variance	% variance
Salaries and Allowances	14,632,914	13,978,251	654,663	5
Gratuity	817,230	860,270	(43,040)	(5)
Vacation	529,925	401,081	128,844	-
Statutory Contributions	718,155	688,380	29,775	4
Pension Contribution	1,221,381	1,129,048	92,333	8
Health Insurance	132,495	93,181	39,313	42
Travel and Subsistence	3,759,263	3,408,554	350,710	10
SALARIES AND RELATED COSTS	21,811,363	20,558,765	1,252,598	6
Telephone	232,086	186,157	45,928	25
Internet	63,139	137,748	(74,609)	(54)
Electricity	561,135	-	-	-
Rent and Maintenance	2,939,772	-	-	-
PREMISES RELATED EXPENSES	3,796,132	323,905	(28,681)	(29)
Travel	44,100	54,143	(10,043)	(19)
Audit Fee	315,000	315,000	-	-
Printing and Stationary	914,479	1,064,063	(149,584)	(14)
Workshop	221,531	2,957,763	(2,736,232)	(93)
Meeting Cost (refreshment)	479,733	180,980	298,753	165
Meeting Cost (venue)	-	40,000	(40,000)	(100)
Repair and Maintenance	4,000	52,267	(48,267)	(92)
Staff Welfare	83,638	126,102	(42,464)	(34)
Other	607,650	266,483	341,166	128
SUB TOTAL	2,670,131	5,056,801	(2,386,671)	(47)
Board Remuneration	1,411,105	713,380	697,725	98
Relocation Cost	1,226,421	-	1,226,421	-
	2,637,526	713,380	1,924,146	270
Depreciation	242,816	254,167	(11,350)	(4)
Amortization	85,276	85,276	-	-
Bad Debt Provisions	5,128	118,232	(113,104)	-
TOTAL OPERATING EXPENSES	31,248,372	27,110,526	636,939	195