



The Planning Institute of Jamaica

PLANNING TODAY . . . SECURING TOMORROW



Annual Report 2020



The Planning Institute of Jamaica



Planning Today . . . Securing Tomorrow

Annual Report
2020

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VISION

TO BE PROACTIVE IN THE PROVISION OF STRATEGIC AND INNOVATIVE POLICY, AND PROGRAMMATIC RESPONSES TO EMERGING ISSUES AT THE NATIONAL AND ORGANIZATIONAL LEVELS IN PURSUIT OF SUSTAINABLE DEVELOPMENT.

MISSION

THE PLANNING INSTITUTE OF JAMAICA IS COMMITTED TO LEADING THE PROCESS OF POLICY FORMULATION ON ECONOMIC AND SOCIAL ISSUES AND EXTERNAL COOPERATION MANAGEMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT FOR THE PEOPLE OF JAMAICA.

Functions of the Planning Institute of Jamaica

(1) The functions of the Institute include:

- (a) initiating and co-ordinating planning for the economic, financial, social, cultural and physical development of Jamaica
- (b) monitoring the implementation of plans so initiated or co-ordinated
- (c) undertaking research
- (d) training in planning
- (e) undertaking consultant activities for Government Ministries, agencies and statutory bodies
- (f) maintaining a national socio-economic reference library
- (g) managing technical cooperation agreements and programmes

(2) It shall be the duty of the Institute to:

- (a) advise the Government on major issues relating to economic and social policy
- (b) interpret decisions on economic and social policy and integrate them into the national development programmes
- (c) prepare economic models for the guidance of policymakers, investors and other planners
- (d) assess existing and projected social economic and manpower resources and formulate plans for the most effective use of such resources
- (e) coordinate national, regional and sectoral development planning in order to facilitate the consistent and efficient implementation of projects and programmes
- (f) determine the economic, financial and technical feasibility of new development projects and monitor projects in progress
- (g) be instrumental in stimulating national development and in securing public cooperation and participation in achieving planned objectives
- (h) collect, compile, analyse and monitor special and economic performance data.



Board of Directors



Dr Wayne Henry

Wayne Henry was appointed Director General and Board Chairman in July 2016. He holds a PhD in Developmental Economics and, in addition to being a former lecturer at The University of the West Indies (UWI), has been a Liaison Officer/Economist at the World Bank. Dr Henry was Special Advisor to the Minister of Agriculture & Fisheries and was Chief Technical Advisor to the Minister of Finance. Prior to serving at the PIOJ, he was Vice President, Government Affairs at Scotiabank Group Jamaica.



Dr Richard L. Bernal

Professor the Hon. Ambassador Richard L. Bernal, OJ, is an economist, diplomat and former Pro-Vice Chancellor for Global Affairs at The University of the West Indies (UWI) and Professor of Practice. Bernal served as the Jamaican Ambassador to the United States of America from 1991 to 2001, simultaneously holding the post of Permanent Representative of Jamaica to the Organization of American States. Prior to his diplomatic career, Bernal had taught economics at UWI, Mona, served as CEO of a commercial bank, and worked at the Bank of Jamaica and as an economic advisor to the Government of Jamaica.



Ms Merle Donaldson

Merle Donaldson is Chief of Staff, Office of the Prime Minister. Ms Donaldson has over 20 years of experience in both the public and private sectors—including the Sugar Industry Research Institute, Bureau of Standards Jamaica, Ernst and Young Caribbean, and the Ministry of Education—in the areas of research, business development, project management and quality systems. She has also tutored part-time at The University of the West Indies. She currently serves on the boards of the Agro-Investment Corporation, and Culture, Health, Arts, Sports and Education (CHASE) Fund.



Ms Sheree Martin

Sheree Martin is General Manager, Customer Experience and Organisational Health, NCB Financial Group Limited. Mrs Martin holds an MBA in Banking and Finance from Harvard Business School and has spent the last 15 years as an Executive, driving business value in the Financial Services and Energy sectors, specifically in the areas of Business Strategy, Marketing, Sales, Project Management, Organizational Transformation, and Corporate Innovation.



Nadine McCloud

Nadine McCloud is Head, and Senior Lecturer in the Department of Economics at The University of the West Indies, Mona. Her main research interests are econometric theory, economic development and the political economy, and applied econometrics. She has attained publications in economics, statistics and mathematics refereed international journals. Dr McCloud has been a Fulbright Visiting Research Scholar at Cornell University and has held short research stints at Humboldt University in Germany, Purdue University, University of Miami, and Xiamen University in China. She is a member of the editorial board of the *Journal of International Trade and Economic Development*.



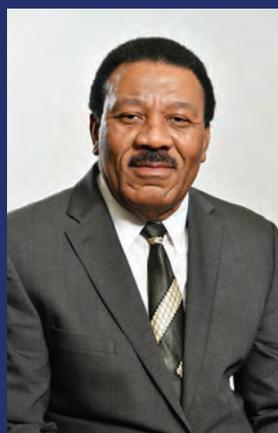
Alyssa Chin

Alyssa Chin is an in-house Attorney-at-Law at Juici Beef Limited. She holds a Bachelor of Laws degree from Queen Mary University of London and completed her professional training at BPP Law School in London and Norman Manley Law School in Jamaica. She was called to the Bar of England and Wales by the Honourable Society of Lincoln's Inn and to the Bar of Jamaica. She is also qualified as an International Civil and Commercial Mediator. Ms Chin has experience practising commercial law, including taxation, corporate compliance and corporate finance, at Myers, Fletcher & Gordon. She has also been involved in several social and environmental initiatives in various countries including Jamaica, Haiti, Canada, England, Kenya and New Zealand.



Mark Tracey

Mark Tracey is Senior Business Development Manager, Jamaica Money Market Brokers (JMMB). Mr Tracey was a Senior Economic Advisor to the Minister of Finance and the Public Service, Dr The Honourable Nigel Clarke, MP. Mr Tracey holds an MSc in Economics from The University of the West Indies, Mona and has over 20 years' experience in economics, with special emphasis on finance, risk management and developmental economics.



Colin Williams

Colin Williams is a Lecturer/Researcher in the Department of Sociology, Psychology and Social Work at The University of the West Indies, Mona. He was among the first team of analysts at the PIOJ to work on the Jamaica Survey of Living Conditions when it was introduced. Mr Williams has extensive experience in the design and management of household/establishment surveys in Jamaica, regionally and internationally. He has served as a consultant regional reviewer for many of the country poverty assessment studies that have been conducted in the CARICOM region. As an established educator/trainer, Mr Williams has designed and conducted training programmes in national statistics offices throughout CARICOM, including Jamaica, and in a number of countries in Africa on topics of survey design and data analysis.

As at December 31, 2020, the Board of Directors, of which the Director General is the Chair, consisted of eight members, appointed by the Minister of Finance and the Public Service. Professor Alvin Wint resigned on July 20, 2020.

After the general election in September 2020, and in keeping with standard practice, a new Board of Directors was appointed on November 9, 2020, for a period of three years. The first meeting was held on December 14, 2020.

The Board has two established Committees, the Finance and Audit Committee and the Corporate Governance Committee.

FINANCE AND AUDIT

In accordance with its mandate, the Committee reviewed and deliberated on the following:

- Audited Financial Statements
- Management Letter
- Internal Audit Plan
- Internal Audit Reports
- Disposal of Fixed Assets.

The Finance and Audit Committee met twice during the year. PricewaterhouseCoopers Tax and Advisory Services Limited was reappointed to perform the internal audit services for the period ended December 31, 2020. The Chairman of the Audit Committee reports on the proceedings of the Committee meetings to the Board.

CORPORATE GOVERNANCE COMMITTEE

While the Corporate Governance Committee did not meet in 2020, the Board reviewed reports and gave advice on socio-economic and sustainable development issues, and projects under management by the Institute.

DIRECTORS ATTENDANCE AT BOARD AND COMMITTEE MEETINGS JANUARY–DECEMBER 31, 2020

Directors	Board Meetings (Total Held: 11)	Finance and Audit Committee Meetings (Total Held: 2)
Dr Wayne Henry, Director General, Chairman, Board of Directors	11	N/A
Ambassador Dr Richard Bernal	10	N/A
Professor Alvin Wint ¹	7	N/A
Professor David Tennant ²	7	N/A
Mr Mark Tracey	10	2
Mr Colin Williams	10	2
Ms Sheree Martin	8	2
Ms Merle Donaldson	9	N/A
Dr Nadine McCloud ³	1	N/A
Ms Alyssa Chin ⁴	1	N/A

N/A – Not Applicable 1 – resigned July 20, 2020. 2 – served until October 2020
3 – appointed November 9, 2020 4 – appointed November 9, 2020

BOARD OF DIRECTORS FEES: JANUARY–DECEMBER 2020

Board	Fees per Meeting (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honorarium (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Dr Wayne Henry	Nil	–	–	–	Nil
Mr Colin Williams	11 000/12 000	–	–	–	105 000
Professor David Tennant	11 000/12 000	–	–	–	71 000
Professor Alvin Wint	11 000/12 000	–	–	–	81 000
Ambassador Dr Richard Bernal	11 000/12 000	–	–	–	94 000
Mr Mark Tracey	11 000/12 000	–	–	–	94 000
Ms Merle Donaldson	11 000/12 000	–	–	–	82 000
Ms Sheree Martin	11 000/12 000	–	–	–	69 000
TOTAL					596 000

BOARD OF DIRECTORS FEES: JANUARY–OCTOBER 2020

Board	Fees per Meeting (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honorarium (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Dr Wayne Henry	Nil	–	–	–	Nil
Mr Colin Williams	11 000/12 000	–	–	–	105 000
Professor David Tennant	11 000/12 000	–	–	–	71 000
Professor Alvin Wint	11 000/12 000	–	–	–	81 000
Ambassador Dr Richard Bernal	11 000/12 000	–	–	–	94 000
Mr Mark Tracey	11 000/12 000	–	–	–	94 000
Ms Merle Donaldson	11 000/12 000	–	–	–	82 000
Ms Sheree Martin	11 000/12 000	–	–	–	69 000
TOTAL					596 000

BOARD OF DIRECTORS FEES: NOVEMBER–DECEMBER 2020

Board	Fees per Meeting (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honorarium (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Dr Wayne Henry	Nil	–	–	–	Nil
Mr Colin Williams	12 000	–	–	–	12 000
Professor David Tennant	12 000	–	–	–	12 000
Professor Alvin Wint	12 000	–	–	–	24 000
Ambassador Dr Richard Bernal	12 000	–	–	–	24 000
Mr Mark Tracey	12 000	–	–	–	24 000
Ms Merle Donaldson	12 000	–	–	–	24 000
Ms Sheree Martin	12 000	–	–	–	24 000
Dr Nadine McCloud	12 000	–	–	–	12 000
Ms Alyssa Chin	12 000	–	–	–	12 000
TOTAL					144 000

FINANCE AND AUDIT COMMITTEE FEES: JANUARY–DECEMBER 2020

Board	Fees per Meeting (\$)	Motor Vehicle Upkeep/ Travelling or Value of Assignment of Motor Vehicle (\$)	Honorarium (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Mr Mark Tracey	11 500	–	–	–	23 000
Mr Colin Williams	6 500	–	–	–	13 000
Ms Sheree Martin	6 500	–	–	–	13 500
TOTAL					40 000

Director General's Statement

DR WAYNE HENRY, Director General, Planning Institute of Jamaica



The pandemic arising from the spread of the Coronavirus Disease 2019 (COVID-19) had a significant impact on the Jamaican economy, consequently reducing the growth trend previously established. The effects were more pronounced in the health sector, but the multiplying effects were prevalent in all other areas of the society, leading to an overall economic crisis. Jamaica recorded its first case of COVID-19 on March 10, 2020. In response, the government moved quickly to implement measures to curb the spread of the virus.

For calendar year 2020, the Jamaican economy contracted by 9.9 per cent, the first decline following seven years of consecutive growth. The decline in growth reflected the downturn in economic activities associated with the global spread of the virus and measures implemented to curb its spread. The Goods Producing Industry contracted by 4.5 per cent while the Services Industry declined by 10.9 per cent. Producers of Government Services was the only sector to record an increase of 0.2 per cent. The sharpest declines were recorded in industries associated with Travel, Tourism and Mining. Adverse weather conditions in the latter part of the year, hampered agricultural production and output.

The higher average unemployment rate for the year at 10.2 per cent reflected contractions in the labour force for areas of Services, including Art,

Entertainment, Accommodation, Food, Wholesale & Retail, and Education.

During the year, the PIOJ, as the main interlocutor between the International Development Partners (IDPs) and Ministries, Department and Agencies (MDAs), continued to ensure the alignment of Official Development Assistance (ODA) with Government's strategic priorities articulated in the Vision 2030 Jamaica – National Development Plan and the Medium Term Socio-Economic Policy Framework (MTF) 2018–2021. In 2020, the Institute coordinated and monitored a combined portfolio of new and ongoing projects and programmes totalling approximately US\$2.2 billion (\$315.2 billion) through funding in the form of loans, grants and, technical assistance from multilateral and bilateral partners. The portfolio was also augmented by Government counterpart resources of US\$145.3 million (\$20.8 billion). Disbursements against the portfolio totalled US\$353.5 million (\$50.6 billion).

The PIOJ continued to spearhead and provided technical oversight for a number of critical initiatives aimed at improving the efficiency and delivery of development assistance, as well as strengthening existing partnerships with key IDPs. In support to the COVID-19 pandemic, the PIOJ led a number of initiatives including:

- Facilitating the engagement of several IDPs in the provision of US\$18.6 million (\$2.7 billion)

in grant resources of which US\$1.3 million (\$186.3 million) was sourced from reprogrammed funds under on-going projects. Grants resources were allocated in the areas of Health, Governance, Social Protection, Education and Research, and Agriculture.

- Collaborating with the Ministry of Finance and the Public Service in securing US\$170.0 million (\$424.4 billion) in budget support financing from multilateral partners (the Inter-American Development Bank and the World Bank).

The Institute continued its work in coordinating the implementation, monitoring, evaluation and reporting as well as communication of Vision 2030 Jamaica – National Development Plan (NDP). Several results were achieved, including:

- Promoting the alignment of strategic and operational planning across all partners in development
- Strengthening national capacity for monitoring and evaluation and reporting on Vision 2030 Jamaica and the SDGs
- Localization of Vision 2030 Jamaica and the SDGs
- Engaging stakeholders in communication, knowledge sharing and social responsibility initiatives.

In addition, quarterly updates on Jamaica’s Development Results for the period FY2009/10–FY2019/2020 were completed and presented at the PIOJ’s Quarterly Press Briefings and shared with stakeholders. On November 6, 2020, the Vision 2030 Jamaica Secretariat participated in a “Development Dialogue” with Jamaica’s International Development Partners (IDPs). The focus of the session was to provide information to IDPs on Jamaica’s development progress and COVID-19 related challenges, development priorities, and planned responses to COVID-19 to inform their contribution to the country’s recovery and development agenda.

The Foundations for Competitiveness and Growth Project (FCGP) through continued implementation of its projects maintained the World Bank’s satisfactory (S) performance ranking. There was an additional \$646.0 million in expenditure in support of advancing activities under the three project components in continued pursuit of its development objective of strengthening the business environment in Jamaica for private sector investment.

The PIOJ continued to provide timely, appropriate and technical advice to the GOJ and local and international stakeholders in fulfilling its mandate of monitoring and evaluating macroeconomic, sectoral and trade-related issues. Faced with the challenges brought about by the adverse effects of COVID-19 on the economy, the Institute worked assiduously towards facilitating the Government’s priorities in achieving economic growth. In this regard, the following were achieved:

- through the PSIP Policy paper, an assessment of the GOJ’s performance of project implementation in the previous fiscal year was made and recommendations given for the prioritization of projects to drive economic growth and employment consistent with the objectives of the Vision 2030 Jamaica – National Development Plan.
- continued to work with the Economic Recovery Task Force sub-committee to develop a project prioritization tool for prioritizing infrastructure projects to drive short to medium term growth
- continued work with the Coalition for Climate Resilient Investment for developing tool for prioritizing climate resilient projects to foster sustainable growth in the medium term
- an impact assessment of the COVID-19 pandemic on the economy was prepared with revised short-medium term economic projections.

The Institute continued to lead and monitor the social sector, through the formulation, monitoring and coordination of the implementation and evaluation of national and sectoral policies, plans, programmes and projects. Policy and technical advice was provided on social development as reflected in Vision 2030 Jamaica – National Development Plan, Agenda 2030 for Sustainable Development and other relevant development platforms to various stakeholders. Advice in response to emerging issues as a consequence of COVID-19, and inputs to guide the country's response and recovery were provided.

Among the new initiatives initiated and executed during the year were:

- **Feasibility Study on Unemployment Insurance in Jamaica:** to assess the feasibility of implementing Unemployment Insurance (UI) in Jamaica.
- **Jamaica's National Multidimensional Poverty Index (MPI):** the current methodology being used is based solely on consumption/income aggregates, the multidimensional poverty index will complement this approach for measuring poverty.
- **Quantifying Multidimensional Vulnerability in Jamaica:** aims to use a Multidimensional Vulnerability Index (MVI) to measure the socio-economic vulnerabilities within the Jamaican society in relation to COVID-19, and contribute to the body of knowledge that guides the government's policy response to the pandemic.
- **Multi-sectoral approach to Health Security-Public Health Lessons learnt from COVID-19:** designed to combine health security data from acts, protocols, and processes that yielded negative and positive outcomes on the multi-sectoral response to the pandemic and recommendations to plan future health security interventions.
- **Social Housing Mapping:** to map social hous-

ing interventions. The map incorporated several types of shelter initiatives and also accommodated overlays relating to poverty prevalence, flood-prone areas and homicides.

- **Study on Gender-Based Violence:** to examine the impact of COVID-19 restrictions on the incidence of violence against women and girls.

The Community Renewal Programme (CRP) continued the implementation of its Strategic Implementation Plan (SIP) and completed the operationalization of its Monitoring and Evaluation (M&E) Framework. Among its achievements were the commissioning of the CRP web-based M&E database; completion of baseline studies for 17 communities; commencement of the Kingston & St Andrew Inter-Agency Network (IAN) Youth Development Programme; execution of the annual Best Practice Symposium in Community Development; and the finalization and activation of the Salt Spring community action plan. In addition, the CRP Umbrella Memorandum of Understanding (MOU), which will help to strengthen partnerships and accountability for results among CRP partners working in target communities, was signed by three agencies under the IAN Youth Development Programme.

The PIOJ continued to pursue sustainable development related national and sectoral strategies of Vision 2030 Jamaica – National Development Plan and the Medium-Term Socio-economic Policy Framework, 2018–2021. Priority inputs were provided in relation to improvement of the quality of and access to climate data and information; building climate and disaster resilience at the community level; supporting initiatives for enhancing Nationally Determined Contributions (NDCs); and strengthening the policy framework for science, technology and innovation. In light of the onslaught of the COVID-19 pandemic, the PIOJ prepared a Post Disaster Needs Assessment Report capturing the losses and needs related to the

impact of the health-related event, towards the preparation of a National Recovery Strategy for the country. Other areas of emphasis included expanded use of geospatial technology for social housing mapping and analysis and community renewal, and application of sustainable development principles in the review of Waste Minimization Strategy, National Spatial Plan, Local Sustainable Development Plans, and Development Orders.

The organization continued to support the work of the Public Investment Management Secretariat (PIMSec), as it undertook its project-streamlining mandate. In this regard, approximately 15 documents including projects, project proposals and concepts were reviewed.

A Research Coordination Unit was established to strengthen research in all areas (social, economic and environmental) and to address critical issues in the area of sustainable development for improved planning and informed decision making. The focus during the year was on establishing the operational guidelines for the Unit. To which end, the terms of references (TOR) and job descriptions were created and a steering committee established. One research paper focussed on Computer and Internet Access among Households with Students at the Primary and Secondary Levels was completed.

In an effort to remain relevant and in keeping with the government's strategic planning plan, the Institute developed its 2021–2025 Strategic Business Plan by incorporating the components of the Medium-Term Results Based Budgeting system. The main objective of the plan is to improve the PIOJ's policy responsiveness driven by strategic foresighting, research capabilities, knowledge sharing and public awareness on national and socio-economic issues.

The Institute's governance and accountability framework was buttressed by the implementation

of the Strategic Plan 2021–2023 while focusing on the development of the 2021–2025 Strategic Business Plan aligned to the government's priorities.

In light of the challenges faced by COVID-19 pandemic, the Enterprise Risk Management (ERM) Framework continued to be the catalyst for identifying and analysing vulnerabilities to ensure that the organization's operations are adequately managed, and outcomes are optimised. Faced with new working modalities including work from home, the organization placed emphasis on the use of technology to achieve its outcomes.

Among activities hosted virtually were the Quarterly Press Briefings; Vision 2030 Jamaica competitions on Valentine's Day, Teachers' Day, and one for students seven years and older entitled "My New Normal", as part of the PIOJ implemented and United Nations Development Programme (UNDP) supported project "Advancing the SDGs through Vision 2030 Jamaica". Recognizing the need for continued access to information, the Wesley Hughes Documentation Centre transitioned from a hybrid library service to a fully online reference service.

Jamaica faced unprecedented and challenging times in all spheres of life, brought about by the pandemic during the year. In response, the PIOJ staff, like the rest of the county, demonstrated a remarkable ability to pivot. As we continue along the path to recovery, the PIOJ remains committed to fulfilling its mandate and implementing Vision 2030 Jamaica – National Development Plan, as we sustain our commitment to make Jamaica the place of choice to live, work, raise families and do business.



WAYNE HENRY PhD, JP
Director General, Planning Institute of Jamaica

Executives of the Planning Institute of Jamaica



Dr Wayne Henry
Director General



Mr R.E. Kirkland Philips
Deputy Director General,
Corporate Governance and
Management



Ms Barbara Scott
Deputy Director General,
External Cooperation and
Project Development



Ms Claire Bernard
Deputy Director General,
Sustainable Development
and Social Planning



Mr Easton Williams
Senior Director
Social Policy,
Planning and Research



Mr James Stewart
Senior Director,
Economic Planning and
Research



Mrs Marcia Blake-Hall
Senior Director,
Corporate Marketing and
Communication



Mrs Janelle Cox
Director
Information and
Communications Technology



Mrs Sandra Ward
Director
Human Resource Management
and Administration

Review of Operations

A. CORPORATE GOVERNANCE AND MANAGEMENT

The Institute increased its efforts in remaining resourceful and fully committed to the Government of Jamaica's strategic planning process. It maintained the strategic alignment with effective operational policy integration through the respective governance pillars as outlined below:

The 2021–2025 Strategic Business Plan was developed by incorporating the components of the Medium-Term Results Based Budgeting system. The process entailed incorporating a Corporate Plan and an Operational Plan, which when aligned, outlined the outcomes, outputs, perform-

measures/indicators and targets for the four-year period.

Emphasis was on the Monitoring and Evaluation (M&E) component particularly for reporting on the status of the implementation of Vision 2030 Jamaica – National Development Plan, the Sustainable Development Goals (SDGs) and the Medium-Term Socio-Economic Framework (MTF). The corporate planning process remains consistent with the framework of the Government's Performance Management and Evaluation System (PMES), established to transform public service delivery and to ensure that policy and productive capacities are sustained to meet national goals.

The Strategic Business Plan roadmap remained



STRATEGIC PLAN AND ENTERPRISE RISK MANAGEMENT FRAMEWORK

aligned to the Institute's mission, vision, and strategic objectives and by extension to the national goals and national outcomes. The main objective of the plan is to improve the PIOJ's policy responsiveness driven by strategic foresighting, research capabilities, knowledge sharing and public awareness on national and socio-economic issues.

The PIOJ provided strategic research and information services as reflected in the Integrated Development Planning Programme (IDPP). The Institute approved rationalised portfolio programme under the MTF to further the facilitation of informed decision-making. This action included the identification of and proposed response to national priorities considering the elevation in the importance of public policy and strategic national development planning.

Enterprise Risk Management

The previous year has taught us how easily our situation can change and underscored the need for robust plans and systems that ensure the resilience of our infrastructure and our operations. Enterprise Risk Management (ERM) continues to be the catalyst for identifying and analysing vulnerabilities to ensure that our operations are adequately managed, and outcomes are optimised. The ERM Framework prescribed that all critical operational areas identified, and prioritised risks and those risks are monitored and managed within our defined risk appetite. This involves an iterative process of reviewing and adjusting our response as needed.

The impact of the external environment was tangibly felt with the global Coronavirus Disease 2019 (COVID-19) pandemic. The PIOJ's ability to pivot and muscle through the impact of the virus is indicative of the level of preparedness and

policies that guided its implementation of solutions to each challenge. The organization continued to address its capacity to ensure the highest level of output. With new work orders such as work from home and job rotation coupled with the psychological effects of the pandemic and subsequent lockdown, a new set of challenges were faced. As an entity, focus was placed on building out human capacity as well as addressing the imminent technological needs and infrastructural capacity. This as well as agile leadership facilitated a continuous flow of critical communication and timely response to daily challenges.

The PIOJ recognizes the need to assess new and emerging risks on a global scale while we continue to address those that are familiar. The organization remained committed to minimizing our exposure by reducing vulnerabilities, protecting human and physical assets, improving policies and standards, and increasing outputs through continuous monitoring and proactive actions in addressing the following areas:

- Programme Execution, Delivery and Process Management
- Business Disruption and System Failure
- Publication, Advisory and Operating Practices
- Damage to Physical Assets
- Employment Practice and Workplace Safety.

Human Capital Investment

The PIOJ continued to review its competitiveness in relation to the prevailing market dynamics. This demanded continuous assessment of the human resource programmes and interventions in alignment with the strategic planning implementation framework. Focus was placed on capacity building to ensure improved and optimal performance of the employees and the organization.



TALENT MANAGEMENT

Talent Management

Embedded in our Change Management Culture, was the introduction and implementation of the Talent Management Programme adopting a four-phased approach as outlined above.

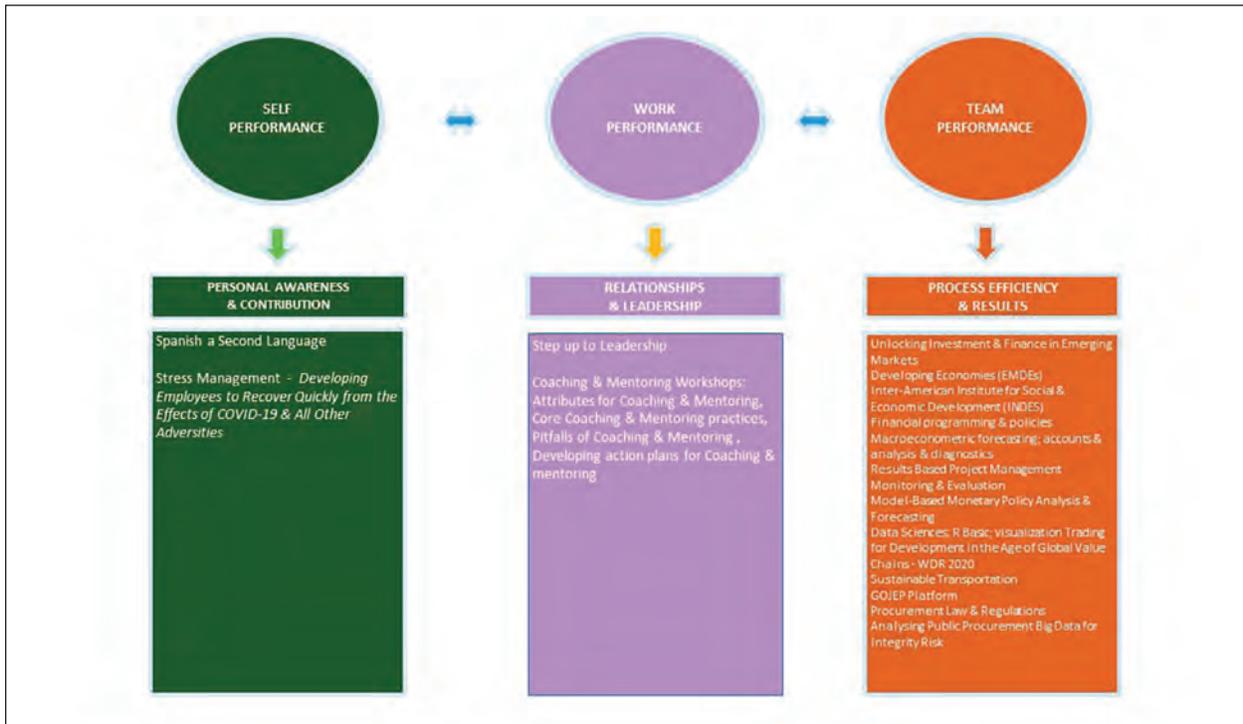
Learning and Development

Learning and development initiatives were in alignment with strategic objective ‘Learning and

Growth: Human Capital Investment for Innovation and Sustainability’ reflected in the Strategic Plan 2019–2023.

Learning Modules

Staff members were trained to build capacity in Self Performance, Work Performance, and Team Performance. Training solutions were demand driven and targeted the learning modules outlined below.



LEARNING MODULES

Health & Wellness

Critical tenets of our business continuity plan were examined to guide the implementation and adaptation of new measures and protocols. The objective was to optimise accountability and sustained performance. In this regard, workshops were convened to increase staff awareness of various coping mechanisms accessible to support mental, physical, and emotional agility within their communities.

Financial & Assets Management

Process improvements continued to enable compliance with fiduciary requirements. In response to the shift to Work From Home modality, there was acceleration in the implementation of workflow within the Financial Management Information System. Adequate stewardship of our asset management processes was maintained and streamlined to ensure asset validation.

Information and Communications Technology

Digital transformation and resilience were at the forefront of the ICT strategy as the organization adapted to a multi-modal work environment. The ICT infrastructure was quickly enhanced to enable an increased digital and secure environment, not dependent on on-site activities, but one which seamlessly incorporated the virtual work environment. Hardware and software were introduced and configured to facilitate same. Technical operations were very active with the required increased support to bring your own devices (BYOD) and surveillance for illegal cyber-activities and performance.

There was enhanced governance with the consolidation of the ICT disaster recovery plan and

introduction of tools to aid help desk and environment monitoring. Notwithstanding the financial constraints, the refresh programme remained active with the continuation of upgrade to the VOIP infrastructure as well as commencement of the replacement of the backup infrastructure.

Population of socio-economic data portal, development of four websites and the monitoring and evaluation platform for Vision 2030 Jamaica – National Development Plan continued. Technical advice was provided on/to the ICT Council’s Project Portfolio Management Committee, Public Investment Management System, Jamaica’s Business Portal development, External Cooperation Management Information System, GovNet Broadband strategy, and the Technical Working Group for the External Coordination Support Programme (a joint effort of PIOJ and the Ministry of Foreign Affairs and Foreign Trade).

The digitalisation of the Institute is an ongoing effort and to this end, there was a strategic review of the PIOJ’s records management system, which will guide the organization in the implementation of an electronic records and information management system.

Information & Records Management

Reference Services

The Wesley Hughes Documentation Centre provided information to 1 381 customers during the period January–December 2020, representing an increase of 432 in comparison with 2019 (Figure 1).

Transition from a hybrid library service to a fully online reference service resulted in a total adaptation of the “Ask the Librarian” reference service using the LibAnswers reference query portal from the Institute’s website.

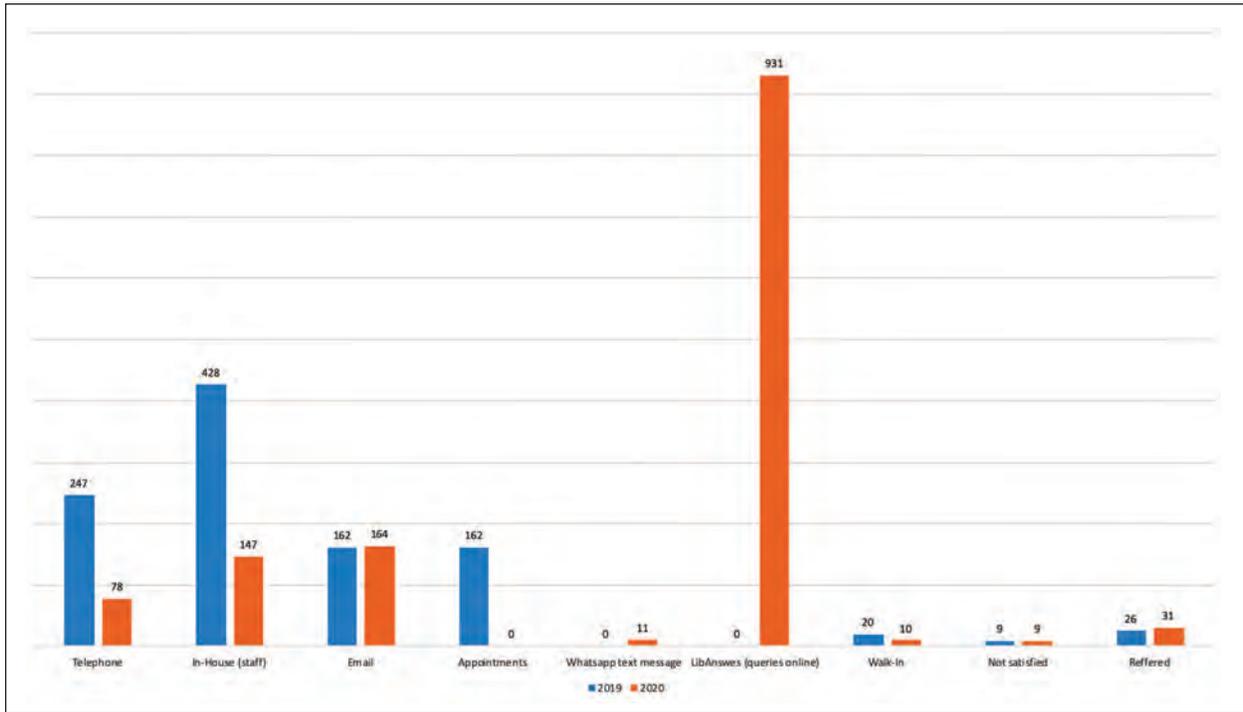


Figure 1: Reference Query, 2019–2020

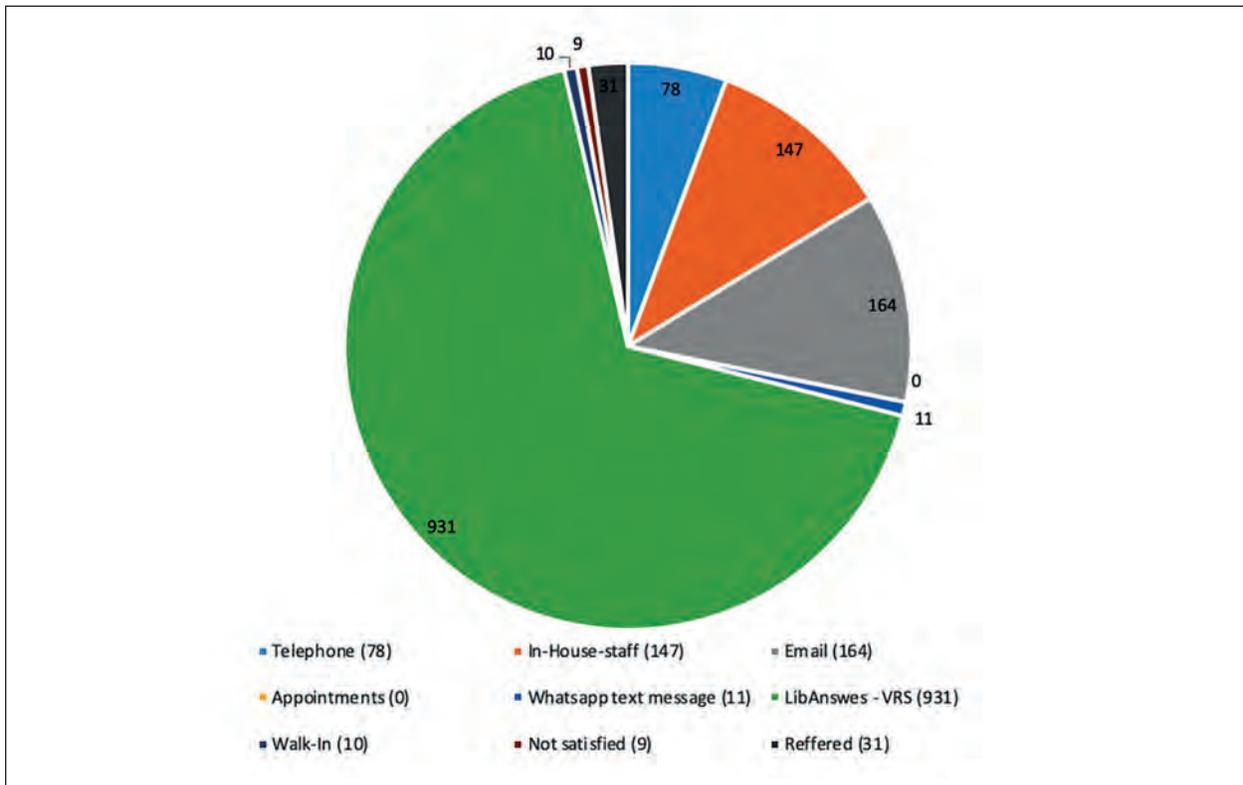


Figure 2: Reference Services, 2020

Electronic Database Access

For the year 2020, Searches (Full Text, PDF, HTML and Abstract) usage for Ebscohost was 1 437, compared with 1 187 in 2019.

Access to Information

There was continued compliance under the Access to Information Act with one request received and satisfied.

Government Libraries and Information Network of Jamaica

Government librarians were encouraged to equip themselves with research and analytical skills to become research consultants and Cybrarians. Two online symposiums were held under the theme “E-Librarians: Strengthening Virtual Library Services in Jamaica and the Caribbean”. These symposiums were in collaboration with EbscoHost and World Bank.

Records and Information Management

In keeping with the Government of Jamaica’s records management streamlining programme, the Institute completed its Records and Information Management (RIM) Policy. The implementation of the RIM programme continues with completion of the RIM Procedure Manual, function classification, decongestion, and retention schedule.

Facilities & Environmental Stewardship

This portfolio addressed a number of projects geared at the continuous improvement to the structure and maintenance, with the employment of sustainable solutions in alignment with our Strategic Plan. Additional programmes have been developed for the continued Health and Safety of the work environment in alignment with Occu-

pational Health and Safety Standards (OSHA). In response to COVID-19, mitigation measures including training of the administrative and support staff were undertaken.

Pension Portfolio Management

The Pension Plan is managed jointly by the PIOJ Pension Plan Board of Trustees and Sagikor Life Jamaica Limited. As at December 2020, the Fund stood at \$1 935 110 188.68 with a membership of 128 comprising 94 active members, 16 active Pensioners and 18 Deferred Pensioners.

B. PUBLICATIONS AND PROMOTIONS

Communication

As the PIOJ uses internet-based applications to achieve most of its internal and external corporate communication functions, the disruption caused by the onset of the COVID-19 pandemic was largely limited to the cancellation of scheduled face-to-face public events. The communication activities of the PIOJ focused on providing visibility and measuring awareness for several thematic areas. This awareness was measured through:

- Comparison of engagement rates using reports extracted from PIOJ operated internet platforms
- Tabulation of exposures garnered through national news media outlets
- Reviews and feedbacks of attendees represented at PIOJ online events
- Sales and downloads of PIOJ’s publications and other published works and research requests.

The Institute continued to engage a range of stakeholders in knowledge and information sharing on Vision 2030 Jamaica and explored opportunities for partnership in advancing the achievement of the national development goals. A total of 22 communications initiatives were undertaken, as follows:

- sponsored, partnered or participated in four information sharing and/or promotional events
- delivered 13 presentations to international development partners, public and private sector, academia, civil society, and other groups
- hosted three online/social media competitions
- participated in two media events.

Owing to the COVID-19 pandemic, there was a shift to greater utilization of virtual/digital platforms and services, including the Vision 2030 Jamaica online/social media platforms (Instagram, Twitter, LinkedIn, YouTube etc.) to engage a wide range of stakeholders and fuel participation in the development process. Several online competitions were hosted, giving stakeholders a voice and putting their creativity to the test—February 14, 2020, Valentine’s Day Poetry Competition entitled “Jamaica the love of my life”; Teacher’s Day (May 6, 2020), teachers submitted a paragraph expressing their love for their job; and in December, “My New Normal” which formed part of the PIOJ implemented and United Nations Development Programme (UNDP) supported project “Advancing the SDGs through Vision 2030 Jamaica”.

In Recognition of National Manufacturers’ Month 2020, support was given to the activities of the Jamaica Manufacturers and Exporters Association (JMEA) through a Vision 2030 Jamaica contributory article to the JMEA E-Magazine, entitled, “Manufacturing and Export; Key Challenges and

The Way Forward in Supporting Sustainable Development”; and a Vision 2030 Jamaica one-minute video lending support to the theme “Recover and Renew with Manufacturing”

Social Media Engagements

Social media engagement reports are one of the best measurements of awareness as they directly indicate how individual members of the public have responded to posts to increase visibility of the agency. The PIOJ utilizes four corporate social media accounts: Facebook, Instagram, YouTube and LinkedIn. In addition, two PIOJ programmes (Vision 2030 Jamaica, and Improving Climate Data Improvement Management Project) independently administer social media accounts, and their posts have an impact on the visibility of the PIOJ.

The PIOJ garnered hard news coverage through the hosting of events, news interviews with senior directors and technical officers, and articles that were written and published. Quarterly Press Briefings were held with different formats as the organization sought the most effective way of hosting the event while staying within COVID-19 restrictions.

Exposure was garnered through broadcast on television, radio, articles and captions. Videos of the event was posted on PIOJ YouTube in a Press Briefing Playlist. Invitations are extended to 42 organizations including national news media outlets, financial investment Institutions and international donor agencies.

The Growth Inducement Programme had a sustained content campaign through the year and a number of Instagram posts were used to garner visibility. The 5th staging of the Symposium of Best Practices for Community Development was held in November. A blended format was used

for the event where some speakers were in studio and others were on a teleconference platform with invitees. In addition, the event was streamed on PBCJ YouTube channel.

Dialogue for Development Series and Lecture

The Dialogue for Development Series public consultations started in 2007 to gain additional feedback from the public that will inform policy formulation and programme development. In February 2020, the third scheduled Consultation of the series which started in 2019 under the theme, “Ageing and Development: Exploring Myths, Exploring Opportunities” was cancelled due to the national measures implemented to contain COVID-19.

Publications

The Economic and Social Survey Jamaica 2019 (ESSJ 2019), the annual flagship publication, was published, as well as the quarterly report, the *Economic Update & Outlook (EU&O)*. Additionally, the newsletters, Green Team News and Beginnings, along with the report *Jamaica National Policy on International Migration and Development* were produced.

C. POLICY AND PLANNING

INTEGRATED DEVELOPMENT PLANNING

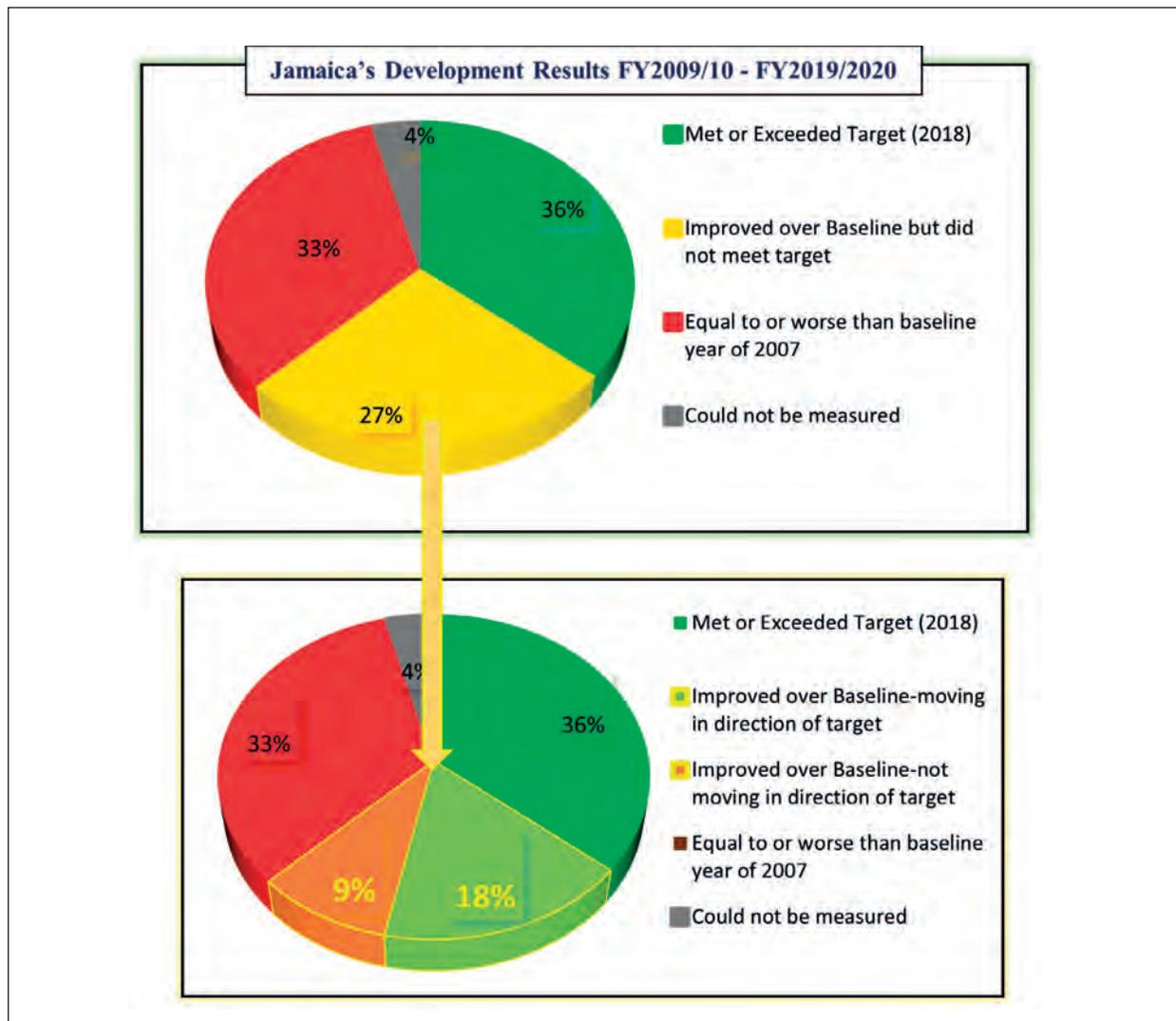
The PIOJ continued its work in coordinating the implementation, monitoring, evaluation and reporting as well as communication of Vision 2030 Jamaica – National Development Plan (NDP). Vision 2030 Jamaica – NDP also provides the framework for implementation of the 2030 Agenda and its Sustainable Development Goals

(SDGs) in Jamaica. The successive 3-year Medium Term Socio-Economic Policy Frameworks (MTFs), serve as the policy framework for implementation of Vision 2030 Jamaica and also for implementation of the SDGs.

Quarterly updates on Jamaica’s Development Results for FY2009/10–FY2019/2020 were completed, presented at the PIOJ’s Quarterly Press Briefings and shared with stakeholders. The evidence-based and results-based management framework that underpins Vision 2030 Jamaica, ensures that monitoring, evaluation and reporting on progress are integral to the overall development process. The framework allows us to move beyond implementation or an activity-focused approach which monitors what is being done to an emphasis on results. Progress in the achievement of the goals and outcomes of Vision 2030 Jamaica is measured through use of national outcome indicators aligned to the 4 goals and 15 national outcomes.

A summary of the progress made under the framework of national outcome indicators and targets for the Vision 2030 Jamaica – National Development Plan indicated that at the end of the 2019/20 period, of a total of 75 indicators, approximately 63.0 per cent showed improvement over the baseline year 2007, while approximately 33.0 per cent showed no improvement or worsened relative to the baseline year of 2007. Some 4.0 per cent of the indicators could not be compared using this methodology due to lack of agreed targets for the relevant period and/or unavailability of data.

Of the indicators that showed improvement, 36.0 per cent met or exceeded targets and 26.7 per cent showed some improvement over the baseline year 2007. Of the indicators that showed improvement, 18.0 per cent but did not meet target, were

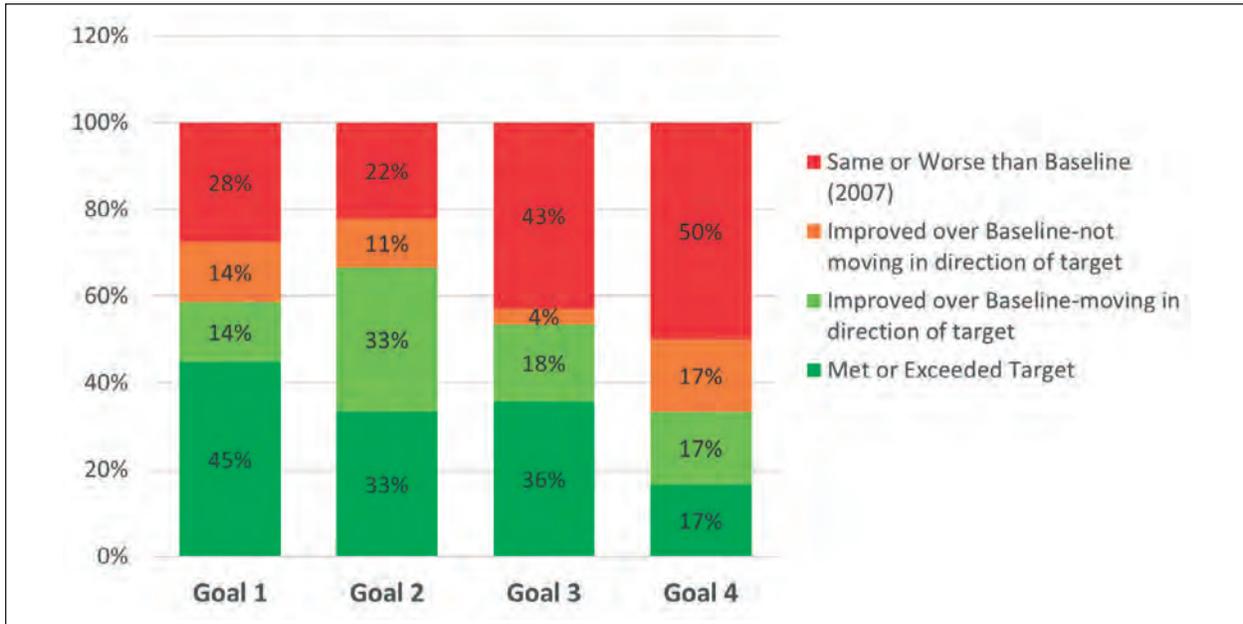


advancing towards the target; while 9.0 per cent showed slippages and were moving away from the target. An examination of progress by National Goal showed that Goal 2 “Security and Safety” had the highest percentage of indicators that showed improvement (78.0 per cent) while Goal 4 had the lowest percentage of indicators showing improvement (approximately 50.0 per cent).

On November 6, 2020, the Vision 2030 Jamaica Secretariat participated in a “Development Dialogue” with Jamaica’s International Development Partners (IDPs), hosted by the Planning Institute of Jamaica. The focus of the session was to provide

information to IDPs on Jamaica’s development progress and COVID-19 related challenges, as well as development priorities and planned responses to COVID-19 to inform their contribution to the country’s recovery and development agenda. The Vision 2030 Jamaica Secretariat delivered a presentation on Jamaica’s Development Results, FY2009/10–2019/20, GOJ’s strategic priority programmes, and projects for national development and COVID-19 recovery.

A Strategic Review, which commenced in 2019, was further advanced in 2020 with the inclusion of considerations of the impacts of the COVID-



SUMMARY OF PERFORMANCE BY NATIONAL GOALS

19 pandemic on Jamaica’s development. The Strategic Review is aimed at providing direction as to how Vision 2030 Jamaica will be implemented up to 2030, inclusive of the integration of the SDGs in the plan implementation process. It will play a critical role in strengthening Jamaica’s capacity towards achieving the National Goals and Outcomes under Vision 2030 Jamaica and the SDGs. It is anticipated that the strategic review will also inform the strengthening of the National and Sector Strategy Framework for Development under Vision 2030 Jamaica as well as capacity for strategic prioritization which informs the identification of medium-term strategies and actions presented in each MTF.

There was strategic focus on strengthening the M&E System for Vision 2030 Jamaica. While the Secretariat continued to coordinate and/or support Thematic Working Groups (TWGs) in the execution of their functions as the main consultative institutional arrangement for monitoring of Vision 2030 Jamaica, this was on a reduced basis

due to insufficient resources, including human resource. Accordingly, two meetings were held with the TWGs coordinated by the Secretariat: Hazard Risk Reduction and Adaptation to Climate Change (HRRACC) TWG; and the Sport TWG. Meetings of the Population TWG and the National Social Protection Committee (NSPC) which serves as a TWG proxy were also convened. There was also continued support to the development of the Results Framework and M&E System for Sport, led by the Ministry of Culture, Gender, Entertainment and Sport (MCGES) and advanced through the TWG.

Data4Development Initiative

The work of Vision 2030 Jamaica will be advanced with the completion of an Online Monitoring Platform under the “Data for Development Initiative.” This Platform supports planning, monitoring and evaluation and is intended to increase the GOJ’s capacity for evidence- and results- based national development planning, and the awareness and

engagement of Jamaican citizens with Vision 2030 Jamaica. The platform will be complemented by a JamData Mobile App that will be available for download from the Google Play Store and the Apple Store free of cost.

Under the Data4Development Initiative, the integration of the three local databases (JamStats, EduStats and Child Protection) into a single data warehouse called JamData was achieved. This made the JamData Mobile application operational; created the MetadataHub; and designed and made functional, the three Statistical Dashboards.

Foundations for Competitiveness and Growth Project (FCGP)

The Foundations for Competitiveness and Growth Project (FCGP) continued to accelerate its implementation thrust, thereby maintaining the World Bank's satisfactory (S) performance ranking. The level of activity during the period was robust, with an additional \$646.0 million in expenditure in support of advancing activities under the three project components. Continued pursuit of its development objective of strengthening the business environment in Jamaica for private sector investment has delivered. The following key achievements/highlights across the components were as follows:

Component 1 – Enhancing Competition in the Business Environment

- Two additional business environment and pro-competition regulations and administrative procedures were streamlined, bringing the portfolio of initiatives to 14, exceeding the target of 12 by 17.0 per cent. The additional improvements were as follows:
 - o Jamaica Development Applications Portal (JADAP)/ AMANDA public portal II com-

missioned. JADAP is an online platform that enables applicants to submit development applications. This intervention is a collaborative effort amongst several ministries, departments and agencies (MDAs) including the Ministry of Economic Growth and Job Creation (MEGJC), Ministry of Local Government & Rural Development (MLGRD), National Environment and Planning Agency (NEPA), Municipal Corporations, and the National Works Agency (NWA)

- o National Investment Policy (NIP), Green Paper developed. This document describes the international and local context within which investment occurs, explains the main issues that the NIP seeks to address and explores recommended policy changes for resolving them
- Four additional firms benefited from debt resolution and/or business exit processes, which expanded the portfolio of firms to 23 representing a 21.0 per cent increase over the period.
 - o Two new strategic Memoranda of Understanding (MOUs) were established for increasing market competition in key sectors, for a total of five, achieving the target for the focal area. These specific MOUs were between the Fair Trading Commission and the Development Bank of Jamaica and the Broadcasting Commission
- Significant advancement was made during the period related to trade facilitation – the number of exporters that receive new contracts/orders based on facilitation by the Export Max III programme. Twenty-five additional exporters were supported representing a 313.0 per cent increase in the period for a total to 33 exporters to date.

Component 2 – Facilitating Strategic Private Investments

- A number of initiatives linked to GOJ’s privatization efforts were advanced including the Jamaica Ship Registry and the Schools Solar Energy Public-Private Partnership (PPP) pilot project
- Three major development plans commenced during the period all aimed at providing the needed planning foundations to facilitate investment. These were:
 - Master & Development Plan Study Kingston & Port Royal Water Supply & Sewerage Systems
 - Master & Development Plan Study Falmouth Water Supply & Sewerage Systems
 - Downtown Kingston Redevelopment (Market & Commercial District) Implementation Plan.

Component 3 – Supporting SME Capabilities and Finance

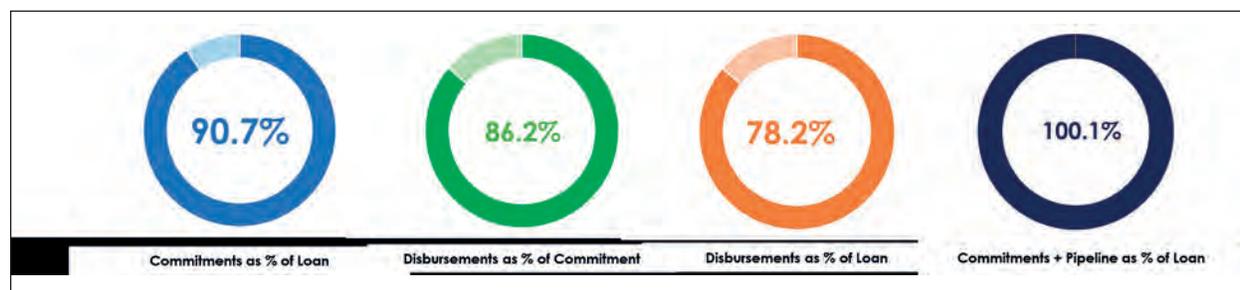
- The 3rd Call for proposals under the Jamaica Business Fund was closed out during the period for an accumulated total of 382 MSMEs being supported across various productive sectors, including agriculture, fisheries, craft and furniture. These entities collectively contributed approximately \$236.5 million in counter-part financing towards their projects by the end of the period, with FCGP funding totalling \$409.0 million.

- The evaluation and selection processes were completed for supply chains under the 4th Call for Proposals. An additional six supply chains were selected, which are slated to directly support an additional 80 MSMEs with matching grants from the FCGP totalling \$216.0 million.
- The Line of Credit (LOC) facility was closed with the remaining allocation fully disbursed to MSMEs through the Development Bank of Jamaica’s (DBJ’s) network of Approved Financial Institutions (AFIs). Total amount disbursed during the period was \$13.0 million to two SMEs; bringing the total to \$2.5 billion to 140 SMEs from inception to date.
- An evaluation survey to understand and assess the experiences of the key stakeholders under the closed Line of Credit (LOC) facility was initiated and advanced during the period. Over 100 MSMEs, all participating AFIs and other relevant public and private sector stakeholders were engaged. The survey results will be available during the January to March 2021 quarter.

As at the end of the period under review, the project achievement summary reflected the following perspectives of Budget, Scope and Time:

Budget

The FCGP has committed US\$45.6 million or approximately 91.0 per cent of the US\$50.0 million World Bank loan. Of the amount committed, 86.0 per cent or US\$39.4 million has been expended. The expenditure to date also represents



FCGP FINANCIAL SUMMARY

Indicator Type	Indicator Status	QTY	%
Project level	Exceeded	3	75%
	In-progress	1	25%
Project level Total		4	100%
Intermediate	Exceeded	6	33%
	Attained	4	22%
	In-progress	5	28%
	Partially Attained	2	11%
	Pending	1	6%
Intermediate Total		18	100%
Grand Total		22	

FCGP INDICATOR SUMMARY

78.0 per cent of the loan funds. The combination of current commitments and additional interventions being planned (in the pipeline) is projected to fully utilize the total loan funds.

Scope

The FCGP is governed by 22 performance indicators. Four at the overall Project Level and 18 at an Intermediate Level.

Time

At the end of 2020, the FCGP has utilized approximately 80.0 per cent of its implementation window and spent 78.0 per cent of its funds, with approximately 1.5 years remaining. It is, however, anticipated that early in 2021, Additional Financing (AF) of US\$10.0 million from the World Bank and US\$5.0 million from the GOJ will be final-

ised, extending the project to June 2024. The AF will fund critical investment climate reforms to significantly improve the economy’s competitiveness and generate increasing levels of investment, thereby contributing to growth and employment.

ECONOMIC

Guided by its mandate of *monitoring and evaluating macroeconomic, sectoral, as well as trade-related issues and providing timely and appropriate technical advice to the Government of Jamaica and local and international stakeholders*, the PIOJ continued its work in 2020. Undaunted by the challenges posed by the Coronavirus Disease 2019 (COVID-19), the Institute worked diligently to facilitate the achievement of the government’s priority of economic recovery and growth. Accordingly, the following were achieved:

- assessed the GOJ’s performance of project implementation in the previous fiscal year and made recommendations for the prioritization of projects to drive economic growth and employment consistent with the objectives of the Vision 2030 Jamaica – National Development Plan; was done through the PSIP Policy paper
- continued to work with the Economic Recovery Task Force sub-committee to develop a project prioritization tool for prioritizing infrastructure projects to drive short to medium term growth
- continued work with the Coalition for Climate Resilient Investment for developing tools for prioritizing climate resilient projects to foster sustainable growth in the medium term
- prepared impact assessment and revised short to medium-term economic projections in light of COVID-19.

The PIOJ’s role as the foremost policy advisor to the Government of Jamaica was made more manifest during 2020, and the organization understood the importance of providing well organized timely policy and planning advice to government. In this regard, output included a number of policy briefs, notes and advice to government, including periodic updates on the performance of the economy—quarterly press briefings and projections for the medium term for presentation to local and international stakeholders, such as International Development Partners and Ratings Agencies; monthly Inflation reports for the PIOJ’s Board; and economic and special reports for Cabinet and its Sub-Committees.

The Institute prepared, provided and contributed to several policy briefs and notes, the demand for which were informed by, among other things, the multiplicity of events/happenings in the local or international arena, notably among these was the

COVID-19 pandemic. Support was given by providing:

- growth projections for FY2019/20–FY2023/2014 to inform the Government of Jamaica’s Fiscal Policy Paper (FPP)
- Real Sector Briefs — Economic Update and Prospects, as well as, presentations for Cabinet Retreats
- short-term economic forecasts on a quarterly basis to facilitate policy and planning decisions by the GOJ, Private sector and our International Development Partners through press brief documents which outlined the preliminary performance of the economy for the quarters October–December 2019, January–March 2020, April–June 2020 and July–September 2020
- ongoing assessments of the Impact of the COVID-19 pandemic
- an analysis of Jamaica’s growth performance over the last 20 years and the identification of the major growth inhibitors and GOJ responses
- a mapping of the Impact of COVID-19 on the Jamaican economy and from the map, identify expected impact on different economic agents and data needs to track outcome
- a Note that gave guidance on Constructing a Vulnerability Screening Index for HIV Treatment, Care and Prevention.

SOCIAL

Despite the daunting impact of the COVID-19 pandemic on the global and local economies and societies in 2020, the Institute continued to lead and monitor the social sector, through the formulation, monitoring and coordination of the implementation and evaluation of national and sectoral policies, plans, programmes and projects.

The organization continued to provide policy and technical advice on social development as reflected in Vision 2030 Jamaica – National Development Plan, Agenda 2030 for Sustainable Development and other relevant development platforms to various stakeholders including Government Ministries Departments and Agencies (MDAs), Non-government entities, International Development Partners (IDPs), Cabinet and the Parliament. This included responding to the emerging issues as a consequence of COVID-19, providing inputs to guide the country’s response and recovery, and the continued implementation of the planned work programme of the organization.

New Projects and Initiatives

During the year, the PIOJ was instrumental in the initiation and execution of several new initiatives, providing leadership and technical inputs. These included:

1. Feasibility Study on Unemployment Insurance in Jamaica

Based on recommendations from the COVID-19 Economic Recovery Taskforce, the PIOJ was commissioned to lead a national study to assess the feasibility of implementing Unemployment Insurance (UI) in Jamaica. The study is expected to commence in early 2021 and should take a year to complete.

2. Jamaica’s National Multidimensional Poverty Index (MPI)

In recognition of the fact that poverty is characterised by both quantitative and qualitative dimensions, and that the current methodology being used is based solely on consumption/income aggregates, the Institute is seeking to complement this approach with a multidimensional poverty index approach for measuring poverty. The multidimensional poverty index was selected as it

quantifies different areas of deprivation and is designed to improve targeting of the poor, taking into account the diversity among the poor, thereby enhancing the potential for human development.

The Caribbean Development Bank (CDB) has committed to funding the project under its Enhanced Country Poverty Assessment Programme for Borrowing Member Countries. The Oxford Poverty and Human Development Initiative (OPHI), which has extensive experience with the MPI, will be engaged to guide Jamaica through the process of development of its national MPI. The OPHI has already generated an MPI for Jamaica that follows the global MPI parameters, but while it allows for international comparisons, it does not adequately represent our local realities. This project proposes to identify specific indicators of deprivation that are relevant to Jamaicans.

The negotiations for this project were completed in 2020 and the administrative prerequisites are being finalised. The original terms of the agreement were revisited due to the Coronavirus Disease 2019 (COVID-19) pandemic. The project is expected to start implementation in the first quarter of financial 2021/22.

3. Quantifying Multidimensional Vulnerability in Jamaica

This study is currently in the conceptual stage and aims to use a Multidimensional Vulnerability Index (MVI) to measure the socio-economic vulnerabilities within the Jamaican society in relation to COVID-19, and contribute to the body of knowledge that guides the government’s policy response to the pandemic. The study will quantify the levels of vulnerability, using data from the Jamaica Survey of Living Conditions (JSLC), and identify the segments of society that require the greatest attention.

4. Multi-sectoral approach to Health Security-Public Health Lessons learnt from COVID-19

Under the Health Services subcommittee for the Essential National Health Committee (ENHRC) COVID Research roadmap, MOHW, the PIOJ was commissioned to carry out the research on the Multi-sectoral Approach to Health Security – Public Health Lessons learnt from COVID-19. The study is designed to combine health security data from acts, protocols, and processes that yielded negative and positive outcomes on the multi-sectoral response to the pandemic and recommendations to plan future health security interventions.

Based on the extent and volume of the information and analysis needed, the PIOJ through the IDB secured funding to engage a consultant to conduct the study. Through a technical working group, a Concept Note and TORs were developed. The research is slated to commence February 2021 for a three-month period. The main objectives of this project are to examine roll out of the Disaster Risk Management Act and Public Health Act governing the pandemic; identify the successes and gaps (legislative, institutional, financial, human resources, governance, organizational and related); and make recommendations for the development of future pandemic plans.

5. Social Housing Mapping

Under the National Social Protection Committee (NSPC) a mini project to map social housing interventions was undertaken with the support of the GIS Specialist. The map incorporated several types of shelter initiatives and also accommodated overlays relating to poverty prevalence, flood-prone areas and homicides. A Policy Note on the process and findings was developed for submission to the Ministry with responsibility for Housing.

6. Study on Gender-Based Violence

A study proposal to examine the impact of COVID-19 restrictions on the incidence of violence against women and girls was completed, and steps taken to secure funding.

Existing Projects and Initiatives

Protection and Gender

The Institute provided technical oversight for the review of the National Policy for Gender Equality 2011. The National Policy for Gender Equality (NPGE) was approved in 2011, with the primary goal to ensure equality between women and men. It sets out the framework for a comprehensive and coordinated approach to fully integrate gender in every area of development. There have been a number of significant changes within the gender and development landscape, which warrants a review of the existing national policy. A revised NPGE will enable the Government of Jamaica (GOJ) to further meet its obligations under a number of national, regional and international gender and development commitments. The revised Policy will also place specific focus on men and masculinities; male and female youth issues; men's involvement in crime and violence; gender and climate change and disaster risk management; gender-based violence; and gender and international migration and human trafficking issues.

With regards to Social Protection, a Technical Oversight Committee was established for the PATH Tracer Study. The study is being executed by the Ministry of Labour and Social Security (MLSS) under the GOJ/IDB Support to Jamaica Social Protection Strategy Project. The PIOJ co-chairs the technical committee responsible for review and approval of deliverables.

Convening and providing secretariat services for the periodic meetings of the National Social Protection Committee (NSPC) and its three sub-committees continued.

Policy Research

Jamaica Survey of Living Conditions

The monitoring of the socioeconomic well-being of the Jamaican population in response to a comprehensive range of government policies and programmes through the Jamaica Survey of Living Conditions (JSLC) continued. It facilitates evidence-based targeting and guides the allocation of resources and services.

Civil Registration and Migration Project

Oversight continued to be given to the Migration and Development Project, managed by the organization. The PIOJ chaired and provided secretariat services for:

- Quarterly meetings of the National Working Group on International Migration and Development (NWGIMD):
 - Discussion regarding Phase 3 Migration Programme, June 18, 2020
 - Revision of Programme of Action for National Population and Sustainable Development Policy, November 4, 2020
- NWGIMD Sub-committee
- Data Sharing and Information Systems to review project on regional migration.

The organization continued to provide South-South cooperation assistance to the Belizean Government to aid in the development of its International Migration Policy via virtual exchanges, focus group discussions with members of the National Working Group on International Migration and Development, as well as sharing of documents with their government and IOM officials.

There has been continued collaboration with IOM to aid in the implementation of regional projects/initiatives to:

- Strengthen the disaster risk management and preparedness capacity of the Government of Jamaica under the Migrants in Countries of Crisis (MICIC) Initiative
- Create a Child Protection Compact (CPC) Project Proposal aimed at building on Jamaica's existing anti-trafficking efforts
- Develop a Jamaican Diaspora Engagement Strategy for national development, in partnership with the Ministry of Foreign Affairs and Foreign Trade (MFAFT)
- Support the Migration Data Project for the Development of a Global Migration Data Portal being executed through the International Organization for Migration (IOM) Global Migration Data Analysis Centre (GMDAC)
- Support the implementation of a Multi Country Border Security Programme being funded by the EU.

National Poverty Reduction Programme

The Institute, through the Poverty Reduction Coordinating Unit, continued to give oversight for the implementation, monitoring and evaluation of the National Poverty Reduction Programme (NPRP). The first Medium-Term NPRP (2018–2021) commenced in April 2018, following the approval of the National Policy on Poverty and National Poverty Reduction Programme by Cabinet in September 2017.

Meetings of the National Poverty Reduction Programme Committee (NPRPC), which is the main mechanism for monitoring implementation and build partnership and collaboration among implementing partners, were convened. Towards the latter half of the year, information technology platforms were utilized to facilitate virtual meetings,

in lieu of face-to-face meetings, as a result of COVID-19 restrictions and protocols. The three Working Groups of the NPRP were also convened virtually.

Major Achievements

The year was a challenging one, since mid-way the first quarter the world was confronted with a global public health pandemic. This resulted in work from home routines that continued up to June and beyond. Nevertheless, the organization was able to adjust fairly quickly and achieve significant work outputs. Some of the major deliverables achieved in 2020 included the following:

World Bank Assessment of JSLC 2018

In 2018, the Statistical Institute of Jamaica (STATIN) introduced two main changes to the JSLC—the sampling methodology, and the weighting methodology. With consideration to the significant impact, the changes would have on the findings, and the need to maintain transparency, the PIOJ, being pre-emptive, pursued external validation through the World Bank. The Bank’s Poverty and Equity Global Practice in the Latin America and the Caribbean Region was asked to assess the implications of the changes for poverty measurement and comparability with earlier estimates.

The World Bank Final Report, “Jamaica Survey of Living Conditions: Assessment of Changes in Sampling Methodology and Weighting 2017–2018” was submitted on August 8, 2020. The Bank reports that the “analysis carried out did not identify any sampling, weighting, measurement or implementation factors that could be held responsible for the drop in the poverty headcount rate between 2017 and 2018. It was therefore likely that the substantial reduction in poverty was due to the strong economic performance and positive labour market developments of 2018”.

Annual Labour Market Forum

The Institute planned and executed the Annual Labour Market Forum under the theme, “The Labour Market Re-Imagined for Development Post- COVID-19”. The forum sought to dialogue and propose policies, strategies and other interventions to facilitate the development of a flexible, responsive and resilient labour market in the context of COVID-19, and the acceleration of digitisation and technology and changing nature of work while sharing labour market information with key stakeholders including guidance counsellors.

Annual NSPC Policy Forum

The Annual NSPC Policy Forum was held on November 26, 2020 under the theme, “Bouncing Forward: Visions and Innovations for Effective Social Protection”. Some 80 members from the NSPC and National Poverty reduction Programme Committee attended the virtual forum. The focus areas included unemployment insurance, access to education, digital economy, and psychosocial interventions.

Protocol for Victim of Human Trafficking

The Institute facilitated the completion of the Protocol for Victims of Human Trafficking as chair of the Protection Sub-committee of the National Human Trafficking Task Force. Work commenced on the development of a victim tracking system to track services provided to human trafficking victims.

Monitoring and Evaluation Workshop

The first NPRP Capacity-building Workshop was convened in February, with the engagement of 28 participants from 18 organizations in a two-day Monitoring and Evaluation (M&E) training. The training was conducted by the M&E specialist

of the Community Renewal Programme (CRP) at the PIOJ.

Monitoring and Evaluation Framework for NPRP

Completion of the Monitoring and Evaluation (M&E) Framework for the NPRP, with inputs from the Technical Review Committee (TRC) established to support its finalization. The building out of a NPRP web page was also advanced as a mechanism for strengthened collaboration and communication under the NPRP.

National Poverty Reduction Programme Implementation

An assessment of the first medium term implementation of the NPRP was undertaken. The assessment involved an examination of the implementation progress of the NPRP against stated timelines and objectives, in an effort to determine the effectiveness of the coordinating approach and mechanisms of the NPRP. The level of stakeholder participation, collaboration, and partnership and the performance of key indicators in the Monitoring and Evaluation (M&E) Framework were done. The assessment is intended to provide recommendations to inform the implementation of the NPRP over the remainder of the medium-term period, guide the priorities and approaches for the development and implementation of the next medium-term period, and inform poverty reduction prioritization and decision-making.

Revision of the Population and Development Policy and Programme of Action

The Revised National Population and Sustainable Development Policy was presented to the Human Resource Committee (HRC) meeting of the Cabinet on Thursday, November 5, 2020 for approval

for tabling in Cabinet as a Green Paper. The HRC recommended that the PIOJ made some refinements including alignment with the manifesto of the Government and expanding the multi-stakeholders' representation on the governance structure and then resubmit.

Work on development of the Programme of Action continued with the convening of small virtual stakeholder sessions. The POA is expected to be completed and submitted with the Green Paper.

Implementation of Making Migration Work for Sustainable Development Phase III

Phase III replaces Mainstreaming Migration into National Development Strategies Phases I and II. During 2020, the following were accomplished:

- Provided support to the Ministry of Labour and Social Security in the development and publication of Labour Mobility Studies. These included:
 - Circular Labour Migration in Jamaica: An Assessment of the Existing Recruitment Regulatory and Monitoring Mechanisms
 - Circular Labour Migration in Jamaica: Mapping the Labour Supply Chains for Government and Private Sector Programme
 - An Assessment of the Government of Jamaica's Pre-Departure Orientation Curriculum for Short-term Circular Migration Programme.
- Facilitated the hosting of virtual regional labour migration capacity development sessions over the period, October 26–28 and September 21, 2020. These included:
 - Published and distributed approximately 200 copies of the National Policy on International Migration and Development (IMD) to libraries, MDAs and NGOs

- o Supported the Ministry of National Security in the development and review of the Draft National Visa Policy
- o Supported the MFAFT with the revision of the Diaspora and Development Policy for submission to Cabinet as a Green Paper.
- Continued collaboration in the execution of national and LAC regional consultations on migration. These included:
 - o Participating in regional workshop for strengthening production and analysis of regional migration data in the Central American and Caribbean Region held in Costa Rica on January 15–16, 2020
 - o Supporting the Ministry of Foreign Affairs and Foreign Trade in hosting an international mission on diaspora and development
 - o Participating in Global Forum on Migration and Development (GFMD) Regional Consultation on Migration Session: Skilling Migrants for Employment, June 11, 2020
 - o Facilitating the compilation of summary documents for Regional Caribbean Migration Forum
 - o Conducting revision of Migration and Development Strategic Implementation Plan (2017/2018–2021/2022)
 - o Coordinating engagement of IOM and GOJ for initial discussion on project: Strengthening the Disaster Risk Management and Preparedness Capacity of the Government of Jamaica and collaborating with IOM GMDAC in organizing virtual meetings and interviews with local migration stakeholders for the gathering of data and resource materials towards the development of the global migration data portal.

Modernization of the Civil Registration and Vital Statistics System

Achievements of project activities under the captioned programme were also negatively affected by the COVID-19 pandemic in 2020. Notwithstanding, the following were achieved:

- Supported Ministry of Health and Wellness in conducting ICPD+10 Mortality Coding training with medical records practitioners, the Registrar General’s Department (RGD) coders and other selective representatives within the MDAs in the parishes of St Ann, St Mary and Portland held March 11–13, 2020
- Facilitated procurement of stationery and printing of 30 copies each of three training manuals to conduct similar training in the KMA (postponed due to COVID-19)
- Implemented National Divorce Database in the RGD. This included:
 - o Project Agreement developed
 - o Procured Microsoft licences and Uninterruptible Power Supply (UPS) devices through the Ministry of Science, Energy and Technology (MSET); and Computer Environment Solutions, respectively.

Community Renewal Programme

The Community Renewal Programme (CRP) was developed in 2011 as a multi-level, integrated programme of intervention targeting the 100 most volatile and vulnerable communities across the five most crime affected parishes in Jamaica—Kingston, St Andrew, St James, Clarendon and St Catherine. The CRP coheres around six components: Governance; Safety and Justice; Social Transformation; Physical Transformation; Socio-Economic Development; and Youth Development, which is cross-cutting. Through these components, the Programme aims to contribute to inclusive growth and equitable national development

by fostering the socio-economic well-being and enhanced quality of life of residents of volatile and vulnerable communities. Coordinated and monitored by the Planning Institute of Jamaica, the CRP is implemented by state and non-state entities, with International Development Partner (IDP) support in a number of areas.

The CRP provided funding support for five key initiatives in target communities. These included: the Inter-Agency Network (IAN) Youth Development Programme (\$2.5 million); 360 Recycle Project – Climate Smart Food Security (\$1.5 million); the Rose Town Block Making Project (\$330 000), Civil Society Boost Initiative II (\$2.5 million) and the Wilton Gardens Train Park (\$300 000). Through its mobilization efforts, the CRP also secured US\$595 000 and \$750 000 from the IDB and National Housing Trust, respectively, to support key development initiatives in CRP communities. In addition, it continued to support national policies that advance the community transformation agenda. These included the Social Enterprise Legislative Framework and the implementation of the MSME Policy: National Policy (Chapter 9).

The CRP M&E system has been enhanced by the commissioning of the web-based M&E database, the completion of the Community Renewal Index, and the development of an application to support the administration of the Community Assessment of Readiness Tool (CART) using mobile devices.

The final report for the Caribbean Development Bank (CDB) funded Baseline Study in 17 communities in Kingston and St. Andrew was also completed and is now available. The Baseline Study is intended to increase access to community-level data to better inform programmatic decisions and benchmarks for intended outcomes and impacts of the CRP. The CRP has also increased efforts to increase its visibility through the development of a CRP website as a part of a wider PIOJ initiative.

ENVIRONMENT

The PIOJ continued to pursue the sustainable development related national and sectoral strategies of Vision 2030 Jamaica – National Development Plan and the Medium-Term Socio-economic Policy Framework 2015–2018. Priority inputs were related primarily to the continued improvement of the quality of and access to climate data and information; building climate and disaster resilience at the community level; supporting initiatives for enhancing Nationally Determined Contributions (NDCs); and strengthening the policy framework for science, technology and innovation. In light of the onslaught of the COVID-19 pandemic, the PIOJ prepared a Post Disaster Needs Assessment Report capturing the losses and needs related to the impact of the health-related event, towards the preparation of a National Recovery Strategy for the country. Other areas of emphasis included expanded use of geospatial technology for social housing mapping and analysis and community renewal, and application of the SD principles in the review of Waste Minimization Strategy, National Spatial Plan, Local Sustainable Development Plans, and Development Orders.

Policy and planning advice and technical support to internal and external stakeholders were provided through the contribution to/the preparation of eight briefs, policy notes and speeches to priority areas such as sustainable development in the face of COVID-19 and emerging issues such as the blue economy.

Climate Change

In alignment with Outcomes 11, 13 and 14 of Vision 2030 Jamaica and Goals 13, 14, 15 of the Sustainable Development Goals, the organization provided input in building national climate resilience in the natural and built environments

through the implementation, coordination and monitoring of climate change adaptation programmes and projects. Contributions to the international climate change dialogue was provided through reselection to serve in two governance bodies of Climate Investment Funds, namely the Strategic Climate Fund Trust Fund Committee and the Joint Trust Fund Committee as well as the PPCR Technical Committee. The PIOJ also serves as a member of the NDC Partnerships (NDCP) Steering Committee. In this capacity, support was provided towards Jamaica accessing resources under the Climate Action Enhancement Package (CAEP). The CAEP is a new offering of the NDC Partnership which is designed as a targeted, demand-driven and fast-track initiative to deliver support for the development and implementation of enhanced and more ambitious Nationally Determined Contributions.

The Pilot Programme for Climate Resilience (PPCR)

The organization, in its role as PPCR focal point, continued the coordination, monitoring and general oversight of the PPCR suite of projects including three investment projects—Adaptation Programme and Financing Mechanisms for the PPCR in Jamaica; the Promoting Community-Based Climate Resilience in the Fisheries Sector Project; and the Improving Climate Data and Information Management Project, the latter of which is being implemented by the PIOJ. Ongoing technical advice was also provided to the Financing Water Adaptation in Jamaica’s New Urban Housing Sector (a PPCR investment project being implemented by the private sector) and the regional programme—the Caribbean Regional Track of the PPCR. In this regard, the PIOJ provided technical support towards the hosting of a three-day training workshop to build national capabilities in climate risk analysis. The workshop

was conducted by the Caribbean Community Climate Change Centre and focussed the use of the Caribbean Climate Online Risk and Adaptation (CCORAL) Tool.

Improving Climate Data and Information Management Project

The ICDIMP, now in its penultimate year of implementation, advanced its main objective to improve the access, quality and use of climate related data and information to support effective planning and decision making in the country. Towards this end, refurbishing of the Meteorological Service Jamaica Radar Station was completed as was the installation of the weather radar tower and the procurement of the replacement Doppler Weather Radar. Other activities under the project included:

- completion of the Vulnerability Assessment (VA) of the Health Sector and Costed Plan. Fifteen health facilities were assessed and a training manual on techniques for VA and costing were completed and delivered to the Ministry of Health and Wellness
- training in Soil Moisture Probe operations being conducted for 28 GOJ officers (agricultural extension, irrigation and hydromet)
- the procurement, fabrication and/ installation of equipment including 12 logger boxes to be used for WRA’s hydro-met stations and 20-soil moisture probes
- Installation of 20-soil moisture probes island-wide and the preparation of an installation training video for the MSJ.

Work progressed on a number of consultancies under the project resulting in the completion of the first draft of the State of the Jamaican Climate Report 2019 Report; the implementation of real time data transmission systems for 40 Automatic Weather Stations for the MSJ; and the upscaling

of 14 Community Disaster Risk Management Plans. Eighteen community workshops were conducted in seven communities.

Due to delays related to the impact of COVID-19 on the country, the World Bank approved a one-year extension for the project, placing the completion date to April 30, 2022.

PPCR Monitoring and Evaluation

The Monitoring and Evaluation (M&E) obligations for PPCR member countries as outlined by the Climate Investment Funds (CIF) were met through the hosting of the sixth annual M&E Scoring workshop and the preparation and submission of the M&E scorecards. Although the CIF had waived the need to submit scorecards for the year due to COVID-19, given the value of the workshop in assessing the country's progress towards building resilience and adapting to climate change, the PIOJ opted to host the workshop virtually. The two-day workshop which was attended by 31 stakeholders, also captured the progress, challenges and impact of PPCR activities and featured presentations by project managers and other personnel from the four PPCR investment projects.

Contributions to the international climate change dialogue were provided through technical advice and inputs on key administrative and governance documents of the CIF. Documents reviewed included: the FY21 Business Plan and Budget, updated decision of the Joint Clean Technology Fund (CTF) and Strategic Climate Fund (SCF) Trust Fund Committees on the Proposed New Action Areas, Governance Options and Operational Modalities; the Climate Investment Funds Financial Terms and Conditions (CIF Pricing Policy); and the Gender Action Plan Phase III. The organization also participated in discussions on how the CIF could provide support to its member countries under the CIF COVID-19 Support Programme.

GOJ/Adaptation Fund Programme

In 2020, the GOJ/Adaptation Fund Programme (GOJ/AFP) advanced work towards increasing the climate resilience of the north-eastern coastline. In particular, a contract was awarded for shoreline protection works at Buff Bay, Portland, the scope of which includes the construction of a composite revetment and retaining wall to reduce erosion of the shoreline and roadway and protect the coastal resources from wave energy.

Other achievements under the project included the:

- procurement and distribution of 15 900 timber and fruit trees to support reforestation of the denuded slopes surrounding the town of Annotto Bay, achieving over 50.0 per cent of the targeted 30 000 trees to be planted.
- transfer of responsibility for the management, operation and maintenance of the farming assets developed under the project to 12 Water Users Groups. This was done via signing of Custodian Agreements for water harvesting infrastructure with the local groups. Assets transferred included reservoirs, catchment and storage tanks (both on-farm and central) as well as drip irrigation systems, which were constructed in Clarendon, St Catherine, St Mary, St Thomas, St Ann, Manchester and Trelawny. The interventions resulted in increased productivity, enhanced livelihoods of the target farmers and contributed to improved food security.
- completion of a Disaster Risk Management and Climate Change Adaptation Plan for Annotto Bay and surrounding communities in collaboration with the Office of Disaster Preparedness and Emergency Management (ODPEM), the St Mary Municipal Corporation, Annotto Bay Community Development & Environmental Benevolent Society and residents of five target communities.

- hosting of a Gender Sensitization session for members of the Project Steering Committee in keeping with the requirements of the Adaptation Fund Gender Policy/ Environmental and Social Management Policy.

The PIOJ led the development of the GOJ/ EU project—A Jamaican Path from Hills to Ocean—which was approved by PIMSEC and the European Union. The project is to address watershed rehabilitation and biodiversity restoration using a landscape management approach while contributing to climate resilience building. Staff was also involved in defining the parameters of a proposal for development of a systemic resilience assessment tool and pilot project to support prioritisation of climate resilient infrastructure. The tool is being developed with input from Oxford University under the Coalition for Climate Resilient Investment (CCRI). The organization also supported implementation of the Integrated Management of the Yallahs and Hope River Watershed Management Areas (Yallahs-Hope) Project.

Among the highlights of the year was the positive result of the Global Climate Change Alliance + (GCCA) Impact and Sustainability Study conducted on the Climate Change Adaptation and Disaster Risk Reduction Project (CCA&DRRP). The study comprised a desk phase review, consultations with beneficiaries as well as site visits. Findings of the study indicated that the sustainability of the project was very elevated with 95.0 per cent of the systems/services implemented under the project still existing, 24.0 per cent of which was fully sustained and improved.

Disaster Risk Management (DRM)

The PIOJ led the preparation of the Post Disaster Needs Assessment (PDNA) report of the Impact of COVID-19 on Jamaica as part of a standard requirement under the disaster management

framework. The report represents the “first phase” of impacts and presents preliminary estimates of the losses accrued to the country between March and June 2020. It will inform the preparation of a Medium-Term Recovery Strategy for the country to be completed with technical assistance from the NDC Partnerships in collaboration with the World Bank.

In alignment with Outcome 14 of Vision 2030 Jamaica – National Development Plan, the PIOJ completed the submission to the Ministry of Finance and the Public Service its commitments under the IDB Contingent Credit Facility for Natural Disaster Emergencies (CCF) Policy Matrix with the submission of the Zero Draft of the State of the Jamaican Climate 2019. The organization also continued to provide technical support to a number of DRM related projects and initiatives including the preparation of a Comprehensive Disaster Risk Management Policy and the implementation of the Strengthening the Disaster Management Capacity of the Portmore Municipal Council Project.

Urban and Regional Planning

Contributions in the area of local and national sustainable development planning covered technical input towards the preparation of several planning documents, among them: the Draft National Spatial Plan; St Thomas Local Sustainable Development Plan (LSDP); Portmore LSDP; and the Inswood-Church Pen Local Area Plan. Two briefs were also prepared to support the development of the Half Way Tree Master Plan and updating of the Trelawny Development Order. One research paper entitled “Green, Safe, Smart: The Role of Urban Planning in Building Resilient Cities” was completed and presented at the Caribbean Sustainable Cities Conference.

Science Technology and Innovation

The integration of Science, Technology and Innovation (ST&I) in the national development agenda continued to be supported by the PIOJ. Contributions were made towards strengthening the policy framework through technical input on the National Science Technology and Innovation Policy Green Paper; Plastic Waste Minimization Strategy—specifically an assessment on Polystyrene; and the Green Economic Investment Strategy and Action Plan. The PIOJ also participated in a series of national consultations related to these and other initiatives such as the Integrated Waste Management Policy Dialogue, which focused on tackling waste management challenges through development of a public-private partnership for integrated management.

Geospatial Analysis

Geospatial technology supported the assessment of social housing interventions in Jamaica. The assessment was done in conjunction with the Social Transfers, Social Services and Infrastructure sub-committee of the National Social Protection Committee towards defining the reach of these interventions across the island. The work done by select government and non-governmental organizations, including Food for the Poor, the National Housing Trust and the Housing Agency of Jamaica, which formed part of this assessment. GIS was also used to identify/select the communities to benefit from reforestation efforts in the Penn-Carr/Buff Bay River watershed under the GOJ Adaptation Fund Programme, and in the development of web mapping applications showing community ranking on the volatility and vulnerability index for four parishes in support of the Community Renewal Programme.

To promote the use of geospatial data for evidence-based decision making, the PIOJ organised and

hosted a webinar on “Leveraging Space Applications to Solve Global Challenges”. The webinar had over 50 participants and featured a presentation on how satellite imagery from the European Space Programme can support applications for emergency management, resilience and economic diplomacy. The webinar was hosted in collaboration with the National Land Agency and Forestry Department whose staff were trained, with funding by the European Union, in the use of space applications.

EXTERNAL COOPERATION & PROJECT DEVELOPMENT

The PIOJ continued to be the main interlocutor between International Development Partners (IDPs) and Ministries, Department and Agencies (MDAs), ensuring the alignment of Official Development Assistance (ODA)¹ with Government’s strategic priorities articulated in the Vision 2030 Jamaica – National Development Plan, as well as the Medium Term Socio-Economic Policy Framework (MTF) 2018–2021. On behalf of the Government of Jamaica (GOJ), the PIOJ led efforts to identify financing from International Development Partners (IDPs) for public investment projects, budget support programmes and technical assistance; coordinated interventions of the IDPs; provided technical support in project preparation and development; assisted in the negotiation of loans and grants with bilateral and multilateral development partners; and monitored the implementation of projects and programmes.

The Institute coordinated and monitored a combined portfolio of new and ongoing projects and programmes totalling approximately US\$2.2

1. ODA is defined as concessionary loans, grants and technical assistance to developing countries for the promotion of their economic development and welfare as its main objective.

billion (\$315.2 billion)² through funding in the form of loans, grants and, technical assistance from multilateral and bilateral partners. The portfolio was also augmented by Government counterpart resources of US\$145.3 million (\$20.8 billion). Disbursements against the portfolio totalled US\$353.5 million (\$50.6 billion).

Newly approved ODA totalled US\$305.8 million (\$43.8 billion), comprising loan financing of US\$200.0 million (\$28.7 billion) and grant approvals amounting to US\$105.8 million (\$15.2 billion). New ODA recorded an increase of US\$164.9 million (\$23.6 billion) over the previous year. This increase was largely attributable to the approval of US\$254.3 million (\$36.4 billion) from Multilateral Financing Institutions (MFIs) and bilateral partners; which comprised US\$192.2

million (\$27.5 billion) in budget support from multilateral partners³ and US\$62.1 million (\$8.9 billion) in grant resources from bilateral partners. Much of the newly approved ODA represented support from IDPs to the Government as it sought to respond to the COVID-19 pandemic.

Sectoral Distribution of New Approvals

Of the US\$305.8 million (\$43.8 billion) in new ODA, 43.0 per cent was allocated to support the priority areas of *Human Capital Development and Effective Social Inclusion and Protection* (Figure 3). These priority areas were critical to the Government’s COVID-19 response. Approvals from the Multilateral Financing Institutions accounted for the majority of new ODA with funding of US\$229.5 million (\$32.9 billion) (Table 1).

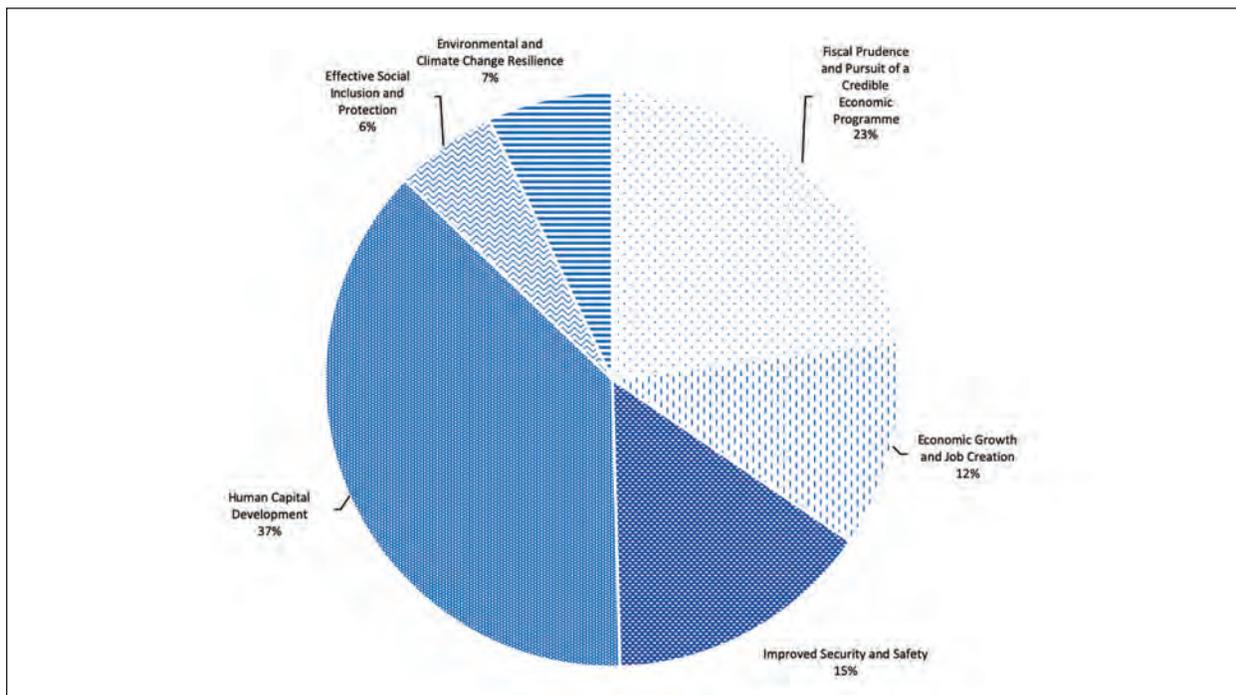


Figure 3: New Official Development Assistance – Cabinet Priorities

2. The annual average rate of US\$1.00: J\$143.27 is used throughout this section.

3. The Inter-American Development Bank (IDB) provided US\$100.0 million (\$14.3 billion) under the *Health System Strengthening Programme (HSSP) for the Prevention and Care Management of Non-Communicable Diseases Loan* project, the World Bank provided US\$70.0 million (\$10.0 billion) under the *Economic Resilience Development Policy Loan* project and the EU provided US\$22.2 million under the *Support to Citizen Security Programme in Jamaica*.

Table 1: Sources of New Official Development Assistance (2020), US\$million^a

	Fiscal Prudence and Pursuit of a Credible Economic Programme	Economic Growth and Job Creation	Improved Security and Safety	Human Capital Development	Effective Social Inclusion and Protection	Environmental and Climate Change Resilience	Total
Bilateral Cooperation	0.0	3.6	23.7	11.6	15.3	7.9	62.1
Multilateral Financial Institutions	70.0	31.0	22.2	100.4	0.0	5.9	229.5
Multilateral Technical Cooperation	0.0	0.7	0.1	3.0	2.3	0.2	6.3
Global Environment Fund	0.0	0.0	0.0	0.0	0.0	7.2	7.2
Climate Investment Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Multi-Donor Fund ^b	0.0	0.3	0.0	0.6	0.0	0.4	0.7
Total	7.0	35.6	46.0	115.0	17.6	21.6	305.8

a - Discrepancies in figure totals due to rounding

b - These are multi-donor trust funds administered by the IDB, including the Capacity Building Initiative for Transparency Trust Fund, Compete Caribbean Partnership Facility, Multi-donor AquaFund, Early Childhood Development Innovation Fund, Nordic Development Fund and Multi-donor Disaster Prevention Trust Fund.

Source: Planning Institute of Jamaica, International Development Partners and the Ministry of Foreign Affairs and Foreign Trade

Portfolio Management⁴

The Institute continued to focus its efforts on portfolio management in an effort to ensure the achievements of the development objectives of projects and programmes despite fiscal and human resource constraints, as well as challenges brought about by the COVID-19 pandemic. Activities included the convening of 269 performance review meetings, among which were; portfolio reviews, project implementation reviews and project steering committees, as well as several ad hoc meetings. These meetings sought to identify major bottlenecks within programmes and projects, as well as solutions to improve implementation. Additionally, 23 virtual missions from multilateral agencies were coordinated and seven site visits were conducted. These activities allowed for

a more collaborative monitoring effort by the Institute with implementing entities and IDPs. More than 224 technical documents were prepared and/or reviewed, 11 of which were briefs done for Government officials including the Prime Minister, Minister of Finance and the Public Service and the Minister of Foreign Affairs and Foreign Trade.

Highlights

The organization spearheaded and provided technical oversight for a number of critical initiatives aimed at improving the efficiency and delivery of development assistance, as well as strengthening existing partnerships with key IDPs. These initiatives included:

Support to COVID-19 Pandemic

The ECMD facilitated the engagement of several IDPs, who collaboratively provided US\$18.6 million (\$2.7 billion) in grant resources to assist the Government with the country's COVID-19 response and recovery needs. Of these grant resources, US\$1.3 million (\$186.3 million) was sourced from reprogrammed funds under ongoing projects. The grant resources were concentrated in the areas of Health, Governance, Social Protection, Education and Research, and Agriculture. Additionally, to assist in facilitating the Government's response to the COVID-19 pandemic, the Institute collaborated with the Ministry of Finance in securing resources to the tune of US\$170.0 million (\$24.4 billion) in budget support financing from multilateral partners;⁵ namely the Inter-American Development Bank (IDB) and the World Bank.

The allocation of ODA grant resources for COVID-19 support (Figure 4) was as follows:

- Health, amounting to US\$10.0 million (\$1.4 billion), accounted for more than 50.0 per cent of the resources which were largely used for medical equipment⁶ and medicine, as well as to secure and assemble a field hospital⁷
- Governance, totalling US\$5.0 million (\$716.4 million), supported the institutional strength-

ening of systems for the prevention and control of COVID-19 and other critical areas such as border security, natural disaster risk protection and response, as well as the development of an Emergency Response Coordination Platform (ERCP)⁸

- Social Protection, amounting to US\$2.2 million (\$315.2 million), was used to provide nutrition and hygiene care packages and cash grants, as well as to support the most vulnerable groups⁹ that were impacted by the pandemic.
- Education and Research, in the sum of US\$1.0 million (\$143.3 million), was used towards the procuring of tablets to support online learning, providing educational support for children with disabilities, conducting research for the use of telemedicine to digitally screen COVID-19 at-risk groups and to assess the socio-economic impact of the pandemic on households with children. Media campaigns were also supported to raise public awareness about the COVID-19 precautionary measures.
- Agriculture, amounting to US\$400 000 (US\$57.4 million) to strengthen Jamaica's Farmers' Acquisition Programme¹⁰ and to support the resilience of Agro-food systems to COVID-19.

5. The IDB provided US\$100.0 million (\$14.3 billion) under the *Health System Strengthening Programme (HSSP) for the Prevention and Care Management of Non-Communicable Diseases Loan* project and the World Bank provided US\$70.0 million (\$10.2 billion) under the *Economic Resilience Development Policy Loan* project.

6. Medical equipment included: Personal Protective Equipment, ventilators, bedside X-ray machines and monitors, X-ray protection screens, ultrasound scanners, defibrillators, thermometers, COVID-19 testing equipment, prevention testing kits, oxygen concentrators and extraction kits.

7. The USAID donated a field hospital that is able to house up to 70 patient beds and includes a High Efficiency Particulate Air (HEPA) and ultraviolet-light air-scrubber system, two diesel generators, and eight air conditioning units.

8. The ERCP aims to strengthen the government's capacity to coordinate the flow of official development assistance and is also referred to as External Support Coordination Platform.

9. These groups included the elderly, victims of violence against women and girls, pregnant women, persons with disabilities and persons living with HIV, as well as beneficiaries of the Programme of Advancement through Health and Education (PATH).

10. This is a Programme of the Ministry of Agriculture and Fisheries that supports linkages between farmers and markets and is being implemented by the Food and Agriculture Organization (FAO).

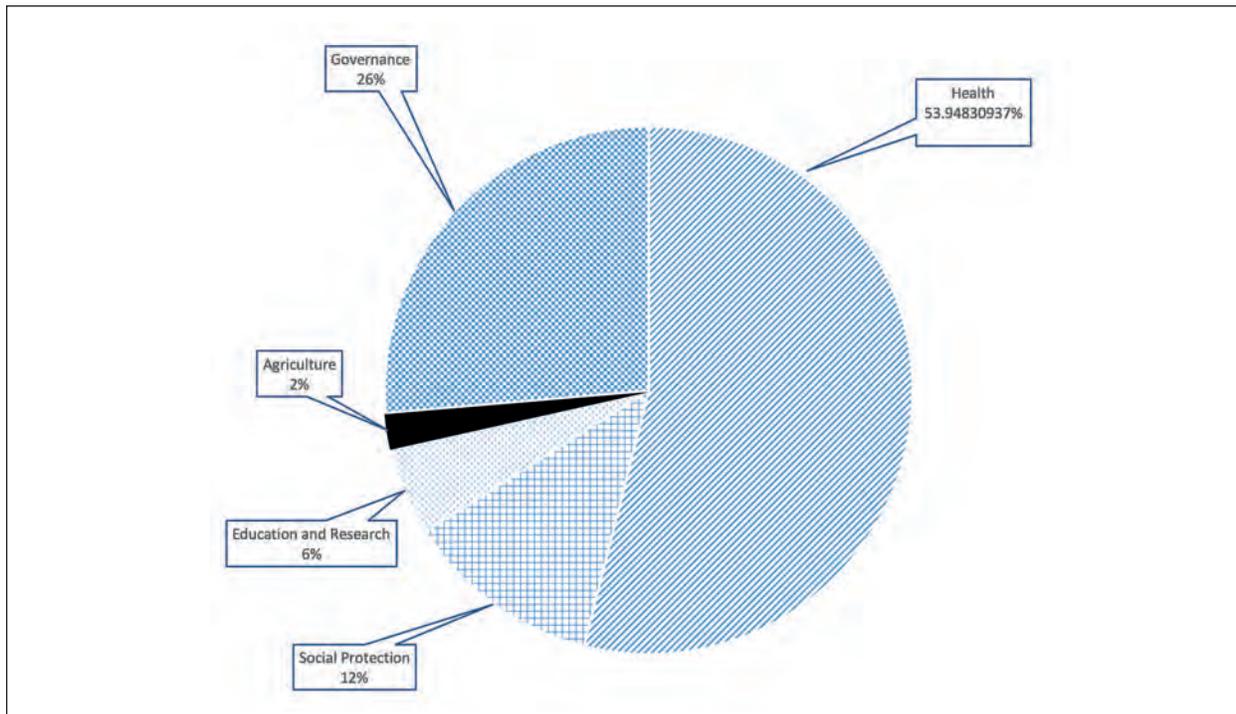


Figure 4: Allocation of ODA Grant Resources for COVID-19 Support

Coordination of International Development Partners

The organization hosted eight Donors’ meetings, which served as a platform for the exchange of information between the Government and the Development Community, as well as fostered more effective coordination and harmonisation of IDP funded initiatives. The meetings are outlined below (Table 2).

Development Fora, Trainings, Workshops, and Seminars

Members of staff were given the opportunity to participate in the following:

- Training in Monitoring and Evaluation during the period of February 19–20, 2020 which was funded by the European Union
- A certified course entitled “PM9001X: Project Management Life Cycle” which was offered by

Table 2: Coordination Meetings Organized with International Development Partners, 2020

Jamaica’s Climate Change Adaptation and Mitigation Agenda	February
Jamaica’s Response to COVID-19	March
Progress made on the E-Mobility Programme	July
COVID-19 Research Agenda	July
Presentation of PIOJ Research on Computer and Internet Access among Students	July
Development Dialogue – Sector Priorities	November
Introduction of the National Commission on Violence Prevention	November
Presentation of Jamaica’s Broadband Roadmap	December

RITx, an online learning initiative of Rochester Institute of Technology. This course was funded by the European Union

- Training in Advance Public Sector Procurement, which was facilitated through the International Procurement Institute (INPRI).

The organization also collaborated with the IDB and Government agencies in order to facilitate the staging of the 5th annual Best Practice Symposium for Social and Community Development in Jamaica on November 25, 2020 under the theme “Coordination – Working Together for a Better Jamaica”.

Office of the National Authorizing Officer

The PIOJ functions as the Office of the National Authorizing Officer (NAO) for the Jamaica-European Union (EU) cooperation programme. The NAO is the Minister of Finance and the Public Service. In functioning as the Office of the NAO, the PIOJ was responsible for executing and providing oversight to the GOJ-EU cooperation programme. Activities included the:

- Preparation and transmission of six payment justification dossiers to the EU for four budget support programmes, which resulted in the disbursement of €17.5 million (\$2.8 billion) to the Consolidated Fund during the period of reporting. These payments included:
 - *Addressing Environmental and Climate Change Challenges Through Improved Forest Management in Jamaica, amounting to €4.5 million (\$717.0 million)*¹¹ for two tranches
 - *Supporting the PFM Reform Programme in Jamaica* for two tranches, amounting to €1.0 million (\$159.3 million)
 - *Support to Citizen Security in Jamaica, the*

first tranche for €3.0 million (\$478.0 million)

- *Jamaica Justice Sector Reform Programme, for an amount of €9.0 million (\$1.4 billion), representing two tranches.*
- Provision of technical advice to support the efficient implementation of seven projects through participation in site visits (physical and virtual), preparation of tender dossiers/bid documents, participation in evaluations and steering committees, and execution of payments to contractors totalling €8.8 million (\$1.4 billion).
- Facilitation of the redeployment of 29 ventilators and the mobilization of balances amounting to €0.66 million (\$105.2 million) to purchase additional ventilators and laboratory equipment to support the Government’s response to the COVID-19 pandemic.
- Implementation of the Technical Cooperation Facility VI continued to provide support for the successful implementation of the GoJ-EU cooperation programme, by providing technical assistance to key Programmes within the portfolio as well as training in areas such as Monitoring and Evaluation, Project Cycle Management and Data Analysis.

New Approvals

The Institute spearheaded and/or facilitated discussions with the IDPs for the approval of several initiatives including the following projects which are aligned to Cabinet’s Priorities:

Fiscal Prudence and Pursuit of a Credible Economic Programme:

The Economic Development Policy Based loan

11. Annual average exchange rate of \$159.32 to €1.00, European Commission InforEuro Exchange Rate

totalling US\$70.0 million (\$10.0 million) was approved and fully disbursed by the World Bank to support fiscal sustainability and inclusion; enhance fiscal and financial resilience against natural disaster risks; and improve the investment climate for sustainable growth. These resources helped to ensure fiscal sustainability while the Government responded to COVID-19.

The Planning Institute of Jamaica, in collaboration with the Ministry of Foreign Affairs and Foreign Trade, played a critical role in developing Phase I of the Emergency Response Coordination Platform (ERCP)¹² which was funded by the UNDP. The ESCP facilitated the effective alignment of the needs of the Government of Jamaica to the offers of assistance from International Development Partners in response to COVID-19 pandemic.

Economic Growth and Job Creation:

Under the Rural Water Supply Project, a total of US\$30.0 million (\$4.3 billion) in loan financing was approved by the Caribbean Development Bank to support the Government's upgrading and construction of infrastructure to improve the provision of potable water to seven major rural towns¹³ and districts across the Island.

The organization was integral in the project development process towards the partnership between the Moroccan and Jamaican Governments, which provided resources amounting to US\$1.8 million (\$257.9 million) for the following two grant projects:

- *Soil Fertility Mapping Project* totalling US\$0.8 million (\$14.6 million) which aims to develop

a soil fertility map for a pilot cultivated area of 718 hectares in Essex Valley, St Elizabeth, as well as to expand national capacity to update and utilize island-wide soil fertility maps.

- *Agri-Business Cold Chain for Jamaica (ABC Jamaica) Project* in the amount of US\$1.0 million (\$143.3 million) which intends to develop a cold chain system for at least six farmer cooperatives, including at least one women farmer's cooperative.

Human Capital Development

- The second hybrid¹⁴ Programmatic Policy-Based Loan (PPBL) with financing of US\$100.0 million (\$14.3 billion) from the Inter-American Development Bank, was approved and fully disbursed. This augmented the ongoing *Support for the Health System Strengthening Programme for the Prevention and Care Management of Non-Communicable Diseases investment loan project*, totalling US\$50.0 million (\$7.1 billion). The second operation will continue to support the implementation of coherent and comprehensive strategies to address Non-Communicable Diseases (NCD) risk factors and the clinical management of NCDs by the Ministry of Health and Wellness (MOHW). The budget support also provided necessary assistance for the country's economic resilience during the onset of the pandemic in 2020.
- Under the Joint UN SDG Fund, UNICEF, in collaboration with the World Bank, supported the coordination of a Public Expenditure Review of the Education Sector. The study

12. The ERCP aims to strengthen the government's capacity to coordinate the flow of official development assistance and is also referred to as External Support Coordination Platform.

13. The seven towns are: Jordan Run to Agualta Vale, St. Mary; Albert Town, Trelawny; Green Park to Bamboo, St. Ann; Kemps Hill, Clarendon; Mason Hall, St. Mary; Port Morant to Airy Castle, St. Thomas; and Union to Balaclava, St. Elizabeth.

14. A hybrid model loan features an investment loan and a programmatic policy-based loan (PPBL).

examined the efficiency of public spending and resource allocation in the education sector and identified opportunities for optimization.

Effective Social Inclusion and Protection

- Under the United Nations (UN) Multi-Agency Trust Fund, several UN Agencies combined efforts to assist the Government to develop a programme that responded to the immediate socio-economic needs arising from the COVID-19 Pandemic. Resources from the Agencies were concentrated in the areas of Health, Education and Social Protection, providing support which included: medical equipment and supplies; laptops/tablets for surveillance and contact tracing; support for the community engagement plan; teaching/learning tools, hand wash facilities, as well as training for school leaders and other personnel.

Improved Security and Safety

- Under the Support to Citizen Security in Jamaica budget support programme an amount of €20.0 million¹⁵ (\$3.2 billion) was approved to contribute to the overall improvement of the security environment in Jamaica, by reducing social vulnerability to violence and crime against children, youth and women in some of the country's most at risk communities, while at the same time ensuring greater social inclusion of these vulnerable groups in the society

Environmental and Climate Change Resilience

- A total of for €4.9 million (\$780.7 million) was approved under the *Jamaican Path from Hills to Ocean* (H2O) project to increase Jamaica's resilience to climate change and

reduce poverty by protecting livelihoods, particularly through the implementation of Integrated and Sustainable Landscape Management in three selected Watershed Management Units (WMUs). The initiative will be implemented by the PIOJ.

- The Global Environment Fund approved an amount of US\$6.3 million (\$902.6 million) for the *Conserving Biodiversity and Reducing Land Degradation Using an Integrated Approach* project, which intends to improve the conservation of biodiversity and ecosystem services through the mainstreaming of biodiversity into planning policies and practices. The project is administered by the United Nations Development Programme.

D. RESEARCH

Model Development and Analysis

The importance of Models to the output of the Institute cannot be over-emphasized, as this facilitate the organization's estimation and projection of socioeconomic and environment indicators. Consequently, work continued on building, maintaining and enhancing the capabilities of models and tools. Several of the models were updated, while there was also the development and creation of various other models, indicators and indices. These enhanced the work of the organization and by extension, the output of the Institute. Some of the tools employed and the analysis facilitated are outlined below.

System Dynamics

Threshold 21 (T21) – was updated to facilitate analysis of the Public Sector Investment Policy.

15. Average Annual Exchange Rate is \$159.32:€1.00

COVID-Model: used to track the daily evolution of COVID-19, under different assumptions and policy. Seven modules were created, five to track the evolution of COVID-19 (Population Dynamics, Infection, Recovery, Testing, Contact Tracing) and the remaining two captures in one place, Model & Policy assumptions and Main Indicators to be tracked (Work in Progress).

Data Analytics & Visualization

The following tools were updated and developed to inform the work of the division:

Data Analytics:

- Inform Short to Medium-Term Growth Outlook for Fiscal Policy Paper
- Forecast GDP on a quarterly basis for all economic industries
 - Time series models
 - Machine Learning models
- Machine Learning Model to predict when a project will be on target, based on project information. Projects with financial implementation rate above 80.0 per cent is deemed to be on target.

Data Visualization

- interactive graphic showing quarterly growth performance for each industry. Facilitated the easy identification of the sectors that recorded record level quarterly declines
- develop interactive graphs showing Jamaica's growth rate over time relative to small island developing states in the Caribbean, as well as average growth for Latin America & Caribbean and World
- Develop HTML files that creates an interactive graph of Total GDP, Total Employment and scatter plot of real GDP and Total Employment

- Data Table with information on real value added and employment by industry
- COVID-19 Dashboard – Jamaica and Globe, that tracks the evolution of COVID-19 globally and in Jamaica
- Model to analyse Electricity System Demand – Half-hourly system demand was diagnosed at the hourly, daily, weekly, quarterly level.

A number of capacity building training programmes were also undertaken. Among these were:

- Macroeconomic Forecasting
- Financial Market Analysis
- Levels 1, 2 and 3 of Procurement Training
- Harvard Data Science Professional Certificate
- Coaching & Mentoring Workshop
- Sensitization & Capacity Building Workshop (Social Return on Investment)
- Leadership Training

These programmes produced the triple impact of enriching the capabilities of staff; bolstering and complementing model-related activities; and enhancing the output of the organization.

In pursuance of the organization's research agenda, work continued on several papers. However, with the onset of the pandemic and the need to engage in and facilitate other unplanned requests and exigencies, work in this area was hampered. Notwithstanding, final reviews were conducted on "*The emergence of Electric Vehicles in Jamaica (Electro-Mobility)*", while work continued on:

- The Determination of full Employment Levels (Potential Output)
- Assessment of the Economic Contributions of Investment from China on the Jamaican Economy.

SENIOR EXECUTIVE COMPENSATION, 2020

Names and Positions of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)
Dr Wayne Henry Director General	2020	11 786 063	–	1 697 148	–	–
R.E. Kirkland Philips Deputy Director General	2020	5 339 087	1 245 390	1 697 148	–	–
Barbara Scott Deputy Director General	2020	5 564 471	–	1 697 148	533 421	–
Claire Bernard Deputy Director General	2020	6 000 514	–	1 697 148	536 962	–
James Stewart Director	2020	5 543 322	–	1 697 148	504 320	–
Janelle Cox Director	2020	5 378 693	–	1 697 148	404 269	–
Sandra Ward Director	2020	5 378 693	–	1 697 148	404 269	–
Marcia Blake-Hall Director	2020	5 087 989	–	1 697 148	489 701	–
Easton Williams Director	2020	4 786 848	–	1 697 148	460 465	–
TOTAL	2020	54 865 678	1 245 390	15 274 332	3 332 406	

All contracts are in Jamaican currency

■ Appendices

REPORTS, POLICY BRIEFS AND PAPERS

- Growth projections for FY2019/20–FY2023/2014 to inform the Government of Jamaica’s Fiscal Policy Paper (FPP)
- Real Sector Briefs — Economic Update and Prospects, presentations for Cabinet Retreats
- Short-term economic forecasts on a quarterly basis to facilitate policy and planning decisions by the GOJ, private sector and our International Development Partners through quarterly press briefs which provided preliminary performance of the economy for the quarters October–December 2019, January–March 2020, April–June 2020, and July–September 2020
- Ongoing assessments of the Impact of the COVID-19 pandemic
- An analysis of Jamaica’s growth performance over the last 20 years and the identification of the major growth inhibitors and GOJ responses
- Mapping of the Impact of COVID-19 on the Jamaican economy and from the map, identify expected impact on different economic agents and data needs to track outcome
- Note that gave guidance on Constructing a Vulnerability Screening Index for HIV Treatment, Care and Prevention.
- A Blog, ‘Pushing for going back to paradise: The COVID-19 recovery plan of Jamaica’ was published on November 24, 2020 on the World Bank Website. It was written to commemorate End of Poverty Day, and was co-authored by Ms Emilia Cucagna (World Bank) and Mrs Suzette Johnson (Policy Research Unit, PIOJ).
- Compilation and preparation of an NSPC Policy Briefs document, providing data, information and policy conclusions for nine subject areas. Compiled mainly from the NSPC Policy Forum presentations over the 2018–2020 period.
- Research and preparation of a Policy Implications Paper on Social Protection and Labour Implications of the COVID-19 Crisis, as well as preparation of a Policy Brief on Jamaica’s Social Protection Responses to the Pandemic.
- Completion of a Policy Brief on global and local poverty reduction responses due to the impact of COVID-19. The Brief was informed by a desk research and provided policy recommendations. It was shared with the NPRP partners and other stakeholders.
- Preparation of paper on an examination of the impact of COVID-19 on the service delivery of NPRP implementing partners. The paper is based on a compilation of reports provided by NPRP partners, and was shared with stakeholders and policy makers to guide decision-making.
- PIOJ was represented on a multi-stakeholder committee in response to the Minister of Education, Youth and Information directive to the National Council on Education to undertake research to assess the impact of the pandemic on the education sub-sectors, as well as to provide recommendations for the Ministry to address major displacements in teaching and learning, to mitigate learning loss, and to prevent exacerbation of learning inequality.
- Jamaica’s Post COVID actions and needs presented at the Economic General’s Commission for Latin America and the Caribbean

- Jamaica's Statement on 'geospatial information for sustainable development' for the 10th session of the United Nations Committee of Experts on Global Geospatial Management in conjunction with the SDGs Secretariat
- Jamaica's Statement at the ECLAC Side Event on "The 2030 Agenda for Sustainable Development in the New Global and Regional Context: Scenarios and Projections in the Current Crisis in Latin America and the Caribbean"
- The Blue Economy and provided additional information on potential blue economy projects to support the Minister of Finance's participation in the Sustainable Blue Economy conference
- Policy note for the Social Housing Intervention Map.
- Jamaica's presentation to the Twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning
- Brief on activities of the Recovery Planning Committee April–December 2020 for submission to the Minister of Local Government and Rural Development
- Director General's presentation at the Journalist and Writers Foundation UNGA conference 2020

CABINET SUBMISSIONS/NOTES/BRIEFS

- Presentation to Cabinet on the Policy Implications from the findings of JSLC 2016 and 2017 on March 30, 2020.
- Cabinet Note: Analysis of the 2018 Poverty Rate tabled in Cabinet on June 22, 2020.
- Assessing the Effects of the COVID-19 Pandemic on the Jamaican Education System
- The Case for Unemployment Insurance in Jamaica

MAINSTREAM WORK SUPPORT

Continued to provide support to PIOJ outputs as follows:

- Serving on Enterprise Risk Management Committee
- Contribution to ESSJ publication
- Support to Vision 2030 development of its Monitoring and Evaluation Framework
- Serving on 2 Strategic work streams – Talent Management and Fee Based Services
- Represented as part of PIOJ's/Jamaica's delegation to the UN SDG High-Level Political Forum, and two ECLAC Regional forums focused on the social implications of the pandemic
- Contributed to PIOJ documents regarding social policy implications of the pandemic, as well as a Disaster Assessment

BOARDS, COUNCILS, COMMISSIONS, COMMITTEES, TASK FORCES, WORKING GROUPS

The Institute participated and provided technical advice and support to:

- Programme Monitoring Committee
- Essex Valley Agricultural Development Project
- Southern Plains Agricultural Development Project
- Income Security Sub-Committee
- Jamaica Dairy Development Board
- Technical Working Group – Agriculture/Tourism
- Technical Working Group – Manufacture/Tourism
- Deployment of Renewable Energy & Improvement of Energy Efficiency in the Public Sector
- Public Sector Management Committee

- Export & Growth Facilitation Committee
- Food Security and Agribusiness Council
- Jamaica Productivity Centre – Board of Directors
- National Insurance Fund – Board Member
- National Competitiveness Council – Productivity Subcommittee
- Jamaica Energy Council – Board of Directors
- Social Enterprise Policy Committee Group
- National Poverty Reduction Programme Committee
- Universal Service Fund – Board of Directors
- Statistical Institute of Jamaica – Board of Directors
- Oversight Committee for the implementation of initiative by Coalition for Climate Resilient Investment.
- National Commission on Violence Prevention
- National Anti-Trafficking in Persons Task Force
- National Oversight Committee – Child Diversion
- Jamaica Social Development Fund Projects Committee
- Dispute Resolution Foundation Board
- International Crime Classification System
- Security Strengthening Project Steering Committee
- National SDGs Core Group
- COVID-19 Labour Market Taskforce
- National Social Protection Committee, and Sub-committees
- National Poverty Reduction Programme Committee, and Working Groups
- National Working Group for International Migration and Development
- Vision2030 TWGs
- National Council on Education Sector Plan Subcommittee
- Three meetings with IOM, Belize and PIOJ virtual discussion regarding development of Belizean Migration Policy;
- EU Multi Country Border Security Programme
- UK and Swiss Governments Virtual Workshop on Remittance in Crisis: How to Keep them flowing
- ODPEM/PIOJ/IOM to discuss Project proposal: Strengthening the Disaster Risk Management and Preparedness Capacity of the Government of Jamaica
- Population TWG meeting to review draft Plan of Action for the Draft Population and Sustainability Development Policy
- M&E Consultancy for Vision 2030 Jamaica and the SDGs
- Ministry of Finance and Public Service (MoFPS) Quarterly Update meeting
- Coaching Session on the Planning, Reporting and Budgeting Processes of the MoFPS
- Jamaica Investment Map Sensitisation Session
- PAHO Webinar on Bed Management Systems for the COVID-19 response;
- MoHW/PAHO Webinar: Healthforce Estimation Tools for COVID-19 Response
- IOM and MLSS for the Virtual Regional Labour Migration Sessions
- GOJ/IDB Virtual Portfolio Review
- Virtual launch of Jamaica Investment Map
- MFPS Budget Review meeting
- Commemoration of International Migrants Day
- JSLC Steering Committee (Secretariat)
- Ministry of National Security Research Ethics Committee
- JAMSTATS Steering Committee
- Caribbean Child Research Conference Planning Committee

- Jamaica National Transfer Accounts (NTA) Project
- PIOJ Development Research Agenda Committee
- Community Renewal Programme Best Practice Symposium Planning Committee
- Early Childhood Commission Board
- CVSS Executive Committee
- Human Resource Committee of Cabinet Office
- United Nations Commission on Population and Development
- Global Forum on Migration and Development
- National Identification Systems (NIDS) Communication Committee
- Social Transfers, Social Services and Infrastructure sub-committee
- GEF 6 Technical Working Group
- Fourth National Communication (4NC) and Second Biennial Update Report (BUR) Committee
- Community Outreach Committee for the Various Environmental, Zoning and Other Baseline Studies for the Norman Manley International Airport
- PIMSEC related committees
- Resilient Islands Project – Technical Committee on policy
- Recovery Planning Committee of the DRM Council

TECHNICAL SUPPORT/ADVICE PROVIDED TO (SELECTED COMMITTEES):

- UNICEF – Rapid Assessment of the Impact of COVID-19 on Children
- United Nations Common Country Analysis of Jamaica
- UNDP Post COVID 19 Project Amplifying Youth Voice and Action
- UNICEF/UNDP/MOEYI – WASH Project to Assist Schools with Water and Sanitation Problems
- UNICEF – Legislative Reform for Jamaica’s Children.
- National Spatial Plan Technical Working Group
- National Poverty Reduction Programme Committee
- IWeco Project Steering Committee
- Technical Working Group for the St Catherine Sub-Regional Plan
- National Council on Oceans and Coastal Zone Management (NCOCZM)
- Land Information Council of Jamaica Board
- Technical Advisory Committee for the National Forestry Management Conservation Plan and the EU Budget Support Programme
- GIS User Conference and Geography Awareness Week Planning Committee
- Climate Change Focal Point Network
- Innswood–Church Pen Local Area Plan Committee
- Peace Corps Jamaica Project Advisory Committee
- National Coordination Team for update of the National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants
- National Emergency Response GIS Team
- Climate Change Advisory Board
- National Conservation Trust Fund Jamaica
- EU Budget Support and National Forest Conservation and Management Plan Steering Committee

HOSTED THE FOLLOWING COMMITTEES:

- Improving Climate Data and Information Management Project Steering Committee
- GOJ/Adaptation Fund Project Steering Committee Meeting

POLICY AND PLANNING ADVICE

Technical comments and advice provided on (selected policies, plans, TORS etc.):

- Strategic Framework for Electric Mobility
- COTED Master Strategy
- Jamaica's NCOCZM Policy Assessment Report – Findings and recommendations; Monitoring and Evaluation Framework
- TOR for Humanitarian Policy and Strategy (HAPAS)
- Integrated Solid Waste Management Public-Private Partnership (PPP) Transaction
- Draft text of an agreement under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
- Project Profile for the Improving Disaster Risk Management Programmatic Policy Based Loan
- IDB Climate Resiliency Toolkit
- Draft Updated Climate Change Policy Framework
- Final Report – Improving Climate Resilience in Public Private Partnerships in Jamaica
- TOR Community Outreach Committee for the Various Environmental, Zoning and Other Baseline Studies for the Norman Manley International Airport
- Aide Memoire – Financial Solutions for Disaster Risks Programme Mission
- Prioritized Climate Change Resilience and Disaster Risk Management Sector Strategic Framework
- Jamaica's National Report for second UPR Cycle
- TOR for the National Coordination Team (NCT) for the update of the National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants
- IOM Strengthening the Disaster Risk Management and Preparedness Capacity of the Government of Jamaica Project Summary
- Rationale for Hills to Oceans Project for Submission to PIMSEC
- Draft Programme of Action – National Population and Sustainable Development Policy
- Draft Concept Note Integrated National Resilience Programme/Framework
- TOR-Develop Continuity of Governance and Continuity of Operations Plan
- Santiago Network Loss and Damage Survey
- Land Degradation Neutrality Report
- Post-2020 Global Biodiversity Framework
- Draft Population and Sustainable Development Policy
- World Bank's Blue Ports Study
- Post-2020 Global Biodiversity Framework.
- UNDP COVID-19 2.0 Rapid Financing Facility
- IWeco Project KAP Study
- Green Economic Investment Strategy and Action Plan
- National Sustainable Development Policy Plan of Action for Goal 6
- Clifford Chance Study on the Potential for Blue and Other Thematic Bonds in the Caribbean
- GOJ-EU Cooperation Programme – National Indicative Programme 2021–2026
- CCRI – Systemic Assessment: Supporting Investment Decision-Making for Resilient

Infrastructure in Jamaica - Terms of Reference;
University of Oxford Funding Proposal

RESEARCH AND INFORMATION SERVICES

- Planned and executed the webinar “Leveraging Space Applications to Solve Global Challenges”. This included preparation of the DG’s opening remarks and flyers to promote the event
- Delivered Keynote Address on the Development of the Geospatial Sector in Jamaica and Its Impact on National Development Objectives” at the 2nd Jamaica GIS User Conference
- Moderated a session at Virtual Covid-19 Geospatial Forum 2020 organised by the National Spatial Data Management Branch and The LICJ in collaboration with the United Nations Global Geospatial Information Management (UN-GGIM) Working Group on Geospatial Information & Services for Disasters
- Presented the updates of the Jamaica Social Housing Intervention Map to the Social Services and Infrastructure Sub-Committee of the NSPC
- Delivered presentation on the PDNA methodology and progress on PDNA for COVID-19 at meeting of the Recovery Planning Committee of the National Disaster Risk Management Council
- Delivered presentation on how the role of women in DRR is being facilitated by policy at Symposium on The Contribution of Women to Disaster Risk Reduction in the Caribbean organized by The Disaster Risk Reduction Centre
- Prepared a paper and delivered presentation on The Role of Urban Planning in Building Resilient Cities at the Caribbean Sustainable Cities Conference
- Delivered presentation on the impact of COVID-19 on Jamaica and our perspectives on Green Recovery at the Launch of the CIF COVID-19 technical Assistance Response Initiative
- Delivered presentation on Jamaica’s experience in responding to COVID-19 at the OECD Global Forum On Environment And Climate Change
- Provided information on project implementation experience in tele-meeting with consultant conducting in a Stakeholder Survey for CDB Funded Projects
- Prepared a story map highlighting Jamaica’s climate actions and hosted an internal quiz competition in commemoration of Earth Day 2020

WORKSHOPS, CONFERENCES AND SEMINARS

Members of the organization participated in a number of workshops/seminars and conference. These included:

- Virtual Geospatial Summit 2020 organized by the United Nations GGIM
- Getting Started with Esri’s COVID-19 Response and Business Continuity Solutions
- CCD’s virtual “Uncut Conversations: 25 years of Climate Action”
- Youth Task Force and Youth Engagement Plan Workshop
- Two-day virtual workshop on the “Requirements for and Development of a Regional Coastal Integrated Information Management System (RCIIMS) Project”.
- Workshop on NDC Partnership
- OECD Global Forum on Environment and Climate Change

- Land Degradation Neutrality – Target Setting Programme Validation Workshop
- Jamaica's Systemic Analysis for Emergency Response (SAFER)
- Building Adaptive Capacity in the Water Sector Under a Changing Climate
- Virtual Stakeholder Consultation Workshop for the Resilient Islands Project – Old Harbour Bay
- Sustainable Cities Conference
- LICJ 8th GIS Technical Seminar
- Regional Coastal Integrated Information Management System (RCIIMS) Training Webinar
- NSPC Policy Forum
- National Green Economy Investment Workshop
- PIOJ Labour Market Forum
- Inter-American Development Bank course on Data for Public Policymaking
- Caribbean and the Bureau of Gender Affairs' Sexual Harassment workshops
- Virtual Coaching Session on the MOFPS Strategic Planning and Reporting Process.
- Dale Carnegie Training on Managing Stress in Difficult Times
- Two-day ELA course on Migrating from Arc-Map to ArcGIS Pro
- One-day training session on the Yallahs-Hope GIS DSS
- Three training sessions in the use of the External Support Coordination Platform organized for PIOJ and MFAFT by Data For All
- Coaching and Mentoring Workshop for Management Team

CAPACITY BUILDING/TRAINING

Capacity built through participation in the following training sessions:

- Inter-American Development Bank/International Organization for Migration six-week online course on Migration Policy and Governance in Latin America

» 2020 YEAR IN REVIEW «



A presentation on the performance of the economy was done by Dr Wayne Henry, Director General, PIOJ (2nd left) at the Quarterly Press Briefing held February 25, 2020 at the PIOJ's Offices. Supporting him were other members of staff (L-R): Mr James Stewart, Senior Director, Economic Planning and Research Division; Mrs Peisha Bryan-Lee, Programme Director, Vision 2030 Jamaica; and Mrs Marcia Blake-Hall, Senior Director, Corporate Marketing and Communication Division (podium).



The PIOJ, USAID and FHI 360 Local Partner Development celebrated the signing of a \$38.0 million agreement to support ongoing case management initiatives for nearly 100 youth in Salt Spring and Flanker, St James. The signing was held in Kingston on August 28, 2020. Participating in the event were (L-R): Claudette Anglin, Programme Specialist, USAID; Jason Fraser, Country Representative, USAID; Morana Smolaka Krajnovic, Chief of Party, FHI-360 LPD; Barbara Scott, Deputy Director General, External Cooperation Management, PIOJ; and Charles Clayton, Programme Director, Community Renewal Programme, PIOJ.

» 2020 YEAR IN REVIEW «



The PIOJ Community Renewal Programme coordinated the input of multiple agencies that led to the successful start of the Rose Town block making factory, which opened on December 16, 2020, ahead of the training of residents in block making by HEART/ NSTA Trust. The ceremonial ribbon cutting was done by Member of Parliament for St Andrew South and Leader of the Opposition, Mark Golding (third left), and Head of the European Union (EU) Delegation to Jamaica Ambassador Marianne Van Steen (second right). The EU funded the programme, which was implemented by the Jamaica Social Investment Fund Poverty Reduction Programme (JSIF PRP). Also present were the High School Diploma Equivalency (HSDE) Officer, HEART/NSTA Trust, Nickell Bailey (far left); President of the Rose Town Benevolent Society and project manager of the enterprise, Errol Jackson (second left); and Managing Director, JSIF, Omar Sweeney (far right).



The 5th Symposium of Best Practice for Improving Community and Development held November 25, 2020, addressed the area of Improving Coordination. The Clarendon model was revealed at a panel discussion in which the inter-agency coordination network linked the citizenry with social services and development agencies. Participants in the panel discussion were (L–R): moderator, Antonette Richards, Community Development Specialist, SPPRD, PIOJ; Mayor of May Pen, Councillor Winston Maragh; Baldwin McKenzie, Clarendon Parish Manager, Social Development Commission; Mona Sue-Ho, Senior Manager, Jamaica Social Investment Fund; and Charles Clayton, Programme Director, Community Renewal Programme, PIOJ.

» 2020 YEAR IN REVIEW «



Mr Kirk Philips (left), Deputy Director General, PIOJ, on October 12, 2020 handed over a copy of the signed contract for shoreline protection works at Buff Bay, Portland to Ms Denise Peart of the National Works Agency. Also pictured is Mrs Shelia McDonald-Miller, Programme Manager, GOJ/Adaptation Fund Programme (GOJ/AFP). The GOJ/AFP signed a contract with Y. P. Seaton & Associates Company Limited in the sum of \$40 948 600.00 for shoreline protection works along the North Eastern coast of Jamaica. This activity will be carried out in partnership with the National Works Agency, and the National Environment and Planning Agency.



The fight against the spread of COVID-19 in the Downtown Kingston communities of Tivoli Gardens and Trench Town got a boost when the Kingston and St Andrew Inter-Agency Network (KSAIAN) Inter-Agency Network Youth Development Programme (IANYDP) received reusable masks, courtesy of the government's Housing Opportunity Production Employment (HOPE) programme on Wednesday, August 19, 2020. The masks were presented by HOPE to the PIOJ Community Renewal Programme (CRP) and the Social Development Commission (SDC), stakeholders of the KSAIAN. Participants in the Handing-Over Ceremony (L-R): Mr Charles Clayton, Programme Director, CRP, PIOJ; Mrs Kimberley Wellington, Research Assistant, CRP, PIOJ; Mr Devante Thompson, IANYDP participant; Ms Charmaine Brimm, Technical Specialist, CRP, PIOJ; Lieutenant Colonel Martin Rickman, Socio Economic Development, National Coordinator HOPE Programme; Mrs Michelle Christie Roberts, SDC; Mr Damion Hylton, IANYDP participant; Ms Simone Simpson, SDC; and Ms Odeka Haughton and Ms Zann Locke, representatives, Trench Town Community Development Committee.

» 2020 YEAR IN REVIEW «



Ms Barbara Scott (left), Deputy Director General, received a donation of masks to the PIOJ from Ms Adriana La Valley, Chief of Operations, Inter-American Development bank. The hand over was done on June 25, 2020 at the PIOJ office.



Mrs Marcia Blake-Hall, Senior Director, Corporate Marketing and Communication, PIOJ, received from Dr Donavon Stanberry, Campus Registrar, The University of the West Indies, Mona, a certificate of partnership at the launch of the UWI/UTech Forecasting 2020 conference held February 6, 2020 at the UWI Undercroft.

» 2020 YEAR IN REVIEW «



Ms Melissa Smith (right), Corporate Social Responsibility Officer, Vision 2030 Jamaica presented the Corporate Social Responsibility Award to Mrs Tanikie McClarthy Allen, Public Affairs & Sustainability Director, JWray and Nephew Limited at the virtual Manufacturers & Exporters Awards Gala held Thursday, December 10, 2020.



Ms Samantha Wilmot, Communications, Information and Research Officer (right) presented Ms Kerry-Ann Lobahn Ellis, Secretary of the Meadowbrook/ Havendale CDC with Vision 2030 Jamaica reusable shopping bags on July 3, 2020, celebrated as Plastic Bag Free Day.



Ms Samantha Wilmot Communications, Information and Research Officer (right), presented Ms Pauline Osbourne, President of the Springfield Gardens CDC with Vision 2030 Jamaica reusable shopping bags in commemoration of Plastic Bag Free Day, July 3, 2020.

» 2020 YEAR IN REVIEW «



Students listen attentively at the Vision 2030 Jamaica “Careers to 2030” Forum, held February 14, 2020, at the Knutsford Court Hotel, in recognition of National Careers Week 2020, February 9–14, 2020.



Member of staff, Ms Camille Graham, Social Protection Analyst in the Social Policy Planning and Research Division (SPPRD), viewing the exhibition mounted by the Wesley Hughes Documentation Centre in the PIOJ’s lobby. The exhibition, mounted on July 31, 2020, ahead of Emancipation and Independence Day, was in keeping with the national theme, “Resilient and Strong . . . Let’s Celebrate Jamaica 58”.



On Friday, July 31, 2020 in recognition of Independence celebrations, members of the Social Policy Planning and Research Division emerged as winners of the Spirit of Independence, as most persons in the Division were dressed in the national colours.

» 2020 YEAR IN REVIEW «



In commemoration of Breast Cancer Awareness Month, members of staff wore pink on Friday, October 30, in support of those facing life with or after breast cancer.

95. +
587. +
258. +
326. +
38. +
346. +
987. +
853. +
543. +
754. +
12. +
168. +
3487. +
384. +
874. +
875. +
365. +
1.54. +
1.45. +



AUDITED

FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2020

(Expressed in Jamaican dollars unless otherwise indicated)

THE PLANNING INSTITUTE OF JAMAICA

YEAR ENDED 31 DECEMBER 2020

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INDEPENDENT AUDITOR'S REPORT

To the Members of The Planning Institute of Jamaica

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Planning Institute of Jamaica (the "Institute"), which comprise the statement of financial position as at 31 December 2020, the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Institute as at 31 December 2020 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Institute in accordance with the International Ethics Standards Board for Accountants' (IESBA) International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Institute's financial reporting process.

INDEPENDENT AUDITOR'S REPORT, CONTINUED

To the Members of The Planning Institute of Jamaica, Continued

Report on the Audit of the Financial Statements, Continued

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are 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 our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We 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 our 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 Institute'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 Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute 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.



INDEPENDENT AUDITOR'S REPORT, CONTINUED

To the Members of The Planning Institute of Jamaica, Continued

Report on the Audit of the Financial Statements, Continued

Auditor's Responsibilities for the Audit of the Financial Statements, Continued

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'Ernst & Young'.

Chartered Accountants
Kingston, Jamaica

15 June 2021

**THE PLANNING INSTITUTE OF JAMAICA
STATEMENT OF FINANCIAL POSITION**

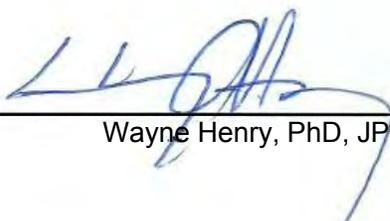
AS AT 31 DECEMBER 2020

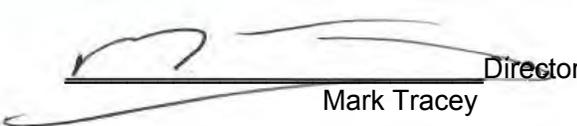
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2020 \$'000	2019 \$'000
ASSETS			
Non-current assets			
Property and equipment	6(a)	411,467	425,284
Intangible assets	7	14,670	9,775
Retirement benefit asset	8	463,761	325,391
Long-term receivables	9	4,026	5,862
		<u>893,924</u>	<u>766,312</u>
Current assets			
Receivables and prepayments	10	32,761	92,272
International Development Partners funded projects	11	179,256	122,275
Cash and bank balances	11	41,457	12,353
		<u>253,474</u>	<u>226,900</u>
Total Assets		<u><u>1,147,398</u></u>	<u><u>993,212</u></u>
EQUITY AND LIABILITIES			
Government's contribution to equity	12	353	353
Accumulated surplus		606,304	434,783
		<u>606,657</u>	<u>435,136</u>
Non-current liability			
Long-term portion - deferred income	13(a)	321,688	330,138
		<u>321,688</u>	<u>330,138</u>
Current liabilities			
Owed to projects	14	90,613	89,229
Payables and accruals	15	114,161	123,510
Current portion – deferred income	13	14,279	15,199
		<u>219,053</u>	<u>227,938</u>
Total Equity and Liabilities		<u><u>1,147,398</u></u>	<u><u>993,212</u></u>

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Directors on 15 June 2021 and are signed on its behalf by:


 Director
 Wayne Henry, PhD, JP


 Director
 Mark Tracey

**THE PLANNING INSTITUTE OF JAMAICA
STATEMENT OF COMPREHENSIVE INCOME**

YEAR ENDED 31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2020 \$'000	2019 \$'000
INCOME			
Government subventions	16	717,299	647,725
Interest income		1,740	1,588
Other income	17	48,750	50,347
		<u>767,789</u>	<u>699,660</u>
EXPENSES			
Staff costs	18	515,913	480,486
Property expenses	18	82,186	80,609
Consultancy and professional fees	18	22,725	11,775
Depreciation and amortisation	6,7,18	39,653	33,595
Other operating expenses	18	74,582	84,370
Finance costs	18	459	576
		<u>735,518</u>	<u>691,411</u>
NET SURPLUS		32,271	8,249
OTHER COMPREHENSIVE INCOME			
<i>Other comprehensive income not to be reclassified to income in subsequent periods:</i>			
Re-measurement gains on defined benefit plan	8.4	<u>139,250</u>	<u>19,793</u>
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO MEMBERS		<u><u>171,521</u></u>	<u><u>28,042</u></u>

The accompanying notes form an integral part of these financial statements.

**THE PLANNING INSTITUTE OF JAMAICA
STATEMENT OF CHANGES IN EQUITY**

YEAR ENDED 31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	Government Contributions to Equity \$'000 (Note 12)	Accumulated Surplus \$'000	Total \$'000
Balance at 31 December 2018		353	406,741	407,094
Net surplus for the year		-	8,249	8,249
Other comprehensive income	8.4	-	19,793	19,793
Total comprehensive income attributable to members		-	28,042	28,042
Balance at 31 December 2019		353	434,783	435,136
Net surplus for the year		-	32,271	32,271
Other comprehensive income	8.4	-	139,250	139,250
Total comprehensive income attributable to members		-	171,521	171,521
Balance at 31 December 2020		353	606,304	606,657

The accompanying notes form an integral part of these financial statements.

**THE PLANNING INSTITUTE OF JAMAICA
STATEMENT OF CASH FLOWS**

YEAR ENDED 31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2020 \$'000	2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net surplus		32,271	8,249
Adjustments for:			
Write off of capital work in progress	6	1,374	-
Deferred income	13	(13,993)	(15,199)
Depreciation and amortisation	6,7,18	39,653	33,595
Interest income		(1,740)	(1,588)
Loss on disposal of motor vehicle, furniture and equipment		848	-
Retirement benefit plan charge	8.3	<u>13,376</u>	<u>12,218</u>
Operating cash flows before movement in working capital		71,789	37,275
(Increase)/Decrease International Development Partners funded projects		(56,981)	9,656
Decrease/(Increase) in receivables and prepayments		59,511	(59,890)
Increase in owed to projects		1,384	16,894
(Decrease)/Increase in payables and accruals		<u>(9,349)</u>	<u>36,905</u>
Cash provided by operating activities		66,354	40,840
Contributions to retirement benefit plan	8.7	<u>(12,496)</u>	<u>(21,860)</u>
Net cash provided by operating activities		<u>53,858</u>	<u>18,980</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		1,853	1,332
Acquisition of property and equipment	6	(24,120)	(28,251)
Proceeds from sale of motor vehicle, furniture and equipment		616	-
Acquisition of intangible assets	7	(9,449)	(4,621)
Long-term receivables (net)		1,836	928
Grants received		4,623	-
Cash used in investing activities		<u>(24,641)</u>	<u>(30,612)</u>
INCREASE/(DECREASE) IN CASH AND BANK BALANCES		29,217	(11,632)
OPENING CASH AND BANK BALANCES		<u>11,885</u>	<u>23,517</u>
CLOSING CASH AND BANK BALANCES	11	<u><u>41,102</u></u>	<u><u>11,885</u></u>

The accompanying notes form an integral part of these financial statements.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

1 IDENTIFICATION

1.1 *General information*

The Planning Institute of Jamaica (the Institute) was established as a body corporate under the Planning Institute of Jamaica Act on 9 April 1984. The registered office of the Institute since April 2008 is at 16 Oxford Road, Kingston 5, Jamaica. Prior to that, the registered office was located at 10-16 Grenada Way, Kingston 5, Jamaica. The Institute is domiciled in Jamaica.

The Institute is funded by grants received from the Government of Jamaica and is exempted from income tax, customs duty, stamp duties and transfer tax.

1.2 *Principal activities*

The objectives of the Institute include:

- (i) Initiation and co-ordination of planning for economic, financial, social, cultural and physical development of Jamaica;
- (ii) Monitoring the implementation of plans so initiated or co-ordinated;
- (iii) Consultancy activities for Government Ministries, Agencies and Statutory Bodies;
- (iv) Management of technical co-operation agreement programmes.

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

2.1 *New and revised Standards and Interpretations affecting the reported financial performance and/or financial position or disclosure*

The Institute applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. The Institute has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

The nature and the effect of these changes are disclosed below. Although these new standards and amendments were applied for the first time in 2020, they did not have a material impact on the annual financial statements of the Institute.

- ***IFRS 3 Business Combination - Definition of a Business - Amendments to IFRS 3***

The IASB issued amendments to the definition of a business in IFRS 3 Business Combinations to help entities determine whether an acquired set of activities and assets is a business or not. They clarify the minimum requirements for a business, remove the assessment of whether market participants are capable of replacing any missing elements, add guidance to help entities assess whether an acquired process is substantive, narrow the definitions of a business and of outputs, and introduce an optional fair value concentration test.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.1 *New and revised Standards and Interpretations affecting the reported financial performance and/or financial position or disclosure, continued*

- ***IFRS 3 Business Combination - Definition of a Business - Amendments to IFRS 3, continued***

The amendments must be applied to transactions that are either business combinations or asset acquisitions for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after 1 January 2020 with earlier application permitted. The amendments had no impact on the financial statements of the Institute.

- ***Interest Rate Benchmark Reform - Amendments to IFRS 9, IAS 39 and IFRS 7***

The amendments provide temporary reliefs which enable hedge accounting to continue during the period of uncertainty before the replacement of an existing interest rate benchmark with an alternative nearly risk-free interest rate (an RFR).

The amendments to IFRS 9

The amendments include a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and/or amount of benchmark-based cash flows of the hedged item or hedging instrument.

Application of the reliefs is mandatory. The first three reliefs provide for:

- The assessment of whether a forecast transaction (or component thereof) is highly probable;
- The assessment when to reclassify the amount in the cash flow hedge reserve to profit and loss; and
- The assessment of the economic relationship between the hedged item and the hedging instrument.

For each of these reliefs, it is assumed that the benchmark on which the hedged cash flows are based (whether or not contractually specified) and/or, for relief three, the benchmark on which the cash flows of the hedging instrument are based, are not altered as a result of IBOR reform.

The fourth relief provides that, for a benchmark component of interest rate risk that is affected by IBOR reform, the requirement that the risk component is separately identifiable need be met only at the inception of the hedging relationship. Where hedging instruments and hedged items may be added to or removed from an open portfolio in a continuous hedging strategy, the separately identifiable requirement need only be met when hedging items are initially designated within the hedging relationship.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.1 *New and revised Standards and Interpretations affecting the reported financial performance and/or financial position or disclosure, continued*

- ***Interest Rate Benchmark Reform - Amendments to IFRS 9, IAS 39 and IFRS 7, continued***

The amendments to IFRS 9, continued

To the extent that a hedging instrument is altered so that its cash flows are based on an RFR, but the hedged item is still based on IBOR (or vice versa), there is no relief from measuring and recording any ineffectiveness that arises due to differences in their changes in fair value.

The reliefs continue indefinitely in the absence of any of the events described in the amendments. When an entity designates a group of items as the hedged item, the requirements for when the reliefs cease are applied separately to each individual item within the designated group.

The amendments also introduce specific disclosure requirements for hedging relationships to which the reliefs are applied.

The amendments to IAS 39

The corresponding amendments are consistent with those for IFRS 9, but with the following differences:

- For the prospective assessment of hedge effectiveness, it is assumed that the benchmark on which the hedge cash flows are based (whether or not it is contractually specified) and/or the benchmark on which the cash flows of the hedging instrument are based, are not altered as a result of IBOR reform.
- For the retrospective assessment of hedge effectiveness, to allow the hedge to pass the assessment even if the actual results of the hedge are temporarily outside the 80%-125% range, during the period of uncertainty arising from IBOR reform.
- For a hedge of a benchmark portion (rather than a risk component under IFRS 9) of interest rate that is affected by IBOR reform, the requirement that the portion is separately identifiable need be met only at the inception of the hedge.

These amendments had no impact on the Institute's financial statements.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.1 *New and revised Standards and Interpretations affecting the reported financial performance and/or financial position or disclosure, continued*

• ***IAS 1 and IAS 8 - Definition of Material - Amendments to IAS 1 and IAS 8***

The IASB issued amendments to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to align the definition of 'material' across the standards and to clarify certain aspects of the definition. The new definition states that, 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.'

The amendments clarify that materiality will depend on the nature or magnitude of information, or both. An entity will need to assess whether the information, either individually or in combination with other information, is material in the context of the financial statements. The amendments are effective for annual periods beginning on or after 1 January 2020. The amendments did not have any impact on the financial statements of the Institute.

• ***Conceptual Framework for Financial Reporting***

The IASB issued the Conceptual Framework in March 2018. It sets out a comprehensive set of concepts for financial reporting, standard setting, guidance for preparers in developing consistent accounting policies and assistance to others in their efforts to understand and interpret the standards.

The Conceptual Framework includes some new concepts. provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts. It is arranged in eight chapters, as follows:

- Chapter 1 - The objective of financial reporting
- Chapter 2 - Qualitative characteristics of useful financial information
- Chapter 3 - Financial statements and the reporting entity
- Chapter 4 - The elements of financial statements
- Chapter 5 - Recognition and derecognition
- Chapter 6 - Measurement
- Chapter 7 - Presentation and disclosure
- Chapter 8 - Concepts of capital and capital maintenance

The changes to the *Conceptual Framework* may affect the application of IFRS in situations where no standard applies to a particular transaction or event.

The amendments are effective for annual periods beginning on or after 1 January 2020. These amendments had no impact on the Institute's financial statements.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end*

- ***Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture***

The amendments address the conflict between IFRS 10 and IAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that the gain or loss resulting from the sale or contribution of assets that constitute a business, as defined in IFRS 3, between an investor and its associate or joint venture, is recognised in full. Any gain or loss resulting from the sale or contribution of assets that do not constitute a business, however, is recognised only to the extent of unrelated investors' interests in the associate or joint venture. The IASB has deferred the effective date of these amendments indefinitely, but an entity that early adopts the amendments must apply them prospectively. The Institute will apply these amendments when they become effective, but they are not expected to have an impact on the Institute's financial statements.

- ***IFRS 17 Insurance Contracts***

In May 2017, the IASB issued IFRS 17 Insurance Contracts (IFRS 17), a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, IFRS 17 will replace IFRS 4 Insurance Contracts (IFRS 4) that was issued in 2005. IFRS 17 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply. The overall objective of IFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in IFRS 4, which are largely based on grandfathering previous local accounting policies, IFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of IFRS 17 is the general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach)
- A simplified approach (the premium allocation approach) mainly for short-duration contracts

IFRS 17 is effective for reporting periods beginning on or after 1 January 2023, with comparative figures required. Early application is permitted, provided the entity also applies IFRS 9 and IFRS 15 on or before the date it first applies IFRS 17. The Institute does not have insurance contracts therefore the amendments are not expected to have an impact on its financial statements.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end, continued*

- ***Interest Rate Benchmark Reform – Phase 2 - Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16***

The amendments provide temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR).

The amendments include a practical expedient to require contractual changes, or changes to cash flows that are directly required by the reform, to be treated as changes to a floating interest rate, equivalent to a movement in a market rate of interest. Inherent in allowing the use of this practical expedient is the requirement that the transition from an IBOR benchmark rate to an RFR takes place on an economically equivalent basis with no value transfer having occurred. Any other changes made at the same time, such as a change in the credit spread or maturity date, are assessed. If they are substantial, the instrument is derecognized. If they are not substantial, the updated effective interest rate (EIR) is used to recalculate the carrying amount of the financial instrument, with any modification gain or loss recognized in profit or loss. The practical expedient is required for entities applying IFRS 4 that are using the exemption from IFRS 9 (and, therefore, apply IAS 39) and for IFRS 16 Leases, to lease modifications required by IBOR reform.

The amendments also include temporary relief from discontinuing hedging relationships and temporary relief to entities from having to meet the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component.

The amendments are mandatory, with earlier application permitted. Hedging relationships must be reinstated if the hedging relationship was discontinued solely due to changes required by IBOR reform and it would not have been discontinued if the phase two amendments had been applied at that time. While application is retrospective, an entity is not required to restate prior periods.

These amendments are effective for annual periods beginning on or after 1 January 2021. This amendment is not expected to have an impact on the financial statements of the Institute.

- ***COVID-19-Related Rent Concessions – Amendment to IFRS 16***

In May 2020, the IASB amended IFRS 16 Leases to provide relief to lessees from applying the IFRS 16 guidance on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. The amendment does not apply to lessors. As a practical expedient, a lessee may elect not to assess whether a COVID-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the COVID-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end, continued*

• **COVID-19-Related Rent Concessions – Amendment to IFRS 16, continued**

The practical expedient applies only to rent concessions occurring as a direct consequence of the COVID-19 pandemic and only if all of the following conditions are met:

- The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change.
- Any reduction in lease payments affects only payments originally due on or before 30 June 2021 (for example, a rent concession would meet this condition if it results in reduced lease payments before 30 June 2021 and increased lease payments that extend beyond 30 June 2021).
- There is no substantive change to other terms and conditions of the lease.

This amendment is effective for annual periods beginning on or after 1 June 2020 and is not expected to have an impact on the Institute's financial statements.

• **Property, Plant and Equipment: Proceeds before Intended Use – Amendments to IAS 16**

The amendment prohibits entities from deducting from the cost of an item of property, plant and equipment (PP&E), any proceeds of the sale of items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the costs of producing those items, in profit or loss. This amendment is effective for annual periods beginning on or after 1 January 2022. Management has not yet assessed the impact of these amendments.

• **Onerous Contracts – Costs of Fulfilling a Contract – Amendments to IAS 37**

In May 2020, the IASB issued amendments to IAS 37 Provisions, Contingent Liabilities and Contingent Assets to specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a 'directly related cost approach'.

The costs that relate directly to a contract to provide goods or services include both incremental costs (e.g., the costs of direct labour and materials) and an allocation of costs directly related to contract activities (e.g., depreciation of equipment used to fulfil the contract as well as costs of contract management and supervision). General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract. These amendments are effective for annual periods beginning on or after 1 January 2022 and is not expected to have an impact on the Institute's financial statements.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end, continued*

• **Classification of Liabilities as Current or Non-current - Amendments to IAS 1**

In January 2020, the Board issued amendments to paragraphs 69 to 76 of IAS 1 Presentation of Financial Statements to specify the requirements for classifying liabilities as current or non-current.

The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument, would the terms of a liability not impact its classification

Right to defer settlement

The Board decided that if an entity's right to defer settlement of a liability is subject to the entity complying with specified conditions, the entity has a right to defer settlement of the liability at the end of the reporting period if it complies with those conditions at that date.

Existence at the end of the reporting period

The amendments also clarify that the requirement for the right to exist at the end of the reporting period applies regardless of whether the lender tests for compliance at that date or at a later date.

Management expectations

IAS 1.75A has been added to clarify that the 'classification of a liability is unaffected by the likelihood that the entity will exercise its right to defer settlement of the liability for at least twelve months after the reporting period'. That is, management's intention to settle in the short run does not impact the classification. This applies even if settlement has occurred when the financial statements are authorised for issuance.

Meaning of the term 'settlement'

The Board added two new paragraphs (paragraphs 76A and 76B) to IAS 1 to clarify what is meant by 'settlement' of a liability. The Board concluded that it was important to link the settlement of the liability with the outflow of resources of the entity.

Settlement by way of an entity's own equity instruments is considered settlement for the purpose of classification of liabilities as current or non-current, with one exception.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end, continued*

- ***Classification of Liabilities as Current or Non-current - Amendments to IAS 1, continued***

Meaning of the term 'settlement' (continued)

In cases where a conversion option is classified as a liability or part of a liability, the transfer of equity instruments would constitute settlement of the liability for the purpose of classifying it as current or non-current. Only if the conversion option itself is classified as an equity instrument would settlement by way of own equity instruments be disregarded when determining whether the liability is current or non-current.

Unchanged from the current standard, a rollover of a borrowing is considered the extension of an existing liability and is therefore not considered to represent 'settlement'. These amendments are effective for annual periods beginning on or after 1 January 2023. Management has not yet assessed the impact of these amendments.

- ***Reference to Conceptual Framework - Amendments to IFRS 3***

In May 2020, the IASB issued Amendments to IFRS 3 Business Combinations - Reference to the Conceptual Framework. The amendments are intended to replace a reference to a previous version of the IASB's Conceptual Framework (the 1989 Framework) with a reference to the current version issued in March 2018 (the Conceptual Framework) without significantly changing its requirements.

The amendments add an exception to the recognition principle of IFRS 3 to avoid the issue of potential 'day 2' gains or losses arising for liabilities and contingent liabilities that would be within the scope of IAS 37 Provisions, Contingent Liabilities and Contingent Assets or IFRIC 21 Levies, if incurred separately. The exception requires entities to apply the criteria in IAS 37 or IFRIC 21, respectively, instead of the Conceptual Framework, to determine whether a present obligation exists at the acquisition date. At the same time, the amendments add a new paragraph to IFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

The amendments must be applied prospectively. Earlier application is permitted if, at the same time or earlier, an entity also applies all of the amendments contained in the Amendments to References to the Conceptual Framework in IFRS Standards (March 2018).

The amendments are intended to update a reference to the Conceptual Framework without significantly changing requirements of IFRS 3. The amendments will promote consistency in financial reporting and avoid potential confusion from having more than one version of the Conceptual Framework in use. These amendments are effective for annual periods beginning on or after 1 January 2022. Management has not yet assessed the impact of these amendments.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

2 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS), CONTINUED

2.2 *New and revised Standards and interpretations in issue but effective after the year end, continued*

Annual Improvements 2018-2020 Cycle (issued May 2020)

These improvements include:

- IFRS 1 First-time Adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter- effective 1 January 2022
- IFRS 9 Financial instruments – Fees in the 10 “per cent” test for derecognition of financial liabilities - effective 1 January 2022
- IAS 41 Agriculture -Taxation in fair value measurements– effective 1 January 2022

Management has not yet assessed the impact of these improvements.

3 SCOPE OF FINANCIAL STATEMENTS

The financial statements reflect the assets, liabilities and transactions relating to the Administration and Resource Management activities (Recurrent Programme) and the Research and Investigations/Developmental programmes (Capital A Projects) of the Institute only. The financial statements do not reflect assets and liabilities and transactions of special projects (in particular technical assistance programmes) being administered on behalf of various agencies and funded wholly by those agencies or by those agencies and the Government of Jamaica (Capital B Projects).

4 SIGNIFICANT ACCOUNTING POLICIES

4.1 *Statement of compliance*

The Institute’s financial statements have been prepared in accordance and comply with International Financial Reporting Standards (“IFRSs”) as issued by the International Accounting Standards Board (“IASB”).

4.2 *Basis of preparation*

These financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of consideration given in exchange for assets.

These financial statements are expressed in Jamaican dollars which is the Institute’s functional currency.

The presentation in the notes is broadly in the order of the items in the statement of financial position and the statement of comprehensive income.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

(Expressed in Jamaican dollars unless otherwise indicated)

4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.2 *Basis of preparation, continued*

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liability simultaneously. Income and expense will not be offset in the statement of comprehensive income unless required or permitted by an accounting standard or interpretation, as specifically disclosed in the accounting policies of the Institute.

4.3 *Judgements*

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Institute's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 5.

4.4 *Current versus non-current classification*

The Institute presents its statement of financial position in a current versus non-current classifications.

An asset is classified as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash and cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Institute classifies all other liabilities as non-current.

THE PLANNING INSTITUTE OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

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(Expressed in Jamaican dollars unless otherwise indicated)

4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.5 Fair value measurement

Fair values of financial instruments measured at amortised cost are disclosed in Note 22.10.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to the Institute.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Institute uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1— Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Institute determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.6 *Property and equipment*

Property and equipment are stated at cost, less any accumulated depreciation and any accumulated impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the assets. The costs of the day-to-day servicing of property and equipment are recognised in surplus or deficit.

Depreciation is charged so as to write off the cost of property and equipment less residual values, over the estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation methods are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or retirement of an item of property and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in surplus or deficit.

Construction in progress is stated at cost, net of accumulated impairment losses.

The following useful lives are used in the calculation of depreciation:

Building	-	40 years
Leasehold improvements	-	3 years
Furniture, fixtures and equipment (including computer equipment)	-	8-20 years
Motor vehicles	-	5 years

4.7 *Intangible assets*

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software programs are recognised as an expense as incurred. Costs that are directly associated with acquiring identifiable and unique software products which are expected to generate economic benefits exceeding costs beyond one year, are recognised as intangible assets.

Computer software costs are amortised using the straight-line method over their useful lives, at a rate of 33.3% per annum.

Website development costs are amortised using the straight-line method over their useful lives, at a rate of 20% per annum.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.8 *Impairment of long-lived assets*

At the end of each reporting year, the Institute reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell 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 which the estimates of future cash flows have not been adjusted. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised in surplus or deficit.

When an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised in surplus or deficit immediately.

4.9 *Employee benefit costs*

Pension obligations

A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. These schemes are generally funded through payments to insurance companies or Trustee-administered funds, determined by periodic actuarial calculations.

The asset or liability recognised in the statement of financial position in respect of the defined benefit pension plan represents the fair value of plan assets less the present value of the defined benefit obligations at the reporting date. Assets are only recognized to the extent that the present value of the economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan exceeds the fair value of the plan assets less the present value of the defined benefit obligations.

Defined benefits obligations for the plan are calculated annually by independent actuaries. The cost of providing benefits is determined using the Projected Unit Credit Method.

The Institute recognizes actuarial gains and losses, arising from experience adjustments and changes in actuarial assumptions, in the period which they occur, in other comprehensive income.

Current service costs and any past service cost, together with the unwinding of interest on the plan assets and liabilities at the discount rate are included within operating costs through surplus or deficit for the year.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.9 *Employee benefit costs, continued*

Leave entitlements

Employee entitlement to annual leave is recognised when it accrues to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up to the statement of financial position date.

Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Institute recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

4.10 *Financial instruments*

Financial assets and financial liabilities are recognised when the Institute becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities or are recognised immediately in surplus or deficit, as appropriate, on initial recognition.

Financial assets

4.10.1 Trade receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, in which case they are recognised at fair value. The Institute holds the trade receivables with the objective to collect the contractual cash flows. These cash flows are solely payments of principal and interest (SPPI). A provision for impairment of these receivables is established in accordance to IFRS 9. The amount of the expected credit loss is the difference between the carrying amount and the recoverable amount.

4.10.2 Other financial assets at amortised cost

The Institute classifies its other financial assets at amortised cost, as these assets are held only within a business model, where the objective is to collect the contractual cash flows and the contractual terms give rise to cash flows that are solely payments of principal and interest. Other financial assets at amortised cost include cash and bank balances, other receivables and long-term receivables.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.10 *Financial instruments, continued*

Financial assets, continued

4.10.3 Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances including short-term deposits with maturities ranging between one and three months which is calculated from the date of the transaction to the maturity date. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits. Cash and cash equivalents are carried in the statement of financial position at amortized cost less provision for expected credit loss in accordance with IFRS 9.

4.10.4 Impairment

The Institute recognises a loss allowance for expected credit losses on trade receivables and other financial assets that are measured at amortised cost applying the expected credit loss model. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument. Cash and cash equivalents are also subject to the impairment requirements of IFRS 9.

The Institute always recognises lifetime ECL for trade receivables applying the IFRS 9 simplified approach.

The expected credit losses on these financial assets are estimated based on the Institute's historical credit loss experience, adjusted for factors that are specific to the debtors as well as the expected changes in factors or conditions affecting the debt at the reporting date, including time value of money where appropriate.

For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are in addition assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Institute's past experience of collecting payments, and increase in the number of delayed payments in the portfolio past the average credit period of 30 days, as well as observable changes in national or local economic conditions that correlate with default on receivables.

For all other financial instruments, the Institute recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Institute measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.10 *Financial instruments, continued*

Financial assets, continued

4.10.4 Impairment, continued

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Institute in accordance with the contract and all the cash flows that the Institute expects to receive, discounted at the original effective interest rate.

4.10.5 Write-off

Financial assets are written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery. Subsequent recoveries of amounts previously written off are recognised in surplus or deficit.

4.10.6 Derecognition of financial assets

The Institute derecognises a financial asset only when the contractual rights to the cash flows from the asset expire; or it transfers the financial assets and substantially all the risks and rewards of ownership of the asset to another entity. If the Institute neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Institute recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Institute retains substantially all the risks and rewards of ownership of a transferred financial asset, the Institute continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in surplus or deficit.

On derecognition of a financial asset other than in its entirety (e.g. when the Institute retains an option to repurchase part of a transferred asset or retains a residual interest that does not result in the retention of substantially all the risks and rewards of ownership and the Institute retains control), the Institute allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.10 *Financial instruments, continued*

Financial assets, continued

4.10.6 Derecognition of financial assets, continued

The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised is recognised in surplus or deficit.

Financial liabilities and equity instruments issued by the Institute

4.10.7 Classification as debt or equity

Debt and equity instruments issued by the Institute are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

4.10.8 Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

4.10.9 Financial liabilities

4.10.9.1 Financial liabilities of the Institute are classified as other financial liabilities.

Other financial liabilities are initially measured at fair values net of transaction costs and subsequently measured at amortised cost using the effective interest rate method.

The effective interest rate method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or, (where appropriate), a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest rate basis for debt instruments.

4.10.9.2 Derecognition of financial liabilities

The Institute derecognises financial liability when, and only when, the Institute's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in surplus or deficit.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.11 *Related party transactions and balances*

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24 *Related Party Disclosures* as the “reporting entity”):

- (a) A person or a close member of that person’s family is related to a reporting entity if that person:
 - (i) has control or joint control over the reporting entity;
 - (ii) has significant influence over the reporting entity; or
 - (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

- (b) An entity is related to a reporting entity if any of the following conditions applies:
 - (i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan established for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
 - (vi) The entity is controlled, or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

A related party transaction includes transfer of resources or obligations between a reporting entity and a related party, regardless of whether a price is charged.

Related party transactions and balances are recognised and disclosed in the financial statements (Note 19).

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.12 Government grants

Government grants are not recognised until there is reasonable assurance that the Institute will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in surplus or deficit on a systematic basis over the periods in which the Institute recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary conditions are that the Institute should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the statement of financial position and transferred to surplus or deficit on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Institute with no future related costs are recognised in surplus or deficit in the period in which they become receivable.

4.13 Revenue recognition

4.13.1 Sale of goods

Revenue from contracts with customers is recognised when control of the goods and services are transferred to the customer at an amount that reflects the consideration to which the Institute expects to be entitled in exchange for those goods or services. The Institute has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods and services before transferring them to the customer.

Revenue is recognised at a point in time in the amount of the price expected to be received by the Institute for publications supplied, as contractual performance obligations are fulfilled, and control of goods passes to the customer. Revenue is decreased by any discounts granted to customers. However, discounts are usually minimal to the overall revenue recognised in the statement of comprehensive income.

4.13.2 Government grants

The Institute's policy for recognition of revenue from Government grants is described in Note 4.12 above.

4.13.3 Rental income

The Institute's policy for recognition of revenue from operating leases is described in Note 4.14 below.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.13 Revenue recognition, continued

4.13.4 Interest income

Interest income is recognised when it is probable that the economic benefits will flow to the Institute and the amount of the income can be measured reliably.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

When calculating the effective interest rate the estimates future cash flows consider all contractual terms of the financial instrument, but not ECL.

4.13.5 Building management fees

Building management fees are charged to tenants on the accrual basis as a percentage of annual maintenance expenses incurred.

4.14 Leases

The Institute as a lessee

The Institute assesses whether a contract is or contains a lease, at inception of the contract. The Institute recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as small items of office furniture). For these leases, the Institute recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- (i) Fixed lease payments, less any lease incentives receivable;
- (ii) Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- (iii) The amount expected to be payable by the lessee under any residual value guarantees;
- (iv) Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.14 *Leases, continued*

Lease liability, continued

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest rate method) and by reducing the carrying amount to reflect the lease payments made.

The Institute remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value.
- A lease contract is modified and the lease modification is not accounted for as a separate lease.

The Institute did not make any such adjustments during the periods presented.

Right-of-use asset

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Institute expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Institute applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property and Equipment' policy.

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4 SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

4.14 *Leases, continued*

The Institute as lessor

The Institute enters into lease agreements as a lessor with respect to its owned property.

Leases for which the Institute is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

When a contract includes lease and non-lease components, the Institute applies IFRS 15 to allocate the consideration under the contract to each component.

4.15 *Comparative balances*

Certain balances have been reclassified to conform with the current year's presentation. These relate to the reclassification of amounts from the furniture, fixtures and equipment category of the property and equipment to intangible assets within non-current assets. These reclassifications had no material impact in the financial statements.

4.16 *Foreign currencies*

The financial statements are presented in Jamaican dollars, the currency of the primary economic environment in which the Institute operates (its functional currency).

In preparing the financial statements of the Institute, transactions in currencies other than the Institute's functional currency, the Jamaican dollar, are recognised at the rates of exchange prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are re-translated at the rates prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not re-translated.

Exchange differences on monetary items are recognised in surplus or deficit in the period in which they arise.

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5 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Institute's accounting policies, which are described in Note 4, the Directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

5.1 Critical judgments in applying accounting policies

Judgments made by management in the application of IFRS that had a significant effect on the amounts recognised in the financial statements are as follows:

5.1.1 Property and equipment

Management exercises judgement in determining whether the costs incurred can accrue significant future economic benefits to the Institute to enable the value to be treated as a capital expense.

Further judgement is applied in the annual review of the useful lives of all categories of property and equipment and the resulting depreciation thereon.

5.1.2 Allowance for impairment losses on receivables

The Institute recognises an allowance for expected credit losses on its lease receivables using the simplified approach. Lease receivables are assumed to be in default when they are 90 days past due which is also considered to be a significant increase in credit risk since initial recognition, in the absence of more forward looking information and actual default experience. An impairment of 50% of the outstanding 90 days past due receivable is made and incorporating the time value of money over the expected lease period, and any reasonable and supporting information that is available at the reporting date about current conditions and expected future development affecting collection.

5.2 Key sources of estimation uncertainty

The following is a key source of estimation uncertainty at the end of the reporting period that has a significant risk of causing a material adjustment to the carrying amount of retirement benefit asset within the next financial year.

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**5 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION
UNCERTAINTY, CONTINUED**

5.2 *Key sources of estimation uncertainty, continued*

5.2.1 Retirement benefits

As disclosed in Note 8, the Institute operates a defined benefit pension plan. The retirement benefit asset disclosed in the statement of financial position \$463.76 million (2019: \$325.39 million) in respect of the defined benefits plan is subject to estimates in respect of periodic costs where costs are dependent on returns on assets, future discount rates, rates of salary increases and inflation rate in respect of the pension plan.

The estimated return on pension assets assumption is determined by considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The Institute estimates the appropriate discount rate annually, this rate is used to determine the present value of estimated cash outflows expected to be required to settle the pension and post-retirement benefit obligations. Actuaries are contracted in this regard.

To determine the appropriate discount rate in the absence of high quality corporate bonds, the interest rate on government bonds that have maturities approximating the related pension liabilities was considered.

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6 PROPERTY AND EQUIPMENT

	Freehold Building \$'000	Leasehold Improvements \$'000	Furniture, Fixtures and Equipment \$'000	Motor Vehicles \$'000	Work in Progress \$'000	Total \$'000
Cost						
31 December 2018	446,669	10,425	265,677	15,016	34,963	772,750
Additions	-	-	5,717	-	22,534	28,251
Disposal	-	-	-	(2,460)	-	(2,460)
Reclassification or write-off (Note 6(a))	4,475	-	29,781	-	(37,588)	(3,332)
31 December 2019	451,144	10,425	301,175	12,556	19,909	795,209
Additions	1,653	-	16,821	-	5,646	24,120
Disposal	-	-	(3,214)	(1,940)	-	(5,154)
Reclassification from work in progress to other asset categories	2,857	-	15,863	-	(18,720)	-
Transfer to intangible assets (Note 7(a))	-	-	-	-	(5,152)	(5,152)
Write-off	-	-	-	-	(1,374)	(1,374)
31 December 2020	455,654	10,425	330,645	10,616	309	807,649
Depreciation						
31 December 2018	127,598	10,425	193,300	10,801	-	342,124
Disposal	-	-	-	(2,460)	-	(2,460)
Charge for year	11,167	-	18,175	919	-	30,261
31 December 2019	138,765	10,425	211,475	9,260	-	369,925
Disposal	-	-	(1,750)	(1,940)	-	(3,690)
Reclassification (Note 7(a))	-	-	(2,704)	-	-	(2,704)
Charge for year	11,214	-	20,518	919	-	32,651
31 December 2020	149,979	10,425	227,539	8,239	-	396,182
Carrying Amount						
31 December 2020	305,675	-	103,106	2,377	309	411,467
31 December 2019	312,379	-	89,700	3,296	19,909	425,284

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6 PROPERTY AND EQUIPMENT (CONTINUED)

- (a) The reclassification and transfer in current year arose from an asset count exercise that resulted in the establishment of a fixed asset register and the general ledger was adjusted to reflect the related adjusted carrying values. In current year, amounts for website development and computer software were transferred from Work in Progress to Intangibles (Note 7 (a)).

7 INTANGIBLE ASSETS

	Website Development \$'000	Computer Software \$'000	Total \$'000
At Cost -			
31 December 2018	-	13,992	13,992
Reclassification (Note 6 a)	-	3,332	3,332
Additions	-	4,621	4,621
31 December 2019	-	21,945	21,945
Disposal	-	(6,285)	(6,285)
Reclassification (Note 6a)	4,752	400	5,152
Additions	-	9,449	9,449
31 December 2020	4,752	25,509	30,261
Amortisation –			
31 December 2018	-	8,836	8,836
Charge for the year	-	3,334	3,334
31 December 2019	-	12,170	12,170
Charge for the year	950	6,052	7,002
Disposal	-	(6,285)	(6,285)
Reclassification (Note 6(a))	-	2,704	2,704
31 December 2020	950	14,641	15,591
Net Book Value -			
31 December 2020	3,802	10,868	14,670
31 December 2019	-	9,775	9,775

A useful life between three to five years is used in the calculation of the amortisation of intangible assets.

- a) In current year, amounts for website development and computer software were transferred from Work-In-Progress to Intangibles. (Note 6 a))

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8 RETIREMENT BENEFIT ASSET

The Institute operates a defined benefit plan for its permanent staff. The assets of the scheme are held separately from those of the Institute in funds under the control of trustees and administered by an insurance company. The plan is funded by contributions made by the employees and the Institute. The Institute contributes the balance of the cost determined periodically by actuaries subject to a minimum of 5% of pensionable salaries. Employees contribute 5% of the pensionable salaries as a basic contribution with an option to contribute an additional 5% of pensionable earnings. The pension benefits are determined on a prescribed benefit basis and are payable at a rate of 2% of annualised salary at exit, times the pensionable years of service.

The most recent annual actuarial valuation was carried out at 31 December 2020 by Rambarran & Associates Limited, consulting actuaries. The present value of the defined benefit obligation and the related current service costs and past service costs have been measured using the Projected Unit Credit Method.

8.1 The principal assumptions used for the purpose of the actuarial valuation were as follows:

	2020	2019
Gross discount rate	9.0%	7.5%
Expected rate of salary increases	6.5%	4.5%
Future pension increases	6.0%	4.0%
Inflation rate	6.0%	4.0%
Minimum funding rate	5.0%	5.0%

Demographic assumptions include assumed retirement age of 65 for all employees which is the normal retirement age. Assumptions regarding future mortality are based on American 1994 Group Annuitant Mortality Static (GAM94S) table with a five year mortality improvement.

The weighted average duration of the defined benefit obligation as at 31 December 2020 is 29 years (2019: 30 years) for active members totalling 95 (2019: 93) and 17 years (2019: 17 years) for deferred pensioners totalling 8 (2019: 7).

The Institute expects to make a contribution of \$11.291 million to the defined benefit plan during the next financial year. Total contribution inclusive of employee contributions is expected to be \$27.177 million.

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8 RETIREMENT BENEFIT ASSET, CONTINUED

8.2 The amount included in the statement of financial position arising from the Institute's obligation in respect of its defined benefit plan is as follows:

	2020 \$'000	2019 \$'000
Present value of defined benefit obligations	(1,437,078)	(1,179,225)
Fair value of plan assets	<u>2,055,855</u>	<u>2,301,839</u>
Surplus	618,777	1,122,614
Unrecognised asset due to asset ceiling	<u>(155,016)</u>	<u>(797,223)</u>
Net asset recognized in the statement of financial position	<u>463,761</u>	<u>325,391</u>

8.3 Amounts recognised in income in respect of the plan are as follows:

	2020 \$'000	2019 \$'000
Current service cost	37,177	34,219
Net interest cost:		
Interest cost on defined benefit obligation	88,201	73,311
Interest income on plan assets	(171,794)	(138,037)
Interest effect of the asset ceiling	<u>59,792</u>	<u>42,725</u>
Net expense recognized in statement of income (Note 18)	<u>13,376</u>	<u>12,218</u>

8.4 Amounts recognised in other comprehensive income in respect of the plan are as follows:

	2020 \$'000	2019 \$'000
Remeasurement (losses) gains:		
Actuarial changes arising from changes in financial assumptions (Note 8.5)	228,507	78,526
Experience adjustments (Note 8.5)	(791,256)	85,408
Change in effect of the asset ceiling (Note 8.6)	<u>701,999</u>	<u>(144,141)</u>
Net income recognized in other comprehensive income	<u>139,250</u>	<u>19,793</u>

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8 RETIREMENT BENEFIT ASSET, CONTINUED

8.5 The remeasurement gains (losses) in other comprehensive income are further analyzed as follows:

2020	Demographic Assumptions \$'000	Financial Assumptions \$'000	Experience Adjustments \$'000	Net \$'000
Defined benefit obligation (Note 8.8)	-	238,205	(360,634)	(122,429)
Fair value plan assets (Note 8.9)	-	(9,698)	(430,622)	(440,320)
Recognised in OCI (Note 8.4)	-	228,507	(791,256)	(562,749)
2019	Demographic Assumptions \$'000	Financial Assumptions \$'000	Experience Adjustments \$'000	Net \$'000
Defined benefit obligation (Note 8.8)	-	81,329	(102,475)	(21,146)
Fair value plan assets (Note 8.9)	-	(2,803)	187,883	185,080
Recognised in OCI (Note 8.4)	-	78,526	85,408	163,934

This remeasurement is on the return on plan assets and excludes any amounts included in net interest expense.

8.6 Movement effect of asset ceiling

	2020 \$'000	2019 \$'000
Opening effect of asset ceiling	(797,223)	(610,357)
Interest effect of asset ceiling	(59,792)	(42,725)
Remeasurement recognized in OCI (Note 8.4)	701,999	(144,141)
Closing effect of asset ceiling	(155,016)	(797,223)

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8 RETIREMENT BENEFIT ASSET, CONTINUED

8.7 Movements in the net assets in the current period are as follows:

	2020 \$'000	2019 \$'000
Opening balance	325,391	295,956
Amounts charged to income (Note 18)	(13,376)	(12,218)
Employer's contributions	12,496	21,860
Remeasurements recognized in OCI	139,250	19,793
	<u>463,761</u>	<u>325,391</u>
Closing balance	<u>463,761</u>	<u>325,391</u>

8.8 Changes in the present value of the defined benefit obligation are as follows:

	2020 \$'000	2019 \$'000
Opening defined benefit obligations	1,179,225	1,059,110
Service cost	37,177	34,219
Interest cost on defined benefit obligations	88,201	73,311
Members' contributions	16,595	15,452
Value of annuities purchased	40,215	32,077
Benefits paid	(46,764)	(56,090)
Remeasurement – changes in financial assumptions (Note 8.5)	(238,205)	(81,329)
Remeasurement gains on obligation for OCI (Note 8.5)	360,634	102,475
	<u>1,437,078</u>	<u>1,179,225</u>
Closing defined benefit obligations	<u>1,437,078</u>	<u>1,179,225</u>

8.9 Changes in fair value of plan assets are as follows:

	2020 \$'000	2019 \$'000
Opening fair value of plan assets	2,301,839	1,965,423
Members' contributions	16,595	15,452
Employer's contributions	12,496	21,860
Value of annuities purchased	40,215	32,077
Interest income on plan assets	171,794	138,037
Benefits paid	(46,764)	(56,090)
Remeasurement – changes in financial assumptions (Note 8.5)	(9,698)	(2,803)
Remeasurement gains on assets for OCI (Note 8.5)	(430,622)	187,883
	<u>2,055,855</u>	<u>2,301,839</u>
Closing fair value of plan assets	<u>2,055,855</u>	<u>2,301,839</u>

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8 RETIREMENT BENEFIT ASSET, CONTINUED

8.10 The fair value of the plan assets is analysed as follows:

	2020		2019	
	\$'000	%	\$'000	%
Equity fund	651,611	32	874,765	38
Fixed income fund	306,445	15	361,578	16
Foreign exchange fund	346,595	17	316,162	14
Mortgage and real estate fund	306,637	15	358,067	15
Money market fund	50,299	2	49,147	2
Other	394,268	19	342,120	15
Fair value of plan assets	<u>2,055,855</u>	<u>100</u>	<u>2,301,839</u>	<u>100</u>

Majority of the plan assets are invested in the Sagicor Pooled Pension Investment Funds.

The plan assets do not include any of the Institute's own financial instruments, nor any property occupied by or other assets used by the Institute.

8.11 Sensitivity analysis

The present value of the defined benefit obligation was analysed based on a 1% increase or decrease (2019: 1%) in the discount rate applied and the impact on the fund determined. The impact of a 1% increase or decrease (2019: 1%) in the future salary rate on the net present value of the fund was also determined. The table below summarises the results of the analysis:

	2020			
	Discount rate		Future salary	
	1%	1%	1%	1%
	Increase	Decrease	Increase	Decrease
	\$'000	\$'000	\$'000	\$'000
Impact on the present value of defined benefit obligations	(162,742)	210,642	77,052	(66,355)

	2019			
	Discount rate		Future salary	
	1%	1%	1%	1%
	Increase	Decrease	Increase	Decrease
	\$'000	\$'000	\$'000	\$'000
Impact on the present value of defined benefit obligations	(159,985)	207,202	77,241	(66,767)

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8 RETIREMENT BENEFIT ASSET, CONTINUED

8.11 Sensitivity analysis, continued

	2020			
	Life Expectancy		Pension increase	
	1 Year	1 Year	1%	1%
	Increase	Decrease	Increase	Decrease
	\$'000	\$'000	\$'000	\$'000
Impact on the present value of defined benefit obligations	24,014	(24,222)	(142,744)	(121,178)

	2019			
	Life Expectancy		Pension increase	
	1 Year	1 Year	1%	1%
	Increase	Decrease	Increase	Decrease
	\$'000	\$'000	\$'000	\$'000
Impact on the present value of defined benefit obligations	22,935	(23,149)	138,195	(117,250)

8.12 Fair value of plan assets:

The five-year trend for the fair value of plan assets, the defined benefit obligations, the surplus in the plan and experience adjustments for the plan asset and liabilities is as follows:

	2020	2019	2018	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value of plan assets	2,055,855	2,301,839	1,965,423	1,742,302	1,379,426
Defined benefit obligations	(1,437,078)	(1,179,225)	(1,059,110)	(933,584)	(770,832)
Surplus	618,777	1,122,614	906,313	808,718	608,594
Experience adjustments	-				
Defined benefit obligations	(89,257)	(58,733)	231,514	313,587	53,371

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8 RETIREMENT BENEFIT ASSET, CONTINUED

Risks associated with pension plans and other employee benefit plans

Through its defined benefit pension plan, the Institute is exposed to a number of risks, the most significant of which are detailed below:

Asset volatility

The plan liabilities are calculated using a discount rate set with reference to Government of Jamaica bond yields; if plan assets underperform this yield, this will create a deficit.

As the plan matures, the Institute intends to reduce the level of investment risk by investing more in assets that better match the liabilities. This process includes monitoring and rebalancing the asset classes and the maturity profile of assets within these classes. The Government bonds largely represent investments in Government of Jamaica securities.

However, the Institute believes that due to the long-term nature of the plan liabilities, a level of continuing equity investment is an appropriate element of the Institute's long-term strategy to manage the plans efficiently.

Changes in bond yields

A decrease in Government of Jamaica bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plan's bond holdings.

Inflation risk

Higher inflation will lead to higher liabilities in the event that discretionary pension increases are granted. The majority of the plan's assets are either unaffected by fixed interest securities or loosely correlated with inflation, meaning that an increase in inflation will reduce the surplus or create a deficit.

Life expectancy

The majority of the plan's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the plan's liabilities. This is particularly significant, where inflationary increases result in higher sensitivity to changes in life expectancy.

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9 LONG-TERM RECEIVABLES

(a) These include:

	2020	2019
	\$'000	\$'000
Staff loans receivable (Note 9(b))	6,916	8,816
Less: Current portion of staff loans included in other receivables (Note 10.2)	<u>(2,890)</u>	<u>(2,954)</u>
	<u><u>4,026</u></u>	<u><u>5,862</u></u>

(b) Staff loans are in relation to advances for purchase of motor vehicles which are secured by bills of sale on the motor vehicles and are recoverable by instalments through salary deductions. Interest on these loans range from 2% to 3% per annum and have tenure of five years.

10 RECEIVABLES AND PREPAYMENTS

10.1 These include:

	2020	2019
	\$'000	\$'000
Trade receivables (sale of publications) (a)	90	90
Subvention receivables	-	67,358
Prepayments and deposits	27,901	20,207
Other receivables (Note 10.2)	<u>4,985</u>	<u>4,832</u>
	32,976	92,487
Less loss allowance	<u>(215)</u>	<u>(215)</u>
	<u><u>32,761</u></u>	<u><u>92,272</u></u>

(a) Trade receivables are past due at the reporting date. However, the Institute considers these amounts to be recoverable based on the credit quality of the debtors amounts which are outstanding. The Institute does not hold any collateral over these balances. The average age of these receivables is 30 days (2019: 30 days).

The average credit period granted on sale of publications is 30 days (2019: 30 days). No interest is charged on outstanding balances. Credit is granted to selected ministries, departments and agencies of government on request and approved by management within limits. Collection is monitored on an ongoing basis. There is no customer that represents more than 5% of total balance of trade receivables.

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10 RECEIVABLES AND PREPAYMENTS, CONTINUED

10.2 Other receivables include:

	2020 \$'000	2019 \$'000
Advances to staff	266	149
Current portion of long-term receivables (Note 9(a))	2,890	2,954
Other	1,829	1,729
	<u>4,985</u>	<u>4,832</u>

The Institute considers that all amounts classified as other receivables are recoverable.

10.3 Movement in loss allowance

	2020 \$'000	2019 \$'000
Opening balance	215	215
Charge for the year	<u>-</u>	<u>-</u>
Balance at end of year	<u>215</u>	<u>215</u>

11 CASH AND BANK BALANCES

11.1 Cash and bank balances comprise the following:

	2020 \$'000	2019 \$'000
Funds held for recurrent and resource management	36,299	4,310
Building maintenance fund	4,803	7,575
Cash and bank balances	<u>41,102</u>	<u>11,885</u>
Interest accrued	355	468
	<u>41,457</u>	<u>12,353</u>
International Development Partners (IDPs) funded projects (see Note 11.2)	179,256	122,275
	<u>220,713</u>	<u>134,628</u>

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11 CASH AND BANK BALANCES, CONTINUED

11.2 Movement in International Development Partners (IDPs) funded projects:

	2020	2019
	\$'000	\$'000
Opening balance	122,275	131,931
Funds received during the year	1,128,264	822,808
Funds disbursed during the year	<u>(1,071,283)</u>	<u>(832,464)</u>
Closing balance	<u>179,256</u>	<u>122,275</u>

11.3 Bank balances include interest bearing accounts totalling \$211.677 million (2019: \$126.068 million), including a foreign currency deposit amounting to US\$10,168 (2019: US\$10,162). Interest on local currency deposits are at rates ranging between 1.0% and 4.1% (2019: 1.0% and 4.1%) per annum and on foreign currency deposits at an average rate of 0.05% (2019: 0.05%) per annum.

11.4 Funds held in bank accounts for International Development Partners (IDPs) funded projects are segregated from the Institute's operating cash resources.

11.5 Funds being held in bank accounts in the name of the Institute, but which are not accounted for in these financial statements (Note 3) amounted to approximately \$283.758 million at 31 December 2020 (2019: \$279.565 million). The funds held in these bank accounts are funds received from IDPs for projects implemented by the Institute.

12 GOVERNMENT'S CONTRIBUTION TO EQUITY

This represents the net assets taken over from the National Planning Agency.

13 DEFERRED INCOME

This represents the value of property and equipment (net of depreciation) acquired from special grants received for such purposes (Note 4.12).

	2020	2019
	\$'000	\$'000
Balance at beginning of year	345,337	360,536
Grants received	4,623	-
Transferred to other income (see Note 17)	<u>(13,993)</u>	<u>(15,199)</u>
Balance at end of year	<u>335,967</u>	<u>345,337</u>

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13 DEFERRED INCOME, CONTINUED

	2020 \$'000	2019 \$'000
Current portion	14,279	15,199
Long-term portion	321,688	330,138
	<u>335,967</u>	<u>345,337</u>

14 OWED TO PROJECTS

	2020 \$'000	2019 \$'000
Opening balance	89,229	72,335
Funds received during the year	145,616	180,713
Funds disbursed during the year	(144,232)	(163,819)
Closing balance	<u>90,613</u>	<u>89,229</u>

These include funds owed to projects funded by the Government of Jamaica and/or overseas funding agencies.

Owed to projects comprise the following:

	2020 \$'000	2019 \$'000
Community Renewal Programme	8,278	19,061
National Development Plan	33,332	25,829
GOJ-Migration Policy	(614)	3,312
Growth Secretariat	(2,313)	1,843
Labour Market Reform Committee Secretariat- Administration	5,810	5,810
National Poverty Reduction	10,807	4,861
JSLC 2008 Project	6,609	2,328
GOJ Civil Registration & Vital Statistics	14,154	11,165
Vital Statistics Commission	12,942	12,942
Other Projects	1,608	2,078
	<u>90,613</u>	<u>89,229</u>

Amounts received during the year from the Ministry of Finance and Public Service amounting to \$20.70 million (2019: \$13.37 million) relate to projects which are managed by the Institute but not recorded in these financial statements.

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15 PAYABLES AND ACCRUALS

	2020 \$'000	2019 \$'000
Short-term employee benefits	69,050	46,671
Other payables and accruals	45,111	76,839
	<u>114,161</u>	<u>123,510</u>

The credit period on purchases of goods/services from the Institute's major suppliers ranges from 30 - 60 days (2019: 30 - 60 days). The Institute has financial risk management procedures in place to ensure that all payables are paid within the agreed credit period.

16 GOVERNMENT SUBVENTIONS

Government subventions include recurrent amounts received from the Ministry of Finance and Public Service.

Included in the subvention amount is \$11.31 million which relates to payments made to the utility companies on behalf of the Institute by the Ministry of Finance and Public Service for 2019 expenses that was reconciled and recorded as income in 2020.

17 OTHER INCOME

	2020 \$'000	2019 \$'000
Rental income – lease (Note 21)	27,894	26,368
Building management fees	5,666	5,468
Gain on sale of publications	500	885
(Loss)/gain on disposal of motor vehicle, furniture and equipment	(848)	779
Deferred income (see Note 13)	13,993	15,199
Other	1,545	1,647
	<u>48,750</u>	<u>50,346</u>

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18 **EXPENSES**

	2020	2019
	\$'000	\$'000
Staff costs		
Salaries and allowances	342,256	324,375
Retirement benefits plan charge (Notes 8.3 & 8.7)	13,376	12,218
Travelling and motor vehicle upkeep	95,555	88,887
Statutory contributions	13,673	13,234
Staff welfare and subsistence	36,969	38,270
Accrued vacation (Note 18 (a))	14,084	3,502
	<u>515,913</u>	<u>480,486</u>
Property expenses		
Parking	2,225	3,242
Security	14,139	13,934
Utilities	27,858	29,909
Landscaping	615	539
Cleaning and maintenance	11,824	10,537
Insurance	4,182	3,327
Repairs and maintenance	20,442	18,085
Property tax	623	598
Subsistence	278	438
	<u>82,186</u>	<u>80,609</u>
Consultancy and professional fees (Note 18 b)	<u>22,725</u>	<u>11,775</u>
Depreciation and amortisation	<u>39,653</u>	<u>33,595</u>
Other operating expenses		
Foreign travel	-	1,562
Motor vehicle expenses	1,035	2,396
Computer and supplies	14,696	12,154
Postage	41	110
G.C.T. expense	34,863	44,429
Stationery and office supplies	4,265	5,273
Advertising, special events and publications	10,723	12,209
Other general expenses	8,959	6,237
	<u>74,582</u>	<u>84,370</u>
Finance costs		
Interest expense	<u>459</u>	<u>575</u>
	<u>735,518</u>	<u>691,410</u>

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18 EXPENSES, CONTINUED

a) Vacation Leave

The increase in vacation leave accruals was due to cancellations of overseas and local vacation as a result of the pandemic. Based on application patterns, persons tend to apply for vacation leave for the July to September and December to January periods.

b) Consultancy

Consultancy fees increased in 2020 due to the engagement of consultants:

- To conduct an annual vulnerability assessment of its information and communication technology infrastructure to identify risks and enable the correction of any vulnerabilities which may cause a security breach or affect the operations of the systems.
- In December 2019, to guide the Strategic Planning implementation; specifically the Talent Management Programme. Force Majeure was invoked, due to the pandemic. The contract period was adjusted to 30 November 2020. The consultant was engaged to facilitate a three-hour virtual workshop in Strategic Data Analytics to equip staff with the tools and techniques in advancing the Strategic Initiatives S2.1 and IP2.1 of the PIOJ Strategic Plan 2019-2023 and this was completed in Quarter 1.
- *IBM VOIP upgrade*
IBM World Trade Corporation was contracted to supply, install, configure and provide the new call gateways to replace those which had reached manufacturer's end-of-life and end-of support. If left unchanged, additional vulnerabilities would be introduced in the telephone system.

19 RELATED PARTY TRANSACTIONS AND BALANCES

The following transactions were carried out with related parties comprising directors and key management personnel:

	2020	2019
	\$'000	\$'000
Salaries and allowances including statutory contributions	71,385	72,315
Pension contributions	3,443	3,221
Directors' fees	<u>789</u>	<u>407</u>

The remuneration of directors and key management is determined by the Ministry of Finance and the Public Service.

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20 COMMITMENTS

Capital commitments

	2020	2019
	\$'000	\$'000
For acquisition of equipment and supplies	<u>6,874</u>	<u>-</u>

The Institute entered into a contractual agreement as at 31 December 2020, for the supply and configuration of equipment for the upgrade of the voice over internet protocol (VOIP) and private telephone switchboard (PBX). This is expected to be completed by February 2021.

Other commitments

	2020	2019
	\$'000	\$'000
For the provision of internal audit services	<u>6,000</u>	<u>-</u>

On 31 December 2020, a contract was executed between Pricewaterhousecoopers and the Institute for internal audit services. Work is scheduled to begin in January/February 2021.

21 LEASING ARRANGEMENTS

The Institute as Lessor

The Institute leases part of its owned office building under an operating lease for a term of five years with a five years extension option. The lease includes clauses to enable upward revision of the rental charge on an annual basis according to prevailing market conditions. Upward revision clause also applies in the event that the lessee exercises its option to renew. The lessee can terminate the lease on giving one-year written notice of its intention.

Maturity analysis of operating lease payments to be received:

	2020	2019
	\$'000	\$'000
Year 1	26,502	24,093
Year 2	29,152	26,141
Year 3	32,068	28,755
Year 4	<u>-</u>	<u>31,630</u>
	<u>87,722</u>	<u>110,619</u>

Rental income recognised in surplus or deficit on operating lease during the year is \$27.89 million (2019: \$26.37 million)

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21 LEASING ARRANGEMENTS, CONTINUED

Future contracted minimum rentals receivables under the operating lease as at 31 December are as follows:

	2020 \$'000	2019 \$'000
Within 1 year	26,502	24,093
Later than 1 year and no longer than 5 years	61,220	86,526
	<u>87,722</u>	<u>110,619</u>

The Institute as a lessee

Minimum lease payments under operating leases in respect of car parks and equipment leased, recognised as an expense during the year totalled \$5.938 million (2019 year totalled \$3.242 million).

Leases are negotiated for an average of one-year recurring on a month to month basis.

22 FINANCIAL INSTRUMENTS, CAPITAL RISK MANAGEMENT AND FINANCIAL RISKS

22.1 Capital risk management

The Institute manages its capital to ensure that the entity will be able to continue as a going concern. The Institute is a Government owned entity and its operations are funded by the Government of Jamaica. The Board of Directors is responsible to obtain adequate funding from the Government of Jamaica for its operations to ensure that the Institute meets its operational objectives and remains a viable entity. The Institute's overall capital risk management strategy remains consistent with the prior year.

The capital structure of the Institute consists of accumulated surplus and equity attributable to the Government of Jamaica.

22.2 Significant accounting policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instruments are disclosed in Note 4 to the financial statements.

22.3 Categories of financial instruments

	2020 \$'000	2019 \$'000
Financial assets (at amortised cost) Including cash and bank balances	<u>225,573</u>	<u>206,693</u>
Financial liabilities (at amortised cost) Other financial liabilities	<u>145,801</u>	<u>167,398</u>

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22 FINANCIAL INSTRUMENTS, CAPITAL RISK MANAGEMENT AND FINANCIAL RISKS, CONTINUED

22.4 *Financial risk management objectives*

The Institute's financial risk management policies are directed by the Board of Directors, assisted by a committee of the Board and the senior management. The Institute's activities expose it to credit related risks, liquidity risks and market risks that include foreign currency risks and interest rate risks.

The annual budgeting exercise and the continuous monitoring of the operations of the Institute against the budgets allow the Board and the senior management to achieve its objectives and to manage relevant financial risks that could be faced by the Institute.

22.5 *Credit risk*

Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Institute. The Institute's principal financial assets are cash and bank balances, receivable and long-term receivables.

The Institute holds all its short-term deposits with First Caribbean International Bank Jamaica. This institution is owned by the CIBC Banking Conglomerate with headquarters in Canada which has AAA rating by more than one international rating agencies.

In respect of receivables, the risk is minimised by extending credit to or placing deposits with credit worthy parties. Long-term receivables representing staff loans are secured by bill of sales over motor vehicles financed. Further, unpaid balances are deducted from emoluments due in agreed instalments.

The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses, represents the Institute's maximum exposure to credit risk.

The gross carrying amount of the trade receivables balance is reduced by an allowance for expected credit losses.

The allowance is based on historical loss experience, specific risks identified in collection matters, and analysis of past due balances identified in the aging detail and expectations of future behavior as informed by economics or other environmental situations. As at 31 December 2020 and 31 December 2019, the Institute recorded ECL of \$0.215 million.

Cash and cash equivalents are held with reputable banks with ratings of at least BB or B2 and higher as such management determined that the ECL had no material impact on the financial statements.

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22.6 *Liquidity risk management*

Liquidity risk, also referred to as funding risk, is the risk that the Institute will encounter difficulty in raising funds to meet commitments associated with financial instruments. The Directors do not consider that there is a significant liquidity risk because the operations are funded by the Government of Jamaica.

The table below summarises the Institute's remaining contractual maturities for the financial liabilities:

	Carrying amount \$'000	Contractual cash flow \$'000	1 to 12 months \$'000
31 December 2020			
Financial liabilities			
Payables	55,188	55,188	55,188
Owed to projects (Note 14)	90,613	90,613	90,613
	<u>145,801</u>	<u>145,801</u>	<u>145,801</u>
	Carrying amount \$'000	Contractual cash flow \$'000	1 to 12 months \$'000
31 December 2019			
Financial liabilities			
Payables	78,169	78,169	78,169
Owed to projects (Note 14)	89,229	89,229	89,229
	<u>167,398</u>	<u>167,398</u>	<u>167,398</u>

22.7 *Market risk*

The Institute's investment activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. (See Notes 22.8 and 22.9).

There has been no change to the manner in which the Institute manages and measures this risk.

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22 FINANCIAL INSTRUMENTS, CAPITAL RISK MANAGEMENT AND FINANCIAL RISKS, CONTINUED

22.8 Foreign currency risk management

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Institute undertakes certain transactions denominated in currencies other than the Jamaican dollar.

The following balances held in United States dollars are included in these financial statements:

	2020	2019
	\$'000	\$'000
Cash and bank deposits - United States dollars	<u>9,461</u>	<u>8,927</u>

22.8.1 Foreign currency sensitivity analysis

The Institute's deposits are exposed to the United States dollar. The Institute's sensitivity to 2% revaluation or 6% devaluation (2019: 4% revaluation or 6% devaluation) in the Jamaican dollar against the United States dollar is the sensitivity rate that represents management's assessment of the reasonably possible change in foreign exchange rate in the short-term.

The sensitivity to a 2% revaluation or 6% devaluation (2019: 4% revaluation or 6% devaluation) in the Jamaican dollar against the United States dollar would be a decrease of J\$0.568 million or an increase of J\$0.189 million in net income (2019: J\$0.357 million or an increase of J\$0.535 million in net income).

The foreign currency sensitivity reflects an increase in deposits held in foreign currency.

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22 FINANCIAL INSTRUMENTS, CAPITAL RISK MANAGEMENT AND FINANCIAL RISKS, CONTINUED

22.9 Interest rate risk management

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Interest rate sensitivity analysis

Interest rate sensitivity has been determined based on the exposure to interest rates for the Institute's financial assets and financial liabilities at the end of the reporting year as these are substantially the interest sensitive instrument impacting financial results. For floating rate cash deposits, the analysis assumes the amount of asset outstanding at year end was outstanding for the whole year.

An increase/decrease of 1%/1% on Jamaican dollar (J\$) deposits and an increase/decrease of 1%/1% for United States dollar (US\$) deposits represents management's assessment of the reasonable possible change in interest rates in the short-term. In 2019, the assumptions were an increase/decrease of 1%/1% for J\$ deposits and an increase/decrease of 1%/1% for US\$ deposits.

If market interest rates had been 1% higher or 1% lower on J\$ deposits and 1% higher or 1% lower on US\$ deposits and all other variables were held constant:

	2020	2019
	\$'000	\$'000
Effect on net surplus increase of 1% in interest rate (2019: 1%) (J\$ deposits)	(2,109)	(1,252)
Effect on net surplus decrease of 1% (2019: 1%) (J\$ deposits)	2,109	1,252
Effect on net surplus increase 1% (2019: 1%) (US\$ deposits)	(95)	(89)
Effect on net surplus decrease 1% (2019: 1%) (US\$ deposits)	95	89

22.10 Fair value of financial instruments

Fair value is the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Generally, judgement is necessarily required in interpreting market data to develop estimates of fair values. Accordingly, the estimates presented in these financial statements are not necessarily indicative of the amounts that the Institute would realise in a current market exchange.

The following methods and assumptions have been used in determining the fair values of financial assets and financial liabilities:

- (i) The carrying amount of cash and bank balances, receivables and payables that mature within one year are assumed to approximate their fair value.

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22 FINANCIAL INSTRUMENTS, CAPITAL RISK MANAGEMENT AND FINANCIAL RISKS, CONTINUED

22.10 Fair value of financial instruments, continued

- (ii) The fair values of long-term receivables have not been estimated as these are staff loans to employees at interest rate below market rates.

Fair value measurements recognised in the Statement of Financial Position

There were no financial instruments that were measured or disclosed subsequent to initial recognition at fair value.

For assets and liabilities that are recognised in the financial statements, the Institute determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Institute has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

	Carrying amount \$'000	Fair values \$'000
31 December 2020		
Financial assets		
Cash and bank balances (Note 11.1)	41,457	41,457
Trade and other receivables	4,860	4,860
International Development Partners funded projects (IDPs) (Note 11.2)	179,256	179,256
Financial liabilities		
Payables	55,188	55,188
Owed to projects (Note 14)	90,613	90,613
	Carrying amount \$'000	Fair values \$'000
31 December 2019		
Financial assets		
Cash and bank balances (Notes 11.1)	12,353	12,353
Trade and other receivables	72,065	72,065
International Development Partners funded projects (IDPs) (Note 11.2)	122,275	122,275
Financial liabilities		
Payables	78,169	78,169
Owed to projects (Note 14)	89,229	89,229

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23 CORONAVIRUS (COVID-19) UPDATE

On January 30, 2020, The World Health Organization declared the outbreak of a novel strain of Coronavirus (COVID-19) constituted a 'Public Health Emergency of International Concern'. This global outbreak has had a significant disruptive impact on global and local economies affecting businesses across a wide range of industries.

As a result of the pandemic, the Government of Jamaica approved budget allocated to the Institute for the period 2020/21 decreased by \$150 million from \$1.02 billion to \$870 million. The reduction was done by way of three supplementary budgets which saw the adjustment of major expenses such as employee compensation, overseas travel, subsistence, goods and services.

- Compensation of employees - representing staff that was budgeted for, but the recruitment process was not completed as at December 2020.
- Overseas travel, subsistence, goods and services- there was no foreign travel during the financial year. Additionally, consultation meetings were held using virtual platforms hence there was a reduction in cost of accommodation and hospitality for meetings.

The extent and duration of the COVID-19 pandemic and related financial and other impacts remain uncertain at this time. Therefore, economic events and conditions in the future may be materially different from those currently experienced or estimated by the Institute at the reporting date. No matters have arisen since the end of the financial year which have significantly affected or may significantly affect the operations of the Institute which will require disclosure in these financial statements.

The Government of Jamaica is committed to continue funding the Institute for the foreseeable future.

