



**e-LEARNING JAMAICA COMPANY
LIMITED**

**ANNUAL REPORT
APRIL 2016 - MARCH 2017**

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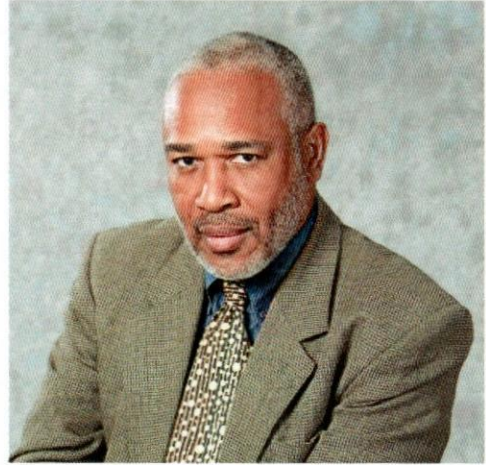
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CHAIRMAN'S MESSAGE

e-Learning Jamaica Company Limited (e-LJam) was established in March 2005 as a limited liability company under the Ministry with portfolio responsibility for Telecommunications to implement e-Learning projects. The company is managed by a Board of Directors, appointed by the portfolio Minister.



Our vision is to transform national outcomes through the use of Information and Communication Technologies (ICTs). Its mission is

- i. To facilitate the development of a knowledge-based society by using ICT methodologies; and
- ii. For these methodologies to include the use of indigenous Jamaican ICT solutions of world class standards.

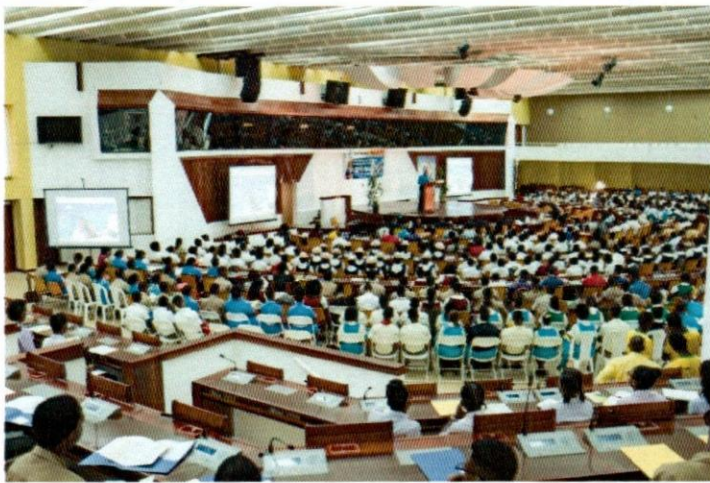
Our mandate is to:

- i. implement e-Learning projects in collaboration with Government Ministries, Departments and Agencies (MDAs);
- ii. promote the integration and infusion of technology in the education system;
- iii. act as the implementation arm for approved interventions funded through; the Universal Service Fund (USF) established under the Telecommunications Act 2001(as amended).

Main Projects undertaken thus far have -

- I. Outfitted 203 educational institutions including high schools and colleges with state of the art computer labs, audio-visual equipment with laptops, campus-wide local area networks with internet connectivity;
- II. Acquired and produced digitized instructional materials for 11 CXC CSEC subjects;
- III. Built ICT capacity by training secondary school teachers and lecturers in Teachers' Colleges island wide;
- IV. Installed and maintained a Virtual Learning Environment (VLE); and
- V. Evaluated the viability of tablet technology in education through a Tablets in Schools (TIS), in which tablets were provided to teachers and students on a 1:1 basis. The pilot project was implemented in 38 institutions island-wide, including a teachers' college, high schools, primary and pre-primary schools.

During the year, e-LJam continued to support the TIS Project activities by providing



reconditioning and re-provisioning services. This year was also used to do preparatory work for the Tablets in School National Rollout project. Discussions continue with our main client, Ministry of Education Youth and Information (MOEYI), with the expected outcome of finalising the strategies for the national implementation. The roll out of this project will see the use of tablets and other audio visual tools as a major support strategy in the teaching and learning process. The project will

focus on providing these technologies to pre-primary and primary aged students, as well as, ten teachers colleges, and twenty-two State Care facilities for a total of 1,106 institutions.

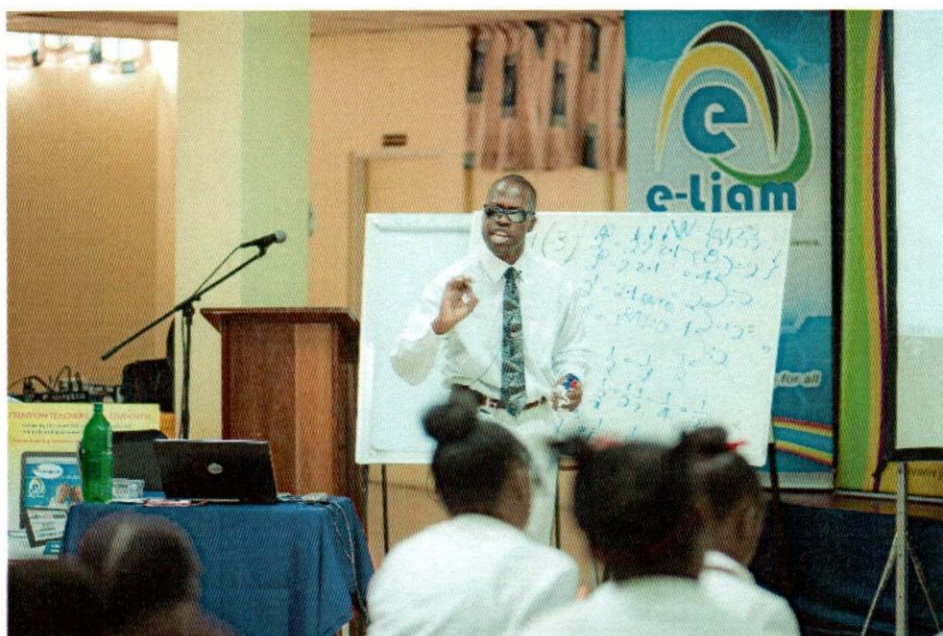
The TIS rollout project will invest approximately **J\$7.9 billion** to provide approximately 91,000 tablets, 2,000 charging carts, 3,327 interactive whiteboards solutions and 4,436 laptops. In addition to this, there will be classroom management and educational software to benefit approximately 500,000 students and 12,500 teachers over the useful life of the equipment supplied. Principals, teachers and select administrative personnel in project schools will be exposed to a mind-set change intervention designed to instil in them the benefits that can be derived from the use of ICT in education. All teachers in the selected institutions will be trained in basic ICT skills, and in the integration of ICT into the teaching and learning process.

The level of damage, administration and distraction caused by a fulltime 1:1 approach used in the pilot has resulted in a change of strategy to class sets, where students will have the 1:1 use of tablets, but on a scheduled, supervised, part time basis reducing the risk of damage, misuse and therefore cutting cost by 80%. Teachers will continue to be assigned tablets on a 1:1 basis. Because other technologies such as regular projectors and interactive are also provided, the approach is a more balanced one allowing the trained teachers to use the best technology for the type of learning required.

Based on funding of J\$700 million per annum through the Universal Service Fund, the duration of the project is expected to take eleven (11) years to complete. It is hoped that the annual funding can be increased which will allow the project to be completed in a shorter period of time.

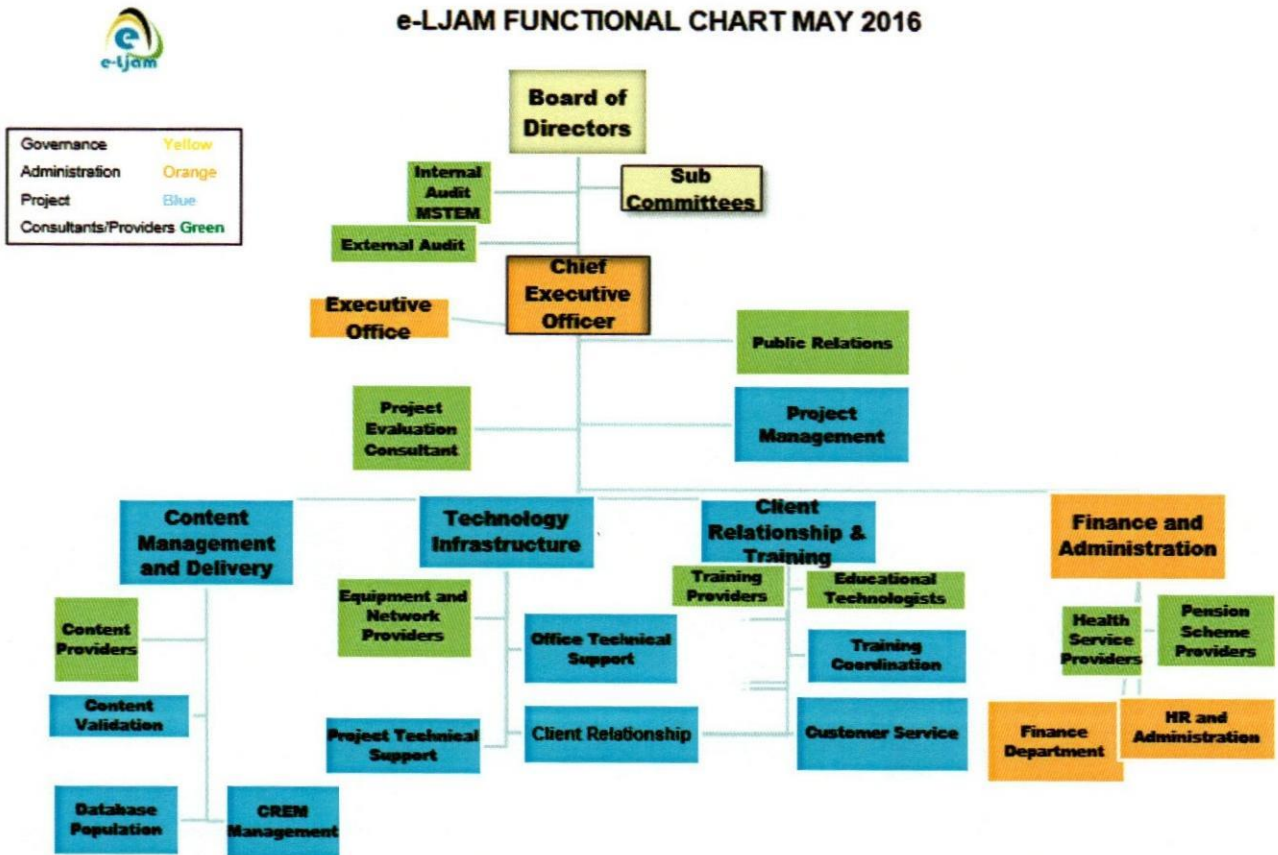
It is the company's objective to achieve its vision to create a technology enabled society which will allow use of knowledge not only to drive development but will also enhance creativity and the capability to develop new, unique products and services that add value

to industries all across Jamaica. e-LJam would have played a part in achieving the 2030 national goal of empowering Jamaicans to achieve their fullest potential in the creation of world class education and training.



ORGANISATIONAL STRUCTURE

Figure 1. e-Learning Jamaica Company Limited Organisational Structure



BOARD OF DIRECTORS

- **Mr. Christopher Reckord**, *CHAIRMAN*
- **Mr. Trevor Forrest**, *VICE CHAIRMAN*
- **Ms. Wahkeen Murray**, *COMPANY SECRETARY (MSET REPRESENTATIVE)*
- **Ms. Yolande Lloyd-Small**, *DIRECTOR*
- **Ms. Rachel McDonald**, *DIRECTOR*
- **Ms. Kimberly Hall**, *DIRECTOR*
- **Mrs. Sherene Golding-Campbell**, *DIRECTOR*
- **Mr. Robert Morgan**, *DIRECTOR*
- **Mr. Omar Frith**, *DIRECTOR*
- **Mr. Dennis Brooks**, *DIRECTOR*
- **Dr. Grace McLean**, *DIRECTOR (MOEYI REPRESENTATIVE)*
- **Mr. Dean-Roy Bernard**, *DIRECTOR (MOEYI REPRESENTATIVE)*

CHIEF EXECUTIVE OFFICER'S REPORT

PERFORMANCE OF THE e-LEARNING JAMAICA COMPANY LIMITED FOR FINANCIAL YEAR 2016/17

Introduction - e-LJam Company Limited continued to execute its mandate, our activities were centred around:

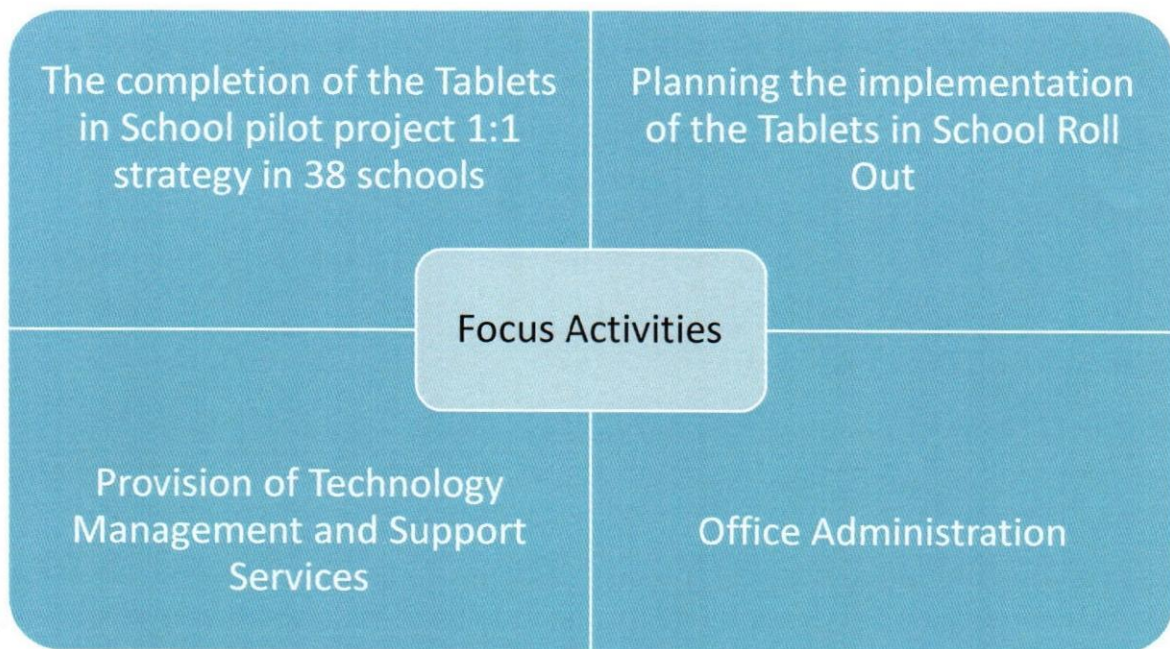


Figure 2. 2016/17 Performance

COMPLETION OF TABLETS IN SCHOOL PILOT PROJECT

The TIS pilot project was initially implemented in September 2014 but subsequent delays due to late tablet delivery and inadequate internet connectivity resulted in the project being extended for an additional year to give schools adequate time to utilise the technology and training as the pilot intended. The FY 2016/17 was used for wrapping up the pilot and transitioning same to the class set strategy. Transitioning activities included collection of the tablets from the thirty eight schools, determining which of the tablets which were originally delivered to the schools, could be repaired and reconditioned to be transitioned as a part of the class sets. Most tablets have been repaired, re-provisioned, loaded with new content and returned to schools to be used as class sets. The balance is being examined to determine if repairs are possible, an audit was undertaken to determine the quantity of irreparable tablets. Tablets in the organisation's possession that were collected, repaired or being held as spares are now being distributed based on need. Once the final count of the tablets has been completed, a transfer will be made to MOEYI via deed of gift.

TABLE 1. TABLET DISTRIBUTION

SCHOOL	STUDENTS			TEACHERS		
	TOTAL TABLETS ISSUED	TABLETS COLLECTED FOR REPROVISIONING	BALANCE OUTSTANDING	TOTAL TABLETS ISSUED	TABLETS COLLECTED FOR RE-PROVISIONING	BALANCE OUTSTANDING
Aintree Basic	185	185	0	11	11	0
Alpha Infant	367	367	0	17	17	0
Belmont Academy	645	638	7	38	27	11
Cambridge High	1263	1172	91	72	53	19
Cavaliers	87	87	0	7	7	0
Cedar Grove	435	430	5	27	27	0
Central High	1,935	1,888	43	108	102	6
Charlie Smith	0	0	0	0	0	0
Chetolah Park	175	175	0	12	12	0
Clan Carthy	909	900	9	29	28	1
Cumberland High	839	713	126	59	54	5
Galina Primary	199	198	1	11	11	0
Granville All Age	408	405	3	23	19	4
Haile Selassie	730	730	0	40	36	4

SCHOOL	STUDENTS			TEACHERS		
	TOTAL TABLETS ISSUED	TABLETS COLLECTED FOR REPROVISIONING	BALANCE OUTSTANDING	TOTAL TABLETS ISSUED	TABLETS COLLECTED FOR RE-PROVISIONING	BALANCE OUTSTANDING
Happy Hour	113	112	1	8	8	0
Herbert Morrison	1,416	1,416	0	78	69	9
Holy Trinity	1,130	964	166	97	80	17
Homestead Primary	336	334	2	12	11	1
Irwin High	1,216	1,216	0	54	54	0
Low River Primary	581	581	0	31	31	0
John Mills	683	656	27	45	43	2
Marie Cole	366	366	0	15	15	0
Mona Heights Prim	1,134	1,085	49	36	36	0
Nazareth All Age	185	185	0	10	10	0
Parry Town	420	420	0	18	18	0
Porus Infant	89	89	0	8	8	0
Rennock Lodge	127	127	0	9	9	0
Rio Bueno	141	140	1	8	8	0
Salt Savannah	219	219	0	11	11	0
Sandy Bay Primary	568	568	0	21	21	0
Sam Sharpe	245	245	0	43	43	0
Sir Clifford Campbell	562	554	8	20	20	0
St. Benedict's	632	620	12	22	22	0
St. James High	1,970	1,879	84	99	99	0
St. Joseph Infant	337	337	0	20	20	0
Stephen James Basic	143	143	0	8	8	0
Steer Town Academy	809	783	26	50	50	0
Winston Jones	586	582	4	42	42	0
Windsor	0	0	0	35	35	0
Linstead	8	8	0			0
May Pen	67	67	0			0
Portmore	107	107	0			0
Spanish Town	111	111	0			0
TOTAL	22,478	21,802	665	1,254	1,175	79

Laptops, smart whiteboards and Mimio whiteboards accounted for the supporting technology provided to the schools. An audit of the equipment revealed that of the 245 equipment provided, 12 were stolen.

TABLE 2. SUPPORTING TECHNOLOGY

Equipment	Total Delivered	Total Found	Total Missing/ Stolen
Laptop	142	131	11
Smart Whiteboard	26	26	0
Mimio Whiteboard	77	76	1

TRAINING AND PROFESSIONAL DEVELOPMENT

The company continued to provide support to the 1,300 teachers in the project, through varying methods which include onsite professional development and coaching. Professional development sessions were held with teachers in 37 of the 38 pilot schools. A total of 1,159 teachers were trained in a variety of areas ranging from Smartboard and Mimio Training, online assessment tools, application for designing and producing, subject specific applications, lesson planning in the integration of tablets, the resetting of the tablets, the e-LJam Virtual learning environment, integration of Tech without Tech in the classroom and the use of QR codes. Teachers were given one to one coaching support in areas covering professional development as well as other training programmes.

The training manual was updated and uploaded to the Moodle platform. 98 trainer of trainers have been trained and all 1,300 teachers have been trained in class set integration, this is in anticipation of transition to class strategy.



The e-LJam training unit participated in a number of activities that supports the organizational goals. Officers attended and conducted presentations at various conferences such as the MOEYI back to school conference, JTA conference, CCCJ conference, EduVision/eLearning Conference and Technology Day. The officers reset the tablets in all 38 schools in preparation for Class-Set. They have also assisted schools in installing application that will aid in the integration of the tablets in the classroom. The training department also offered support in relation to the computers, tablet, smartboards and the internet

TABLE 3. PROFESSIONAL DEVELOPMENT

SCHOOLS	SMART BOARD	MIMIO TRAINING	ONLINE ASSESSMENT TOOLS	APPLICATION FOR DESIGNING & PRODUCING	SUBJECT SPECIFIC APPLICATION	LESSON PLANNING INTEGRATION OF TABLETS	TRAINING OF TMT IN RESET OF TABLETS	e-LJAM VIRTUAL LEARNING ENVIRONMENT	USE OF QR CODES	TIS REFRESHER TRAINING	LEARNING MANAGEMENT TOOL	TECH WITHOUT TECH	APPS INSTALLATION	TOTAL NUMBER OF TEACHERS TRAINED
Aintree Basic	✓	✓	✓											36
Alpha Infant	✓	✓	✓				✓	✓	✓					30
Belmont Academy				✓				✓		✓				48
Cambridge High											✓	✓	✓	89
Cavaliers Prim & All Age	✓				✓					✓				14
Cedar Grove Academy	✓		✓		✓									74
Central High	✓		✓	✓	✓									72
Chetolah Park Primary & Infant										✓				24
Clan Carthy Primary										✓				5
Cumberland High	✓		✓		✓									49
Galina Prim & Basic										✓				11
Haile Selassie High										✓				6
Happy Hours Basic						✓				✓			✓	8
Herbert Morrison Tech										✓				78
Holy Trinity	✓									✓				5
Homestead Primary	✓	✓				✓						✓	✓	26
Irwin High												✓		56
John Mills All Age	✓													20
Lowe River Prim & Jnr High							✓				✓			8
Marie Cole Memorial Primary							✓			✓				35
Mona Heights Primary										✓				15
Nazareth All Age							✓							3
Parry Town Primary										✓				12
Porus Infant				✓						✓				16
Rennock Lodge Primary	✓	✓	✓											14
Rio Bueno Primary										✓				14

SCHOOLS	SMART BOARD	MIMIO TRAINING	ONLINE ASSESSMENT TOOLS	APPLICATION FOR DESIGNING & PRODUCING	SUBJECT SPECIFIC APPLICATION	LESSON PLANNING INTEGRATION OF TABLETS	TRAINING OF TMT IN RESET OF TABLETS	e-LJAM VIRTUAL LEARNING ENVIRONMENT	USE OF QR CODES	TIS REFRESHER TRAINING	LEARNING MANAGEMENT TOOL	TECH WITHOUT TECH	APPS INSTALLATION	TOTAL NUMBER OF TEACHERS TRAINED
Salt Savannah Primary & Infant							✓			✓				12
Sam Sharpe T. college										✓				25
Sandy Bay Prim & Jnr High										✓				6
Sir Clifford Campbell Primary				✓			✓							50
St Benedicts Primary									✓	✓				27
St James High							✓	✓		✓				94
St Joseph Infant	✓	✓	✓	✓										108
Steer Town Academy								✓		✓				32
Stephen James Basic	✓			✓		✓	✓			✓				6
Windsor S. School - Linstead	✓	✓			✓		✓							1
Windsor S. School - May Pen	✓	✓			✓		✓							16
Windsor S. School - P/More	✓	✓			✓		✓							19
Windsor S. School - Spanish Town	✓	✓			✓		✓							7
Total number of teachers trained														1171

TABLE 4. COACHING

List of Schools	Areas Covered	Total Number of Teacher's Coached
Cavaliers Prim & All Age	Technology integration in teaching and learning activities.	3
Clan Carthy Primary	Mimio Interactive use in lesson activity	2
John Mills All Age	Mimio Interactive Technology integration in lesson activities	10
Lowe River Prim & Jnr High	In using WPS Office + PDF, Troubleshooting Internet Issues, maths duel, Care and safety of tablets and integrating tablet in Maths, English, Science Social Studies etc.	15
Marie Cole Memorial Primary	Use of the camera app with grade 3 students App installation using flash drive/memory card with grade 4 class Using the Mimio Interactive to support teaching activities Use of free GSAT resources from GoGSAT to support preparation of students Use of free interactive website such as Phet Animations and www.sciencekidz.co.nz	4
Mona Heights Primary	Fixed Interactive Smartboard Interactive Weebly	6
Nazareth All Age	Tablet integration in a small group setting with students Using Mimio Interactive in lesson activities by incorporating templates/predone lesson from the Mimio Connect Community	3
Parry Town Primary	Integrating tablet in Maths, English, Science, Social Studies etc. In using WPS Office + PDF, and effective use of the smartboard, quizlet, zaption	
Porus Infant	Using Skitch with 4 year olds	2
Rio Bueno Primary	In document creation on tablets, effective use of the smartboard, , Online storage, Learning Management System, capturing videos from youtube, photo editing, sharing of class resources, basic troubleshooting, setting up audiovisual system and integrating tablet in Maths, English, Science, Social Studies etc.	4
Salt Savannah Primary & Infant	Use of GoGSAT online Mathematics and Language Arts resources with grade 4 students. Using free online GSAT preparation materials with grade 6 students Use of Tablets in a group setting to complete matching, colouring and grouping activities using Apps on the tablets with infant students.	4
St Benedict's Primary	Using interactive websites with the Mimio Interactive and Fixed Interactive Smartboard	4
St James High	Integrating tablet in the number of subject areas. document creation on tablets, Online storage, Learning Management System, sharing of class resources, basic troubleshooting.	50
Steer Town Academy	Online storage, Learning Management System, sharing of class resources, Resolving internet issues	30
Stephen James Basic	Effective use of the smartboard, , Online storage, Learning Management System, capturing videos from youtube, photo editing, sharing of class resources, basic troubleshooting of tablets, integrating tablet in lessons and document creation on tablets,	6
Winston Jones High	Using tablets in the teaching of Language Arts. Using the eLJam Virtual Learning Environment at Language & Reading Day (May 2016) for teachers and students.	5
Total number of Teachers coached		148

PUBLIC EDUCATION

Increased efforts were made to improve the Company's media presence during the year, this was done through attendance at several conferences which included JTA Conference (April 2016), Science and Technology fair, Bethlehem Teachers College conference, overseas conference in St. Lucia. We also place advertisement in the gleaner and varying conference magazines, the TIS radio drama series was continued through JIS. Regular postings have been made to social media platforms in the form of videos and images. Viewership and engagement was increased through Facebook, YouTube, Instagram and Twitter.

SITUATIONAL ANALYSIS

A situational analysis was commissioned to review the TIS. The following figures identify the aims and the findings:

Figure 3. Findings of TIS Situation Analysis

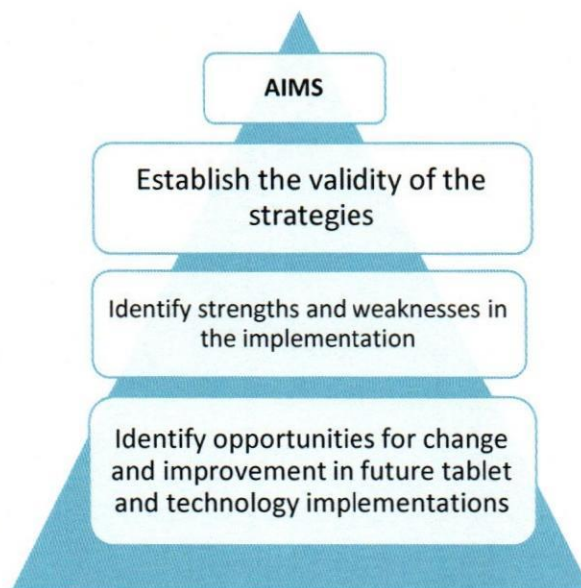
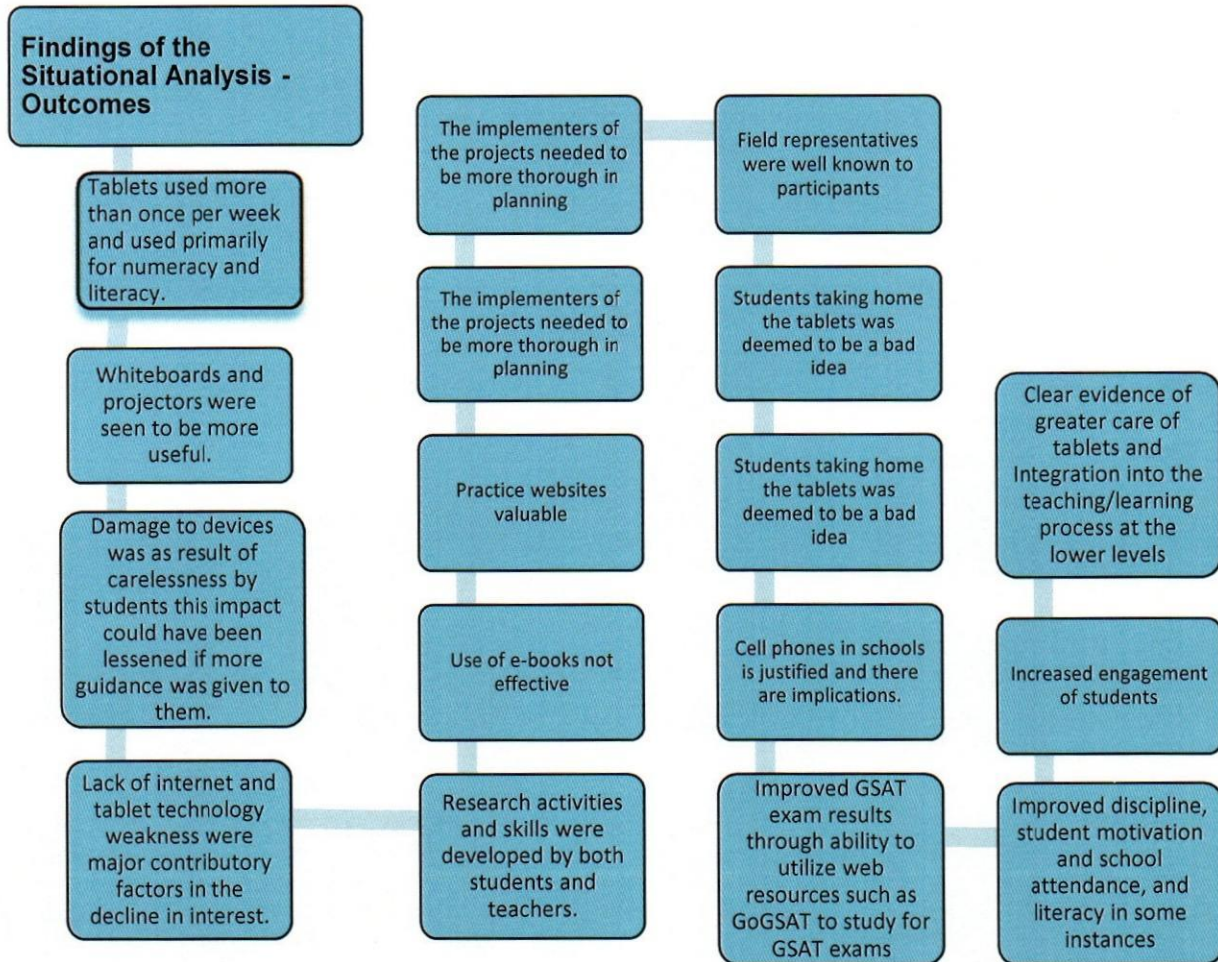
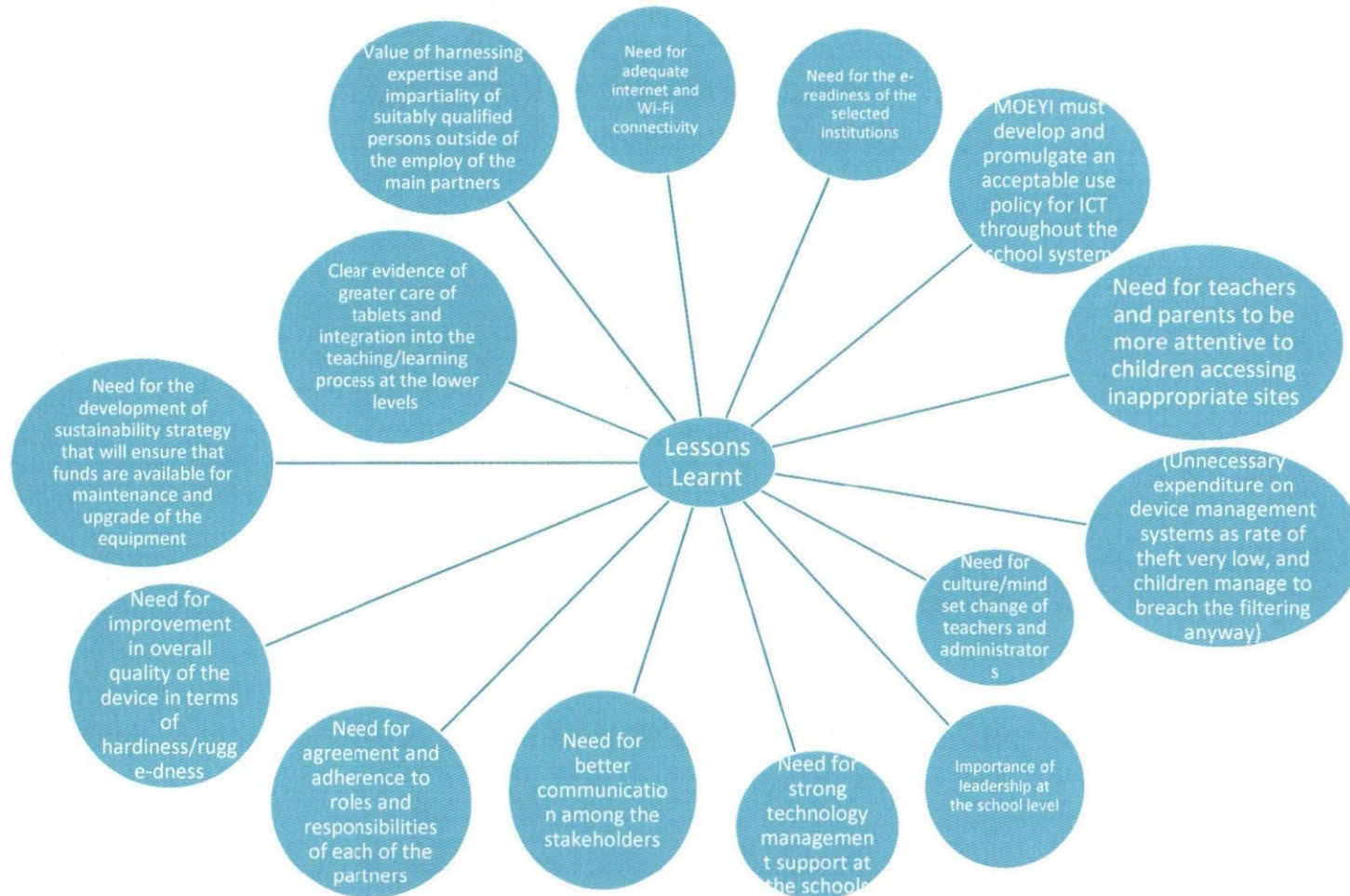


Figure 3.1 Findings of TIS Situation Analysis



The Situational Analysis and other evaluation strategies including focus groups have identified the following:



TABLETS IN SCHOOL ROLL-OUT

The lessons learned from the pilot project have informed the project design and implementation strategies to be employed in Tablets in School roll-out, in particular to reduce the potential risks, including:

- A phased approach, prioritising of schools exhibiting readiness in the selection process, including ease of providing connectivity
- Sensitization of parents/students to safe behaviour in public where tablets are being taken home by students
- Greater use of Google Apps for Education Service to support tablets in schools program
- Public Education to advise that the tablets will be useless if stolen
- Technical advice to schools with respect to security systems
- Development of a sustainability strategy to ensure continued maintenance of the project interventions at the end of each project phase

It was planned that 2016-17 would have seen the commencement of **phase 1 of the roll-out of the project** providing sets of tablets to 210 pre-primary and primary departments to be shared among classes as follows:

- i. transition 27 of the 38 schools in the initial pilot to class sets for implementation in September 2016, (not including high schools),
- ii. redistribute the remaining tablets as class sets to 30 additional schools by January 2017, and
- iii. target an additional 153 infant schools/departments and primary schools for implementation of the use of the class sets in September 2017.

The project would also pilot the Bring-Your-Own Device Strategy

The initial estimated cost of the phase 1 rollout to March 2017 was **approx. J\$1.07 billion** utilising the remainder of **J\$303 million** from the USF allocation for 2015-16. However, further analysis of the specifications for the tablets increased the cost per tablet considerably. In addition, given the fact that no funds had been expended on the roll-out, the amount available from the USF was reduced to \$650million. As a result, the number of tablets which could be purchased was reduced from 210 to 90 and the roll-out period extended from 7 to 11 years.

The Project Document was approved by the Board and the draft Cabinet Submission submitted to MSET initially in March 2017 and revised in early May 2017, Feedback was then sought by MSET from the MOEYI and the MOFP. It is now hoped that Cabinet

approval can be obtained by end July and tablet distribution can commence by March 2018.

During the 2017 fiscal year preliminary activities for the roll out of the TIS project was completed such as: The drafting of the project document and the cabinet submission. Meetings were also held with MOEYI, Cabinet Office and USF which resulted in the completion of the Project Document and the draft Cabinet Submission and subsequent submission to Ministry Science Energy and Technology (MSET). Discussions were held with pilot schools regarding retention of tablets and the transitioning to class sets, this resulted in tablets being available for only an additional twenty (20) schools.

A readiness assessment instrument has been developed and field staff has been identified to undertake the needs assessment of the 142 schools identified by MOEYI. Schools will be prioritised by adequate internet connectivity and school readiness.

The selection process of the suppliers for the new tablet class sets and supporting technology has started with the creation and review of requests for proposals (RFP), the strategy for the provision of content is being reviewed by MOEYI. Preparation has been made to continue the training in the following:

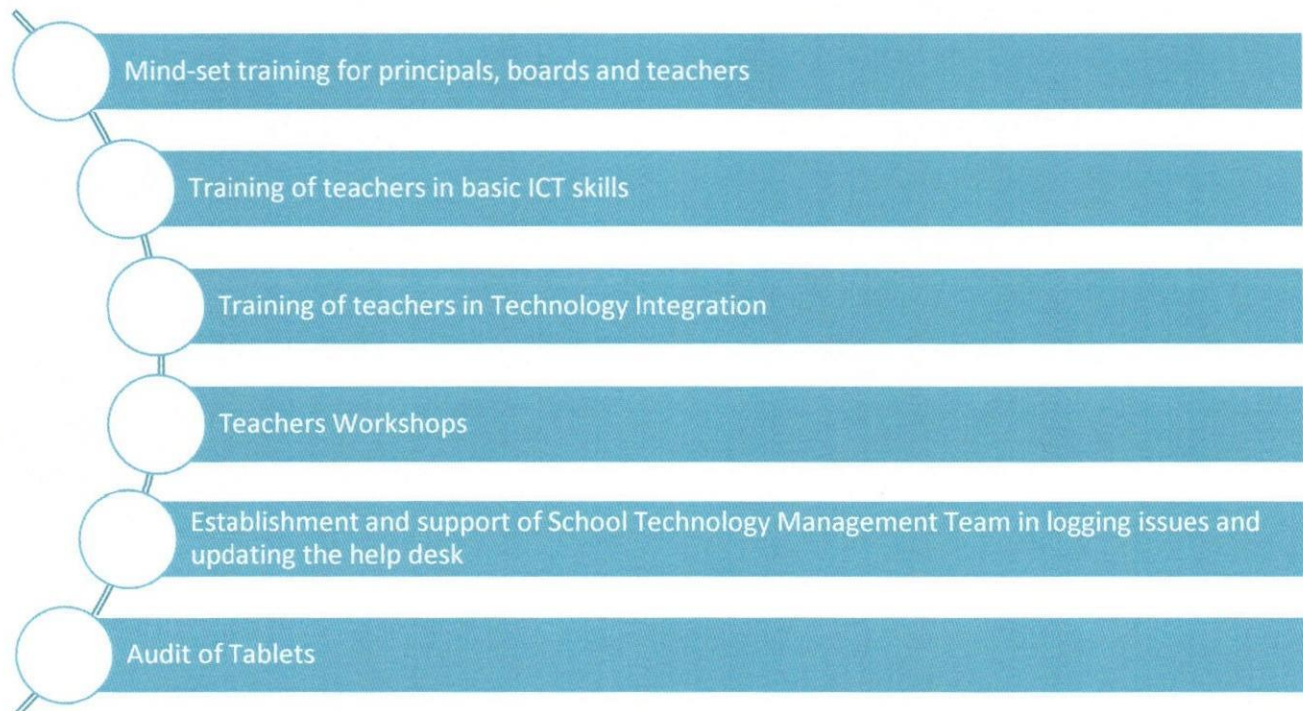


Figure 4. Training Areas to be continued

The Public Education programme is designed and includes:

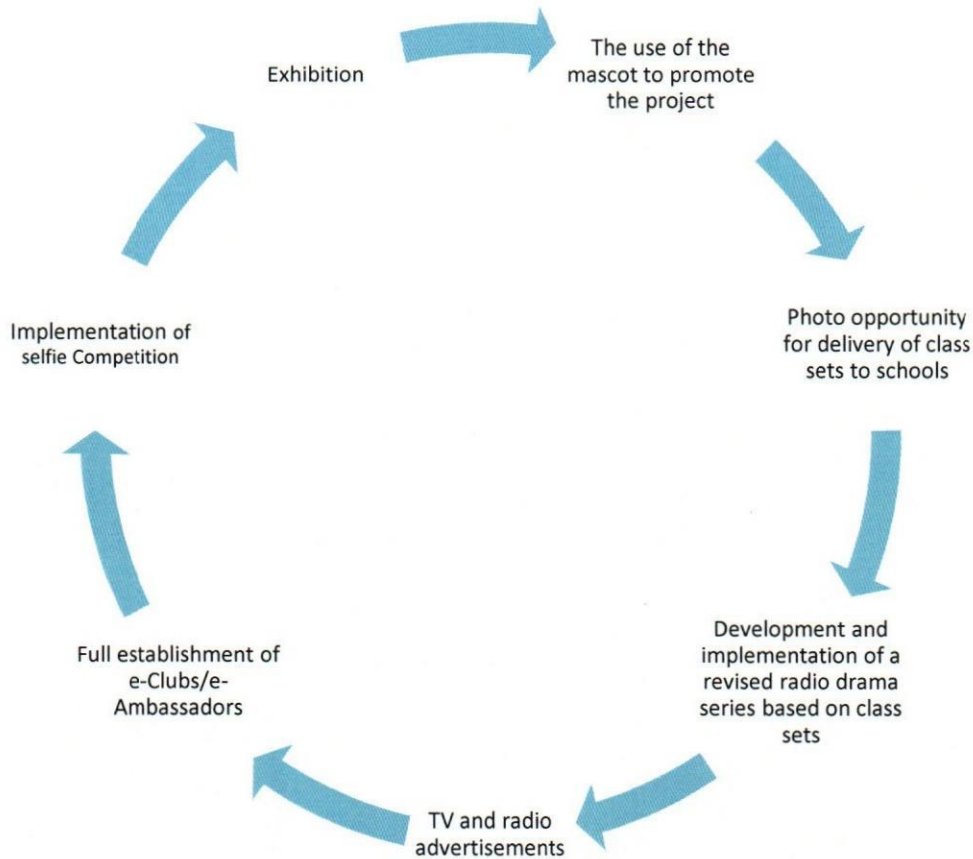


Figure 5. e-LJam Public Education Programme

A baseline survey is expected to be completed at the start of phase one of the TIS rollout, and the RFP for the evaluation consultant has been drafted.

All above activities have been completed in anticipation of Cabinet approval of the project in July 2017

THE PROVISION OF TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES TO MOEYI

The Technology Management and Support Services arose out of a need for the MOEYI to provide sustainable programmatic support the High Schools after the e-LJam had completed the project. In light of the lack of institutional capabilities to provide this support the MOEYI determined that e-LJam support was required until it was able to build the necessary capacities. The services to be provided by e-LJam would support the use of ICT in 203 Institutions - 166 Public High Schools, 16 Independent High Schools, 10 Teachers Colleges, 5 Community Colleges, 6 Public Special Schools by, 11,400 teachers and lectures, 360 systems administrators, 260,000 students per annum. Funding for these services was to be provided from the MOEYI's budget allocation.

e-LJam's 2016-17 budget for these services was based on an expectation that the MOEYI would have provided \$250M for these services. This however did not materialise. Funding for the services provided came from funds carried forwarded from FY 2015-16 including \$150M earmarked for High School Equipment replacement.

CONTENT MANAGEMENT AND SUPPORT

The e-LJam's Educational Content Strategy was furthered for the High School Community. Existing content on the Virtual Learning Environment (VLE) was updated and new content added and made accessible online to the education system facilitated, by hosting services at e-Gov Jamaica Limited (e-Gov Ja).

Specific activities include:

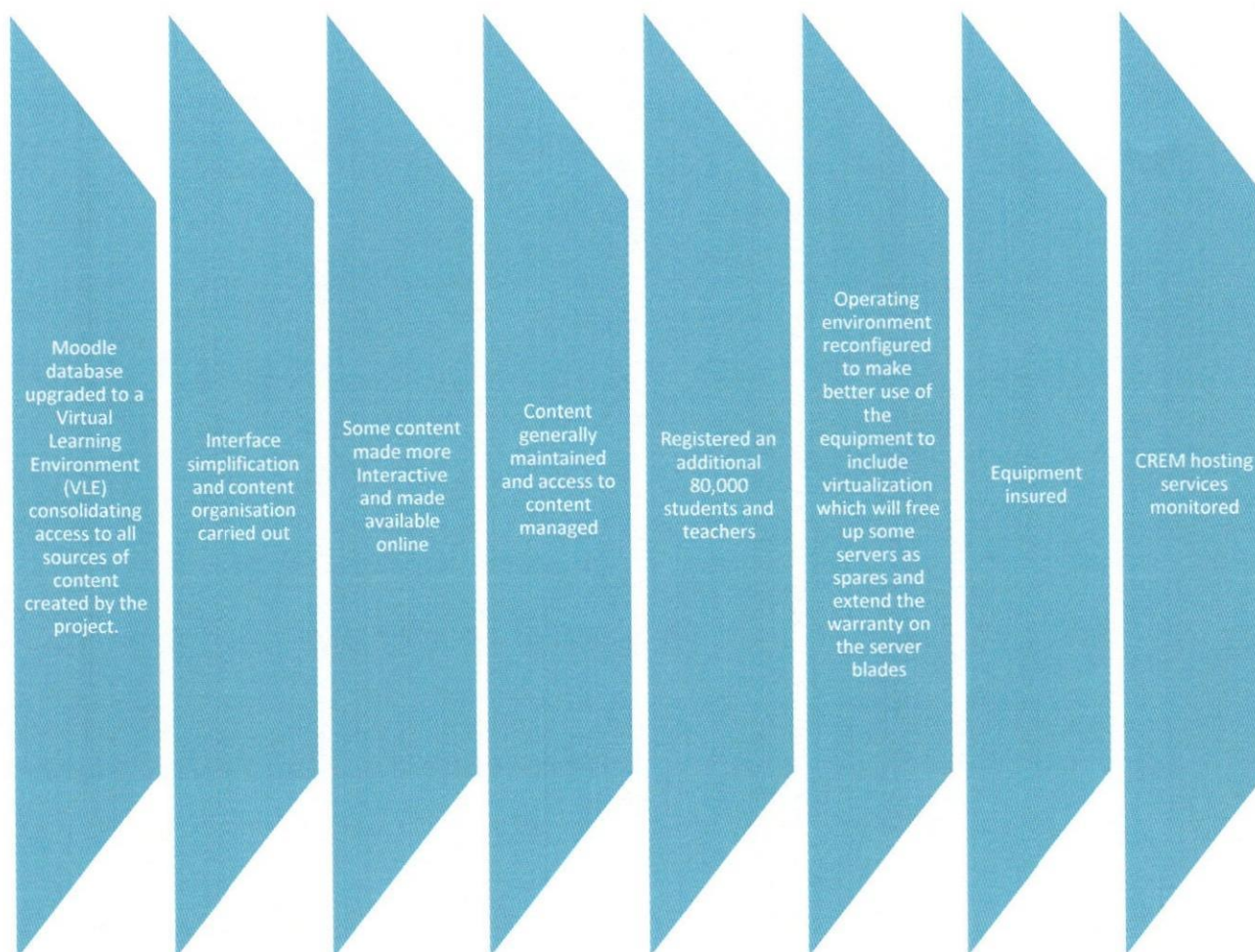


Figure 6. Content Management and Support Activities

Activities were carried out using balances carried forward from 2015-16 budget year.



Figure 7. e-LJam VLE – www.elearnjavle.org

DIAGNOSTIC TESTS ADMINISTERED

The final round of standard diagnostic tests was administered at Grade 9 level in English, Mathematics, Integrated Science and Social Studies. The MOEYI indicated that they did not wish for this service to be continued into the 2017/18 year.

The 2016 tests were administered, marked and analysed and the test results made available to schools to inform their teaching strategy or focus for individual students.

Workshops were held with schools to review results and help them to plan the way forward.

One of the objectives of the tests is to provide schools with empirical data to facilitate planning of programmes to improve performance at individual student levels.

The MOEYI will decide if they will continue administer the standardised diagnostic tests and at what grade level.

TECHNOLOGY INFRASTRUCTURE MANAGEMENT AND SUPPORT

The company continued to provide services to the MOEY to maintain and upgrade computer and audio-visual equipment and software provided to schools under the High School project and improve the technical capacity to support the schools by various training. The extent of the provision of these services is limited by funds available.

Funding from the MOEYI for the 2016-17 year did not materials and this resulted in a delay in acquiring computer and audio visual equipment for the high schools as planned. Carry forward funding had to be used to honour existing contractual agreements including, Hosting Services provided by e-Gov, Microsoft Licence subscription renewal as well as the provision of anti-virus software licenses and associated training. The renewed Microsoft agreement provides licences for teachers and 700,000 students island wide to use Microsoft Office suite and other tools, as well as, access to on-line training.

Additional technical training was provided for the schools' system administrators in relation to their upgraded network and help desk management. Insurance coverage was also provided for the existing equipment in the schools.

Having received \$150M in funding for equipment replacement from the USF in supplementary estimates, RFP has been revised submitted to the e-LJam Procurement Committee for review and approval.

A deed of gift was signed between the MOEYI and e-LJam transferring ownership of the school technology assets to the MOEYI.

CLIENT RELATIONSHIP AND TEACHER TRAINING

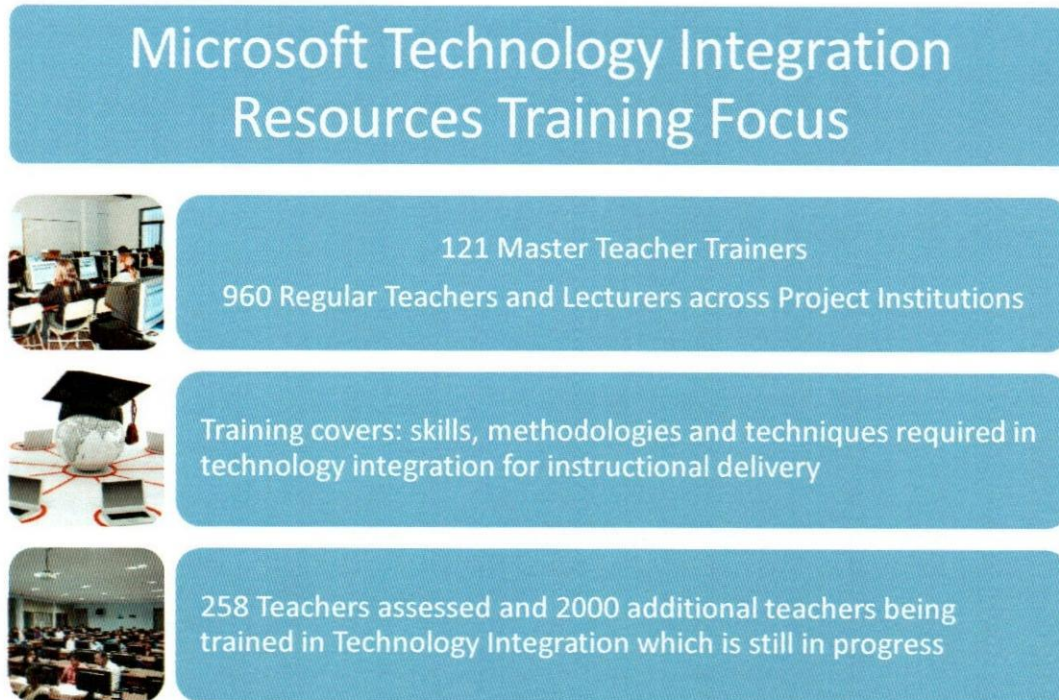


Figure 8. Microsoft Technology Integration Training Focus

Adjustments by HEART Trust/NTA to the contract for the provision of training delayed the training of additional 30 new systems administrators to cater for attrition. This training has however started and is still in progress.

Implementation Officers worked closely with the schools communicating Project updates, providing on the job support and ensuring that site issues are readily and satisfactorily addressed. Limited onsite professional development was also provided to teachers by the company's training team.

Both teams worked together to maintain the interventions of the High School project and in dealing with queries and complaints in a timely manner and in accordance with the Service Level Agreements with suppliers. These field Officers also actively promoted use of the VLE in the high schools.



An Education Technology Conference, Eduvision 2016, was successfully held at the end of October in collaboration with Eduvision/JTEC. One e-LJam officer from and an Education Technologist also attended the ISTE Conference

Annual asset inventory audit and help desk services were provided as planned.

Approximately \$21M of a budgeted \$48M was spent on Client relationship and training activities.

DOCUMENTATION OF PROJECT

Consultants were engaged to document of the High School project and its archive, identifying components, implementation strategies, benchmarks, standards, systems, procedures, lessons learned. However, an impasse with the consultant regarding the draft of end product has delayed the completion of this exercise. Several attempts were made to arrive at a resolution without success. The matter has been referred to our Ministry's legal department. Alternate mechanisms to complete the documentation are being explored.

PUBLIC EDUCATION

The public was made aware of the project interventions and how they can impact the education system positively. The company continued to use social and traditional media

to promote CSEC content, on CREM/VLE as well as YouTube and Slide Share. Advertising continues on mainstream media and electronic screens in public spaces including videos using popular artistes

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e-Learning Jamaica Company Limited

An Agency of the Ministry of Science, Energy and Technology
Ground Floor PCJ Resource Centre, 36 Trafalgar Road, Kingston 10
Tel: (876) 929-4044 Fax: (876) 929-8625, email: info@e-ljam.net
website: www.elearnja.org

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GOVERNANCE & ADMINISTRATION

With the change in political administration in February 2016 portfolio responsibility for e-LJam now resides with MSET.

A new Board was appointed with effect from April 4, 2016 under the chairmanship of Mr. Christopher Reckord. The Board consisted of ten members however this was subsequently increased to 12 on March 15, 2017 with the inclusion of two (2) representatives from the MOEYI. The Board meets on a monthly basis and seven (7) committees which meet regularly to deliberate on matters pertaining to the company. The committees are:

TABLE 5. BOARD COMMITTEE COMPOSITION

COMMITTEES	BOARD MEMBERS	NON BOARD MEMBERS	TOTAL COMPOSITION
FINANCE	3	3	6
AUDIT	2	4	6
PROCUREMENT & CONTRACT MONITORING	3	4	7
CORPORATE GOVERNANCE	3	1	4
HUMAN RESOURCE	3	2	5
PUBLIC RELATIONS	4	2	6
TECHNICAL	3	5	8

STATUTORY OBLIGATIONS

The external audit for 2015/16 FY was completed by Calvert Gordon and Associates. The Annual General Meeting was held on August 17, 2016 at which the audited financials and the report on the compliance with the GOJ Procurement guidelines were presented ministry. All other statutory obligations under the Financial Administration and Audit and Public Bodies Management and Accountability Acts were met and the company continues to remain compliant.

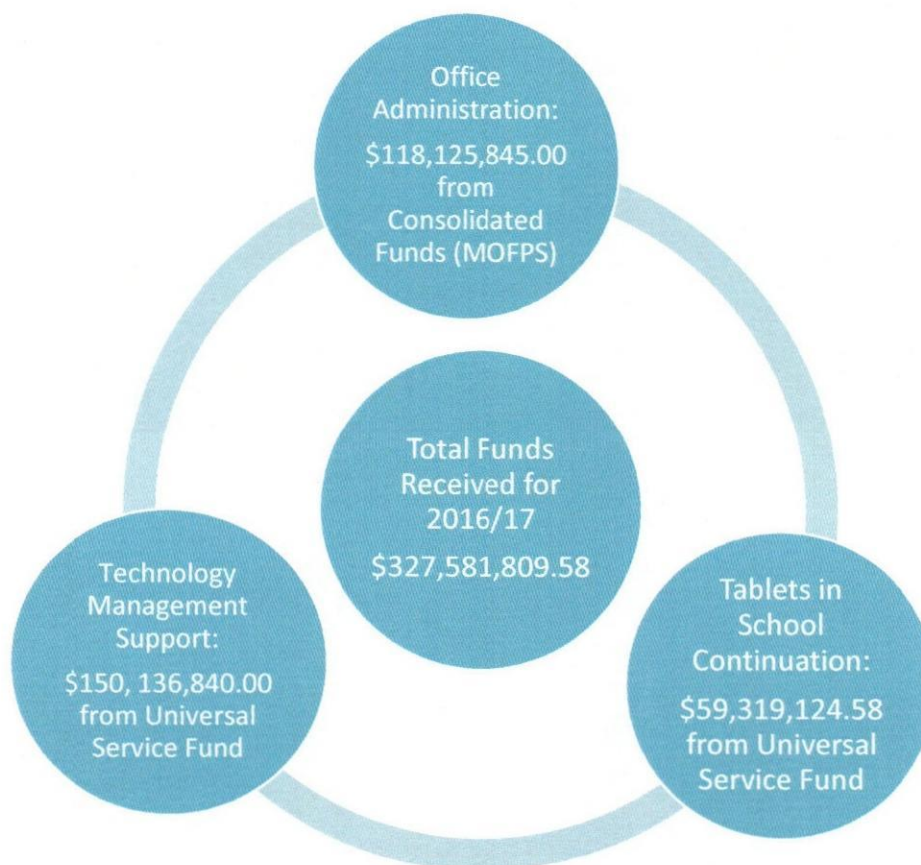
ADMINISTRATION

Adequate staff and office space was maintained and the organisation implemented the new salary scales as instructed by Ministry of Finance and the Public Service. All twelve staff members remained in the same positions. Resources required for project implementation continued to be contracted to the project through competitive bidding process as needed. Administrative expenses were maintained within budget despite general price increases.

FUNDING

For the financial year 2016/17, funds continued to be disbursed from the Consolidated Fund through the portfolio Ministry and Universal Service Fund (USF) according to the agreed protocol and e-Learning Jamaica Company Limited received J\$327,581,809.58. See infographic below for complete funding breakdown

FIGURE 9. Funds Received



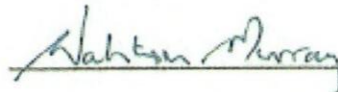
SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity of Performance Incentive (\$)	Motor Vehicle Upkeep/Travelling or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$) Mileage	Non-cash Benefits	Total (\$)
CEO	2016/17	5,368,760	1,342,190	1,341,624		23,728		8,076,302
Finance & Admin Manager	2016/17	3,579,173	894,793	1,341,624		44,273		5,859,863
Education Specialist	2016/17	4,059,307	1,014,827	707,448		22,725		5,804,307
Training Consultant	2016/17	2,768,767	692,192	648,494		100,440		4,209,893
Snr ICT Specialist	2016/17	4,059,307	1,014,827	707,448		117,490		5,899,072

Notes:

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

CERTIFIED BY: WAHKEEN MURRAY



COMPANY SECRETARY

DIRECTORS COMPENSATION

2016/2017

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assigned Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Christopher Reckord	185,000.00				185,000.00
Dennis Brooks	66,000.00				66,000.00
Kimberley Hall	117,500.00				117,500.00
Omar Frith	66,000.00				66,000.00
Rachael McDonald	99,000.00				99,000.00
Sherene Golding-Campbell	99,000.00				99,000.00
Trevor Forrest	95,500.00				95,500.00

Wahkeen Murray	77,000.00	77,000.00
Yolande Lloyd -Small	66,000.00	66,000.00
Robert Morgan	33,000.00	33,000.00
Dr. Grace McLean	0.00	0.00
Dean-Roy Bernard	0.00	0.00
TOTAL		904,000

Notes

1. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

CERTIFIED BY: WAHKEEN MURRAY

Wahkeen Murray

AUDITED FINANCIALS TO MARCH 2017

e-LEARNING JAMAICA COMPANY LIMITED

YEAR ENDED MARCH 31, 2017

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ADDITIONAL INFORMATION

Report - to the directors

Administrative Expenses

Expenses - Technology Management and Support Services



Chartered Accountants

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INDEPENDENT AUDITORS' REPORT

To the members of

e-LEARNING JAMAICA COMPANY LIMITED

Report on the Audit of the financial statements

Opinion

We have audited the financial statements of e-Learning Jamaica Company Limited (the Company), set out on pages 2 to 28 which comprise the statement of financial position as at March 31, 2017, the statement of comprehensive income, the statement of changes in equity and the statement of 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 Company as at March 31, 2017, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Jamaican Companies Act.

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 Company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and the Jamaican Companies Act, 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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

Partners: Fagan E. Calvert, Audley L. Gordon

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 Company'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 Company'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 Company 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.

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

Report on additional matters as required by the Jamaican Companies Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, in the manner required.

CalvertGordon Associate
Chartered Accountants
KINGSTON

July 5, 2017

e-LEARNING JAMAICA COMPANY LIMITED

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2017

	Notes	2017 \$'000	2016 \$'000
ASSETS			
Non-current assets			
Property and equipment	5	12,709	16,726
Intangible assets	6	<u>605</u>	<u>625</u>
Total non-current assets		<u>13,314</u>	<u>17,351</u>
Current assets			
Receivables and prepayments	7	1,446	1,577
Resale agreements	8	47,120	73,691
Taxation recoverable		981	915
Cash and bank	9	<u>330,469</u>	<u>331,940</u>
Total current assets		<u>380,016</u>	<u>408,123</u>
Total assets		<u>393,330</u>	<u>425,474</u>
EQUITY AND LIABILITIES			
Shareholders' equity			
Share capital	10	-	-
Accumulated surplus		<u>95,838</u>	<u>53,610</u>
Total shareholders' equity		<u>95,838</u>	<u>53,610</u>
Non-current liabilities			
Tablets in Schools Pilot Project Fund	11(a)	7,574	88,443
Technology Management and Support Services	13(c)	<u>182,197</u>	<u>168,329</u>
Total non-current liabilities		<u>189,771</u>	<u>256,772</u>
Current liabilities			
Payables and accruals	14	<u>107,721</u>	<u>115,092</u>
Total current liabilities		<u>107,721</u>	<u>115,092</u>
Total equity and liabilities		<u>393,330</u>	<u>425,474</u>

The Notes on Pages 6 to 28 form an integral part of the Financial Statements.

The financial statements on Pages 2 to 28 were approved and authorised for issue by the Board of Directors on July 5, 2017 and are signed on its behalf by:


 Christopher Reckord
 Chairman, Board of Directors


 Wahkeen Murray
 Director

e-LEARNING JAMAICA COMPANY LIMITED
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED MARCH 31, 2017

	<u>Notes</u>	<u>2017</u> \$'000	<u>2016</u> \$'000
Income			
Government grants:			
Operating income	15	118,126	100,151
Tablets in Schools Pilot Project Fund	11,15	59,319	340,131
Technology Management and Support Services	13(c),15	<u>153,831</u>	<u>245,025</u>
Total grants		331,276	685,307
Other income		<u>413</u>	<u>575</u>
		<u>331,689</u>	<u>685,882</u>
Expenses			
Tablets in Schools Pilot Project Fund	11,21(ii)	(140,188)	(314,345)
Technology Management and Support Services	13,21(iii)	(139,963)	(113,380)
Gain(Loss) on foreign exchange		7,429	1,294
Administrative and general expenses		(79,194)	(82,764)
Promotion and public education		(208)	(1,455)
Other operating expenses		<u>(4,338)</u>	<u>(3,734)</u>
		<u>(356,462)</u>	<u>(514,384)</u>
(Deficit) Surplus for the year before transfers	16	<u>(24,773)</u>	<u>171,498</u>
Deficit (Surplus) attributable to Tablets in Schools Pilot Project Fund	11(a)	80,869	(25,786)
Surplus attributable to Technology Management and Support Services	13(c)	<u>(13,868)</u>	<u>(131,645)</u>
PROFIT FOR THE YEAR AND TOTAL COMPREHENSIVE INCOME		<u>42,228</u>	<u>14,087</u>

The Notes on Pages 6 to 28 form an integral part of the Financial Statements.

e-LEARNING JAMAICA COMPANY LIMITED
STATEMENT OF CHANGES IN EQUITY
YEAR ENDED MARCH 31, 2017

	<u>Share Capital</u> \$'000	<u>Accumulated Surplus (Deficit)</u> \$'000	<u>Total</u> \$'000
Balance at March 31, 2015	-	39,543	39,543
Total comprehensive profit for the year	<u>-</u>	<u>14,067</u>	<u>14,067</u>
Balance at March 31, 2016	-	53,610	53,610
Total comprehensive profit for the year	<u>-</u>	<u>42,228</u>	<u>42,228</u>
Balance at March 31, 2017	<u>-</u>	<u>95,838</u>	<u>95,838</u>

The Notes on Pages 8 to 28 form an integral part of the Financial Statements.

e-LEARNING JAMAICA COMPANY LIMITED

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2017

	<u>Notes</u>	<u>2017</u> \$'000	<u>2016</u> \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit for the year		42,228	14,067
(Deficit) Surplus from Tablets in Schools Pilot Project Fund	11(a)	(80,869)	25,786
Surplus in Technology Management and Support Services	13(c)	13,868	131,645
Adjustments for:			
Depreciation	5	4,318	3,713
Amortisation	6	20	21
Net foreign exchange (gain) loss		(7,429)	(1,294)
Interest income	18	(3,694)	(4,680)
		(31,558)	169,258
Movements in working capital			
Decrease in receivables and prepayments		131	252,086
Decrease in payables and accruals		(12,457)	(304,504)
Net cash (used in) provided by operations		(43,884)	116,840
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	5	(301)	(4,827)
Decrease (Increase) in resale agreement		26,444	(4,925)
Interest received (net of withholding tax)		3,755	5,087
Net cash provided by (used in) investing activities		29,898	(4,665)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		(13,986)	112,175
Effects of foreign exchange rate changes		12,515	-
OPENING CASH AND CASH EQUIVALENTS		331,940	219,765
CLOSING CASH AND CASH EQUIVALENTS	9	330,469	331,940

The Notes on Pages 6 to 28 form an integral part of the Financial Statements.

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

1 IDENTIFICATION

e-Learning Jamaica Company Limited is a Government Agency, and is a limited liability company, which was incorporated under the Laws of Jamaica on July 6, 2005. The only shareholder of the Company is the Accountant-General of Jamaica, a Corporation Sole, who owns 100% of the issued shares. The Company is domiciled in Jamaica with registered offices located at the PCJ Building, 36 Trafalgar Road, Kingston 10, Jamaica.

The main activities of the Company include the management and implementation on behalf of the Government of Jamaica (GOJ) of:

- (i) The Tablets in Schools Pilot Project Fund, designed to encourage the use of tablet devices in schools to increase learning opportunities for students.
- (ii) Provision of Technology Management and Support Services with respect to the e-Learning Jamaica (High Schools) Project intervention.

The Company is funded principally by grants from the GOJ's Universal Service Fund (USF) and Consolidated Fund.

Except where otherwise stated, these financial statements are expressed in Jamaican Dollars.

2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS

Standards and Disclosures affecting presentation and disclosures in the current period (and/or prior periods)

There were no Standards and Interpretations that were applied in the year that affected the presentation and disclosures in these financial statements.

Standards and Interpretations affecting the reported financial performance and/or financial position

There were no Standards and Interpretations that were applied in the year that affected reported financial performance and/or financial position.

Standards and Interpretations adopted with no effect on financial statements

The following new and revised Standards and Interpretations have been adopted in these financial statements. Their adoption has not had any impact on the amounts reported in these financial statements but may impact the accounting for future transactions or arrangements.

		<u>Effective for annual periods beginning on or after</u>
<u>Amendments to Standards</u>		
IAS 1 (Revised)	Presentation of Financial Statements - Amendments resulting from the disclosure initiative	January 1, 2016
IAS 9 and 34 and IFRS 5 and 7	Amendments arising from Annual Improvements to IFRS 2012 – 2014 Cycle	January 1, 2016
IAS 16 and 38	Amendments to clarify acceptable methods of depreciation and amortisation	January 1, 2016
IAS 16 and 41	Amendments to introduce the definition of an include 'bearer plants' within the scope of IAS 16	January 1, 2016
IAS 27 (Revised)	- Amendments reinstating the equity method as an accounting option for investments in in subsidiaries, joint ventures and associates in an entity's separate financial statements	January 1, 2016

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (Cont'd)

Standards and Interpretations adopted with no effect on financial statements (Cont'd)

		<u>Effective for annual periods beginning on or after</u>
<u>Amendments to Standards</u> (Cont'd)		
IFRS 10, 12 and IAS 28	Amendments regarding the application of the consolidation exception	January 1, 2016
IFRS 11	Joint Arrangements - Amendments for accounting for acquisitions of interests in joint operations	January 1, 2016
IFRS 14	Regulatory Deferral Accounts	January 1, 2016

Standards and interpretations in issue not yet effective

At the date of authorisation of these financial statements, the following Standards and Interpretations were in issue but not effective or early adopted for the financial period being reported on:

		<u>Effective for annual periods beginning on or after</u>
<u>New and Revised Standards</u>		
IAS 7 (Revised)	Statement of Cash Flows - Amendments resulting from the disclosure initiative	January 1, 2017
IAS 12	Income Taxes - Amendments to clarify aspects relating to the recognition of deferred tax assets for unrealised losses	January 1, 2017
IAS 40	Investment Property - Amendments relating to the transferring of investment property to, or from, investment property only when there is a change in use	January 1, 2018
IFRS 1 and IAS 28	- Amendments arising from Annual Improvements to IFRS 2014 – 2016 Cycle	January 1, 2018
IFRS 2	Share-based Payment - Amendments to clarify classification and measurement of share-based payment transactions	January 1, 2018
IFRS 4	Insurance Contracts - Amendments to provide two options for entities that issue Insurance contracts within the scope of IFRS 4 - Overlay approach - Deferral approach	Applies when IFRS 9 is applied January 1, 2018
IFRS 7 and 9	Amendments requiring disclosures about the initial application of IFRS 9	Applies when IFRS 9 is applied
IFRS 9 (2014)	Finalised version, incorporating requirements for classification and measurement, impairment, general hedge accounting and derecognition	January 1, 2018
IFRS 12	- Amendments arising from Annual Improvements to IFRS 2014 – 2016 Cycle	January 1, 2017

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (Cont'd)

Standards and interpretations in issue not yet effective (Cont'd)

		<u>Effective for annual periods beginning on or after</u>
<u>New and Revised Standards (Cont'd)</u>		
IFRS 15	Revenue from Contracts with Customers - Amendments to clarify three aspects of the standard - identifying performance obligations, principal versus agent considerations, and licensing	January 1, 2018 January 1, 2018
IFRS 16	Leases	January 1, 2019
IFRS 17	Insurance Contracts	January 1, 2021
<u>New and Revised Interpretations</u>		
IFRIC 18	Transfer of Assets from Customers	January 1, 2017
IFRIC 22	Foreign Currency Transactions and Advance Consideration	January 1, 2018

New and Revised Standards and Interpretations in issue not yet effective that are relevant

The Board of Directors and management have assessed the impact of all the new and revised Standards and Interpretations in issue not yet effective and have concluded that the following are relevant to the operations of the Company:

- *IAS 7 Statement of Cash Flows*

Disclosure Initiative amends IAS 7 *Statement of Cash Flows* to clarify that entities shall provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities. The adoption of the amendments at the effective date is not expected to have a significant impact on the Company's financial statements.

- *IFRS 9 Financial Instruments*

A finalised version of IFRS 9 was issued in July 2014 (IFRS 9 2014) which contains accounting requirements for financial instruments, replacing IAS 39 *Financial Instruments: Recognition and Measurement*. IFRS 9 (2014) is effective for annual periods beginning on or after January 1, 2018. The standard contains requirements in the following areas:

- *Classification and measurement* - Financial assets are classified by reference to the business model within which they are held and their contractual cash flow characteristics. The 2014 version of IFRS 9 introduces a 'fair value through other comprehensive income' category for certain debt instruments. Financial liabilities are classified in a similar manner to under IAS 39; however there are differences in the requirements applying to the measurement of an entity's own credit risk.
- *Impairment* - The 2014 version of IFRS 9 introduces an 'expected credit loss' model for the measurement of the impairment of financial assets, so it is no longer necessary for a credit event to have occurred before a credit loss is recognised.
- *Hedge accounting* - Introduces a new hedge accounting model that is designed to be more closely aligned with how entities undertake risk management activities when hedging financial and non-financial risk exposures.
- *Derecognition* - The requirements for the derecognition of financial assets and liabilities are carried forward from IAS 39.

The directors and management anticipate that IFRS 9 will be adopted in the Company's financial statements and that the application of IFRS 9 may impact the amounts reported in respect of the Company's financial assets and liabilities. However, the directors and management have not yet completed their detailed analysis of the impact of the application of the amendments and hence have not yet quantified the extent of the likely impact. The Company has not adopted any of the earlier versions of IFRS 9.

3 SIGNIFICANT ACCOUNTING POLICIES

Statement of compliance

The Company's financial statements have been prepared in accordance and comply with International Financial Reporting Standards (IFRS) and with the requirements of the Companies Act, 2004 of Jamaica.

Basis of preparation

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

The principal accounting policies are set out below and have been consistently applied.

Furniture and equipment

All furniture and equipment held for use, for administrative purposes, are stated in the statement of financial position at historical cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

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

An item of furniture and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the assets. Any gain or loss arising on the disposal or retirement of an item of furniture 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 for the year.

No depreciation is charged on furniture, computers and equipment acquired for schools participating in the e-Learning project.

Intangible assets

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

Impairment of tangible and intangible assets

At the end of each reporting period, the entity reviews the carrying amounts of its tangible 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.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

3 SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Impairment of tangible and intangible assets (Cont'd)

If the recoverable amount of an asset is estimated to be less than the carrying amount, the carrying amount of the asset is reduced to its recoverable amount. Impairment losses are recognised immediately in surplus or deficit.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) 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 immediately in surplus or deficit.

Financial instruments

Financial instruments include transactions that give rise to both financial assets and financial liabilities.

Financial assets of the Company include any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual right:
 - (i) to receive cash or another financial asset from another entity, or
 - (ii) to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the Company.

Financial liabilities of the Company include any liability that is a contractual obligation:

- (i) to deliver cash or another financial asset to another entity, or
- (ii) to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the Company.

Financial assets and liabilities are recognised on the Company's statement of financial position when the Company becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transactions 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, as appropriate, on initial recognition.

The fair values of financial instruments are discussed in Note 23. Listed below are the Company's financial assets and liabilities and the specific accounting policies relating to each.

Financial assets

Financial assets are recognised and derecognised on trade date where the purchase or sale of the instrument is under a contract whose terms require delivery of the instrument within the timeframe established by regulation or convention in the market place.

The Company's financial assets are classified as 'loans and receivables' with the classification being based on the nature and purpose of the financial asset and is determined at the time of initial recognition.

(a) *Loans and receivables*

These are non-derivative financial assets with fixed or determinable payments and are not quoted in an active market. Loans and receivables are measured at amortised cost using the effective interest method less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

3 SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Financial instruments (Cont'd)

Financial assets (Cont'd)

(a) Loans and receivables (Cont'd)

Effective interest method

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

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

The Company's portfolio of loans and receivables comprise receivables, resale agreements and cash at bank.

(b) Resale agreements

Securities purchased under agreements to resell them on a specified future date and at a specified price ("resale agreements") are accounted for as short-term collateralised lending classified as loans and receivables (see Note 3(a)) and the underlying asset is not recognised in the Company's financial statements.

The difference between the purchase price and the amount receivable on resale is recognised as interest income over the term of the agreement using the effective interest method. It is the policy of the Company to obtain possession of collateral with a market value equal to, or in excess of, the principal amount loaned and interest to be earned.

(c) Cash and cash equivalents

Cash comprises cash on hand and in banks. Cash equivalents are short-term highly liquid instruments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are held for the purpose of meeting short-term commitments rather than for investments or other purposes.

(d) Impairment of financial assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that have occurred after initial recognition of the financial assets, the estimated future cash flows of the asset have been affected.

Objective evidence of impairment could include:

- significant financial difficulty of the issuer or counterparty; or
- breach of contract, such as default or delinquency in interest or principal payments; or
- it becoming probable that the borrower will enter bankruptcy or financial re-organisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

3 SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Financial instruments (Cont'd)

Financial assets (Cont'd)

(d) *Impairment of financial assets (Cont'd)*

Objective evidence of impairment for a receivable includes the Company's past experience of collecting payments, an increase in the number of delayed payments past the average credit period of 90 days.

For financial assets carried at amortised cost, the amount of impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate (See Effective interest method above).

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return of a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

For financial assets measured at amortised cost, if in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through surplus or deficit to the extent that the carrying amount of the financial assets at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

(e) *Derecognition of financial assets*

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

On derecognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in surplus or deficit.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the Company are classified according to the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

These are classified as "other financial liabilities".

Financial liabilities are initially measured at fair value, net of transaction costs (where applicable). They are subsequently re-measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis except for short-term liabilities when the recognition of interest would be immaterial.

3 SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Financial instruments (Cont'd)

Financial liabilities and equity instruments (Cont'd)

Financial liabilities (Cont'd)

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense 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 and discounts) through the expected life of the financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

The Company's financial liabilities comprise amounts due to e-Learning Jamaica Project Fund and payables.

(a) Related party balances and transactions

A party is related to the Company if:

- (i) directly, or indirectly through one or more intermediaries, the party:
 - controls, is controlled by, or is under common control with, the Company (this includes parent, subsidiaries and fellow subsidiaries);
 - has an interest in the entity that gives it significant influence over the Company; or
 - has joint control over the Company;
- (ii) the party is an associate of the Company;
- (iii) the party is a joint venture in which the Company is a venturer;
- (iv) the party is a member of the key management personnel of the Company or its parent;
- (v) the party is a close member of the family of any individual referred to in (i) or (iv);
- (vi) the party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v); or
- (vii) the party is a post-employment benefit plan for the benefit of employees of the Company, or of any entity that is a related party of the Company.

Related party transactions are recorded in accordance with the policies of the Company.

(b) Derecognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company'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.

Employee benefits

Leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave for services rendered by employees up to the end of the reporting period.

Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

3 SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Provisions (Cont'd)

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable.

Government Grants

Government grants to support the Company's operating budget are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

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

Interest income

Interest revenue is recognised when it is probable that the economic benefit will flow to the Company and the amount of revenue 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.

Foreign currencies

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

In preparing the financial statements of the Company, transactions in currencies other than the Company's functional currency, are recorded at the rates of exchange prevailing on the dates of those transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are re-translated at the rates prevailing when the fair value was determined. Non-monetary items that are measured in terms of historical costs in foreign currency are not retranslated.

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

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policies, which are described in Note 3, management is required to make judgements, 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.

Critical judgments in applying accounting policies

Management believes there are no judgements made that had a significant effect on the amounts recognised in the financial statements.

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Cont'd)

Key sources of estimation uncertainties

Management believes there were no key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

5 PROPERTY AND EQUIPMENT

	Leasehold Improvements \$'000	Furniture, Fixtures, and Equipment (Office) \$'000	Computers and Software (Office) \$'000	Totals \$'000
At cost				
April 1, 2015	988	12,093	19,987	33,048
Additions	-	1,451	3,378	4,827
March 31, 2016	988	13,544	23,363	37,873
Additions	-	120	181	301
March 31, 2017	988	13,664	23,544	38,174
Depreciation				
April 1, 2015	(827)	(8,375)	(10,232)	(17,434)
Charge for year	(97)	(1,205)	(2,411)	(3,713)
March 31, 2016	(924)	(7,580)	(12,643)	(21,147)
Charge for year	(11)	(1,320)	(2,987)	(4,318)
March 31, 2017	(935)	(8,900)	(15,630)	(25,465)
Net Book Value				
March 31, 2017	31	4,764	7,914	12,709
March 31, 2016	42	5,964	10,720	16,726

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

Leasehold improvements	10 years
Furniture, fixtures, and equipment	10 years
Computers and software	5 years

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

6 INTANGIBLE ASSETS

The carrying amounts for intangible assets for the years included in these financial statements as at March 31, 2017 are reconciled as follows:

	<u>Jingle</u> \$'000	<u>Logo</u> \$'000	<u>Video</u> \$'000	<u>Total</u> \$'000
At cost				
Balance at April 1, 2016 and March 31, 2017	<u>630</u>	<u>200</u>	<u>560</u>	<u>1,390</u>
Accumulated amortization				
Balance at April 1, 2015	(139)	(45)	(560)	(744)
Charge for year	<u>(18)</u>	<u>(5)</u>	<u>-</u>	<u>(21)</u>
Balance at March 31, 2016	(155)	(50)	(560)	(765)
Charge for year	<u>(15)</u>	<u>(5)</u>	<u>-</u>	<u>(20)</u>
Balance at March 31, 2017	<u>(170)</u>	<u>(55)</u>	<u>(560)</u>	<u>(785)</u>
Carrying amount				
As at March 31, 2017	<u>460</u>	<u>145</u>	<u>-</u>	<u>605</u>
As at March 31, 2016	<u>475</u>	<u>150</u>	<u>-</u>	<u>625</u>

7 RECEIVABLES AND PREPAYMENTS

	<u>2017</u> \$'000	<u>2016</u> \$'000
Other receivables	15	25
Staff loans	1,191	1,312
Prepayments	<u>240</u>	<u>240</u>
	<u>1,446</u>	<u>1,577</u>

8 RESALE AGREEMENT

	<u>2017</u> \$'000	<u>2016</u> \$'000
Government of Jamaica – 7.50% Benchmark Investment Note 2017	46,787	73,231
Interest receivable	<u>333</u>	<u>460</u>
	<u>47,120</u>	<u>73,691</u>

These securities mature within one to three months after year end with interest rates of 5.65% (2016: 5.10%)

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

9 CASH AND CASH EQUIVALENTS

	Interest Rate Per Annum %	<u>2017</u> \$'000	<u>2016</u> \$'000
Cash and cash equivalents comprise:			
Bank of Nova Scotia Jamaica Limited:			
JS Current Account		131,287	89,497
US\$ Savings Account US\$1.559 million (2016: US\$1.993 million)		199,171	242,432
Petty cash		<u>11</u>	<u>11</u>
		<u>330,469</u>	<u>331,940</u>

Included in the general funds of the Company are Tablets in Schools Pilot Project Funds amounting to \$25.55 million (2016: \$127.49 million) and Technology Management and Support Services amounting to \$214.49 million (2016: \$157.50 million).

10 SHARE CAPITAL

	<u>2017</u> \$'000	<u>2016</u> \$'000
Stated capital		
Issued and fully paid – April 1 and March 31*		
100 ordinary shares (Owned by Accountant General)	<u>-</u>	<u>-</u>

* Because of rounding to the nearest thousand, the carrying value of ordinary shares in the amount of \$100 is not reflected.

The total authorised number of ordinary shares is 100 shares (2016: 100). The Company has one class of shares which carries no right to fixed income.

11 TABLETS IN SCHOOLS PILOT PROJECT FUND

The Tablets in Schools Pilot Project Fund is being implemented by the Company on behalf of the Government of Jamaica (GOJ) and is funded by the Universal Service Fund (Note 1). Funds received are used to finance approved project activities. Movement of the fund during the year is as follows:

(a)	<u>2017</u> \$'000	<u>2016</u> \$'000
Balance at the beginning of the year	<u>88,443</u>	<u>62,657</u>
Transactions during the year:		
Government grant received from Universal Service Fund	<u>59,319</u>	<u>340,131</u>
Other expenditure	(98,454)	(146,582)
Capital expenditure	<u>(41,734)</u>	<u>(167,763)</u>
Total Expenditure (Note 21 (ii))	<u>(140,188)</u>	<u>(314,345)</u>
(Decrease) Increase for the year	<u>(80,869)</u>	<u>25,786</u>
Balance at the end of the year	<u>7,574</u>	<u>88,443</u>

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

11 TABLETS IN SCHOOLS PILOT PROJECT FUND (Cont'd)

(a) (Cont'd)

The fund balance is represented by:

	<u>2017</u> \$'000	<u>2016</u> \$'000
Payables	(17,974)	(39,028)
Cash and cash equivalents (Note 9)	<u>25,548</u>	<u>127,489</u>
	<u>7,574</u>	<u>88,443</u>

(b) Tablets, software, content and equipment

	<u>2017</u> \$'000	<u>2016</u> \$'000
At cost		
April 1	1,199,587	1,033,410
Addition	41,734	167,763
Write-offs	-	(4,097)
Recoveries	-	<u>2,511</u>
	<u>1,241,321</u>	<u>1,199,587</u>

These represent items of tablets, software, content and equipment acquired by the Company from grants received from the Government of Jamaica's (GOJ) Universal Service Fund (formerly the Universal Access Fund). These assets were distributed to various schools island wide participating in the Tablets in Schools Pilot Project Fund.

12 E-LEARNING JAMAICA PROJECT FUND (HIGH SCHOOLS)

(a) Computers, software, furniture, fixtures and equipment – Schools

	<u>2017</u> \$'000	<u>2016</u> \$'000
At cost:		
April 1	<u>3,004,155</u>	<u>3,004,155</u>
Cumulative as at March 31	<u>3,004,155</u>	<u>3,004,155</u>

These represent items of computers, software, furniture, fixtures and equipment acquired by the Company from grants received from the Government of Jamaica (GOJ) Universal Service Fund (formerly the Universal Access Fund) and Consolidated Fund. These assets were distributed to various schools island wide participating in the e-Learning project. These items have been transferred by Deed of Gift dated January 11, 2016 to the Ministry of Education, Youth and Information. The cost transferred excludes \$75,028,443 associated with establishing the central services and storage for hosting the online educational material produced by the project.

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

12 E-LEARNING JAMAICA PROJECT FUND (HIGH SCHOOLS) (Cont'd)

(b) Project expenses

The project has incurred expenditure other than for capital items included in (a) above as follows:

	<u>Instructional Materials</u> \$'000	<u>Teacher Training</u> \$'000	<u>Continuous Assessment</u> \$'000	<u>Other</u> \$'000	<u>Totals</u> \$'000
April 1, 2015	483,316	475,257	106,412	218,201	1,283,186
Expensed for the year	-	-	-	-	-
Cumulative as at March 31, 2016	483,316	475,257	106,412	218,201	1,283,186
Expensed for the year	-	-	-	-	-
Cumulative as at March 31, 2017	<u>483,316</u>	<u>475,257</u>	<u>106,412</u>	<u>218,201</u>	<u>1,283,186</u>

(c) Project fund

	<u>2017</u> \$'000	<u>2016</u> \$'000
Balance at beginning of the year	-	<u>36,684</u>
Transactions for year:		
Government grant from Consolidated Fund	-	-
Interest income	-	-
Transfer to Technology Management and Support Services	-	<u>(36,684)</u>
	<u>-</u>	<u>(36,684)</u>

13 TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES

(a) Software and equipment – Schools

	<u>2017</u> \$'000	<u>2016</u> \$'000
At cost:		
April 1	10,754	-
Addition	-	<u>10,754</u>
	<u>10,754</u>	<u>10,754</u>

These represent items of software and equipment acquired by the Company from grants received from the Government of Jamaica (GOJ) Consolidated Fund. These assets were distributed to various schools island wide that had participated in the e-Learning High Schools project.

(b) Project expenses

The project has incurred expenditure other than for capital items included in (a) above as follows:

	<u>Instructional Materials</u> \$'000	<u>Teacher Training</u> \$'000	<u>Continuous Assessment</u> \$'000	<u>Other</u> \$'000	<u>Totals</u> \$'000
April 1, 2016	15,561	23,674	20,501	42,890	102,626
Expensed for the year	<u>14,234</u>	<u>25,555</u>	<u>12,785</u>	<u>87,389</u>	<u>139,963</u>
Cumulative as at March 31, 2017	<u>29,795</u>	<u>49,229</u>	<u>33,286</u>	<u>130,279</u>	<u>242,589</u>

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

13 TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES (Cont'd)

(c) Project fund

	<u>2017</u> \$'000	<u>2016</u> \$'000
Balance at beginning of the year	168,329	-
Transactions for year:		
Transfer from e-Learning Jamaica Project Fund (High Schools)	-	36,684
Income:		
Government grant	150,137	240,345
Interest income	3,694	4,680
	<u>153,831</u>	<u>245,025</u>
Expenditure	(139,963)	(102,626)
Capital expenditure	-	(10,754)
Total expenditure (Note 21 (iii))	<u>(139,963)</u>	<u>(113,380)</u>
Increase for the year	<u>13,868</u>	<u>131,645</u>
Balance at the end of the year	<u>182,197</u>	<u>168,329</u>
The Fund balance is represented by:		
	<u>2017</u> \$'000	<u>2016</u> \$'000
Resale Agreement (7.50% Benchmark Investment Note 2017) (Note 8)	47,120	73,691
Payables	(79,418)	(62,867)
Cash and cash equivalents (Note 9)	<u>214,495</u>	<u>157,505</u>
	<u>182,197</u>	<u>168,329</u>

14 PAYABLES AND ACCRUALS

	<u>2017</u> \$'000	<u>2016</u> \$'000
Foreign payables – e-Learning projects (Note 14 (i))	60,342	39,090
Local payables	5,996	14,828
Accruals	19,064	20,426
Staff costs	577	595
Statutory deductions	3,506	2,940
GCT payable	12,692	17,024
Retentions on contracts – e-Learning projects (US\$0.033 million (2016: US\$0.159) (Note 14 (ii)))	4,772	19,457
Bid security US\$0.006 million (2016: US\$0.006 million)	<u>772</u>	<u>732</u>
Total	<u>107,721</u>	<u>115,082</u>

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

14 PAYABLES AND ACCRUALS (Cont'd)

(i) Foreign payables comprise:

	<u>2017</u> US\$'000	<u>2017</u> J\$'000	<u>2016</u> US\$'000	<u>2016</u> J\$'000
Supplier				
The Mico Foundation	303	38,984	303	38,978
Dell World Trade	-	-	16	1,868
Inova Solutions Ja. Ltd.	166	21,358	-	-
Other foreign payables	-	-	<u>2</u>	<u>244</u>
Total	<u>469</u>	<u>60,342</u>	<u>321</u>	<u>39,090</u>

(ii) Retentions on contracts represents amounts of ten per cent (10%) retained from contractors' fees billed to date for the defects liability period under their contracts.

15 GOVERNMENT GRANTS

This represents contributions received from the Government of Jamaica (GOJ) to finance capital and general operating expenses of the Company, and costs incurred in respect of projects the Company manages on behalf of GOJ (Note 1).

16 SURPLUS (DEFICIT) FOR THE YEAR

The following are among the items charged in arriving at the surplus (deficit) for the year:

	<u>2017</u> \$'000	<u>2016</u> \$'000
Directors' emoluments:		
Fees	904	928
Executive remuneration (Note 20)	29,849	29,068
Auditors' remuneration - current year	944	775
- prior year	139	120
Depreciation and amortisation	4,338	3,734

17 OTHER INCOME

	<u>2017</u> \$'000	<u>2016</u> \$'000
Interest income on staff loans	35	31
Other income	<u>378</u>	<u>544</u>
	<u>413</u>	<u>575</u>

18 FINANCE INCOME

	<u>2017</u> \$'000	<u>2016</u> \$'000
Interest income from cash and cash equivalents	265	216
Interest income on financial assets carried at amortised cost	<u>3,429</u>	<u>4,464</u>
	<u>3,694</u>	<u>4,680</u>

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

19 TAXATION

There is no current tax charge as the Company is exempt from income tax under Section 12 (b) of the Income Tax Act.

20 RELATED PARTY TRANSACTIONS

Key management compensation is as follows:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Salaries and related expenses	20,144	19,502
Gratuity	4,959	4,875
Travelling	<u>4,746</u>	<u>4,689</u>
	<u>29,849</u>	<u>29,066</u>

21 EXPENSES BY NATURE

(i) Total administrative and other operating expenses:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Directors' fees	904	928
Rent, maintenance and parking fees	6,728	6,768
Auditors' remuneration - current year	944	775
- prior year	139	120
Employees benefits (See Note 22)	62,634	62,685
Other expenses	<u>7,845</u>	<u>11,488</u>
	79,104	82,764
Promotion and public education	208	1,455
Depreciation and amortisation	<u>4,338</u>	<u>3,734</u>
	<u>83,740</u>	<u>87,953</u>

(ii) Total direct Tablets in Schools Pilot Project expenses:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Survey and implementation support	34,957	50,462
ICT teacher training	2,083	5,147
Integration training	-	242
Staffing and administration costs	49,272	77,775
Content – Educational materials	1,863	42,925
Public relation costs	12,142	13,057
Provision of tablets	40,071	91,993
School equipment	<u>-</u>	<u>32,744</u>
	<u>140,188</u>	<u>314,345</u>

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

21 EXPENSES BY NATURE (Cont'd)

(iii) Total Technology Management and Support Services expenses:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Instructional materials	14,234	15,561
Teacher training	25,565	23,674
Central repository	31,238	13,551
Technology infrastructure in schools	56,151	37,703
Project evaluation	-	2,182
Continuous assessment	12,785	20,501
Remedial	<u>-</u>	<u>208</u>
	<u>139,963</u>	<u>113,380</u>

22 EMPLOYEES BENEFITS

The aggregate costs of employees were as follows:

	2017	2016
	\$'000	\$'000
Salaries and related expenses	51,980	53,333
Travelling and subsistence	7,470	7,372
Medical and other staff benefits	<u>3,184</u>	<u>1,980</u>
	<u>62,634</u>	<u>62,685</u>

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT

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 instrument are disclosed in Note 3 to the financial statements.

Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Financial Assets (at amortised cost)		
Current assets		
Resale agreement	47,120	73,691
Receivables (excluding prepayments)	1,206	1,337
Cash and bank	<u>330,469</u>	<u>331,940</u>
Total	<u>378,795</u>	<u>406,968</u>
Financial Liabilities (at amortised cost)		
Due to e-Learning Jamaica Project Fund	189,771	256,772
Payables	<u>72,459</u>	<u>74,702</u>
Total	262,230	331,474

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (Cont'd)

Financial risk management policies and objectives

The Company's activities expose it to a variety of financial risks. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

The Company's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems. The Company regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practice.

The Board of Directors is ultimately responsible for the establishment and oversight of the Company's risk management framework. The Board provides principles for overall risk management, as well as policies covering specific areas, such as market risk (including foreign currency risk, interest rate risk, and other prices).

(a) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. Except in respect of foreign currencies, as disclosed in Note (23 (a) (i)) below the Company has no exposure to market risk.

There has been no change to the Company's exposure to market risks or the manner in which they are managed.

Exposures are measured using sensitivity analyses indicated below.

(i) Foreign exchange risk management

The Company undertakes certain transactions denominated in currencies other than the Jamaican dollar resulting in exposures to exchange rate fluctuations.

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Management consistently monitors the Company's exposure in this regard.

The following balances held in United States dollars are included in these financial statements at the end of the reporting period:

	<u>Assets</u>		<u>Liabilities</u>		<u>Net Assets (Liabilities)</u>	
	<u>2017</u>	<u>2016</u>	<u>2017</u>	<u>2016</u>	<u>2017</u>	<u>2016</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
JMD	199,171	242,432	(85,888)	(59,279)	133,285	183,153

Foreign currency sensitivity

The following table details the sensitivity to a 1% revaluation and 6% devaluation (2016: 1% revaluation and 8% devaluation) in the Jamaican dollar against the relevant foreign currencies. The rates above are the sensitivity rates used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates in the short term. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for the percentage change in foreign currency rates above.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (Cont'd)

Financial risk management policies and objectives (Cont'd)

(a) Market risk (Cont'd)

(i) Foreign exchange risk management (Cont'd)

Foreign currency sensitivity (Cont'd)

If the Jamaican dollar strengthens by 1% or weakens by 6% (2016: strengthens by 1% or weakens by 8%) against the relevant foreign currency, surplus or deficit will decrease or increase by:

	Revaluation				Devaluation			
	2017		2016		2017		2016	
	%	JS'000	%	JS'000	%	JS'000	%	JS'000
Surplus or deficit	+1	1,333	+1	1,832	-6	(7,997)	-8	(14,652)

The changes in sensitivity are mainly attributable to the exposure outstanding on bank balances and payables denominated in foreign currency at year end. Additionally, the rate of projected devaluation from 8% in 2016 to 6% in 2017 contributed to the change.

Management of foreign currency risk

Management manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions.

(ii) Interest rate risk management

Interest rate risk is the potential that the value of a financial instrument will fluctuate due to changes in market interest rates as a result of cash flow or fair value interest rate risk. Financial instruments subject to fixed interest rates are exposed to fair value interest rate risk while those subject to floating interest rates are exposed to cash flow risk.

Included in the table are the Company's financial assets and financial liabilities at carrying amounts categorised by the earlier of contractual repricing or maturity date.

The following tables summarise the Company's exposure to interest rate risks:

	2017				
	Terms to Maturity				Total
	Within 1 Month	1 - 3 Months	3 - 12 Months	Non-interest Bearing	
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Receivables	-	-	1,191	15	1,206
Resale agreements	-	47,120	-	-	47,120
Cash and bank balances	199,171	-	-	131,298	330,469
Total assets	199,171	47,120	1,191	131,313	378,795
Due to e-Learning Jamaica Project Fund	-	-	-	(189,771)	(189,771)
Accounts payable	-	-	-	(72,459)	(72,459)
Total liabilities	-	-	-	(262,230)	(262,230)
Interest rate sensitivity gap	199,171	47,120	1,191	(130,917)	116,565
Cumulative gap	199,171	248,291	247,482	116,565	-

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (Cont'd)

Financial risk management policies and objectives (Cont'd)

(a) Market risk (Cont'd)

(i) Interest rate risk management (Cont'd)

	2016				Total \$'000
	Terms to Maturity				
	Within 1 Month \$'000	1 – 3 Months \$'000	3 – 12 Months \$'000	Non-interest Bearing \$'000	
Assets					
Receivables	-	-	1,312	25	1,337
Resale agreements	-	73,691	-	-	73,691
Cash and bank balances	242,432	-	-	89,508	331,940
Total assets	242,432	73,691	1,312	89,533	408,968
Due to e-Learning Jamaica Project Fund	-	-	-	(256,772)	(256,772)
Accounts payable	-	-	-	(115,092)	(115,092)
Total liabilities	-	-	-	(371,864)	(371,864)
Interest rate sensitivity gap	242,432	73,691	1,312	(282,331)	35,104
Cumulative gap	242,432	316,123	317,435	35,104	-

(b) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Company.

Financial assets that potentially subject the Company to concentration of credit risk consist principally of cash at bank, receivables and resale agreements. The maximum exposure to credit risk is the amount of approximately \$378.795 million (2016: \$408.968 million) disclosed under 'categories of financial instruments' above and the Company holds no collateral in this regard. The directors believe that the credit risks associated with these financial instruments are minimal.

In respect of resale agreements, collateral is held for all resale agreements.

In respect of cash and bank balances, the Company minimises the risk by limiting its obligations to major banks. The carrying amount of cash and bank deposits (excluding cash in hand) totaling \$330.458 million (2016: \$331.929 million) at year end represents the Company's minimum exposure to this class of financial asset.

Receivables are inclusive of staff loans which are repaid by way of salary deductions.

e-LEARNING JAMAICA COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (Cont'd)

Financial risk management policies and objectives (Cont'd)

(c) Liquidity risk management

Liquidity risk, also referred to as funding risk, is the risk that the Company will encounter difficulty in meeting commitments associated with financial instruments. Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents, and the availability of funding through an adequate amount of committed facilities. The Company manages its liquidity risk by continuously monitoring future cash flows.

The following tables detail the Company's remaining contractual undiscounted payments to maturity for its financial liabilities with agreed repayment periods where applicable. The tables have been drawn up based on the undiscounted cash flows of financial liabilities. The tables include both interest and principal cash flows. The contractual maturity is based on the earliest date on which the Company may be required to pay.

	2017				Total \$'000
	Within 1 Month \$'000	1 – 3 Months \$'000	3 – 12 Months \$'000	1 – 5 Years \$'000	
Assets					
Receivables	-	-	1,206	-	1,206
Resale agreements	-	47,215	-	-	47,215
Cash and bank balances	<u>330,510</u>	-	-	-	<u>330,510</u>
Total financial assets	<u>330,510</u>	<u>47,215</u>	<u>1,206</u>	<u>-</u>	<u>378,931</u>
Liabilities					
Due to e-Learning Jamaica Project Fund	-	-	-	189,771	189,771
Accounts payable	<u>72,459</u>	-	-	-	<u>72,459</u>
Total financial liabilities	<u>72,459</u>	-	-	<u>189,771</u>	<u>262,230</u>

	2016				Total \$'000
	Within 1 Month \$'000	1 – 3 Months \$'000	3 – 12 Months \$'000	1 – 5 Years \$'000	
Assets					
Receivables	-	-	1,337	-	1,337
Resale agreements	-	73,844	-	-	73,844
Cash and bank balances	<u>331,940</u>	-	-	-	<u>331,940</u>
Total financial assets	<u>331,940</u>	<u>73,844</u>	<u>1,337</u>	<u>-</u>	<u>407,121</u>
Liabilities					
Due to e-Learning Jamaica Project Fund	-	-	-	258,772	258,772
Accounts payable	<u>53,388</u>	-	<u>21,314</u>	-	<u>74,702</u>
Total financial liabilities	<u>53,388</u>	-	<u>21,314</u>	<u>258,772</u>	<u>331,474</u>

23 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (Cont'd)

Financial risk management policies and objectives (Cont'd)

(d) Fair value of financial assets and financial liabilities

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. A market price, where an active market (such as a recognized stock exchange) exists, is the best evidence of the fair value of a financial instrument. Where market prices are not available for the financial assets and liabilities of the Company, fair values in the financial statements have been presented using various estimation techniques based on market conditions existing at the end of the reporting period. Generally, judgement is necessarily required in interpreting market data to develop estimates of fair value. Accordingly, the estimates presented in these financial statements are not necessarily indicative of the amounts that the Company 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 values of cash and bank balances, receivables, and payables reflect the appropriate fair values because of the short-term maturity of these instruments.
- (ii) The fair value of amounts due to e-Learning Jamaica Project Fund cannot be determined as these amounts have no set terms of repayment. The fair values have been assumed to be the amounts payable on demand (the carrying value).

Fair value measurements recognised in the Statement of Financial Position

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

24 OPERATING LEASE MANAGEMENT

The Company occupies office space under an operating lease with lease term of two years.

At the end of the reporting period, future minimum lease payments are as follows:

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Within one year	734	734

Lease payments recognised as expense during the year amounted to \$0.855 million (2016: \$0.855 million).

25 COMMITMENTS

At the end of the reporting period the Company has commitments totaling US\$Nil million (2016: US\$0.168 million) and J\$6.403 million (2016: J\$1.175 million).

ADDITIONAL INFORMATION

**REPORT TO THE DIRECTORS OF
e-LEARNING JAMAICA COMPANY LIMITED**

ON

ADDITIONAL INFORMATION

Our examination of the financial statements of the Company for the year ended March 31, 2017, was intended primarily for the purpose of formulating an opinion on those financial statements taken as a whole. The additional information presented in pages 2 and 3 has been taken from the accounting and other records of the Company and is not necessary to give a true and fair view of the financial position of the Company, or its financial performance and cash flows for the year then ended. Such information has not been subjected to sufficient tests and other auditing procedures to enable us to express an opinion as to the fairness of all the details included therein, and accordingly we do not express an opinion on the additional information.

Calvert Gordon Associates
Chartered Accountants

Kingston, Jamaica,
July 5, 2017

e-LEARNING JAMAICA COMPANY LIMITED

ADMINISTRATIVE EXPENSES

YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Administrative and general expenses		
Directors' fees	904	928
Salaries, wages and related expenses	59,450	60,705
Medical and other staff benefits	3,184	1,980
Rent and parking fees	1,030	1,023
Maintenance	5,356	5,397
Insurance	188	388
Office expenses	2,985	4,365
Foreign travel	576	117
Conference and seminars	1,069	1,395
Meeting expenses	1,859	3,782
Software maintenance and others	342	348
Telephone	636	672
Courier	157	153
Audit fees - current year	944	775
- prior year	139	120
Security	109	99
Bank charges	412	380
Subscription	<u>54</u>	<u>139</u>
	<u>79,194</u>	<u>82,764</u>
Promotion costs		
Promotion and public education	<u>208</u>	<u>1,455</u>
Other operating expenses		
Depreciation on property and equipment	4,318	3,713
Amortisation on intangible assets	<u>20</u>	<u>21</u>
	<u>4,338</u>	<u>3,734</u>
	<u>83,740</u>	<u>87,953</u>

e-LEARNING JAMAICA COMPANY LIMITED

EXPENSES - TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES

YEAR ENDED MARCH 31, 2017

	<u>2017</u> \$'000	<u>2016</u> \$'000
Instructional materials		
Materials development and planning		
Standard specification Phases I and II	337	909
Subject coordinators/SAGS	<u>805</u>	<u>6,388</u>
	<u>842</u>	<u>7,295</u>
Instructional manuals for teachers and students		
Customisation writing Phases I and II	<u>-</u>	<u>332</u>
	<u>-</u>	<u>332</u>
Item bank		
Item writing payment	-	50
Item review payment	<u>-</u>	<u>60</u>
	<u>-</u>	<u>110</u>
Materials management		
Photocopying	11,727	7,748
Evaluation and monitoring	-	50
Implementation officers	<u>1,565</u>	<u>28</u>
	<u>13,292</u>	<u>7,824</u>
Total Instructional materials	<u>14,234</u>	<u>15,561</u>

e-LEARNING JAMAICA COMPANY LIMITED

EXPENSES - TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES

YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
	\$'000	\$'000
Teacher training		
Methodology		
Methodology and integration	<u>5,997</u>	<u>11,378</u>
ICT training		
Consultant fees – HEART/NTA Trust	247	82
Workshops, travelling and subsistence	<u>1,896</u>	<u>3,784</u>
	<u>2,143</u>	<u>3,866</u>
Teachers' college intervention	<u>8,240</u>	<u>1,863</u>
Implementation management		
Photocopying, printing and stationery	8,723	6,453
Teacher training meetings and workshops	76	88
Implementation officers	<u>2,376</u>	<u>28</u>
	<u>11,175</u>	<u>6,569</u>
Total Teacher training	<u>25,555</u>	<u>23,674</u>
Central repository	<u>31,238</u>	<u>13,551</u>
Technology infrastructure		
Schools		
Network infrastructure	-	419
Computer equipment and locks	-	7,583
Software Microsoft licence	<u>24,902</u>	<u>7,157</u>
Total Technology infrastructure b/f	<u>24,902</u>	<u>15,159</u>

e-LEARNING JAMAICA COMPANY LIMITED

EXPENSES - TECHNOLOGY MANAGEMENT AND SUPPORT SERVICES

YEAR ENDED MARCH 31, 2017

	<u>2017</u> \$'000	<u>2016</u> \$'000
Total Technology infrastructure c/f	<u>24,902</u>	<u>15,159</u>
Implementation management		
Photocopying, printing and stationery	18,151	13,917
Insurance	3,169	3,169
Technology infrastructure meetings	47	94
School visits	55	51
Training technology	668	186
Implementation officers	1,565	28
Advertisements	568	-
Audit equipment/materials	<u>7,026</u>	<u>5,099</u>
	<u>31,249</u>	<u>22,544</u>
Total Technology infrastructure	<u>56,151</u>	<u>37,703</u>
Project evaluation		
Other expenses	<u>-</u>	<u>2,182</u>
Total Project evaluation	<u>-</u>	<u>2,182</u>
Continuous assessment		
Meeting expenses	21	165
Consultant fees	8,607	20,336
Printing	<u>4,157</u>	<u>-</u>
Total Continuous assessment	<u>12,785</u>	<u>20,501</u>
Remedial		
Special school intervention	<u>-</u>	<u>208</u>

**COMPLIANCE REPORT WITH GOJ PROCUREMENT GUIDELINES FOR
APRIL 2016 TO MARCH 2017**

e-LEARNING JAMAICA LIMITED

**REPORT FOR COMPLIANCE WITH
THE GOVERNMENT OF JAMAICA PROCUREMENT GUIDELINES**

FOR PERIOD APRIL 1, 2016 TO MARCH 31, 2017

REPORT OF FACTUAL FINDINGS



Chartered Accountants

Suite 110 City Centre Building
P.O. Box 60, Montego Bay
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Tel: 876 952 4713- 4
Fax 876 979 0246

7 West Avenue
P.O. Box 13, Kingston 4
Jamaica, W.I.
Tel: 876 922 6825
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Report of Factual Findings

The Directors
e-Learning Jamaica Company Limited
PCJ Building – Ground Floor
36 Trafalgar Road
KINGSTON 10

Dear Sirs:

In accordance with the terms of reference dated April 26, 2017 that you agreed with us, we provide our Report of Factual Findings. You requested certain procedures to be carried out in connection with your Compliance with the Government of Jamaica Procurement Guidelines during the period April 1, 2016 to March 31, 2017, in accordance with the guidelines of the Ministry to Finance Circular #9 dated March 13, 2014.

Objective

Our engagement was a compliance verification which is an engagement to perform certain agreed-upon procedures with regard to the Compliance with the Government of Jamaica Procurement Guidelines. The objective of this compliance verification is for us to carry out certain procedures to which we have agreed and to submit to you a report of factual findings with regard to the procedures performed.

Standards and Ethics

Our engagement was undertaken in accordance with the International Standard on Related Services ('ISRS') 4400 Engagements to perform Agreed-upon Procedures regarding Financial Information as promulgated by the International Federation of Accountants (IFAC).

Procedures Performed

As requested, the procedures performed were as follows:

1. We inquired about the procurement policies that are in place for the procurement of goods and services and ascertain from management that the company utilizes the Government of Jamaica Procurement Guidelines manual and evidence of the implementation of the policies therein.
2. We inquired of management that a Procurement Committee has been established and determine whether it is operating in accordance with the Government of Jamaica Procurement Guidelines.
3. We reviewed minutes of Committee meetings held throughout the period being reviewed.
4. We reviewed the quarterly reports submitted to the Office of the Contractor General to ensure they are completed in accordance with the Government of Jamaica Procurement Guidelines and were submitted on a timely basis.
5. We obtained a listing of all contracts for procurement of goods and services in excess of J\$500,000.

Partners: Fagan E. Calvert, Audley L. Gordon

5. (Cont'd)

We examined tender documents for three (3) contracts to ascertain the following:

- Whether procurement was by limited tender procedures from qualified National Contracts Commission (NCC) registered contractors.
 - That all bidders had a valid Tax Compliance Certificate (TCC)
 - Contractors submitted tender securities (Where applicable)
 - That proposals received met the requirements as stipulated in the tender documents submitted by the company.
 - That advertisement was done through the appropriate medium based on the value of the contract in accordance with the Government of Jamaica Procurement guidelines.
6. We reviewed documentation to ascertain that the receiving and opening of tenders was done as stipulated in the tender documents and in accordance with the Government of Jamaica Procurement Guidelines.
7. We reviewed the contract awarding and authority to accept tender process and ensure this is done in accordance with the Government of Jamaica Procurement Guidelines.

Sources of Information

We performed our procedures on the basis of information provided to us by you, response to specific questions asked by us, information obtained/extracted from your records.

Factual Findings

With respect to items 1 through 7 above, no exceptions were noted. The procurement procedures carried out by e-Learning Jamaica Limited during the period April 1, 2016 to March 31, 2017 were in accordance with the Government of Jamaica Procurement Guidelines.

Because the procedures performed by us did not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, we do not express any assurance on the factual findings in connection with the Company's compliance with the Government of Jamaica Procurement Guidelines.

Had we performed additional procedures or had we performed an audit or review of the financial statements of the Beneficiary in accordance with International Standards on Auditing, other matters might have come to our attention that would have been reported to you.

Use of this Report

This Report is solely for the purpose set forth above under objective.

This report is prepared solely for your own confidential use and solely for the purpose of submission by you to the appropriate Government Agencies. This report may not be relied upon by you for any other purpose, nor may it be distributed to any other parties.

We look forward to discussing our Report with you and would be pleased to provide any further information or assistance which may be required.

CalvertGordon Associates
Chartered Accountants

Kingston, Jamaica
July 5, 2017