



E-LEARNING JAMAICA COMPANY LTD

# 2020/21

ANNUAL REPORT



An Agency of the Ministry of Science,  
Energy and Technology



## MISSION/ VISION / CORE VALUES

### VISION

To support the improvement of national learning outcomes by providing supporting Information and Communications Technology (ICT) solutions.

This vision when achieved will support the implementation of the following policies:

- Government of Jamaica's (GoJ) ICT Policy;
- MSET's Technology Policy;
- MoEYI's Technology in Education Policy.

### MISSION

- Deliver e-learning transformation projects within scope, budget, and on time;
- Provide advisory services and thought leadership on educational technology;
- Ensure that our solutions are supported throughout their lifetime;
- Engender a culture of high performance amongst our team members.





## CORE VALUES

- TEAMWORK
- FUN
- BOLDNESS
- INTEGRITY
- EXCELLENCE
- INNOVATION
- DIGITAL SAVVY

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# CORPORATE PROFILE



## > WHO WE ARE

e-Learning Jamaica Company Limited (e-LJAM) is a limited liability company, established in 2005, as an agency of the Ministry of Science, Energy and Technology (MSET) to implement e-learning projects in collaboration with the Ministry of Education, Youth and Information (MoEYI) and the Universal Service Fund (USF) our primary funder. The Company is governed by a Board of Directors (BoD) appointed by the portfolio Minister.



## > WHO WE DO

e-LJAM brings a new dynamic to teaching through the use of Information and Communication Technologies (ICTs). Students in Jamaica benefit from a mix of traditional methodologies with new entertaining approaches to learning which will stimulate the teaching and learning process, excite, and encourage a quest for knowledge and learning of new skills.

Our core competencies and services include programme management, technology integration, support services, technology consulting, and public education.



## > OUR STAFF

The Company has 48 members of staff covering the following areas Project Management, Human Resource Management and Administration, Communications and Public Relations, Legal Services, Information Communication Technology, Finance and Accounts, Internal Audit and Public Procurement.



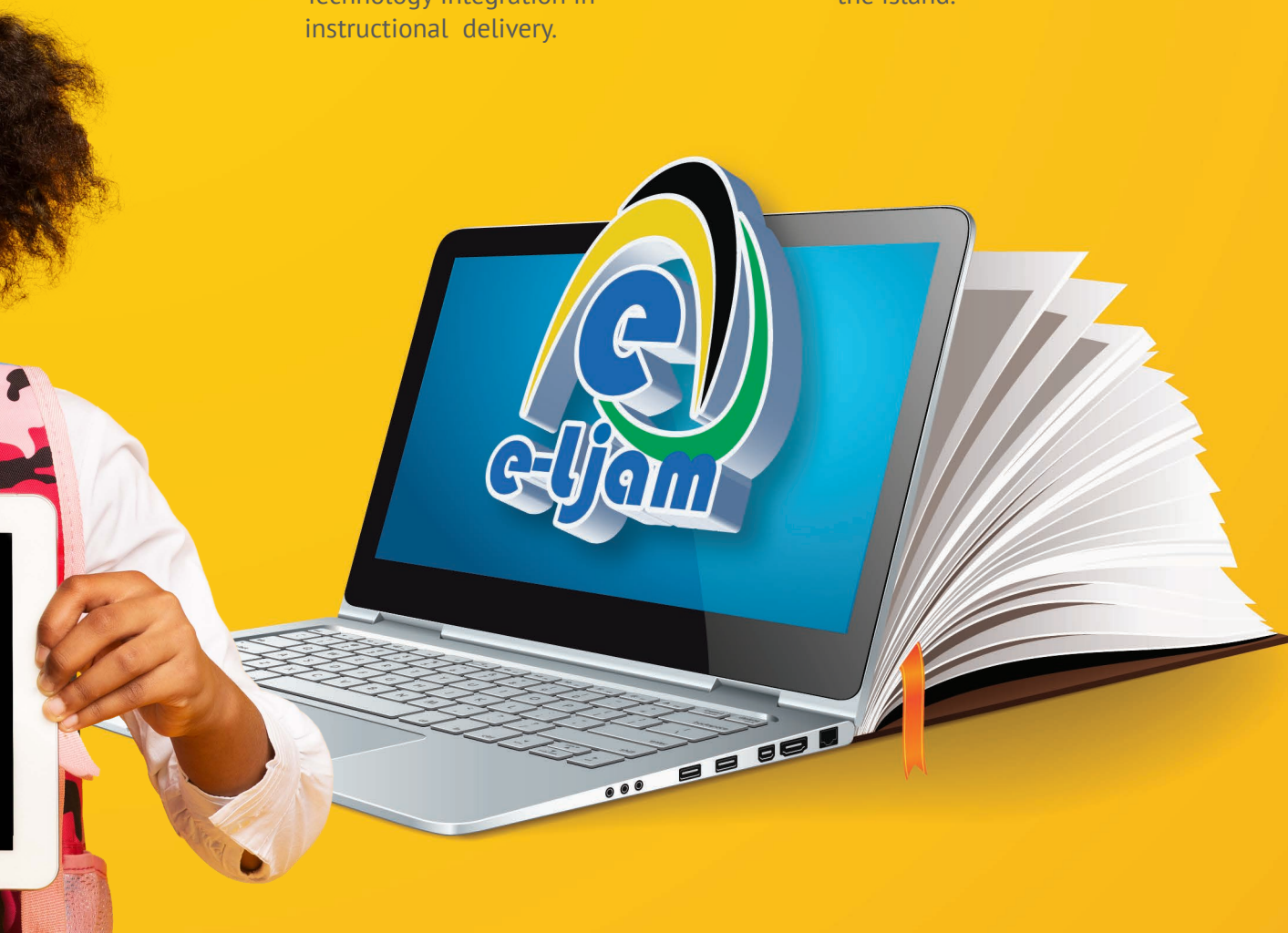




## > OUR PAST ACHIEVEMENTS

Some of the major projects completed by e-LJAM to date include the:

- High School Project (2005 – 2013) – impacted 203 educational institutions island wide. It resulted in the:
  - o Equipping of computer-laboratories with computers and audio-visual equipment;
  - o Acquisition and production of digitized instructional materials for 11 CXC CSEC subjects;
  - o Training of teachers in high schools and teacher training institutions in Basic ICT and Technology Integration in instructional delivery.
- Tablets in Schools (TIS) Pilot Project (2014 - 2017) - provided approximately 25,000 tablets to students and teachers in 38 institutions including Basic/Infant, Primary, High, Special, and teacher training educational institutions. Additionally, the institutions also received audio-visual equipment and tablet charging carts.
- Tablets for Physiotherapists (2019) - provided 46 tablets to fulfill a Heads of Agreement signed between the GoJ and the Council of Paramedics, impacting over 20 health care institutions across the island.



# MINISTER'S MESSAGE

**THE HON. DARYL VAZ**  
MINISTER OF SCIENCE, ENERGY,  
AND TECHNOLOGY



I would first like to thank the Board of Directors, Management and Staff of e-Learning Jamaica Company Limited for producing the 2020/2021 Annual Report. It is the responsibility of the government to ensure transparency and accountability for the good of our nation. The timely completion of Annual Reports and Audited Financials in compliance with the Financial Administration and Audit (FAA) Act, which is in furtherance of the objectives of the Government of Jamaica's Corporate Governance Framework.

With the arrival of the Covid-19 Pandemic in Jamaica, we were faced with the harsh realities of the digital divide concerning the education sector. e-Learning Jamaica Company Limited was able to quickly execute projects such as the Tablets for Teachers Programme and the Tablets in Schools Programme, involving the procurement and distribution of thousands of devices to students and teachers island wide to facilitate the new remote learning modality.

Over the period under review, the company engaged in other initiatives that would aid in mitigating the impact of the pandemic on the education sector. This also included the procurement and distribution of 15,000 Laptops for PATH beneficiaries. The devices were equipped with a Mobile Device Management

software to track and manage them remotely, enhancing their security and protection. To increase the availability of devices to students, e-Learning Jamaica also implemented the Own Your Own Device Incentive Programme with funding of \$720M aimed at providing 36,000 students with vouchers, valued at \$20,000 each, towards the procurement of a tablet or laptop.

I am confident that e-Learning Jamaica remains committed to meeting the changing demands of the education sector with appropriate technological solutions aimed at creating a first-world digital society consistent with the objectives of the Government of Jamaica.

In closing, let me thank the Board of Directors and Management of e-Learning Jamaica Company Limited for their stewardship and exhort them to continue with the mandate of infusing technology in the education sector, as this Ministry continues its thrust towards building a digitally enabled society on behalf of the Government of Jamaica.

**HON. DARYL VAZ, MP**

Minister of Science, Energy & Technology



# CHAIRMAN'S REPORT

## METRY SEAGA

CHAIRMAN, E-LEARNING JAMAICA  
COMPANY LIMITED



In November 2020, a new board was appointed by the Hon. Minister Vaz for two years, and I am honoured to have been selected as Chairman to continue the work stated by the previous Board. I look forward to working with the other Directors as well as the Management Team, in support of the improvement of national learning outcomes through the provision of effective and transformational Information and Communication Technology (ICT) Solutions by e-Learning Jamaica.

The period under review demonstrated the importance of technology in national development, but particularly its usefulness in the education sector, as we continued to navigate this challenging period brought on by the Covid-19 Pandemic. During the review period, the company continued to provide full support to the Ministry of Education, Youth and Information (MoEYI) by procuring and distributing tablets and laptops to institutions across the island, ensuring that students and teachers were adequately equipped as the teaching and learning modality transitioned online.

At the request of the MoEYI, e-LJam procured and distributed approximately 40,000 tablets and 15,000 laptops to students in grades 4-6 and 10-13 who are beneficiaries of the Programme of Advancement

through Health and Education (PATH). Over 25,000 tablets were also procured and distributed to teachers island wide. The company also supported the MoEYI in the development and execution of the Own Your Own Device (OYOD) Incentive Programme, by providing project management oversight of the initiative.

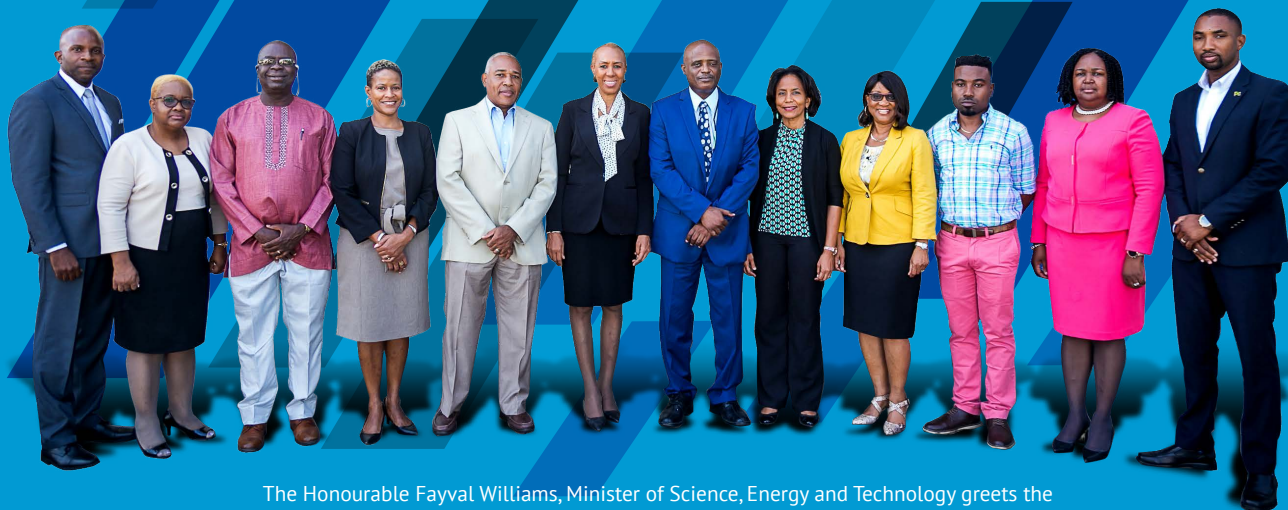
The company remains committed to providing 'e-Access to learning for all' with the continued procurement and distribution of additional devices to enhance the teaching and learning experience while bridging the digital divide. As the need for ICT increases, the company remains dedicated to the delivery of e-Learning transformational projects across the education sector, and I look forward to working with the Board and Management in delivering these projects.

A handwritten signature in black ink, appearing to read 'Metry Seaga', written over a horizontal line.

**METRY SEAGA** - Chairman

# > BOARD OF DIRECTORS

FROM AUGUST 26, 2019 - NOVEMBER 15, 2020



The Honourable Fayval Williams, Minister of Science, Energy and Technology greets the newly appointed Board of Directors along with Keith Smith, Chief Executive Officer

## FROM LEFT:

Dr. Mark Nicely, Mrs. Winnie Berry, Professor Felix Akinladejo, Mrs. Sherene Golding - Campbell – Deputy Chairman, Mr. Christopher Reckord – Chairman, Honourable Fayval Williams (*extending a courtesy call*), Mr. Keith Smith (CEO, e-LJam), Mrs. Charmaine DeLisser, Dr. Joan Spencer, Mr. Richard Cargill Jr., Dr. Grace McLean OD, Mr. Omar Frith.

## MISSING FROM PHOTO

Ms. Wahkeen Murray, Dr. Carvel Newton McLeary, Mr. Karl Williams (*appointed June 1, 2020*)

## BOARD MEMBERS

(AS OF NOVEMBER 16, 2020)

1. Mr. Metry Seaga (Chairman)
2. Ms. Deborah Newland (Deputy Chairperson)
3. Dr. Renee Rattray
4. Ms. Monique French
5. Mrs. Charmaine DeLisser
6. Professor Daniel Coore
7. Mr. Gordon Swaby
8. Mr. John-Matthew Sinclair
9. Dr. Mark Nicely
10. Mr. Karl Williams
11. Ms. Wahkeen Murray
12. Dr. Grace McLean, OD, JP



# BOARD OF DIRECTORS > BIOGRAPHY



**MR. METRY SEAGA** >  
CHAIRMAN

Mr. Seaga is the Chairman of the Board of e-Learning Jamaica Company Limited (e-LJam). He currently runs Jamaica Fibre Glass Products Limited one of the Caribbean's largest contract manufacturing furniture companies. He serves as Chairman of two (2) Government Boards, Jamaica Productivity Centre and the Jamaica Special Economic Zone Authority. He also serves as Deputy Chairman of Jamaica Promotions Corporation (JAMPRO) and as Director on the Board of PetroJam Ltd. In the private sector, he serves as a Board Member of AMG Packaging and Paramount Trading, two publicly traded companies. Mr. Seaga studied at Florida International University, graduated with a Bachelor of Business Administration, and became involved in the Jamaica U-Drive Association (JUDA) where he served on the Board, first as a director then VP, and became the youngest President of the esteemed association. He went on to start his own business in the manufacturing sector and became the President of the Jamaica Manufacturers Association (JMA). He oversaw the merger of the JMA and the Jamaica Exporters Association (JEA) to form the Jamaica Manufacturers and Exporters Association (JMEA) where he served as the first president for four (4) years.



**MS. DEBORAH NEWLAND** >

Deborah Newland is an Attorney-at-Law by profession, of some 27 years in practice at the Jamaican Bar and currently serves as General Manager, Strategic Services Division at the Development Bank of Jamaica, with responsibility for Corporate Strategy (including the Digital and People Strategies), Research & Analytics, Monitoring & Evaluation, the Digital and Environmental and Gender Affairs.

Ms. Newland is currently a Council member of the National ICT Advisory Council for Jamaica. In Jamaica, Deborah's commercial experience in the Energy Sector led her in 2020 to serve on the Board of Jamaica's only oil refinery PetroJam Ltd., where she sits on and Chairs the Audit and Corporate Governance Committees. Deborah also manages her private Consultancy Firm, Legal Syntax Ltd. incorporated in 2020.

Ms. Newland is a passionate advocate for the special needs community and works tirelessly to improve educational and career opportunities for this often-marginalised society in the Caribbean region. Over her distinguished career, in addition to her direct litigation experience, Ms. Newland has held many senior strategic level roles, both in the public and private sector that have included positions ranging from Government Boards to management, advisory, and operational positions.



**PROFESSOR DANIEL COORE** >

Professor Coore is a Lecturer at the University of the West Indies, Mona (UWI), and is a Director on the Boards of Mona Informatix Ltd. (Mona Geoinformatics Institute) and DRAJCOR Ltd.



**MS. MONIQUE FRENCH,** >  
CFA, FRM, MBA, BSC

Ms. French is the Chief Credit Officer for the CIBC FirstCaribbean International Bank across all the 16 territories in which the FirstCaribbean Group operates. Ms. French has extensive experience and capability in the Financial Services Industry including leadership positions in Credit, Risk Management, Treasury, Sales & Trading, Reporting & Analytics. In addition, she is a Chartered Financial Analysts (CFA) Society Jamaica's Director and the Governance Committee Chair, and she has held the CFA Charter since

2000. As an executive with a depth of expertise in treasury, retail, small business, corporate, sovereign, and private banking segments she has served on various community, non-profit, industry, and economic Committees and Boards. She holds BSc. & MBA degrees, completing the CSC (Canadian Securities Course) and Financial Risk Manager (FRM) Designation.



### DR. GRACE MCLEAN > OD, JP

Dr. McLean is the Chief Education Officer and is currently Acting Permanent Secretary in the Ministry of Education, Youth and Information. She is a trained teacher and Human Resource practitioner and holds a PhD. in Career and Technical Vocational Education, MBA in Human Resource Management, from the University of the West Indies, a Bachelor of Science Degree in Education from the University of Technology, and a Certificate from Harvard Business School in Strategic Data Management. Her wealth of experience and technical skills include Technical Vocational Education and Training (TVET) Leadership, Strategic Planning, Disruptive Innovation, Log Frame Planning, and Balance Scorecard Methodologies, Change Management, Strategic Data Planning, Business Process Improvement as well as Behavioural Interviewing Techniques.

### DR. MARK NICELY >

- Dr. Nicely is the Deputy Secretary-General at the Jamaica Teachers' Association (JTA) with portfolio responsibility for Member Services and Industrial Relations, while extending his time to civic duties as a Justice of the Peace for the parish of Kingston. Dr. Nicely became the 49th President of the Jamaica Teachers' Association and served in other notable roles such as Board Chairman at the One-Way Group of Schools, External Examiner for the Joint Board of Teacher Education, Lecturer at The Mico University College, Northern Caribbean University, Heart Trust/NTA and the International University of the Caribbean. Other directorships held are the Teacher Services Commissions, Lay Magistrate's Association of Kingston, and EduCom Co-operative Credit Union.

He also worked with the Ministry of Education to empanel several schools across the country and assisted with the training of new principals in school management and record keeping. He also volunteers at the EduCom Co-operative Credit Union where he is a former President and current Director on the Board. He is also a member of the Teachers' Services Commission.

### DR. RENEE RATTRAY >

Dr. Rattray is an Education Consultant, CEO of TEACHGood/LEADGood, and the 2020 - 2021 International Women's Forum (IWF) Fellow. She is an educator with a unique combination of expertise in the areas of special education; leadership development; teaching; training and coaching; school improvement; change management; as well as project management. Dr. Rattray served the Jamaica National Group as Director of Education Programmes with chief responsibility for JN Foundation's education and people development initiatives. Before joining Jamaica National, Dr. Rattray was the Programme Manager of the successful Centres of Excellence initiative funded by the Mutual Building Societies Foundation, an organization established and funded equally by the Jamaica National Building Society, now JN Bank, and The Victoria Mutual Building Society. Between 2016 - 2018, Dr. Rattray served the JN Group as Head of Learning, Development, and Culture, where she designed, developed, and implemented leadership development programmes and initiatives, targeted at the supervisory and executive levels. She is a licensed School Inspector with the National Education Inspectorate (NEI).

Dr. Rattray successfully managed many other educational projects at the national level during her tenure as Project Manager of the Citizen Security and Justice Programme (CSJP), under the auspices of the Peace and Love in School (PALS) Jamaica Programme. A qualified professional and master teacher, with a Diploma in Education from The Mico University College. Dr. Rattray has worked at various levels within the educational sector, commencing her career as a



Special Education Teacher.

She is also a former Principal of the St Andrew Preparatory School. She earned a Bachelor of Science degree in Psychology from The University of the West Indies, Mona, a MA in Educational Psychology from Columbia University, and a Doctoral Degree in Educational Leadership at the Nova South Eastern University. Dr. Rattray also holds a certificate in Leading Change in Education Systems: Effective Policy and Practice for Improving Outcomes from the prestigious Harvard Graduate School of Education. She maintains professional involvement as a Director on several public and private sector boards including, the MultiCare Youth Foundation (ICD Group); Maxfield Park Children's Home, Trench Town Polytechnic, American International School of Kingston, The Learning Foundation, and Edufocal Company Limited.



### MR. GORDON SWABY

Mr. Swaby is the CEO and Co-Founder of multi-award-winning EduFocal Limited, an innovative online social learning service for students preparing for their PEP and CSEC examinations. The 9-year-old service has been used by thousands of students to successfully prepare for their exams. Mr. Swaby's work has been acknowledged by many organizations including the World Bank, The Private Sector Organization of Jamaica (PSOJ), The University of Technology, and the Inter-American Development Bank (IDB). He is a recipient of the Governor General's Youth Award, the Commonwealth Youth Award, and many others.

He is a Director at the Jamaica Library Service (JLS), a former Director of The NCB Foundation; the philanthropic arm of Jamaica's largest Commercial Bank, NCB Jamaica Limited, Nationwide News Network, One of Jamaica's largest media entities, and the National ICT Council; an independent body tasked with giving the Science Energy and Technology, Minister advice on ICT policy and strategy. He is also a member of the Inter-American Development Bank (IDB)'s Civil Society Working Group, CONSOC.



### MR. KARL D. WILLIAMS, MBA

Mr. Williams is the Senior Vice President - Group Human Resources & Corporate Services at Sagicor Group Jamaica Limited where he leads the value creation of human capital. Before his current position, he was the Assistant VP Corporate Marketing, and successfully led the transition of Life of Jamaica to Sagicor. He has held positions at the Human Resource Management Association of Jamaica (HRMAJ), Jamaica Institute of Financial Services (IIFS) and the USF.

Mr. Williams is a highly trained and experienced management executive with over twenty (20) years of successful leadership and senior managerial responsibilities in Marketing & Sales, Training & Development, and Human Resource Management. His key areas of focus are Strategic Planning, Team Building, Management, Financial Analysis, and Project Management, and he has a demonstrated history of working with and getting the best from multifaceted individuals from diverse backgrounds. He is a creative problem solver with a strong team ethos and is widely regarded as an influential communicator and motivator. Mr. Williams has developed, facilitated, and conducted numerous training sessions and workshops for diverse audiences, particularly in the areas of leadership, customer service, communication, presentation & sales skills.



### MR. JOHN-MATTHEW SINCLAIR

Mr. Sinclair is the Chief Executive Officer at Creditinfo Jamaica Ltd, responsible for the Digital Transformation and Product Delivery to the Financial and Supporting Sectors. He was previously employed to the National Commercial Bank (NCB) as a Digital Transformation Manager and Agile Coach, where he supported multiple agile labs charged with improving customer experiences and operational efficiencies. Mr. Sinclair has over 15 years of experience in Transformation, IT, Project Management, and Marketing across multiple sectors. He was also employed by the Bank of Jamaica. He holds multiple Agile & Project Management Certifications from the Project Management Institute (PMI), Scrum Alliance, IC-Agile.

# > CORPORATE INFORMATION

## **REGISTERED ADDRESS**

e-Learning Jamaica Company Limited  
Ground Floor, PCJ Building  
36 Trafalgar Road, Kingston 10

## **AUDITORS**

CalvertGordon & Associates  
4 West Avenue  
Kingston 4

## **BANK**

Bank of Nova Scotia Limited  
2 Knutsford Boulevard  
Kingston 10

## **COMPANY SECRETARY**

MISS LISANNE HAMILTON

## **SENIOR MANAGEMENT TEAM**

KEITH SMITH	Chief Executive Officer (Until January 1, 2021)
ANDREW LEE	Acting Chief Executive Officer (January 4, 2021)
KIRK SMITH	Finance and Accounts Manager
DAALON MYERS	Director of Public Procurement and Logistics
LISANNE HAMILTON	Legal Counsel / Company Secretary
PATRICE TOWNSEND	Director of Talent Management, Policy & Administration

## **MANAGEMENT TEAM**

MICHELE BABOOLAL	Acting Project Manager
SUSAN KIDD	Human Resource & Administration Manager
KIMONA GORDON	Communications Manager
NICHOLAS SAMUELS	ICT Manager

# > MANAGEMENT TEAM

## SENIOR MANAGEMENT TEAM



**KEITH SMITH**  
CHIEF EXECUTIVE  
OFFICER  
(Until January 1, 2021)



**ANDREW LEE**  
ACTING CHIEF  
EXECUTIVE OFFICER



**KIRK SMITH**  
FINANCE AND  
ACCOUNTS MANAGER



**DAALON MYERS**  
DIRECTOR OF PUBLIC  
PROCUREMENT  
& LOGISTICS



**LISANNE HAMILTON**  
LEGAL COUNSEL /  
COMPANY SECRETARY



**PATRICE TOWNSEND**  
DIRECTOR OF TALENT  
MANAGEMENT, POLICY &  
ADMINISTRATION

## > MANAGEMENT TEAM



**MICHELE BABOOLAL**  
ACTING PROJECT  
MANAGER



**SUSANNE KIDD**  
HUMAN RESOURCE  
& ADMINISTRATION  
MANAGER



**KIMONA GORDON**  
COMMUNICATIONS  
MANAGER



**NICHOLAS SAMUELS**  
ICT MANAGER



# CHIEF EXECUTIVE OFFICER'S REPORT

**ANDREW LEE**

ACTING CHIEF  
EXECUTIVE OFFICER



The fiscal year 2020/2021 has been extremely challenging with the onset of the pandemic and the need to quickly provide students with the necessary technology to transition to online learning during the period. I would like to thank Minister, the Hon. Daryl Vaz and his team at the Ministry of Science, Energy and Technology (MSET) for the support provided to e-Learning Jamaica as well as the Board of Directors for their leadership and guidance. I also want to thank the e-Learning Jamaica team for their commitment and dedication to the company's vision. Through this challenging period, we demonstrated the ability to adapt with speed and alacrity in response to the global pandemic by providing outstanding project management skills in the execution of our various projects.

tablets, laptops, projectors, charging carts, and content servers / Internet-in-a-Box for distribution to public schools island wide. To respond to the urgent need to place devices into the hands of students under the Emergency Remote Teaching methodology. The following changes were made to the project at the request of the MoEYI:

- Procurements of charging carts, laptops, and projectors were deferred to the Financial Year (FY) 2021/22.
- Two (2) Cabinet-approved contracts for 40,000 tablets were executed and importation was accelerated and completed in FY 2020/21.
- Procurement activities for over 800 content servers continued with Cabinet approval received, however contracting was deferred to FY2021/22.

Resulting from the pandemic, there were initial delays with the importation of tablets due to the high demand and disruption to global supply markets. Notwithstanding, at the end of the financial year all tablets were imported, inspected and acceptance testing completed. Over 34,000 of the 40,000 tablets were delivered to schools and distributed to grades 4-6 Programme of Advancement through Health and Education (PATH) students, by school administrators.

## ACHIEVEMENT HIGHLIGHTS

### TABLETS IN SCHOOLS (TIS) ROLL-OUT PROJECT

To support the MoEYI's response to the pandemic, the scope of the Tablets in Schools Roll-Out (TIS) Project was revised, as technology solutions formed an integral part of the MoEYI's response. Prior to the pandemic, the project was designed to procure

### TABLETS FOR TEACHERS PROGRAMME (TTP)

Two (2) Cabinet approved contracts were executed at the beginning of the financial year 2020/21 with Royale Computers & Accessories Ltd, for the supply of 10,000 Samsung Tab A tablets at a total value of US\$1.957M, and Productive Business Solutions Ltd, for the supply of 15,000 Samsung Tab A tablets at

a total value of US\$2.472M. Over 23,000 tablets were delivered to teachers island wide under the initial agreement. Distribution will be completed in FY2021/22. At the request of MoEYI, an additional 1,000 tablets were procured and imported to meet the needs of teachers who were not beneficiaries of the initial Jamaica Teachers Association (JTA) Heads of Agreement.

## MOEYI INITIATIVES

e-LJam has been requested by the MoEYI to support various technology initiatives in their response to the pandemic. e-LJam has been providing procurement and other support services for the following projects:

- Laptops for High School PATH Students Project including Mobile Device Management System (MDM)
- Own Your Own Device (OYOD) Incentive Programme

### LAPTOPS FOR PATH STUDENTS HIGH SCHOOL PROJECT

In response to the pandemic, the MoEYI requested that e-LJam procure, contract, and distribute 15,000 laptops for PATH students in Grades 10 – 13 in 141 high schools island wide. At the end of the financial year, all 15,000 laptops were procured. This solution included a Mobile Device Management (MDM) software at no additional cost to remotely manage these devices mainly for security reasons and to protect the investment made. The activation of the MDM software on the laptops is conducted by school system administrators prior to the distribution of the laptops to students. Approximately 10,000 devices were activated on the MDM software by the end of the financial year.

### OWN YOUR OWN DEVICE (OYOD) INCENTIVE PROGRAMME

The Own Your Own Device (OYOD) Incentive Programme was developed to provide up to 36,000 vouchers valued at J\$20,000 each to parents/guardians. This would aid the purchasing of a laptop or tablet for their child. This is a collaborative

programme between the MoEYI, eGov Jamaica Ltd., (eGovJa), and e-LJam, which targets primary and/or secondary school students who are non-PATH beneficiaries. The MoEYI sets the qualification criteria for the electronic voucher (e-Voucher), while eGovJa is tasked with the development and maintenance of the OYOD Portal which includes the :

- Application Portal – used to accept parent/guardian applications for e-vouchers and the issuing of e-Vouchers; and
- Vendor Back Office – for the redemption of e-Vouchers from parents/guardians by the approved vendors.

e-LJam's role is to provide vendor management services to the OYOD Incentive Programme. This includes:

- Develop and obtain approval for the Vendor Participation Agreement, which includes the vendor qualification criteria;
- Provide a portal for applications from potential vendors to participate in the programme;
- Shortlist and evaluate vendor applications;
- Execute and/or terminate Vendor Participation Agreements with qualified vendors;
- Conduct Vendor Training on the OYOD Portal (Vendor Back Office); and
- Process payments for verified vouchers redeemed.

At the end of the financial year eleven (11) Vendor Participation Agreements were executed and 120 vendor representatives were trained on the use of the OYOD Portal (Vendor Back Office). At the end of the financial year over 1,800 vouchers were redeemed. The programme continues in FY 2021/22.

## PUBLIC EDUCATION

e-LJam continues to promulgate the company's aim of "e-Access to learning for all". This was accomplished through various activities to satisfy the requirement of communicating with both our internal and external stakeholders. Several School Handover Functions and Photo Opportunities were held island-wide, which marked the distribution of

tablets and laptops to teachers and students. These functions were supported by both television and radio interviews that provided further details and updates on the various projects and initiatives of the company, to the public. Additionally, the company placed advertorials in two of the country's major newspapers providing general information regarding the projects. The company also maintains a presence on all its active social media platforms; this is to further reinforce the company's stance as a thought leader in the Information and Communication Technologies space. An internal staff e-Zine dubbed e-Pulse was developed to strengthen team engagement and awareness of the projects of the company.

## OPERATIONAL IMPROVEMENTS

The pandemic exacerbated the existing digital divide and highlighted the urgency to fully equip the nation's students, teachers, and schools with technological resources to enhance the teaching and learning process and ultimately the development of a technology-enabled society. This resulted in an increased demand for e-LJam to execute technology-based projects at the request of the MoEYI and other Ministries, Departments, and Agencies (MDAs). In order to respond to this increased demand for project implementation, procurement and logistics, and other support services, a number of operational improvements were undertaken during the financial year to increase our organizational capacity. These included :

- Staff Training
- Implementation of an Internal Audit Function
- Development and Implementation of Service Assurance Services

## STAFF TRAINING

To strengthen e-LJam's organizational capacity in carrying out its mandate and executing new and existing projects, staff underwent training and professional development in the following areas :

- Project Management
- Emotional Intelligence
- Supervisory Management

- Payroll and Benefits
- International Financial Reporting Standards (IFRS)
- Corporate and Strategic Planning
- Report Writing
- Human Resources Management
- CompTIA Network+ certification
- Records Management, and
- Industrial Relations.

## INTERNAL AUDIT

An Audit Manager was contracted to conduct internal audits to enhance the organization's value by providing risk-based and objective assurance, advice, and insight. This is achieved by employing a systematic, disciplined approach to evaluating and improving the effectiveness of organizational governance, risk management, and control processes. The Audit Manager reports to the BoD quarterly through the Audit Committee. Ongoing compliance activities are undertaken pending the findings of the various audits.

## SERVICE ASSURANCE

The Service Assurance Unit provides support to enable stakeholders/customers to achieve the maximum benefit from the projects/programmes implemented by e-LJam. The roles and responsibilities of the Unit include providing support to distribution, field acceptance, use and care, issue resolution, and inventory tracking and management. To support our projects and programmes, a help desk ticketing system is used to collect and log issues, which can also be reported via email, WhatsApp, and telephone. A quick reference guide is created for each project or programme which outlines best use and care practices, and how to access service assurance via various methods. We continue to track the issues resolved and the resolution rate for each project.

## FINANCIAL HIGHLIGHT

The company's initial operating budget for the financial year 2020/21 was J\$236M. However, adjustments were made through the supplementary budgets resulting in a reduction to J\$210M. Based



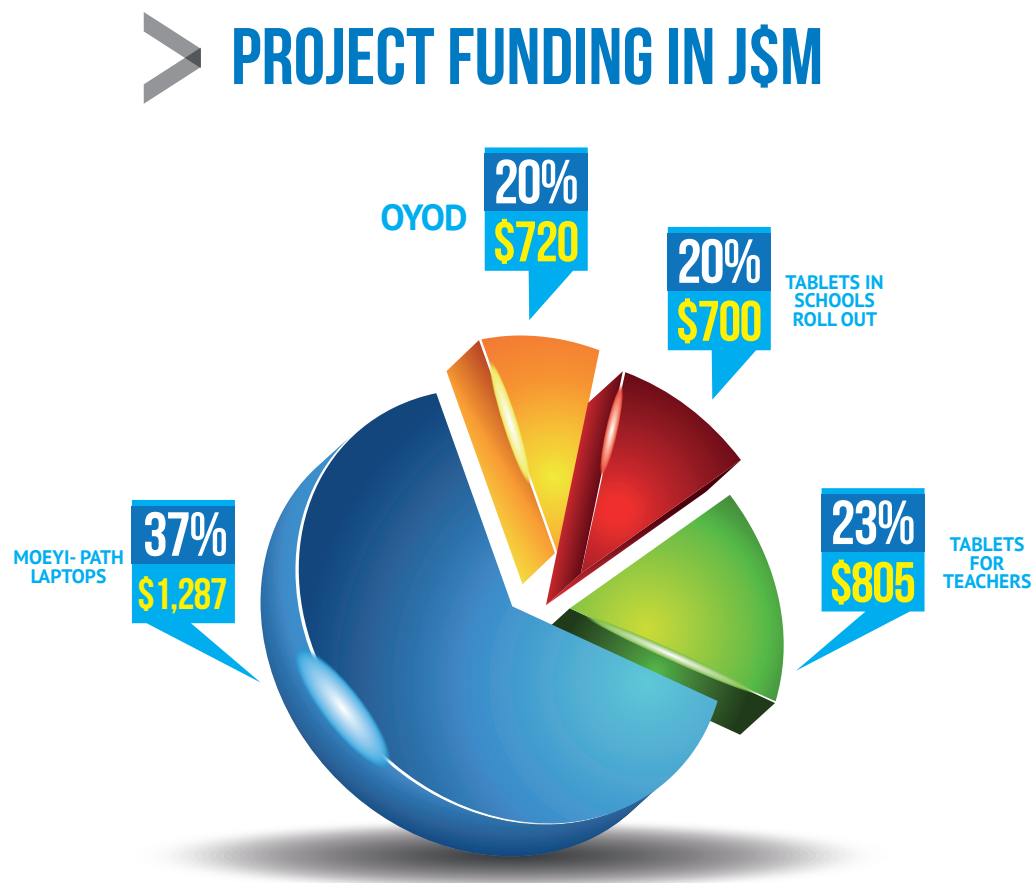
on a Cabinet decision in July 2017, the company is allotted an annual budget of \$700M from the USF over 11 years, to execute the planned activities for each financial year under the TIS Project.

Throughout the financial year, the company received funding from the USF and the MoEYI to execute four (4) projects. Funding totalling J\$1.505B was received from the USF to conduct the TIS Project (\$700M) and TTP (\$805M), respectively. The TIS Project provided 40,000 tablets to students and the TTP provided 26,000 tablets for teachers, including styluses and SD cards.

The Technology Management and Support Services (TMSS) project was terminated, and the funds of

\$211M were transferred to the OYOD Programme. On October 26, 2020, and November 9, 2020, Cabinet approved the OYOD Programme (\$509M) and the MoEYI - Laptops for Path Students High School projects (\$1.287B) respectively, with funding totalling \$1.796B received from the MoEYI recurrent budget.

At the end of the financial year, the company's total expenditure was approximately \$3.23B, with recurrent totalling \$209.5M and the company's projects totalling \$3.02B. This total investment provided 66,000 tablets for PATH students and teachers as well as 15,000 laptops for PATH students.



**FIGURE 2: CHART SHOWING THE DISTRIBUTION OF PROJECT FUNDING FOR THE FINANCIAL YEAR.**

The MoFPS approved the budget for the financial year 2021/22 for \$922.4M, with \$700M being allocated to the TIS project and \$222.4M allocated to the recurrent expenditure.

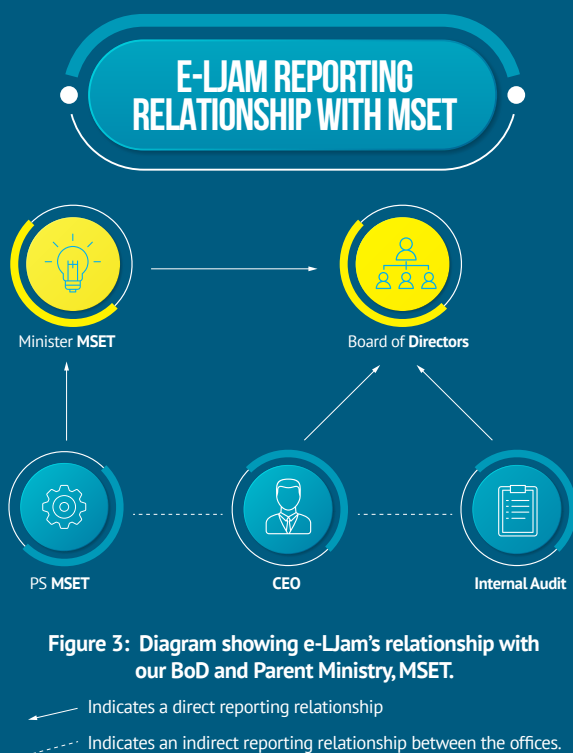
# > CORPORATE GOVERNANCE

The Board of Directors (BoD) of e-LJam is committed to maintaining the highest level of transparency, accountability, and integrity in all its operations and continues to foster a strong sense of fiduciary responsibility. The structure, role, and responsibilities of the BoD of e-LJam are guided by the governance principles set out in the Public Bodies Management and Accountability Act (2001), the Corporate Governance Framework for Public Bodies (2012), the Financial Administration and Audit Act (1959), Companies Act (2004) and the organization's Articles of Incorporation. The BoD also developed a Board Charter (October 2020) which incorporates and is in accordance with the various stated governing laws and policies.

industry expertise, and providing regular updates and recommendations to the BoD at its monthly Board meetings. The Committees are as follows:

- **AUDIT COMMITTEE**
- **CORPORATE GOVERNANCE COMMITTEE**
- **FINANCE COMMITTEE**
- **HUMAN RESOURCE COMMITTEE**
- **PROJECTS COMMITTEE**

The BoD provides strategic management and oversight of e-LJam's affairs and takes a leadership role in the development of e-LJam's strategic direction supports and oversees the Management in the effective execution of the company's objectives by ensuring that the requisite governance standards are maintained and that its policies and strategies are executed in accordance with the various GoJ governance legislation and guidelines.



The BoD of e-LJam is appointed by the relevant Minister and provides strategic oversight for the operations of the entity. The BoD is supported in its work by five (5) Committees. These Committees are tasked with the responsibility of closely monitoring their respective areas of operation, lending their

## COMPOSITION OF THE BOARD

During the period under review, the BoD comprised thirteen (13) members up to November 15, 2020. With the change in BoD, the composition was twelve (12) Directors effective November 16, 2020. The names and accompanying biographies for the Directors are shown in the Board of Directors section of this report. In addition to the five (5) Committees of the Board, three (3) special committees were formed to address specific matters as they arose. The Committees and meeting frequency are as shown in the following table:

## APRIL 2020 – NOVEMBER 2020

COMMITTEES	MEETING FREQUENCY	BOARD MEMBERS	NON-BOARD MEMBERS
FINANCE	MONTHLY	3	3
HUMAN RESOURCE	QUARTERLY	3	1
CORPORATE GOVERNANCE	QUARTERLY	4	-
PROJECTS	QUARTERLY	4	3
AUDIT	QUARTERLY	3	4
JOINT AUDIT / FINANCE	ONCE PER YEAR	6	7
JOINT HR / FINANCE	AD HOC (2 MEETINGS)	6	3
Special (Industrial Relations)	AD HOC (1 Meeting)	6	-

TABLE 1: TABLE SHOWING BOARD COMMITTEE COMPOSITION FROM APRIL 2020 TO NOVEMBER 2020

## NOVEMBER 2020 – MARCH 2021

COMMITTEES	MEETING FREQUENCY	BOARD MEMBERS	NON-BOARD MEMBERS
FINANCE			
HUMAN RESOURCE	1	3	-
CORPORATE GOVERNANCE	-	-	-
PROJECTS	-	-	-
AUDIT	-	-	-
JOINT AUDIT / FINANCE	-	-	-
JOINT HR / FINANCE	-	-	-
Special (Industrial Relations)	-	-	-

TABLE 2: TABLE SHOWING BOARD COMMITTEE COMPOSITION FROM NOVEMBER 2020 TO MARCH 2021

## BOARD COMMITTEES

The BoD has established Board Committees to assist and support the carrying out of its functions. The Committees provide direction on specific strategic initiatives and assist the BoD to effectively execute and strengthen its governance function. Each Committee is guided by a Terms of Reference (ToR) which outlines its roles and duties. The Committees have the responsibility

to review and monitor policies with the general direction, guidance, and ratification of the BoD. The BoD generally acts on the recommendations of the Committees, following their review and advice on proposals submitted by Management. All Committees are supported by members of the Senior Management team in the related areas.



## AUDIT COMMITTEE

The Audit Committee was chaired by Professor Felix Akinladejo. The Audit Committee met quarterly. The members of the Committee were as indicated in the table below.

### AUDIT COMMITTEE MEMBERS

MEMBER	TYPE	DATE OF COMMITTEE MEMBERSHIP
Felix Akinladejo (Committee Chair)	Director	09/2019 – 11/2020
Richard Cargill Jr.	Director	09/2019 – 11/2020
Mark Nicely	Director	09/2019 – 11/2020
Diego Thomas	Member (MoFPS Rep)	11/2019 – 11/2020
Carlene Ferguson	Member (ATL / Audit Consultant)	10/2019– 11/2020
Renee Rennalls	Member (Spec. Ed. / Literacy Consult.)	10/2019– 11/2020
Mark Smith	Member (Lecturer - School of Business Administration, UTECH)	11/2019– 11/2020

TABLE 3: TABLE SHOWING THE MEMBERSHIP OF THE AUDIT COMMITTEE DURING THE REPORTING PERIOD

The Audit Committee derives its authority from the Public Bodies Management and Accountability Act (“PBMA”) and the Corporate Governance Framework for Public Bodies (“CGFPB”), September 2011 (revised October 2012). The main functions of the Audit Committee include advising the Board on:

- Practices and procedures which will promote productivity and the quality and volume of service;
- The adequacy, efficiency, and effectiveness of the accounting and internal control structure

and systems of the company; and

- The independence of the Auditors auditing the company.

The Audit Committee also has other responsibilities which include reviewing and advise the BoD on the financial statements that are to be included in the company’s annual report and oversees and advises the BoD on any internal audits or special audits being conducted.

## CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee was chaired by Mr. Christopher Reckord, the Board Chairman, and met once per quarter. The members of the Committee were as indicated in the table below.

### CORPORATE GOVERNANCE COMMITTEE MEMBERS

MEMBER	TYPE	DATE OF COMMITTEE MEMBERSHIP
Christopher Reckord (Committee Chair)	Director (Board Chairman)	09/2019 – 11/2020
Wahkeen Murray	Director	09/2019 – 11/2020
Charmaine DeLisser	Director	09/2019 – 11/2020
Keith Smith (CEO)	Ex officio Member	09/2019– 11/2020

TABLE 4: TABLE SHOWING THE MEMBERSHIP OF THE CORPORATE GOVERNANCE COMMITTEE DURING THE REPORTING PERIOD

The main functions of the Corporate Governance Committee include:

- Assisting the BoD in achieving global corporate governance best practice standards and in ensuring that its composition, structure, policies, and processes meet all relevant legal and regulatory requirements;
- Assisting the BoD in fulfilling its responsibility to the shareholders and other relevant stakeholders; and
- Facilitating the BoD's and Management's objective of ensuring the long-term sustainability of the company and ensuring that it fulfills its statutory mandate.

## HUMAN RESOURCE COMMITTEE

The Human Resource Committee was chaired by Dr. Carvell McLeary and met once per quarter. The members of the Committee were as indicated in the table below.

### HUMAN RESOURCE COMMITTEE MEMBERS

MEMBER	TYPE	DATE OF COMMITTEE MEMBERSHIP
<b>Carvell McLeary</b> (Committee Chair)	<b>Director</b>	10/2019 – 11/2020
<b>Joan Spencer-Ernandez</b>	<b>Director</b>	10/2019 – 11/2020
<b>Charmaine DeLisser</b>	<b>Director</b>	10/2019 – 11/2020
<b>Felix Akinladejo</b>	<b>Director</b>	10/2019 – 02/2020
<b>Shaun Lee</b>	<b>Member (MSET Rep)</b>	10/2019 – 11/2020

TABLE 5: TABLE SHOWING THE MEMBERSHIP OF THE HUMAN RESOURCE COMMITTEE DURING THE REPORTING PERIOD

The Human Resource Committee has oversight responsibility for the effective implementation and application of sound human resource policies that are aligned to the organization's Mandate, Vision, and Mission. The role of the Committee includes providing oversight functions as follows:

- Review the Company's human resources and compensation policies to ensure the Company's human resource policies and practices are in keeping with best practices, trends, new technologies, and current emerging public policy issues in HR matters;
- Review the organizational structure to ensure its relevance and efficacy to the efficient and effective execution of the organization's mandate;
- Review the performance appraisal system to ensure that it is in keeping with best practices and trends;
- Review the job description and terms of employment of the CEO;
- Conducting performance appraisals of the CEO and recommending re-appointment, where considered fit;
- Review the compensation guidelines and philosophies for senior management covering salary, long term incentives, and benefits; and
- Review and endorsement of the HR automation strategy.

## FINANCE COMMITTEE

The Finance Committee was chaired by Mrs. Sherene Golding Campbell and met once per month. The members of the Committee were as indicated in the table below.

## FINANCE COMMITTEE MEMBERS

MEMBER	TYPE	DATE OF COMMITTEE MEMBERSHIP
<b>Sherene Golding Campbell</b> (Committee Chair)	<b>Director</b>	10/2019 – 11/2020
<b>Grace McLean</b>	<b>Director</b>	10/2019 – 11/2020
<b>Wahkeen Murray</b>	<b>Director</b>	10/2019 – 11/2020
<b>Monica O’Meally</b>	<b>Member (MoFPS Rep)</b>	10/2019 – 11/2020
<b>Sandra Allen</b>	<b>Member (MoFPS Rep)</b>	10/2019 – 11/2020
<b>Doranie Sergeant</b>	<b>Member (USF Rep)</b>	10/2019 – 11/2020

TABLE 6: TABLE SHOWING THE MEMBERSHIP OF THE FINANCE COMMITTEE DURING THE REPORTING PERIOD

The role and functions of the Finance Committee of the BoD include:

- Oversight responsibility to ensure that proper records are maintained and that the financial statements are in agreement with the accounting records and give the information required by the Financial Administration and Audit (FAA) Act, the Public Management and Accountability Act, and the Companies Act;
- Set guidelines for the financial reports - format, content, and frequency;
- Review of the financial statements prior to presentation to the Board of Directors (including the Audited Financial Statements);
- Preparation of reports to the BoD, accompanied with Financial Statements presented to the Committee;
- In-depth review of the budget and the monitoring of usage of funds;
- Periodic review of planned expenditure;
- Advise the BoD on financial matters and make policy recommendations; and
- Monitor the timeliness of payment of statutory deductions.

## PROJECTS COMMITTEE

The Projects Committee was chaired by Mr. Omar Frith and met every other month. The members of the Committee were as indicated in the table below.

### PROJECTS COMMITTEE MEMBERS

MEMBER	TYPE	DATE OF COMMITTEE MEMBERSHIP
<b>Omar Frith</b> (Committee Chair)	<b>Director</b>	10/2019 – 11/2020
<b>Winnie Berry</b>	<b>Director</b>	10/2019 – 11/2020
<b>Joan Spencer-Ernandez</b>	<b>Director</b>	10/2019 – 11/2020
<b>Richard Cargill Jr.</b>	<b>Director</b>	10/2019 – 11/2020
<b>Cecil McCain</b>	<b>Member (MSET Rep)</b>	10/2019 – 11/2020
<b>Shernette Barham</b>	<b>Member (eGovJA Rep)</b>	11/2019 – 11/2020
<b>Nadine Simms</b>	<b>Member (MoEYI Rep)</b>	01/2019 – 11/2020
<b>Keith Smith</b> (CEO)	<b>Ex officio Member</b>	10/2019 – 11/2020

TABLE 7: TABLE SHOWING THE MEMBERSHIP OF THE PROJECTS COMMITTEE DURING THE REPORTING PERIOD



The Projects Committee has oversight for the Company's major projects and its role and functions include the following:

- Review and approve major project proposals and milestones and provide policy direction for the development of projects;
- Review, examine and monitor project proposal development for major projects.
- Make recommendations to the BoD on the implementation of proposals for major projects; and
- Monitor the progress of the implementation of major projects and develop strategies to address any delays in major project implementation.

## BOARD AND COMMITTEE MEETINGS

During the period under review, the BoD of e-LJAM had ten (10) regular monthly meetings. The Committees also met at their various intervals to consider matters within their purview in accordance with their ToR, and to make recommendations to the BoD. During this reporting period, a total of twenty-five (25) Committee meetings were held. Once a year the organization has a joint meeting of the Audit Committee and the Finance Committee to review and approve the audited financials for further submission to the BoD for approval and inclusion in the Annual Report. This joint Audit and Finance Committee meeting was held in July 2020. Two (2) special joint meetings of the HR and Finance Committees were also held, as well as one (1)

Special Committee meeting to consider and make recommendations in a matter on Industrial Relations practice. The attendance frequency of the Directors at the Board and Committee meetings during the period are outlined in the tables below.

The period under review comprised a Board change, as the Board which had been appointed as of August 26, 2019, was demitted on November 15, 2020, and the new Board was appointed with effect from November 16, 2020. There were no special meetings of the Board of Directors or Board Retreats during the period. Due to the impact of the pandemic, all meetings of the BoD and Board Committees were held virtually since March 2020.

### ATTENDANCE AT BOARD AND COMMITTEE MEETINGS: APRIL 2020 – NOVEMBER 2020

DIRECTORS	BOARD MEETINGS	COMMITTEE MEETINGS							
		FINANCE	CORPORATE GOVERNANCE	AUDIT	HUMAN RESOURCE	PROJECTS	JOINT FINANCE & AUDIT	JOINT HR & FINANCE	SPECIAL COMMITTEE (INDUSTRIAL RELATIONS)
Mr. Christopher Reckord (Chairman)	7/7	-	5/5	-	-	-	-	-	1/1
Mrs. Sherene Golding Campbell (Deputy Chairman)	6/7	7/7	-	-	-	-	1/1	2/2	-
Mr. Omar Frith	5/7	-	-	-	-	2/3	-	-	-
Ms. Wahkeen Murray	6/7	7/7	5/5	-	-	-	1/1	2/2	1/1
Dr. Grace McLean OD	3/7	3/7	-	-	-	-	1/1	1/2	-
Mrs. Winnie Berry	7/7	-	-	-	-	3/3	-	-	-
Mrs. Charmaine DeLisser	6/7	-	5/5	-	2/2	-	-	1/2	-
Dr. Mark Nicely	6/7	-	-	2/3	-	-	-	-	1/1
Prof. Felix Akinladejo	6/7	-	-	3/3	-	-	1/1	-	-
Dr. Joan Spencer Hernandez	7/7	-	-	-	2/2	3/3	-	2/2	1/1
Mr. Richard Cargill Jr	7/7	-	-	2/3	-	1/3	-	-	-
Dr. Carvell Newton McLeary	6/7	-	-	-	-	-	-	1/2	1/1
Mr. Karl Williams	3/7	-	3/5	-	2/2	-	-	-	0/1

TABLE 8: TABLE SHOWING DIRECTORS' ATTENDANCE AT BOARD AND COMMITTEE MEETINGS FROM APRIL 2020 TO NOVEMBER 2020

NOTES:

1. Director Karl Williams was appointed to the Board on June 1, 2020.
2. There was a Board change during the reporting period with a new Board of Directors appointed from November 16, 2020

## ATTENDANCE AT BOARD AND COMMITTEE MEETINGS: NOVEMBER 2020 – MARCH 2021

DIRECTORS	BOARD MEETINGS	COMMITTEE MEETINGS					
		FINANCE	CORPORATE GOVERNANCE	AUDIT	HUMAN RESOURCE	PROJECTS	JOINT FINANCE & AUDIT
Mr. Metry Seaga (Chairman)	3/3	-	-	-	-	-	-
Ms. Deborah Newland (Deputy Chairperson)	3/3	-	-	-	-	-	-
Ms. Wahkeen Murray	3/3	-	-	-	-	-	-
Dr. Grace McLean OD	3/3	-	-	-	1/1	-	-
Mr. John Matthew Sinclair	3/3	-	-	-	-	-	-
Prof. Daniel Coore	3/3	-	-	-	-	-	-
Mr. Gordon Swaby	3/3	-	-	-	-	-	-
Mr. Mark Nicely	3/3	-	-	-	1/1	-	-
Mrs. Charmaine DeLisser	3/3	-	-	-	-	-	-
Dr. Renee Rattray	2/3	-	-	-	-	-	-
Mr. Karl Williams	3/3	-	-	-	1/1	-	-
Ms. Monique French	3/3	-	-	-	-	-	-

TABLE 9: TABLE SHOWING DIRECTORS' ATTENDANCE AT BOARD AND COMMITTEE MEETINGS FROM NOVEMBER 2020 TO MARCH 2021

**NOTES:**

1. These Directors comprise the Board of Directors which was appointed with effect from November 16, 2020

## STATUTORY OBLIGATIONS

The audited financial report for 2020/21 was completed by our external auditor CalvertGordon and Associates. Due to the impact of the current pandemic and the requirements of the Disaster Risk Management Act (DRMA) which limited the number of persons permitted to meet, the Annual General Meeting in FY 2020/21 for the review of FY 2019/20

was postponed. There are plans to keep the Annual General Meeting within FY 21/22. The company has met its other statutory obligations under the Financial Administration and Audit (FAA) and Public Bodies Management and Accountability (PBMA) Acts and will continue to remain compliant.

# > PICTORIAL





# > PICTORIAL





# > PROJECTIONS

FOR THE FINANCIAL YEAR 2021/2022



During the financial year 2021/22 the Company will continue to support our partnership with the MoEYI and other MDAs while maintaining a high-performance, project-based organization, with the following areas of focus:

- Complete outstanding project activities for FY 2020/21.
- Procure under the TIS Roll Out Project 20,000 student tablets and 40 content servers.
- Procure under the TTP 2,000 teacher tablets.
- Procure on behalf of the MoEYI 16,000 tablets for Grade 7-9 PATH High School Students.
- Provide ICT support to the MoEYI for the implementation of STEM and STEAM schools island wide to include Education Management Information System (EMIS), School Management System (SMS), and Learning Management System (LMS)
- Provide support services for the STATIN Project for the procurement and distribution devices for the 2022 census.
- Procure on behalf of the MoFPS 10,000 tablets to be distributed across constituencies island wide.
- Continue to provide service assurance support to all our programmes.
- Continue our operational improvements to include staff training and leadership interventions, HR Management capabilities, and strengthening of our project/programme management capabilities.
- Develop and maintain a Risk Management Framework – Develop implementation plan and draft framework.
- Provide consultancy services and thought leadership on Educational Technology as requested by MDAs.

# DIRECTORS' COMPENSATION

2020/2021

NAME OF DIRECTORS	POSITION	PERIOD (MONTH/YR)	FEE(\$)	MOTOR VEHICLE UPKEEP/ TRAVELLING OR VALUE OF ASSIGNED MOTOR VEHICLE(\$)	HONORIA (\$)	ALL OTHER COMPENSATION INCLUDING NON-CASH BENEFITS AS APPLICABLE	TOTAL (\$)
CHRISTOPHER RECKORD	Chairman	(04/20 - 11/20)	\$185,000				\$185,000
SHERENE GOLDING CAMPBELL	Deputy Chair	(04/20 - 11/20)	\$145,550				\$145,550
DR. CARVELL NEWTON MCLEARY	Director	(04/20 - 11/20)	\$115,850				\$115,850
PROF. FELIX AKINLADEJO	Director	(04/20 - 11/20)	\$107,000				\$107,000
DR. JOAN SPENCER-ERNANDEZ	Director	(04/20 - 11/20)	\$141,750				\$141,750
OMAR FRITH	Director	(04/20 - 11/20)	\$92,000				\$92,000
RICHARD W. CARGILL, JR.	Director	(04/20 - 11/20)	\$102,050				\$102,050
WINNIE BERRY	Director	(04/20 - 11/20)	\$104,750				\$104,750
CHAIRMAINE DELISSER	Director	(04/20 - 03/21)	\$148,950				\$148,950
DR. GRACE MCLEAN	Director	(04/20 - 03/21)	\$99,300				\$99,300
DR. MARK NICELY	Director	(04/20 - 03/21)	\$116,600				\$116,600
WAHKEEN MURRAY	Director	(04/20 - 03/21)	\$173,100				\$173,100
KARL WILLIAMS	Director	(06/20 - 03/21)	\$113,900				\$113,900
METRY SEAGA	Chairman	(01/21 - 03/21)	\$55,500				\$55,500
DEBORAH NEWLAND	Deputy Chair	(01/21 - 03/21)	\$22,000				\$22,000
PROF. DANIEL COORE	Director	(01/21 - 03/21)	\$33,000				\$33,000
GORDON SWABY	Director	(01/21 - 03/21)	\$33,000				\$33,000
JOHN MATTHEW-SINCLAIR	Director	(01/21 - 03/21)	\$33,000				\$33,000
MONIQUE FRENCH	Director	(01/21 - 03/21)	\$33,000				\$33,000
DR. RENEE RATTRAY	Director	(01/21 - 03/21)	\$22,000				\$22,000
<b>TOTAL</b>			<b>\$1,877,300</b>				<b>\$1,877,300</b>

## NOTES.

- 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.
- There was an appointment of a new Board of Directors in November 2020.

**CERTIFIED BY : LISANNE HAMILTON**  
COMPANY SECRETARY



# KEY MANAGEMENT' COMPENSATION

NAME	TITLE	SALARY (\$)	GRATUITY OF PERFORMANCE INCENTIVE (\$)	MOTOR VEHICLE UPKEEP/TRAVELLING OR VALUE OF ASSIGNED MOTOR VEHICLE (\$)	PENSION OR OTHER RETIREMENT BENEFITS (\$)	MILEAGE (\$)	NON-CASH BENEFITS & OTHER ALLOWANCES	TOTAL (\$)
KEITH SMITH	Chief Executive Officer	6,363,000	1,590,750	636,431	-	143,455	90,000	8,823,636
ANDREW LEE	Acting Chief Executive	5,869,800	1,467,450	1,511,667	-	-	-	8,848,917
KIRK SMITH	Finance & Accounts Manager	5,604,755	-	1,697,148	560,476	-	-	7,862,379
LISANNE HAMILTON	Legal Counsel/ Company Secretary	5,087,972	1,271,993	894,924	-	-	367,835	7,622,724
PATRICE TOWNSEND	Director of Talent Management, Policy & Admin	5,446,589	-	1,697,148	-	-	-	7,143,737
DAALON NY-ERS	Director of Public Procurement	5,259,691	-	1,697,148	-	-	-	6,956,839
<b>TOTAL</b>		<b>33,631,807</b>	<b>4,330,193</b>	<b>8,134,466</b>	<b>560,476</b>	<b>143,455</b>	<b>457,835</b>	<b>47,258,232</b>

## NOTES.

- 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.
- Other allowances (including laundry, entertainment, housing, utility, library, robing, etc)
- 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.
- The CEO, having an assigned motor vehicle earned a motor vehicle benefit of \$120,000 per annum. However, due to his contract ending January 2, 2021, a total of \$90,000 is noted as a non-cash benefit.

**CERTIFIED BY : JUTINA WILSON**  
COMPANY SECRETARY





# COMPLIANCE REPORT



## Chartered Accountants

Suite 110 City Centre Building  
P.O. Box 60, Montego Bay  
Jamaica, W.I.  
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  
Fax 876 922 7673

## 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 June 7, 2021 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, 2020 to March 31, 2021, in accordance with the guidelines of the Ministry to Finance and the Public Service.

### 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 utilises 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 reviewed.
4. We reviewed the quarterly reports submitted to the Integrity Commission 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 seven (7) contracts to ascertain the following:

- Whether procurement was by limited tender procedures from qualified Public Procurement Commission (formerly 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, 2020 to March 31, 2021 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 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 20, 2021

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## AUDITED FINANCIALS YEAR ENDED MARCH 31, 2021



## 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 21 which comprise the statement of financial position as at March 31, 2021, the statement of comprehensive income, statement of projects 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, 2021, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) 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 for SMEs 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 Associates*  
Chartered Accountants

Kingston, Jamaica  
July 21, 2021

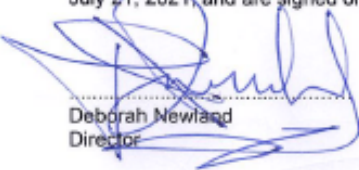
## e-LEARNING JAMAICA COMPANY LIMITED


## STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2021

	Notes	2021 \$'000	2020 \$'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	4	27,522	28,288
Intangible assets	5	<u>125</u>	<u>130</u>
<b>Total non-current assets</b>		<u>27,647</u>	<u>28,418</u>
<b>Current assets</b>			
Receivables and prepayments	6	879	3,142
Resale agreements	7	52,329	51,392
Taxation recoverable		1,113	1,064
Cash and bank balances	8	<u>1,547,100</u>	<u>1,081,365</u>
<b>Total current assets</b>		<u>1,601,421</u>	<u>1,136,963</u>
<b>Total assets</b>		<u>1,629,068</u>	<u>1,165,381</u>
<b>EQUITY AND LIABILITIES</b>			
<b>Shareholders' equity</b>			
Share capital	9	-	-
Accumulated surplus		<u>102,393</u>	<u>101,822</u>
<b>Total shareholders' equity</b>		<u>102,393</u>	<u>101,822</u>
<b>Non-current liabilities</b>			
Projects reserve	10	1,104,722	736,095
Deferred income	11	<u>6,194</u>	<u>8,447</u>
<b>Total non-current liabilities</b>		<u>1,110,916</u>	<u>744,542</u>
<b>Current liabilities</b>			
Payables and accruals	12	413,506	316,764
Current portion of deferred income	11	<u>2,253</u>	<u>2,253</u>
<b>Total current liabilities</b>		<u>415,759</u>	<u>319,017</u>
<b>Total equity and liabilities</b>		<u>1,629,068</u>	<u>1,165,381</u>

The Notes on Pages 7 to 21 form an integral part of the Financial Statements.

The financial statements on Pages 2 to 21 were approved and authorized for issue by the Board of Directors on July 21, 2021, and are signed on its behalf by:

  
Deborah Newland  
Director

  
Wahkeen Murray  
Director

**e-LEARNING JAMAICA COMPANY LIMITED**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**YEAR ENDED MARCH 31, 2021**

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
<b>INCOME</b>			
Subvention income	13	210,074	160,024
Other income	14	<u>2,270</u>	<u>589</u>
		<u>212,344</u>	<u>160,613</u>
<b>EXPENSES</b>			
Administrative and general expenses		( 205,001)	( 154,846)
Promotion and public education		( 173)	( 2,577)
Other operating expenses		<u>( 6,599)</u>	<u>( 4,753)</u>
		<u>( 211,773)</u>	<u>( 162,176)</u>
<b>SURPLUS (DEFICIT) AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	17	<u><u>571</u></u>	<u><u>( 1,563)</u></u>

The Notes on Pages 7 to 21 form an integral part of the Financial Statements

## e-LEARNING JAMAICA COMPANY LIMITED

## STATEMENT OF PROJECTS COMPREHENSIVE INCOME

YEAR ENDED MARCH 31, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
<b>GRANT RECEIPTS</b>	10		
Technology Management and Support Services		-	-
Tablets in Schools Roll Out Project Fund		700,000	-
Tablets for Physiotherapists		-	1,143
MOEYI PATH Laptops		1,287,687	-
Tablets for Teachers Project		805,000	-
Own Your Own Device		<u>509,000</u>	<u>-</u>
		<u>3,301,687</u>	<u>1,143</u>
<b>OTHER SOURCES OF INCOME</b>			
Interest income		1,137	1,133
Foreign exchange gains (net)		73,530	48,416
Other		<u>-</u>	<u>265,369</u>
		<u>74,667</u>	<u>314,918</u>
<b>EXPENSES</b>	10 (g)		
Purchase of tablets and laptops		(2,897,162)	( 1,059)
Staffing and administration costs		( 63,949)	( 60,364)
Other project expenses		<u>( 63,501)</u>	<u>( 16,603)</u>
		<u>(3,024,612)</u>	<u>( 78,026)</u>
<b>NET PROJECTS INFLOW FOR THE YEAR</b>		<u><u>351,742</u></u>	<u><u>238,035</u></u>

The Notes on Pages 7 to 21 form an integral part of the Financial Statements



## e-LEARNING JAMAICA COMPANY LIMITED

## STATEMENT OF CHANGES IN EQUITY

YEAR ENDED MARCH 31, 2021

	Share Capital \$'000	Accumulated Surplus \$'000	Total \$'000
Balance at March 31, 2019	-	103,385	103,385
Deficit and total comprehensive income for the year	-	( 1,563)	( 1,563)
Balance at March 31, 2020	-	101,822	101,822
Surplus and total comprehensive income for the year	-	571	571
Balance at March 31, 2021	-	102,393	102,393

The Notes on Pages 7 to 21 form an integral part of the Financial Statements.

## e-LEARNING JAMAICA COMPANY LIMITED

## STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus (Deficit) for the year		571	( 1,563)
Adjustments for:			
Depreciation on property and equipment		6,594	4,320
Amortisation of intangible assets		5	433
Interest income		( 17)	( 26)
Amortisation of capital grants		( 2,253)	( 563)
Increase in provision for employee benefit		<u>732</u>	<u>2,149</u>
Operating cash flows before movement in working capital		5,632	4,750
Decrease (Increase) in receivables and prepayments		1,121	( 2,229)
Increase (Decrease) in payables and accruals		<u>8,994</u>	<u>( 19,625)</u>
Net cash provided by (used in) operations		<u>15,747</u>	<u>( 17,104)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Acquisition of property and equipment		( 5,828)	( 18,443)
Interest received		<u>17</u>	<u>26</u>
Net cash used in investing activities		<u>( 5,811)</u>	<u>( 18,417)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Expenditure - projects		(2,927,470)	( 249,809)
Interest received		1,129	1,158
Resale agreements		( 980)	( 933)
Capital grants received		<u>3,302,831</u>	<u>615,369</u>
Net cash provided by financing activities		<u>375,510</u>	<u>365,785</u>
<b>NET INCREASE IN CASH AND BANK BALANCES</b>		385,446	330,264
<b>OPENING CASH AND BANK BALANCES</b>		1,081,365	702,685
Effects of foreign exchange rate changes		<u>80,289</u>	<u>48,416</u>
<b>CLOSING CASH AND BANK BALANCES</b>		<u>1,547,100</u>	<u>1,081,365</u>

The Notes on Pages 7 to 21 form an integral part of the Financial Statements.

**e-LEARNING JAMAICA COMPANY LIMITED****NOTES TO THE FINANCIAL STATEMENTS****YEAR ENDED MARCH 31, 2021****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 of e-learning projects on behalf of the Government of Jamaica (GOJ).

The Company is funded principally by grants from the GOJ's Universal Service Fund (USF) and Consolidated Fund. The Company is exempt from income tax under Section 12 (b) of the Income Tax Act.

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

**2 BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****Statement of compliance**

The Company's financial statements have been prepared in accordance with and comply with International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) issued by the International Accounting Standard Board and the Companies Act, 2004 of Jamaica.

**Basis of preparation**

These 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.

**Going concern**

The directors have, at the time of approving the financial statements, a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**Functional and presentation currency****Functional currency**

The functional currency of the Company is the Jamaican dollar which reflects the economic substance of the underlying events and circumstances relevant to the Company.

**Transactions and balances**

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

**2 BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)****Property and equipment**

Property and equipment is recognised initially at cost. Cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company adds to the carrying amount of an item of property and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the Company. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Property and equipment is recognised at historical cost less depreciation.

No depreciation is charged on furniture, computers and equipment acquired for schools participating in the e-Learning project. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

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

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other income' in the statement of comprehensive income.

**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 non-financial assets**

Assets that are subject to depreciation or amortisation are assessed, at each reporting date, to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset might be impaired, the carrying value of the asset (or CGU to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets are reviewed for possible reversal of the impairment at each reporting date.



## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

**2 BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)****Financial instruments**

Financial instruments are initially measured at the transaction price (this includes transaction cost except in the initial measurement of financial assets and liabilities that will be measured at fair value through profit or loss). If however the arrangement constitutes a financing transaction it is then measured at the present value of the future payments, discounted at a market related interest rate.

Receivables

Receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.

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 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.

Cash and bank balances

Cash and bank balances includes cash on hand and other short-term highly liquid investments with original maturities of three months or less.

Payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Related party transactions and balances

A party is considered to be related if:

- (i) directly or indirectly, through one or more intermediaries, one party is able to exercise control or significant influence over the other party;
- (ii) both parties are subject to common control or significant influence from the same source;
- (iii) the party is a member of key management personnel of the Company, that is, those persons having authority and responsibility for planning, directing and controlling the activities of the Company, including Directors, officers and close members of the families of these individuals; or
- (iv) the party is a post-employment benefit plan for the benefit of the employees of the Company.

Related party transactions are recorded in accordance with the normal policies of the Company at transaction dates and interest is not charged on outstanding balances.

**Employee benefits**Leave entitlement

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

Termination benefits

The Company recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

## YEAR ENDED MARCH 31, 2021

## 2 BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

**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).

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.

**Leases**

Leases are classified as finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased assets to the lessee. All other leases are classified as operating leases.

The Company as a lessee

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease.

**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 income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of the income can be measured reliably.

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

**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 retranslated 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.

**e-LEARNING JAMAICA COMPANY LIMITED****NOTES TO THE FINANCIAL STATEMENTS****YEAR ENDED MARCH 31, 2021****3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

In the application of the Company's accounting policies, which are described in Note 2, the 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.

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

**Critical accounting judgements in applying accounting policies**

In the process of applying the Company's accounting policies which are described in Note 2, management believes except as disclosed under key sources of estimation uncertainty below, it has not made any judgement that would be considered critical to the amounts recognised in the financial statements.

**Key sources of estimation uncertainty**

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.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 4 PROPERTY AND EQUIPMENT

	<u>Leasehold Improvements</u>	<u>Furniture, Fixtures and Equipment</u>	<u>Computers and Software</u>	<u>Motor Vehicles</u>	<u>Totals</u>
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At cost</b>					
April 1, 2019	2,141	18,325	26,667	-	47,133
Additions	1,140	1,081	4,959	11,263	18,443
Write-offs	-	( 3,425)	( 7,809)	-	( 11,234)
March 31, 2020	3,281	15,981	23,817	11,263	54,342
Additions	-	1,014	4,814	-	5,828
Write-offs	-	( 2,817)	( 9,280)	-	( 12,097)
March 31, 2021	<u>3,281</u>	<u>14,178</u>	<u>19,351</u>	<u>11,263</u>	<u>48,073</u>
<b>Depreciation</b>					
April 1, 2019	957	10,616	21,395	-	32,968
Charge for year	126	1,559	2,072	563	4,320
Write-offs	-	( 3,425)	( 7,809)	-	( 11,234)
March 31, 2020	1,083	8,750	15,658	563	26,054
Charge for year	232	1,479	2,630	2,253	6,594
Write-offs	-	( 2,817)	( 9,280)	-	( 12,097)
March 31, 2021	<u>1,315</u>	<u>7,412</u>	<u>9,008</u>	<u>2,816</u>	<u>20,551</u>
<b>Net Book Value</b>					
March 31, 2021	<u>1,966</u>	<u>6,766</u>	<u>10,343</u>	<u>8,447</u>	<u>27,522</u>
March 31, 2020	<u>2,198</u>	<u>7,231</u>	<u>8,159</u>	<u>10,700</u>	<u>28,288</u>



## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 5 INTANGIBLE ASSETS

	<u>Jingle</u> \$'000	<u>Logo</u> \$'000	<u>Video</u> \$'000	<u>Total</u> \$'000
<b>At cost</b>				
Balance at April 1, 2020 and March 31, 2021	<u>630</u>	<u>200</u>	<u>560</u>	<u>1,390</u>
<b>Accumulated amortisation</b>				
Balance at April 1, 2019	202	65	560	827
Charge for year	<u>428</u>	<u>5</u>	<u>-</u>	<u>433</u>
Balance at March 31, 2020	630	70	560	1,260
Charge for year	<u>-</u>	<u>5</u>	<u>-</u>	<u>5</u>
Balance at March 31, 2021	<u>630</u>	<u>75</u>	<u>560</u>	<u>1,265</u>
<b>Carrying amount</b>				
As at March 31, 2021	<u>-</u>	<u>125</u>	<u>-</u>	<u>125</u>
As at March 31, 2020	<u>-</u>	<u>130</u>	<u>-</u>	<u>130</u>

## 6 RECEIVABLES AND PREPAYMENTS

	<u>2021</u> \$'000	<u>2020</u> \$'000
Grant receivable	-	1,143
Other receivable	331	408
Staff loans	298	724
Prepayments	<u>250</u>	<u>867</u>
	<u>879</u>	<u>3,142</u>

## 7 RESALE AGREEMENTS

	<u>2021</u> \$'000	<u>2020</u> \$'000
JN Fund Managers Limited	52,122	51,192
Interest receivable	<u>207</u>	<u>200</u>
	<u>52,329</u>	<u>51,392</u>

These securities are invested with JN Fund Managers Limited by the Accountant General's Department (AGD) on the Company's behalf. The deposits mature within one to three months after year end and earn interest at a rate of 1.7% (2020: 1.7%) per annum.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 8 CASH AND BANK BALANCES

	<u>2021</u> \$'000	<u>2020</u> \$'000
Cash and cash equivalents comprise:		
Bank of Nova Scotia Jamaica Limited:		
J\$ Current Account	970,909	166,350
US\$ Savings Account US\$4.02 million (2020: US\$6.904 million)	576,166	914,990
Petty cash	<u>25</u>	<u>25</u>
	<u>1,547,100</u>	<u>1,081,365</u>

US\$ Savings Account earns interest at a rate of 0.025% (2020: 0.05% per annum).

Included in the general funds of the Company are project related funds as follow:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Projects:		
Technology Management and Support Services	-	164,708
Tablets in Schools Roll Out Project Fund	553,820	805,156
MOEYI PATH Laptops	122,111	-
Tablets for Teachers Project	91,738	-
Own Your Own Device	<u>673,787</u>	<u>-</u>
	<u>1,441,456</u>	<u>969,864</u>

## 9 SHARE CAPITAL

	<u>2021</u> \$	<u>2020</u> \$
Stated capital		
Issued and fully paid – April 1 and March 31		
100 ordinary shares (Owned by Accountant General)	<u>100</u>	<u>100</u>

The total authorised number of ordinary shares is 100 shares (2020:100). The Company has one class of shares which carries no right to fixed income.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 10 PROJECTS RESERVE

This represents fund balances of projects undertaken on behalf of the Government of Jamaica.

	Technology Management and Support Services \$'000	Tablets in Schools Roll Out Project Fund \$'000	Tablets for Physiotherapists \$'000	MOEYI PATH Laptops \$'000	Tablets for Teachers Project \$'000	Own Your Own Device \$'000	Total \$'000
Balance at March 31, 2019	222,658	286,665	-	-	-	-	509,323
Grant receipts	-	-	1,143	-	-	-	1,143
Other income	1,133	313,785	-	-	-	-	314,918
Expenditure incurred	( 1,077)	( 75,806)	( 1,143)	-	-	-	( 78,026)
Adjustments	( 11,263)	-	-	-	-	-	( 11,263)
Balance at March 31, 2020	211,451	524,644	-	-	-	-	736,095
Grant receipts	-	700,000	-	1,287,687	805,000	509,000	3,301,687
Other income	1,137	73,530	-	-	-	-	74,667
Expenditure incurred	( 798)	(1,030,215)	-	(1,273,469)	(717,620)	( 2,510)	(3,024,612)
Adjustments	(211,790)	16,885	-	-	-	211,790	16,885
Balance at March 31, 2021	-	284,844	-	14,218	87,380	718,280	1,104,722

Adjustments are primarily with respect to the transfer of available funds to another project or to income.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 10 PROJECTS RESERVE (Cont'd)

## (a) Technology Management and Support Services (TMSS)

Technology Management and Support Services are provided through a joint initiative between the Company and the Ministry of Education, Youth and Information and offered to integrate Information and Communication Technologies (ICTs) into delivered lessons and contribute to the improvement in the quality of education at the secondary level. The balance remaining on the Fund was transferred to Own Your Own Device (OYOD) during the year.

The Fund balance is represented by:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Resale Agreement (Note 7)	-	51,392
Payables and accruals	-	( 4,649)
Cash at bank (Note 8)	<u>-</u>	<u>164,708</u>
	<u>-</u>	<u>211,451</u>

## (b) Tablets in Schools Roll Out Project Fund (TIS)

The Tablets in Schools Roll Out Project Fund (TIS) is being implemented by the Company on behalf of the Government of Jamaica (GOJ) and is funded by the Universal Service Fund. Funds received are used to purchase items of tablets, software, content and equipment and finance approved project activities. Assets acquired from the Fund are distributed to various schools island wide participating in the Tablets in Schools Project.

The fund balance is represented by:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Payables and accruals	(268,976)	(280,512)
Cash at bank (Note 8)	<u>553,820</u>	<u>805,156</u>
	<u>284,844</u>	<u>524,644</u>

## (c) MOEYI PATH Laptops

The MOEYI PATH Laptops project was implemented by the Government of Jamaica in November 2020. The objective of the project is to procure a total of 15,000 laptop computers for PATH students at a cost of approximately US\$8.52 million.

The Fund balance is represented by:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Payables and accruals	(107,893)	-
Cash at bank (Note 8)	<u>122,111</u>	<u>-</u>
	<u>14,218</u>	<u>-</u>



## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 10 PROJECTS RESERVE (Cont'd)

## (d) Tablets for Teachers Project (TTP)

The Government of Jamaica in the 2017- 2021 Heads of Agreement with the Jamaica Teacher's Association committed to provide one (1) tablet to each public sector teacher to support their delivery of service to students. The project was implemented in 2021 and is fully funded by the Universal Service Fund.

The Fund balance is represented by:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Payables and accruals	( 4,358)	-
Cash at bank (Note 8)	<u>91,738</u>	<u>-</u>
	<u>87,380</u>	<u>-</u>

## (e) Own Your Own Device (OYOD)

Own Your Own Device (OYOD) project was approved by the Government of Jamaica in October 2020. The project comprises the implementation of the voucher incentive programme for 36,000 needy students not on PATH at a cost of \$720 million.

The Fund balance is represented by:

	<u>2021</u> \$'000	<u>2020</u> \$'000
Resale Agreement (Note 7)	52,329	-
Payables and accruals	( 7,836)	-
Cash at bank (Note 8)	<u>673,787</u>	<u>-</u>
	<u>718,280</u>	<u>-</u>

## (f) Tablets for Physiotherapists

This represented the procurement and distribution of tablets and accessories from grants received in 2020, to the Physiotherapy Department on behalf of the Ministry of Finance and the Public Service, for use in the Public Health Sector area of specialty management within the physiotherapy department.

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 10 PROJECTS RESERVE (Cont'd)

(g) Details of project expenses incurred during the year are as follow:

	<u>2021</u> \$'000	<u>2020</u> \$'000
<b>Purchase of tablets and laptops</b>		
- Tablets in Schools Roll Out Project Fund	966,228	-
- MOEYI PATH Laptops	1,273,308	-
- Tablets for Teachers Project	657,626	-
- Tablets for Physiotherapists	<u>-</u>	<u>1,059</u>
	<u>2,897,162</u>	<u>1,059</u>
<b>Staffing and administration costs</b>		
- Technology Management and Support Services	798	1,077
- Tablets in Schools Roll Out Project Fund	41,084	59,203
- MOEYI PATH Laptops	161	-
- Tablets for Teachers Project	21,116	-
- Tablets for Physiotherapists	-	84
- Own Your Own Device	<u>790</u>	<u>-</u>
	<u>63,949</u>	<u>60,364</u>
<b>Other project expenses</b>		
Delivery costs		
- Tablets in Schools Roll Out Project Fund	17,420	-
- Tablets for Teachers Project	11,191	-
Professional fees - TIS	2,198	6,796
Supporting equipment - TTP	23,754	-
Subsidies - OYOD	1,720	-
Public relation costs		
- Tablets in Schools Roll Out Project Fund	3,285	9,807
- Tablets for Teachers Project	<u>3,933</u>	<u>-</u>
	<u>63,501</u>	<u>16,603</u>
	<u>3,024,612</u>	<u>78,026</u>

## 11 DEFERRED INCOME

This represents the value of a motor vehicle purchased with funds received from MOEYI and is recognised as revenue evenly over the estimated useful life of the vehicle.

	<u>2021</u> \$'000	<u>2020</u> \$'000
Capital grants	10,700	11,263
Amortised during the year (Note 14)	<u>( 2,253)</u>	<u>( 563)</u>
	8,447	10,700
Current portion	<u>( 2,253)</u>	<u>( 2,253)</u>
	<u>6,194</u>	<u>8,447</u>

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 12 PAYABLES AND ACCRUALS

	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Foreign payables	-	1,311
Local payables	1,613	3,551
Accruals	304,648	292,946
Staff costs	279	549
Statutory deductions	921	923
GCT payable	103,662	9,602
Bid security	<u>2,383</u>	<u>7,882</u>
	<u>413,506</u>	<u>316,764</u>

## 13 GOVERNMENT GRANTS

This represents contributions received from the Government of Jamaica (GOJ) to finance capital and general operating expenses of the Company.

## 14 OTHER INCOME

	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Interest income on staff loans	17	26
Amortisation of deferred income (Note 11)	<u>2,253</u>	<u>563</u>
	<u>2,270</u>	<u>589</u>

## 15 EXPENSES BY NATURE

	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Directors' fees	1,646	1,176
Rent and maintenance	10,020	9,689
Auditors' remuneration	925	900
Legal and professional fees	1,772	-
Employees benefits (See Note 18)	175,112	122,327
Other expenses	15,526	20,754
Promotion and public education	173	2,577
Depreciation and amortisation	<u>6,599</u>	<u>4,753</u>
	<u>211,773</u>	<u>162,176</u>

## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

## 16 RELATED PARTY TRANSACTIONS

Key management compensation is as follows:

	2021	2020
	\$'000	\$'000
Salaries and related expenses	34,560	32,607
Gratuity	4,330	2,763
Travelling	<u>8,368</u>	<u>9,352</u>
	<u>47,258</u>	<u>44,722</u>

## 17 SURPLUS (DEFICIT) FOR THE YEAR

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

	2021	2020
	\$'000	\$'000
Directors' emoluments:		
Fees	1,646	1,176
Executive remuneration (Note 16)	47,258	44,722
Auditors' remuneration	925	900
Depreciation and amortisation	6,599	4,753

## 18 EMPLOYEES BENEFITS

The aggregate costs of employees were as follows:

	2021	2020
	\$'000	\$'000
Salaries and related expenses	137,857	92,386
Travelling and subsistence	29,992	22,870
Medical and other staff benefits	<u>7,263</u>	<u>7,071</u>
	<u>175,112</u>	<u>122,327</u>

## 19 OPERATING LEASE ARRANGEMENTS

The Company as a lessee**Leasing arrangements**

Operating leases relate to lease office space with lease terms of a month to month basis. The Company does not have the option to purchase the leased properties at the expiry of the lease period.

	2021	2020
	\$'000	\$'000
<u>Payments recognised as an expense</u>		
Minimum lease payments	4,678	4,347



## e-LEARNING JAMAICA COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

## YEAR ENDED MARCH 31, 2021

## 20 CONTINGENT LIABILITY

The Company is a defendant in a matter relating to a contract for supply of tablets, syncing carts, software and services in the sum of Sixteen Million, Three Hundred and Fifty-Nine Thousand, Seven Hundred and Thirty-Five United States Dollars (US\$16,359,735) plus GCT. Mediation was set to be completed in September 2020 but was unsuccessful. Trial dates are set for July 5, 2021 to July 16, 2021. The matter is in its early stages hence at this juncture, there is difficulty estimating the extent of any costs to, or recovery by the Company. The Company has accrued an amount of approximately J\$273.65 million in relation to items that were imported by the supplier in relation to the original contract.

## 21 COVID-19 UPDATE

On January 30, 2020, the World Health Organization (WHO) declared the COVID-19 virus a public health emergency of international concern. Jamaica's first case was confirmed on March 10, 2020, with the WHO declaring the virus a pandemic on the following day. The government of Jamaica declared Jamaica a disaster area on March 13, 2020. The pandemic has caused closure of borders and business in every sector of the economy. The Government of Jamaica has implemented restricted movement of its citizens and has instituted the Disaster Risk Management Act order by Cabinet to manage this pandemic. Curfew measures and work from home orders were implemented to assist in mitigating the spread of the virus.

Although the pandemic continues to create financial and economic issues, the operations of the Company has not been impacted severely. However, the Company experienced reduction in the operating budget but was able to successfully carry out its projects deliverables. The pandemic has highlighted the need for technology in the educational sector, as face-to-face interaction in schools was curtailed. The modality of teaching shifted to online spaces, which the Company supported by issuing technological devices to students and teachers island wide.

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, 2021, was intended primarily for the purpose of formulating an opinion on those financial statements taken as a whole. The additional information presented in Page 2 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 21, 2021

## e-LEARNING JAMAICA COMPANY LIMITED

## ADMINISTRATIVE EXPENSES

YEAR ENDED MARCH 31, 2021

	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>
<b>Administrative and general expenses</b>		
Directors' fees	1,646	1,176
Salaries, wages and related expenses	167,849	115,256
Medical and other staff benefits	7,263	7,071
Rent	4,678	4,347
Maintenance	5,342	5,342
Insurance	462	510
Office expenses	4,397	8,721
Conference and seminars	-	1,723
Meeting expenses	481	829
Software maintenance and others	790	427
Telephone	5,489	6,073
Courier	-	36
Legal and professional fees	1,772	-
Audit fees	925	900
Audit expenses	173	176
Security	809	373
Bank charges	242	209
Subscription	<u>2,683</u>	<u>1,677</u>
	<u>205,001</u>	<u>154,846</u>
<b>Promotion costs</b>		
Promotion and public education	<u>173</u>	<u>2,577</u>
<b>Other operating expenses</b>		
Depreciation of property and equipment	6,594	4,320
Amortisation of intangible assets	<u>5</u>	<u>433</u>
	<u>6,599</u>	<u>4,753</u>
	<u>211,773</u>	<u>162,176</u>

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## NOTES

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**e-Learning Jamaica Company Limited**

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