

2020 Annual Report

MINISTRY OF
EDUCATION, YOUTH, SPORTS,
AGRICULTURE & LANDS
CAYMAN ISLANDS GOVERNMENT

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Making the Lives of Those We Serve Better!

MINISTRY OF
EDUCATION, YOUTH, SPORTS,
AGRICULTURE & LANDS
CAYMAN ISLANDS GOVERNMENT

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Purpose

Each government entity (Ministry, Portfolio & Office) is required under Section 44 of the Public Management and Finance Act (2020 Revision), to prepare an Annual Report and table in the Legislative Assembly among other things.

An annual report allows the public to assess the entity's performance, its level of transparency, and determine public confidence in its ability to manage public funds. Consequently, an annual report should include details of an entity's yearly activities; a statement reporting all executive financial transactions that the entity has administered on behalf of the Cabinet; and financial statements that compare the entity's actual performance with the performance specified in the budget documents.

This report which has been prepared by the Ministry of Education, Youth, Sports, Agriculture and Lands (the "Ministry") aims to provide a comprehensive review of its performance, achievements, and activities during the 12 months from 1 January 2020 to 31 December 2020. The financial statements included in this report comply with the Public Sector Accounting Standards and provide explanations for variances between actual and budgeted performance.



Message| Minister

As Minister for Education, Youth, Sports, Agriculture and Lands, it is my distinct pleasure to present my Ministry's annual report highlighting its performance and achievements during the period from 1 January 2020 to 31 December 2020 and explaining the steps taken to deliver the policy priorities of the Government during that time.

2020 was indeed an unprecedented year amidst the onset of the COVID-19 pandemic. Despite a slew of unforeseeable challenges, the members of my Ministry managed to deliver many of the anticipated outputs through a demonstration of matchless resilience and sheer innovation.

Being a former educator and understanding our teachers and students' plight considerably, I have unrelentingly lobbied on their behalf throughout the years. In August, I was pleased to announce an increase in teachers' monthly compensation to a minimum of $5,000.00 commencing at the start of the 2020/2021 academic year.

Furthermore, over $2.9 million was allocated towards the purchase of computer devices, additional wireless equipment, helpdesk support, software licensing, extra bandwidth and upgraded internet connections during the 2020 fiscal year.

This investment ensured that each child within our government schools would have access to a laptop computer, providing him/her with the requisite tools to participate in online learning and closing the digital divide among our student population.

Even as we continue to invest heavily in our children's education and anticipate their future successes, I am absolutely delighted at the growth and evolution of youth programmes such as Proud of Them which recognise and celebrate the extraordinary achievements of some of our nation's youth for their extraordinary accomplishments while encouraging others to reach higher. The programme, in 2020, expanded to recognise fourteen honourees up from the usual twelve. Systems were also implemented to facilitate the erection of the first Proud of Them billboards in Cayman Brac in early 2021.

In the area of sport, the number of funds allocated to each focus sport increased to $150,000.00 per annum. Likewise, squash and volleyball were added to the list of sports for increased focus and support by the Cayman Islands Government. It is my fervent hope that this funding, coupled with strengthened governance of each sport by its national sporting association, will result in increased participation, better international performances and ultimately yield a healthier society where sport and physical activity become cemented as a part of our Caymanian culture.

The resumption of funding to the Cayman Islands Football Association (CIFA) has also occurred as part of the Government's initiative to strengthen this focus sport's financial foundation. Having met with the CIFA executive, I am satisfied with the steps taken to improve its governance and eagerly await the development and recovery of football in the Cayman Islands.

Our growing population, coupled with the effects of the COVID 19 pandemic, have underscored the need for a vibrant agricultural sector. Consequently, the Ministry, in December, set aside one million dollars, to ensure that our farmers can gain access to seeds, fertilisers and other essential

agricultural input, stimulating increased agrarian activity, expanded backyard enterprises and providing more significant quantities of fresh, high-quality produce and livestock to the people of the Cayman Islands.

Finally, in an effort to provide beach access to all Caymanians, my Ministry in conjunction with the Cabinet Office, the Older Persons Council and the Persons with Disabilities Council acquired six new mobi-mats for the purpose providing our senior citizens and the most vulnerable in our communities with access to our public beaches.

I thank you for entrusting me the opportunity to serve the people of these beautiful islands alongside my parliamentary colleagues, the team of capable and committed employees in the Ministry and the many public officers who strive to create a world-class civil service. With your continued support and God's grace, we will continue to grow from strength to strength.

_____

Hon. Juliana O'Connor-Connolly, JP, MLA

Minister for Education, Youth, Sports, Agriculture and Lands



Message| Chief Officer

The year 2020 marked a challenging period for the Ministry of Education, Youth, Sports, Agriculture and Lands (MEYSAL) as we worked to overcome the effects of the COVID-19 pandemic. Despite formidable challenges, it was truly comforting to see how swiftly we were able to respond to each issue of concern through teamwork and shared love for humanity.

I will use this opportunity to share with you how the Ministry, with the support of its dedicated team and community stakeholders, overcame the foremost of these setbacks and achieved its outputs.

Core Ministry

The most impactful of the Ministry's challenges in 2020 was the coronavirus pandemic. At its onset, we were able to include in our business continuity plan, a framework to ensure the safety of our employees and facilitate a seamless workflow during the physical closure of our offices. Departments and Units were categorised as essential and non-essential services. Staff within essential services were further divided into two-three day shifts and special consideration given to those who had a responsibility to care for children and other vulnerable members of the society.

The Ministry provided essential team members with the requisite work-related tools, specifically laptops, cellular phones, MiCollab and Citrix tokens. I was impressed at how quickly staff adapted to the new ways of working and utilised these tools to maximise efficiency and ensure the uninterrupted flow of services throughout the office closure and subsequent national lockdown.

Education

Teaching & Learning Materials

Although physically closed in March, Government schools unceasingly carried out their mandate to provide high-quality education services for all students. To achieve this end, our team worked tirelessly to ensure that students were provided with teaching and learning options, including paper-based learning packages and access to online platforms. Initially, almost 300 laptops were loaned to students without access to electronic devices to help ensure a continuity of learning. Through the public/private partnership-led 'Education for Everyone Initiative' another 1,426 laptops were donated.

Student Meals

Recognising that children's needs were not limited to access to educational materials, the Ministry, through our remarkable team of education professionals, also ensured that students' basic need of food was met through services such as daily food deliveries before the nationwide lockdown. Almost 700 students benefited from this profound gesture of goodwill done in partnership with several private sector partners and non-profit organisations, including Feed our Future, Kiwanis, Cayman Food Bank.

Parental Counselling

Our educators provided emotional support for both students and their parents; in some instances, parents were facilitated through digital conferences and workshops; in others, through one-on-one discussions.

Youth

The Ministry temporarily redeployed members of the Youth Service Unit staff to the Needs Assessment Unit (NAU) to assist in the provision of services to many of those unemployed due to the global pandemic. The Cadets' service also assisted the National Emergency Operations Centre (NEOC) communication centre during COVID-19 as part of the CIG's suppression and mitigation strategy lay testament to the versatility of both groups.

Sports

The Department of Sports had the opportunity to refurbish the grandstands and update the lighting at several of its facilities.

Agriculture

In 2020, we were able to further develop the National Food and Nutrition Security Policy and Food and Agricultural Plan. Work also began to update the existing Animal and Plant Laws and Regulations.

Lands

The timely establishment of a new system for online map requests has significantly reduced processing time and enhanced the customer service experience.

Conclusion

I wish to thank the members of our dedicated team, including all the staff in each department, unit and school members, for their continued hard work and commitment as we work to fulfil our mandate of making the lives of the people of the Cayman Islands better.

_____

Ms. Cetonya Cacho

Chief Officer

Ministry of Education, Youth, Sports, Agriculture and Lands



Message| Acting Chief Officer

The 2020 fiscal year was an extremely challenging one for the Ministry of Education, Youth, Sports, Agriculture and Lands (MEYSAL). After welcoming the year with a massive earthquake, we would soon begin to feel the far-reaching effects of the COVID-19 pandemic. In March, we closed our schools to protect the well-being of our over 5,000 students and up to 800 staff members. The Ministry's physical closure, its departments and units soon ensued following a shelter-in-place order from the Cayman Islands Government.

Notwithstanding its concomitant challenges, the pandemic highlighted the resilient and innovative nature of the team of employees that I consider myself so very privileged to lead at this time in the absence of Chief Officer Cetonya Cacho.

I am heartened by the dedicated service of our islands' educators who demonstrated an unwavering commitment to providing our children with a world-class education even with their own lives and families to secure. They taught online classes, provided schoolwork packets to students in need of printed materials and offered parental support as needed. Additionally, they

facilitated and provided students with personal care packages and free meals and ensured that students sitting external examinations had access to laptop computers as well as students working remotely who did not have access to electronic devices.

I am equally pleased that the Department of Agriculture's agronomy team increased the production of high demand crops such as bananas and plantains via a macro propagation technique after the closure of international borders prevented the usual procurement of plantlets from overseas suppliers.

Similarly, the Finance Unit, the Lands & Survey Department, among others quickly transitioned to facilitate online payment to provide safe and continuous service to their customers.

As Acting Chief Officer, I continue to be proud of the team's dedication and hard work, which has yielded positive results for the Ministry and, by extension, the Cayman Islands Government. I look forward to the upcoming fiscal year, as we devise even more innovative ways to make the lives of those we serve better!

_____

Ms. Lyneth Monteith

Chief Officer (Acting)

Ministry of Education, Youth, Sports, Agriculture and Lands

About Us

The Ministry of Education, Youth, Sports, Agriculture & Lands (MEYSAL) is responsible for providing strategic and policy direction, advice, funding and governance support to its Departments/Sections. It also enables the people of the Cayman Islands to become productive and valued members of society through the delivery of a wide range of public programmes, all of which allow the Minister to realise the strategic goals for each ministerial responsibility.

Departments and sections that fall under the Ministry:

- Department of Education Services (DES)
- Early Childhood Care and Education Unit (ECCE)
- Cayman Islands Public Library Service (CIPLS)
- Sunrise Adult Training Centre (SRC)
- Youth Services Unit (YSU)
- Cayman Islands Cadet Corps (CICC)
- Department of Sports (DOS)
- Sister Islands Sports (SIS)
- Department of Agriculture (DoA)
- Lands and Surveys Department (LSD)

Authorities, Boards and Committees under the Ministry:

- Caribbean Examinations Council National Committee
- The University College of the Cayman Islands (UCCI)
- Education Council
- Public Libraries Management Committee
- National Sports Council
- National Youth Commission
- Water Authority
- Animal Welfare Advisory Committee
- Veterinary Board
- Land Surveyors Board
- Street Naming &Numbering
- Road Assessment Committee

Our Staff

The Ministry of Education, Youth, Sports, Agriculture and Lands, with its staff of approximately one thousand one hundred (1,100), is the largest Ministry within the Cayman Islands Government (CIG). The work to manage this large and diverse group requires rigorous problem-solving, absolute commitment & continuous collaboration.

Throughout the year, the Ministry worked assiduously to effectively manage its human resources by recruiting suitable candidates for positions as they arose, internal promotion of staff, and training opportunities for staff. Here is a breakdown of some of the human resource activities that occurred within the core Ministry in 2020:

New Hires

New Hires	Position	Hire Date
Geron Mignott	Operational HR Officer	Feb-20
Chelsea Whittaker	Senior HR Manager	Feb-20
Raquel Eden	Senior HR Manager	Feb-20
Orbon Haylock	Senior Fixed Assets Accountant	Feb-20
Aaliyah Johnson	Operational HR Officer	Mar-20
Chanel Martinez	HR Systems & Payroll Officer	Mar-20
Damara Bonner	Strategy Officer (Youth and Sports)	May-20
Samuel Kordan	Numeracy Specialist	May-20
Lyea Rivers	Executive Officer	Jun-20

Lesanneo McLaughlin	**Secretary to the Education Council**	**Jun-20**

Secondments

Secondments	Substantive Post	Secondment Post	Effective Date
Aidan Tumilty	**DES - Special Education Needs Coordinator (LHS)**	**Core Ministry - Senior Policy Advisor & Manager (Inclusion)**	**Nov-20**
Brittany Parsons	**MEYSAL Admin - Executive Officer (HR Services)**	**Portfolio of the Civil Service - HR Assistant**	**Nov-20**
Liana Coggins	**DES - Teacher (Secondary)**	**Core Ministry - Education Strategy Officer**	**Sep-20**

Change in Role/Promotion

Change in Role/Promotion	Previous Post	New Position	Effective Date
Kerry Akinnibosun	**Administrative Manager**	**Policy Advisor (Lands)**	**Oct-20**
David Fawcitt	**Senior Policy Advisor**	**Senior Policy Advisor (Lands)**	**Nov-20**
Nicole Thompson	**Scholarship Administrator**	**Senior Scholarship Administrator**	**Sep-20**
Sheena Whittaker	**Operational HR Officer**	**Assistant HR Manager**	**Feb-20**

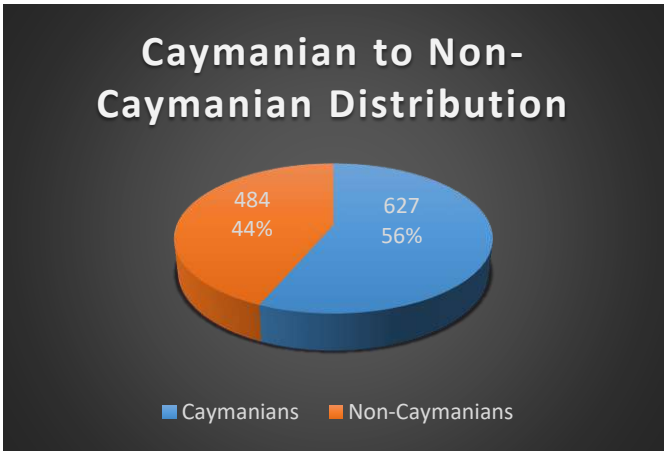
Retirement (across Ministry and Departments)

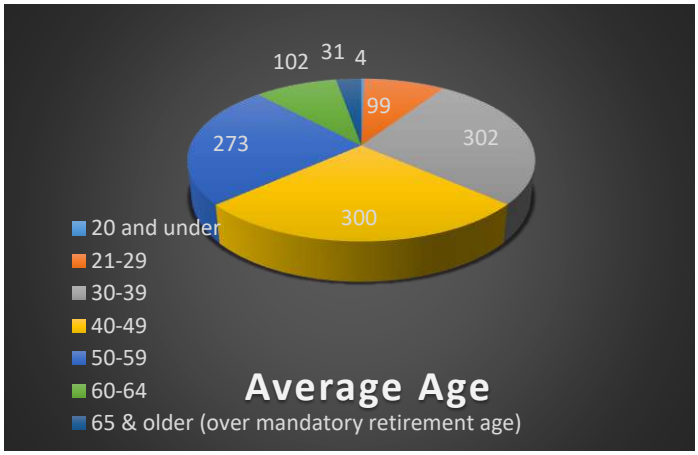
MEYSAL Retirees	Department	Position	Hire Date	Retirement Date
Ronald Fernando Ellis	DoA	Farm Labourer	Apr-95	Sep-20
Andy Myles	DoS	Sports Instructor	Aug-81	Mar-20
John David Franklin Bodden	Education Administration	Facilities Manager	Aug-07	Jan-20
Sisley Merita Ebanks	Education Administration	Bus Warden	May-98	Sep-20
Andrew Newman McLaughlin	Education Administration	Facilities Superintendent (CHHS)	May-04	Sep-20
Sophia Dawn Martin	John Gray High School	Teacher (Secondary)	Sep-94	Oct-20
Suezet Ann Zelaya	Lighthouse School	Assistant Teacher	Mar-14	Nov-20
Renee Ann Barnes	EYSA&L Administration	Early Childhood Care and Education Officer	Aug-04	Dec-20
Thomas Chester Jr. Ebanks	EYSA&L Administration	Facilities Manager	Jul-81	Mar-20

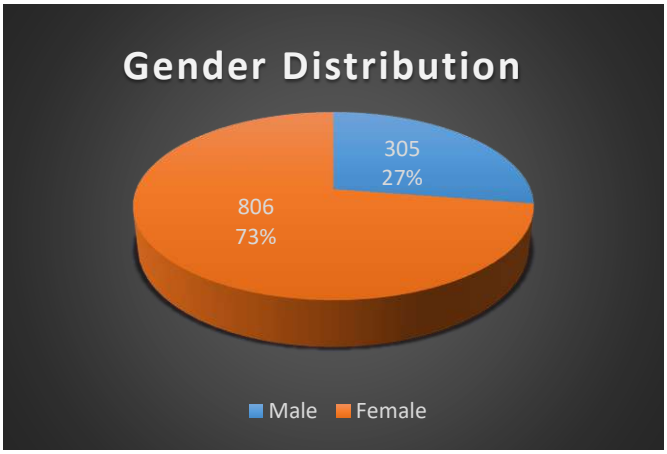
Training & Development

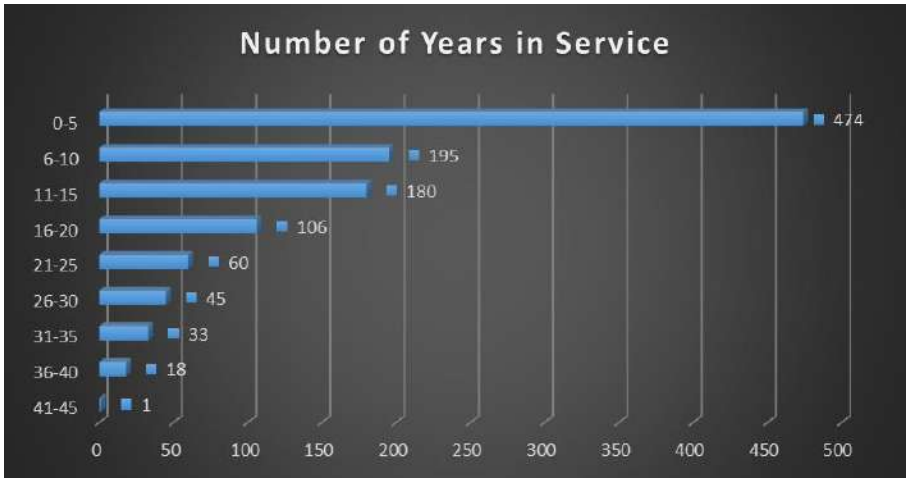
Training & Development (Core Ministry)	Facilitator	Date
Mental Health Awareness Training	Employee Assistance Programme	November 3-5, 2020
Mental Health First Aide Training	Ricardo Henry	December 7 & 9, 2020

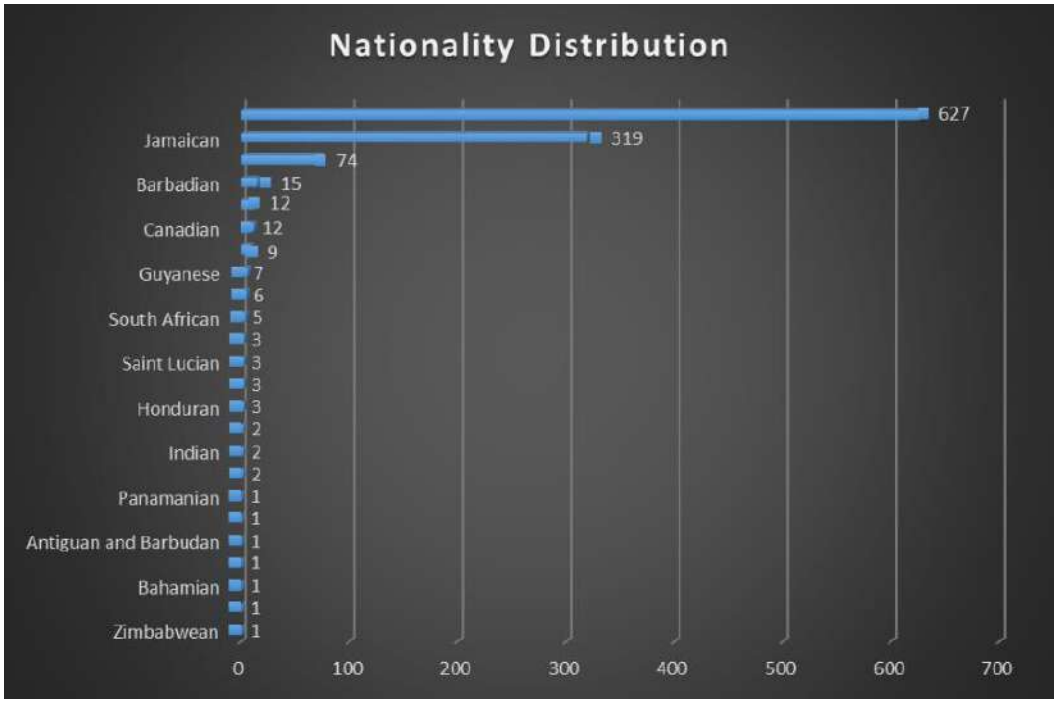
Breakdown and Analysis of Core MEYSAL Staff

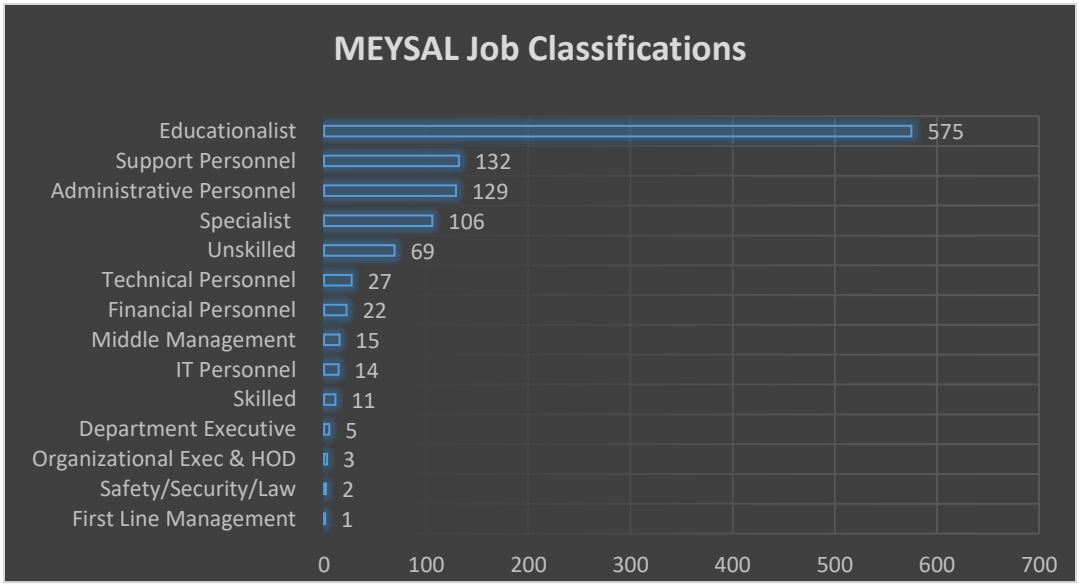


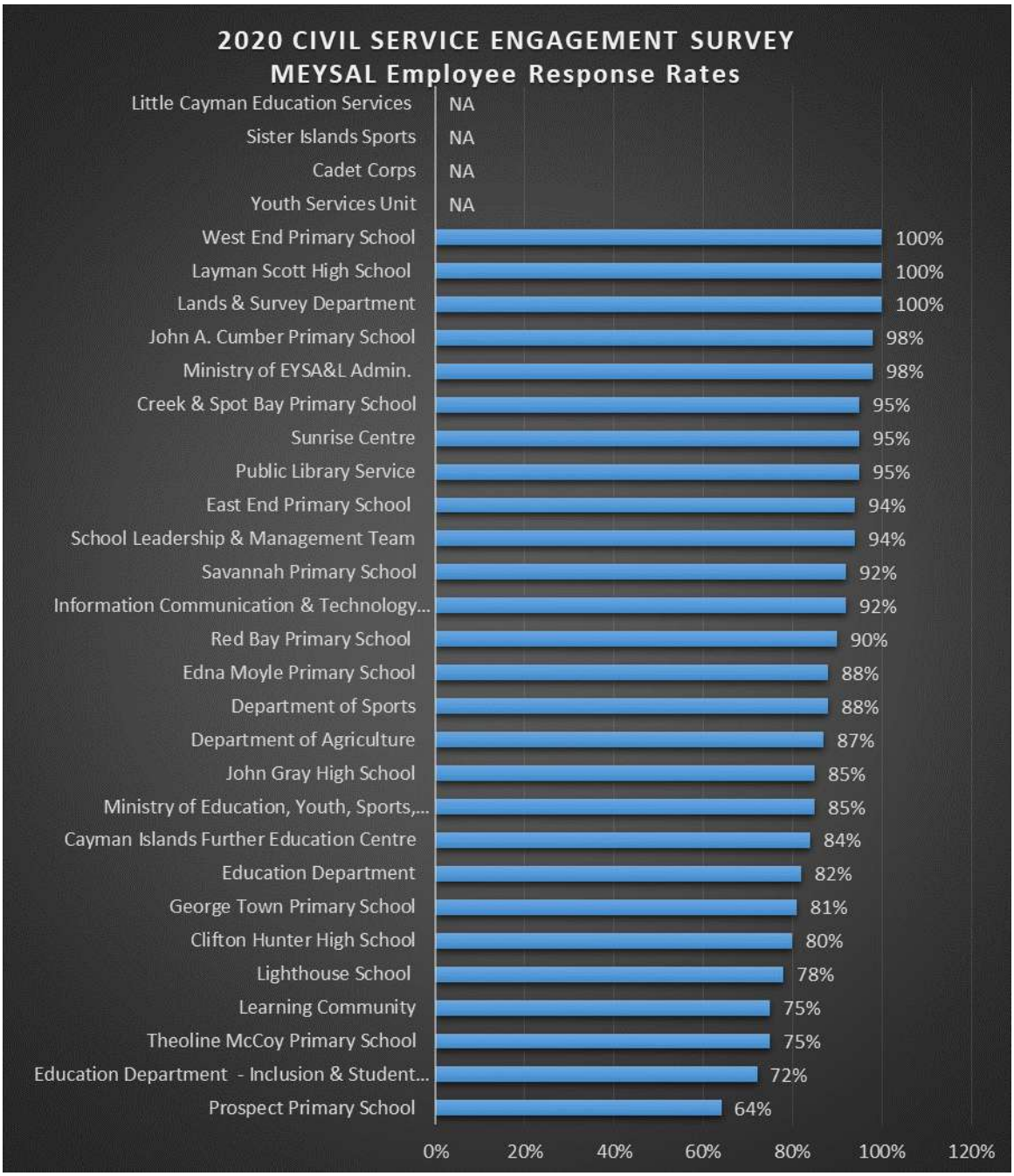







Nationality Distribution
Jamaican
Barbadian
Canadian
Guyanese
South African
Saint Lucian
Honduran
Indian
Panamanian
Antiguan and Barbudan
Bahamian
Zimbabwean
627
319
74
15
12
12
9
7
6
5
3
3
3
3
2
2
2
1
1
1
1
1
1
0
100
200
300
400
500
600
700


MEYSAL Job Classifications
Educationalist
Support Personnel
Administrative Personnel
Specialist
Unskilled
Technical Personnel
Financial Personnel
Middle Management
IT Personnel
Skilled
Department Executive
Organizational Exec & HOD
Safety/Security/Law
First Line Management
575
132
129
106
69
27
22
15
14
11
5
3
2
1
0
100
200
300
400
500
600
700


2020 CIVIL SERVICE ENGAGEMENT SURVEY
MEYSAL Employee Response Rates
Little Cayman Education Services
NA
Sister Islands Sports
NA
Cadet Corps
NA
Youth Services Unit
NA
West End Primary School
100%
Layman Scott High School
100%
Lands & Survey Department
100%
John A. Cumber Primary School
98%
Ministry of EYSA&L Admin.
98%
Creek & Spot Bay Primary School
95%
Sunrise Centre
95%
Public Library Service
95%
East End Primary School
94%
School Leadership & Management Team
94%
Savannah Primary School
92%
Information Communication & Technology...
92%
Red Bay Primary School
90%
Edna Moyle Primary School
88%
Department of Sports
88%
Department of Agriculture
87%
John Gray High School
85%
Ministry of Education, Youth, Sports,...
85%
Cayman Islands Further Education Centre
84%
Education Department
82%
George Town Primary School
81%
Clifton Hunter High School
80%
Lighthouse School
78%
Learning Community
75%
Theoline McCoy Primary School
75%
Education Department - Inclusion & Student...
72%
Prospect Primary School
64%
0%
20%
40%
60%
80%
100%
120%

Management Structure



Parliamentary Secretary,
Sports & Youth
Mr. David Wight, JP



Minister
Hon. Juliana O'Connor-Connolly, JP



Parliamentary Secretary,
Education
Ms. Barbara Conolly, JP



Chief Officer Ms. Cetonya Cacho



Chief Officer (Acting) Ms. Lyneth Monteith



Deputy Chief Officer
Adult Education, Youth, Sports,
Libraries, Scholarships,
Adult Education
Mr. Joel Francis



Deputy Chief Officer (Acting)
Compulsory Education, Early Childhood
Care & Education, Sunrise Adult
Training Centre
Mr. Mark Ray



Deputy Chief Officer
Administration. Agriculture, Lands &
Survey, Communications
Mr. Wilbur Welcome



Chief Financial Officer
Mrs. Nicola Anderson-Wildman



Human Resource Director (Acting)
Ms. Watoya Stewart



Director (Acting)
Department of Education Services
Mrs. Tammy Hopkins



Manager,
Early Childhood Care & Education Unit
Ms. Carol Bennett



Manager,
Scholarship Secretariat Unit
Dr. Shari Smith



Director
Public Libraries
Mr. Paul Robinson



Director,
Sunrise Adult Training Centre
Ms. Kimberly Voaden



Manager,
ICT Unit
Mr. Steve Durksen



Acting Head,
Youth Services Unit
Mr. James Myles



Commandant
Cayman Islands Cadet Corps
Lt. Colonel Bobeth O'Garro



Director (Acting)
Department of Sports
Mr. Kurt Hyde



Sports Coordinator
Sister Islands Sports
Mr. Harold Sanford



Director,
Department of Agriculture
Mr. Adrian Estwick



Director
Department of Lands & Survey
Mr. Jon Hall

Statutory Authorities

The University College of the Cayman Islands (UCCI)

President: Dr. Stacy McAfee



Water Authority

Director: Dr. Gelia Fredrick-Van Genderen



Boards & Committees

Chair, UCCI Board of Governors

Mark Scotland

Chair, Water Authority Board

Kearney Gomez

Chair, Land Surveyors Board/ Chief Surveyor

Michael Whiteman

Chair, Education Council

Dan Scott

Head, National Youth Commission

Rev. Donovan Myers

Chair, Veterinary Board/ Director of Agriculture

Adrian Estwick

Chair, Public Lands Commission

Terrence Caudeiron

Chair, Street-Naming and Numbering Committee

Hon. Juliana O-Connor-Connolly, JP

Caribbean Examinations Council National Committee

Not functioning at present

National Sports Council

Not functioning at present

Road Assessment Committee

Not functioning at present

Education



Acting Chief Officer for MEYSAL Mrs. Lyneth Monteith presents Aliyah Myers with her diploma during John Gray High School's 2020 graduation ceremony.

Education| Ministry

The Ministry of Education has authority over all educational institutions in accordance with the Education Law, 2016 which includes the provision of strategic and policy direction for all government schools. The Ministry issues both National Policy that all (public and private) schools and educational institutions must follow and specific policy related to the operations of government schools. Its policies include: Response to Schools that Receive a Weak Inspection Report Policy (2020); Dress Code Policy for Cayman Islands Government Schools (2018); Volunteers (2018); Graduation Criteria Policy (Reviewed in 2017); National Child Abuse Neglect Reporting Policy (2016); National Safe Environment Policy (2016); National Staff Safeguarding Policy (2016); National Safe Environment Policy (2016); National Staff Safeguarding Policy(2014); Use of private motor vehicles by parents and staff to transport students to school activities (2014); Professional Development Policy (2014); Educational Visits and Field Trips (Excursions) (2014); Donations Policy (2013); School Starting Age for Reception and Year 1 in Government Schools (2013); School-Age Pregnant and Parenting Young Persons (2013); Policy Use of Student Images (2013); Religious Instruction and Devotions During School Hours Policy (2013); Curricula Policy (2011); National School Misuse of Drugs Policy (2011); Information and Communication Technology (ICT) Integration Policy (2010); National School Discipline and Student Behaviour Policy (2010); National Teaching & Learning (2010); Staff Information and Communication Technology (ICT) Use Policy (2010) and Student Information and Communication Technology (ICT) Use (2010).

The Ministry enhances teaching and learning in schools through the increased use of online and computerised testing, strengthening core curriculum across government primary and secondary

schools and funding for scholarships for graduate and post graduate courses, – such as Medical and Special Education Needs. Alternative educational placement for compulsory age students with special needs is also the responsibility of the Ministry.

Departments and Units under this segment:

- Department of Education Services
- Early Childhood Care and Education Unit
- The Scholarship Secretariat Unit
- The Cayman Islands Public Library Service
- The Sunrise Adult Training Centre
- Curriculum Development



Minister for EYSAL Hon. Juliana O'Connor-Connolly (c) stands with (from left) Parliamentary Secretary Hon. Barbara Conolly, MEYSAL Acting Chief Officer Lyneth Monteith, LHS Acting Principal Janice Thorpe and Parliamentary Secretary David Wight after LHS' 2020 graduation ceremony.

Education| Key Highlights

During 2020, the Ministry placed great emphasis on strengthening its relationships with its local and regional stakeholders. Here are some of its accomplishments:

Private Schools

The Ministry provided a one-time grant qualifying grant for private schools to assist with financial loss experienced due to the COVID 19 pandemic. A total of nine private schools applied, however; only two schools qualified for the grant. The total financial support provided to the two schools was CI$140,000.00.

Registration of educational institutions

Requirements for first-time registration and re-registration of private schools were updated. The requirements ensure that schools are legally registered, complying with relevant legislation and ensuring students' health and safety. Currently, 17 private schools are working towards completing their re-registration. There were two newly registered private schools in 2020.

Adult Education

University College of the Cayman Islands (UCCI)

During 2020, the Ministry worked closely with the UCCI to adjust staff salaries, bringing them in line with the existing salary structure in the Civil Service and in compliance with the Public Authorities Act, 2020. The adjustment, was imposed retroactively from an effective date of 1 June 2019 and resulted in increased Ministry funding in the amount of CI$1,100,811 to cover the period of June 1, 2019 to December 31, 2020. The Ministry also implemented a five percent

cost of living adjustment to all UCCI staff salaries effective 1 January 2020 causing the Ministry's funding of UCCI to further increase by CI$278,773.

The Ministry also provided UCCI with a capital budget of CI$1,000,000 to undertake a significant refurbishment of the existing campus.

The Cabinet, through the Ministry, also gifted UCCI with one acre of land to facilitate the institution's further growth and development.

A record number of 2,004 students were enrolled in UCCI's associate and college preparation degree programmes during 2020. The 919 students enrolled in its vocational, certificate and continuing education courses also exceeded previous years.

In consultation with the Education Council, the Ministry formalized the application package which details the processes required to register tertiary, post-compulsory and technical & vocational institutions. These will ensure a fair and transparent application process for all prospective applicants.

University of the West Indies Open Campus (UWI)

Throughout the year, the Ministry worked on developing a stronger collaborative relationship with The University of the West Indies Open Campus. It also facilitated improved relationships between the Open Campus and other Government entities including the Civil Service College, Her Majesty's Cayman Islands Prison Service (HMCIPS), and the Youth Services Unit (YSU).

The UWI Open Campus and HMCIPS are presently working to introduce various TVET programmes for inmates to be implemented in early 2021. The Open Campus and the YSU are

also working towards the delivery of a number of courses for the youth, including a hospitality course.

Department of Education Services

- The Department of Education Services (DES) is the Cayman Islands Ministry of Education's operational arm. It provides the resources and support to government schools to implement the various policies and procedures that have been set out by the Ministry. Led by the Director of Education Services, it consists of the following sections/units: Data and Testing, Registration/Communication Services, School Improvement, Facilities, and Business Services. The DES also facilitates transcript requests, and responses to various queries. While the functions of the DES were severely affected by the COVID 19 pandemic, the department reaped accomplishments in the following areas throughout the year:

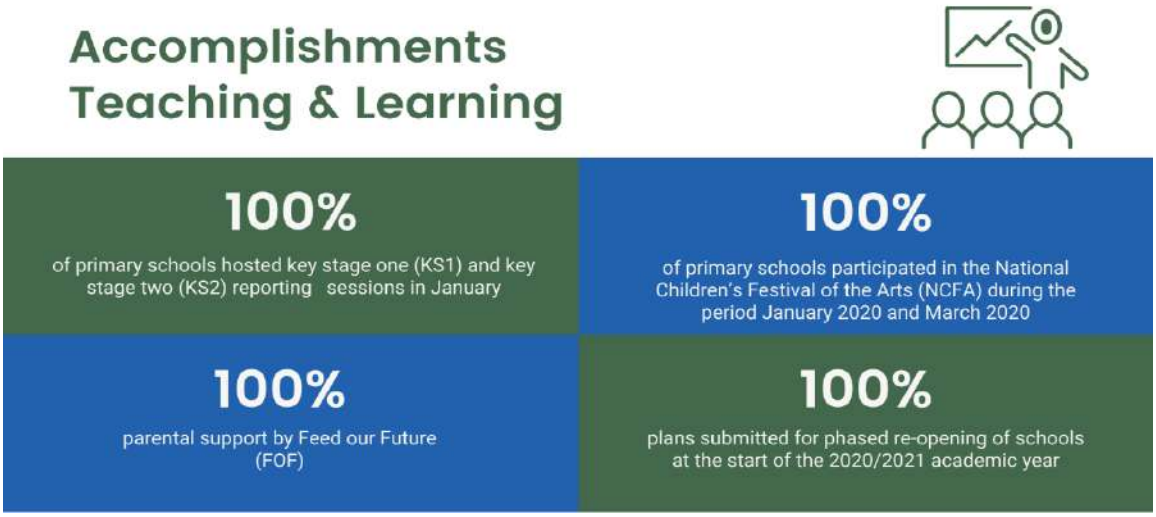
BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

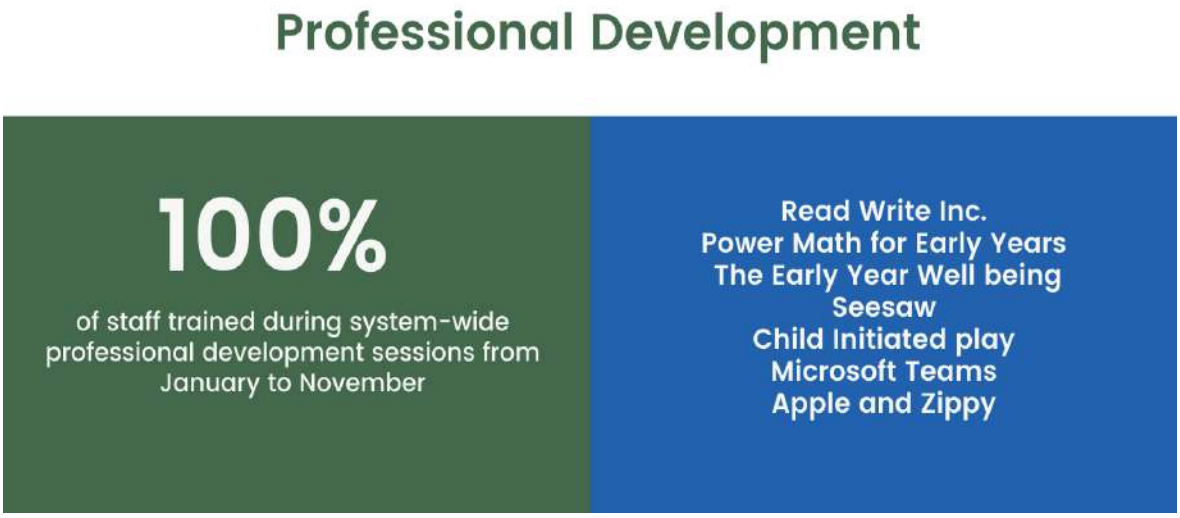
Primary Level Teaching & Learning

- There are 12 Primary Schools located throughout the Cayman Islands with a total number of 2,646 students and a staff of 297 highly-qualified individuals. Eight schools, namely Theoline L McCoy Primary, East End Primary, Edna M Moyle Primary, George Town Primary, Prospect Primary, Red Bay Primary, Savannah Primary, Sir John A Cumber Primary, are located on Grand Cayman. Three additional schools, namely Creek & Spot Bay Primary and West End Primary, are located on Cayman Brac, while Little Cayman Education Services is situated on Little Cayman.

- Day one of the Inter-primary Athletics competition was held on 11 March 2020. Day two was cancelled due to the COVID-19 pandemic.
- 100% support for parents by Feed Our Future – meals for children throughout school closure due to COVID-19 pandemic ensured that no student went without at least one meal.
- A review of home learning in Cayman Islands Government Schools (June 2020) showed that all government primary schools were engaging almost all of their students in remote learning (paper package and/or online learning). DES Truancy Officers supported schools throughout the closure to ensure that all students were accounted for. 75% - 89% online learning access across the primary schools throughout the pandemic.
- Phased reopening plans submitted for 100% primary schools to ensure the start of the 2020-2021 academic school year was executed smoothly and ensured the safety of all students and staff.
- Successful implementation of effective monitoring tools over the COVID-19 pandemic period of March 2020 and August 2020 ensured that relevant information on student engagement, digital devices and wireless needs of students were addressed, and the health and well-being of the students and staff were being monitored.



- Almost all primary schools presented an update on the education recovery in November 2020; two remaining schools presented at the December Education Leadership Forum. All principals presented their data analysis on student performance.



- The recruitment unit managed the recruitment of new staff locally and overseas to fill vacant posts at all government schools in the Cayman Islands. The majority of new staff for the 2020-2021 school year were recruited locally. They also managed the supply teacher recruitment and distribution process across the education system in both the primary and secondary schools.

OES Inspections

Each of the six primary schools inspected within 2020 received a good or satisfactory rating. The list of schools and their individual ratings are as follows:

- Red Bay Primary School (RBPS) was judged satisfactory and will be inspected next as part of the usual two year inspection cycle.
- East End Primary School (EEPS) was judged satisfactory and will be inspected next as part of the usual two year inspection cycle.
- Edna Moyle Primary School (EMPS) was judged to be providing satisfactory quality of education; there will be no further inspections until the next cycle.
- Sir John A. Cumber Primary School (SJACPS) was judged to be providing a satisfactory quality of education in November 2020.
- George Town Primary School (GTPS) – received an overall satisfactory judgement in its follow up inspection in November 2020. Six areas deemed good.
- Theoline L. McCoy Primary School (TMPS) – received an overall satisfactory rating. A rating of good was received for students' civic and environmental understanding, staffing and the learning environment.

School	Date of Inspection	Judgement
RBPS	January 2020	Satisfactory
EEPS	January 2020	Satisfactory
EMPS	September 2020	Satisfactory
SJACPS	November 2020	Satisfactory
GTPS	November 2020	Satisfactory
TMPS	December 2020	Satisfactory

Secondary Level Teaching & Learning

There are three secondary schools located within the Cayman Islands. Two schools, namely John Gray High School (JGHS) and Clifton Hunter High School (CHHS) are located on Grand Cayman. Layman E. Scott Sr. High School (LSHS) is situated on Cayman Brac.The Inter-secondary athletic competition was cancelled due to the COVID-19 restrictions.



- During the lockdown from March to June 2020, lessons took place each day with an average of 75% of lessons taking place online.
- Across the secondary schools there was a concerted effort to ensure that there were electronic devices provided to those with need.
- The Caribbean Examinations Council (CXC) exams did not commence until mid-July 2020 and secondary school teachers were engaged in extended teaching in July.

- During the pandemic, the secondary schools ensured that lessons and examination preparation were still delivered to a high standard, which was evidenced by the best academic results in recent history. Please see preliminary exam results below:

Preliminary Examination Results

JOHN GRAY HIGH SCHOOL	2018 Exams	2019 Exams	2020 Exams
5+ Grade (C) or above including English /math (Year 11 only)	35%	36%	**52%**
7+ Grade (B) or above including English/math (Year 11 only)	14%	14%	**27%**
CLIFTON HUNTER HIGH SCHOOL			
5+ Grade (C) or above including English/math (Year 11 only)	39%	37%	**55%**
7+ Grade (B) or above including English/math (Year 11 only)	10%	14%	**27%**
LAYMAN SCOTT HIGH SCHOOL			
5+ Grade (C) or above including English/math (Year 11 only)	53%	67%	**76%**
7+ Grade (B) or above including English/math (Year 11 only)	5%	28%	**38%**

All three high schools held their graduation ceremonies in October 2020. The graduation statistics are as follows:

Secondary School	Total Graduates	Level 1	Level 2	Level 2 Honours	Level 2 High Honours
Clifton Hunter High	110	48	10	38	14
John Gray High	194	83	19	69	23
Layman E. Scott High	18	2	3	11	2
Total	**322**	**133**	**33**	**116**	**41**

- During the school closure due to COVID-19, all of the secondary schools liaised with outside agencies such as Feed Our Future and members of the community to ensure there was food and supplies for students and their families. The health and wellbeing of many students was also consistently monitored by counsellors and staff who provided support.
- Over 1,000 academic reports were delivered remotely during the spring term. They were uploaded and shared with parents and students via Everest, a school online tool, allowing parents and students access to published work and resources.
- John Gray High School's new school building is currently taking shape and transition to new site will commence in 2021.
- In November, all principals presented their updates on their Education Recovery Plans which provided an overview of how their school was performing for the first six weeks of Term one.

- The plan to start a key stage three (KS3) curriculum has begun with the project leads and their teams being set up. The meetings have resumed since the reopening of schools to ensure that the implementation and the subject allocation are planned thoroughly. Four meetings took place from August to December 2020.
- The National Children's Festival of the Arts (NCFA) took place during the period from February to March 2020. All preliminary and final activities were completed. However, the sponsored events such as the Amin Mohammed Steel Band Festival and the Young Musician of the Year were cancelled due to the COVID-19 pandemic.
- The 37th annual Secondary School Spelling Bee Championship took place in November with the usual sponsorship from the Lions Club of Grand Cayman. Eleven students took part in the competition. Tabitha Giscombe and Suwayne Young-Watson of Layman E. Scott Sr. High School placed first and second respectively. On the other hand, the annual Primary School Spelling Bee Championship was cancelled.



2020 Top secondary school spellers (l-r) Suwayne Young-Watson (1st runner up), Tabitha Giscombe (1st place), Garson Gardiner and Diego Myles (2nd runners up)

Teaching & Learning at Lighthouse School (LHS)

The Lighthouse School provides intervention programmes for students with learning disabilities aged 5-17 years. It currently has 118 registered students and a staff comprised of 46 individuals. Many of the institution's activities were affected by the onset of COVID 19 pandemic.

90%

lessons online during lockdown

- Lessons took place each day with an average of 90% of lessons taking place online.
- All registered students were given access to an electronic device.
- LHS liaised with outside agencies and members of the community to ensure there was food and other supplies for students and their families. Approximately 25 students benefitted from this initiative.

- The health and wellbeing of all the students were consistently monitored and counsellors and staff provided support.
- The school successfully trained all staff in the use the Apple & Zippy Emotional Literacy Programme to help the students with their health and wellbeing after and during the pandemic.
- The school utilized the Seesaw platform to deliver lessons to students remotely during the school closure and was able to ensure active engagement of all students.
- The staff and representatives from the Ministry of Education and the DES were invited to the Governor's house in appreciation for their hard work over the past year. At the event, several staff members were recognized for long service.
- Eight students graduated from Lighthouse School in 2020 with the following qualifications:

Graduates	Number of Passes
8	**3** students passed City and Guilds (Stage 1) **1** Pass in English **1** Merit in English **1** Distinction in English **2** Passes in mathematics **1** Merit in mathematics **5** students gained ASDAN towards Independence Certificates

School Inclusion Services

- During the lockdown, lessons took place daily with an average of 88% of lessons taking place online.
- Across the units there was a concerted effort to ensure that there were electronic devices provided to all students in need. Out of the 31 students across the units (Transition, Little Stars, Stepping Stones and Corner Stones) all students were given access to a device during the closure of schools from mid-March to June 2020.
- The units liaised with outside agencies and members of the community to ensure there was food and supplies for eight students and their families.



- The health and wellbeing of all the students were consistently monitored by counsellors and staff who provided them with support.
- The school delivered lessons remotely amidst the COVID-19 pandemic school closure and created over 100 lessons to support parents and students via hard copy.

- Cornerstones Unit was able to successfully reintegrate five students during the year.
- Work commenced on developing the Terms of Reference for each unit to ensure that the provision and staffing model are matched to expectations and outcomes.



Student Services

- The DES facilitated training for 100% of its staff in several areas through system-wide professional development participation from January 2020 – November 2020. The Student Services team led in the following areas:
    - Apple and Zippy
    - Child Initiated Play
    - The Early Years Wellbeing
    - Trauma Informed Screeners
    - Behavioural Screeners
- Across the teams there was a concerted effort to ensure that all students were engaged through remote learning during the closure of schools.

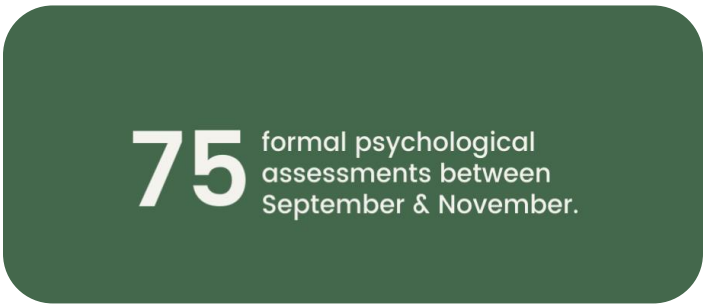
- Team members supported the health and wellbeing recovery plans for all staff and students across all the government schools. Team members also supported with the distribution of meals across all the government schools.
- During the national lockdown the Students Services team provided distance learning support via online or paper base learning to 100% of the students on their caseloads.

Allied Health

- Throughout the lockdown, interventions/lessons took place with an average of 88% of lessons taking place online with all the students on the caseload.
- There was an increase in parental engagement which led to improved provisional support for the students on the caseload.

Educational Psychology

- During the lockdown from March to June, the educational psychology Team was not able to perform formal assessments. This resulted in an increase in the number of assessments at the start of the new school year. As such, the team successfully completed 75 formal assessments from September to November.



Counsellors

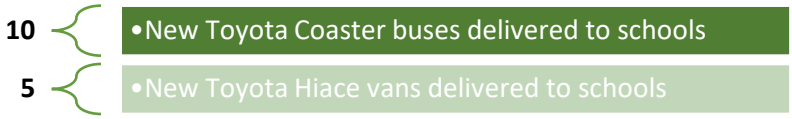
- During the COVID-19 school closure the counselling team provided counselling support to roughly 14% of all the students across government schools.

Specialist Teachers

- During the COVID-19 school closure the specialist teachers provided remote learning support to 100% of the students on their caseloads either online or by providing paper base learning support.

Operational School Support Services

- The DES received and delivered 10 Toyota Coaster buses and 5 Toyota Hiace vans for Government Schools between December 2019 and January 2020. Procurement was done via Department of Vehicles and Equipment Services.



- The Procurement Officer processed orders from January to March to support the implementation of the new Primary National Curriculum.

- Desktops assigned to the Department's core and school administration staff running Windows 7, were upgraded to Windows 10. This took place before the deadline issued by Computer Services of February 20.

- The Head of Business Services and the Procurement Officer were involved in the major planning and execution of the preventative plans to address the COVID-19 pandemic during the period March to August. Online payments were set up, and the Unit facilitated

the delivery of school meals and the distribution of laptops to students. The Head of Business Services also supported the coordination of ground-transportation for returning passengers on flights. In addition, the Unit represented the DES on various sub-committee clusters of the National Emergency Operations Centre, participating in numerous video calls and planning meetings.

- Officers supported the back to school preparations in August, including outsourced services, procurement and ordering of personal protective equipment (PPE), and walk-throughs at schools to ascertain any additional support that was required for the start of school on 26 August.

- Officers were involved in the preparation and dissemination of procedures for cleaning, canteen service and transportation. School visits with MEYSAL personnel were conducted in August to determine the state of readiness for school reopening. Procurement activities to acquire PPE, additional security and cleaning support for schools continued.

- Officers facilitated the continuation of ongoing outsourced services to schools upon their reopening in August. The Unit provided support to the Facilities Unit to acquire various resources, including tents, to give schools additional outdoor spaces for students. Key functions including field trip requests for bussing and rental of facilities were suspended during September.

Facilities Maintenance Services

- The facilities team implemented an action plan across all schools which included social distancing plans, signage, etc. to protect all staff and students from the spread of the coronavirus.
- The DES' facilities team sourced and procured a software called E-Space to enhance efficiency with work order requests. The software, which went live on 4 December, will streamline all requests from schools and ensure accountability of the actions taken by the facilities team.
- Tropical Storm force winds from Eta caused significant damage to the Savannah Primary School. The team worked arduously to have all damages repaired and to have school re-opened one week after the storm. Scope of works for repairs included repair and replacement of fencing, replacement and repairing of roofs and gutters. Leaks at other schools were also addressed and drain wells cleaned to prevent flooding.

Further Education Programme

The Career Services Team:

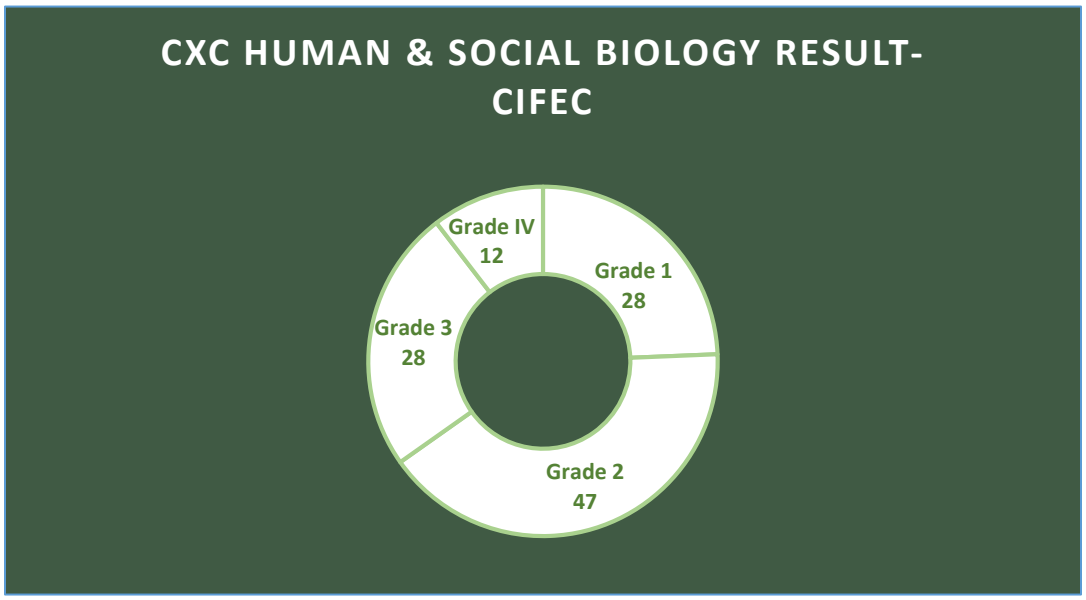
- Completed career fairs at all secondary schools and participated in mock interviews to prepare students for formal interviews.
- Organised employers' appreciation functions and feedback sessions in all secondary schools.

- Ensured the placement of all Cayman Islands Further Education Centre (CIFEC) students was completed by the end of October.

- Attended all year nine option meetings and were involved in consultations with parents on a one-to-one basis.

- Arranged for the Caymanian Times to interview a few employers about the Work Link Programme. The article was published in the Caymanian Times on the 16 March and can be read online at https://www.caymaniantimes.ky/news/lshs-students-get-careers-experience.

- CXC results in Human & Social Biology were excellent: 103 of the 115 students received Level 2 results – 28 Grade I, 47 Grade II, 28 Grade III.



Pie Chart depicting a breakdown of the passes in Human & Social Biology at CIFEC during the 2020 sitting of the CXC Examinations

- The peer mentors and prefects devised a 'Positive Vibes Only' campaign to address how to resolve conflicts on the campus – Special assemblies were held to launch the campaign which included t-shirts that students were allowed to wear on Tuesdays and Thursdays.

- The school responded quickly to the closure due to COVID-19 as teachers were online the following week, having also prepared work packets for students to complete and return for grading. These packets were picked up at the school by parents. Feed our Future, in partnership with other agencies, also provided food vouchers for those students that received lunch assistance.

- Teachers prepared short video presentations for their subjects and presented these during a virtual TVET Showcase. Year 11 students also had the opportunity to register for courses online before the start of the 2020-21 academic year.

- Thirty-three students who attended CIFEC achieved Level 2 Diplomas with Honours at graduation ceremonies.

- CIFEC collaborated with UCCI to offer the UCCI 99 and 100 courses in English and mathematics to students who had a level 2 pass in both subjects at CXC. This created an opportunity for these students to begin earning credits towards their tertiary education.

OES Inspection:

- Full inspection carried out in February. The inspection report for CIFEC was an overall Satisfactory with six areas judged to be good.

School Improvement Services

Assessment updates:

- Provided the assessment & reporting guidelines, the assessment model and calendar for the primary schools (guidelines based on the New Primary National Curriculum) in August 2020 for use over the academic year 2020-21.

External Examinations:

- Seamlessly administered the Caribbean Exam Council (CXC) May-June 2020 examinations series (given the disruption resulting from the COVID-19 pandemic) in July - August.
- Prepared and disseminated guidelines based on the UK Examining Board's guidance for teacher-assessed grades from May to July and provided oversight to ensure compliance with the process. Most CXC examinations were conducted electronically and teacher judgements were used in the grading process.
- Collated and distributed the electronic and printed versions of the provisional examination results for the summer examinations to candidates and tertiary institutions on 25 September.

Tracking of Student progress and attainment in Primary Schools and reporting:

- Student Progress tracking Fischer Family Trust (FFT) platform was implemented in September for English and mathematics. Science Cayman Curriculum tracker was added to the platform in November. These system revisions were introduced to improve

efficacy, expand functionality and user friendliness of the interface; associated training was provided system wide.

- All key stage 1(KS1) and key stage 2(KS2) teachers received training in the teacher assessment framework (TAF) for writing. Some teachers have since been certified as moderators. Schools will utilize these teachers' skillsets to work along other teachers within their schools to build capacity. Teachers who have been successful in the writing moderation workshops will form part of the team of moderators to assess the writing component for the KS1 and KS2 examinations at the end of the academic year 2020-21.
- All primary teachers received training in the writing moderation tool, Pobble Platform. The Pobble platform will be used as a tool to improve speed, confidence and enjoyment of writing, whilst reducing teacher workload. Pobble's writing tools allow teachers and their students to:
    - Easily access high quality, curriculum-aligned content at school or at home.
    - Save time with age-specific lessons already built by the Pobble teachers.
    - Search the world's largest bank of children's writing examples sorted by age, topic and genre.
    - Connect with a worldwide community to publish work, share lessons, engage in peer assessment and moderate writing assessment judgements.
- Created updated data reporting structures in schools' integrated management system (SIMS) to support system-wide data storage and analysis and to facilitate termly reporting by schools.

- All reception and nursery teachers were trained in the Early Essence platform and curriculum in March and October. This platform will be used, throughout the academic year, to produce appropriate reporting and to achieve consistency and accuracy in capturing the expected standards by the end of the 2020-2021 academic year.

- Facilitated the online registration of students (including Home Schooling) from April to September. The online system improved the overall timeliness and efficiency of the registration process.

- Conducted home school site visits from October to December, ensuring that parents adhered to the home school policies and protocols.

- A strategic plan was created in January for the implementation of the 2019 Attendance and Truancy Policy and training conducted by the schools and Attendance & Truancy Officer to ensure compliance.

The Early Childhood Care and Education Unit

Since 2011, the Early Childhood Care and Education Unit has worked continuously to provide services aimed at enhancing the quality of and access to early childhood care and education for Caymanian families.

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

When educational institutions closed due to the COVID-19 pandemic, many of the Unit's goals were replaced with those more pertinent to the current climate. Accordingly, the Unit liaised with the newly formed Cayman Islands Centre for Business Development and the Department of Labour and Pensions to arrange virtual meetings for the owners and managers of ECCE centres to assist them in navigating through the difficulties which they faced. Additionally, the Unit facilitated workshops, researched suitable webinars and encouraged the participation of local ECCE owners and managers. Recommended webinars included several by the Chamber of Commerce as well as a few hosted by HiMama (USA).

The Early Childhood Assistance Programme (ECAP) fund continued throughout the closures. At that time, payments were made to centres as a one-time grant approved by Cabinet. Parents were given the option to submit application forms for the 2020/21 academic year via WhatsApp or email. Meetings of the oversight committee were held virtually and frequently. Application forms were reviewed promptly. The process worked well for all involved, and consideration is

being given to continuing this method of intake. The ECAP monthly payments per child increased to $500 from $450 for Supplemental Funding, and to $305 from $275 for Basic Funding.

The unit arranged and delivered several professional development workshops throughout the year for early childhood practitioners. Topics included Child Safeguarding sessions, Learning through Play, and Child Initiated Play.

The Early Childhood Care and Education Unit:

- Contributed to the development of the new registration and re-registration processes for educational institutions to align the process with the Education Law, 2016 and the Education Regulations, 2017.
- Collaborated with the Ministry's Communications section to create public awareness about the ECAP funding programme.
- Facilitated seven virtual meetings of the oversight committee to review ECAP applications for 2020-2021 academic year's payment. This was the first year that the Committee met virtually.
- Provided four virtual Second Step Child Protection training sessions for early childhood practitioners in June, prior to the re-opening of early childhood centres.
- Worked as part of the Child Care Task Force, formed by the Cabinet Office, to produce reopening guidance for summer camps, early childhood care and education centres, vacation bible schools, sports programmes and the reintroduction of child care in homes.
- Provided professional development sessions on Child Initiated Play to early year's staff in government schools. This was done in August in collaboration with the President of the Cayman Islands Early Childhood Association.

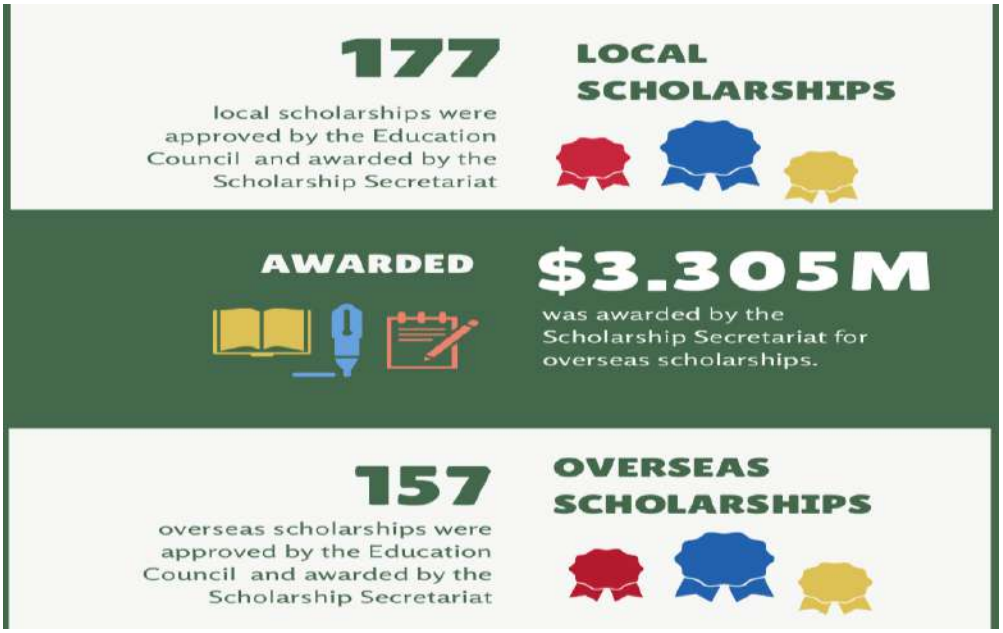
- Collaborated with specialist service providers in the DES to facilitate virtual training for early childhood practitioners on Trauma Informed Practice, Learning through Play, Nurture Circles and Language Rich Environments.
- Arranged professional development for early year's staff in Government schools with Dr. Lam on Brain Development.
- The Unit managed the ECAP funding which currently provides financial assistance for 128 children to access early childhood centres.

Scholarship Secretariat Unit

The Scholarship Secretariat Unit provides administrative services for the delivery of scholarship programmes for the Ministry of Education, namely the Cayman Islands Government Education Scholarship, overseen by the Education Council, to support tertiary education either locally or overseas. The Secretariat is responsible for the management of the application, the award/disbursement stages as well as monitoring of scholarships to ensure compliance with the Education Council scholarship criteria and standards.

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children



Performance statements for the Scholarship Secretariat during the period from January to December 2020.

- The Scholarship Secretariat awarded 177 local scholarships, approved by the Education Council for the 2020 academic year.
- The Scholarship Secretariat awarded a total of $3,305,000.00 for 157 overseas scholarships in the 2020 academic year.

Outstanding Accomplishments:

- The Scholarship Secretariat continued to provide support to students through online Zoom Meetings and online surveys despite the pandemic lockdowns.
- The Education Council provided support to students impacted by the pandemic by allowing the waiver of spring 2020 grades for those who performed below the expected requirements and a waiver of the SAT/ACT scores for new overseas scholarship applications for the 2020 fall start.
- The Secretariat worked closely with the UK Office, Governor's and Premier's office in coordinating students for the repatriation flights from the UK and USA prior to the lockdown as well as for flights to Jamaica in June to facilitate visa applications.

- The Secretariat did not cease to provide any services or support to students during the pandemic and transitioned smoothly to online and remote support allowing for the continued processing of scholarship applications and submissions from current scholars.

Sunrise Adult Training Centre

Over the past 33 years, the Sunrise Adult Training Centre (SRC) has provided vocational training and therapeutic programmes to adults with disabilities throughout the Cayman Islands. SRC holds the distinction of being the only government-funded agency in the Cayman Islands to provide interventions that enable the empowerment, employment, and independence of its clients.

BROAD OUTCOME 6

Stronger Communities and Support for the Most Vulnerable

Prior to the COVID 19 pandemic, the SRC was able to deliver its full programme of activities and services to clients and their families. However, SRC resorted to delivering a modified version of its programmes upon the closure of local educational facilities. Weekly learning opportunities were provided using virtual and distance methods such as video calling, and the delivery of weekly activity packs to clients' homes. The SRC received a large donation of food from Mise En Place, and partnered with Meals on Wheels to deliver hundreds of meals to SRC families throughout the lockdown. Support to access services such as financial support from the Needs Assessment Unit (NAU), pension redemption, and home safety checks, were also provided on a case-by-case basis.

SRC was the first, government-operated educational institution to re-open once the lockdown restrictions were lifted. As such, it operated a modified summer programme for clients during

July. This culminated in its inaugural House Championship Banquet, held for all staff and clients at the Ritz Carlton, with all required safety measures observed. The Banquet was fully sponsored by private donations, and was well received by all. The SRC plans to make this banquet an annual affair.

Key SRC accomplishments include:

- Recruitment of a full-time Occupational Therapist, who commenced employment in March 2020.
- Recruitment of a second Vocational Programme Officer is in the final stages. It is hoped that the person will commence employment at Sunrise in early 2021.
- Participation of SRC senior management and programme staff in ILM-3 courses, and attendance of World Class Civil Service Leadership Training events during the second half of the year.
- Completion of a wide variety of in-person and virtual training courses by members of the programmes staff. Courses include Intensive Interaction (2 day course), Fire Safety and Fire Extinguisher Use (1 day), C-SMARRT "Train the Trainer" training (1 day for 2 staff), ASDAN refresher training in 'Towards Independence' and 'Workright' schemes (1/2 day), Common Mental Health Diagnoses (2 hrs.), Mental Health First Aid (2 days for Director), Data Management/ Data Protection (1 day for Accounts & Office Manager), Domestic Violence & Trauma (2 days for 3 staff), First Aid & CPR Recertification (1 day for specific staff), Seizure Emergency Response Training (1 hour – all staff), Video Editing (2 days for 2 staff).

- Communication with clients almost daily by way of messaging and video calls. SRC team also provided clients and their families with weekly updates and reminders. Weekly staff meetings were also conducted via Zoom.
- Assignment of two staff members to the role of communications officers.




SRC Residents work alongside members of the FLS department during its summer programme.

The Functional Life Skills Department facilitated the following activities:

- Preparation and distribution of 15-20 activity packets to SRC clients who were at home between March and May during the national lockdown.
- Sending virtual lessons and activities including ‘At-Home Earth Day Scavenger Hunt’, activities on Seesaw, to clients while at home through WhatsApp video calls and Zoom.
- Facilitating activities over the three week summer programme in July while adhering to COVID-19 restriction guidelines.
- Hosting of the first culture day (India Day) in the Centre in which all clients participated in the planning and execution.
- **Social Media**

- Update of SRC social media accounts on Instagram and Facebook bimonthly. SRC Facebook Page had 1, 684 likes, and SRC Instagram had 324 followers as at December 11.
- SRC Facebook Page has an average reach of 250 people per post.
- SRC Instagram account has an average reach of 106 people per post.



- **Recording Studio**
  - SRC Multimedia Recording Studio: internet radio station partially setup. Studio used by two local artists to record original music. Studio used internally to record clients' and staff's vocal and instrumental music. A business plan for the rental of the studio has been submitted to Ministry for consideration.

Key initiatives under Broad Outcome 6 - Stronger Communities and Support for the Most Vulnerable

- SRC continued to develop opportunities for internship with Government House Kitchen/Catering.
- New internship opportunities at the Health Services Authority (Laundry Department and Physiotherapy), Waffle Monkey Restaurant (George Town), had to be put on hold in light of the COVID-19 pandemic.
- A post within the Laundry section of the Cayman Islands Hospital was reserved for a suitable SRC client after being vacated by another client upon retirement.

Other new and expanded community partnerships included:

- Mise en Place, and Meals On-Wheels in the provision of care packages and meals to SRC families during the pandemic.
- Phoenix Construction which donated Plexi-glass for the proactive construction of partitions.

Award Scheme Development and Accreditation Network (ASDAN)

- The ASDAN curricular framework was re-implemented throughout all programme sections in 2020 after a brief trial in 2013. ASDAN Workright framework, and additional vocation-specific short courses, will be rolled out in early 2021.
- All clients attending the Centre's day programme completed the "Starting Out" workbook of the ASDAN Towards Independence programme during term one of the 2020-2021 training year.

- Of the twenty clients from the 2019-2020 training year registered in the ASDAN Towards Independence programme, 18 have completed the activities for their first Towards Independence module.



SRC clients participate in several activities from their ASDAN modules

The Occupational Therapy team successfully:

- Collaborated with the Health Services Authority (HSA) in the equipment provision process for clients with physical disabilities.
- Incorporated the use of visuals into the assessment and treatment of clients with speech and language difficulties. Empowering clients to make choices about what is important to them and therefore guiding therapy intervention goals.
- Collaborated with a Visual Impairment Specialist to facilitate a programme aimed at developing Braille reading skills for a visually impaired client. This goal was identified as important by the client and multi-disciplinary teamwork has allowed for successful provision of activities in supporting them to reach their goal.
- Implemented a falls prevention programme for clients identified as at-risk due to age/physical abilities.
- Collaborated with the SRC's vocational department to assist in safe back to work planning for clients who are in the workforce in the lockdown period.



An electric Hoyer lift is constructed and safety tested via Zoom with the supplier by Sunrise OT team and then delivered and issued home to client with a diagnosis of Cerebral Palsy).

Products, Arts & Crafts

- Development of client-made products created in the Sunrise Sheltered workshop areas continued.
- Consignment sales of client-made arts & crafts were made successful through partnerships with several local shops, such as The Book Nook, and Healthcare Pharmacy.
- Availability of eggs produced at the SRC's small-scale chicken farm for sale to SRC families and staff.
- Utilization of fresh produce grown by clients in onsite cookery lessons.

The New Sunrise Centre Facility

- Regular meetings of the New Sunrise Adult Training Facility (SATF) and Technical sub-committee during the period from January to March.

- The services of Bould Consulting have been retained to guide the next stage of this project, which includes the development of specialist design and technical drawings.
- The national lockdown as a result of Covid-19 temporarily halted the project's progress.

Curriculum Development

The Ministry of Education's policy and strategic planning team is focussed on the implementation of the new curriculum and assessment for primary schools.

To further develop the National Strategic Plan for Education, a plan of action was created to direct, 22 strategic sub-projects encompassing areas such as literacy, mathematics, ICT, early years, data, student behaviour and inclusion. The curriculum team has developed a range of policies to regulate and guide procedures and practice. They have also developed a range of support resources including guidance documents and videos.

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

Policies under development during 2020 included: the Mathematics Strategy; the ICT and Computer Science Strategy; and the revision of the Literacy Strategy.

Additionally, business cases have been completed and approved for several capital projects including: Theoline L. McCoy Primary School Hall; Lighthouse modular classrooms; artificial fields for Creek Primary School; a generator for George Town Primary School; re-siting of the Early Intervention Programme; re-siting of the Youth Services Unit, and construction of the Cayman Brac Library Porch.

Several projects were undertaken by the curriculum team in collaboration with DES in response to the COVID-19 pandemic. These included: Continuity of operations policy guidance, Distance Learning Policy and Guidance, Education Recovery plans and Reopening of schools guidance

documents. Also included was the provision of information and communications technology (ICT) resources to students to facilitate distance learning, support for physical resources and the revision of the MEYSAL website. The curriculum development unit's main accomplishments in 2020 are as follows:

- Significant support for the COVID-19 related educational provision.
  - Distance Learning Policy and Guidance;
  - Reopening of Schools Guidance;
  - Resource provision;
  - Approval for Parent Teacher Association (PTA) policy, Video Surveillance policy, Fund raising policy
- New John Gray Project A, full business case completed, and approved by Cabinet.
- Project A went in to contract with McAlpine Ltd in July.
  - Construction well under way;
  - On budget and currently on schedule.
- New John Gray Project B Multi-disciplinary consultant team awarded contract in December – to develop the plans and have them approved, re-engage stakeholders, procure the works.
- Theoline McCoy Primary School Hall project – Business case developed and approved - project out for tender.



Arial shot depicting the progress of the new JGHS taken on 29 October



View overlooking sector two at the site of the new JGHS

Literacy

- Completed the first draft of the revised Literacy Strategy as well as the first round of consultations during the year.
- Developed Writing Moderation Guidance for primary schools to guide the internal moderation process during term one.
- The Read Write Inc. (RWinc.) Phonics programme in primary schools is progressing well as more than 80% of students are moving up through the progress groups every 5 -6 weeks.
- Partnership with Literacy is for Everyone (LIFE) to revise the paired reading volunteer programme and to produce training documents and videos during term one.
- Provision of continuing professional development to teachers on Writing Moderation, Writing Instruction, Formative Assessment, Efficient use of ATs, and the Science of Reading during term one.
- Facilitated the prompt transition from on-site to home literacy learning in response to the COVID 19 pandemic by providing students with digital literacy tools and materials to support their continued progress.
- Commenced the training of a new cohort of 12 Reading Recovery teachers during the 2019-2020 academic year.



Literacy Specialist, Yosha Alphonse, in discussion with a student of RBPS

Math

- Delivery of two professional development sessions to each primary school during term one on the topics, ‘What is Mastery’ and ‘How can I Check What Students do and Don’t Know in Math’.
- Two visits to Cayman Brac between September and December to deliver professional development sessions and teacher support.
- Delivery of Early Years Foundation Stage (EYFS) professional development online.
- Delivery of six model lessons to primary schools.
- Two math learning walks and informal observations in primary schools.
- Delivery of professional development sessions at each of the high schools, CIFEC and UCCI.

- Delivery of two professional development sessions at the Lighthouse School.
- Creation of calculation policy for the Lighthouse School.
- Development of mixed attainment professional development suite for Jon Gray High School.
- Release of three guidance documents to support the delivery of mathematics in primary schools – 'What is Mastery' and 'Ready to Progress Criteria and Differentiation'.
- Creation of learning journeys, outlining the key lessons for each unit of work, for primary schools.
- Creation of targeted intervention activities for primary schools.
- Production of one video highlighting positive messages around mathematics.
- Creation and release of a set of posters to schools emphasizing the growth mindset aspects of learning mathematics and certificates.

Science, Technology, Engineering and Mathematics (STEM)

- Development of primary science and computing action plans.
- Organization and co-delivery of first primary science leaders' symposia utilizing Microsoft Teams.
- Identification of key research, used in the justification for non-pharmaceutical intervention to COVID-19 pandemic response – indicating the need for school closures.
- Implementation of science-specific school closure support materials (including textbooks).
- Provision of support for schools as part of COVID-19 related school closures part of team supporting the development and use of synchronous and asynchronous platforms such as Microsoft Teams, Everest etc. for teaching, supporting all schools.

- Purchase of primary level computing-specific materials to support remote computer learning, and development of schools' distribution plan to ensure that floor robots were available to Key Stage one (KS1) students while at home.
- Meeting regularly with primary computing specialist teachers to provide support and feedback on primary computing and remote learning.
- Commencement and management of initiatives aimed at closing the digital divide and resulting in a public private partnership to get laptops and internet services to students in need. The total financial equivalent of these donations currently exceeds $1million CI.

Other achievements:

- Organized in collaboration with the director of the Needs Assessment Unit (NAU) to supply 16 additional internet connections for a 12 month period to NAU identified families through private donors, from August 2020.
- Part of committee on analyzing the effectiveness of various synchronous and asynchronous platforms used through school closures, including a range of stakeholder engagement.
- Support of school recovery plan template, leading for science and remote learning.
- Led environmental education steering committee to support schools with a range of resources.
- Drafted ICT and Computer Science National Strategy and stakeholder engagement.
- Developed and co-delivered second primary science leaders symposia focusing on working scientifically on tasks.
- Established Microsoft Imagine Academy subscriptions for all high schools and CIFEC, including the support of testing centre setups for student and staff certification routes.

- Co-leading computer acquisition committee, steering group on professional development in support of one to one laptop project – including in depth skills audit/teacher survey development.
- Completed implementation report on national science education strategy.
- Support of DES HR on the inclusion of ICT integration and remote learning criteria in recruitment process.
- Support of MoE website redevelopment, involving range of stakeholders.

Cayman Islands Public Library Service

The Cayman Islands Public Library Service (CIPLS) is responsible for the central George Town Library Service and five community branch libraries. It serves as a community destination for information access, with a special broad outcome to support literacy for all our children. The CIPLS' programmes are also focused on senior citizen inclusiveness, community-related interests and diversity.

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

The library service closed its doors from March 16 to August 3 due to the COVID 19 pandemic. This closure severely affected basic services including book circulation, access to information technology, provision of children and adult programmes and availability of the conference room.

Despite the above challenges, the library continued to provide online programmes and services including the provision of e-books, database access and homework assistance. The CIPLS continued to attract and process new membership during the national lockdown. It also seized the opportunity to review its 9,000 catalogue database records, ensuring that its membership was up-to-date.

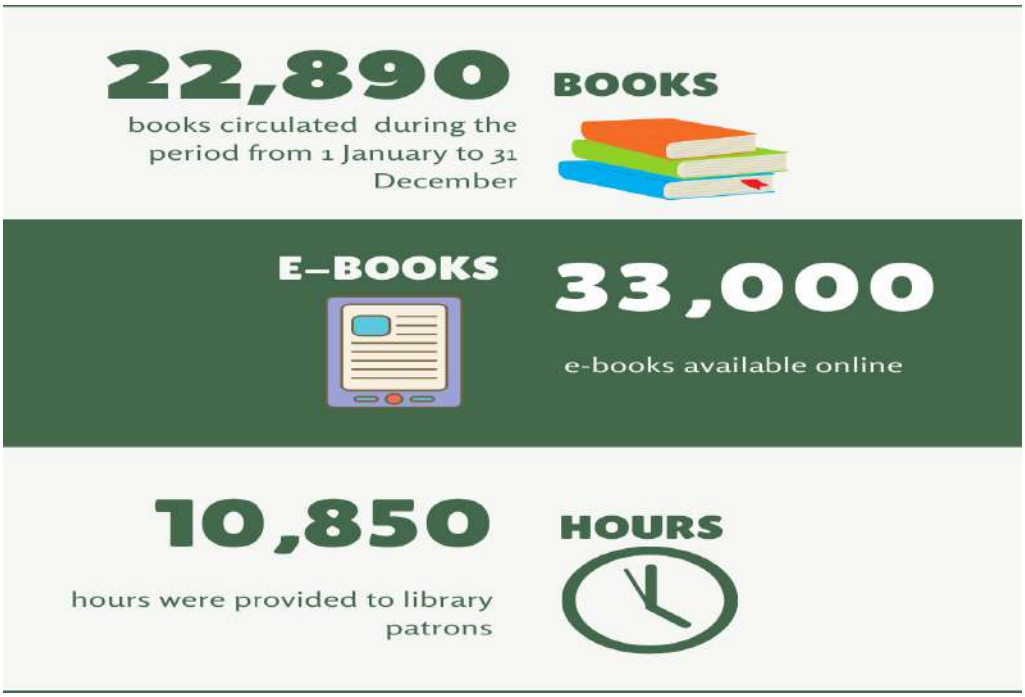
Since reopening in the late summer 2020, the library service has once again become fully operational and began to meet its usual projected targets.

Highlights:

- **Book circulation:**
  - During the period 1 January to 31 December the library had circulated 22, 980 books.
  - CIPLS also provides access to 33,000 e-books & 1,500 e-journals available online.
  - CIPLS continues to provide relevant information resources to strengthen academic pursuit, research and life-long learning, including hard copy, e-books and an academic database.
- **Information / reference requests:**
  - 3,046 reference transactions were processed (books or materials used in the library but not borrowed), this was despite five months of closure.
- **Book collection development:**
  - CIPLS continues to develop a comprehensive reference collection that includes local histories, publications written by local authors and selected law volumes.
  - The reference collection is continually updated with the latest annual reference publications. The library also acquired over 1,104 books during 2020. These books are gradually being catalogued for public usage.
- **Programmes:**
  - CIPLS provided a wide range of literacy programmes to children at varying levels. This included a storytime, school outreach and regular homework assistance. CIPLS completed 22 literacy programmes. Additionally CIPLS provided 13 cultural programmes and 6 Information Access / Technology programmes during the year.
- **Information Communication Technology (ICT):**

- CIPLS provided a range of information and communication technology services, including computer access and WIFI at all of the libraries. 10,850 hours were provided to library patrons.

- **Conference facilities:**
  - The historic library has been fully utilized since its refurbishment, with many training events taking place and cultural displays being available to the public, such as school art and the National Heroes Day display. CIPLS facilities were used for conferences and training 72 times prior to closure, and 87 times since reopening; a grand total of 159 times during the year.



- **Facilities management:**
  - All libraries were kept clean and tidy. The library completed its annual elevator and fire prevention inspections during 2020. Libraries are periodically tested for air quality. There

was a mould issue discovered in the Historic Library during closure. This issue has been remediated and further tests were conducted concluding to be at safe levels. Regular cleaning and the placement of dehumidifiers have helped remedy the issue.

- The Cayman Brac Library had experienced water damage on the carpets during heavy rainfall; this was due to the doorway being exposed directly to the elements. A porch area was constructed over the front and rear door in September.

- **Support to government agencies / job seekers and schools:**

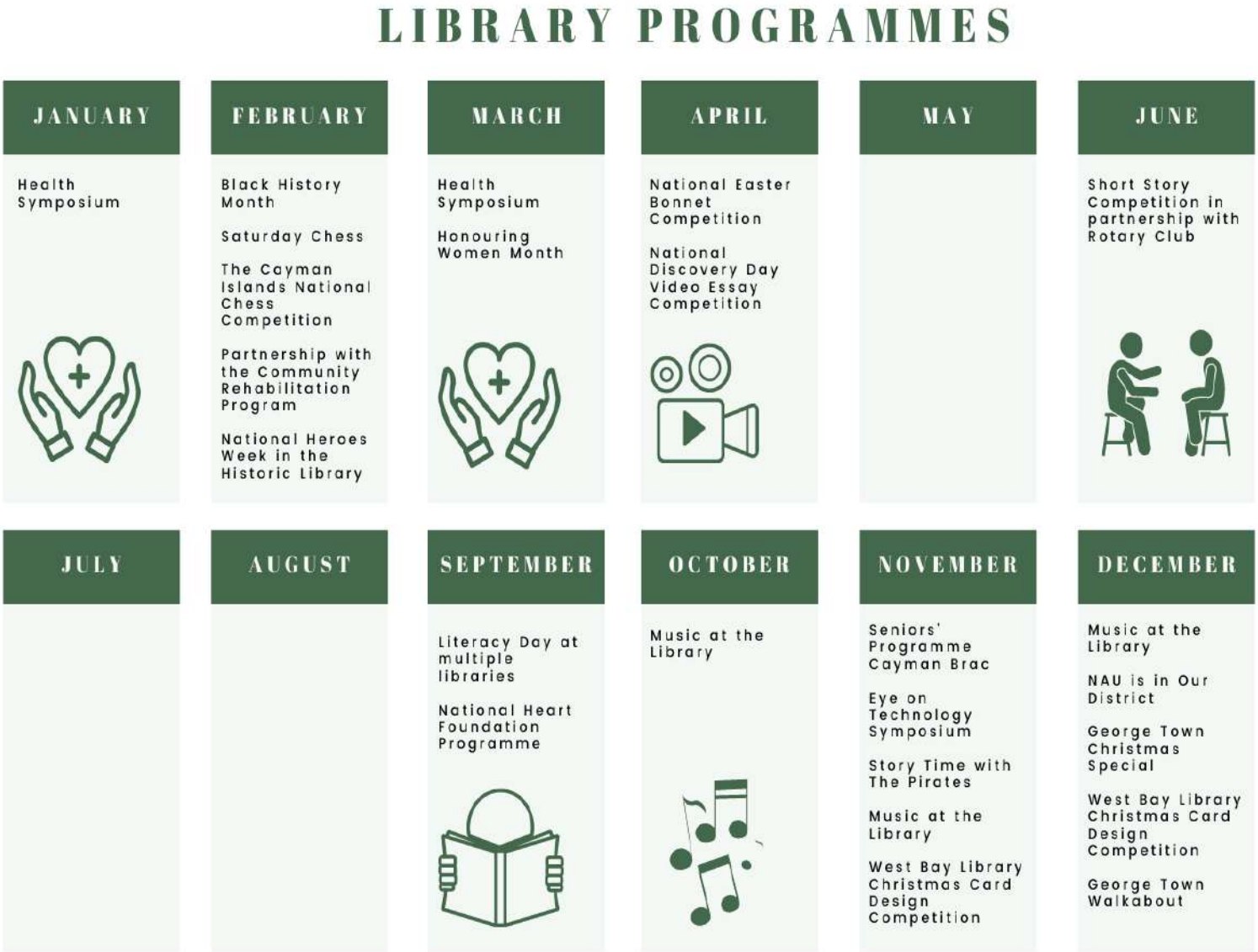
- CIPLS actively works with the Needs Assessment Unit (NAU) assisting job seekers to access classified advertisements, assisting with resume and application writing on an ad hoc basis. The libraries were also used for winter registration for the National Community Enhancement (NiCE) programme and the 'NAU is in our district' programme. Library membership and access to basic computer training courses are available, free of cost, to all seniors and Caymanians registered with the NAU.
- Branch managers regularly engage in home work assistance and liaise with local primary schools providing books to students. The library also accommodates students from the Lighthouse School one morning each week. This allows students to select books of their choice in advance of opening times.

Summary of events and programmes delivered:

Weekly

- ✓ Homework assistance during COVID 19 including weekly WhatsApp homework advice
- ✓ Play, Read and Learn
- ✓ 38 Class visits and story times
- ✓ CYA tutor sessions

- ✓ In partnership with the Cayman Islands Information Professionals, the George Town library hosted the National Storyboard competition.



- **Legislative Changes**
  - A Cabinet Paper was prepared for the repeal and replacement of the existing Cayman Islands Public Library Law (1998 revised).

Youth



Acting Head of YSU James Myles, Outgoing CARICOM Youth Ambassador Shantelle Young, New CARICOM Youth Ambassador Zoe Conolly Basdeo, Minister Juliana O'Connor-Connolly, New CARICOM Youth Ambassador Jorel Bellafonte, Outgoing CARICOM Youth Ambassador Tayvis Walters, Deputy Chief Officer Joel Francis are photographed together after the presentation.

Youth| Ministry

The Ministry of Youth provides policy direction, oversight, funding and support for youth affairs through the Youth Services Unit. Through its provisions, it enables the nation's youth to become productive members of society.

Departments and Units under this segment:

- The Youth Services Unit
- The Cadet Corps



2020 Proud of Them billboard for Zariah Anglin

Youth| Key Highlights

In 2020, the Ministry continued to support non-governmental suppliers of youth services.

These entities provide programs that reduce risk and enhance protective factors for many of our young people. With the support of grants from the Ministry, these 23 programmes were able to successfully operate. Youth involved in these various programmes numbered 1,287 in the age range of 3-25.

Youth Services Unit

The Youth Services Unit (YSU) is a collaborative body that evaluates and develops youth service provisions per the National Youth Policy. It is charged with the mandate 'to ensure that vibrant youth programmes are delivered in every district'. To deliver this mandate, the YSU provides various services designed to: support and increase youth participation; promote the implementation of the National Youth Policy and; develop and run gap programmes to ensure young men and women can realize their full potential.

BROAD OUTCOMES 4 & 6

- ✓ **Reducing Crime and the Fear of Crime**
- ✓ **Stronger Communities and Support for the Most Vulnerable**

Listed below are some of the YSU's key achievements for 2020:





- **Proud of Them Campaign**
  - The campaign saw 110 online, paperless nominations for 67 nominees

- The Proud of Them awards ceremony was elevated to the Grand Cayman Marriott Beach Resort and included a three course buffet. There were 80 guests in attendance.
- The sum awarded to honorees was increased from $500.00 to $1000.00 and billboards were enhanced.



Homepage of the new Youth Service Unit website

College Weekend

- During College Week, Cayman Academy and Home Gas Ltd partnered to bring students face to face with representatives from nine colleges and post-secondary institutions. Approximately 488 students (including eight from Cayman Brac) participated in the week-long activities.



A College Week participant

- **Brac Spring Weekend**
  - There was increased participation at the 2020 Brac Spring Weekend with 110 participants split into 17 Scavenger Hunt Teams.
  - 82 teens, young adults and an all-female team (in recognition of Honouring Women's Month) participated in the Kickball tournament.
  - 21 Layman Scott High School students auditioned and took part in the Commonwealth Day Concert Series that featured award winning Gospel Artist Jermaine Edwards.
  - The Domino Tournament and Video Gaming Tournaments, which ran simultaneously, engaged 62 persons.
  - Weekend activities included a spontaneous teen dance at the Aston Rutty Civic Centre with 41 participants, monitored by Youth Ambassadors Jorel Belafonte and Shantelle Young.
  - The Commonwealth Day Concert on saw 87 attendees despite the disruption of a major landfill fire.

- There were 398 overall participants, 41 of whom were visitors to Cayman Brac, owing to the assistance of two Youth Ambassadors and four temporary staff members.



A scene from Brac Spring Weekend kickball tournament

- **Summer Camps**
  - The YSU summer camps are typically highly sought after events during the summer break. The COVID-19 pandemic caused the Unit to be more strategic and monitor summer offerings more closely to ensure that young people re-socialized safely.
  - YSU monitored 3 camps:
    - ✓ 'Fearless Extreme Leadership Camps' at Lions Centre[2weeks] 49 young engaged,
    - ✓ National Youth Culinary Programme's 'Learn to Cook Camps' at the Agriculture Pavilion[2weeks] 33 youth engaged, and
    - ✓ 'Got Skillz Basketball Camps' at Surfers Paradise [2weeks] 32 youth engaged.

- **Home Gas Test Kitchen Season 2**
    - During the COVID-19 lockdowns, the YSU facilitated the production of Home Gas Test Kitchen Season 2; a video aimed at getting the youth in the National Youth Culinary Programme (NYCP) to give back to their community.
    - The video, featuring the talents of past Proud of Them Honoree, Chef Bradley McLaughlin and his co-host Leila Dixon, aimed at feeding and supporting those heroes on the frontline such as garbage collectors, police, gas station operators, security officers, pharmacists, supermarket staff, doctors and nurses, Government leaders, staff of the NAU, Port Authority, and other essential staff including the sponsors Home Gas Ltd.
    - 10 youth participated in this initiative and provided 285 essential personnel with meals and words of gratitude.



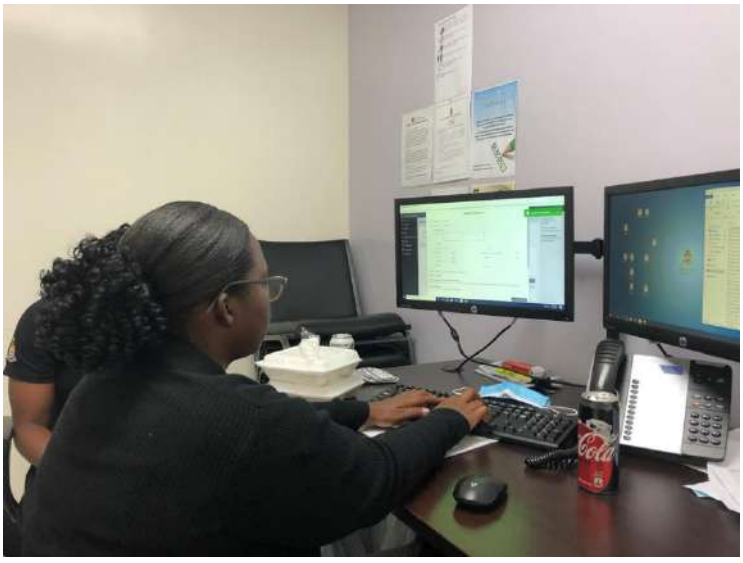
A scene from during the recording of Home Gas Test

- **East End Social Harmony Inclusion Project**
  - The pilot of the Social Harmony Inclusion Project is based on the findings of the 2016 East End Community Profile done by the YSU.
  - The pilot started in late 2019 and engaged 45 people, 29 of which are under the age of 25, in culinary master classes, with a view to establish a 4H club, dressmaking, fashion, music and dance programmes at the East End Primary School.
  - The pilot was disrupted due to the restrictions on gatherings implemented in response to the COVID 19.The team was still able to begin the agricultural component of the project by preparing the green house and grow boxes at the East End Primary school. They were also able to begin the Fashion and Dressmaking programme at the Clifton Hunter High School.



The preparation of grow boxes at EEPS

- **2020 Youth Directory**
  - The YSU updated the Youth Directory with the assistance of a group of student interns. The group contacted over 130 agencies from West Bay to Cayman Brac. The 2020 directory includes websites and social media handles for service providers and will feature on the Unit's new website www.youthservices.ky.
- **Needs Assessment Unit (NAU) Deployment**
  - In April the YSU staff was redeployed to the NAU for four days a week (Monday-Thursday), during the three month period from April 29 to July 2, to assist in the provision of services to many of those unemployed due to the global pandemic.
  - YSU staff engaged with over 120 persons and processed over 2,500 records. Special thanks to Winston Hayle, Victor Crumbley, Hannah Peralta, Loshana Lopez Francis, Alexandra Terry and Lethea Welcome for responding to the call to serve far beyond your job descriptions.



YSU staff during redeployment to the NAU

- **Monitoring Youth Programmes**
  - The Youth Services Unit visited 23 youth programmes that receive grant aid from the Ministry of Education, Youth, Sports, Agriculture and Lands (MEYSAL). The lives of more than 1200 youth are directly impacted by these programmes.

2020 Youth Service Providers Monitored by YSU

Youth Organization	Type of Organization	Age Range	West Bay	George Town	Bodden Town	North Side	East End	Cayman Brac	Total
TP-49									
Wesleyan, North Side	Faith Based	5-18	0	0	0	33	0	0	**33**
Frank Sound Chapel Church of God	Faith Based	12-18	0	0	0	12	0	0	**12**
New Self Help Community Foundation	Community	10-25	16	83	22	1	3	13	**138**
Elmslie Memorial	Faith Based	10-22	3	64	1	0	0	0	**68**
Saint Ignatius Youth Group	Faith Based	8-18	1	36	1	0	0	0	**38**
John Gray Memorial	Faith Based	6-18	59	0	0	0	0	0	**59**
Wesleyan Holiness West Bay	Faith Based	8-18	34	0	0	0	0	0	**34**
Cross Roads Baptist, Cayman Brac	Faith Based	10-18	0	0	0	0	0	15	**15**
Savannah United Church	Faith Based	8-18	0	0	35	0	0	0	**35**
Stake Bay Baptist	Faith Based	10-18	0	0	0	0	0	0	**0**
East End Community Association	Community	5-17	0	0	0	0	19	0	**19**
Fellowship Baptist Church	Faith Based	10-17	0	0	0	0	0	0	**0**
4H Club Pilot	Community	5-25	0	0	0	0	0	0	**0**
Webster's Memorial Church	Faith Based	10-17	0	0	8	0	0	0	**8**
Bodden Town Chapel Church	Faith Based	6-18	0	0	17	0	0	0	**17**
Total			**113**	**183**	**84**	**46**	**22**	**28**	**476**
NGS 59 2020									
Savannah Pathfinders	Uniformed	4-18	0	14	71	0	0	0	**85**
Girls Brigade	Uniformed	5-20	25	55	28	25	0	0	**133**
Scouts	Uniformed	5-18	12	84	36	6	14	0	**152**
Duke of Edinburgh Award Programme	Community	12-25	0	0	0	0	0	0	**0**
Girl Guiding	Uniformed	3-18	12	211	30	4	0	24	**281**
West Bay Lightbearers	Uniformed	4-18	25	0	0	0	0	0	**25**
Youth Anti-Crime Trust (Youth ACT)	Community	11-17	0	0	0	0	0	0	**0**
CI Youth Development Consortium	Community	11-17	31	52	31	3	0	0	**117**
									1,269

Table depicting list of Youth Services Providers monitored by the YSU

- **Promotion of the National Youth Policy**
  - The YSU is aimed at promoting the implementation of the National Youth Policy but in 2020 it mainly focused on Goal A, to establish a strong socio-cultural identity among young Caymanians. This thrust was evidenced in all the YSU's events, as well as through programmes such as YouthFlex, National Youth Culinary Programme (NYCP) and Cayman Islands Youth Assembly (CIYA).

- **Hiring of Temporary Staff and Interns**
  - The YSU employed 12 temporary staff and interns during 2020

    Temporary staff included:

    James Geary (Past Proud of Them Honoree)

    Alexandra Terry

    Lethea Welcome

    Loshana Lopez-Francis (Past Proud of Them Honoree)

    Mohyndra Brown

    Volunteer interns included:

    Abigail Rivers, Joshua McLean, Tarec Francis (Past Proud of Them honoree), Shanell Martinez, Amber McLaughlin, Devonte Whitaker and Nathan Ebanks.

Cayman Islands Cadet Corps (CICC)



Adult Officers in refresher training for marching on parade. Front to back Lt. Richard, Lt. Medford, Lt. Savage, Lt. Williams, and Lt. Griffiths

The Cadet Corps is a national voluntary youth development organisation and aims to inspire young people to achieve success in life through a spirit of service to the Sovereign, the Cayman Islands and their community; and to develop in them qualities of good citizenship. Despite the onset of the COVID 19 pandemic the 2020 budget year was successful and featured the following:

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

- **General**
  - Adult Intake 2020/2021 of 10 persons, four of whom were former CICC cadets.
  - The 2020 Christmas Dinner, hosted in partnership with the Protocol Office, provided "Mess Etiquette" training for the Cadets.
  - Marine vessel was repaired and continues to enhance and strengthen the Marine Detachment training program.
- **Staffing**
  - Lt. Col. Errol Brathwaite was employed as the new Deputy Commandant, bringing over 30 years of experience. His employment increases the total number of full-time employees to six.
  - 156 cadets currently enrolled in the program, with 73% attending at least 75% of the sessions offered.
- **Policy Development & Management Activities**
  - Documents reviewed and updated include:
    - ✓ 2020 CICC Disaster Plan 2019
    - ✓ 2020 CICC National Emergency Operations Centre (NEOC) Operations Appointments (Communications Cluster)
    - ✓ Former Cadets Re-engagement Plan
    - ✓ CICC adult recruitment procedures (Selection Board & Commissioning Board)
    - ✓ Memorandum of Understanding with RCIPS (ongoing)
  - New courses introduced
    - ✓ iDEA – Duke of Edingburg Aware (online)

- Re-engaged Ministry of Education on outstanding the commissioning of officers. (Ongoing)
- Met Cayman Regiment Officer Commanding (Commandant) and other principal officers regarding memorandum of understanding (MOU) and partnering. More than 10 past cadets and officers of the CICC have enlisted as reservists with the regiment.
  - ✓ Met with the Cayman Islands Coast Guard Officer Commanding regarding MOU and partnering. Four past cadets have been accepted into the Coast Guard during their first recruit uptake for the service.
  - ✓ Pilot project ongoing for the development of an Aviation Detachment
  - ✓ Reviewed the CICC Law 2019 and review of draft regulations has commenced



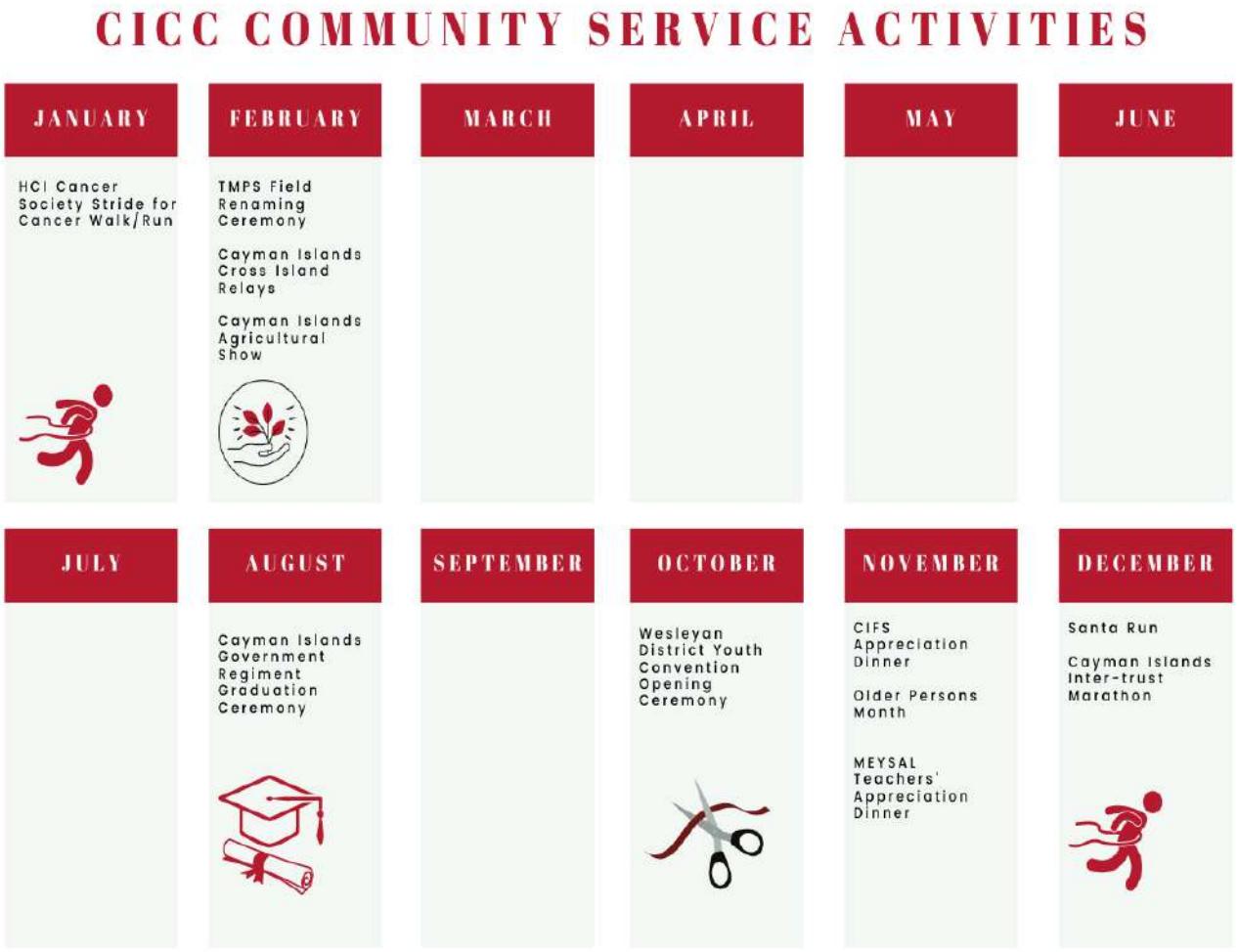
Corporal Webb earned his iDEA bronze

- **Information and Communications Technology**
  - During 2020, the team has improved on its use of ICT allowing members to interact in a digital world through methods including:

- ✓ Online database for cadets via off the shelf platform; plans are being put in place to improve this feature
- ✓ Online Cadet portal for classes inclusive of testing capabilities; this can be accessed via the CICC website at https://www.cicadetcorps.ky/

- **Community Service**
  - Mental Health First Aid taught to companies in each community.
  - Provided of Road Safety Management for various events including:
    - ✓ CI Cancer Society Stride for Cancer Walk/Run - Seven Mile Beach (Jan)
    - ✓ CIG - Theoline L McCoy Primary field renaming ceremony –Served as traffic wardens (Feb)
    - ✓ CI Cross Islands Relays from East End to George Town (Feb)
    - ✓ CIG - CI Agriculture Show - Grand Cayman CI Cross Islands relay (Feb)
    - ✓ CI Intertrust Marathon (Dec)
    - ✓ Santa Run – Cayman Food Bank (Dec)
  - Cayman Islands Government (CIG)- Regiment Graduation Ceremony – served as ushers.(Aug)
  - Wesleyan District Youth Convention opening ceremony at the Craddock Ebanks Civic Centre. (Oct)
  - Cayman Islands Fire Service (CIFS) – Appreciation Dinner; Ministry of Home Affairs Financial Service. (Nov)
  - Department of Children and Family Services (DCFS) – Older Persons Month (Nov)

- Assigned to provide assistance for MEYSAL's teachers' appreciation dinner both in Grand Cayman and Cayman Brac. (Nov)



- **Training Programme**



Cadets on Parade at the 2020 Recruits Camp, Section lead by Corporal Naomi Carter

Prior to COVID_19 Lockdown

- Land Training inclusive of: Drill & Turn-out, Map & compass, field craft & adventure training
- Marine training including sailing, kayaking, diving
- Scuba diving conducted for Cadets on Cayman Brac
- Physical activities including participation in various sports, fun runs, track and field training
- Leadership programme including Method of Instructions (MOI), Team control and lesson planning
- Adult Training for Instructors and Officers

- Participation in the 2020 National Heroes Day Parade
- Conducted Recruits Camp and Graduation Ceremony; 43 new members were welcomed to the CICC
- Familiarization tours and visits to emergency medical services (EMS), CIFS, and the Faith Hospital

During COVID_19 Lockdown

- Virtual classes for Star Levels were conducted via Zoom; these include:
- Map Reading
- Methods of Instructions
- Leadership
- Field-craft
- Online classes conducted for adult volunteers
- Progress testing and final examinations were conducted online, via Classmaker
- Implementation of the Inspiring Digital Enterprise Award (iDEA) programme; online equivalent to the Duke of Edinburg (DofE) programme.
- Physical Fitness activity was conducted online; cadets submitted videos of a set routine over a 12 day period.
- Served in the National Emergency Operations Centre (NEOC) communication centre during COVID-19 as part of the CIG's suppression and mitigation strategy. Also managed the NEOC as needed, and in accordance with the National Hazard Management Law.

- Produced video salute to frontline workers. The video was submitted to Government Information Service (GIS) and aired after press briefing.
- Cadets wrote a song titled, “Sweet Cayman Kind” to support and motivate the Cayman Community amidst the pandemic.
- Laptops were provided to needy cadets to assist them with online classes for school and cadetting.

Post COVID_19 Lockdown

- Joint company one-week day camp held in Grand Cayman.
- Watermanship
- Mastic trail hike
- Museum visit
- Weapon training
- RCIPS presentation with helicopter
- Red Cross presentation
- CIFS presentation
- Orienteering competition
- Fun day at Dart Park
- Detachment Day Camp held in Cayman Brac over a one week period.
- Team building activities
- Ditching; improvised floating devices;
- Route march
- Hiking

- Patrolling
- Harbouring
- Orienteering
- Bicycle tour ride
- Fun Day at Tiara Beach
- Courtesy Call on District Commissioner
- Resumption of regular training
- Recruitment drive conducted at the reopening of schools with 90+ students expressing an interest in the programme.



Cadets in the community supporting the Cancer Society

Sports



Minister of EYSAL, Hon. Juliana O'Connor-Connolly and Deputy Chief Officer Joel Francis visit the Cayman Brac Sports Facility.

Sports| Ministry

The Ministry has overall responsibility for Sports in the Cayman Islands. It achieves most of its outputs for sports through the Department of Sports and collaborative partnerships with a range of non-governmental organizations.

Departments and Units under this segment

- Department of Sports
- Sister Islands Sports

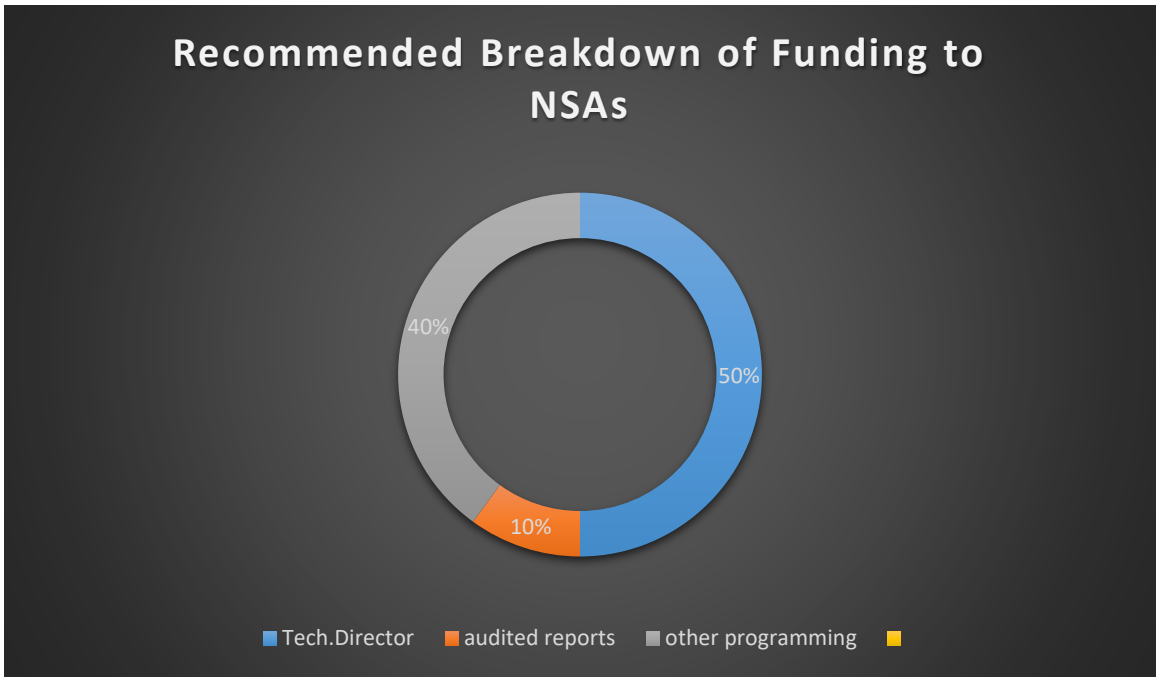


Minister of Sports Hon. Juliana O'Connor-Connolly shakes hands with CIFA president Alfredo Whittaker after signing a new sports agreement

Sports| Key Highlights

Traditionally, the Cayman Islands government only recognized and provided funding for six focus sports namely athletics, netball, basketball, aquatic sports, cricket and football. In 2020, the Minister of Sports announced the addition of volleyball and squash to the list of focus sports as well as increase the funding of all focus sports to $150,000.00 per annum to be broken down as follows:

- $75,000.00 towards hiring a Technical Director
- $15,000.00 towards the completion of annual audited accounts
- $60,000.00 towards other programming (other than Technical Director)



Pie Chart depicting the recommended allocation of funding to NSAs

2020 also saw the resumption of funding to the Cayman Islands Football Association as part of the CIG's efforts to strengthen the financial core of the sport and promote its development and recovery.

Here is a breakdown of the major accomplishments for each of the focus sports within 2020:

Major Accomplishments for Sports 2020

- **Cayman Islands Athletic Association (CIAA)**

  National Association for College Admission Counseling (NACAC) 2020 Ranking:

  - Jamal Walton Indoor NACAC regional ranked 18th (200m)
  - Jamal Walton Indoor NACAC ranked 7th (400m)
  - Rasheem Brown Indoor NACAC ranked 10th (60m)

- **Cayman Islands Aquatic Sports Association (CIASA)**

  - Camana Bay Aquatic Club - National Development Team Training
  - Camana Bay Aquatic Club - National Junior Team Training
  - Stingray Swim Club - National Development Team Training
  - Stingray Swim Club - National Junior Team Training
  - Seven Mile Swimmers - National Development Team Training
  - Seven Mile Swimmers - National Junior Team Training
  - Senior Athletes in College and University
  - USA Swimming Grand Prix - Knoxville, Tennessee
  - USA Swimming Grand Prix - Des Moines, Iowa
  - Friday Nights Lights
  - Sprint Meet
  - Caribbean Utilities Company (CUC) 800 Meter Swim

- Pete Ribbons Swimming Meet
- C.I. Aquatic Sports Association Golf Outing
- C.I. Aquatic Sports Association 5K Open Water Swim - National Championships
- C.I. Aquatic Sports Association National Team Raffle
- C.I. Aquatic Sports Association Pool Swimming - National Championships
- Landon Van Kanel Memorial Swim Meet
- Flowers Sea Swim
- Pirate's Week 5 K
- Michael Lockwood Memorial Swim Meet
- Camana Bay Aquatic Club Fall Classic
- Coconut Classic
- 39 National and CIASA records broken



- One new learn to swim program

- **Cayman Islands Basketball Association**
  - Level one coaching course for teachers (9 participants) February 2020 at the John Gray High School
  - Middle School Basketball Rally (9 schools) - November 2020
  - Online Refereeing Course (7 officials) - April - June 2020
  - Online Table Officials Course (8 officials) - July - September 2020

- **Cayman Islands Boxing Association**
    - Hired an operations manager to handle the day to day administration of C.I. Boxing Association's programmes as well as the communication with athletes and members. Having done so, the Boxing Association was able to reformulate its afterschool programmes, and offer a summer and mid-term camp for the first time. The large turn out from to the camps also increased interest and participation in the afterschool programme. It is hoped that this renewed interest will result in the formation of a national team and assist with the identification of talent at earlier ages.
    - Commenced district outreach in Breakers and then progressed to Cayman Brac in December.

      Worked with individual athletes and other national sport associations such as C.I. Cycling Association, C.I. Football Association, Karate and C.I. Athletics Association to allow athletes access to its facilities and equipment either free of charge or for a small contribution towards cleaning. Significant investments were made during the year, to improve the facilities in terms of aesthetic and equipment upgrades.
    - Developed young Caymanians coaches. C.I. Boxing Association's staff complement currently includes the following:
        - ✓ An Operations Manager (Caymanian)
        - ✓ A Head Coach (International)
        - ✓ Four national level coaches (Caymanians), including two young coaches.

- Trained and qualified all its coaches providing certification opportunities for young Caymanians such as Sabien Barnes, Theodore Kelly, Tracey Seymour, Leith Bodden and Briana Kerr, all of whom obtained their national level certification during 2020. The CIBA aims was unable to have them AIBA certified in 2020 due to the pandemic.

- **Cayman Cricket**
  - Northamptonshire Tour of Cayman Islands.
  - Cayman Premier League 2020 –first franchise league in Cayman's history.
- **C.I. Equestrian Foundation (CIEF)**
  - In her international debut, Chloe Fowler placed 5th in the 1.2 metre Bainbridge Tour Final at the Palm Beach Masters in January.
  - Isabelle Smith acquired two horses, moving up to the 1.35 metre level on Darios Minotais, and ending the year at 1.20 metres on her young mare, MGH Water Lily. She competed in various international events across Europe throughout the year.
  - Two Caymanian youth qualified as individuals for the Interscholastic Equestrian Association's 2020 Regional Finals in Dressage, but the event was cancelled due to the COVID-19 pandemic.
  - Two Caymanian youth aged 12 – 14 qualified for the Children of the Americas Dressage Invitational (Rhode Island, USA), but the event was cancelled due to the pandemic.
  - The Cayman Children's Team placed second to Bermuda in the 2020 Challenge.

- In January, the CIEF for the first time ran a "Ride-a-Test" event that was well received.
- Two overseas coaches visited Grand Cayman in Jan/Feb to provide clinics to local riders.
- The CIEF held one jumping show and three dressage shows in 2020.

- **C.I. Football Association (CIFA)**
  - U20 Women's National Team qualified to the second round of the Confederation of North, Central America and Caribbean Association Football (CONCACAF) Women's U20 World Cup Qualifiers in Dominican Republic – February/March 2020.
  - U20 Men's National Team participated in the first round of CONCACAF Men's U20 World Cup Qualifiers in Puerto Rico – February 2020.
  - 40 coaches were certified CONCACAF D License Coaching Course – July/September 2020.



  - 20 coaches were certified CONCACAF D License Coaching Course – July/December.

- **C.I. Netball Association (CINA)**
    - Almost 1,200 persons took part in a range of activities ranging from school-based support to domestic leagues and competitions to developmental opportunities for clubs and officials in the game.
    - Most developmental programmes relating to fitness and opportunities for governance took place online during the national lockdown via Zoom or webinars. Over 616 participants were engaged in a range of activities. This heightened interest was based on content included in CINA's newsletter and its newly redesigned website.
- **C.I. Olympic Committee (CIOC)**
    - Organized a Virtual Olympic Day 5k Run with 125 participants and also released a week's worth of content about Caymanian Olympic athletes.



    - Assists ten athletes with monthly Olympic Solidarity Scholarships. The scholarships are provided to help offset any day to day expense that they may incur allowing them to focus on training and preparation for upcoming international events including the 2020 Tokyo Olympic Games (postponed until July 2021). The scholarship recipients are as follows: Lauren Hew, Zachary Moore, Allena Rankine, Daneliz Thomas, Florence Allan, Jesse Jackson, Kemar Hyman, Lacee Barnes, Rasheem Brown and Ronald Forbes.

- Assists male athletes, Brett Fraser & Jamal Walton and female athlete, Jaden Francis with a monthly stipend to help offset any day to day expense that they may incur, allowing them to focus on training and preparation for upcoming international events including the 2021 Tokyo Olympic Games.
- Assisted the Cayman Islands Taekwondo Federation with a coaching grant allowing the recruitment of Master Sue Kim to deliver Taekwondo National programmes and sessions within the primary schools throughout the Islands.
- Assisted the Sailing Association to send male athlete, Jessie Jackson, to the World Sailing Association Miami Cup from 14-28 January 2020. This was an Olympic Qualifier event.
- Assisted the Cayman Islands Gymnastics Association with ticket reimbursements for a male and female athlete to attend the 2019 World Gymnastics Championships. The championships were attended in 2019 but funds were disbursed in early 2020.
- Assisted the CIAA with a flight for one female athlete, Aijah Lewis, to travel to her University in Texas.
- Assisted the Cayman Islands Tennis Federation to send three male athletes and one male coach to the Junior Davis Cup in El Salvador, from 31 January – 8 February 2020.
- Assisted the Cayman Islands Swimming Association with flights and accommodations for male athlete, Jordan Crooks, and male coach, Bailey Weathers to attend TYR Pro Swim Series II in Knoxville Tennessee from 14-20 January 2020.

- Assisted the Taekwondo Federation with flights, accommodations and entry fees for two male athletes, one male and female coach to attend an Olympic Qualifier in Costa Rica on 11-12 March 2020.
- Assisted Brett Fraser with flights, accommodations and training expenses to attend the Geneva Challenge Olympic qualifier in Geneva, Switzerland from 17-19 January 2020.
- Mr. Carson Ebanks, Mr. Donald McLean and Mr. Dion Brandon participated in the Central American and Caribbean Games General Assembly as well as the Commonwealth Games Regional General Assembly via Zoom.

- **Cayman Rugby**
  - The U12 boys' team traveled to the UK where they participated in seven games of sevens rugby and three 12-a-side games.
- **C.I. Watercraft Association**
  - Hosted two successful race events at its South Sound Race Site with professional videos produced by young Caymanian videographers.
  - Round 1 CIWA championships were held in March and the National championship was held in November.
- **Special Olympics Cayman Islands (SOCI)**
  - Board Mentor/Development Training
  - Bocce Competition
  - Active on the swimming scene
  - Held the annual Eric Crutchley Memorial (fundraising) Golf Tournament
  - Healthy Smiles (dental) partnership with My Island Dentist.

Following the 2019 Healthy Athletes Fair, where 80% of athletes that attended were discovered to have mild to severe dental needs, My Island Dentist partnered with SOCI in offering free consultations and dental work. In what is now known as, 'My Dental Day', the end of February saw the first group of 25 athletes with urgent need, receive dental examination and treatment - Free of cost to the athletes and their families.

- **Sports Association of the Sister Islands**
  - Hosted the Brac District Track and Field Meet.
  - Hosted the Mike Lockwood Memorial Swim Meet.
  - Hosted the Inaugural Anthony Knight Memorial Football Tournament.
  - Hosted the Dale Gordon Memorial Basketball Tournament.
  - Hosted a Boxing Clinic.
  - Hosted a Youth Cricket Camp.
- **Academy Sports Club**
  - Organised four 7 a-side 'Mini Slam' football competitions during the month of August for players aged 8 to 17 years old.
  - Participated in all of the CIFA pre-season leagues in August and September.
  - Participated in all of the CIFA Introduction leagues from October to December 2020.
  - Maintained weekly training sessions for all players.
- **Bodden Town Football Club**
  - Participated in CIFA Men's Premier League Champion.
  - Placed 3rd in U14 Boy's CIFA Development League.
  - Placed 3rd in U16 Boys CIFA Development League.

- **Cayman Athletics Sports Club (CASC)**
  - Six CASC players are part of the U17 National Athletics Programme. CASC's Vice President and Assistant General Secretary are also part of the Senior National Programme.
- **Elite Sports Club**
  - Senior women's team placed 1st in the 2019-2020 CIFA Women's Premier League.
  - Senior women's team –runners up in the CIFA President's Cup.
  - Senior men's team placed 3rd in the Premier League.

Department of Sports

The Department of Sports was established to promote, encourage, and facilitate the active participation of all persons in physical and sporting activities consistent with their abilities. Traditionally, the Department provided technical assistance and expertise in only six focus sports, namely athletics, basketball, cricket, football, netball, and swimming. This is accomplished through various community programs, afterschool programs, school sessions, national programmes, sports camps, and maintenance to more than 20 different sport/recreational facilities. The department also guides the Ministry on sport policy matters and monitors the development of sports in the Cayman Islands.

BROAD OUTCOMES 5 & 6

- ✓ **Access to Quality, Affordable Healthcare**
- ✓ **Stronger Communities and Support for the Most Vulnerable**

Since the majority of sporting activities are contact-oriented and require gatherings of some sort, the department's community programmes were greatly challenged throughout the greater part of 2020. Nevertheless, the department was able to revamp its approach and utilize technological solutions to aid with its programme delivery. As such, the DoS delivered five of its six focus sports virtually. In so doing, it was able to reach over 3000 children and adults thus deriving the following benefits:

- Continuity of sporting programs.
- Facilitated overall fitness and good health within the various communities.
- Provided children with constructive outlets to improve mental and physical well-being amidst a stressful period.

- Allowed greater focus on the theory based aspect of training.

The DOS also achieved the following during the lockdown:

- Transition from face-to –face transactions to 100 percent online revenue collection.
- Refurbishment of grandstands at four facilities.
- Upgrade and redesign of lighting of two sports fields to LED and CIFA standards of two fields.
- Conversion of George Town Primary School's court to a dual use (school/community) park.



Retired coaches Andy Myles (l) and Kenrick Williams (r) are photographed with Acting Assistant Director of Sports Merta Day (c) during a farewell reception in their honour.

Sister Islands Sports

The Sports Association of the Sister Islands is a non-profit organisation that supports seven types of sporting activities in Cayman Brac and Little Cayman. Included in these are soccer, basketball, volleyball, cricket, track and field, tennis, and swimming.

BROAD OUTCOMES 5 & 6

- ✓ **Access to Quality, Affordable Healthcare**
- ✓ **Stronger Communities and Support for the Most Vulnerable**

Similarly to other departments and units, programmes offered by Sister Islands Sports were significantly affected by the island-wide lockdown in response to the pandemic. As such, sports such as track and field suffered a tremendous blow as it lost all its seasonal competitions. Fortunately, however; SIS Sports was still able to salvage most of the football, cricket and swimming season. Despite these challenges, the following programmes experienced some growth in 2020:

- Football
- U-12 basketball

- Community netball (This programme resumed in 2019, with ten competitors after a short break. At present, there are an average of 25 competitors weekly)



- Community volleyball

Summer Camps Sister Islands Sports also made the decision not host summer camps but to host tournaments and offer sporting programmes to the wider Cayman Brac community instead. Here is a calendar of programmes that took place during 2020:



Agriculture



DoA Agricultural Assistant Shariffa Chantilope-Zelaya informs a visitor to her booth about plant health during the 52nd Annual Agricultural Show.

Agriculture| Ministry

The Ministry of Agriculture provides oversight, support, and policy direction for the Department of Agriculture, which in turn drives the operation of the local agricultural sector. The Ministry is also responsible for providing financial management and accounting services for the implementation of its programmes as well as updating and implementing the relevant laws and regulations to enable the growth and development of the industry.

Through its productivity and competitiveness initiative, the Ministry aims to reduce food importation, strengthen the sector's resilience and enhance food & nutrition security through increased agricultural production, the development of agri-business ventures, the use of technology, incentives, subsidies and other benefits. It further aims to boost the sector's contribution to the Gross Domestic Product (GDP) by creating a competitive environment among the local farming community.

The Ministry also provides funding for Not for Profit Organizations (NPO) such as the Cayman Islands Agricultural Society (CIAS), Cayman Islands Humane Society (CIHS) and the Caribbean Agricultural Research and Development Institute (CARDI)

Departments and Units under this Segment:

- The Department of Agriculture

Agriculture| Key Highlights

During 2020, the Ministry provided a total of CI$1 million in grant funding to 230 local farmers affected by the COVID 19 Pandemic. It also coordinated the provision of curfew exemption letters for these farmers during the shelter- in-place restrictions during the first phase COVID-19 Pandemic.

Delegation from Jamaica

The Ministry hosted a delegation from Jamaica headed by the Minister of Industry, Commerce, Agriculture, and Fisheries the Hon. J.C. Hutchinson and the Permanent Secretary Dermon Spence on the 25-26 of February 2020. Among the reasons for the visits were to continue the Jamaica House Talks initiated in August 2019 attendance of the Cayman Islands Agricultural Society's (CIAS) annual Agricultural Show.

Cayman Brac Irrigation Project

CI$20,000 was approved to purchase 16 water tanks for farmers on the Cayman Brac. A total of nine farmers benefitted from the project.

Legislative and Policy Framework

The Ministry has completed work on the following pieces of legislation, policies, and plans

1. Updating Animal laws and Regulations (2015 Revision)
2. Updating Plants Law and Regulations (1997 Revision)
3. Establishing Pesticide Regulations

4. Cayman Islands Food and Nutrition Security Policy (CIFNSP) – (2021-2035)

5. Cayman Islands Food and Agricultural Plan (CIFAP) – (2021-2024)

CIAS

The Ministry provided the CIAS with CI $30,000.00 to facilitate the successful staging of the agricultural show in Grand Cayman in February. The Ministry allocated and approved an additional CI$40,000 to carry out an electrical upgrade to the CIAS Agricultural Grounds while continuing to pay CI $45,600 for the support of administrative staff employed by the CIAS per annum.

CIHS

The Ministry provided a total of CI$ 42,079.50 to the CI Humane Society for spaying and neutering services for the year under review.

CARDI

The Ministry provided CARDI with US$112,407.00 to promote agricultural research in the Cayman Islands. CARDI continues to conduct considerable work to provide germplasm for sweet potatoes, cassava, and season peppers to the members of the local farming community.

Department of Agriculture

The Department of Agriculture (DoA) is charged with the mandate 'to support the agricultural industry to implement modern practices which increase yields and improve quality to enhance self-sufficiency and food security for the Cayman Islands'.

BROAD OUTCOME 1

A Strong Economy to Help Families and Businesses

Despite the hardships and uncertainty brought on by COVID-19 and the unfavourable weather conditions brought on by a very active tropical hurricane season, the team at the Department of Agriculture worked assiduously to ensure that its clients in the agriculture sector were taken care of in the best possible manner.

Below are some of the Department's key successes for 2020:

- **Services to Support Agricultural Production**
  - Agricultural Sales

    The Department continued agricultural Sales throughout the COVID-19 thus providing farmers and backyard producers, with livestock feed, fertilizers, pesticides,seedlings and other agricultural input produced by the DOA nursery. The department observed an increase in the sale of all categories of agricultural inputs and attributes this to an increased interest in agriculture and backyard production.

Percentage Change in the Sales of Agricultural Inputs between 2019/2020						
Sales $	**Feed**	**Fertilizer**	**Pesticides**	**Ag. Supplies**	**Nursery**	**Total**
2020	$ 1,273,298.00	$ 102,016.00	$ 139,866.00	$ 260,575.00	$ 112,501.00	$ 1,888,256.00
2019	$ 1,106,939.00	$ 91,925.00	$ 122,520.00	$ 178,911.00	$ 81,193.00	$ 1,581,488.00
Change	$ 166,359.00	$ 10,091.00	$ 17,346.00	$ 81,664.00	$ 31,308.00	$ 306,768.00
% Change	15%	11%	14%	46%	39%	16%
Qty Sold						
2020	199,987	5,805	7,597	414,622	146,577	774,588
2019	175,014	5,232	6,151	281,844	106,542	574,783
Change	24,973	573	1,446	132,778	40,035	199,805
% Change	12%	10%	19%	32%	27%	26%

- Crop Husbandry

  The Agronomy unit continued to provide its services despite the national lockdown due to COVID-19 and observed an increase in queries from home owners during that time. Accordingly, the unit responded to 926 extension queries during 2020.

  Nursery – Throughout the year the Department of Agriculture's nursery continued to provide high quality fruit trees and vegetable seedlings for sale to the public and farming community. Sales of seedlings and fruit trees totaled 140,958 plants at the end of October, with most noticeable increases in the sale of fruit trees and herbs (ie. mint, rosemary, lemon grass).



- **Agricultural Show 2020** – The Department of Agriculture sold 6000 plants at the annual Ash Wednesday agricultural show, however; the show in Cayman Brac and Little Cayman were cancelled due to COVID-19 precautions. Nevertheless, customers in Cayman Brac had the opportunity to purchase seeds and plants that had been previously shipped over for the Cayman Brac agricultural show.

  Training – The unit hosted a crop farmer commodity meeting on October 28. The meeting included two presentations providing information on two new pests of economic importance namely: Fusarium oxysporum race 4 (TR4) and Tuta absoluta (tomato leaf miner). Fifty-four (54) farmers attended.



Presentation on Tuta *absoluta* (tomato leaf miner)



Crop Farmer Commodity meeting discussion at Seafarers Hall

- **Other Accomplishments**

  Throughout the years there has been a strong local demand for bananas and plantains. Due to this demand, farmers have traditionally utilized planting

materials provided by the DoA through the procurement of tissue culture plantlets from overseas suppliers. However, the closure of international borders amid the COVID-19 pandemic led the agronomy team to increase the availability of planting material of Musa species by rapid multiplication of local material using a macro propagation technique. The outcome was the production of over 600 plantlets of bananas and plantains.



Dwarf Horn Plantain plantlets



Williams Banana plantlets

- **Abattoir**

In 2020 the abattoir recorded 81 slaughter days equaling the total recorded for the entire 2019, having processed 425 heads (cows, pigs and goats).



- **Veterinary Clinical Services:**

A total of 498 calls for service were answered and the veterinary staff attended to 732 animals. This was up 61 more calls and 20 more animals, than in 2019.

Routine extension services were limited because of COVID-19 restrictions resulting in fewer farm visits, however; technical advice was still provided by way of email and phone.

Animal Husbandry – Continuing Education:

Commodity group meetings for poultry, swine, cattle and goats were held in late 2020. Each meeting took the form of a short presentation on issues commonly seen in the Cayman Islands followed by an open discussion. The feedback was very positive and many individuals asked for similar meetings to be held in the future.

- **Animal and Plant Regulatory Services**

Animal Regulatory:

Disease surveillance studies were carried out to evaluate the following important disease conditions: 1) Bovine Leukosis Virus and 2) Brucella abortus. Both studies were done in conjunction with Purdue University, U.S.A using a sample of 100 cows from the government abattoir. The preliminary results were very encouraging as Bovine Leukosis Virus was only detected in 2 cows. These two cows were traced back to an imported cow, the only positive case reported on the island. Brucella abortus was not detected in the study. These findings are crucial to our understanding of possible disease conditions in the Cayman Islands.

Animal Import Conditions:

Conditions governing the import of horses from Jamaica as well as seafood imports and captive and caged birds, were reviewed and updated. Conditions were also implemented for the import of pets during the COVID-19 pandemic allowing returning residents to safely return with their pets to the island. These measures were implemented to mitigate against the possible introduction of COVID-19 onto the island via the animal to human pathway, which has been noted and verified by the World Health Organization

Although the total number of imports - 242 down from 547 and Exports - 659 down from 909 were significantly lower than in 2019 members of the DoA team were often complimented for their level of service delivery.

A total of 576 dogs and cats were vaccinated for Rabies, between Jan and Oct, down 36 from 2019.

- **Agriculture Health Inspection Service (AHIS)**

The primary function of the AHIS unit is to safeguard the Cayman Islands against the entry of plant and animal pests, disease and other alien invasive species (AIS) that could have a potential negative health, economic or environmental impact on the flora, fauna and human population of these islands. The DoA and AHIS's goal is to reduce the entry of pests and diseases of quarantine importance while facilitating the safe trade of agricultural commodities. This is largely achieved through the requirement of an import permit for all agricultural commodities, plants, animals, plant and animal products. This allows the department to review all import requests, assess the risk and issue a permit subject to conditions designed to mitigate potential risk. All consignments of plants, animals, plants and animal products are subject to review and inspection upon arrival. A

review of all accompanying documentation is first carried out to verify the permit conditions have been met. Consignments are then processed by Customs and Border Control and physical inspection occur depending on risk posed by the pathway.

Arriving air passenger – Fulltime presence by AHIS office in Customs Hall

Live plants and Animals – 100% Inspection

Cut flowers – 100% Inspection

Agricultural commodities arriving by air cargo – 100% Inspection

Containerized produce and meat for human consumption - random inspection

Post Office & Courier – as requested by CBC officers.



During the national lock down the AHIS unit remained operational. Inspectors continued to perform their duties and conducted off-site inspections of the supermarkets using the essential worker exemption letters.

Due to the airport closure the AHIS unit managed to reallocate resources to conduct regular routine inspection for the fresh produce for the supermarkets and grocery stores after the arrival of the consignments on Mondays, Thursdays, Fridays and Saturdays.

This was not possible previously due to the staff complement. A total of 1,264 taskforce and warehouse inspections were conducted for consignments of live plants and fresh produce between January and October. AHIS Officers intercepted 207 imported pest samples, 48 of which were intercepted from fresh produce due to the reallocation of human resources to conduct these inspections.

In addition to border control, the AHIS officers also conducted routine monitoring and surveillance activities including:

- Monitoring of sentinel sites – throughout the year, 216 pest samples were collected for laboratory identification.
- The Fruit Fly Surveillance programme – during the COVID-19 lock down, surveillance continued on schedule in the farming districts where there was no need for human interaction. Service resumed for the residential trap lines in George Town and West Bay once the shelter-in-place restrictions were lifted.
- A total of seven new traps were introduced in the third quarter between Cayman Brac and Grand Cayman. The frequency of chemical control using the GF-120 increased this year and there was a 36 percent decline in the number of flies counted on traps by the end of the third quarter when compared to 2019. There was no re-occurrence of the Anastrepha obliqua this year in Cayman Brac nor Grand Cayman. To date no flies were found in Cayman Brac for year 2020.

AHIS Training:

- Between January and July AHIS Unit conducted 5 training sessions for the Customs and Border Control Department. These sessions aimed to sensitise and

train 38 new officers that moved from the Department of Immigration to Border Control in the role of AHIS as a complimentary agency.

- Caribbean Pest Diagnostic Network (CPDN) - the CPDN is an initiative by the Caribbean Plant Health Directors (CPHD) forum. It assists countries in the region to identify potential new pests. The CPDN is currently being relaunched in conjunction with the University of Florida to facilitate the rapid preliminary digital identification of pests intercepted in the Caribbean Basin. The Cayman Islands was one of three countries selected to beta test the new CPDN platform during the relaunch. The AHIS unit uploaded 23 digital samples to the CPDN during the testing phase.

- **Animal Welfare and Control:**

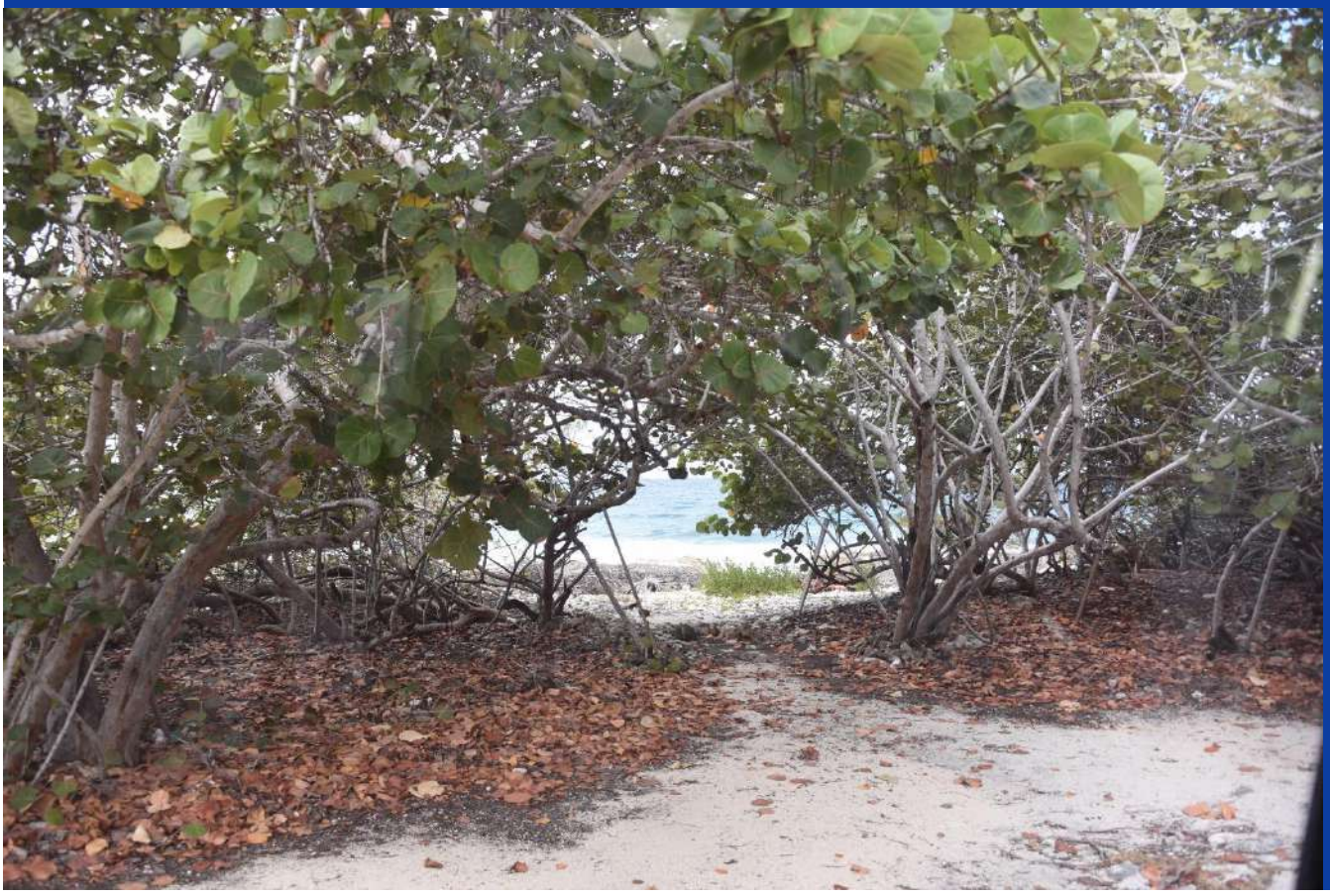
- Staff attended and completed a number of Zoom Webinars throughout the year on topics including: Animal Cruelty, Shelter Policy, Investigations, Animal Safety in Shelters, Conflict Management and Customer Service.
- DoA staff have continued to work with the Community Police, in educating the general public about topics such as Controlling your dog, Responsibility of Licensing and the Welfare of your pet. This has been achieved through eleven (11) face to face sessions across the island. Staff have also continued to provide animal control services throughout the island. A total of 210 roaming, feral and owned dogs were trapped.
- DoA staff completed 477 investigations, follow ups and inspections of licensed premises, throughout Jan to Nov.

- **Human Resource Highlights**
  - Occupational Safety
  - Quick provision of PPE – DoA rapidly secured supplies of PPE for its staff and ensured that essential workers were always equipped
  - Office improvements and safeguards – DoA made quite a significant number of structural changes to all locations to ensure the safety of its staff
  - Regular office sanitization
  - Great focus on essential services – allowing the department to better ensure the safety of vulnerable staff, while ensuring it was available to meet the needs of its clients and the general public.
  - Senior management ensured that all staff members who worked during the national lockdown were tested and others were also tested before being allowed to return to active duty.
- **Staff Development and Training**
  - Clint Myrie – attended the 2020 International Production and Processing Expo (IPPE) in Atlanta Georgia. IPPE is the largest and most important educational meeting for the world's poultry, feed and meat industries.
  - Tiffany Chisholm –Dr. Chisholm completed studies in Veterinary Medicine and has taken up the role of Veterinary Officer (Designate). In keeping with the Department's succession planning efforts, Dr. Chisholm will transition to the role of Veterinary Officer after the successful completion of an 18 month internship.
  - Forklift Certification Training for all Warehouse Staff.

- **Enhanced Communication Efforts**
    - Agriculture Show – the Agriculture Show was broadcast in real time Via 'Snap Chat'
    - HR Tree - Meet the staff – the HR Tree was a welcomed addition to this year's Agriculture show as it allowed members of the public to put faces to names and gather a better understanding of the structure of the DoA.
    - Public Awareness
        - ✓ Plant of the Month
        - ✓ Educational Publications
        - ✓ Joint Public Awareness Efforts with the Royal Cayman Islands Police
        - ✓ Joint Awareness Efforts with private Veterinary Services and Pet Stores
    - Social Media – The Department is quite active on social media using the username agriculturecayman.
    - Philanthropic Efforts
        - ✓ Yoga at the Grounds – World Diabetes Day – Dress Down – the department raised $70.00 as a contribution towards Diabetes Awareness.
        - ✓ Dress Down Day – Breast Cancer Awareness - The Department donated $400.00 to The Lions Club of Tropical Gardens in support of Breast Cancer Awareness.
        - ✓ Donation of plants and Seeds to Charlito's Greenhouse to assist in the recovery of the John A Cumber Primary School Garden Club Project.

- ✓ Meals on Wheels – the Department during the shelter-in-place requirements made regular weekly donations of produce to Meals on Wheels to assist in their efforts of feeding the elderly in our community.

Lands



A parcel of Crown Land located in Cayman Brac

Lands| Ministry

The Ministry of Lands is responsible for providing oversight and funding to the Department of Lands and Surveys.

It formulates policy and liaises between the Honourable Minister for Lands, Cabinet, the Department of Lands & Survey and the Public Lands Commission. In 2020 the Ministry drafted 38 Papers on behalf of the Minister for submission to Caucus and or Cabinet.

The Ministry also employs two officers – a Secretary and a Chief Inspector - who work full time for the Public Lands Commission.

Departments and Units under this segment:



(l-r) Ms. Lucille Seymour, Hon. Dr. W Mckeeva Bush, Hon. Juliana O'Connor-Connolly, Hon. Tara Rivers and Mrs. Alice Mae Coe stand on the newly installed mobi-mat at the Government's House Beach.

Department of Lands and Survey

The Department of Lands & Survey (LSD) comprises several sections interconnected by their involvement in matters relating to land. It offers services including land registration, surveying, geographic data, valuation and the management of government facilities.

BROAD OUTCOMES 1 & 7

- ✓ **A Strong Economy to Help Families and Businesses**
- ✓ **Ensuring Caymanians Benefit from a Healthy Environment**

2020 was a very busy year for the LSD. Chief among its achievements was its ability to provide a full suite of services to its many clients despite the challenges spurred by the onset of the COVID-19 pandemic.

The Land Registry, led by Ms. Sophia Williams, began accepting electronic document submissions and ‘online payments’ and also re-organized work-flows reducing document registration times by at least five days. Additionally, Regina Ebanks-Holness, the first recipient of the LS Departmental scholarship to pursue an undergraduate law degree, has successfully completed her degree. Permanent staff were also appointed to handle Registry-document scanning and a programmer/analyst joined the team to develop an integrated solution to replace its legacy database systems.

The Geographic Information System (GIS) team, led by Andrew Edwards, provided mapping support for Hazard Management Cayman Islands (HMCI), 911, emergency responders as well as several hundred private and public sector online users. Members of the public can now auto-generate their map requests, including 'buffer maps', online, to accompany their Planning applications. The latest Environmental Systems Research Institute (ESRI) software was also installed (to world standard WGS 84) and the Department's new website launched with improved security.

The Finance Section also became more efficient, with payments that traditionally took 2-3 weeks to be cashed, being banked on the next working day thus increasing audit control, security, customer satisfaction and staff morale.

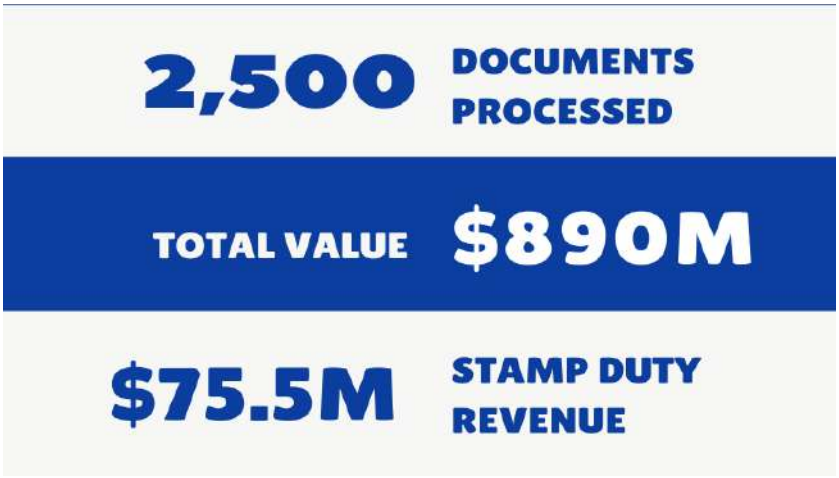


The LSD's Team Building Day' October 2020

The Islands' 'land parcels' system, maintained by the Mike Whiteman led, **Land Survey Section,** was now more accurate than ever with Global Positioning System 'GPS' base station units and related equipment being replaced to incorporate the latest technology. Monitoring of the Seven Mile Beach (SMB) high water mark also continued.

An agreement to exchange information has been signed with the United Kingdom Hydrographic Office (UKHO) to achieve the International Maritime Organization (IMO) requirements. 'Warnings to shipping' were regularly reported to UKHO to issue warnings and to update local shipping charts.

The Valuation Office, led by Uche Obi, derived an income of $75.5m from stamp duties, (mostly from overseas investors) as at the end of November. Key 2020 land purchases included premises for an 'Early Intervention Unit' and 'and to extend the Public Beach at Bodden Town. Two urgent premises requirements for RCIPS were addressed and several land compensation cases were settled.



LSD Accomplishments by section:

VALUATION & ESTATES OFFICE

Stamp Duty

- Processed 2,500 documents with a total value of CI$890 Million producing CI$75.5 million in stamp duty revenue

Land Acquisitions

- Smith Road property for the early intervention unit
- Land for Bodden Town public beach
- Land for the expansion of the Creek & Spot Bay Primary school
- Land for UCCI

Property Leasing

- Relocation of RCIP Offices to RBC & Crown Square
- Emergency relocation of the Police Records Office from Windjammer Plaza to Regatta

Roads Compensation Cases

- Property Cost Estimate for extension of East West Arterial (EWA) to Woodlands Road and widening of Crewe Road in Red Bay
- Settled seven claims for compensation

SURVEY SECTION

- Update of GPS base station units. Installed new units that provide more accurate readings. The transmissions from the latest satellites are now used in positional computations
- Upgrading of the GPS rovers to take advantage of the information now being broadcast by the new base stations above. Now provide more accurate positions under difficult survey conditions where the older units could not compute an answer
- More frequent monitoring of sand conditions along SMB and more frequent observations after any major event to assist DOE in determining the movement of the beach line / sand
- GPS Pivot software installed. Enabling the monitoring of all persons using the licensed software. Accordingly, persons who have not paid their yearly subscription can be warned and cut off after a fixed period has expired thus preventing the unpaid use of the information.

GIS SECTION

- Migrated all mapping services from 'Caymap' to WGS 84 – the adopted world standard
- Installed the latest ESRI Enterprise – version 10.6.1
- Built new Caymap application which is the LSD interactive mapping solution
- Launched a new 'caymanlandinfo' website that merges together the previous 'caymanlandinfo' website and the online subscriber portal 'my.caymanlandinfo'
- Built a new system for customers to request maps online. The process has significantly reduced the staff-time to process map requests, including:

- Custom Maps
- Standard Maps
- Digital Maps
- Buffer Maps (for planning applications)

- Built online module for the Planning Department to review 'buffer map' requests thus eliminating the need for customers to visit both departments to complete these requests. Customers now make one request online that both departments process internally and notify the customer when the product is ready for payment & collection
- Built an online License Agreement process for Enterprise Subscriptions, Cayman Islands Real Estate Brokers Association (CIREBA) & quarterly subscribers allowing customers to complete their license agreement entirely online. Checks are subsequently done online by GIS Admin, prior to the Director LSD's review. The system sends a pdf copy of the signed agreement to the customer and saves a copy for Lands and Survey
- Seven new private companies subscribed to caymanlandinfo, 96 companies renewed and 5 companies have renewals pending

ADMIN & FINANCE SECTION

- More efficient business operation with all revenue receipted by close next business day
- Higher volume of electronic payments now easily matched to applications
- All receipted monies are now submitted to the bank on the same day or the next business day
- Internal risk-controls have been enhanced
- Risk of fraud has been reduced.

- Work-flow changes and same-day banking have contributed positively to Treasury Department's payment-reconciliation process.
- LSD now in compliance with long outstanding recommendations from the Internal Audit and Treasury Departments thanks to the effort of the Admin & Finance team.



LSD Admin & Finance Team

LANDS REGISTRATION (LR) SECTION

- Created two new Assistant Registrar of Lands posts to deliver the LSD/LR succession plan
- Achieved successful service provision through Covid-19 against very strong odds
- Modified work-flows and cross-trained staff has reduced registration times by at least five days
- Introduced online portal for receiving documents for registration electronically
- Appointed a highly skilled programmer/analyst to develop replacement LR database and document-tracking systems for two primary Window 7 based legacy systems
- Created an essential scanning post to support online services development

Public Lands Commission

The Public Lands Law, 2017 came into effect on 1 June 2017. This legislation established a Public Lands Commission. In May 2017 the Cabinet appointed eight members to the Commission, each for a two year term, expiring on 25 May 2019.

Mandate

The Mandate of the Public Lands Commission, set out in Section 5 of the Public Lands Law, is to regulate the use of public land in the public interest, and in particular;

- To regulate the use and enjoyment of public land by members of the public;
- To protect the right of access to and use of public land by members of the public, including the enforcement of public rights of way over private land;
- To respond to complaints regarding the use or misuse of public land;
- To issue permits for the use of, and activities on public land; and
- To advise the Chief Officer of the Ministry presided over by the Minister on general policies respecting the enforcement of the Law and in particular enforcement matters; and
- To exercise the powers and carry out the functions delegated to it by the Minister for Lands.

BROAD OUTCOMES 7&8

✓ **Ensuring Caymanians Benefit from a Healthy Environment**
✓ **Stable, Effective and Accountable Government**

Legislation

In 2019 the Legislative Assembly passed the Public Lands (Amendment) Law, 2019. This legislation amended membership of the Commission such that it shall consist of — (a) six Caymanian members of the public, among whom shall be one from George Town, West Bay, Bodden Town, East End, North Side, and Cayman Brac and Little Cayman; (b) the Director of Lands and Survey or the Director's designate; (c) the Chief Officer of the Ministry of Lands or the Chief Officer's designate; (d) the Chief Officer of the Ministry of Tourism or the Chief Officer's designate; and (e) the Chief Officer of the Ministry of Commerce or the Chief Officer's designate. The Cabinet, on the recommendation of the Minister, shall appoint the chairperson and the deputy chairperson of the Commission from among the six Caymanian members of the Commission who are not civil servants.

Accordingly, effective 1st December 2019 the Cabinet made new membership appointments to the Commission for a two year term. Regulations under the Public Lands Law are awaited, to be passed in the Cabinet.

Operations

The Commission publishes an Annual Report of its activities, and readers are advised to seek out this Report for further information on the activities and key achievements of the Commission during the year 2020. This includes the progress made on public access rights to the beach & seashore, and situation with beach vendors operating on public land.

Communications

Overview

The MEYSAL Communications Team aims to promote goodwill between the Ministry and its stakeholders by facilitating the delivery of effective and accurate information in a timely manner. This goal is achieved by utilising a mix of strategic marketing and public relations (PR) tactics including, but not limited to the delivery of; crisis communications, speechwriting, media interviews, events, press coverage, news stories and articles, branded collateral, social media engagement, advertising (digital, television and print) and integrated PR campaigns.

In addition to promoting goodwill, the team monitors the media landscape to actively address media and to facilitate strong media relations towards good reputation building for MEYSAL.

The Ministry also oversees the communications functions for its underlying-4 departments and 5 units. These specific actions to continue the improvement of the effectiveness of government communication, both internal and external, are aimed at achieving the Cayman Islands Government's Broad Strategic Outcome 8 – Stable, Effective, and Accountable Government.

BROAD OUTCOME 8

✓ **Stable, Effective and Accountable Government**



Key Deliverables

1. COVID 19 Communications

At the onset of the COVID 19 pandemic, MEYSAL Communications played an active and pivotal role in the Cayman Islands Government's response to the COVID-19 response. The Communications Manager was appointed a key role in the Joint Communications Service (JCS), a task force of all government agency communicators, working to support the communications needs of the National Emergency Operating Centre (NEOC). As the Audience Lead for all education related communications, the Communications Manager led an auxiliary support team to develop strategic crisis communications to matters affecting students and their parents of all education institutions, and this allocated an essential staff rule during the pandemic.

This was done through an integrated campaign that engaged the following key tactics:

Internal Communications

- Contribution to the development of the COVID 19 protocol measures for the core Ministry and government schools.

- Participation in daily JCS grid meetings, seven days a week from February to August 2020.
- Monitoring of daily press briefings and placement on JCS Rapid Response rota.
- Development of emergency communication group for MEYSAL staff, with daily updated posts

External Communications

1. **COVID 19 Parenting Campaign**- Conceptualisation and co-management with the Department of Children and Family Services.(DCFS)
    - COVID 19 Parenting Booklet – developed and produced and eight-page guide for parents featuring tips on how to be better parents amid the COVID 19 pandemic. Both an electronic version and printed booklet were created. The former was delivered to all households with limited or no internet access.
    - COVID 19 Parenting Webinar Series – conceptualisation and development of a weekly webinar series hosted by DCFS and featuring subject area experts from MEYSAL, DES and DCFS.



Screenshot of cover of the COVID 19 Parenting tips

2. **COVID 19 FAQs** – development of an 18-page booklet highlighting likely questions on a myriad of vital educational issues including governance/leadership, school reopening, distance learning, making up for learning loss, assessment/external examinations, student attendance/ conduct, social interaction, summer recreation and mental health support.



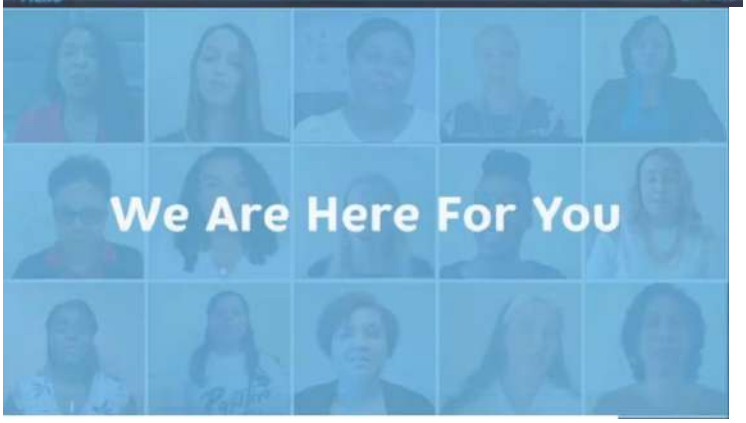
Screenshot of cover page for COVID-19 FAQs

3. **We Are In This Together' Advertisment Campaign**

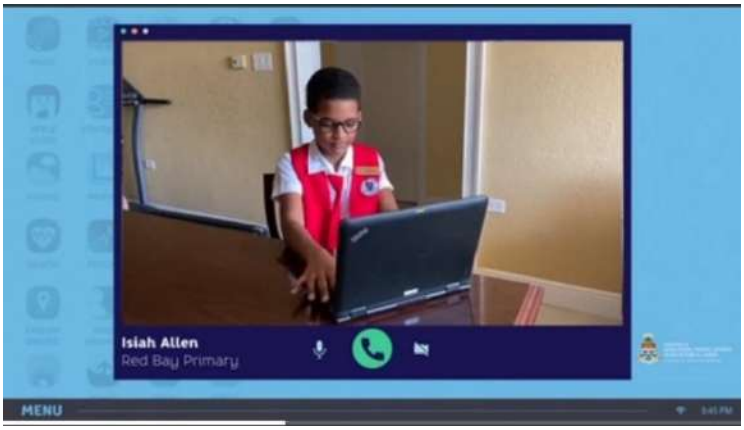
Development, production and delivery of a campaign to reassure the public of the collaborative efforts of the Ministry of Education, The Department of Education Services, wider Government, parents and students in the response against the COVID 19 pandemic. Anchored on three different advertisements, the campaign was delivered on various channels including radio, social media, and television.



Screenshot from video PSA featuring school leaders.



Screenshot from video PSA featuring educators.



Screenshot of frame from video PSA featuring Red Bay student Isiah Allen.

4. School reopening campaign

MEYSAL conceptualised and implemented a campaign aimed at effectively communicating the measures/plans that government schools had put in place in preparation for their reopening at the start of the 2020/2021 academic year. The campaign featured an in depth news expose highlighting measures such as deep cleaning activity, social distancing measures and the use of appropriate signage. The campaign also included a social media component that depicted how students were adjusting to the new measures.



Screenshot from schools' reopening video



5. Key Article - Government School Staff Going Above and Beyond

As part the Ministry's effort to create public awareness amidst the COVID 19 pandemic, MEYSAL's Communications Manager wrote an engaging article highlighting the Caymanian experience and the amazing efforts of the Ministry, DES and government school educators to ensure that students' minds and bodies were nurtured while they engaged in remote learning. The article, which was published in the local media can also be found at exploregov.ky/coronavirus-education.

6. COVID 19 Education Guidance Microsite – exploregov.ky/coronavirus-education

This official website was developed as a public hub for all matters, news and information in relation to COVID 19 and the Cayman Islands Government. This site became the central hub for all education matters during the height of the pandemic and housed all education press releases, FAQs and campaign materials.

Other Key Deliverables

The communications unit has developed and executed campaigns to build awareness, educate and inform stakeholders of major events/programmes:

1. Proud of Them (Round 11) Post-Event Public Relations Campaign

A two-week long campaign comprising of radio and social media was undertaken to publicly recognise the round 11 Proud of Them honourees. The public was also able to view honouree videos and profiles on the Youth Service Unit's new website after its launch in September.



Social media tile for 2020 honouree Raeanne Ebanks-Hydes

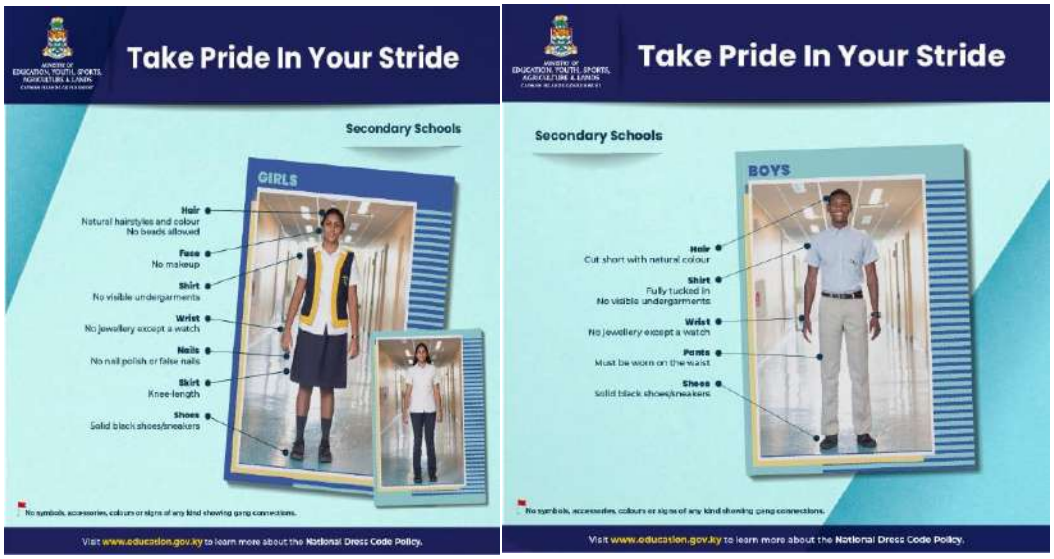




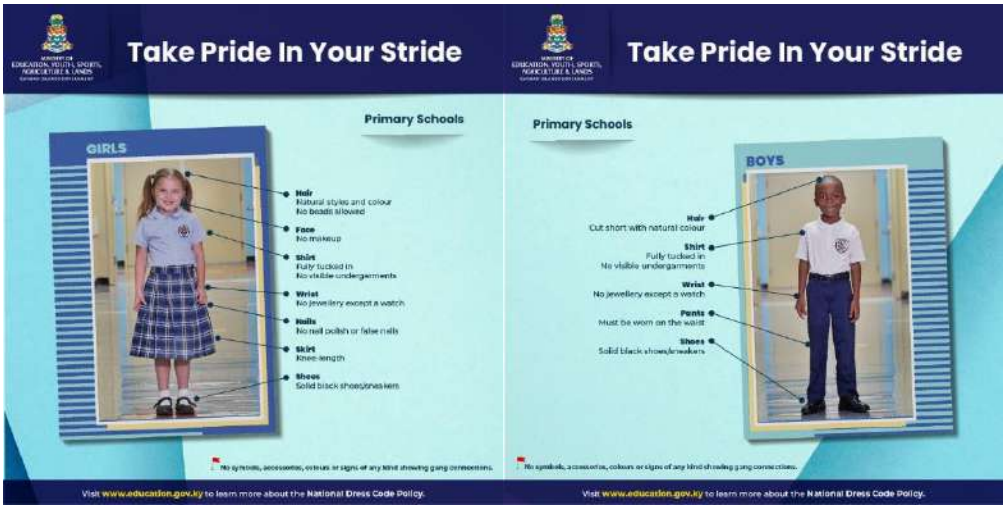
Opening screens for 2020 honouree Shakur Ebanks' video

2. School Dress Code Policy Campaign

Posters depicting the appropriate school uniforms for students enrolled in government schools were re-designed and placed in each school. The message was further disseminated through a series of radio PSAs and social media posts.



Social media tiles depicting appropriate secondary school dress codes.



Social media tiles depicting appropriate primary school dress codes.

3. 2020 High School Honour Graduates - Commemorative Press Feature

In promoting a value for academic excellence amongst youth and the wider public, the second annual commemorative newspaper feature was developed and delivered to showcase and celebrate Government secondary school graduates, who achieved an 'honours' distinction in external examinations. This included 'honour' graduates from The Lighthouse School and the Layman E. Scott, John Gray and Clifton Hunter High schools.





Copy of 2020 Honourees Feature published in the Cayman Compass


KEY DELIVERABLES
Mass Communication Messaging
600 annual deliverable
700 expectation
84 press releases, articles
speeches, remarks 45
3 official messages
campaigns 5
5 events produced
events covered for press 39
245 social media posts
426 total delivered

Press Coverage

In supporting the development of press coverage for MEYSAL related events, the Communications team successfully covered a variety of events in capturing key event activities through the mediums of photographs, motion picture/video and interviews:

Most notably among these were:

1.	Proud of Them Banquet	16-January
2.	PoT Awardees Appearance on Rooster	17-January
3.	PoT Awardees Appearance on Rooster	21-January
4.	PoT Awardees Appearance on Youth Flex	22-January
5.	PoT Awardees Appearance on Hot 104.1	23-January
6.	PoT Awardees Appearance on X107.1	23-January
7.	GTPS Sports Day	23-January
8.	Prospect Primary School Sports Day	23-January
9.	PoT Awardees Appearance on Youth Flex	29-January
10.	Miss Teen Cayman Signing	29-January
11.	SJACPS Sports Day	31-January
12.	TMPS Playing Field Renaming Ceremony	8 February
13.	Announcement of Peter Thomson Foundation Scholarship recipients	20 February
14.	Opening Ceremony for JGHS Sports Day	21 February
15.	Facebook Post-DCO Joel Francis brings remarks at Career Expo	21-February
16.	DOA Booth Popular at Ag Show	26-February

17. National Youth Cook-Off Championship	26-February
18. Sunrise display at Agricultural Show	26-February
19. Inter Primary Champs (Opening Day)	12-March
20. Education Minister and Team Tour of PPS, RBPS, LHS	13-August
21. Annual Educators' Welcome Event Grand Cayman	19-August
22. Annual Educators' Welcome Event Cayman Brac	21-August
23. Sports Minister's Visit to Sister Islands Sports	21-August
24. Public Accounts Committee Award Ceremony	27-August
25. LHS Graduation	18-September
26. DOS Retirement Function	12-September
27. Layman Scott High School Graduation	3 October
28. John Gray High School Graduation	6 October
29. Clifton Hunter High School Graduation	08 October
30. LHS Sensory Celebration of Diversity Concert	09-October
31. UCCI Capping & Candle Lighting Ceremony	15-October
32. Peter N Thomson Foundation UCCI Scholarship Announcement	28 October
33. Annual Student Leaders Installation Service	30 October
34. UCCI Honours Convocation Ceremony	31 October
35. UCCI Commencement Ceremony	5 November
36. 37th Annual Lion's Club of Grand Cayman Secondary Spelling Bee	26-November
37. Teachers' Appreciation Event CYB Education	21-November
38. Signing of Miss Teen Cayman’s Scholarship agreement	26 November
39. Teachers' Appreciation Event GCM Education	28-November

40. Mobi-mat installation GCM 02-December
41. Signing of CIFA purchase agreement 02- December
42. MEYSAL Gift Exchange 10-December
43. MEYSAL Christmas Luncheon 11-December
44. Mobi-mat installation CYB 13-December

Events

1. Proud of Them Awards Ceremony 16 January
    a. MEYSAL hosted at ceremony at the Grand Cayman Marriott Beach Resort in recognition of 12 round 11 Proud of Them honourees.
2. Official Renaming Ceremony for Playing Field at Theoline L McCoy Primary School on 8 February.
    b. MEYSAL hosted an official ceremony on the playing field and organized a scrimmage football match between the legendary ‘Reds’ and the ‘Blues’
3. Signing of Miss Teen Cayman’s Scholarship agreement 26 November
    c. MEYSAL organized an event to highlight the signing of the scholarship agreement
4. Teachers’ Appreciation Event Cayman Brac 21 November
5. Teachers’ Appreciation Event Grand Cayman 28 November
    a. Both teachers’ events featured buffet style dinners, live music and special prizes. The Cayman Brac activity was held at the Cayman Brac Sports Facility and the Grand Cayman event was held at the Kimpton Seafire Resort.

Social Media

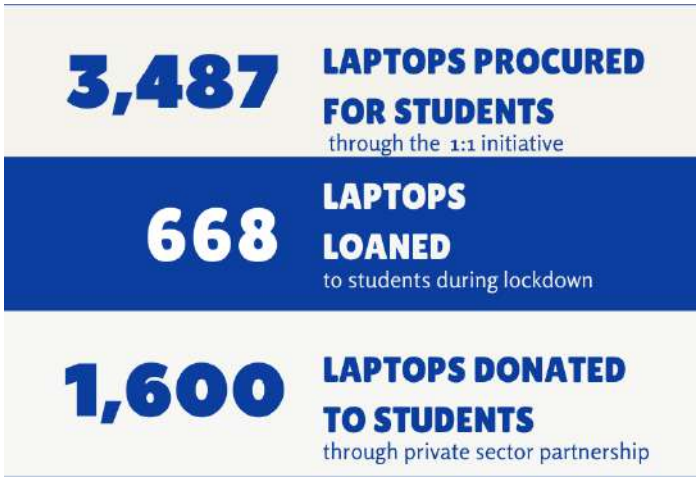
The Communications Team is currently responsible for managing the content on the Cayman Islands Education pages and the LinkedIn page. The team also oversees and contributes to the Youth, Sports and Agriculture pages.

Notably, the Cayman Islands Education Facebook Page 'likes' increased by 16.5 percent during the year, reaching total page likes of 3,204 in December. The page had an average daily reach of 830 persons with an average of 53 persons engaged with the page daily. This engagement peaked to 1,102 persons in June when the Ministry outlined its recruitment plans for the 2020/2021 academic year. Additionally, the Education Instagram Page gained 750 followers since the start of 2020.

Facebook and Instagram Insights for @educationcayman for the period January 1- December 31, 2020:



Information, Communication & Technology (ICT) Unit



The Information, Communications and Technology (ICT) Unit is tasked with the management and oversight of all ICT activities across the Ministry. Its responsibilities include the provision of procurement services, systems integration, ICT policy and support for its end-users.

BROAD OUTCOME 3

The Best Education Opportunities for All Our Children

The following were its accomplishments for 2020:

- Loaned 668 laptops for remote learning home use by students during COVID-19 school shutdowns from March to June 2020.
- Implemented remote learning solutions including Office 365, Everest, Zoom, Microsoft Teams and See Saw for 5,087 students and 787 educators.
- Partnered with private sector partners ("Education for All") to receive a donation of 1,600 laptops for students who needed ICT access at home and school as a permanent solution to bridge the digital divide.
- Procured an additional 3,487 laptops and tablets so that all 5,087 students will receive a device in 2021 for use at home and school under the Minister's 1:1 initiative.
- Procured 100 laptops for educators to upgrade machines for 100 educators, ensuring that all 545 educators have an up to date laptop.
- Procured 625 wireless access points and 447 network devices to improve the education network performance, stability and security in 17 schools.

Financial Analysis

Below are some of the key highlights of the 2020 financial statements and trend analysis.

BROAD OUTCOME 8

Stable, Effective and Accountable Government

2020 was an unprecedented year mainly due to the effects of the COVID-19 pandemic, including the physical lockdown of schools and departments and the subsequent shift to remote operations. A few other hazards and disasters during the year also affected the operations of schools, in particular.

Milestone in financial governance

In 2020, all of the Ministry's financial audits were up to date for the first time, complementing the unqualified (clean audit) opinions that have been up to date for the last five years. This significant milestone in the Ministry's financial governance was recognised by the Public Accounts Committee (PAC) by way of the award for the "Most Improved" core Ministry entity.

Financial Position Highlights

As of 31 December 2020, the Ministry continued to have very good liquidity, with sufficient easily convertible-to-cash assets, to pay short-term amounts owed, with a solid cash position and sufficient current assets and limited current liabilities.

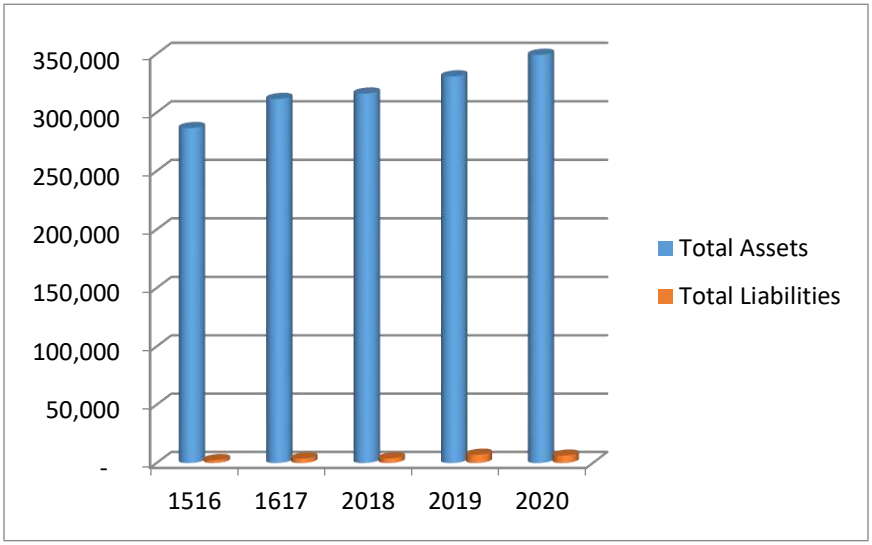
The Ministry also has a very favourable, low gearing debt-to-equity ratio, that is, minimal debt in relation to the equity/net worth, due to the strong equity position and minimal liabilities.

This shows that there are no issues around the Ministry's financial stability and its ability to continue being a going concern. The Ministry can continue operating and cover all commitments for the foreseeable future.

The chart and table (figure 1) below, display the five year trends of the financial position of the Ministry. All figures are audited, except 2020.

Figure 1

$000	1516	1617	2018	2019	2020
Total Assets	286,592	311,472	316,081	330,762	349,154
Total Liabilities	2,443	3,837	3,937	7,042	6,316
Total Net worth	284,149	307,635	312,144	323,720	342,838



Figures depicting five year trends of MEYSAL's Financial Position

The most significant additions to fixed assets in 2020 related to works for New John Gray High School (NJGHS) construction project, which is well underway. There were a number of Information, Communication and Technology (ICT) purchases, especially for school laptops. There were also some minor capital projects, particularly for the Department of Education Services. End of year liabilities were similar to 2019, mainly due to operational liabilities and liability for works at the NJGHS construction project and ICT purchases.

Financial Performance Highlights

During the fiscal year, there were some 'within year exceptional budget adjustment' requests, which were made to accommodate COVID-19 and other needs. The Ministry operated within the final budget and ended the period with a $696 thousand surplus.

The personnel budget and supplies and consumables expenditure were also within the final budgeted amounts. The large increase in personnel compared to 2019 is primarily due to the COLA increase and a teacher's salary increase (granted partial year in 2020). There was also an

increase in CINICO health care expenses when comparing to the prior year. Some of the supplies & consumables related increases stemmed from the change in curriculum. There were also some increases in utilities and security services across the Ministry.

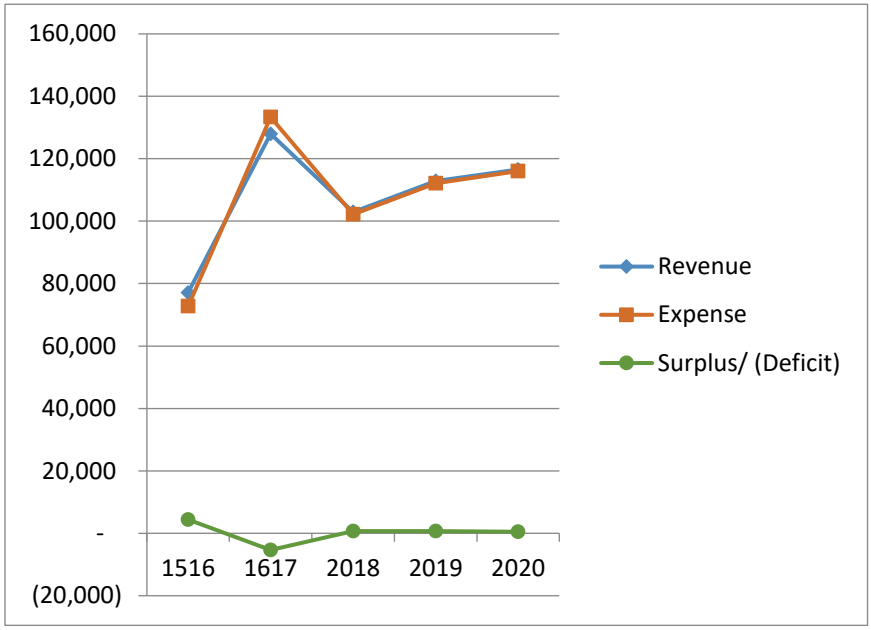
Depreciation expense exceeds the approved final budgeted amounts. However, these amounts were offset by significant savings in other lines.

The revenue from fees from the Lands & Survey Department, Agricultural Department exceeded budgeted targets.

The chart and table below (figure 2), displays the five year trend of the financial performance of the Ministry. All figures are audited, except 2020.

Figure 2

	18 mths.				unaudited
	1516	**1617**	**2018**	**2019**	**2020**
Revenue	77,124	127,963	102,915	112,842	116,757
Expense	72,734	133,309	102,200	112,165	116,061
Surplus/ (Deficit)	4,390	(5,346)	715	677	696

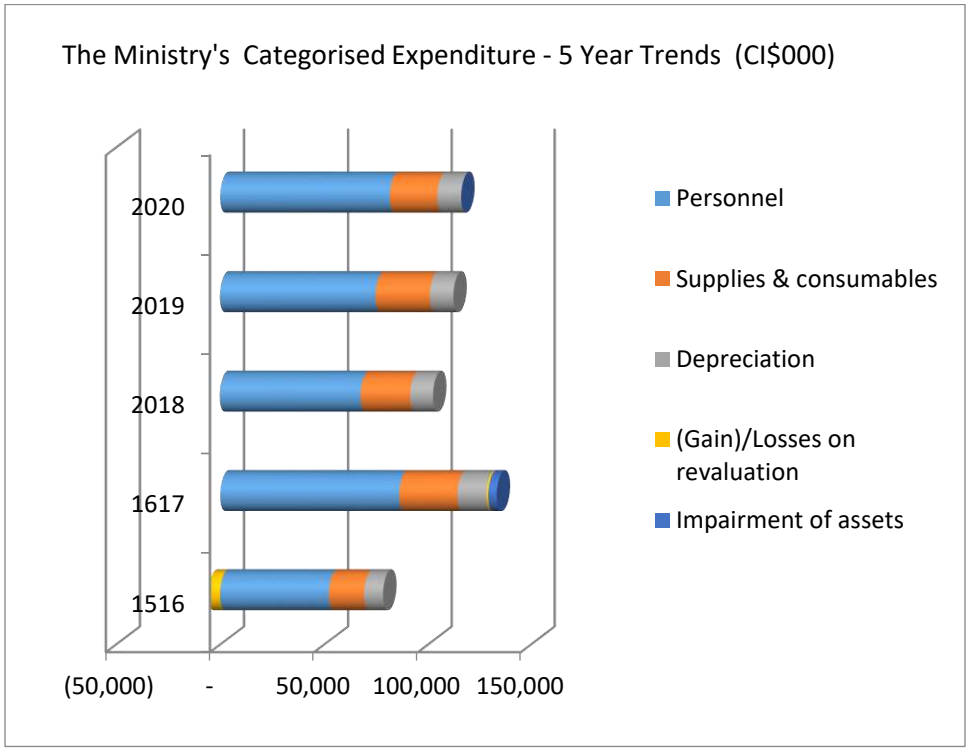


Figures depicting five year trends of MEYSAL's Financial Performance

The 1617 deficit was mainly a direct result of significant impairment and revaluation losses which the Ministry recognised, in relation to various construction projects and buildings. It should also be noted that the fiscal year 1617 was a transitional 18 month period. There was also a change in composition in the Ministry from July 2017, post-election.

The Ministry's expenditure is graphically displayed in the chart below (figure 3). This highlights the added expenditure effect of the loss on revaluation and the impairment of assets in years gone by. Personnel costs continues to be the main source of the Ministry's expenditure.

Figure 3


The Ministry's Categorised Expenditure - 5 Year Trends (CI$000)
2020
2019
2018
1617
1516
(50,000)
-
50,000
100,000
150,000
Personnel
Supplies & consumables
Depreciation
(Gain)/Losses on revaluation
Impairment of assets

Audited Financial Statements



GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

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MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
31 December 2020

These financial statements have been prepared by the Ministry of Education, Youth, Sports, Agriculture & Lands in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*.

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the *Public Management and Finance Act (2020 Revision)*.

As Chief Officer I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Ministry of Education, Youth, Sports, Agriculture & Lands.

As Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry of Education, Youth, Sports, Agriculture & Lands financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Ministry of Education, Youth, Sports, Agriculture & Lands for the year ended 31 December 2020.

To the best of our knowledge we represent that these financial statements:

(a) completely and reliably reflect the financial transactions of Ministry of Education, Youth, Sports, Agriculture & Lands for the year ended 31 December 2020;
(b) fairly reflect the financial position as at 31 December 2020 and financial performance for the year ended 31 December 2020; and
(c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Committee or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.

Cetonya Cacho
Chief Officer

Date- 21/Apr/21

Nicola Anderson-Wildman
Chief Financial Officer

Date-21/Apr/21

Office of the Auditor General
CAYMAN ISLANDS

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AUDITOR GENERAL'S REPORT

To the Members of the Parliament and the Financial Secretary and Chief Officer of the Ministry of Education, Youth Sports, Agriculture & Lands

Opinion

I have audited the financial statements of the Ministry of Education, Youth, Sports, Agriculture & Lands (the "Ministry"), which comprise the statement of financial position as at 31 December 2020 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 December 2020, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 34

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2020 and its financial performance and its cash flows for the year ended 31 December 2020 in accordance with International Financial Reporting Standards or International Public Sector Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Ministry in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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

Management is responsible for the preparation of the financial statements in accordance with International Financial Reporting Standards or International Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation and fair presentation 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 Ministry'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 Ministry or to cease operations, or has no realistic alternative but to do so.

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

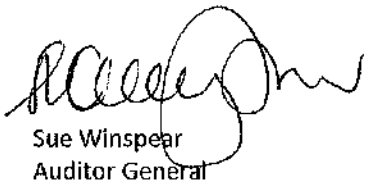
Auditor's Responsibilities for the Audit of the Financial Statements

My 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 my 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, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry'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 Ministry's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear
Auditor General

21 April 2021
Cayman Islands

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020
Expressed in Cayman Islands Dollars

Prior Year Actual $'000		Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Orig. vs Actual) $'000
	Current Assets					
84,566	Cash and cash equivalents	**2**	104,590	97,680	97,680	(6,910)
25,728	Trade Receivables	**3**	13,952	18,848	18,848	4,896
149	Other Receivables	**3**	52	12	12	(40)
361	Inventories	**4**	323	275	275	(48)
689	Prepayments	**5**	3,513	579	579	(2,934)
111,493	**Total Current Assets**		**122,430**	**117,394**	**117,394**	**(5,036)**
	Non-Current Assets					
84	Intangible Assets	**7b**	90	276	293	186
219,185	Property, plant and equipment	**7**	226,634	259,623	282,022	32,989
219,269	**Total Non-Current Assets**		**226,724**	**259,899**	**282,315**	**33,175**
330,762	**Total Assets**		**349,154**	**377,293**	**399,709**	**28,139**
	Current Liabilities					
139	Trade Payables	**8**	55	10	10	(46)
4,767	Accruals and other liabilities	**8**	4,786	2,133	2,133	(2,653)
676	Bank overdraft	**2**	-	-	-	-
387	Unearned revenue	**9**	410	325	325	(85)
1,073	Employee entitlements	**10**	1,065	1,041	1,041	(24)
7,042	**Total Current Liabilities**		**6,316**	**3,509**	**3,509**	**(2,807)**
7,042	**Total Liabilities**		**6,316**	**3,509**	**3,509**	**(2,807)**
323,720	**Net Assets**		**342,838**	**373,784**	**396,200**	**30,946**
	Equity					
341,891	Contributed Capital		360,444	393,219	415,634	32,775
18	Other Reserves		18	18	18	-
40,287	Revaluation reserve		40,287	37,282	37,282	(3,005)
(58,476)	Accumulated Deficit		(57,911)	(56,735)	(56,735)	1,176
323,720	**Total Net Worth**		**342,838**	**373,784**	**396,200**	**30,946**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2020

Expressed in Cayman Islands Dollars

Prior Year Actual $'000		Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Orig. vs Actual) $'000
111,282	Sales of goods & services	**11**	115,602	118,369	118,980	2,767
1,559	Investment revenue	**6**	463	684	684	221
-	Donations	**11b**	692	-	-	(692)
1	Other revenue		-	-	-	-
112,842	**Total Revenue**		**116,757**	**119,053**	**119,664**	**2,296**
	Expenses					
74,637	Personnel costs	**12**	81,468	83,505	83,740	2,037
26,205	Supplies and consumables	**13**	23,028	24,677	25,053	1,649
11,427	Depreciation & amortization	**7 ,7b**	11,547	10,869	10,869	(678)
(112)	Impairment of property, plant and equipment	**7**	-	-	-	-
45	Impairment of inventory	**4**	31	-	-	(31)
(36)	Gains on disposal/ of property, plant & equipment	**15**	-	-	-	-
(1)	Gains on foreign exchange transactions	**15**	(13)	2	2	15
112,165	**Total Expenses**		**116,061**	**119,053**	**119,664**	**2,992**
677	**Surplus for the year**		**696**	**-**	**-**	**(696)**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 DECEMBER 2020
Expressed in Cayman Islands Dollars

	Note	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Networth	Original Budget	Final Budget	Variance (Orig. vs. Actual)
		$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 1 January 2019	**1**	330,973	18	40,287	(59,134)	312,144	313,105	313,105	961
Changes in accounting policy		-	-	-	-	-	-	-	-
Prior year adjustments		-	-	-	(19)	(19)	-	-	19
Restated balance		**330,973**	**18**	**40,287**	**(59,153)**	**312,125**	**313,105**	**313,105**	**980**
Changes in net worth for 2019									
Equity Investment from Cabinet		10,918	-	-	-	10,918	17,720	17,720	6,802
Net revenue / expenses recognised directly in net worth		10,918	-	-	-	10,918	17,720	17,720	6,802
Surplus for the year 2019		-	-	-	677	677	-	-	(677)
Total recognised revenues and expenses for the year		10,918	-	-	677	11,595	17,720	17,720	6,125
Balance at 31 December 2019 carried forward		**341,891**	**18**	**40,287**	**(58,476)**	**323,720**	**330,825**	**330,825**	**7,105**

		Contributed Capital		Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs. Actual)
Balance at 31 December 2019 brought forward		341,891	18	40,287	(58,476)	323,720	330,825	330,825	7,105
Changes in net worth for 2020									
Changes in accounting policy	**1**	-	-	-	-	-	-	-	-
Prior year adjustments	**21**	-	-	-	(131)	(131)	-	-	131
Restated balance		341,891	18	40,287	(58,607)	323,589	330,825	330,825	7,236
Changes in net worth for 2020									
Equity Investment from Cabinet	**7**	18,581	-	-	-	18,581	42,959	65,374	24,378
Capital withdrawals		(29)	-	-	-	(29)	-	-	29
Net revenue / expenses recognised directly in net worth		18,553	-	-	-	18,553	42,959	65,374	24,407
Surplus for the year 2020		-	-	-	696	696	-	-	(696)
Total recognised revenues and expenses for the year		18,553	-	-	696	19,249	42,959	65,374	23,710
Balance at 31 December 2020		**360,444**	**18**	**40,287**	**(57,911)**	**342,838**	**373,784**	**396,200**	**30,946**

The accounting policies and notes on pages 10 to 3 form an integral part of these financial statements.

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020

Expressed in Cayman Islands Dollars

Prior Year Actual $'000		Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Orig. vs Actual) $'000
	CASH FLOWS FROM OPERATING ACTIVITIES					
	Receipts					
106,401	Outputs to Cabinet		120,796	109,696	109,696	(11,100)
4,071	Sale of goods and services - third party		3,817	5	5	(3,812)
1,633	Interest received		557	2,899	2,899	2,342
116	Donations/grants received		692	684	684	(8)
1,546	Other receipts		178	183	183	5
	Payments					
(74,573)	Personnel costs		(81,431)	(83,505)	(83,505)	(2,074)
(26,265)	Supplies and consumables		(25,532)	(24,676)	(24,676)	856
(75)	Other payments		(863)	-	-	863
12,854	**Net cash flows from operating activities**	**16**	**18,214**	**5,286**	**5,286**	**(12,928)**
	CASH FLOWS FROM INVESTING ACTIVITIES					
(9,018)	Purchase of property, plant and equipment		(18,853)	(42,959)	(65,660)	(24,106)
36	Proceeds from the sale of property, plant and equipment		-	-	-	-
32,765	Proceeds from Investments	**6**	-	-	-	-
23,783	**Net cash flow from /(used by) investing activities**		**(18,853)**	**(42,959)**	**(65,660)**	**(24,106)**
	CASH FLOWS FROM FINANCING ACTIVITIES					
6,258	Equity Investment		21,338	42,959	65,660	21,621
6,258	**Net cash flows from financing activities**		**21,338**	**42,959**	**65,660**	**21,621**
42,895	Net increase/(decrease) in cash and cash equivalents		20,699	5,286	5,286	(15,413)
40,996	Cash and cash equivalents at beginning of period		83,891	92,395	92,395	8,504
83,891	**Cash and cash equivalents at the end of the year**	**2**	**104,590**	**97,681**	**97,681**	**(6,909)**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Description and principal activities
The Ministry of Education, Youth, Sports, Agriculture & Lands, (hereafter referred to as the "Ministry") is a Government owned entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) and it is domiciled in the Cayman Islands.

Its principal activities and operations include all activities carried out in terms of the outputs purchased by the Minister of Education, Youth, Sports, Agriculture & Lands as defined in the Plan and Estimates for the Government of Cayman Islands for the financial years ending 31 December 2019 and 31 December 2020.

In addition, the Ministry has reported the activities that it administers on behalf of Cabinet.

Note 1: Significant Accounting Policies
These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2020 and not early adopted.
Certain new accounting standards have been published that are not mandatory for the 31 December 2020 reporting period and have not been early adopted by the Ministry. The Ministry's assessments of the impact of these new standards are set out below.

IPSAS 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 2023. IPSAS 41 establishes new requirements for classifying, recognising and measuring financial instruments to replace those in IPSAS 29, Financial Instruments: Recognition and Measurement. It is anticipated that IPSAS 41 will not have a significant impact on the Ministry's financial statements. This will be assessed more fully closer to the effective date of adoption.

IPSAS 42, Social Benefits was issued in December 2018 and shall be applied for financial statements covering periods beginning on or after January 2023. IPSAS 42 defines social benefits and determines when expenses and liabilities for social benefits are recognised and how they are measured. It is anticipated that IPSAS 42 will not have an impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

(a) Statement of Compliance and Basis of Preparation
The financial statements of the Ministry have been prepared on an accrual basis in accordance with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Cayman Islands dollars, which is the functional and reporting currency of the Ministry. Except where noted, all values in these financial statements are rounded to the nearest thousand ($000). Any discrepancies between totals and sums of components are due to rounding. The accounting policies have been consistently applied to all the years presented. The financial statements have been prepared on the basis of historical cost, unless stated otherwise. The cash flows statement is prepared using the indirect method.

Note 1: Significant Accounting Policies (continued)

Reporting Period
The financial statements are prepared for the 12 months from 1 January 2020 to 31 December 2020 with comparative figures for the 12-month period from 1 January 2019 to 31 December 2019.

Changes in Accounting Policies
When presentation or classification of items in the financial statements is amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so. There were no changes in accounting policies during the financial year ended 31 December 2020.

(b) Budget Amounts
The original budget amounts for the financial year are as presented in the Budget Statement for the financial years ended 31 December 2019 and 31 December 2020 and approved by Parliament.

The final budget is adjusted for the additional budget amounts approved in the Supplementary Appropriation September 2020. The final budget also includes appropriations approved under Section 11(5) of the Public Management and Finance Act, these have not yet been ratified by Parliament at the date of the audit opinion.

The changes were to support the strategic goals of the Ministry and represented operational ($612 thousand) and Capital adjustment ($22.4 million).

Operational adjustments included Supplies and consumables expenses for additional support for Special Education Needs, Information Technology support services in relation to laptop purchases for students, Agriculture Supplies purchase and depreciation expenses relating to the new John Gray Gym

Capital adjustments related to construction of new John Gray High School, laptop purchases for students and adjustment for operational expenses in line with 1 :1 lap top project.

(c) Judgments and Estimates
The preparation of financial statements is in conformity with IPSAS that requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. 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 reporting period and in any future periods that are affected by those revisions.

(d) Changes in Accounting Estimates
There were no material changes in accounting estimates as defined by IPSAS 3.

(e) Revenue
Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue).

Note 1: Significant Accounting Policies (continued)

The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at fair value of services provided.

f) Expenses

Expenses are recognised in the accounting period in which they are incurred.

(g) Operating leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property. Lease payments under operating lease, net of lease incentives received, are recognised as expenses on a straight-line basis over the lease term. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash in-transit and bank accounts with a maturity of no more than three months from the date of acquisition.

(i) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment in these financial statements.

(j) Inventories

Inventories held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost, using the weighted average method, and net realisable value. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory held for distribution reflects management's estimates for obsolescence or other impairments.

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The write-down from cost to current replacement cost or net realisable value is recognised in the statement of financial performance in the period when the write-down occurs.

(k) Property, Plant and Equipment

Property, Plant and equipment are stated at historical cost upon initial recognition less accumulated depreciation and impairment losses. Where an asset is acquired for nil or nominal consideration, the asset is recognised initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

Note 1: Significant Accounting Policies (continued)

Buildings are subsequently stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment loss. Revaluation are performed with sufficient regularity such that the carry amounts do not differ materially for those that would be determined using fair values at the end of each reporting year.

Revaluation increases arising on the revaluation of such assets are recognised in the Statement of Changes in Net Worth (equity), except to the extent that it reverses a revaluation decrease for the same class of asset previously in surplus or deficit in the Statement of Financial Performance, in which case the increase is credited to the surplus or deficit to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such assets is recognised in surplus and deficit to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to previous revaluation of that class of asset.

In accordance with IPSAS 17, when an item of Property, Plant & Equipment is revalued any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset.

Assets under construction or development are carried at cost, less any recognised impairment loss. Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets (on the same basis as the asset category) commences when the assets are ready for their intended use.

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

Asset Type	***Estimated Useful life***
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Leasehold Improvement	unexpired period or useful life
• Computer equipment	3 – 10 years
• Developed software	4 – 10 years
• Office equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Cleaning, refuse and recycling equipment	3 – 15 years
• Construction and other equipment	3 – 25 years
• Telecommunications	5 – 50 years
• Books, music, manuscripts and works of art	2 – 10 years
• Clothing	0 – 4 years
• Other equipment	5 – 20 years
• Library assets	5 – 10 years
• Scientific and laboratory equipment	4 – 25 years

Note 1: Significant Accounting Policies (continued)

(k) (i) Disposals
Gains and losses on disposals of property, plant and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the financial year are included in the Statement of Financial Performance.

(k) (ii) Intangible Assets
Intangible assets acquired separately are initially recognised at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of the intangible assets is assessed as either finite or indefinite.

An intangible asset with a finite life is amortized over its useful life:

Software 4 – 10 years

Intangible assets with a finite useful life are assessed for impairment whenever there is an indication that the asset may be impaired. Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the surplus or deficit when the asset is derecognised.

An intangible asset with an indefinite useful life is not amortised. Its useful life is reviewed each reporting period to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset.

(l) Employee Benefits
Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they are earned by employees. Employee entitlements to be settled within one year following the year-end are reported as current liabilities at the amount expected to be paid.

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% are made to the fund by the Ministry.

Prior to 1 January 2000, the Board operated a defined benefit scheme. With effect from 1 January 2000 the Board continued to operate a defined benefit scheme for existing employees and a defined contribution scheme for all new employees. Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

Note 1: Significant Accounting Policies (continued)

(m) Financial Instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, trade and accounts receivables and trade and accounts payable, all of which are recognised in the Statement of Financial Position.

When there is objective evidence that a financial asset or group of financial assets is impaired the losses are recognised as an expense in the Statement of Financial Performance.

Classification

A financial asset is classified as any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable. Financial assets comprise of cash and cash equivalents, trade receivables and other receivables.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable. Financial instruments comprise of accounts payable and accrued expenses.

Recognition

The Ministry recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets and liabilities are recognised in the statements of financial performance.

Measurement

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short-term or immediate nature of these instruments.

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

Derecognition

A financial asset is derecognised when the Ministry realises the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expires.

(n) Contingent Liabilities and Assets (including guarantees)

Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources. Contingent assets are disclosed if it is probable that the benefits will be realised.

Note 1: Significant Accounting Policies (continued)

(o) Foreign Currency

Foreign currency transactions are recorded in Cayman Islands dollars using the exchange rate in effect at the date of the transaction. Foreign currency gains or losses resulting from settlement of such transactions are recognised in the Statement of Financial Performance.

At the end of the reporting period the following exchange rates are to be used to translate foreign currency balances:-

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate;
- Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported in Cayman Islands dollars using the exchange rate at the date of the transaction; and
- Non-monetary items that are carried at fair value denominated in a foreign currency are reported using the exchange rates that existed when the fair values were determined.

(p) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to computer repairs and software maintenance by the Computer Services Department, human resources management by the Portfolio of the Civil Service and office space from the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure. The Ministry has designated these non-exchange transactions as services in-kind as defined under IPSAS 23 – Revenue from non-exchange transactions. When fair values of such services can be reliably estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in-kind. Where services in-kind offered are directly related to construction or acquisition of a fixed asset, such service in-kind is recognised in the cost of the fixed asset.

(q) Comparative Figures

Comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so. As highlighted in note 1(a), the current year figures prepared for the 12 months to 31 December 2020 and the comparative figures for the 12 month period from 1 January 2019 to 31 December 2019.

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand; bank accounts in the name of the Ministry maintained at Royal Bank of Canada; and short term deposits invested with the Cayman Islands Government Treasury. As at 31 December 2019 and 31 December 2020, the Ministry's unrestricted cash balances were as presented below. No restricted cash balances were held by the Ministry as at 31 December 2019 and 2020.

The Foreign Currency Exchange rate used to convert USD as at the year-end was $0.83.

Prior Year Actual	Description	Foreign Currency	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000			**$'000**	**$'000**	**$'000**	**$'000**
2	Cash on hand		2	3	3	1
2	Cash in Transit - USD	1	1	(1)	(1)	(2)
16	Cash in Transit - KYD		47	54	54	7
-	CI$ Operational Account		12,075	33,909	33,909	21,834
1,063	US$ Operational Account	1,220	1,013	2,705	2,705	1,692
256	Payroll Account		1,985	4,011	4,011	2,026
83,227	Treasury Internal Deposits (3 months or less)		89,467	56,999	56,999	(32,468)
84,566	**Total Cash and cash equivalents**		**104,590**	**97,680**	**97,680**	**(6,910)**
(676)	Overdrafts		-	-	-	-
83,890	**Cash and cash equivalents**		**104,590**	**97,680**	**97,680**	**(6,910)**

Note 3: Trade receivables and other receivables

At year end all overdue receivables have been assessed and appropriate provisions made. The provision for doubtful debts has been calculated based on expected losses for the Ministry and review of specific debtors. Expected losses have been determined based on an analysis of the Ministry losses in previous periods.

Prior year Actual	Trade Receivable	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		**$'000**	**$'000**	**$'000**	**$'000**
3,469	Sale of goods and services	4,224	3,681	3,681	(543)
25,080	Outputs to Cabinet	13,258	17,978	17,978	4,720
28,549	**Total Trade receivables**	**17,482**	**21,659**	**21,659**	**4,177**
(2,821)	Less: provision for doubtful debts	(3,530)	(2,811)	(2,811)	719
25,728	**Net Trade receivables**	**13,952**	**18,848**	**18,848**	**4,896**

Note 3: Trade receivables and other receivables (continued)

Prior year Actual	Other Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
14	Advances (Salaries, Official Travel)	8	8	8	-
6	Dishonoured cheques	2	1	1	(1)
110	Interest receivable	17	-	-	(17)
25	Other	31	9	9	(22)
155	**Total Other Receivables**	**58**	**18**	**18**	**(40)**
(6)	Less: provision for doubtful debts	(6)	(6)	(6)	-
149	**Net Total Other Receivables**	**52**	**12**	**12**	**(40)**

Maturity Profile of Trade Receivables and Other Receivables

Prior year Actual	Maturity Profile	Trade Receivable	Other Receivable	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000	$'000	$'000
24,879	Current -1-30 days	13,379	52	13,431	18,000	18,000	4,569
483	Past due 31-60 days	71	-	71	-	-	(71)
112	Past due 61-90 days	184	-	184	471	471	287
403	Past due 90 days and above	318	-	318	377	377	59
25,877	**Total Trade Receivables**	**13,952**	**52**	**14,004**	**18,848**	**18,848**	**4,844**

Change in Provision of Doubtful Debts

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
(2,511)	Balance at 1 January	(2,821)	(2,811)	(2,811)	10
(310)	Additional provisions made during the period	(610)	-	-	610
-	Other movements	(99)	-	-	99
(2,821)	**Provision for Doubtful Debts**	**(3,530)**	**(2,811)**	**(2,811)**	**719**

Note 4: Inventories

The carrying amount of inventories held for distribution as at 31 December 2020 was $323 thousand. This relates to the Department of Agriculture. The prior year amount was $361 thousand. Inventory written off in 2020 was $31 thousand (2019: $45 thousand).

No inventories are pledged as security for liabilities.

Note 5: Prepayments

Prepayments consists mainly of major & minor construction contractual advances, ICT purchases for schools and educational school supplies.

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
689	Accrued Prepayments	3,513	579	579	(2,934)
689	**Total Prepayments**	**3,513**	**579**	**579**	**(2,934)**

Note 6: Investments

Investments are term deposits with a maturity of more than three months from the date of acquisition. The deposits are held with the Cayman Island Government Treasury and are readily convertible without any risk of change in value. There were no investments held at 31 December 2020.
Interest income received from Cayman Island Government Treasury term deposits for the year was $463 thousand, (2019; $1,559 thousand).

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Note 7: Property, plant and equipment

Cost

	Other Plant & equipment	Buildings	Furniture & Fittings	Computer Hardware	Office Equipment	Leasehold Improvements	Other Assets	Infrastructure	Water reticulation	Motor Vehicles	Boats	Assets Under Construction or development	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance as at 1 January 2019	2,606	207,716	4,904	8,235	1,989	148	3,766	864	54	3,658	64	35,153	269,157	262,501	262,501	(6,656)
Additions	229	1,729	6	405	201	-	5	-	-	828	-	7,891	11,294	18,307	18,307	7,013
Adjustments	-	(11)	-	(91)	-	-	-	-	-	-	-	18	(84)	-	-	84
Disposal/ Derecognition	-	-	-	-	-	-	-	-	-	(419)	-	-	(419)	(73)	(73)	346
Transfers (other)	17	1,416	17	61	39	-	-	-	-	-	-	(1,550)	-	-	-	-
Balance as at 31 December 2019	**2,852**	**210,850**	**4,927**	**8,610**	**2,229**	**148**	**3,771**	**864**	**54**	**4,067**	**64**	**41,512**	**279,948**	**280,735**	**280,735**	**787**

	Plant and equipment	Buildings	Furniture & Fittings	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Water reticulation	Motor Vehicles	Boats	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance as at 1 January 2020	2,852	210,850	4,927	8,610	2,229	148	3,771	864	54	4,067	64	41,512	279,948	280,735	280,735	787
Additions	92	491	31	808	55	-	-	-	-	150	-	17,345	18,972	42,863	65,262	23,891
Adjustments	-	-	(3)	(10)	-	-	-	-	-	-	-	13	-	-	-	-
Disposal/ Derecognition	(31)	-	(12)	(143)	(8)	-	-	-	-	-	-	-	(194)	-	-	194
Transfers (other)	5	454	4	33		-	-	-	-	-	-	(496)	-	-	-	-
Transfers out (intra-ministry)	-	(43)	-	-	-	-	-	-	-	-	-	-	(43)	-	-	43
Balance as at 31 December 2020	**2,918**	**211,752**	**4,947**	**9,298**	**2,276**	**148**	**3,771**	**864**	**54**	**4,217**	**64**	**58,374**	**298,683**	**323,598**	**345,997**	**24,915**

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Note 7: Property, plant and equipment (continued)

Accumulated Depreciation and impairment

	Plant and equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Leasehold Improvements $'000	Other assets $'000	Infrastructure $'000	Water reticulation $'000	Motor Vehicles $'000	Boats $'000	Assets under construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Orig vs Actual) $'000
Balance as at 1 January 2019	1,745	22,042	4,016	6,325	1,733	143	3,599	564	12	2,758	14	6,974	49,925	42,402	42,402	(7,523)
Adjustment	-	-	-	(6)	-	-	-	-	-	-	-	-	(6)	-	-	6
Disposal/ Derecognition	-	-	-	-	-	-	-	-	-	(419)	-	-	(419)	(8)	(8)	411
Depreciation Expense	241	9,369	345	922	126	-	41	52	3	272	4	-	11,375	10,832	10,832	(543)
Impairment	-	-	-	-	-	-	-	-	-	-	-	(112)	(112)	-	-	112
Balance as at 31 December 2019	**1,986**	**31,411**	**4,361**	**7,241**	**1,859**	**143**	**3,640**	**616**	**15**	**2,611**	**18**	**6,862**	**60,763**	**53,226**	**53,226**	**(7,537)**

	Plant and equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Leasehold Improvements $'000	Other assets $'000	Infrastructure $'000	Water reticulation $'000	Motor Vehicles $'000	Boats $'000	Assets under construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Orig vs Actual) $'000
Balance as at 1 January 2020	1,986	31,411	4,361	7,241	1,859	143	3,640	616	15	2,611	18	6,862	60,763	53,226	53,226	(7,537)
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposal/ Derecognition	(31)	-	(12)	(143)	(8)	-	-	-	-	-	-	-	(194)	-	-	194
Transfers out (intra-ministry)	-	(14)	-	-	-	-	-	-	-	-	-	-	(14)	-	-	14
Depreciation Expense	200	9,549	244	960	124	-	41	52	3	317	4	-	11,494	10,749	10,749	(745)
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2020	**2,155**	**40,946**	**4,593**	**8,058**	**1,975**	**143**	**3,681**	**668**	**18**	**2,928**	**22**	**6,862**	**72,049**	**63,975**	**63,975**	**(8,074)**
Net Book value																
Net Book value 31 December 2019	**866**	**179,439**	**566**	**1,369**	**370**	**5**	**131**	**248**	**39**	**1,456**	**46**	**34,650**	**219,185**	**227,509**	**227,509**	**8,324**
Net Book value 31 December 2020	**763**	**170,806**	**354**	**1,240**	**301**	**5**	**90**	**196**	**36**	**1,289**	**42**	**51,512**	**226,634**	**259,623**	**282,022**	**32,989**

Note 7: Property, Plant and Equipment (continued)

Properties (buildings and structures) were revalued as at 30 June 2016 by in house professionals with the exception of specialized buildings which were contracted to independent evaluators and are stated at revalued amounts less accumulated depreciation.

The valuation of the Ministry's buildings have been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyor (RICS) Red Book, 2016 Valuation standards references with the International Valuation Standards, and the guidance notes provided by the RICS. All the Ministry's buildings were valued at Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: " The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

The Library buildings are considered specialized assets defined as those for which no market exists for the current use and were valued using the Depreciated Replacement Cost method (DRC valuation). The definition of "Depreciated Replacement Cost", as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization." Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it perform a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the building cost.

Annual impairments review resulted in $Nil adjustment for impairment in the Statement of Financial Performance. In the prior year a reversal of prior year impairment of $112 thousand was reflected in the Statement of Financial Performance on Assets under construction relating to the construction of the New John Gray High School.

Transfers (other) in the property, plant and equipment movement schedule represents the reclassification of assets under constructions to other classes of assets when ready for use.

Additions to property, plant and equipment , during the year materially comprised the cost relating to the New John Gray High School asset under construction as well as the acquisition of school related ICT servers and wireless equipment. These additions were funded from Equity Investment from Cabinet ($18.58 million).

The cost of Property, plant and equipment fully depreciated but are still in use are:

Prior year Actual $'000		Actual Current Year $'000
5,558	Computer hardware	6,063
1,631	Office Equipment	1,701
232	Infrastructure	232
1,872	Vehicles	2,245
144	Leasehold Improvements	144
3,525	Other Assets	3,554
2,443	Furniture and Fittings	2,432
1,032	Other Plant and Equipment	1,588
16,437	**Total**	**17,959**

Note 7: Property, Plant and Equipment (continued)

Assets under construction and/ or development projects
Included in assets under construction and/or development is the cost less impairment to date of the phased construction of the New John Gray High School of $49.06 million (2019: $30.86 million).

Note 7 b: Intangible Assets

	Computer Software	Original Budget	Final Budget	Var (Orig vs Actual)
Cost or Valuation in CI$000	**$'000**	**$'000**	**$'000**	**$'000**
Balance as at 1 January 2019	674	675	675	1
Additions	6	254	254	248
Balance as at 31 December 2019	**680**	**929**	**929**	**249**

	Computer Software	Original Budget	Final Budget	Var (Orig vs Actual)
Balance as at 1 January 2020	680	929	929	249
Additions	59	96	113	37
Balance as at 31 December 2020	**739**	**1,025**	**1,042**	**286**

Accumulated Amortization and impairment losses

	Computer Software	Original Budget	Final Budget	Var (Orig vs Actual)
Balance as at 1 January 2019	544	544	544	-
Amortization Expense	52	85	85	33
Balance as at 31 December 2019	**596**	**629**	**629**	**33**

	Computer Software	Original Budget	Final Budget	Var (Orig vs Actual)
	$'000	**$'000**	**$'000**	**$'000**
Balance as at 1 January 2020	596	629	629	33
Amortization Expense	53	120	120	67
Balance as at 31 December 2020	**649**	**749**	**749**	**100**
Net Book value 31 December 2019	**84**	**300**	**300**	**216**
Net Book value 31 December 2020	**90**	**276**	**293**	**186**

Note 8: Trade payables, other payables and accruals

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
139	Creditor	55	10	10	(45)
139	**Trade Payables**	55	10	10	(45)
4,334	Accruals	4,335	1,800	1,800	(2,535)
1	Payroll Deductions	11	-	-	(11)
1	Creditors other government agencies	1	1	1	-
431	Other Payables	439	332	332	(107)
4,767	**Other Payables and Accruals**	**4,786**	**2,133**	**2,133**	**(2,653)**
4,906	**Total Trade Payables, Other Payables and Accruals**	**4,841**	**2,143**	**2,143**	**(2,698)**

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. Donations are included in the amounts shown as other payables. These donations are to cover frontline expenditures.

Note 9: Unearned Revenue

Unearned Revenue comprise of web subscription fees held by department of Lands and Survey.

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
6	Revenue deposits	-	(2)	(2)	(2)
381	Deposit for Web subscription Fees	410	327	327	(83)
387		**410**	**325**	**325**	**(85)**

Note 10: Employee Entitlements

The annual leave entitlements are calculated based on current salary paid to those employees who are eligible for this benefit.

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
	Employee entitlements are represented by:				
485	Annual leave	412	467	467	55
41	Salaries and wages	59	24	24	(35)
547	Pension	594	550	550	(44)
1,073	**Total employee entitlements**	**1,065**	**1,041**	**1,041**	**(24)**

Note 11: Sale of Good and Services

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
106,746	Outputs to Cabinet [1]	111,036	115,282	115,894	4,246
2,188	Fees and charges[2]	1,972	1,364	1,364	(608)
301	Rentals	129	209	209	80
1,918	General sales	2,287	1,331	1,331	(956)
-	Outputs to Other Government Agencies	-	-	-	-
129	Other	178	183	183	5
111,282	**Total Sale of Goods & Services**	**115,602**	**118,369**	**118,980**	**2,767**

[1] Outputs to Cabinet comprise of goods delivered to and services performed on behalf of the Cayman Islands Government. These are detailed in the Annual Budget Statements for the financial year ended 31 December 2020 and are covered by the Appropriation Act.

[2] Fees & charges and Other Goods & Services included administrative fees and user charge levied on the public for the delivery of government services. Certain respective rates and fees structures are gazetted and governed by the relevant revenue laws and regulations.

No revenue concessions were granted during the financial year ended 31 December 2020.

Note 11: Sale of Goods and Services (Continued)

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		$'000	$'000	$'000	$'000
	Fees and charges				
214	Agricultural Department Fees	170	131	131	(39)
278	Examination Fees	232	63	63	(169)
75	Express Land Registry	37	70	70	33
-	External Training	-	-	-	-
258	Land Survey Fees	228	150	150	(78)
252	Mapping Services	150	185	185	35
-	Pension Plan Registration Fees	-	-	-	-
26	Public Library Fees	9	25	25	16
466	School Fees	519	132	132	(387)
6	Transcript Fees	4	3	3	(1)
613	Web Receipts	621	600	600	(21)
1	Estate Management Fees	2	5	5	3
2,189	**Total Fees and charges**	**1,972**	**1,364**	**1,364**	**(608)**
	Rentals				
143	Rental - School Canteens	41	81	81	40
99	Rentals - Other Properties	73	68	68	(5)
60	Rentals - Craft Market	15	60	60	45
302	**Total Rentals**	**129**	**209**	**209**	**80**
	General Sales				
1,918	Sale of Agriculture Supplies/Produce	2,287	1,331	1,331	(956)
1,918	**Total General Sales**	**2,287**	**1,331**	**1,331**	**(956)**
	Other Goods & Services Revenue				
54	GIS Applications	133	130	130	(3)
17	GPS Licenses Refund	17	17	17	-
58	Miscellaneous Receipts	29	36	36	7
129	**Total Other Goods & Services Revenue**	**179**	**183**	**183**	**4**
	Sales of Outputs to Cabinet				
106,746	Outputs to Cabinet	111,035	115,282	115,894	4,247
106,746	**Total Outputs to Cabinet**	**111,035**	**115,282**	**115,894**	**4,247**
111,284	**Total Goods and Services**	**115,602**	**118,369**	**118,981**	**2,767**

Note 11b: Donation

Donations received are recognised at fair value. The donations received in the year relate to acquisition of laptops for schools and mobility mats for public beach access. There are no unfilled conditions attached to these donations.

Note 12: Personnel costs

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		**$'000**	**$'000**	**$'000**	**$'000**
58,715	Salaries, wages and allowances	64,060	64,464	64,686	404
12,514	Health care	13,867	15,153	15,153	1,286
3,175	Pension	3,470	3,575	3,588	105
42	Movement in Annual Leave	(55)	6	6	61
191	Other Personnel related costs	126	307	307	181
74,637	**Total Personnel Cost**	**81,468**	**83,505**	**83,740**	**2,037**

Note 13: Supplies and consumables

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
$'000		**$'000**	**$'000**	**$'000**	**$'000**
4,204	Supplies and Materials	4,740	3,672	4,917	(1,068)
15,428	Purchase of services	12,405	14,664	13,311	2,259
109	Lease and Rent of Property and Sites	144	89	124	(55)
4,771	Utilities	3,904	4,521	4,521	617
-	General Insurance	-	24	13	24
217	Travel and Subsistence	67	236	236	169
207	Interdepartmental expenses	188	260	260	72
141	Recruitment & Training	71	335	384	264
1,128	Other	1,509	876	1,286	(633)
26,205	**Total Supplies & Consumables**	**23,028**	**24,677**	**25,052**	**1,649**

Included in other expenses is the provision for bad debts expense for the year of $610 thousand, (2019: $310 thousand).

Note 14: Litigation costs

The Attorney General's Office provides legal services to the Ministry.

Note 15: Gains / (Losses)

During the period the Ministry disposed of assets that was for the purposes of producing outputs. Internal approval was obtained to dispose of these assets inclusive of motor vehicles, computers and equipment.

Prior year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
$'000		$'000	$'000	$'000	$'000
(36)	Gain on disposal of property, plant & equipment	-	-	-	-
(1)	Net (gain) / loss on foreign exchange Transactions	(13)	2	2	15
(37)	Total gain/ (losses)	**(13)**	**2**	**2**	**15**

Note 16: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

Prior Year $'000		Actual Current Year $'000	Original Budget $'000	Final Budget $'000	Variance (Budget vs Actual) $'000
677	**Surplus from ordinary activities**	696	-	-	(696)
	Non-cash movements				
11,427	Depreciation & amortization	11,547	10,869	10,869	(678)
(112)	Impairment of Asset				-
(36)	Gains)/Loss on revaluations/disposal of property, plant & equipment	-	-	-	-
311	Movement in provision for bad debt	(610)	-	-	610
	Changes in current assets and liabilities:				
(396)	Increase in receivables	550	(159)	(159)	(709)
(344)	Decrease in receivables - Cabinet	-	-	-	-
1,382	Decrease in receivables - Other Government agencies	9,649	(5,424)	(5,424)	(15,073)
(188)	Increase in other current assets	(2,731)	-	-	2,731
(73)	Increase in Inventory	38	-	-	(38)
(50)	Decrease in payables - Other Government agencies	(4)	-	-	4
219	Decrease in payables	(913)	-	-	913
37	Decrease in provisions relating to employee costs	(8)	-	-	8
12,854	**Net cash flows from operating activities**	**18,214**	**5,286**	**5,286**	**(12,928)**

Note 17: Contingent liabilities and assets

In relation to legal matters, estimates are developed by the Office of the Attorney General who is charged under the Constitution with the handling of the defence in these matters, using the current facts and known circumstances. The factors considered in developing the legal provisions include the merits and jurisdiction of the litigation, the nature and number of other similar current and past litigation cases, the nature of the subject matter of the litigation, the likelihood of settlement and current state of settlement discussions, if any.

The Ministry is routinely engaged in litigation arising in the ordinary course of its business. It does not believe that any such litigation will individually or in aggregate, have a material adverse financial effect on the Ministry. It is Government's policy to rigorously assert its position in such cases. Should the Government be unsuccessful in these matters, it does not expect the outcome to materially affect the results of operations or financial position. The Ministry does not have any probable contingent liabilities at the time of reporting.

Note 18: Commitments

Prior year Actual	Type	One year or less $'000	One to five Years $'000	Over five Years $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Orig vs. Actual) $'000
	Capital Commitments							
6,432	Property, plant and equipment	44,833	18,042	-	62,875	70,000	70,000	7,125
6,432	**Total Capital Commitments**	**44,833**	**18,042**	**-**	**62,875**	**70,000**	**70,000**	**7,125**
	Operating Commitments							
-	Other operating commitments	-	-	-	-	9,000	9,000	9,000
62	Other non-cancellable leases	53	-	-	53	-	-	(53)
62	**Total Operating Commitments**	**53**	**-**	**-**	**53**	**9,000**	**9,000**	**8,947**
6,494	**Total Commitments**	**44,886**	**18,042**	**-**	**62,928**	**79,000**	**79,000**	**16,072**

Capital Commitments
In the 2020 fiscal year, the main capital commitment related to the New John Gray High School Construction. The Ministry has continued works on this project and other minor capital works contracts / assets purchase commitment.

Operating Commitments
The Ministry currently has short term leases for the premises it occupies in West Bay. Most leases are up for renewal within 1-5 years. The amounts disclosed above are future commitments are based on the current rental rates and the remaining lease period.

Note 19: Explanation of major variances against budget

Explanations for major variances for the Ministry performance against the original budget are as follows:

Statement of financial performance

Outputs to Cabinet

Revenue from Cabinet was $4.2 million under the budget. This was mainly due to the impact of the covid-19 lockdown, which resulted in departments and schools not being physically operational for part of the year. As such, with lower consumables cost (in particular), this directly impacted the amount of revenue billed to Cabinet.

Investment revenue

Revenue from investments was $221 thousand under budget target as a result of the global COVID-19 pandemic causing less favourable internal interest rates and operational matters warranting use of cash rather than placing funds into fixed deposits. No investments (i.e. fixed deposits held with Treasury for a period exceeding 90 days) were held as at 31 December 2020.

Personnel Costs

Personnel costs were $2.0 million under the original budget. This amount is the net effect of savings from vacant post and budgetary adjustments for increased health care costs, increased salary for teachers, and the issuance of a 5% COLA for all civil servants across the Cayman Islands Government.

Supplies and consumables

Supplies and consumables were $1.6 million under budget. Net effect is due to overall reduction in operational expenses as a result of the COVI-19 pandemic.

Depreciation

Depreciation and amortization expenses were $678 thousand above budget due to the effects of the revaluation and componentization of assets which resulted in a higher depreciation expense than forecasted.

Statement of financial position

Cash and cash equivalents

The ministry year-end balance was over the budget due to overall reduction in operational expenditure as a result of the COVID-19 pandemic.

Trade and other receivables

The actual year-end debtors and other receivables balances were net $4.9 million under the original budget mainly due to the timing of payments due to the Ministry for outputs sold and equity investments.

Property, plant and equipment

Fixed assets were $33 million under the original budget mainly due to delay in the implementation of major projects (JGHS) during 2020.

MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Note 19a: Biennual Budget

The amendment to the Public Manangement and Finance Act in 2019, allows for any unused portions of the biennual budget for the first year to be carried forward to the following year for the same particular item or budget line

2020 Budget Carryforward

	Education & Training	Youth, Cadets & Sports	Lands & Agriculture	Consolidated
	$'000	$'000	$'000	$'000
Availble for Carryforward	2,217	1,227	1,413	4,857

As at 31 December 2020 the Ministry had approximately $4.9 million in total operating budget remaining. This is was available for carryforward into the 2021 budget year. Remaining funds are expected to be allocated to the personnel and supplies and consumables reporting groups.

Note 20: Related party and key management personnel disclosures

Related party disclosure
The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 31 December 2020 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Surplus
The Ministry reported a surplus of $696 thousand. The normal practice is to net off surpluses against accumulated deficits for the purpose of calculating the Surplus Repayable to the Cayman Islands Government. Accordingly, no Surplus Repayable has been recorded in these financial statements given that the Ministry had accumulated deficits of $57.9 million at 31 December 2020.

Key management personnel
Key management personnel salaries and other short term employment benefits paid by this Ministry are summarised below.

During the financial year, the Ministry had no transactions which are considered a related party to key management personnel other than the salaries and other short term employment benefits below.

Prior year Actual $'000	Description	Current Year $'000	Number of Persons
795	Salaries & other short term employee benefits	770	6
795	**Remuneration**	**770**	

Note 21: Prior year Adjustments
Prior year adjustments of $131 thousand (2019: $19 thousand) mainly related to prior year adjustments for uncollectible receivable for Department of Agriculture.

Note 22: Financial instrument risks

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

In the normal course of its business the Ministry is subject to credit risk from cash held with its bankers, Royal Bank of Canada (Cayman Islands) and debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

Currency and interest rate risk

The Ministry has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry maintains a target level of available cash to meet liquidity requirements.

All of the Ministry's financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

Note 23: Segment reporting

The Ministry uses segment reporting to identify allocated resources to the operating segments and assesses their performance. The reportable segments are identified, and the disclosures selected, in line with the internal financial reporting system and based on the Cayman Islands Government's accounting policies.

The Ministry segment report is prepared on the basis of three major areas: Education & Training, Youth, Sports and Cadets and Land & Agriculture. Operations of the Education and Training, services include provision of these services to primary and secondary students and also training of adults with disabilities and provision of library services. Operations in Youth, Sports and Cadets relate to the provision of these areas across the islands. Operations in Lands and Agriculture include the operations and policy execution in these areas.

Note 22: Financial instrument risks (continued)

Credit risk
In the normal course of its business the Ministry is subject to credit risk from cash held with its bankers, Royal Bank of Canada (Cayman Islands) and debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

Currency and interest rate risk
The Ministry has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk
In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry maintains a target level of available cash to meet liquidity requirements.

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Note 23: Segment reporting

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Note 23: Segment reporting (continued)

	Education & Training		Youth , Cadets & Sports		Lands & Agriculture		Consolidated	
In 000s (Thousands)	**2020**	**2019**	**2020**	**2019**	**2020**	**2019**	**2020**	**2019**
Revenue								
Outputs from Cabinet	96,829	93,338	4,158	4,578	10,049	8,830	111,036	106,746
Other revenue	1,982	2,520	29	57	3,710	3,519	5,721	6,096
Total Revenue	**98,811**	**95,858**	**4,187**	**4,635**	**13,759**	**12,349**	**116,757**	**112,842**
Expenses								
Salaries and Wages	71,203	65,327	1,996	2,006	8,269	7,304	81,468	74,637
Other expenses	27,021	30,081	2,191	2,646	5,380	4,801	34,592	37,528
Total Expenses	**98,224**	**95,408**	**4,187**	**4,652**	**13,649**	**12,105**	**116,061**	**112,165**
Surplus/ (Deficit) from Operating Activities	**587**	**450**	**-**	**(17)**	**110**	**244**	**696**	**677**
Assets								
Current Assets	121,501	110,747	5	29	924	717	122,430	111,493
Fixed Assets	214,153	205,035	8,427	9,566	4,144	4,668	226,724	219,269
Total Assets	**335,654**	**315,782**	**8,432**	**9,595**	**5,068**	**5,385**	**349,154**	**330,762**
Liabilities								
Current Liabilities	5,275	5,994	105	146	936	902	6,316	7,042
Total Liabilities	**5,275**	**5,994**	**105**	**146**	**936**	**902**	**6,316**	**7,042**
Capital	**330,379**	**309,788**	**8,327**	**9,449**	**4,132**	**4,483**	**342,838**	**323,720**

Note 24: Events occurring after reporting date

The results of the government election on 14 April 2021 are awaiting finzalization and may result in changes to the Ministry's structure.

Note 25: Going concern

As of the date of the audit report, there are no events that indicate the Ministry would not be able to meet its obligations as they become due. As such, the Ministry will continue to operate on a going concern basis for the foreseeable future.