

**OFFICE OF THE CABINET**

**Annual Report**

**2006-2007**



# **JAMAICA 2015**

## **Vision Statement**

**A prosperous and dynamic Jamaica which upholds the fulfillment of human rights, dignity for all persons, and builds continual social progress based on shared values and principles of partnership.**

**Minds are transformed and extraordinary results are produced in this the most caring and secure country in the Americas, where individuals fulfill their potential, are in control of their destiny, take responsibility for their lives and work always for the larger good.**

## **Cabinet Office**

### *Vision Statement*

*The Cabinet Office, as a dynamic and proactive organization, leading a professional, efficient and effective customer oriented world class public Service ; and equipped with modern tools and technology geared towards the needs in the local and global communities; focusing on excellence in the nation*

### *Mission Statement*

*To provide the Prime Minister and her Cabinet with high quality information and policy advisory services leading to sound and timely Cabinet Decisions, which are effectively implemented by line ministries: to lead the Reform of the Public Service transforming it into one that is more transparent, efficient, effective, accountable and customer driven; facilitating business development and investments toward production and economic growth.*

## TABLE OF CONTENTS

<b>Prime Minister's Message</b>	<b>1</b>
<b>Cabinet Secretary's Overview</b>	<b>2</b>
<b>The Development Division</b>	<b>3</b>
<b>The Recording Secretariat</b>	<b>4</b>
<b>The Policy Analysis and Review Unit</b>	<b>5</b>
<b>The Executive Office of the Cabinet</b>	<b>6</b>
<b>The Public Sector Reform Unit</b>	<b>11</b>
<b>The Cabinet Office's Promotion of Continuous Improvement in Customer Service in the Public Sector</b>	<b>16</b>
<b>The National Security Strategy Implementation Unit</b>	<b>20</b>
<b>Appendices</b>	<b>22</b>

## PRIME MINISTER'S MESSAGE



The Most Honourable Portia Simpson Miller, Prime Minister

giving critical support to the Energy Policy; creating an ethical infrastructure in Government; and, last but not least, training Public Officers, particularly of the more junior ranks, pursuant to the MOU between the Government and the Public Sector Trade Unions to improve their skills to meet the needs of a modern public sector and, on the wider canvass, a modern labour market.

In respect of the 2007/08 Financial Year, apart from other plans I am enthused by the intention of the Office to give particular attention to agencies which service the vulnerable in our society.

I look forward to working with the relevant staff on the various priorities in the year ahead.

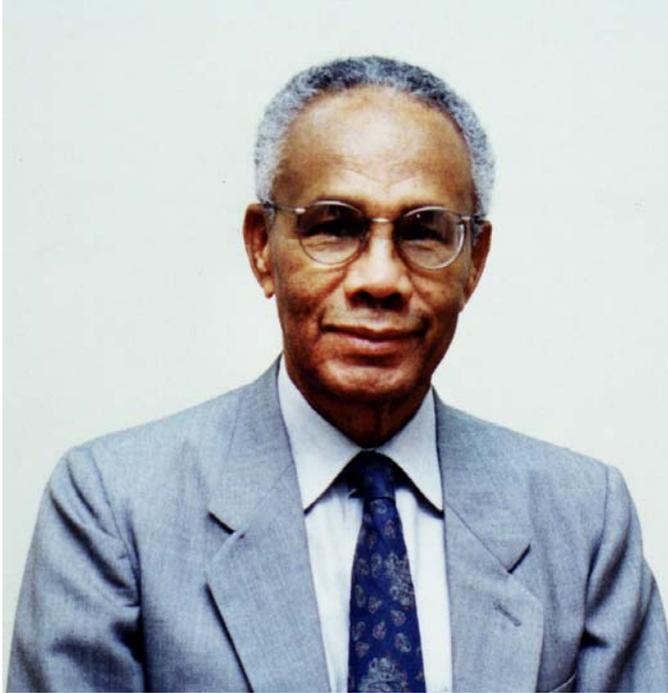
.....  
Portia Simpson Miller  
Prime Minister

I wish to congratulate the Cabinet Office for producing another timely Annual Report for laying in Parliament; although, as I said in my Message last year, it was not required by any specific statute to do so. It is a good discipline which I recommend all Ministries emulate.

This Report presents a synopsis of the achievements of the Office during my first year as Prime Minister and with portfolio responsibility for it.

Apart from the traditional but most important duty of facilitating the work of the Cabinet and its Committees, technically and administratively, the range of activities undertaken included being the focal point for the compiling of Development Manual and The Regulations, Legislation and Process Improvement Project (both supported by USAID and the Jamaica Chamber of Commerce);

## CABINET SECRETARY'S OVERVIEW



Dr. the Honourable Carlton Davis, Cabinet Secretary, Cabinet Office

The Cabinet Office undertook a wide range of activities during the year under review. These included what one might call the 'generic' functions cited last year, viz:

- Initiating and participating in key meetings leading up to the formulation of policy;
- Ensuring an adequate degree of inter-departmental consultation on proposals for Cabinet Decision;
- Providing an independent perspective on departmental proposals;
- Controlling the flow of information into Cabinet and Cabinet Committees;
- Controlling the issues that come before Cabinet for discussion by managing Cabinet's agenda;
- Briefing the Prime Minister on her role as Chairman of Cabinet as well as Cabinet Committee Chairmen in the handling of issues which are on their respective agendas.

Apart from these functions, special emphasis was placed during the year, on:

- (a) various aspects of the Energy policy, such as the diversification of fuel sources, and the Least Cost Electricity Expansion Programme;
- (b) A Regulatory Impact Assessment review of the Office of Utilities Regulation, the Fair Trading Commission, the Broadcasting Commission; and the National Environment and Planning Agency, to see, inter alia, what has been wrought by the creation of these entities and what can be done to make them function better – whether to remain “as is” or otherwise;
- (c) Preparing a number of Public Sector Entities for Executive Agency status;
- (d) Undertaking a strategic review of the Cabinet Office with the objective of making it better equipped structurally and otherwise to meet the demands of the state and society.
- (e) Setting up the National Security Strategy Implementation Unit (NSSIU).

As I mentioned in last year's Report, there are a number of Agencies associated with the Office which are quasi-autonomous bodies and as such submit their separate reports in accordance with the Public Bodies (Management and Accountability) Act.

The Sections which follow describe some of the major achievements of the Office during 2006/07.

.....  
 Carlton E. Davis  
 Cabinet Secretary

## THE DEVELOPMENT DIVISION



Dennis Morrison, Onika Miller, Dr. Carlton Davis and Hillary Alexander in conversation

The Development Division stimulated production and economic growth through the monitoring, coordination and facilitation of entities which included the Jamaica Bauxite Institute (JBI) and JAMPRO. It also facilitated investment opportunities in other key sectors critical to national development.

### Development and Investment Manual

The Development and Investment Manual will be published by Government. The Manual is a revision and update of Manuals on a variety of areas previously published by the Government. It includes significant information on additional aspects of development, as well as information pertinent to investors which was not included in the previous Manuals for development. This Manual sets out development standards, guidelines and procedures for various development activities, such as subdivision of land, mining, tourism, agriculture and environmental matters. Some of these standards may not now be legally required. Information on fees as well as copies of relevant forms, addresses and other contact information on various government organizations are included. Criteria for the design and implementation of infrastructure and amenities have been made

available for the first time. Changes necessitated by the country's conversion to the metric system in 1992, have been incorporated. The Manual consists of seven (7) Volumes, 55 Sections four of which will be published at a later date totaling 2248 pages.

### Purpose and Authority

The subject matters dealt with in the Manual are the portfolio responsibility of various Ministers of Government, and are derived from several accepted Policies, Acts and Regulations administered by a number of Ministries, Agencies, Statutory Boards, etc. The Cabinet Office is issuing the Manual on behalf of the Government of Jamaica, its several Ministries and agencies in order to provide guidelines, procedures, and standards, etc for a variety of development and investment activities. It is intended to guide developers, professionals, private sector individuals, civil society and government officials requiring information on matters pertaining to planning, environment, subdivision of land infrastructure, utilities, mining, tourism, agriculture and other development activities and standards. The Manual has been expanded to include several types of information relevant to persons and companies wishing to invest in Jamaica.

Building codes are not dealt with in the document. A new Building Code and a new draft "National Building Act" are being finalized. These documents when published will provide the rules, guidelines and standards for building construction in Jamaica.

### Objectives

The issuance of the Manual is part of a major programme to improve the knowledge of the public and private sectors on the areas critical to the country's development. It is expected to improve the way development and business is done and to engender a better understanding by all parties on what is involved and what is to be expected from all players. The information included is what presently obtains. It is recognized that improvements must be made in many areas, processes, laws and regulations need

amending and in some instances major revisions or new laws and regulations are required. This publication marks therefore the beginning of the work that must be continued to ensure the use of improved technology, levels of efficiency and modernization considered necessary by Government and civil society.

### Future Plans

The Manual is a work in progress and is published in a loose leaf format and digitally so that changes and additions can be made easily. It will be made available on the Cabinet Office and other websites. Hard copies and CDs will be sold. It is proposed that Sections will be added to some of the Volumes and as stated previously improvements will also be made after further discussions and study or as a result of new or amended laws and regulations.

It is expected that there will be some improvements in the Development Approval Process with the publication and use of the Manual. The preparation of Development Plans and Orders at various levels and the continued development of Government's National Spatial Data Infrastructure/Networked Geographic Information Systems, would also result in vast improvements. The Government of Jamaica welcomes comments and/or suggestions for improvement on the information, procedures, processes, guidelines, etc. set out in the Manual. Formal arrangements will be made to discuss various aspects of the contents of this Manual with relevant groups.

### Regulations, Legislation and Process Improvement Project (Regs & Legs) Phase II & III

The 'Regs and Legs' Project began in 2003 as a collaborative effort of the Jamaica Chamber of Commerce, the Government of Jamaica and the United States Agency for International Development, through the New Economy Project. The purpose of the Project was to identify key legislation, regulation and processes that impede business in an effort to reduce business constraints faced by the private sector. Phase 1 of the Project focused on:

- a. **Stamp Office:** reducing the number of documents transmitted for assessment and stamping
- b. **Inland Revenue Department (IRD):** Obtaining Tax Compliance Certificates at one Agency with a 24 hour turnaround time
- c. **Multi-Agency:** Streamlining/Simplifying the permit issuance and inspection process for some imports and exports
- d. **Ministry of Agriculture and Lands:** Simplifying/Streamlining approval process for Building/Developments. This resulted in the production of Developers' and Investment Manual which is currently at the printers.

The objective of Phase II, which ends March 31, 2007, is to identify and evaluate those key priority areas for re-engineering and produce a route map for the user so as to engender a smooth system of operation. This is being done through consultations with stakeholders in the private sector.

Phase III will involve the re-engineering of those key areas as well as advocate for the legislative changes that will facilitate these activities. The Manual will also be updated, where necessary, to reflect these changes. Funding for this Phase has been approved by COMMIT, an agency of the USAID.

### THE RECORDING SECRETARIAT

The Recording Secretariat is responsible for the provision of administrative support to the Secretary to the Cabinet in arranging the business of the Cabinet. For the Fiscal Year 2006/7, the Secretariat's main focus was responding to the needs of various meetings, preparing records of the deliberation of cabinet and its Committees and Subcommittees, and disseminating the decisions of the Cabinet to the relevant persons and Government entities.

The operational procedures included:

- Processing of Cabinet Documents submitted by Ministries for consideration by the Cabinet and Committees.
- Preparation and circulation of agenda and documents to Cabinet members.
- Preparation of minutes of Cabinet and Committee meetings.
- Indexing, storage, securing of classified Cabinet documents.

#### **POLICY ANALYSIS AND REVIEW UNIT (PARU)**

The Policy, Analysis and Review Unit (PARU) continued to provide policy advice, briefing memoranda, coordination and other technical support services to the Cabinet and its Committees during the period under review in keeping with the core mandate. PARU conducted analytical reviews of 811 Cabinet papers and policy documents during the financial year, of which 144 Submissions and Notes were referred to the Infrastructure Committee, prior to being placed on the agenda of Cabinet. Over 100 contracts for infrastructure works, insurance, financial and security services, medical supplies, materials and equipment and other goods and services were approved.

PARU's team also worked closely with Ministry partners to strengthen the policy making capacity service wide; particularly through the Policy Analysis Network which three (3) workshops covering Evidence based Policy Development. In addition, the tem established a Social Policy Database and Gender Considerations for Rural Water Resource Management.

This official Government of Jamaica Policy Register was launched in April, 2006 and placed on the Cabinet Office website to facilitate ease of access to all government policies. A companion document entitled 'Policies in Development for the Financial Year 2006/2007' was also compiled and circulated.

The Unit also jointly managed special targeted programmes to achieve greater coherence among GOJ policy priorities such as the Jamaica Social

Policy Evaluation Project (JASPEV) as well as other social policy programmes and initiatives including the Social Investment for Children Initiative, Early Childhood Commission – Parenting Policy, and the PATH/Social Safety Net Reform. PARU also chairs the Land Acquisition Review Committee which reviewed thirteen (13) submissions related to seventeen (17) parcels of land prior to consideration by Cabinet.

In fulfilling its technical support responsibilities. PARU officers actively participated in Quarterly Corporate Plan Reviews of seven Ministries and provided technical guidance to numerous Policy Steering Committees and Working Groups including:

- Housing Policy Development Steering Committee;
- Squatter Management Policy Steering Committee;
- Strategic Environmental Assessment Policy Implementation Committee;
- National Land Policy Review Committee;
- Land Divestment Policy Development Steering Committee;
- Interim Governing Body/Food Advisory Committee;
- National Mineral Policy Steering Committee;
- Joint Venture Housing Policy Revision Committee.

Among the major policy issues which PARU played a role in advancing were:

- Poverty Reduction;
- Sustainable Rural Development;
- Care for Children, the Elderly and the Indigent;
- Welfare to Work Programme;
- Transport;
- Public/Private Sector Partnerships in Housing
- Strategic Environmental Assessment;
- Procurement;
- Trafficking in Persons Victims Charter; and the Government Response to Annual Progress Report on National Social Policy Goals 2003.

## THE EXECUTIVE OFFICE



*The Executive Building, Cabinet Office*

### Corporate Planning, Monitoring and Evaluation

Corporate Planning is the translation of National (Development) Policies into goals and objectives, application of appropriate strategies, allocation of necessary resources, establishment of performance criteria to facilitate monitoring and evaluation and corrective actions taken to ensure that targets are achieved. This is one of the most critical elements in public sector management.

The Corporate Planning, Monitoring and Evaluation Unit is responsible for establishing and maintaining a framework to guide the corporate/Strategic planning process in the Cabinet Office and all Ministries. The Planner is also responsible for evaluating organisations' performance against the Government's key strategic goals and objectives and for ensuring training and development to strengthen the corporate/strategic planning framework and processes.

The Unit provided leadership for corporate planning and promoted strong commitment to consultation and engagement of Ministries and Agencies, the Private Sector and Non-Governmental Organizations in the planning process.

Consequently, Corporate Planners from the public and private sector including Non Governmental Organizations were formally trained in Corporate/Strategic Planning at the Management Institute for National Development (MIND). Additionally, the Unit participated in several Performance Reviews of the corporate planning processes in Ministries and provided direct training and guidance to MDAs in terms the of Corporate Planning process.

The Unit also spearheaded the coordination of the corporate planning process for the Cabinet Office, provided strategic direction to the planning process and ensured that divisional plans were written in conformance with set criteria and in alignment with the requisite vision, mission goals, objectives and the policy priorities of the government.



*Participants at the Corporate Planning Course at MIND, February 2007. Front row: Pauline Mitchell (Coordinator MIND), Ryan Evans (lecturer), Cloy Corbett Jackson; Second row, Frank MCCaulsky, Celia Croll, Kerry-Lee Chin, Marsha Dennie, Karla Dokerty; Back row: Carol Morgan, Teisha Ewen-Smith, Lawrence Nelson, Sandra O'Meally (lecturer) and Ali Morgan.*

## Secretariat to the Board of the Permanent Secretaries

The Secretariat facilitated the Board of Permanent Secretaries in its sixteen meetings during the year under review. Among the regular agenda items or special presentations at those meetings were various matters arising from meetings of Cabinet to which Permanent Secretaries were asked to give special attention. These included:

- \* The Creation of an Ethical Infrastructure in Government.
- \* GOJ/JCTU Memorandum of Understanding II
- \* Trafficking in Persons
- \* Energy
- \* Public Sector Governance and Procurement Issues
- \* Regulatory Impact Assessment
- \* Cricket World Cup 2007
- \* Health Insurance for Public Officials
- \* The National Security Strategy

### Special Projects

The Cabinet Office as it is particularly well placed to spearhead work on critical issues of strategic importance took the lead in a number of areas including **Energy Policy and Analysis, the preparation of a Regulatory Impact Assessment study and the preparation of a National Integrated Electricity Expansion Plan and Efficiency Study for Jamaica. It also achieved the establishment of the NSSIU and supported the work of the Trafficking in Persons Task Force.**

As it relates to **Energy Policy and Analysis** a small technical Inter Ministerial Committee comprising representatives from the Cabinet Office, The Office of the Prime Minister, the Ministry of Industry, Technology, Energy and Commerce, the Office of the Attorney General, the Petroleum Corporation of Jamaica, the Office of Utilities Regulation, and



PETROJAM

PETROJAM was empanelled in late 2006 and begun deliberations on a number of issues including the impending sale of the Jamaica Public Service Company Limited, the supply of Natural Gas to Jamaica, the Jamaica Public Service Forensic Audit Report amongst other issues. The Committee intends to continue its deliberations into Fiscal Year 2007/2008.

On the matter of the **Regulatory Impact Assessment**, the Cabinet Office with the support of the Public Private Infrastructure Advisory Facility (PPIAF) commissioned Cambridge Economic Policy Associates (CEPA) in collaboration with a team from the University of the West Indies (UWI) to conduct a regulatory impact assessment (RIA) of the Jamaican economic regulatory institutions. This study was undertaken between January and July of 2006 with their final report being submitted in August of 2006. The central aim of the project was to consider the performance of Jamaica's economic regulatory institutions to date and to provide advice on the future structure and performance of these institutions in light of the work undertaken. The report went on to examine options for the regulatory architecture of the telecommunications sector; the role of the Office of Utilities Regulation especially given the changes to telecommunications; the role of the Fair Trading Commission; the role of the National Environment and Planning Agency, electricity regulation and issues within the water and transport sector generally. After consultations with the relevant stakeholder the intention is to implement the practicable recommendations that have emanated from this report in fiscal year 2007/2008.

On the matter of the **National Integrated Electricity Expansion Plan and Efficiency Study for Jamaica**, the Cabinet Office commissioned Acres Management Consulting to prepare this study. The primary purpose of the project was to

prepare an integrated expansion plan for the electric power sector in Jamaica which will be used to advise the Government of Jamaica on the important policy issues regarding a) the improvements to the efficiency and supply of electricity to meet the total demand of the country; b) fuel diversification, renewable energy development, potential system integration, demand side management and other critical and interrelated issues particularly as they relate to the proposed energy policy. After numerous meetings and consultations between January 2006 and January 2007 the draft final report was submitted with the final report to be submitted early in fiscal year 2007/2008. After further consultations with the relevant stakeholders the intention is to implement the practicable recommendations that have emanated from this report in fiscal year 2007/2008.

### Creating an Ethical Infrastructure in Government

The Executive Office has taken the lead role (on behalf of the Cabinet Office) in the execution of the programme for the creation of an **Ethical Infrastructure in Government**. Since the inception of the programme in 2005, it has facilitated the appointment of over 90 Ethics Officers in the central ministry network and other public entities. To complement the appointment of these Ethics Officers the Cabinet Office in collaboration with the Management Institute for National Development early in 2006 launched a training program and so far we have trained fifty-two (52) Ethics Officers (thirty-five (35) for financial year FY05-06 & seventeen (17) in Financial Year 06-07) Ethics Officers. This training program will continue into the next financial year until all Ethics Officers are trained in the Public Sector.



The Cabinet Office also facilitated the formation of Ethics Committees in a number of Ministries and Agencies that will complement the appointment of Ethics Officers and will also complement the existing Audit Committees and Procurement Committees.

Most importantly the year saw the establishment of an “oversight Authority” termed “*The Inter Ministerial Committee on Ethics in Government*” which amongst other functions will: “*Investigate ethics complaints and provide advice on ethical matters; Review and resolve all matters of concern presented to it by Ethics Officers, Ethics Committees and any other officer or body such as the Permanent Secretaries Board; Recommend administrative actions to establish or enforce standards of official conduct; Render advisory opinions regarding the ethical propriety of any current or proposed conduct of a Member, officer, or employee, and issue general guidance on such matters as necessary; Recommend new laws, rules, and programs that will lead to ethics compliance; and Provide guidance to Ethics Officers should they have concerns in the interpretation of cases etc.*”

The Committee is a sub-committee of the Permanent Secretaries Board and comprises five (5) Permanent Secretaries chosen by the Permanent Secretaries Board, the Chief Personnel Officer-OSC, and the Solicitor General as Chair of the Committee with Technical Support to the Committee being provided by the Senior Policy and Project Officer from the Cabinet Office. Plans are in place for the formation of an Ethics Officers Association in the Financial Year 2007-2008

where Officers can meet and discuss shared concerns and dialogue amongst themselves on some of these matters. Work on customizing the Government of Jamaica Staff Orders for the Public Service into a “*Jamaican Public Sector Code of Ethics*” has begun and should be completed during Fiscal Year 2007-2008.

### Information Systems

The Cabinet Office is currently undertaking several initiatives to strengthen its Information Systems Infrastructure. This is all a part of a long term modernization initiative which seeks to re-establish the ministry’s performance capacity through a systemic re-tooling exercise. Some of these activities are running concurrently, with a view to quickly establishing a cutting-edge IT environment which adheres to international best-practices in technological innovation. These activities include:

- **Redesign of existing Network infrastructure** – Work is almost complete on the redevelopment and implementation of a robust, secure, centrally administrable, internet ready network infrastructure that accedes to world class design standards. The organization is working closely with regionally acclaimed Microsoft Partner-certified consultants in the redesign, redevelopment and implementation exercise. The completion of this initiative will provide the Office of the Cabinet with a network infrastructure which succinctly conforms to international best practices in security, disaster recovery and accessibility. Additionally, the new network will allow for the Ministry to be Gov-NET ready and scalable enough to be integrated with other government bodies as a part of a national wide-area network design strategy being pioneered by the Central Information Technology Office (CITO).
- **Retooling of Offices** –New computing equipment, including workstations, next-generation multi-function office machines and cutting-edge software, was being procured and is to be deployed throughout

departments and divisions. The new machines will feature software with the capacity to take advantage of the newly redesigned network infrastructure with a view to exponentially increase end user productivity.

- **Redesign of Cabinet Office Website** – Cabinet Office will be conforming to CITO design standards for Government websites, as well as to add a professional look and feel which conforms to industry standards.



Additionally, the exercise hopes to produce a website that is easier to use, far more useful and organized. The Office of the Cabinet is embracing the use of Open Source Technology (OST) for this exercise, which means that the cost of development is a tiny fraction of any popular vendor driven solution. Paradoxically, the solution is powerful enough to enable achievement of all the same production goals. The site will be organized by a content management system, which empowers users with the ability to directly control content and placement. This eliminates the extra hurdle of having host driven content management and adds a true sense of user-ownership.

- **Electronic Records Management System**



– An on-going initiative is underway to procure and implement an Electronic Records Management System to streamline the Office of the Cabinet's document management tasks. The system will run on top of our newly deployed network infrastructure and give the organization the ability to enhance its contributory capacity to the Government sanctioned Access to Information act. The new ERMS will be web based, allowing for perpetual on demand access to information the government wishes to publish to the wider public. It is our intention that the newly redesigned website will function as a portal to the ERMS interface, thus streamlining the publishing operations.

- **VOIP PBX** – A Voice Over-IP (VOIP) Private Branch Exchange (PBX) solution has been procured. This will significantly enhance our ability to communicate within and without the immediate grounds of the organization by introducing several innovative features enabled by the Internet Protocol (IP).

It is through strengthening of infrastructure initiatives that the Office of the Cabinet will enhance its productivity potential while developing true scalability in our infrastructure. By adopting to the latest industry standards in information technology, the organization will ensure that it consistently maximizes its ability integrate with *or* implement the latest tools that will allow us to deliver the best possible service at any given time to the Jamaican public.

The VOIP and PBX solutions will be implemented along with OPM as a part of the development of an integrated platform and infrastructure for the offices, geared to optimise human and IT resources.

### **The Library and Documentation**

The responsibilities of this unit cover the management of Cabinet records and the provision of reference services to internal and external

clients as well as the implementation of the Access to Information.

### *Library Collection*

Current information resources were acquired and made accessible through manual systems and electronic databases:

- The collection of Ministry Papers was increased by only 18 due to the difficulties experienced by the library at Gordon House in its reorganization exercise. The corresponding database was updated.
- Annual, Quarterly and Special Reports collection increased by 36.
- The printed *Laws of Jamaica Subsidiary Legislations* and the printed *Revised Laws of Jamaica* were updated to the most current available years. The *Laws of Jamaica* CD-ROM version was also updated to reflect current status.
- The *Laws of Jamaica* was supplemented by regular issues of *Jamaica Gazette Supplement – Proclamations, Rules and Regulations* and *Bills and Acts* and the information updated in the respective database.
- Other printed titles were processed and added to the collection to bring the total number of processed titles to 2877 from last year's figure of 2724.
- One Hundred and One (101) administrative and operational Cabinet files were added to the Documentation Centre's records management system.

### **Database and Records Management**

Information management was enhanced by the updated databases for Ministry Papers (MP2K), printed documents (WINISIS), and index entries and summaries for Cabinet decisions (CABSEC). Currency of these databases was made possible through improvement of the Cabinet IT structure.

The Cabinet Office is the focus of the Electronic Records Management System Steering Team

which undertakes to see to the implementation of proper records management and the implementation of electronic records management government-wide. Technical assistance procurement to improve records management in the entire Cabinet Office was near completion.

### Management of Information Services

The unit produced 1025 index entries and summaries of Cabinet decisions and distributed same to authorized persons. The index of the Permanent Secretaries Board Minutes was also updated.

Regular research for the Cabinet Secretary, staff of the Office of the Cabinet and the Office of the Prime Minister, and external persons continued and approximately 259 loans were made from the basic reference collection.

The usage of Internet facilities for information services continued. The unit managed the Office of the Cabinet's email. The 1347 queries received on the Cabinet Office email were dealt with or forwarded to relevant organizations.

The Office of the Cabinet continued to provide the facility for the Administrator General's Department to store back-up data.

### Implementation of the Access to Information Act



The Cabinet Office received 4 applications under the Access to Information Act. Three applications were granted full access and one partial grant of access. One case was brought to the Appeals Tribunal but was later withdrawn.

### PUBLIC SECTOR REFORM UNIT



Public Sector Reform Unit Management Team  
First Row (Left to Right): Sue-Ann Waite-Chung, George Briggs- Chief Technical Director, Leonie Harris, Sharon Callen. Second Row (Left to Right): Michael Prescod, Charmaine Nelson, Carol Royes, Albert Daley, Keron Morris, Denzil Plummer.

During Fiscal Year 2006/7 the Public Sector Reform Unit (PSRU) approached the modernisation of the Public Sector through five key components:

#### **Establishment of effective and efficient customer oriented business processes in selected MDAs**

Following on the successes of the World Bank funded Public Sector Modernisation Programme (PSMP) 1996-2003 in establishing a number of Executive Agencies across the Public Sector; the PSRU has continued the establishment of additional Performance Based Institutions (PBIs) throughout Government. These PBIs are in the form of Executive Agencies, policy-focused Ministries and other entities operating under the principles of Executive Agencies, though not having the legal identify of Executive Agencies.

The transformation of these entities is scheduled on a phased basis and includes:

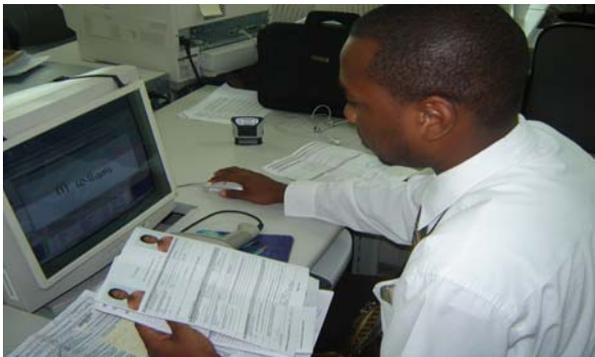
- the transformation of Ministries to focus on policy development and strategic planning and management of outputs with outcomes – i.e. services - delivered by the entities within their portfolio, and

- the transformation of the departments, divisions and agencies to more efficiently and effectively deliver services to their customers

During the financial year 2006/7 the PSRU commenced implementation of Modernisation Plans in two (2) entities – the Ministry of National Security, and the Immigration, Citizenship and Passport Services Division, and developed an additional five (5) Modernisation Plans for various MDAs – Forestry Department, Fisheries Division, Ministry of Education and Youth, Cabinet Office, and Island Traffic Authority. Below is a brief description of the work that the PSRU has been doing to transform these Ministries, departments and agencies into PBIs.

The *Ministry of National Security* which is critical to the achievement of the Government's national strategic goals both directly and indirectly is currently implementing plans towards its transformation into a policy focused Ministry. Implementation of the Ministry's Modernisation Plans commenced in earnest in October 2006, and is scheduled to be completed by March 2008. Recruitment has commenced against the new structure of the Ministry, and the new organisational structure will be fully operational in 2007-2008.

Along with the Ministry of National Security, the Scheme of Management is also being implemented for the *Immigration, Citizenship and Passport Services Division* (ICPSD). This former division of the



Documents being checked at ICPSD

Ministry of National Security will be transformed into the Passport Immigration and Citizenship Agency (PICA), the tenth (10) Executive Agency to be established. The top structure of the organisation is currently being recruited, including the Chief Executive Officer (CEO). The new PICA will be fully operational as an Executive Agency by March 2008.

The improvements being pursued in the Ministry of National Security must be equally matched by improvements in the Justice Ministry. In October 2006 the PSRU, with the technical support of the Canadian Bar Association, commenced a Strategic Review of the Justice Sector. Out of this Strategic Review which is expected to be completed in early 2007/8 will emerge plans to transform the Ministry as well as the Court system to operate under a more efficient and transparent performance basis.

In addition to PICA, the *Forestry Department and Fisheries Division* of the Ministry of Agriculture and Land are slated to become Executive Agencies, numbers eleven (11) and twelve (12) respectively, within a year of the appointment of their CEOs which is on schedule to occur in the first quarter of the 2007/8 financial year. The Modernisation Plans for both entities are in the process of being finalised and procedures initiated for the recruitment of the CEOs.

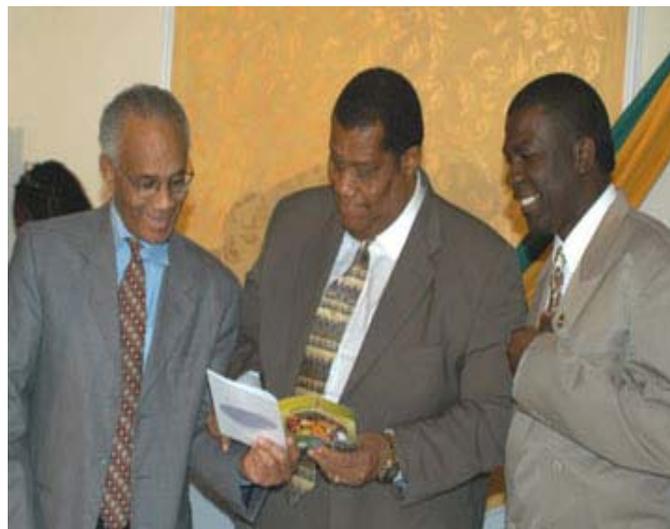
Modernisation Plans have been developed for the *Island Traffic Authority* in the Ministry of Housing Transport Water and Works and pre-implementation activities initiated. The current plan is to transform the Authority into the thirteenth (13<sup>th</sup>) Executive

Agency with provisions made for the vehicle inspection operations to be placed in a Statutory Corporation, to facilitate privatisation in the future.

Through the establishment of the Education Transformation Team (ETT) in March 2005, the PSRU has been able to commence activities towards the modernisation of the Education Sector in general. The PSRU has addressed the **Ministry of Education, Youth and Culture** specifically. The Strategic Review of the Ministry has been completed and implementation of the Modernisation Plans has been initiated.

As the organisation responsible for advising on the coordination of Government policy, monitoring implementation of Cabinet Decisions, leading the modernisation of Government and providing strategic direction to the development and management of the Civil Service, the **Cabinet Office** was identified as a prime candidate for modernisation. During the financial year a strategic review of the organisation was conducted and Modernisation Plans developed. Preliminary activities towards implementation of the modernisation plans have commenced.

Work is currently being undertaken to conduct a review of existing Executive Agencies to ensure continued relevance to the service needs of the citizenry by these key service providers, derive greater efficiency, economy and effectiveness from their operations, and develop an instrument for ongoing, 'holistic' performance monitoring and evaluation.



Cabinet Secretary, Dr. Carlton Davis (right), Agriculture Minister, Roger Clarke (centre) and President of the Jamaica Agricultural Society, Senator Norman Grant look at a copy of a Citizen's Charter

During the 2006/7 financial year, the Unit facilitated 12 new **Citizens' Charters**, making a total of 103 charters developed since the inception of the programme. In a move to ensure that service standards remain relevant and to ensure sustainability of the programme, the PSRU also worked with MDAs to :

- revise existing charters;
- ensure full dissemination of Charters throughout their organisations; and
- commence Service Standards Self-evaluation.

To ensure continuous improvement, relevance and convergence to best practices the PSRU's Standards Monitoring and Evaluation (SME) team worked closely with major direct interface service providers, such as the Jamaica Constabulary Force (JCF) and the Regional Health Authorities (RHAs) and their related hospitals to strengthen service capability and the current **Complaints Management System** by monitoring the timeframes for the resolution of issues.

The SME team has also commenced preparation for the fourth (4<sup>th</sup>) staging of the **Public Sector Customer Service Competition**. As always, we encourage all concerned to surpass their standards and service delivery as we move to realise the vision of Government at Your Service.

## Strengthening of the strategic planning and budgeting systems

This component of PSRU activities is geared towards establishing the systems and procedures necessary for improved decision making and resource management across government. A key element of this component has been the continued development of a *Prioritisation Process* that will allow for the identification of Government priorities *for policy development and implementation as well as programme and project funding.*

## Participatory Government

**Principles of Participatory Government**

- Participation/Consultation
- Evidence Based Discussion
- Joined-up Discussion
- Partnership with Civil Society
- Responsiveness to Citizens
- Accountability
- Transparency

The *Jamaica Social Policy Evaluation Project (JASPEV)* which was originally extended to December 2006 has been given a further six (6) month no cost extension and is now scheduled to close in June 2007. During 2006/7 much focus was placed on identifying aspects of the project to be institutionalised following project close out. To this

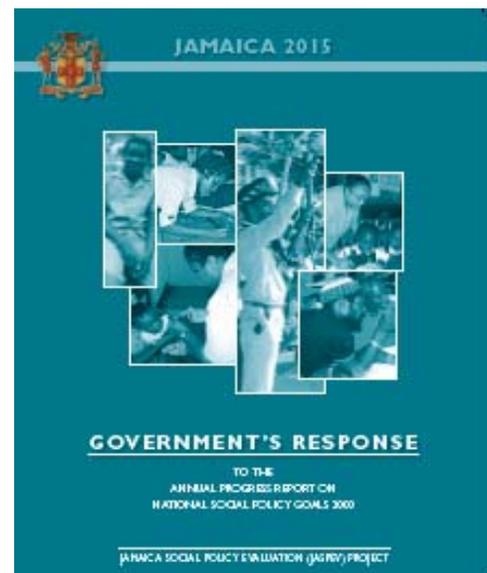
end a Sustainability Workshop was held in September 2006 with stakeholders involved in all areas of the Project to identify areas for institutionalisation and propose how that institutionalisation should be effected.



JASPEV Meeting June 2006

## Monitoring Social Progress

JASPEV has been testing the use of a Progress Report as a monitoring mechanism to track the country's progress towards achieving the seven (7) national social policy goals that were identified for achievement by the year 2015.



In March 2007 Government's Response to the Progress Report was published. The report was prepared by the public sector and approved by the Human Resource Council of Cabinet (HRC) and by Cabinet itself. It has provided a mechanism for feedback from the Progress Report into the policy process and accountability to the public. A second Progress Report covering the period 2004-2006 is planned.

### **Participation of Citizens in the Improvement of Government Services**

This has achieved through one of its key components, the Youth Inclusion Prototype, which was designed to strength collaboration between government, private sector, civil society groups and youth towards improvement of the delivery of services to youth.

### **Strengthening of the financial management framework**

The PSRU has continued to support the transition of the Government's financial management system from cash-based to *accrual accounting*. To this end the Unit has partnered with the Inter-American Development Bank on a results-based management project which will help to further strengthen the capacity of the existing FINMAN system being piloted in the Ministry of Housing Transport Water and Works and the Ministry of Finance and Planning by providing the necessary training, legislative review and systems integration to facilitate the institutionalisation of the system and roll-out to the rest of the public sector. Further work under the IDB funded project will also see the development of a framework for the integration of the Government's strategic planning and financial management systems in an effort to create stronger linkages between policy priorities and budgetary expenditures.

### **Strengthening of the information management and communication technology infrastructure**

A number of systems have been designed for use in the PSRU including a Project Monitoring

System, a Consultants' database and a users' forum for the Cabinet Office website.

The PSRU has been providing technical support to the development of user requirements for the National Registration System for the Public Sector, and supporting capacity building for the project office. The Unit is working to ensure that the infrastructure will be in place to accommodate the various Government-wide systems that are being planned for implementation, such as the NRS, FinMan, and the soon to be acquired Human Resource Management Information System (HRMIS), through the implementation of a Government-wide WAN. Recommendations have been made for proceeding with the development of GovNet.

### **Strengthening of the human resource management systems**

All critical *HR Management business processes* of Government were reviewed between 2003 and 2006 and a plan developed to guide the implementation of the newly reengineered business processes. The next step in the process will be the development of systems requirements for an *HR information management system* to be used across all central government entities. Additionally, the Unit has developed a *model HR structure* that is being implemented in all Ministries to ensure they have the capacity to more effectively carry out required HR functions.

Since 2004, the PSRU has been developing and implementing a new *Performance Management and Appraisal System* (PMAS) for the Public Sector. The system has been developed and fully implemented in six entities and has now been introduced in all Government Ministries. During the 2006/7 financial year evaluations were conducted of PMAS implementation in five of the pilot Ministries; this information is being used to improve the operation of the system in those Ministries and inform the continued implementation of the system in all other Ministries and the two Departments targeted for implementation in 2006/7. The PMAS Manual and

Employee Handbook have been developed and disseminated to all Ministries and departments.

In a follow-up to the previous year's programme, the PSRU conducted the *Public Sector Employee Training Programme* for a third year in response to the second signing of the GoJ/JCTU Memorandum of Understanding. With the signing of a second MOU in June 2006 training opportunities have been extended to include all levels of public sector employees in vocational skills training and 'institutional capacity building'. This extension of the programme has provided opportunity for some persons at higher levels of the organisation structures to participate in work related training such as stress management, writing skills, and conflict resolution which will directly contribute to improved job performance.

As part of the implementation of the *Ethics and Values Framework* developed in 2005/6 Ethics training was made available through MIND to more than thirty (30) ethics monitors across the Public Sector.

#### **The strategy for further reform implementation - 2007/8**

For fiscal year 2007/8 the PSRU will focus on the modernisation activities taking place in the Ministries of National Security, Justice, Education & Youth, and the Cabinet Office, as well as Immigration, Citizenship & Passport Services, Jamaica Constabulary Force, Island Traffic Authority, Forestry Department, Fisheries Division and the Jamaica Fire Brigade. Other frameworks, related to Policy Development, Financial Management, Human Resource Management, Information Management and Performance Management will be further strengthened and applied to the modernisation processes taking place in these entities. This will ensure that the human and financial resources of the Unit are optimised and strategically directed for greater impact of the reform implementation.

## **THE CABINET OFFICE'S PROMOTION OF CONTINUOUS IMPROVEMENT IN CUSTOMER SERVICE IN THE PUBLIC SECTOR**

### **MOU Training**

With the first Memorandum of Understanding (MOU) of 2004 between the Government of Jamaica and the Jamaica Confederation of Trade Unions, the Public Sector Reform Unit of the Cabinet Office took up the challenge to implement a training plan to prepare the public sector workforce for the needs of a modern labour market and, indeed, a modern public sector.



*Ms. Luz Longsworth, Mrs. Hillary Alexander and the Hon. Fitz Jackson, in conversation at the graduation ceremony*

During the first year of the programme, 1100 persons were trained and over 1800 in the second year. For FY 2006/07, approximately 1600 persons have been trained.

On February 27, 2006 over 300 Public Sector Employees received certificates from the University of the West Indies School of Continuing Studies having completed training in a range of Computer Skills - including PC Support and Maintenance, Networking, Computer Graphics, and other Office Applications. Of the 300 graduates 174 participants achieved distinctions and 50 achieved credits.



*Public Sector participant in training programme receives certificate*

The UWI School of Continuing Studies also offered business courses such as Marketing and Sales, as well as Event Management and English Language for Tertiary Studies and provided some courses that are in particular demand in a public sector that is increasingly open and encouraging of wide consultation - Speech Writing and Public Speaking.

Further opportunities for training have been extended under the second MOU of 2006. A total of 31 Institutions were utilized during FY 06/07 to train Public Sector employees.

Training of Public Sector Employees was delivered by several entities. The largest programmes were at the UWI School of Continuing Studies in Kingston and CASE in Portland (see appendix 2).



*Trainees proudly displaying their work at the Cake Decorating Course*

### **Health Administration**

The Cabinet Office is presently conducting a review of service delivery in high impact areas throughout Government and this includes the health services. This activity forms a part of the efforts to develop a Public Service Customer Service Framework to improve service delivery.



*Jamaica Customs providing improved customer service*

## Import/Export One Stop Shop

The Government of Jamaica (GOJ) has introduced a new Import/Export One Stop Shop system to make inspection and the process of 'clearing' goods simpler and more efficient. This is a collaborative effort between the Cabinet Office, the Agricultural Support Services Project (ASSP) in the Ministry of Agriculture and Lands, the Jamaica Customs and other trading related organizations.

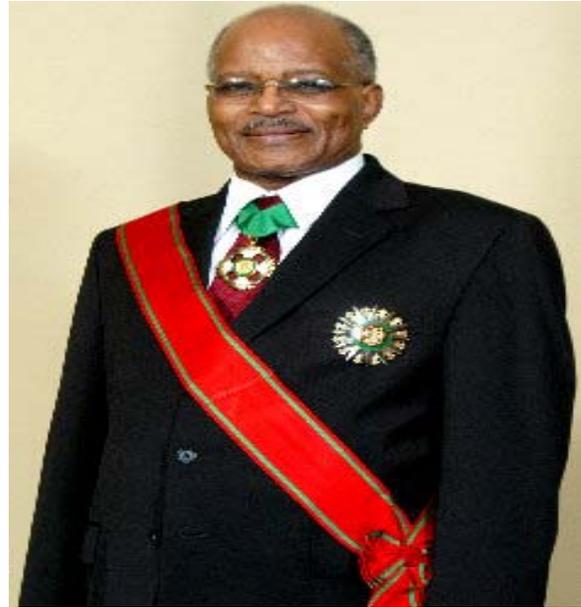
The objectives of the One Stop Shop are to serve as a central location to coordinate all inspection processes, to improve service delivery to importers, to achieve quicker processing time by making agency representatives more available, to standardize inspection procedures to better ensure product wholesomeness and to reduce duplication of inspection functions to ensure all requirements standards of the international standards organizations are met.

## Best Community Competition and Programme



The Cabinet Office has given its support to the Best (Better Environments for Social Transformation) Community Competition and Programme, a community-based National Competition organized jointly by several government and quasi-government organizations, representatives of umbrella Private Sector Organizations and the Private Sector, NGOs, Parishes, Professionals, Educational and Religious Institutions. Discussions with a wide cross section of persons and a review of examples of competitions held in Jamaica and other countries were the means used to assist in determining the form and content of this competition. The existing

National Committee will shortly be phased out but its members will continue their involvement through the proposed Best Community National Foundation which is going through the registration process.



Governor-General,  
His Excellency the Most Hon. Professor Kenneth O. Hall

His Excellency the Most Honourable Professor Kenneth O. Hall, ON, OJ, Governor General of Jamaica, is the Patron for this Competition and he has appointed Parish Custodies as Parish Patrons. The Competition was launched on the 30<sup>th</sup> November 2006 by His Excellency. The Competition is being held at Parish and National levels and has the potential over time, to transform Jamaica through the 785 communities, as defined by the Social Development Commission. It is proposed that the Competition and Programme will become a major motivational factor for the social and sustainable development of the Communities, individuals and the country through the empowerment, commitment and participation of communities.

The main goals and objectives of the competition are:

- To strengthen and improve local communities on a sustainable basis.
- To foster civic engagement through better attitudes and self reliance and through increased participation, service and voluntary contributions

- To improve the lives of people by providing meaningful opportunities to serve and meet their most pressing needs as part of a community.
- To instill a sense of pride, value and self worth and to unite members in a common cause that would lead to needed community actions and pride in place/accomplishments.
- Strengthening the organizational network that facilitates, coordinates and integrates sustainable community development.

To achieve these goals, the Competition will focus on seven areas that are considered broad enough to encompass the wide and varied community based organizations and overlapping activities found throughout the country. These priority areas are the Built Environment, the Natural Environment, Socio-economic, Hazard Mitigation and Disaster Preparedness, Education, Health and Waste Management and Heritage and Culture.

This year's Competition was used as a pilot and lessons learned will be used to perfect the programme as far as possible and to mobilize technical and financial support necessary. The Social Development Commission has provided managerial and field assistance at the Community level through their Regional offices. They have mobilized Communities to participate and collected application forms from one hundred and fifty eight (158) Communities for this year's Competition. The present Competition will be for a shorter than normal period ending on Labour Day and because of this the National Committee decided that activities undertaken in Communities over the past two (2) years will be taken into consideration for judging purposes. Parish winners will be announced at the beginning of July and National winners by late July 2007. Awards will be presented on Emancipation Day.

The organizing Committee is still seeking supporters for prizes and trophies but more importantly the assistance of professionals, technocrats and other skilled personnel to work with communities in several areas. A number of Foundations have expressed willingness to help communities with grant funding to assist with their

programme and projects. The largest supporter to date for the Competition is Digicel who has committed to donate annually Ten Million Jamaican Dollars for prizes and trophies. Annual prizes can be up to Sixteen Million Jamaican Dollars. The National Best Community prize is two million dollars to be used on community programmes. A Trust Fund of Jamaican Five Hundred Million Dollars is to be established to ensure the continuation of the Competition and Programme. All Jamaicans and foreign residents, service clubs, private Sector Companies and umbrella organization, professional groups, educational and religious institution are asked to get involved to help make Jamaica the country we would like it to be. Over fifty (50) Government Agencies, Private Sector Companies, Umbrella Organizations, Church Groups, Educational Institutions and NGOs have already agreed to support the Programme.

Further information can be obtained from the Office of the Cabinet, Digicel Foundation and the Social Development Commission.

#### Civil Service Week 2006



Civil Servant of the Year 2006-2007, Audrey Thomas being presented with her award from Dr. the Hon. Carlton Davis, Cabinet Secretary, while Mrs. Jennifer MacLeavy looks on.

Civil Service Week 2006 was celebrated November 19-24, 2007 under the theme “Enhancing Customer Service Through Modernization and Transformation”. The week’s activities began with National Church Service at the St. Andrew Parish Church on November 19, 2007 and this was followed by the Official launch of Civil Service Week at The Penthouse, Ministry of Finance and Planning. Presentations were awarded to nominees for the Civil Servant of the Year.

Mrs. Audrey Thomas, Cabinet Office was selected for the award of Civil Servant of the Year 2006-2007 and received an award from Dr. the Honourable Carlton Davis, Cabinet Secretary, Cabinet Office. Guest Speaker at the function was His Excellency Jeremy Cresswell, British High Commissioner.

Other Civil Service Week activities included the Long Service Awards Ceremony and Presentation of Civil Servant of the Year Award at Kings House November 22, 2006.



A section of the audience during the Civil Service of the Year 2006-2007 Awards Ceremony

## **NATIONAL SECURITY STRATEGY IMPLEMENTATION UNIT (NSSIU)**

Security, justice and governance have been identified by the Government of Jamaica (GOJ) as priority issues in its Medium-Term Socio-Economic Policy Framework (MTF), and as a key national priority to be addressed through the coordinated work of ministries, departments and agencies and other stakeholders. A National Security Strategy (NSS) was developed by the Government of Jamaica in 2005-6, after broad consultation across all Line Ministries, the NGO community and international partners, to address the security situation in Jamaica. The NSS was approved as a white paper by the Cabinet in January 2007, and thereby is the de facto National Security Policy (NSP) for Jamaica.

The National Security Policy (NSP) seeks to integrate the country’s major security policies, goals, responsibilities and actions into a cohesive whole, “to provide an environment in which Jamaicans experience freedom and the other benefits guaranteed by the Constitution.” This NSP is an overall master plan for the fulfillment of the vision for Jamaica through the combined use of political, economic, social, informational and security instruments. It clarifies the institutional framework within which the armed forces, law enforcement and civil institutions of the state will coordinate their activities to create an integrated and cohesive national security network to safeguard Jamaica’s national interests, as well as to prescribe the complementary roles and responsibilities of citizens and civic groups in supporting national security. Government ministries, departments and agencies (MDA) identified as having a part to play in Jamaica’s national security will embrace this NSP, critically examine its directives and conduct their own internal assessment of its implications on their roles, structures as well as their strategic and operational plans.

The National Security Strategy Implementation Unit (NSSIU) has been appointed by the National Security Council (NSC) and the core structure established under the Cabinet Office. The NSSIU is mandated by the Cabinet Office to conduct day-

to-day co-ordination, target setting, monitoring and assessments required to implement the National Security Policy (NSP), in addition to driving the transformation process on behalf of the NSC.

The Strategic Security Goals articulated in the policy are as follows:

1. Reduce violent crime and dismantle organised criminal networks
2. Strengthen the criminal justice system and promote respect for rule of law
3. Protect Jamaica from terrorism
4. Protect and control Jamaican territory
5. Strengthen the Integrity of Institutions of democratic government
6. Increase Jamaica's contribution to regional and international security
7. Provide the environment for a stable economy and an effective delivery of social services
8. Protect Jamaica's natural resources and reduce the risks of disasters.

The early objectives of the NSSIU will be, in partnership with the Cabinet Office and with support from the international development partners and MDAs, to:

- Strengthen the institutional capacities of the National Security Strategy Implementation Unit (NSSIU) to coordinate, develop, manage and monitor activities related to the implementation of the NSP.
- Improve coordination of activities between Government agencies, international development partners, private sector, civil society and other stakeholders in the security and justice sectors.
- Monitor the effective implementation of the National Security Policy (NSP), including

regular monitoring and evaluation of impact.

- Develop and collaborate on the implementation of joint, multi-sectoral strategies and programmes in security and justice geared to enhance community safety, rule of law, human rights and conflict resolution.
- Increase public awareness of NSSIU activities, including Government efforts in addressing the crime and violence situation in Jamaica.

## **APPENDICES**

### **Civil Servant of the Year and First Runner Up 2006 – 2007**



**Audrey Thomas**  
Civil Servant of the Year  
Cabinet Office



**Barbara Cadogan**  
First Runner Up  
Ministry of Transport

(Appendix 1)

## **PARTNER TRAINING INSTITUTIONS (MOU2)**

### **KINGSTON - 14**

1. Language Training Centre
2. UWI School of Continuing Studies
3. Cornerstone Ministries
4. Trinity Moravian Skills Training Centre
5. Professional Development Institute
6. Professional Trainers Institute
7. Kingston Central Skills Training Centre
8. McKenzies Institute of Culinary Arts
9. Institute of Cosmetology
10. GARMEX HEART Academy
11. Jan's School of Catering
12. B & E Caterers
13. Mona School of Business
14. National Tool & Engineering Institute

### **PORTLAND – 2**

15. CASE
16. Fair Prospect High School

### **ST JAMES – 1**

17. Granville Vocational Training Centre

### **ST. MARY - 3**

18. Port Maria Vocational Training Centre
19. Tacky High School
20. St Mary High School

### **MANCHESTER – 1**

21. Catholic High School

### **TRELAWNY - 2**

22. Muschett High School
23. Falmouth Vocational Training Centre

### **ST CATHERINE – 3**

24. Portmore HEART Academy
25. Spanish Town High School
26. Phillippo Baptist Church

### **ST ELIZABETH - 4**

27. Culloden Vocational Training Centre (actually situated in Westmoreland)
28. St Elizabeth Technical High School
29. Black River Vocational Training Centre
30. Junction Vocational Training Centre

### **ST THOMAS – 1**

31. Paul Bogle Vocational Training Institute

(Appendix 2)

## **CORPORATE INFORMATION**

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