



OFFICE OF THE CABINET
**PUBLIC SECTOR
MODERNISATION**

Better Services. Better Workforce. Better Institutions.

2022

OUR **PROJECTS**

An overview of the projects that the Public Sector Modernisation Division is implementing in collaboration with ministries, departments and agencies of government.



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PROGRAMME and PROJECT SUMMARY DESCRIPTION

INTRODUCTION

The Public Sector Modernisation Division (PSMD), within the Office of the Cabinet was established to drive the modernisation of the Public Sector by providing a coordinated approach to the planning and implementation of reforms, setting priorities, and the managing of ‘cross-cutting’ issues and ‘joined-up government’ initiatives.

The PSMD has its genesis in 1996 with the Public Sector Modernisation Programme. The Public Sector Modernisation Vision and Strategy 2002-2012: Government at Your Service, as well as the Medium-Term Action Plan 2007 – 2012 are landmark documents that have been instrumental in forging the vision for a more efficient Government Sector.

The programme is aligned to the following Goals of Vision 2030:

- The Jamaica society is secure cohesive and just
- Jamaica’s economy is prosperous
- Jamaica has a healthy natural environment

Aligned to these are **Vision 2030 National Outcomes 6, 8, 11 and 15:**

- National Outcome #6 – Effective Governance
- National Outcome #8 – Enabling Business Environment
- National Outcome 11 – Technology Enable Society
- National Outcome #15 – Sustainable Urban and Rural Development



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PROGRAMME OBJECTIVE and FOCUS AREAS:

With the objective *to improve the efficiency and quality of service delivered by the public service*, the PSM Programme gives focus to public sector efficiency and ease of doing business which are both critical to creating an enabling environment for growth and development for the country.

The programme focuses on three (3) main areas:

1. Trade & Investment Facilitation and Service Excellence, with the aim of improving Jamaica's trade and investment position within the Caribbean and Latin American region and transforming the public-sector culture to one that is customer-centric;
2. ICT Transformation, which is aimed at creating integrated, technology enabled delivery of public services, and
3. Human Resource Management (HRM) Transformation and Institutional Strengthening aimed at ensuring that public servants and public service institutions have the capacity to deliver result

| PROJECTS | PROJECT DESCRIPTION |
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| FOCUS AREA: TRADE and INVESTMENT FACILITATION and SERVICE EXCELLENCE | |
| Sub Programme: Implementation of the Trade Facilitation Programme | |
| The Government of Jamaica (GoJ) is pursuing a programme of trade facilitation reform to achieve alignment with the World Trade Organisation (WTO) Trade Facilitation Agreement (TFA), modernize the national trading environment in alignment with the government's objective to become a world-class logistics hub and stimulate economic growth. | |



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| Capacity Building for Border Regulatory Officials and Businesses | Enhance the capacities of the border regulatory officials to facilitate trade and of businesses to manage cross-border requirements |
| Improvement of institutional and governance framework for trade | This is aimed at revising Jamaica's institutional and governance framework for international trade to enhance inter-agency coordination, institutionalize and streamline public-private dialogue and promote a conducive trading environment complemented with 'Change Management' |
| Improvement of efficiency of border regulatory agencies and simplification of processes | The improvement in the efficiency of border regulatory agencies and simplifying cross-border formalities is to be achieved in a manner consistent with the TFA and, to the extent possible, with the Revised Kyoto Convention |
| Sub Programme: Investment Facilitation Programme | |
| Improvement of the Development Approval Process (JDAP) | JDAP is an online platform that enables users to submit development applications. Registered users can make secure payments online, update information, upload attachments and see their application status, reports and comments. |



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| Implementation of Plan Electronic Business Registration Form (eBRF) | <p>The eBRF will seek to improve business compliance and provide entrepreneurs wanting to start and register their business to do so in- a convenient way and to engage the Agency on their own time.</p> <p>eBRF provides a hassle-free and more convenient option to those seeking to register a business or a company. The project supports the government's priority to offer services designed around client needs by making them more accessible and encouraging investments by creating a more efficient process.</p> |
| Integrate JIPO Registration System with selected GOJ Services | The JIPO project focuses on the implementation of an IT architecture that will support the integration of WIPO solution within the offices of JIPO and definition of further automation of office solutions. |
| Sub Programme: Service Excellence | |
| Development of a Service Excellence Framework | <p>Service Excellence is the Government's effort to ensure that every citizen who interacts with the various government Ministries, Departments and Agencies, walks away feeling satisfied.</p> <p>The project seeks to create a new culture which embraces service excellence. The scope of work includes, inter alia, integrating service improvement planning into the strategic planning process.</p> <p>The Service Excellence Programme aims to develop a policy with the objectives:</p> |



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| | <ol style="list-style-type: none">1. To create a people-centric philosophy across the public sector that ensures internal and external customers are involved in dialogue and partnership to design and implement services that satisfy their needs; and2. To create a culture of service excellence in all public sector organisations by improving capacity, promoting excellence, and establishing effective systems of management and accountability. <p>All Ministries, Departments and Agencies will be responsible for implementing the Service Excellence Policy. Each entity will also be charged with the responsibility for developing and implementing its own Customer Service Improvement Plan (CSIP) that outlines the steps being taken to fulfil the requirements of the policy and providing regular reports on implementation progress.</p> |
| Design and establishment of a GoJ E-Portal | <p>The GoJ portal- gov.jm is an initiative that will enable the government to increase its efficiency, efficacy, and accountability in a cost-effective manner, while providing services to multiple constituents.</p> <p>GOV.JM is an online portal that serves as a singular gateway which provides access to information and services that are related to the Government of Jamaica.</p> <p>Through the portal, the GOJ is creating seamless connections across different Government services and entities to allow improved ease of doing business through the click of a button to all services, across all Government sectors ranging from labour research and job opportunities to housing information and services, as well as passport and immigration details and tax services and information.</p> |



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| FOCUS AREA HRM Transformation and Institutional Strengthening - increasing efficiency in the management of the public sector human resources, building their capacity to deliver excellence and strengthening Ministries to manage performance across their portfolios | |
| Sub Programme: HRM Transformation | |
| Implementation of Employee Performance Management (EPM) | <p>The objective of Employee Performance Management (EPM) project is to develop and implement a Policy through which the GoJ will be able to strengthen the institutional framework for performance management, establish standards and build the requisite capacity to align the performance of individuals with the performance of Ministries, Departments and Agencies (MDAs) and ensure that employees are compensated in keeping with their level of performance and overall contribution to the achievement of team and organisational results.</p> <p>The success of the project success will be measured by the extent to which capacity for employee performance management within central government has been increased, the link between organisational and employee performance is strengthened and a more consistent approach to employee performance management is established.</p> |



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| Implementation of a Public Sector Learning Framework (PSLF) | The PSLF places emphasis on understanding the broader Human Resource and Development (HRD) context and imperatives within the sector and provides the basis for a coordinated approach that involves systematically mapping learning pathways, building the required competencies and developing the necessary skill-sets for a modernised public sector. The design of the PSLF is underpinned by thorough research, which included an environmental scan of learning frameworks across the world, as well as rigorous consultations with local public sector stakeholders, inclusive of trade union representatives. |
| Sub Programme: Institutional Strengthening | |
| Institutional Strengthening of the Houses of Parliament | This project aims to strengthen the capacity of the Houses of Parliament to fulfil its constitutional mandate to include sub-projects to inter alia: <ul style="list-style-type: none">• Enhance the Corporate Governance Structure and autonomy of the Houses of Parliament (HOP);• Improve legislative and legal services to Parliamentarians; and• Institutionalise and build the capacity of the Secretariat to meet the information, policy and budget analysis needs of Parliament. |
| Integration Results Based Management Policies | The purpose of this project is the development of a policy that will outline strategies, actions and processes which, when implemented, will strengthen and fully integrate the existing systems for planning, budgeting, resource management, and the monitoring and evaluation of performance at individual, organisational and sectoral levels. In so doing, the proposed policy will provide a robust platform for strengthening strategic decision-making, increasing accountability of Ministries, Departments and agencies (MDAs) and managing the performance of Government as a whole. |



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| | <p>The development of a Policy is being proposed to define the operating framework, the general management guidelines and processes at all levels of the public sector to support the integration of strategy, resources (financial and personnel), measurements, assessment, evaluation and reporting processes to improve decision making, transparency, and accountability, to support the achievement of national outcomes; thereby facilitating the development of a performing state – one “that continuously reads its environment and adjusts how and what it does in response to new information”.</p> <p>To address the Government’s performance management deficit, an IRBM approach should be introduced to:</p> <ul style="list-style-type: none">• provide more accurate performance information by MDAs;• further integrate the budgetary process into the overall policy and planning processes of the GoJ; and• strengthen and streamline systems to improve accountability. |
| Review of the Machinery of Government | <p>This project is geared towards the improvements of the existing Machinery of Government and proposes to include: an assessment of the existing machinery of government which would incorporate, a complete inventory, and classification of all government bodies, their mandates, roles, functions and systems of management and accountability that govern their operations; as well as the development of recommendations for an improved machinery of government framework that can be used to determine the allocation of subjects and functions adequately and efficiently and will enable the GoJ to achieve its national priorities, goals and outcomes;</p> |



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| Strengthening of the Executive Agency Model | <p>This project is aimed facilitating improvements in the efficiency and effectiveness of the Executive Agency Model, including:</p> <ul style="list-style-type: none">i. The development and implementation of new fiscal management models for Executive Agencies;ii. The development of regulations and guidelines related to the selection, competency, accountability, and operation of Advisory Boards;iii. The amendment of the existing statutory provisions for Executive Agencies to allow for alignment with the GoJ's Budget, Planning and Performance reporting guideline |
| Support to Implementation of the Corporate Governance Framework | <p>The Corporate Governance Framework seeks to strengthen the governance accountability systems of Public Bodies, in order to facilitate greater probity, transparency and efficiency in the functions of government by;</p> <ol style="list-style-type: none">1. Clarifying the corporate governance framework for Public Bodies by clearly defining the reporting relationships between the Minister, Boards and Executive Management,2. Strengthening the Public Bodies accountability regimes in order to make their activities and operations more transparent;3. Providing Boards of Public Bodies with the necessary guidelines to enhance their effectiveness and;4. Defining the monitoring arrangements for the operations of Public Bodies within their parent Ministries and the Ministry of Finance & Planning. <p>The project encompasses the development of several initiatives aligned to elements of the Framework which will be executed including Board Selection, Nomination and Appointment, Performance Monitoring</p> |

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| | Arrangement by Portfolio Ministries, Role and Independence of Audit and Internal Controls, Corporate Social Responsibility and Corporate Governance Reporting |
| FOCUS AREA ICT Transformation- improving integration and harmonisation of government information infrastructure and systems to enhance service delivery | |
| Sub Programme: RIM Programme | |
| Development of the Schemes of Management for JARD | This project is aimed evaluating the infrastructure, systems and processes towards modernising the Jamaica Archives and Records Department (JARD) in order to facilitate and enable a modernised records and information management system throughout the public sector. |
| Implementation of a GOJ Records and Information Management standards and guidelines in MDAs | The RIM project is aimed at the standardised management for all the official records for the Government of Jamaica. RIM will promote the accessibility and the timely sharing of information within and across government, while at the same time, protecting confidential information. RIM will serve to enhance the performance in business and improve the decision-making process across government. It is also the objective of RIM to contribute towards the achievement of the National Development Plan and support government’s obligation for transparency and accountability to its citizens and other stakeholders. |



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| Development of a Data Sharing Policy | The Data Collection and Information Sharing Policy (the Policy) is intended to facilitate standard collection and appropriate sharing of data and information between government entities to inform decision-making and enhance service delivery. The target data and information are those required to support entities in undertaking their responsibilities related to policy making, programme planning, and service delivery. The Data Collection and Information Sharing (DCIS) regime is intended to prevent duplication and overlap in the collection of data; and create greater coherence and efficiency in the operations of government entities, thereby allowing them to better meet the needs of citizens, businesses, and other stakeholders. |

Other initiatives towards the Modernisation Programme are the Establishment of the PSTM as a Centre of Excellence and Change Management and Communication Programme

A Centre of Excellence is being developed within the Cabinet Office to meet the following objectives:

- Identify the required functions, and design the requisite model of organisational excellence to be established for the optimal execution of the transformation and modernisation agenda;
- Create a culture within the organisation which will support each member of staff in identifying themselves as role models of quality and excellence
- Take the organisation through a planned purposeful change process which will result in a new culture which is characterised by quality and excellence.
- Develop the technical capacity among the staff required to lead the public sector, by identifying the necessary specialized skills, knowledge, and attitudes that need to exist, and implementing the means by which these can be developed among the staff.



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- To define efficient workflows which support the functions of the organisations; develop the processes, and practices within the organisation and implement modern tools and systems.
- To reinforce the perception of the organisation as a quality brand within the public service.

The Programme is supported by Communication and Change Management programmes that are designed to ensure all stakeholders are aware of the initiatives and are empowered to fully participate in the successful implementation of the various projects.