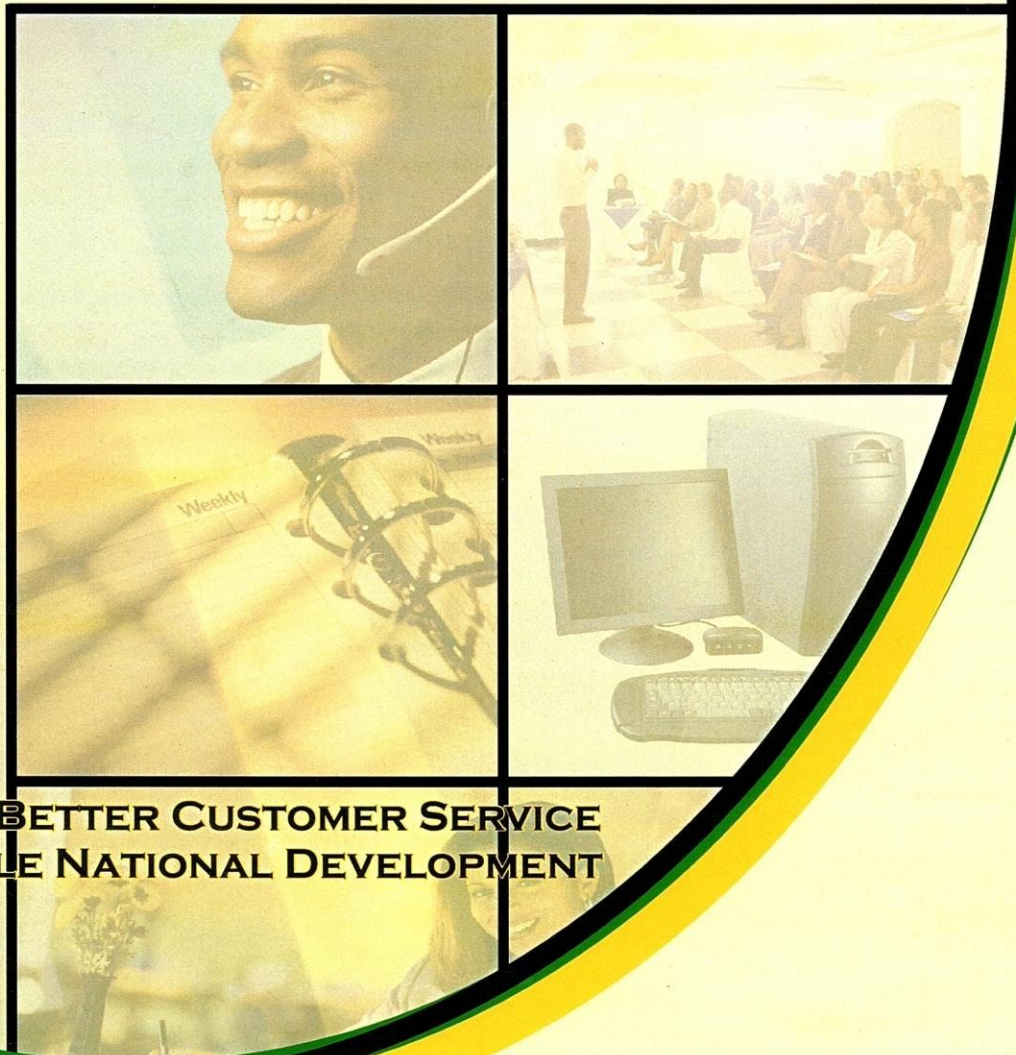




CABINET OFFICE

ANNUAL REPORT 2005-2006



**MANAGING FOR BETTER CUSTOMER SERVICE
AND SUSTAINABLE NATIONAL DEVELOPMENT**



MISSION STATEMENT

To provide the Prime Minister and the Cabinet with high-quality information and policy advisory services leading to sound Cabinet decisions which are effectively implemented by line Ministries and to lead the reform of the public sector into one that is more efficient, effective, accountable and treats the public as valuable customers.



TABLE OF CONTENTS

Prime Minister's Message	1
Cabinet Secretary's Overview	2
The Development Division	6
The Recording Secretariat	11
The Executive Office	11
The Policy Analysis and Review Unit	15
The Public Sector Reform Unit	17
The Jamaica Social Policy Evaluation Project (JASPEV)	20
The Cabinet Office's Promotion of Continuous Improvement in Customer Service in the Public Sector	22



PRIME MINISTER'S MESSAGE

I take great pleasure in being associated with this Annual Report of the Cabinet Office.

The Cabinet Secretary and his staff must be complimented for producing this Report, although not required by any statute to do so, so soon after the end of the Financial Year.

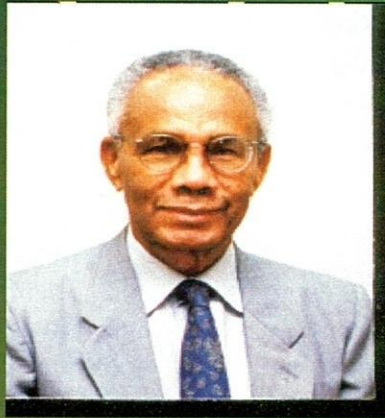
The Report is informative in terms, of the genesis, roles and structures of the Cabinet Office, and, in particular, its achievements during the last Financial Year.

Although it is somewhat invidious to pick out any particular area for comment, I cannot resist saying a few words on two of them. First, I must express my satisfaction at the growth of the Public Sector Customer Service Competition from eighteen (18) organisations, five years ago, to sixty (60) now, with thirty-three more readying themselves for the next competition. Improved Customer Service (allied with increased efficiency) is absolutely important for the state to win the confidence and support of the other stakeholders, and ultimately to enhance our well-being.

Second, I am happy to read about the efforts made in training public servants which I understand includes, inter alia, improving current skills or the introduction of new ones. I trust that this programme will be expanded in the near-term as it would lead to not only a more qualified public sector staff but also a more satisfied one.

I look forward to working with the Cabinet Office so that we can build on our achievements in a sustainable and equitable way.

Portia Simpson Miller
Prime Minister



THE CABINET SECRETARY'S OVERVIEW

The end of the year under review saw a transition in the political leadership of Government, and of the Cabinet Office, in particular, from the Most Hon. P. J. Patterson to the Hon Portia Simpson Miller.

Mr. Patterson was intimately involved in the creation of the new-style Cabinet Office in July, 1993, and gave full support in the subsequent years. We thank him for his service and wish him well in his retirement from public office.

The new Prime Minister has worked closely with the Cabinet Office at various times in the three previous Ministerial portfolios she has held. In consequence, she has a good knowledge of the worth of the Office, and we look forward to working more closely with her.

The change of leadership provides as good an opportunity as any to do a brief retrospective on the roles and functions of the Office.

First of all, it is necessary to remind that a Cabinet Office has long-existed in Jamaica, but until the 1993 reforms, it was essentially a secretariat whose functions, while highly-confidential and sensitive, were confined to:

- (a) Composing the agenda of Cabinet meetings
- (b) Recording the Decisions of these meetings;
- (c) Communicating the Decisions.

In contrast, the Cabinet Offices in a number of other Commonwealth countries, especially developed ones, such as the United Kingdom, Canada, Australia and New Zealand, operated as one of the great departments of State.

As succinctly put by a writer on governance in Canada¹, these Cabinet Offices apart from the traditional functions listed above, undertook other duties such as:

- **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.

¹See Mark Schacter: Cabinet Decision - Making in Canada - Lessons and Practices, Policy Brief Note April 1999 Institute of Governance.

- Controlling the **quality** and **context of information** reaching the Cabinet and Cabinet Committees by reviewing all materials in advance.
- **Controlling the issues** that come before Cabinet for discussion by **managing Cabinet's agenda**.
- **Briefing the Prime Minister** on his/her role as Chairman of Cabinet as well as Cabinet Committee Chairmen in the handling of issues before the respective Cabinet Committees.

Two reports in 1991² and 1992³ respectively, supported the enhancement of the role of the Jamaican Cabinet Office, incorporating these additional functions, as among other things, an important means of effecting greater coherence, efficiency and effectiveness in the operations of Government.

The first report stated, among other things, that:

- The first priority was to get the machinery at the centre right, i.e. to fill the void by establishing a capability under the Prime Minister's personal authority to command and control the determination of strategy and the deployment of resources.
- The Cabinet Secretariat should be strengthened to take on:
 - (a) full responsibility for bringing together issues which bear on the Government's strategy and presenting them to Ministers via the Prime Minister for collective decision;

- (b) the lead role in corporate planning for the Government as a whole;
- (c) monitor and as necessary direct the implementation of policies.

- The holder of the post should be designated Head of the Civil Service.

These recommendations were in the main supported by the other report. They were accepted, for the most part, and the new Office came into effect July 1, 1993 as previously stated.

It has evolved over time to one currently comprising five basic units -

1. **Cabinet Secretariat** - Servicing the Cabinet and its Committees with respect to agendas, minutes and circulation of decisions. Headed by *Mrs Eloise Cato*
2. **Policy Analysis and Review Unit** - Analyses specific Policies and Submissions presented to Cabinet or its Committees. The post of the Head of this Unit is **vacant** and applications have been invited to fill it.
3. **Public Sector Reform Unit** - As the name suggests, this Unit is concerned with the continuing reform of the Public Sector as per Ministry Paper No. 56 of 2002 in areas such as the creation of Executive Agencies, and Performance Based Institutions strengthening Policy Capacity, Improving Customer Service, inculcating a Performance culture as well as the responsibility for a whole range of Public Sector Establishment functions.

²Report to UNDP Management Development Programme Mission to Jamaica, June 23rd to July 5th, 1991. (Ref. INT.90/536-1168 Sir Kenneth Stowe and Mr. Geoffrey Morgan).

³Report of the Committee of Advisers on Government Structure (The Nettleford Report) 1992.

The Unit is headed by **Mr. George Briggs**, former Permanent Secretary, who now holds the rank of **Chief Technical Director**.

4. **Corporate Planning Information Systems and Special Projects Unit -**

This Unit ensures that the programmes and policies of the Government as a whole are coherent and focused on strategic priorities within available resources; monitors the financial resources of the Cabinet Office to ensure expenditure is aligned to priorities and in accordance to established guidelines; promotes best practices in operation of Audit Committees via the Audit Commission. The Unit is headed by *Mrs. Hillary Alexander*.

The Library and Documentation Centre is a part of the Unit. It houses Cabinet records, books, Journals, Ministry Papers, Annual Reports, Speeches by the Prime Minister, other Ministers, Cabinet Secretary, etc. The Centre is headed by *Mrs. Jaqueline McGibbon*.

5. **Development Division** - The portfolio of development was brought under the Cabinet Office in 2002 with responsibility given to a senior Minister (Dr. Paul Robertson succeeded by Mr. Colin Campbell) and headed by a **Chief Technical Director, Mr Dennis Morrison** and supported by Dr Lorna Simmonds and others. This is to ensure that development projects such as tourism, bauxite and alumina, agriculture, etc, are implemented in a timely cost-effective and sustainable basis with the full **support and authority of the Prime Minister**.

In addition to the work organised around these Units, the Cabinet Office services the Permanent Secretaries Board, via the Cabinet Secretary as Chairman.

There are also a number of special activities which the Office is called upon to undertake from time to time. These have included prominent or lead roles in:

- (a) the formulation of a policy for the **Sugar Industry**;
- (b) the formulation of an **Energy Policy** reflected in a Green Paper laid in Parliament;
- (c) working with the private sector on the USAID supported **Legislation and Regulatory Advisory Committee ("Regs and Legs" Project)** for the facilitation of sustainable economic development;
- (d) setting up the **Educational Transformation Team** and managing it for a period;
- (e) supporting the **Jamaica Social Policy Evaluation Project (JASPEV)**.

Looking back over its near-thirteen year existence, among the achievements of the Office are:

- Generally-improved quality of Cabinet Submissions, largely as a result of the production (by the Office) of **Guidelines** for writing them: internal reviews of these Submissions to ensure, to the fullest extent possible, that they meet the minimum criteria laid out in the **Guidelines**, and ensuring greater coordination among the relevant stakeholders, inside and outside Government.
- More appropriate 'streaming' of Submissions to either the Cabinet itself, the relevant Committee of the Cabinet or even back to the Ministries themselves for further work, including consultations with stakeholders within and outside Government.

- Better monitoring and evaluation of the fate of Cabinet decisions;
- Better coordination of the Corporate Planning Process of Government;
- Better communication links in respect of Cabinet's priorities to the Permanent Secretaries, through the Board;
- Achieving tangible outcomes in several areas of Public Sector Reforms - such as Executive Agencies, improved Customer-Service, greater efficiency at the Customs Department;
- Taking a lead role in ensuring greater accountability and transparency in the operations of the State, by among other things, being a leading player in the creation of the **National Contracts Commission**; liaising with Ministries and agencies in addressing adverse reports by the **Auditor General and Contractor General**; influencing the training programme currently underway on **Ethics in the Public Sector**.
- Serving as a **focal point** for Departments and Agencies to deal with matters of cooperation, or conflicts;
- Effecting improved relations between the leadership of the Public Service and the Jamaica Civil Service Association;
- Playing a key role in effecting better cooperation between Government and other major stakeholders.
- Playing the lead role in implementing training programmes for Public Staff, including more recently the junior ranks of the Service (See 2004/05 Annual Report).

In sum, whilst there is still a lot more to do, the Cabinet Office has achieved much since it was created in its new dispensation in mid 1993.

Associated with Office are a number of Agencies which are quasi- autonomous bodies and submit their separate reports to Parliament in accordance with the Public Bodies (Management and Accountability Act).

The Sections which follow describe some of the major achievements by the Office during the 2005/2006 Financial Year.



Carlton E Davis
Cabinet Secretary
April 20, 2006

ANNUAL REPORT

FINANCIAL YEAR 2005/06

OFFICE OF THE CABINET

TOWARDS BETTER CUSTOMER SERVICE AND SUSTAINABLE NATIONAL DEVELOPMENT

THE DEVELOPMENT DIVISION

The Development Division was established with the mandate to integrate and co-ordinate the activities required to ensure the smooth implementation of the Government's Development Programme. The work of the Division has involved aggressively promoting and facilitating investment activity in the key sectors identified in the National Industrial Policy, including: Tourism, Bauxite-Alumina, Manufacturing, Information and Communication Technology, and Agro-Industry.

Investment Promotion and Facilitation

The Development Division acts as the vehicle through which the Minister of Development fulfils his portfolio responsibility for investment promotion. It plays a critical coordinating role by bringing together the relevant development agencies involved in planning and in granting business approvals. This involves resolving issues to ensure smooth implementation of investment projects. During 2005-6, a total of J\$13 billion in capital expenditure and 6,604 in jobs were facilitated from projects that had been the subject of a variety of interventions from the Development Division in conjunction with JAMPRO.

The significance of the levels of both local and foreign direct investment was highlighted at the Prime Minister's Investor Forum, held in February 2006. The Forum was designed to further boost investor confidence and expose the business opportunities from the various development projects.

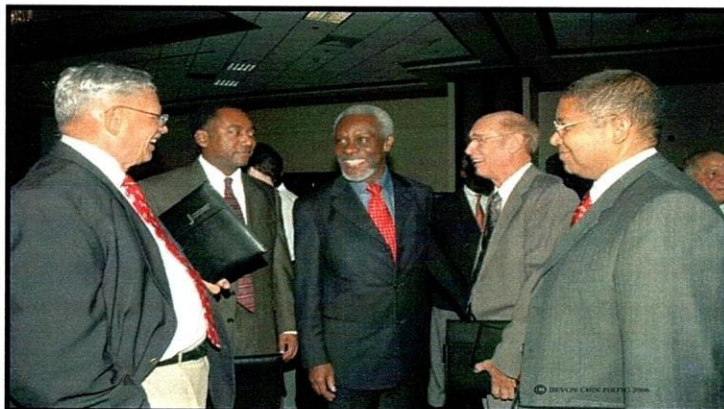
Business Facilitation

Work continued through the GOJ/Chamber of Commerce and USAID "REGS & LEGS" Project to streamline regulations and legislation. The main objective of this programme is to improve the business approvals process.

The focus during this period involved:

- The Multi-Agency streamlining of the permit issuance and inspection process for some imports and exports, and,
- The production of a Developers Manual to guide and improve the approval process for Building/Developments.

The work on the streamlining of the permit issuance and inspection process is ongoing, and continued with critical analytical support from the Public Sector Reform Unit of the Cabinet Office.



Prime Minister P. J. Patterson and participants at the Prime Minister's Investment Forum, February 2006

In the wider Cabinet Office initiative, the production of the Developers Manual reached a critical success point with the launch of several sections of the Manual in November 2005. Of a possible 52 sections covering the gamut of development issues, a total of 36 sections were publicized and made available for reference by all interested parties. It is expected that all components of the Manual will be available to all stakeholders during the 2006-7 financial year.

Status on Volumes and Sections of Developers' Manual

• = sections completed

Volume 1 - Planning and Development

- Development of Bauxite Lands
- Hazard Mitigation - ODPEM
- Mining and Quarrying
- Meteorological Office
- Services - National Land Agency
 - Pre-checking and Final Checking of Survey Plans
 - Land Titling
 - Changes to the Valuation Roll
- Advertising Sign Guidelines
- Restoration of Historic
Section on NEPA being reviewed

Volume 2 - Environment - Submissions received and being reviewed

Volume 3 - Infrastructure, Utilities and Communication

- Infrastructure
- Wells Permits/Licence
- National Water Commission, Water Supply, Sewage
- Waste Water Treatment & Excreta Management
- Irrigation
- Electricity
- Wireless Communication
- Postal Services

Volume 4 - Hospitality Industry and Security

Section on Tourism - Submissions received and being reviewed
Section on Security to be completed

Volume 5 - Social Infrastructure and Waste Disposal

- Community and Private Health Facilities
- Standards and Approval process for Pharmaceuticals
- Solid Waste Disposal and

Management of Ship Generated, Medical and Hazardous Wastes - Submissions received and under review

Section on Educational Standards to be completed;

Submissions received on sections on Vocational, Educational and Training Standards; Facilities Standards and under review

Volume 6 - Business Facilitation

- Business Promotion JAMPRO
- Leasing of Factory Space (Factories Corporation)
- Sale/Lease of Mined-out Bauxite Lands
- Sale/Lease of Government Lands and Government Land Settlement
- Sale/Lease of Urban Development
- Agriculture
- Standards Requirements of the Bureau of Standards
- Industrial/Labour Relations Conciliation Service and Pay and Conditions of Salary
- Work Permits
- The Labour Market Information System
- Industrial Safety Requirements (Factory Inspection)
- Pesticides Management
Section on Pesticides Management under review; sections on Immigration and Customs incomplete

Volume 7 - Finance

- Joint Venture Housing Development
- Cooperatives, Friendly and Provident Societies
- National Housing Trust
- Development Bank of Jamaica
- Micro Investment Development Agency
- National People's Cooperative Banks
- National Insurance Scheme
Sections on Registration of Companies and Taxation Requirements incomplete

All incomplete sections are to be finalized in 2006/7

The Linkages Programme

The Development Division collaborated with JAMPRO in the formulation and implementation of the Linkages Programme which sought to facilitate the establishment of successful business partnerships between the local suppliers and investors, particularly in the tourism sector. A total of 173 companies participated in the Programme's activities.

Private Sector Development Programme (PSDP)

The PSDP is a 5-year technical assistance programme funded jointly by the European Union and the Government of Jamaica in the amount of €28.67 million (J\$2.3 billion). The Programme was initiated in 2004 and seeks primarily to address the competitiveness issues at the macro, meso and micro levels. To date the PSDP has "rolled out" 7 of its 12 support programmes/activities, which has led to the approval of J\$223.82 million in grants between January and March 2006.

The official launch of the PSDP will be on May 25, 2006. Over the next 6 months other activities will be implemented, including the formalization of the Help Desk and Monitoring Facility, the procurement of long-term Outsourced Service Providers (OSPs) and the rolling out of the other 5 support programmes. An important component of the PSDP is the **Target Growth Competitiveness Committee** (TGCC) which operates as a "think tank" on issues relating to improving national competitiveness. It is a private-public sector grouping chaired by the Minister of Development. The TGCC's objective is to create a competitive business environment via recommendations for policy revisions and legislative changes to the national framework.

The Committee has targeted the following issues as critical to ensuring a more competitive business environment and will be seeking to address them during the April 2006 July 2007 period:

- Tax Policy reform and incentives regime
- E-Transaction legislation for e-commerce environment
- Manufacturing and Agro-processing sector initiatives
- Labour and productivity standards, including flexi-time legislation
- Entertainment and Creative Industry Development

Parish Development Initiatives

The Development Division continued its programme of strengthening the linkages between approved macro-level strategies and investment activity at the parish level. These initiatives are being pursued consistent with the National Export and Growth Strategies.

Building on the work already done in St. Mary, St. Catherine and Westmoreland, a workshop was held in the parish of Hanover where major investment activities were discussed, including the construction of 2,000-room Fiesta Hotel in Lucea. In the discussions interests in the parish identified important linkages that will be generated between the tourism and agriculture sectors, among others.

Project Development Support at the Cabinet Office

The coordination and integration of major private and public sector investment projects in targeted special development areas continued to be the focus of the work of the Development Division.

The selection of special development areas was guided by the following criteria:

- i) Centres of regional economic activity
- ii) Focus of concentrated investment activity
- iii) Historical/heritage importance
- iv) Existence of multiple infrastructure works ongoing or planned and in need of coordination

These areas of special development focus include **Port Antonio, Falmouth and Spanish Town** - the latter through the establishment of SPARCOM.

The work on Port Antonio has included monitoring and expediting the following areas:

- The planning, design and implementation of the water and sewerage scheme - which is now well advanced
- Implementation of Segment 3 of the North Coast Highway and
- Revitalisation of the attractions sector.

Working with the Falmouth Wharf project as the centre-piece, further activities have included:

- Sewerage and drainage schemes
- Squatter relocation
- Working with the JNHT to settle the street-scape design to preserve the heritage value of the town

The work in Spanish Town will be implemented through SPARCOM, a jointly financed public/private sector company. SPARCOM's work will revolve around the redevelopment of the Historical Square, the Market District, the establishment of the Civic Centre and major housing development and rehabilitation.

In order to facilitate the orderly development of Port Antonio and Falmouth and their environs, the Division collaborated closely with the National Environment Planning Agency and the respective

Parish Councils and commenced work on the development of detailed plans work for both the parishes of Portland and Trelawny. These plans will form the basis for the preparation of Development Orders for both regions.

Planning staff at all levels have been contracted, and offices established with work commencing on gathering data and public consultation well underway in both parishes. In 2006-7 it is expected that the work will be completed with draft plans prepared by the end of the financial year.

Under the Division's oversight, the detailed work on the Highway 2000 Corridor Development Plan is now in its final stages, and planning for the implementation of its recommendation will be undertaken. The approach taken to Spanish Town's re-development is based on the recommendations and policy outcomes of HW2K Development Plan.

THE SOCIAL INTERVENTION PROGRAMME: THE CABINET OFFICE IN COMMUNITY DEVELOPMENT*Social Intervention Programme (SIP) - Community Security Initiative (CSI)*

The Social Intervention Programme was launched as a necessary counterpart to the Anti-Crime Initiative, in recognition of the importance of community development to the implementation of an effective anti-crime strategy. The Programme collaborates and works with the Community Security Initiative (CSI) carried out through the Ministry of National Security; CSI also supports social interventions in communities where Security Operations are being carried out.

The SIP uses a combination of methods including skills-training, entrepreneurial and employment generating exercises, infrastructure development programmes, sports programmes, social welfare programmes and a communication programme designed to give communities information on the range of services provided by the Government, through Information Fairs, held in the targeted communities.

The main target areas of both sets of initiatives currently fall within the parishes of Kingston & St. Andrew, St. Catherine and St. James. The communities of Browns Town (Dunkirk), Matthews Lane, Mudd Town, August Town in Kingston and St Andrew and Tawes Pen, Ellersllie Pen, Homestead in Spanish Town have been targeted to benefit under the CSI.

Some achievements of this programme in 2005/6 included:

- Residents trained in a wide array of skills
- Funding and technical support provided to small businesses
- Derelict buildings demolished
- Homework centres established
- Community policing project implemented
- Repairs to dwellings
- Community Development Plans prepared, and
- Schools assisted with teaching aids, furniture and equipment.

THE RECORDING SECRETARIAT

Under the Constitution, the Secretary to the Cabinet is responsible for arranging the business for and keeping the minutes of meetings of the Cabinet and its Committees and Subcommittees. The Cabinet Secretary is also responsible for conveying the decisions of the Cabinet to the relevant agencies of Government for action.

The Recording Secretariat's operational procedures to these ends include:

1. Processing of Cabinet Documents submitted by Ministries for the Cabinet's consideration
2. Preparation and circulation of agenda and documents to Cabinet members
3. Preparation of minutes of Cabinet and Committee meetings
4. Indexing, storage and disposal of classified Cabinet documents.

The Recording Secretariat successfully provided these services for the Cabinet and Cabinet Standing Committees during the period under review, with 81 Cabinet and Cabinet Committee meetings generating 996 Cabinet Decisions covering various issues.

THE EXECUTIVE OFFICE:

Corporate Planning, Information Systems and Special Projects

The major ongoing efforts of the Cabinet Secretary's Administration and Special Projects operation included the following initiatives:-

- Co-ordination of activities to improve Human Resources Management and the Performance Management System.

- Providing Ministries with reviews and summaries of the Auditor General's Report working towards a reduction in the number of Audit queries
- Establishment of Audit Committees for nine (9) Executive Agencies as well as ministries and departments of Government
- Collaboration in training and sensitization programmes targeting the internal audit cadre
- Performance reviews of Ministries - twenty performance reviews facilitated and eight ministry corporate plans reviewed
- Spearheading key programme initiatives including the preliminary work on the establishment of the National Security Strategy Implementation Unit - a critical element of the National Security Strategy

In addition, the Procedures Manual for Corporate Planners and Programme Managers was reviewed and updated and guidance provided to Programme Managers in the preparation of work plans. The Unit also facilitated Training at MIND for the corporate planners of Ministries and Agencies.

On the Information Technology-front, the operation collaborated with the Central Information Technology Office (CITO) in the development of standards and guidelines for Government Websites and in distributing them to all Ministries. It was also involved in the design and implementation of Ethernet-based structured network infrastructure for improved service delivery over the network, and in redesign of the Library Application Programmes, which has improved the efficiency and reliability.

The Executive Office has taken the lead role (on the Cabinet Office's behalf) in the execution of the programme for the creation of an **Ethical Infrastructure in Government**. This programme

has so far succeeded in facilitating the appointment of eighty-eight (88) Ethics Officers in the public sector. Furthermore, the Cabinet Office and MIND have jointly developed a Training module for the Programme; the first session commenced on March 24, 2006, with thirty-five (35) persons participating. Work on the development of a **Jamaican Public Sector Code of Ethics** has also commenced and is expected to be completed during Fiscal Year 2006/2007; it will pay special attention to establishing the necessary linkages with the Audit Commission and Committees in development of a robust governance framework.

Secretariat to the Board of Permanent Secretaries

The Secretariat facilitated the Board of Permanent Secretaries Board in its eight 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 including in the Health Sector
- Strategic Management Issues facing the Public Sector
 - Development issues - Water as a strategic resource; Energy and the National Energy Policy; strategies for growth and development
 - Training for the Marketing of Tradable Services and
 - Preliminary work and research on rationalization of Health Benefits in the public sector and on Pensions Reform
 - World Cup Cricket 2007
 - HIV/AIDS and the development of the National Policy

- Governance review of the current administrative framework

Special Projects

The Cabinet Office, as it is particularly well placed to spearhead work on critical issues of strategic importance, took the lead in the development of the **Energy Policy and Analysis**, the **Sugar Industry Policy**. It commenced preliminary work and consultations on the establishment of the **National Security Strategy Implementation Unit** and it also established and operationalised the **Education Transformation Team**. The Office specifically applies the principles of the **Code of Consultation** and encouraged the active engagement of stakeholders in the development of programmes and policies in these areas. The remit of Education Transformation Team, originally set up under the aegis of the Cabinet Office, was to lead the restructuring and transformation of the educational system and was charged with the responsibility of implementing the key recommendations of the Task Force on Education (2004). In collaboration with the Ministry of Education, Youth and Culture, the ETT held island-wide stakeholder updating and discussion sessions which included Ministry staff. A "Back-to-School" Communication and Publicity campaign was conducted between August and September 2005 and three workshops held island-wide on the development of the National Parent-Teacher Association. Among the achievements of the ETT in the nine months that it remained in the Cabinet Office were the:

- *Enhanced Summer Literacy Programme* in which 7650 students including 5,300 boys participated in 500 camps over three weeks in July 2005. The evaluation of the students' performance indicated the following:
 - Mastery 3000; Near-Mastery 1800 and Non-Mastery 2850.

- Seven hundred (700) teachers and thirty-five(35) trainee teachers received training in the techniques used in the camps
- **Physical Facilities and Infrastructure:** Contracts valued at approximately \$750M were issued for the repair of 286 schools in need of critical repairs and approximately 80% of these schools were complete by December 2005
 - 11 schools under construction and 7 prototypes completed and in use
- **Procurement of Furniture:** 3 forums held to attract additional contractors; 42 contracts (\$88M) awarded and 26,470 units of furniture delivered
- **A Space Audit of Primary and Secondary Schools** was completed. This audit identified the additional spaces required to satisfy the Task Force parameters, spaces required to eliminate the shift system and made recommendations for merger, closure or conversion to early childhood or primary schools

A 3-Year Implementation Plan was prepared, as well as a Procedures Manual that will guide the continuing work in the field.

Valuable partnerships with the Office of National Reconstruction and the Ministry of Health were also forged, which enhanced the planning process, the development of standards and the delivery of the programmes in the 9-month period.

The Cabinet commenced the handing-over of the programme to the Ministry of Education in January 2006 and completed this process by the end of the Financial Year 2005/6.

As of February 2006, the programme was under the direction of and will continue to be run by the Ministry of Education and Youth.

The Library and Documentation Unit

During the year the unit provided institutional support for Cabinet, Cabinet Committees, and the Cabinet Secretary's personal office through the management of Cabinet records and the provision of reference services. Information service to the public and other government sectors was actualized through implementation of the Access to Information Act and regular information service interactions.

Library Collection

The Office of the Cabinet's information system was enhanced by the acquisition of current information resources, for example:

- The collection of Ministry Papers was increased by 62.
- Annual, Quarterly and Special Reports collection increased by 34.
- The Jamaica Gazette Supplement Proclamations, Rules and Regulations was updated to current issues and the collection of Bills and Acts was updated by approximately 76. These publications supplement The Laws of Jamaica.
- The Laws of Jamaica CD-ROM version was updated to reflect current status. The printed Laws of Jamaica Subsidiary Legislations were updated to 2003 and the printed Revised Laws of Jamaica to 2004, the most current available years.
- Ninety (90) other printed titles were processed and added to the collection to bring the total number of processed titles to 2724 from last year's figure of 2634
- Seventy eight (78) administrative and operational Cabinet files were added to the Documentation Centre's records management system.

Document Management Systems Database

The Cabinet Office Library uses up-to-date database information systems to provide the framework for information management.

Access to current information was facilitated through the maintenance of the various databases, for example, the MP2K database for Ministry Papers, the WINISIS database for printed documents and the CABSEC database of index entries and summaries of Cabinet decisions. The Unit is in the process of improving the IT infrastructure to facilitate more effective information sharing and data access.

Co-operation with the Association of Government Records Managers (GRIM) and CITO in the identification of electronic records management software suitable for the Office of the Cabinet continued. The Unit has received financial assistance from CIDA towards this endeavour. The Unit is represented on the Electronic Records Management System Steering Team spearheading the implementation of a system-wide GOJ Records Management System.

Management of Information Services

The unit prepared indexes and summaries of Cabinet documents and Permanent Secretaries Board Minutes, produced 713 index entries of Cabinet decisions and distributed these appropriately.

Research for the Cabinet Secretary, staff of the Office of the Cabinet and the Office of the Prime Minister and external persons was undertaken on a regular basis. Additionally, approximately 310 loans were made from the basic reference collection.

The unit:

- o Posted Cabinet Press Briefings, the 2006/07 Throne Speech to the website of the Office of the Cabinet www.cabinet.gov.jm
- o Responded and/or referred the Office of the Cabinet's 3104 e-mail enquiries, an increase of 1041 over the previous year's total of 2063.

Additionally, 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 (2002)

The Cabinet Office received 7 applications under the Access to Information Act. Full grant of access were made in 4 cases. Two applications for which access was granted were abandoned by applicant, while in one case the document applied for did not exist.

The focus during this year was assisting Agencies that fall under the Office of the Cabinet in the implementation of the ATI Act. This took the form of assistance with sensitization of staff and regular consultation with responsible officers.

POLICY ANALYSIS AND REVIEW UNIT (PARU)

PARU adds strategic value to the Cabinet's decision-making process by providing high quality policy advice, information, assessments, secretariat, coordination, policy capacity building and other facilitatory support services. It analyses specific policy documents submitted to Cabinet and its Committees and also (co)manages special programmes such as JASPEV and the Trafficking in Persons initiatives to achieve coherence among the priority policies of Government.

Report on Cabinet Committees

PARU supported the deliberations of several Cabinet Committees. Amongst the priority issues considered by the Committees were:

- Human Resource Council
 - Survey of Living Conditions 2003 and the 2004 - Interim Report
 - Implementation of the National Registration System
 - Data Quality Issues and National Statistics - The Focus on Social Statistics
 - Social Safety Net
 - Social Marketing & Public Education Programme
 - Third National Drug Abuse Prevention and Control Master Plan (2003-2008) and Five Year Action Plan for Substance Abuse Prevention, Treatment and Control
 - PATH programme
 - Lifelong Learning Policy for Jamaica
 - The National Poverty Eradication Programme (NPEP) and the Proposed institutional framework approach for poverty reduction in Jamaica
- GOJ Medium Term Socio - Economic Policy Framework
- Three-Year Rolling Programme for Social Policy
- Infrastructure Committee
 - Report & Recommendations on Public Sector Procurement Methodology for Dealing with the Award of Works Contracts arising from Emergencies
 - Infrastructure Development:
 - Palisadoes Road
 - Funding Requirements for Flood Damaged Roads
 - Capital Development Programme for the Norman Manley International Airport
 - Northern Coastal Highway Project - National Water Commission Martha Brae to Duncans, Trelawny and
 - Special Flood Damage Rehabilitation Programme
 - Kennedy Grove Housing Development
- Information Committee
 - Regulation of Telecommunications and Subscriber Television Licence regime
 - Expanded ICT Capacity
 - Development of Information Policy
 - E-Governance (CITO Initiative)
- Natural Resources Committee
 - A Strategic Environmental Assessment (Sea) Policy For Jamaica
 - Preparation of A Master Plan For Sewerage And Institutional Arrangements For The Provision of Sewerage Services
 - Guidelines for Dealing with Squatting
 - Energy Conservation in the Public Sector

- *Public Order Committee*
 - Violence in Schools and its effects
 - Squatting (Zero Tolerance Zones)
 - Illegal Vending
 - Safe School Programme

The Unit also participated in the Steering Committees and Working Groups to coordinate strategic direction in the areas of Land Acquisition, Housing Policy Development, Parenting and Lifelong Learning, Hazard Mitigation and Hazardous Substances Waste Management Policy Development, Science and Technology for Socio-Economic Development and Entertainment, among others.

Monitoring Status of Legislation Programme

- Four (4) quarterly reports made to Cabinet on the progress of the legislation programme.
- Reports also placed on Cabinet Office website

Capacity building: Three forums were held by the Policy Analysts' Network to strengthen the Policy Development Process, to sensitise participants in the use of the Gender Equity Mechanism Toolkit (PIOJ) and in the methodology of the Policy Environment Score (PES) to assess the policy environment

Special Assignments

PARU also completed a preliminary review of the Ministry Water and Housing's Joint Venture Housing Programme for the period 1994 to the present and chaired the Anti-Trafficking in Persons Task Force.

THE PUBLIC SECTOR REFORM UNIT

During Fiscal Year 2005/6 the Public Sector Reform Unit (PSRU) approached the modernisation of the Public Sector through four key components:

1. Customer Service/ Service Delivery and the Establishment of Performance Based Institutions
2. Resource Management Accountability, Policy Development and Corporate Planning
3. Human Resource and Change Management
4. Information and Communication Technology

Establishment of Performance Based Institutions

The PSRU is facilitating the establishment of Performance Based Institutions (PBIs) throughout Government. These PBIs will take the form of Executive Agencies, policy-focused Ministries and other entities operating under the principles of Executive Agencies, though not having the legal identity of Executive Agencies.

The transformation of these entities will take place on a phased basis and will include:

- the transformation of Ministries to focus on policy development and strategic planning and management of outputs and outcomes services - delivered by the entities within their portfolio, and
- the transformation of departments, divisions and agencies to more efficiently and effectively deliver services to their customers

The **Ministry of Transport and Works** (at the time of writing - the Ministry of Housing, Transport and Works) is the first Ministry to be transformed into a policy-focused Ministry. The Ministry's focus will now be primarily on policy development, monitoring and evaluation and setting standards for the performance and evaluation of its agencies. The PSRU, in collaboration with the Ministry of Finance and Planning and the Office of the Services Commissions is developing the framework within which expanded human resource and financial management functions will be delegated to the Permanent Secretary.

The **Ministry of National Security** which is critical to the achievement of the Government's national strategic goals has been identified as the next Ministry to be transformed into a policy focused Ministry. The framework for Modernization has been developed and implementation is scheduled to take place over the next two years.

As part of the transformation of the Ministry of National Security, the **Immigration, Citizenship and Passport Services Division** (ICPSD) will become an Executive Agency. The implementation of the modernization plan for ICPSD is also scheduled to take place over the next two years.

The **Firearm Licensing Authority** is a new entity established by the Ministry of National Security with the leadership of the PSRU, and while it will not be legally defined as an Executive Agency, it will operate as a PBI.

The PSRU team has also been involved in the transformation of the **Forestry Department** to an Executive Agency. The prior options and strategic reviews for the agency have been completed and the Modernization Plan is being developed.

During the financial year (2005/6) the PSRU commissioned an assessment of the **Jamaica Fire Brigade**. Based on the critical nature of the organisation to disaster management and mitigation, it was necessary to identify a number of key actions that would allow the Fire Services to operate more effectively. Implementation of the recommendations for improvement of the Fire Services is slated to begin in FY 06/07.

The PSRU commenced activities towards the modernisation of the Education Sector in general and the **Ministry of Education, Youth and Culture** (now the Ministry of Education and Youth). The Education Transformation Team (ETT) which was established to implement the recommendations of the Task Force on Education Reform has developed a three year implementation plan for carrying out the transformation exercise. This transformation exercise will also include the establishment of a number of regional bodies including the National Educational Quality Assurance Authority (NEQAA) and Regional Education Authorities (REAs). The PSRU collaborated with the ETT and the Office for National Reconstruction (ONR) to manage approximately J\$750M in contract payments related to the refurbishing of schools.

Resource Management & Accountability, Policy Development and Corporate Planning

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 development of a **Prioritization Process** that will allow for the identification of Government priorities for policy development and implementation as well as programme and project funding. The Capital Projects, Policies and Programmes Prioritisation System has been developed and was approved by Cabinet during the fiscal year 2005/6.

Work is being carried out by the PSRU to ensure that the system is fully operational in the 2007/8 planning and budgeting process.

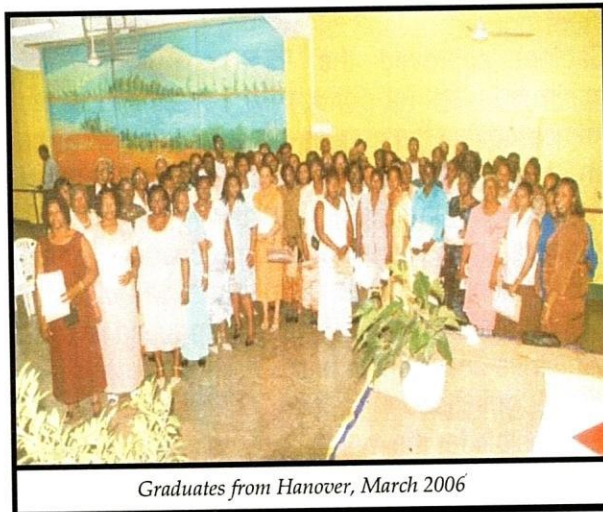
Cabinet approved the PSRU's proposal for minimum rules for conducting consultations and mandated that these rules should come into force on July 1, 2005. The **Consultation Code of Practice for the Public Sector** is expected to improve decision making processes within Government, to make them more participatory and evidenced-based. It was introduced into all Ministries and training has been provided for fifty (50) Consultation Liaison Officers, who are responsible for the monitoring and coordination of consultation exercises within their Ministries. This training programmes has now been institutionalised in the Management Institute for National Development (MIND) as the "Governance through Consultation" course.

Human Resource and Change Management

The reform agenda also involves ensuring that the framework is in place for effective management and development of the Government's human resources and the overall regeneration of the Public Service.

To accomplish this, the PSRU has begun to review the **HR Management business processes** of Government. Once the business processes have been reviewed and reengineered as necessary, and systems requirements established, an **HR information management system** will be identified for use across all central government entities. The pilot implementation of this system is scheduled to take place by December 2006. Additionally, the Unit is working with Ministries and agencies to **reorganise** their **HR Departments** to improve their ability to carry out required HR functions. A proposed organisational structure has been developed for Government's HR Units and is expected to be implemented in financial year 2006/7.

Since 2004, the PSRU has been developing and implementing a new **Performance Management and Appraisal System (PMAS)** for the Public



Graduates from Hanover, March 2006

Sector. The system is fully implemented in five Ministries, the evaluations of which will be used to inform further implementation in the remaining Ministries and ten Departments of Government during fiscal year 06/07. The PMAS Manual has been developed and is being disseminated to all Ministries and departments and a PMAS employee's handbook has been drafted and will be disseminated in FY 06/07.



Tiling Group-Paul Bogle Training Centre, St. Thomas

In the second year that it was delivered, the Public Sector Employee Training Programme trained more than eighteen hundred (1800) employees in the parishes of Trelawny, Hanover, St. Thomas, St. Ann, Kingston & St. Andrew, Westmoreland, St. James, Manchester, Clarendon and St. Catherine.

Information and Communications Technology

The PSRU has established a very close working relationship with the Central Information Technology Office (CITO) and during the period guided the development of Accessibility and Content Management Standards for the Public Sector.

THE STRATEGY FOR FURTHER REFORM IMPLEMENTATION - 2006/2007

For fiscal year 2006/7 the PSRU will build on the gains made during fiscal year 05/06 by focussing all efforts on the modernisation activities taking place in the Ministries of National Security, Justice, Education & Youth, and the Cabinet Office, as well as in Immigration, Citizenship & Passport Services, Jamaica Constabulary Force, Island Traffic Authority, Forestry Department, Fisheries Division and the Jamaica Fire Brigade. The cross-cutting frameworks, related to Policy Development, Financial Management, Human Resource Management, Information Management and Performance Management, necessary for supporting decision making systems within and across Ministries and agencies will be further strengthened.

JAMAICA SOCIAL POLICY EVALUATION PROJECT (JASPEV)

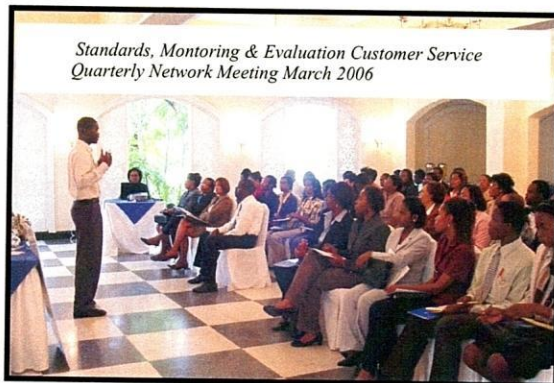
Feeding Results into the Modernization of the Public Sector

The Jamaica Social Policy Evaluation Project (JASPEV) which was originally scheduled to end in June 2005 has been extended for another 18 months and is now scheduled to close in December 2006. There has been general agreement that the work done to date has been very useful. The PSRU has been working closely with the project team to establish greater synergies between the project outputs and the reform agenda. This has been evident in the work done with the Customer Service Improvement Programme, the Capital Projects Programmes and Policies Prioritisation Programme, and the establishment of an inter-ministerial committee of technical experts to oversee the policy reform process across Government to ensure that the reform is in keeping with the principles and lessons learnt from the JASPEV project.

The Youth Inclusion Prototype:

Participation of Citizens in the Evaluation of Government Services

The JASPEV project adds another dimension to the monitoring of policy results and impact in communities by facilitating **community monitoring** of the services offered by agencies.



Following consultations with youth, the decision was made to focus on three key areas:

- Police-Youth Relations
- Entrepreneurship and
- Continuing Education.

Signing of the Charters of Collaboration in the areas of Entrepreneurship, Continuing Education and Police-Youth Relations took place on Feb. 1,



Steadman Noble (left) of JASPEV looks on as Dr. Audia Barnett of the Scientific Research Council and Mr. Ohene Blake of the National Council for Youth Development Sign the Charters of Collaboration

2006 at the Jamaica Employers' Federation office in New Kingston. The relevant agencies that offer services to youth in the three targeted areas, signed the respective Charters as a declaration of their commitment to improve the quality of service that they deliver to their youth clients in particular.

Additionally, JASPEV has set up multi-sectoral networks for each area to increase the quality of coordination between and among service providers with the communities and to make recommendations for improvement based on evidence. A wider "Inter-agency Leadership Team" has been established to include heads of all major agencies and Permanent Secretaries, to review the quality and level of impact reported by the communities and make recommendations to the government for policy improvement. A team of three political representatives (the "Troika") are committed to supporting the recommendations.

Monitoring of the progress made will be undertaken by the communities themselves and the agencies; to this end, a set of monitoring indicators have been established for each area. The use of the monitoring system will be considered in the Customer Service Improvement Programme.

The Ministry of National Security and the Police have fully bought into this process of local monitoring by communities, particularly in respect of the relationship between the Youth and Police. The first set of results or scores were shared with the Police High Command and the Ministry of National Security, which has generated much traction. The Police have brought together all its Community-Based Policing Officers and Community Relations Officers to sensitize them on the community driven approach to improving community relations and security. There are a number of sensitive policy issues that are emerging; these relate to the behaviour of police officers, the use of special squads external to the communities and the subsequent impact on relations between the community and the police

The Jamaica Constabulary Force is now set to enter into formal discussions with Prototype communities on how to improve relations with the youths. Based on the recommendations of the Ministry of National Security, ten additional inner-city communities were engaged in the process.

The approach has been included as part of the Community Safety and Security Strategy of the Ministry. The Dispute Resolution Foundation a key non-governmental agency is a partner in this process.

For the area of Entrepreneurship, the Ministry of Industry, Commerce Science and Technology through its main implementing agency, the Jamaica Business Development Centre will be partnering with a number of other key agencies such as the Scientific Research Council (SRC), the Rural Agricultural Development Authority (RADA), HEART TRUST/NTA, Self-Start and MIDA to work with the Prototype Communities in identifying viable business solutions and to ensure opportunities for the training, development and establishment of innovative business enterprises that can support industries as well as develop employment opportunities for the youth. The youth and their communities through the SDC have already identified a wide range of project and business ideas that they deem workable and the JBDC (along with its partnering agencies) will be jointly assessing the proposals and their viability.

In Continuing Education, efforts are being made to partner with the Jamaica Foundation for Lifelong Learning (formerly JAMAL) to offer a more diverse curriculum to communities including a parenting module. Other partners include HEART and the National Council on Education. The Ministry of Education is playing a central role in coordinating this effort to address literacy among our Youth. It is intended that elements of this work under the prototype can support the work of the Education Task Force.



Herbert Gayle – a JASPEV volunteer - listening to residents' concerns at a public forum on the Human Security goal held in Montego Bay on November 24, 2005.

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

Citizen's Charter/ Customer Service Improvement Programme

The Standards, Monitoring and Evaluation Unit

The Cabinet Office, through the Citizen's Charter/Customer Service Programme continues to advance the further development of an efficient, effective and people-oriented public sector. The **Standards, Monitoring and Evaluation Unit** employed various strategies, including:



The Standards & Monitoring Team, Cabinet Office

- The continued sensitization of agencies in the principles of public service;
- Providing assistance to agencies in instituting measures for improving customer service;
- Monitoring agencies' performance in relation to customer service;
- Encouraging and providing guidance in the development of Citizen's Charters;
- Facilitating the resolution of customer complaints against public sector entities;
- Identifying barriers to efficient service delivery and developing, implementing and monitoring strategies to overcome them;

- Implementing measures to reward agencies that consistently provide excellent service;
- Participating in plans designed to lead to the implementation of a public sector wide performance management and appraisal system.

Achievements

Citizen's Charters

During the 2005/6 financial year, the Unit facilitated the launch of 10 new Citizens' Charters, making a total of 93 Charters developed since the inception of the Programme.

Reward and Recognition

The agencies continued their focus and commitment to improving their service standards. To encourage this trend, the Cabinet Office continued the implementation of schemes to recognize these improvements, one being the third staging of the Public Sector Customer Service Competition. When this competition was first launched in 2001 there were 18 organizations participating. In the recent competition held there were 60, with 33 more preparing to participate in the next one. During this period, "feedback" was invited from members of the public on their perceptions of the service delivery of various state entities. The main aim is to recognize and reward efforts of organizations to improve service-delivery to customers and to:

- Promote and encourage commitment to continuous improvement in the quality of service to the public
- Encourage former winners to maintain or surpass their standards of service-delivery and

- Embed a service culture in the public sector and demonstrate Government's commitment to the vision of a public sector that puts the customer first

A **Telephone Survey** of 1002 respondents was one method used to gauge the level of public satisfaction with government services. Approximately 64% answered "yes" to the question "Do you think that Government agencies are providing better service?"

While many positive comments were received, we will continue to implement programmes designed to promote, encourage and celebrate good service while targeting the areas of customer service training and re-engineering of business processes and systems to further improve service delivery throughout the system. We have taken particular note of two parishes where a majority gave a negative response or a positive response by a "short lead".

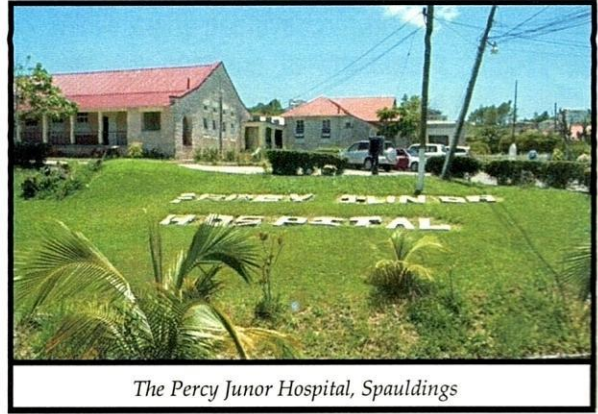
RESULTS OF CABINET OFFICE'S TELEPHONE SURVEY
(Conducted from January, 2006 – April, 2006)

QUESTION: "Do you think that Government agencies are providing better services?"

PARISH	RESPONSES			TOTAL RESPONDENTS
	YES	NO	UNSURE	
Kingston	26	11	-	37
St Andrew	139	75	-	214
St Thomas	23	9	3	35
Portland	20	8	3	31
St Mary	29	11	3	43
St Ann	34	29	1	64
Trelawny	22	3	3	28
St James	30	31	6	67
Hanover	18	3	5	26
Westmoreland	34	19	-	53
St Elizabeth	36	20	-	56
Manchester	40	31	-	71
Clarendon	57	32	2	91
St Catherine	134	45	7	186
TOTAL	642	327	33	1002
	64.1%	32.6%	3.3%	100%

The Competition culminated in an Awards Ceremony, a few days before this report went to press. The winners in 2005/6 were:

- The Percy Junor Hospital - the Most Creative/Innovative Agency
- The Immigration, Citizenship and Passport Office - Most Improved Agency
- The National Housing Trust - Best Customer Service Agency (Multiple locations) and
- The Administrator General's Department Hospital Best Customer Service Agency (Single location)
- The Ministry of Health - Best Ministry
- Portmore Police Station - Best Police Station
- Liguanea Post Office - Best Post Office
- The Percy Junor Hospital Best Hospital
- Ripon Road NIF Office Best NIF Office
- The Administrator General's Department Hospital Best Executive Agency
- Constant Spring Tax Office Best Tax Office



The Percy Junor Hospital, Spauldings

The highlights of the achievements of the main winners demonstrated that there is an increasing focus on both quantitative and qualitative improvements in service.

We focus here on Percy Junor Hospital as one entity that exemplifies the potential that can be realized with inspired leadership, a merging of the will and talent of staff and partnership with the community and clients.

Percy Junor Hospital: *Innovation and leadership in Customer Service*

In an environment of severe resource constraints, the Percy Junor hospital forged partnerships between its staff, interested citizens in the community and the private sector to improve its service delivery to its patients. Highlighted below are some of the improvements made in the past financial year:

- Ninety-six percent (96%) of the hospital staff were trained in customer service.
- The staff, community and the private sector formed a Percy Junor Hospital Improvement Committee and
 - Repaired the driveways and pathways (preventing recurring damage to the hospital's stretchers), tiled the corridors of the hospital, painted interior walls, facilitated repairs of the roof, furniture and fixtures on the male surgical ward, and enabled its reopening six months after Hurricane Ivan.
- The Hospital Beautification Committee planted flowers to beautified the external environment
- Launched its Customer Charter on June 25, 2005
- Encouraged Client feedback:
 - Placed suggestion boxes in waiting areas
 - Regularly administered questionnaires and implemented improvements. For example, visiting hours were extended due to feedback from the public.
- The weekly "Monday Memo" motivated staff to remain informed, efficient and customer-focused, together with the Employee of the Quarter and Employee of the Year awards, ongoing training and retraining, regular staff meetings and in-service sessions.
- Partnerships forged with the Spauldings Health Centre reduced overcrowding in waiting areas in the Accident and Emergency Department.
- Customers visiting the hospital were given colour-coded cards, which provided information on how long they could expect to wait for service.
- The 'Stop and Think Violence Prevention' Project was spearheaded due to the high levels of injuries coming into the hospital based on conflicts among students. The Programme aims to reduce such incidents by exploring the causes of the conflicts and preventing recurrence by addressing psychological and social stressors, as well as the medical aspect of treating such cases.
- All levels of staff – *including Security Guards* - were trained and actively participated in the Baby Friendly Initiative.

The Cabinet Office will continue to support and encourage continuous improvements in service delivery as a priority programme in 2006/7.

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