OFFICE OF THE CABINET

APRIL 2016 - MARCH 2017

ANNUAL REPORT

VISION STATEMENT

"To be the leader of a world class public service that is empowered to effectively deliver government's national objectives"

MISSION STATEMENT

"To provide the Prime Minister and the Cabinet with sound policy advice and support, and to promote a whole-of-government approach resulting in improved governance to the benefit of the nation"

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CABINET SECRETARY'S MESSAGE

The Office of the Cabinet (OoC), has a unique responsibility as it provides technical support to the Cabinet, coordinates the policies and programmes developed by the government for implementation by MDAs, whilst leading the transformation and modernisation activities to ensure the timely and effective implementation of said policies and programmes by the bureaucracy. The OoC remains committed to the creation of a modern, customer-centric public service that is adaptive and results-oriented as it facilitates the government in achieving sustainable economic growth and an improved standard of living for Jamaicans.

The efforts of the OoC during Financial Year 2016/2017 focussed on four (4) priority areas:

- Policy management support to Cabinet and its Committees;
- Whole-of-Government Performance Management, Programme Implementation, and Policy Management Support to Cabinet and its Committees;
- Public Sector Transformation and Modernisation; and
- Co-ordination and Monitoring the Implementation of the National Security Policy.

The Cabinet Support and Policy Division (CSPD) provided policy support to the Cabinet and ensured that the business of Cabinet was conducted in a manner that facilitated informed decision-making on matters of national importance.

The Performance Management and Evaluation Branch (PMEB) continues to lead the institutionalisation of the Performance Monitoring and Evaluation System (PMES) across government, providing operational oversight to MDAs for the implementation of monitoring and evaluation standards. The PMES will improve the decision-making processes across government in support of a joined-up approach to the implementation of priority programmes.

Since the 1990s, the OoC has led the charge in designing programmes aimed at improving the efficiency and effectiveness of government. The Public Sector Transformation and Modernisation (PSTM) Programme is governed by the mandate to improve the quality of the services rendered to the public as well as develop a professionally managed public sector, capable of enabling the achievement of the major national goals. To this end, efforts are on-going to re-organize the public sector to support a more customer-centered and performance-focused approach to carrying out the business of government.

The Financial Year 2016/17 saw the establishment the Public Sector Transformation Oversight Committee (PSTOC) by Cabinet to monitor the implementation of the public-sector transformation and social-protection targets. PSTOC was created to ensure that public-sector modernisation occurs within a framework of public accountability, transparency and openness.

A major highlight of 2016/2017 was the establishment of the Office of the National Security Advisor (ONSA) with effect from December 1, 2016. The ONSA incorporates the National Security Policy Coordination Unit (NSPCU) and is mandated to provide technical advice to the Prime Minister on major national security developments and co-ordinate the implementation of the National Security Policy (NSP). The NSP for Jamaica embodies Government's strategy for national security, which is a framework for strengthening Jamaica's capability to anticipate, deter, mitigate and withstand threats to national security. Specific actions and responsibilities for the implementation of the NSP are assigned to various MDAs. The ONSA continues to monitor how these activities are co-

ordinated across government, given the renewed focus of the government to achieve a significant reduction in crime and violence.

The Corporate Affairs Division supports improved operational efficiencies within the OoC through the prudent governance and careful management of human, financial and other resources. Administrative and technical support was also provided to projects specially assigned by Cabinet. The Division was required to offer administrative support to the Electricity Sector Enterprise Team (ESET) during the year, in keeping with the Decision of Cabinet. ESET was mandated by Cabinet to lead and manage a procurement process for the development of additional base-load generation capacity in order to significantly reduce the cost of electricity to consumers and diversify the fuel supply.

Our efforts at transforming the public sector will continue in 2017/2018 with the help of our development partners, who have supported the various programmes and initiatives over the years.

The team of professionals I have the honour to lead understand the critical role they play in nation building. I take this opportunity to thank them for their unwavering commitment to the task, and implore them to remain focussed on our vision of making *Jamaica the place of choice to live, work, raise families and do business.*

Douglas Saunders

INTRODUCTION

The Cabinet is the highest decision-making body in the Executive arm of government. Under the Constitution, Cabinet is empowered to chart the general direction and exercise control of the Government and is the principal instrument of policy. Under the policy direction of the Prime Minister, the operational parameters established for the Office of the Cabinet (OoC) charge the Office with the responsibility to:

- Provide technical and administrative support to Cabinet and its Sub-Committees and
- Develop a modernized public sector to effectively contribute to the development of Jamaica through responsible public service.

During the period 2016/2017, the core functions of the OoC were implemented under four (4) functional areas, namely;

- Cabinet Support and Policy, which incorporates the whole-of-government performance management and evaluation function
- Public Sector Transformation and Modernisation
- National Security Policy Co-ordination
- Corporate Affairs

The Office of the National Security Advisor (ONSA) was created with effect from December 1, 2016 by decision of Cabinet. This Unit incorporated the National Security Policy Coordination Unit (NSPCU) and has been mandated to:

- Co-ordinate and monitor the implementation of NSP recommended actions and strategic security initiatives
- Provide co-ordination across the country's security operations
- Provide technical advice to the Prime Minister on current major national security developments, and on the impact of regional and international security concerns for Jamaica
- Give support to the National Security Council.

In 2016, the Public Sector Transformation Committee of the Permanent Secretaries Board was appointed by Cabinet to oversee the implementation of the Public Sector Transformation and Modernisation Programme. The Committee was given responsibility to:

- Recommend strategies and actions to be prioritised towards the achievement of agreed Transformation results
- Provide a platform for coordinating the planning and implementation of priority reforms, giving particular attention to cross-cutting issues and joined up government initiatives, ensuring alignment of transformation objectives with other government/sectoral strategies
- Report to the wider PS Board on progress and challenges in the execution of agreed transformation strategies
- Champion and reinforce the ownership and responsibility for transformation outcomes among the executive management cadre of the public sector

Management Institute for National Development (MIND)

In its capacity as the parent Ministry, OoC maintains portfolio oversight of the Management Institute for National Development (MIND). That Institution is mandated to consolidate and deliver training for the public service as part of the thrust towards human capital development. Although the main focus of training is the public sector, customized training is extended to private sector target audiences as well. MIND is mainly self-financed but is provided with a government subvention for staff salaries and emoluments.

Office of Utilities Regulation (OUR)

The assigned portfolio of the OoC also includes, for administrative purposes only, the Office of Utilities Regulation (OUR).

Permanent Secretaries Board

The Government of Jamaica Accountability Framework of 2010 designates the Cabinet Secretary Chair of the Permanent Secretaries Board. The Board has the responsibility of providing government policy interpretation, guidance and advice to the Permanent Secretaries collectively, so as to enable them to design and implement appropriate operating policy, strategic objectives and plans designated to achieve of the overall Government national policy outcomes.

The membership of the Board comprises:

- The Cabinet Secretary and Head of the Public Service as Chairman
- The Financial Secretary
- Permanent Secretaries/Accounting Officers of Ministries
- The Solicitor General
- The Chief Personnel Officer
- The Director General, Planning Institute of Jamaica.

The Board has five (5) standing committees:

1) PS Board Steering Committee
2) Public Sector Transformation Committee;
3) Public Sector Financial Management Committee;
4) Policy Committee; and
5) Ethics Committee.

CABINET OFFICE PRIORITIES

Vision 2030 Jamaica is the long term strategic plan for national development to position the country to achieve developed country status by 2030. Of the 4 long-term **National Goals under Vision 2030**, those which remain most relevant to the Cabinet Office are as listed:

National Goal 2 – The Jamaican Society is Safe, Cohesive and Just
National Goal 3 – Jamaica's Economy is Prosperous

The **National Outcomes under Vision 2030** that are applicable to the Cabinet Office are:

National Outcome 5* – *Security and Safety
National Outcome 6* – *Effective Governance
National Outcome 7* – *A Stable Macro Economy
National Outcome 8* – *An Enabling Business Environment

The Cabinet Office aligned its medium term priority policy areas and programmes in support of the stated National Outcomes. Attention was therefore focussed on the following priority areas of responsibility:

Government Medium Term Strategic Policy Priorities for 2016/2017

Cabinet, at its Retreat held on September 21 - 22, 2015, agreed on the overall strategic priorities for the medium term and they are:

1. Fiscal prudence and pursuit of a credible macro-economic programme
2. Economic growth and job creation
3. Security and safety
4. Human capital development
5. Social inclusion and protection
6. Environmental and climate change resilience

Priority Areas of Responsibility

OoC remained in alignment with Government's strategic priorities as stated. The policy areas that were prioritized by OoC during the reporting year were as follows:

- The business of Cabinet conducted in a manner that facilitates informed decision-making on matters of national interest and importance

- Establishment of an integrated and sustained Performance Monitoring and Evaluation System (PMES) across government

- Implementation of the Public Sector Transformation and Modernisation Programme for efficient, effective and economical government, together with implementation within Ministries, Departments and Agencies, of the agenda for modernising government for improvement in the quality, coherence and responsiveness of the public services

- Effectively co-ordinating and monitoring specific actions relating to the implementation of the National Security Policy (NSP) and its integration across government

- Prudent management of resources in support of the core functions of the Office

Strategic Objectives

The strategic objectives for the medium term financial and operational planning cycle of 2016/2017 for the Cabinet Office are as follows:

- To manage and sustain mechanisms that maximize efficiencies in the Cabinet decision-making processes

- To establish an integrated and sustained managing-for-results framework across government

- To facilitate the establishment of an efficient, cost effective, performance-focussed and service oriented Public Sector to promote national growth and development

- To support the GoJ's priority safety and security initiatives through co-ordinating and monitoring specific actions related to the implementation of the National Security Policy (NSP)

- To be in alignment with Government's strategic priority of fiscal prudence, by supporting improved operational efficiency within Cabinet Office through prudent governance and careful management of resources

Priority Programmes for 2016/2017

The three (3) priorities identified for the OoC for the medium term:

1) **Whole-of-Government Performance Management, Programme Implementation, and Policy Management Support to Cabinet and its Committees**

   This was designed to support government's commitment to develop and implement a framework for an integrated approach to planning, execution and evaluation of government's strategic policies and programmes. Under this priority programme there is also the ongoing phased implementation of the Performance Monitoring and Evaluation System (PMES) across government. Technical support is provided to Cabinet and its Committees to allow for informed decision-making.

2) **Public Sector Transformation and Modernisation**

   The Public Sector Transformation and Modernisation (PSTM) programme operates to lend support to the Growth Agenda and Government's Economic Reform Programme. It carries a results-based structure to fulfil the following expectations:
   - Produce results in alignment with expected outcomes in the transformation and modernisation of the public sector over the medium term
   - Create a culture of improvement of services to businesses and the public
   - Build on successes seen in previous modernisation efforts, such as the successful streamlining of the RGD, PICA, Titles Offices among others
   - Improve national ratings for business facilitation and competitiveness

Against this background, the programme is tasked with the responsibility to re-energize and intensify its efforts for the implementation of the decisions on public sector transformation and the agenda for its modernisation. The PSTM initiative presented plans to facilitate ease of doing business among potential investors in various areas of Jamaica's economy.

3) **Co-ordination and Monitoring the Implementation of the New Approach National Security Policy**

The objective of the NSP is to treat with all factors which have an impact on conditions which have a bearing on crime and violence in the society in an integrated and coherent fashion. These factors include education and training, health, community development, development and economic growth, youth, housing and so on. The NSPCU of Cabinet Office was charged with the task of co-ordinating and monitoring implementation of the NSP across government, for the activation of the revised National Security Policy to ensure increased impact of security interventions.

SUMMARY OF PRIORITIES OF THE MANAGEMENT INSTITUTE for NATIONAL DEVELOPMENT (MIND)

The Office of the Cabinet maintains portfolio oversight for the Management Institute for National Development (MIND). During 2016/2017, the institution facilitated training in a range of leadership and management programmes intended to meet public service training requirements. The priorities on which the institution placed emphasis during the year are summarised hereunder:

a) Strengthen partnerships and collaborations with five (5) local and international stakeholders

b) Achieve an enrolment target of three thousand, seven hundred (3,700) persons in support Public Service human capital development, in line with the Public Sector Learning Framework (PSLF) and the Agency's Vision

c) Pursue a target of one hundred and forty (140) learning and Organisational Development(OD) Interventions

d) Implement 75% of the Agency's Research Plan

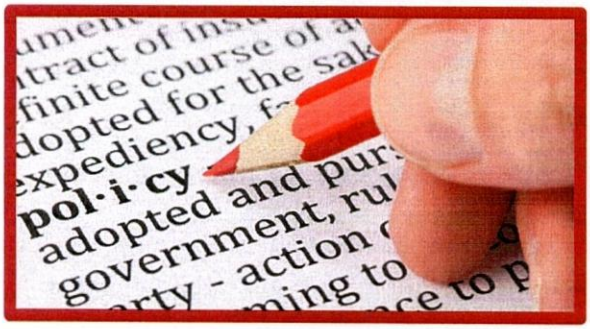
e) Ensure consistent funding in the sum of over $180 M through the Appropriations in Aid arrangement, to support the Agency's operational and capital development needs

REPORT ON ORGANIZATIONAL PERFORMANCE

2016 – 2017

PERFORMANCE OUTPUTS: 2016/2017

Policy Management Support to Cabinet and its Committees



Cabinet and its Committees are provided with technical support and advice in the areas of policy analysis and review, by the Cabinet Support and Policy Division. Sound and timely decision-making by the Prime Minister, the Cabinet and Cabinet Committees is facilitated through this service. Policy coherence and co-ordination across government is simultaneously enhanced. In this way, policies are kept consistent with the strategic direction of the Government of Jamaica.

The CSPD has also been assigned responsibility for leading the institutionalisation of the PMES across government, providing operational oversight of MDAs for the implementation of Monitoring and Evaluation standards and quality systems supporting the PMES, building monitoring and evaluation capacity interventions within MDAs and supporting the integration of programme results into decision making

In summary, the Cabinet Support and Policy Division has responsibility for:

- Monitoring the implementation of Cabinet Decisions
- Providing briefs to the Prime Minister and Cabinet and its Committees, thereby ensuring provision of adequate documentation for informed decision-making
- Developing the framework for managing policy formulation in the public sector
- Collaborating with the Ministry of Finance and Planning in strategic ways, to drive and review the strategic business planning, budgeting and performance monitoring process across government

Cabinet Support and Policy

A total of one hundred and thirty-six (136) Cabinet and Cabinet Committee and Sub-Committee Meetings were held during 2016/2017. Compliance was maintained at 100% throughout the financial year for updating of Cabinet records and preparation of Cabinet Committee Minutes within set standards. One Cabinet Retreat was held in the fourth quarter. Technical, logistic and administrative support provided at these meetings contributed to the building of improved and sustained policy development capability for strategic decision-making by Cabinet and its Committees.

CABINET COMMITTEES AND SUB-COMMITTEES

The Cabinet Committees and Sub-Committees that exist were formed to function against specific responsibilities which are summarized below:

Legislation Committee - Established to decide on the Legislation Programme for the Legislative Year and to examine draft Bills and other proposed legislation and recommend changes

Infrastructure Sub-Committee - This Committee recommends contracts for approval by Cabinet, ensures compliance of proposed infrastructure related contracts submitted for Cabinet's approval with the

existing policy framework and makes recommendations to Cabinet for improving the efficiency and effectiveness of the contracts award system

Economic Growth and Job Creation – This Committee was assigned responsibility for:

- Addressing major economic policy and strategic issues and reviews the Government's Medium-Term Economic Programme
- Overseeing the implementation of the Government's Growth and Job Creation Agenda
- Making recommendations to the Cabinet regarding assets to be considered for privatization or for Public Private Partnerships
- Overseeing the restructuring of the Public Sector in order to improve its efficiency and effectiveness
- Identifying areas of priority and agreeing on the recommendations for all major changes to be implemented within the public sector

Public Order Committee – This Committee was established to provide direction, coordination, integration and monitoring of policies in the areas of security, law enforcement and public order, in keeping with the National Security Policy

Human Resources Committee - Established to advance human capital and social development in Jamaica

International Relations & Trade Committee – Functions in part to review Cabinet Submissions which have implications for foreign policy and make recommendations for Cabinet approval, and to review reports from the Ministry of Foreign Affairs and Foreign Trade on Jamaica's adherence to obligations as a signatory to international treaties, agreements and protocols;

Ganja Committee - Cabinet named a subcommittee to explore the way forward with respect to the management of the ganja industry. The subcommittee made recommendations for the creation of a regulatory framework for the economic exploitation of ganja, with specific focus on:

1. The establishment of a regime that covers the cultivation and use of ganja for the purpose of scientific research and the manufacture of medicines
2. A regime that covers the cultivation and processing of ganja for the purpose of exporting the dried plant/plant products to jurisdictions where this is lawful
3. A regime for the medicinal use by individuals of the ganja plant itself
4. The cultivation, processing and export of Hemp.

MEETINGS HELD

The number of meetings held by Cabinet and its Committees were as follows:

- Cabinet Meetings - 45
- Legislation Committee - 29
- Infrastructure Subcommittee - 33
- Economic Growth & Job Creation Committee - 5
- Public Order Committee - 5
- Human Resources Committee - 2
- International Relations & Trade Committee 0
- Ganja Committee - 7

- Ad Hoc Coral Gardens Committee - 7

One (1) Cabinet Retreat was also held during the reporting period.

Cabinet received administrative and policy support through the Cabinet Support and Policy Division that paved the way for the review of fifty (50) draft Bills by the Legislation Committee. Details are seen in Appendix 1.

Essential documents were distributed to all Cabinet members in preparation for the meetings. A comparative record of Cabinet documents processed and circulated under secure cover to Cabinet Members over a three-year period is contained hereunder:

	2016/2017	**2015/2016**	**2014/2015**
Cabinet Submissions and Notes:	1,492	1,201	1,280
Cabinet Decisions:	5,831	4,941	5,458

The Division is required to update Cabinet Records and prepare Cabinet Committee Minutes within two weeks following such meetings. An aggregated 100% compliance rate was recorded for updating Cabinet Records while an aggregated 70% compliance rate was recorded for preparing Cabinet Minutes and 70% compliance rate for preparation of Cabinet Committee Minutes. Lower compliance rates were attributed to:

- Limited manpower to meet demands for services at all meetings held
- Tardiness in submission of documents
- Inputs required from entities external to the Ministry
- Technological challenges pertaining to electronically stored records

Enhanced policy development capability

Seminars are usually conducted among the members of the Policy Analysts' Network (PAN) for the improvement in Ministries' capacity to develop coherent policies. The CSPD hosted one (1) such seminar during the financial year. Three (3) customized Cabinet Submission training sessions were held between April and September 2016. One was conducted for the Office of the Prime Minister (OPM), the second for the Ministry of Foreign Affairs and Foreign Trade (MFAFT) and the third for MIND. This strategy is applied for improved capacity of Ministries to prepare quality Submissions to facilitate the decision-making process of the Cabinet.

Whole-of-Government Performance Management Programme

The Cabinet Office continued to strengthen capacity across government to support the implementation and sustainability of the Performance Monitoring and Evaluation System (PMES).

Sixteen (16) out of seventeen Ministries and eighteen (18) out of thirty-two (32) targeted Departments and Agencies utilized the Monitoring and Evaluation Framework. Planning, monitoring and evaluation skills were enhanced following two (2) capacity building workshops organized for MDAs by the Cabinet Office.

In addition to two Strategic Planning workshops held in the second quarter, a Corporate Planners' meeting was organized in the fourth quarter and featured two areas aligned to Government's national priorities. The related topics were:

- The Growth Initiatives of the Economic Growth Council and
- The Public Investment Management System

Sixteen (16) Ministries and twenty-one (21) Departments and Agencies were represented.

The Policy, Planning, Monitoring and Evaluation Community of Practice (CoP) web page (Facebook) was activated in the first quarter. The official launch of the CoP took place as scheduled in the second quarter on July 29, 2016. Membership stood at 41 persons from various MDAs at the end of the financial year. It is anticipated that the CoP initiative will result in the expanded utilization of the M&E Framework across government.

Two Government initiatives were being evaluated by the PMEU in 2016/17 and evaluation reports were being reviewed for finalization for:

1) ***The National Road Safety Policy:***
The purpose of this exercise was to inform the revision of the said policy. Its ultimate implementation is anticipated to result in the reduced incidence of road accidents, thereby leading to a reduction in the negative social and economic impacts of such occurrences.

2) ***The Tablets in Schools Pilot Project:***
This initiative by Government is expected to improve educational levels and increase the knowledge-base of school-aged youth engaged in academic pursuits.

The evaluation activities for these initiatives remained ongoing and will continue into the new financial year until completion.

PMES assessments took place as scheduled during the reporting year. Two (2) Ministry re-assessment questionnaires were finalized and distributed to eleven (11) Ministries. The change in administration in 2016 resulted in the reorganizing of some Ministries. Reassessments could not have been done in those entities because of the portfolio changes. This therefore meant that an assessment would have to be conducted in the new year to ascertain the use of PMES in those Ministries assigned new portfolios. The assessments conducted in the eleven Ministries were in relation to the Results Management Culture within each Ministry and a

reassessment of the effective use of the PMES by the eleven Ministries. At the end of the reporting year completed questionnaires were received from six (6) Ministries.

During the year also, the Programme Activity Architecture (PAA) tool which supports Results Based Budgeting was introduced to all Ministries. The PAA is the foundation for integrated planning, including facilitating decisions about the allocation and control of resources. It provides a framework to support governance, planning and decision making by providing both financial and performance information.

Public Sector Transfomation and Modernisation

Improved service standards for more efficient and effective service delivery to clients and stakeholders

The Public Sector Transformation and Modernisation Programme continued to maximize efforts and use of resources in making business processes easier and in equipping public sector employees to operate more efficiently. The transformation and modernization portfolios of government provide for an efficient, cost-effective and service oriented public sector for national growth and development. Overall, the programme is set within the context of Jamaica's 2030 Vision for National Development.

A Public Sector Transformation Oversight Committee (PSTOC) was appointed by Cabinet to monitor the implementation of the public-sector transformation, public-service reform and social-protection targets as set out in the Memorandum of Economic and Financial Policies. PSTOC was created to ensure that public-sector modernisation occurs within a framework of public accountability, transparency and openness.

The Public Sector Transformation and Modernisation (PSTM) Programme is governed by the mandate to:

- Improve the quality, coherence and responsiveness of the services rendered to the public
- Promote a strong and professionally managed public sector, capable of enabling and facilitating the achievement of the major national goals
- Re-organize the public sector to support a more citizen-centered and performance-focused approach to carrying out the business of government.

During 2016/17 the PSTM Division implemented its programmes and projects around three (3) broad themes:

- Trade and Investment Facilitation
- Managing Public Sector Costs
- Government Efficiency and Service Delivery

Trade and Investment Facilitation

Under the Trade and Investment Facilitation initiative, strategies are undertaken to make it more convenient for persons doing business and accessing services. This is especially so in the areas of commerce, trade and investment. In preparation for the improvement of Trade Facilitation, tasks completed during the year were as follows:

1) Phase 1 of the Automated System for Custom Data (ASYCUDA) e-trade integration and
2) Capacity building of officers from border regulatory entities in Risk Management and use of Harmonized System Codes. The capacity building sessions were conducted by the World Bank

Work remained in progress towards:

- The reduction in the turnaround time for the completion of the Development Applications Approval process
- The efficient and timely processing of electricity inspections
- Reduction in the turnaround timeframe for the registration of new businesses and the filing of annual returns

The online Development Applications Process portal, the automation and full roll-out of the business registration system are all projected for the new financial year (2017/2018).

Managing Public Sector Costs

In accordance with recommendations for the structure and organisation of government to become more coherent around core functions, the Public Sector Master Rationalisation Plan (PSMRP) recommended that some entities that have a commercial function or display economic viability be privatized. Privatizations were completed in six (6) out of nineteen (19) identified entities and seven (7) were in progress. However, the project was suspended until a more comprehensive strategy could be developed and agreed at the policy level.

MyHR+ (formerly HCMES/Payroll) was being implemented in five (5) out of fourteen (14) entities. The five entities are:

- eGov Ja
- Office of the Services Commission (OSC)
- Passport, Immigration and Citizenship Agency (PICA)
- Transport Authority and
- National Works Agency (NWC).

As a precursor to the full roll-out of MyHR+ Payroll, eight (8) out of fourteen (14) entities identified for phase 1 implementation completed data migration to HCMES. The payroll processing efficiency and accuracy are expected to be boosted and become more cost-efficient.

In the previous financial year, twenty (20) auditors received training in performance audits and two hundred and sixty (260) auditors were trained and certified in the use of Teammate Software. During 2016/2017, ninety (90) external auditors benefitted from six (6) refresher training sessions in Performance and IT Audits. Their skills continued to be utilized in the current financial year to ensure transparency in the employment, use and internal management control of government allocated resources.

Approval was given for the procurement to commence the establishment of the Parliamentary Budget Office and the Technical Research Support Unit of Parliament. Capacity building for the Public Administration and Appropriations Committee (PAAC) and the Public Accounts Committee (PAC) of Parliament had not proceeded as planned. Procurement challenges have however threatened to delay of the programme. Despite this, researchers were in the process of developing products to be used by Parliamentarians, and capacity building strategies were developed and are to be undertaken to enhance Parliament's oversight role.

Government Efficiency and Service Delivery

An ICT Blueprint was produced for final approval, in which recommendations were proposed for the ICT Transformation Programme. A Blueprint report was also completed, which considered the local and international ICT environment and the targeted national outcomes. The report proposed a strengthened governance structure for the GOJ ICT, a funding model and method for setting ICT priorities. The expected result over time is increased accessibility to government data to facilitate timely and competent public services to clients and stakeholders.

Records Information Management (RIM) procedures and guidelines were introduced to four (4) MDAs, namely:

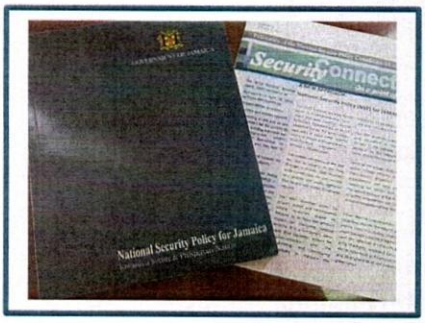
- Auditor General's Department
- Jamaica Archives and Records Department
- Office of the Cabinet
- Office of the Prime Minister

RIM employees in these four entities received training accordingly in the accepted principles for compliance with government's records and information management standards as reflected in RIM related policy and legislation.

The Public Sector Transformation Programme endeavoured to implement actions designated to build a more capable public sector workforce that carries the capacity to deliver efficient government services to all users. During the previous quarter, a preliminary review of the Performance Management and Appraisal System (PMAS) was completed. This was carried out to ensure congruence with GOJ organizational performance frameworks. A key recommendation coming out of this exercise was that performance management needed to be more seamlessly integrated with the wider HR Transformation programme for its implementation to be effective.

National Security Policy Co-ordination

Effective Co-ordination of the National Security Policy



The National Security Policy Co-ordination portfolio in the Cabinet Office oversees the co-ordinating, monitoring and supporting of cross-government action on implementation of the National Security Policy (NSP) for Jamaica. This is coupled with the responsibility for driving the transformation process outlined in the NSP, on behalf of the National Security Council (NSC), the highest decision-making body for national security.

Generally, the NSPCU has the responsibility to:

- Assist Permanent Secretaries, CEOs, and managers in making key elements of the NSP operational
- Manage integration of the NSP across government
- Convene joint meetings to confirm responsibilities, actions and timelines as mandated by the NSP
- Monitor and evaluate progress in NSP implementation across government; provide updates on structures, policies, infrastructure, personnel and equipment
- Act as Secretariat to the National Security Council which is chaired by the Prime Minister and which has overall responsibility for the implementation of the National Security Policy
- Promote and support a programme of public information to improve understanding of national security issues and to communicate progress towards achievements of National Security Goals
- Spearhead timely review and update of the NSP

The NSP for Jamaica embodies Government's strategy for national security, which is a framework and master policy for strengthening Jamaica's capability to anticipate, deter, mitigate and withstand threats to national security. It identifies six key reforms to address top priority threats to national security and justice as follows:

1) Removing the profit from crime
2) Reforming the justice system
3) Policing by consent
4) Adoption of a coherent anti-gang strategy
5) Focus on at-risk individuals and communities
6) Strengthened systems of governance

In December 2016, the NSPCU was subsumed under the newly created Office of the National Security Advisor (ONSA), which was created to improve Jamaica's capacity to identify and prioritize threats to national security and support strategic security related policy development.

Specific actions and responsibilities for the implementation of the NSP are assigned to various MDAs. The NSPCU is mandated to monitor how these actions are co-ordinated and implemented across government.

Following the formation of a new government, the NSPCU convened joint meetings with new contacts positioned in MDAs to sensitize them to the recommendations of the NSP, and the relevance of including recommended actions in their annual corporate plans. Strategic discussions were held each quarter with MDAs considered key to the successful implementation of the NSP. Issues discussed included:

- Customs and border security and protection
- Specific policy and legislation and growth initiatives to improve citizen security and public safety
- Deepening of bilateral relations and strategic partnerships with international governments
- Opportunities for collaboration across sectors
- Organizational review of the JCF
- Stakeholder involvement and roles in the achievement of IMF Benchmarks for national security
- Opportunities for further collaboration between Jamaica and several stakeholder groups
- The status of Jamaica's counter-terrorism infrastructure
- Schools mentorship programmes to influence student behaviour
- Challenges being experienced by the Courts
- Ministry of National Security IT integration plan

NSP recommended Tier 1 actions were implemented under the following objectives:

1) Remove profit from crime
2) Reform the justice system
3) Policing by consent
4) Adopt a coherent anti-gang strategy
5) Focus on at-risk individuals and communities
6) Strengthen systems of governance

These require ninety-eight (98) NSP recommended actions. Each NSP recommended action requires implementation of several strategic activities by many entities with stakeholder interests in maintaining national security across Jamaica. ONSA, by virtue of its authorized mandate, has a monitoring relationship with those stakeholders. Between April 2016 and March 2017, strategic activities were implemented by those entities as follows:

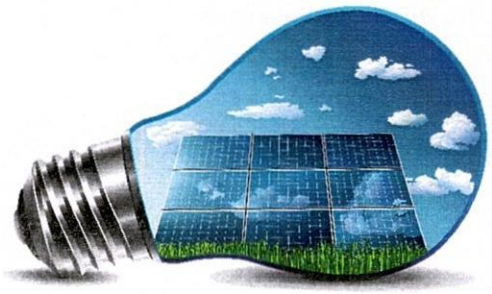
1) The creation of the Office of the National Security Advisor and the appointment of a National Security Advisor (ONSA)
2) The amendment of Proceeds of Crime Act (POCA)
3) The tabling of a White Paper on the National Identification System
4) The tabling of the Integrity Commission Bill
5) Implementation of Phase 1 of the Automated Jury Management System
6) Initiation of plans to amend the Criminal Justice (Plea Negotiations and Agreement) Act
8) Tabling of a new Road Traffic Act
9) Strengthening of capabilities of the Forensic Science Laboratory (FSL) and the Legal Medicine Unit (LMU) with two state-of-the-art equipment that will aid in forensic information
10) Installation of additional closed-circuit television cameras in urban areas
11) Acquisition of lethal weapon kits
12) Provisions for a new Road Traffic Act for the management of traffic violations
13) (Process of) Enacting a new Police Service Act to replace the JCF Act
14) Regularizing of positions for district constables
15) Tabling of) the Zones of Special Operations, Special Security and Community Development Measures Act
16) Tracking of illegal activities in the Caribbean

17) Improving efficiency of public sector systems
18) Restorative justice and reduction of case backlog

The Unit exceeded its target in the organising of National Security Council (NSC) meetings. Four were planned to be held in the reporting year. However, efforts intensified in addressing national security issues resulting in twelve (12) meetings being held during the year.

A two-day workshop on ***"Border Security"*** was held in the third quarter with stakeholders from 34 agencies.

Corporate Affairs Support Services and Initiatives



Critical support to the effective execution of the articulated priorities given by the Cabinet Office, is rendered through internal Corporate Affairs arrangements. The Division conducts Corporate Planning and Performance Monitoring on a programme basis, in addition to its responsibilities for information technology, budgeting and library and management services.

These arrangements enable:

1) The provision of central services to Cabinet Office in the execution of core functions and

2) Application of industry standard ICTs to support the business processes of Cabinet Office

3) Supporting improved operational efficiencies within Cabinet Office through the prudent governance and careful management of resources

4) The completion of annual Business Plans and Operational Plans for the Cabinet Office as well as performance monitoring reports

5) Information and records management of the entire Cabinet Office, which provides oversight for the governance of documentation and reference material in accordance with established regulations and standards

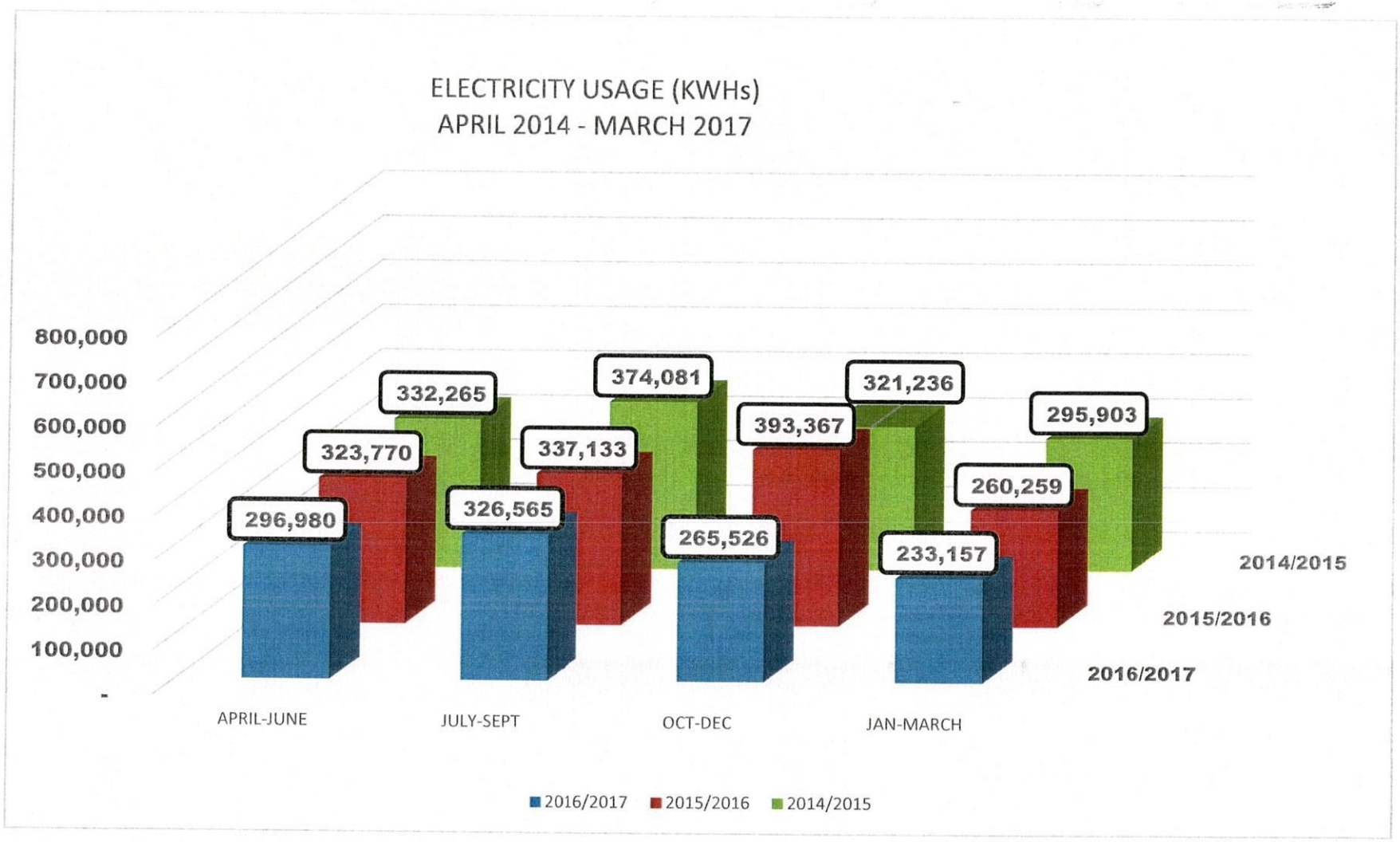
6) Administrative and technical support provided to specially assigned projects by Cabinet

The use of consumable resources was well monitored in an attempt at prudent fiscal management and cost containment. Records of electricity usage, water and fuel consumption were maintained and reports provided herein.

Electricity

The electricity statement has been compiled from usage by four meters shared by the Office of the Cabinet and the Office of the Prime Minister. The information below show the energy consumption trend over a three-year period from 2014/15 to 2016/17:

Meter #	April-June Kwh Usage			July-Sept Kwh Usage			Oct-Dec Kwh Usage			January-March Kwh Usage			Total by Meter Kwh Usage		
	14/15	**15/16**	**16/17**	**14/15**	**15/16**	**16/17**	**14/15**	**15/16**	**16/17**	**14/15**	**15/16**	**16/17**	**14/15**	**15/16**	**16/17**
1	63,004	62,774	66,389	70,706	70,759	71,237	57,191	62,231	55,714	53,797	51,570	44,669	244,697	247,333	238,009
2	240,900	234,984	217,989	271,362	237,069	228,228	238,639	206,244	188,730	219,789	188,517	170,274	970,689	866,814	805,221
3	24,828	22,872	21,213	26,952	25,000	24,387	22,915	21,296	19,235	20,711	17,672	16,651	95,406	86,840	81,486
4	3,533	3,140	2,704	5,061	4,305	2,713	2,491	3,596	1,847	1,606	2,500	1,563	12,691	13,542	8,827
Total	**332,265**	**323,770**	**308,295**	**374,081**	**337,133**	**326,565**	**321,236**	**393,367**	**265,526**	**295,903**	**260,259**	**233,157**	**1,323,483**	**1,214,529**	**1,133,548**


ELECTRICITY USAGE (KWHs)
APRIL 2014 - MARCH 2017
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
296,980
323,770
332,265
326,565
337,133
374,081
265,526
393,367
321,236
233,157
260,259
295,903
APRIL-JUNE
JULY-SEPT
OCT-DEC
JAN-MARCH
2014/2015
2015/2016
2016/2017
2016/2017
2015/2016
2014/2015

The consumption pattern reveals an across the board reduction in electricity usage during the year over the previous two years. This could be attributed to a number of factors including:

- 100% conversion from the use of fluorescent bulbs to LEDs at the OPM and the Cabinet Office, both of which are serviced by shared meters
- Installation of ten (10) light censors to automatically regulate light usage
- Installation of energy efficient air conditioning units in the OoC
- Non-functioning central air conditioning unit in the OPM for a number of months during the year
- The switch from use of central air conditioning to split units, the use of which is better regulated

Even though seasonal temperature fluctuations required an increase in the use of air conditioning during the summer, energy consumption during that season was lower when compared with the previous years.

Information and Communication Technology

The ICT functions of Cabinet Office are managed under the shared corporate services function performed by the Corporate Affairs Division. During the year 21,083 Cabinet Submissions, Notes and Cabinet Retreat documents, dating back to 1989, were converted to electronic format to improve the efficient storage and retrieval of those records. The Cabinet Boards database was re-engineered to strengthen support to management across administrations and to provide easy export for non-technical user access.

An Electronic Records Management Policy for the Cabinet Office was drafted and discussed. The Policy provides guidelines on the creation of records, retention and security (including back-up storage media), retrieval and when and how to safely destroy records in accordance with the retention schedule.

The planning and procurement process was completed for the migration of the OoC to an integrated, cloud-based electronic records and document management platform with unified office communications. This allows for secure, cloud based, real-time, collaborative electronic records and document management capability that is integrated with unified office communications through e-mail, video conferencing, knowledge management, decision support, remote assistance and domain security management. The platform also provides an iron-clad business continuity mechanism for the organisation's knowledge assets while dramatically reducing our vulnerability profile against the latest security threats. The platform also significantly reduces our IT spending profile by increasing the cost to value ratio of IT services, which offers unparalleled robustness, stability and security.

Other actions were initiated during 2016/2017 to lend critical support to maintaining high levels of efficiency and reliability of the internal information and communication operations of the Cabinet Office. They included:

- Prototyping the Performance Management Platform for performance management and evaluation functions of the OoC. By the end of the financial year this task was 65% complete
- Commencement of the prototyping of the electronic Fiscal Management Platform relevant to public sector transformation functions within the OoC, which stood at 70% by the end of this reporting year
- Development of a draft policy paper on options for the electronic submission of Cabinet agenda items using either on premises or cloud computing solutions
- Development and implementation of aggressive security management strategies to better secure the OoC against ransomware attacks
- Firewall upgrading to reinforce network security against next generation internet threats

- Quintupling of OoC's internet bandwidth to meet increasing data demands

Library and Documentation

The responsibilities carried out by the Library and Documentation Unit included:
- Management of Cabinet Office records
- Provision of lending and reference services to internal and external clients, in keeping with policy goals
- Administration of the Access to Information Act within the Office of the Cabinet.

The period April 2016 to March 2017 saw the completion of the Records and Information Management (RIM) Pilot Project within the Office of the Cabinet. At the end of the project, the RIM Policy and Procedures Manuals were drafted. These are key instruments towards improving the management of records in all forms within the Ministry. The Ministry's RIM policies and procedures are mainly aimed towards achieving good records management practices for:

- Assuring compliance with legislative and regulatory requirements relating to the management of official records and information
- Improving business continuity planning by identifying and managing vital records
- Improving cost efficiency in physical and electronic records storage
- Better management of information for strategic decision-making
- Informing and documenting the daily activities and decisions of the Cabinet Office
- Preserving institutional knowledge and historical records.

Corporate Planning

The OoC developed a performance management and appraisal culture in conformity with approved PMES principles and standards. This was strengthened over the year through sustained planning and reporting practices managed by the Corporate Affairs Division. During the reporting year, a strategic business plan and operational plan were completed, inputs from which were included in the Whole-of-Government Strategic Business Plan for the new financial year (2017/2018).

A planning retreat was held in November 2016 for the executive and senior management teams to:

- Conduct an overview of the planning process applicable across government
- Demonstrate the relationship between Jamaica's Vision 2030 National Development Plans and the United Nations Sustainable Development Goals
- Reassert the importance and relevance of results-based planning and budgeting
- Provide clarity on the alignment of the plan to the national outcomes and Government's medium term priorities
- Ensure corporate cognizance of the strategic direction of the Cabinet Office
- Secure collective agreement on the priority programmes to be implemented in the 2017/2018 financial year

A Performance Review session was also conducted in 2016 with the same teams. An account was given of each programme's achievements against set targets for April to September 2016, implementation challenges and mitigating strategies followed by team discussions and recommendations on the way forward.

The Division remained consistent with production of quarterly reports on all programmes and projects funded through Central Government and bilateral donor arrangements. Reports were completed for all four quarters of 2016/2017.

Shared Services Management

The Corporate Affairs Division is the focal point for the representation of the OoC's issues related to:

- Administration
- Internal Audit
- Financing of central operations
- Human Resource Management – through joint chairmanship of the Human Resource Labour Management Committee (HRLMC)
- Planning and monitoring

Pertinent activities continued throughout the year in support of efforts aimed at cost containment.

Support to the Electricity Sector Enterprise Team (ESET)

The Division continued to provide administrative support to the Electricity Sector Enterprise Team (ESET), which came into being in June 2014 in keeping with the decision of Cabinet. ESET was mandated by Cabinet to lead and manage a procurement process for the development of additional base load generation capacity and related facilities in the short term, in order to significantly reduce the cost of electricity to consumers while ensuring diversification in the fuel supply mix. This activity is aligned to Jamaica's national strategies to diversify the energy supply and promote energy efficiency and conservation towards energy security and efficiency, as articulated in Vision 2030 Jamaica.

ESET worked closely with stakeholder groups to effectively and efficiently execute its work plan during its tenure. Representatives were drawn from the Ministry of Science Technology Energy and Mining (MSTEM), Office of Utilities Regulation (OUR), Jamaica Public Service Company (JPSCo), and the World Bank to meet the abovestated goals. The work undertaken by ESET with partnership assistance included, but was not limited to the following:

- Electricity pricing optimisation
- Licence and regulatory review
- Integrated resource planning
- Conversion of Bogue to gas
- Oversight of the procurement of LNG terminal facilities
- Replacement of obsolete generating capacity with natural gas fired generating capacity at a new 190 MW power plant facility at Old Harbour
- Assessment of other proposed Baseload Generation projects
- Review of commercial and contract terms for enabling the LNG buyer in Jamaica to procure gas for a commercially viable and financeable project
- Review study of the Gas Market Reports that spoke to supply/demand, trends, financing, etc. within the Caribbean region
- Conversion of the Montego Bay Bogue Power Plant to use of liquefied natural gas (LNG)
- Deployment of LNG in the Jamaican market to satisfy the country's requirements in terms of sustainability and economical production of electricity

- The development of a 50MW coal generation facility at the JAMALCO Refinery

The successful completion of the project for which ESET has oversight is expected to result in several benefits to consumers, the environment and a generally positive impact on economic growth and national welfare.

PERMANENT SECRETARIES BOARD

The Permanent Secretaries Board (PSB) in its current form, was constituted in July 1993. The Terms of Reference (TOR) for the PSB were updated in June 2017. It indicates that the Permanent Secretaries Board was formed to improve operations of government. The main responsibilities of the Board are summarized as being:

1) To provide collective support to Cabinet on public policy development, and coordinate the implementation of said policies, approved programmes and projects for the effective management of the Public Sector
2) To pursue and promote the effective and efficient management of the human, financial and other resources of Government and enhance the sustainable development of the Public Service
3) To review and resolve matters of concern presented to it acting in the interest of, and preserving the integrity of the Public Service
4) To promote the core values and principles of the Public Service in a manner that upholds the highest professional standards of competence and integrity.

Between 1st April, 2016 and 31st March, 2017, PSB meetings were held weekly and special meetings were held at least once per month. A total of thirty-seven (37) board meetings and ten (10) special meetings were held.

The agenda items at the regular meetings included the review and analysis of various matters, arising from meetings of the Cabinet, to which Permanent Secretaries were required to give special attention. These included, but were not limited to:

- Policy Guidelines to Govern the Nomination, Selection and Appointment of Board Members to Public Bodies
- The Protected Disclosures Act
- National Identification System (NIDS)
- ICT Transformation
- Public Sector Pension Reform
- Risk Management
- Public Sector Transformation and Modernization
- Diaspora Policy
- Medium-term Fiscal Profile and Jamaica's Macro-Economic Performance
- Whole-of-Government Business Planning
- Centralization of Legal Services

The Annual Board Retreat was held over two days in October 2016. The agenda included a number of matters pertinent to the operation of Ministries including:

- Medium-term Results Based Budgeting
- Linking Business Plans to Budgets
- The Human Capital Management Enterprise System (HCMES) and

- State Protocol.

Presentations from a former Permanent Secretary and a former Financial Secretary on good practices in the management of a Cabinet Minister's portfolio were also made.

During the year, the Board held consultations with various entities regarding new policy initiatives and programmes. The Ministry of Finance and the Public Service attended Board consultations to discuss proposals for:

- Strengthening the governance framework for Public Bodies
- The new procurement procedures for goods and services required by the public sector
- Medium-term results based budgeting
- Development of a Charter for Caribbean Public Services.

The Cabinet Office sought feedback from the Board on its proposals for a Records and Information Management System for Ministries, the GOJ Public Portal as well as trade facilitation initiatives. The Ministry of Science, Energy and Technology (MSET) sought feedback in the development of its ICT Action Plan and the Office of the Prime Minister was requested to provide updates on the status of the National Identification System.

The Board, with the assistance of its technical team, developed policy proposals in response to emerging public management issues to include:

- Citizenship vs Residency by Investment
- Post-Employment Restrictions
- Overseas Travel Guidelines
- Review of Fees Under the Access to Information Act
- Performance Based Pay
- The New Procurement Procedures applicable to the public sector

In 2017/2018, the Board will continue its work in seeking to transform the public sector into a customer-centric, efficient and effective sector. Members will continue to network to share good practices, and coaching will be provided for new members to ensure the continued enhancement of the leadership abilities of the public sector.

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ANNUAL REPORT

2016 - 2017

MINISTER & SENIOR EXECUTIVES

The Most Honourable Andrew Holness	***Prime Minister***
Ambassador Douglas Saunders	***Cabinet Secretary***
Mrs. Veniece Pottinger-Scott	***Director General – Public Sector Transformation & Modernisation***
Mrs. Jean Fairclough	***Chief Technical Director – Cabinet Support & Policy***
Mrs. Marjorie Johnson	***Chief Technical Director – Public Sector Modernisation***
Mrs. Jacinth Byles	***Executive Director – National Security Policy Co-ordination***
Mrs. Sandra Wright	***Senior Director – Corporate Affairs***

#	Draft Bills Considered by the Legislation Committee FY 2016/2017
1.	The Arbitration of Crime (Amendment) Act, 2016
2.	The Betting, Gaming and Lotteries (Amendment) Act, 2016
3.	The Building Act, 2016
4.	The Caribbean Maritime Institute (Repeal) Act, 2016
5.	The Casino Gaming (Amendment) Act, 2016
6.	The Child Care and Protection (Amendment) Act, 2016
7.	The Children (Guardianship and Custody) (Amendment) Act, 2016
8.	The Constabulary Force (Amendment) Act, 2016
9.	The Constitution (Amendment) (Establishment Fund) (Payment of Pensions) Act, 2016
10.	The Criminal Justice (Administration) (No. 2) (Amendment) Act, 2016
11.	The Financial Administration and Audit (Amendment) Act, 2016
12.	The General Consumption Tax (Removal of Exemptions) (Miscellaneous Provisions) Act, 2016
13.	The General Partnership Act, 2016
14.	The Governor-General (Expenditure, Personal Staff, Tax Exemptions and Pensions) Act, 2016
15.	The Income Tax (Amendment) Act, 2016
16.	The Integrity Commission Act, 2016
17.	The International Companies Act, 2016
18.	The International Corporate and Trust Service Providers Act, 2016
19.	The Interpretation (Amendment) Act, 2016
20.	The Jamaica Agricultural Commodities Regulatory Authority (JACRA) Act, 2016
21.	The Jamaica Racing Commission (Amendment) Act, 2016
22.	The Jury (Amendment) Act, 2016
23.	The Land Valuation (Amendment) Act, 2016
24.	The Law Reform (Miscellaneous Amendment) (Restorative Justice) Act, 2016
25.	The Law Review (Amendment) Act, 2016
26.	The Limited Partnership Act, 2016
27.	The Local Governance (Amendment) Act, 2016
28.	The National Insurance (Amendment) Act, 2016
29.	The Occupational Safety and Health Act, 2016
30.	The Pensions (Public Service) Act, 2016
31.	The Proceeds of Crime (Amendment) Act, 2016
32.	The Property Tax (Amendment) Act, 2016
33.	The Public Debt Management (Amendment) Act, 2016
34.	The Road Traffic Act, 2016
35.	The Sexual Harassment Act, 2016
36.	The Tax Collection (Amendment) Act, 2016
37.	The Transport Authority (Validation and Indemnity) Act, 2016

#	Draft Bills Considered by the Legislation Committee FY 2016/2017
38.	The Agricultural Loan Societies and Approved Organization Act, 2017
39.	The Defence (Amendment) Act, 2017
40.	The Indictments (Amendment) Act, 2017
41.	The Judicature (Resident Magistrates) (Amendment) (No. 2) Act, 2017
42.	The Law Reform (Zones of Special Operations) (Special Security and Community Development Measures) Act, 2017
43.	The Licences on Trade and Business (Validation, Indemnification and Amendment) Act, 2017
44.	The Major Organised Crime and Anti-Corruption Agency (MOCA) Act, 2017
45.	The National Heroes and Other Freedom Fighters (Absolution from Criminal Liability in Respect of Specified Events) Act, 2017
46.	The National Identification and Registration Act, 2017
47.	The Plea Negotiations and Agreement Act, 2017
48.	The Registration of Titles Cadastral Mapping and Tenure Clarification (Special Provisions) (Amendment) Act, 2017
49.	The Telephone Call Tax (Validation) Act, 2017
50.	The Telephone Call Tax Act, 2017