



GOVERNMENT OF JAMAICA

REVISED MEDIUM TERM ACTION PLAN 2008-2012

for



GOVERNMENT AT YOUR SERVICE:
Public Sector Modernisation Vision and Strategy 2002-2012

**Public Sector Modernisation Division
CABINET OFFICE**

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List of Abbreviations and Acronyms

ARP	Administrative Reform Programme
CITO	Central Information Technology Office
EA	Executive Agency
GoJ	Government of Jamaica
HRM	Human Resource Management
ISO	International Organisation for Standardisation
JAPIP	Jamaica Performance Improvement Programme
JIS	Jamaica Information Service
MDAs	Ministries, Departments and Agencies
MfR	Managing for Results
MIND	Management Institute for National Development
MNS	Ministry of National Security
MOE	Ministry of Education
MOFPS	Ministry of Finance and Public Service
MOH	Ministry of Health
MOJ	Ministry of Justice
MPDU	Modernisation Policy Development Unit
MPIU	Modernisation Programme Implementation Unit
MTAP	Medium Term Action Plan
MTEF	Medium Term Expenditure Frameworks
MTW	Ministry of Transport and Works
MVSP	Modernisation Vision and Strategy Paper
NCC	National Contracts Commission
OCG	Office of the Contractor General
OPM	Office of the Prime Minister
PBCJ	Public Broadcasting Corporation of Jamaica
PIOJ	Planning Institute of Jamaica
PMAS	Performance Management and Appraisal System
PSMD	Public Sector Modernisation Division
PSMP	Public Sector Modernisation Project
QMS	Quality management systems
OSS	One Stop Shop
STATIN	Statistical Institute of Jamaica

Introduction and Context

Jamaica has had a relatively significant history of modernisation efforts dating back to the early 1980s with the Administrative Reform Programme (ARP I & II) and, in the early 1990s, with initiatives such as the Public Sector Modernisation Project (PSMP) and the Jamaica Performance Improvement Programme (JAPIP).

On 12th September 2002, the **Public Sector Modernisation Vision and Strategy Paper (MVSP) 2002-2012** was laid before Parliament. The document sets out a ten (10) year vision and strategy for the public sector by presenting the views of key stakeholders in both the public and private sectors and by providing a platform for debate within the wider Jamaican society.

The MVSP distinguished itself from earlier modernisation efforts as a comprehensive public sector modernisation vision and strategy to be implemented over a much longer period, 2002-2012. There is recognition that Public Sector Modernisation is critical to the achievement of National Goals. As such, the MVSP established the connection between modernisation of the public service and the achievement of the following national goals¹:

- Sustainable development
- The establishment of a Quality Society
- A reduction in the proportion of Jamaicans living in extreme poverty
- Increased accountability in both the public and private sectors, supporting a reduction in corruption
- A reduction in national debt
- Increased security for all

The vision, mission and strategic objectives for modernisation of the public service under the MVSP are outlined in **Box 1** overleaf.

¹ It should be noted that there is coherence with Vision 2030 Jamaica – National Development Plan (NDP) which was recently prepared. The NDP National Outcomes which are particularly relevant are: A Healthy and Stable Population, World-Class Education and Training, Sustainable Management and Use of Environmental and Natural Resources; Authentic and Transformation Culture; Effective Social Protection; Effective Governance; A Stable Macroeconomy; and Security and Safety.

Box 1: MVSP Vision, Mission and Strategic Objectives

"**Our Vision** is of an open and impartial public sector which puts the public's interests first and has valued and respected professionals who deliver high quality services efficiently and effectively."

MVSP Mission

"We commit to creating a society on the principles of justice and equity by:

- Creating a social and legal framework in which business corporate and individual enterprise can flourish;
- Devising and managing a social safety net for the very poor and groups at greatest risk, creating a framework for breaking the cycle of persistent poverty;
- Establishing a knowledge society, providing timely and accessible information in support of enhanced service delivery."

MVSP Strategic Objectives:

- To confirm the role and core functions of Government
- To improve the ways Jamaica is governed, through sharing the exercise of power and increasing participation in decision-making
- To promote effective management, through appropriate mechanisms that expressly reflect the government's priorities
- To re-affirm the values of the public service, stressing integrity, objectivity and accountability
- To deliver high quality services to users at a reasonable cost
- To deliver high quality policy advice to the government
- To secure performance improvements through the establishment of a performance culture in the civil service
- To value public servants and make sure they are both motivated and properly equipped to effectively carry out their mandates.
- To manage all the resources in the public sector to achieve the best value for money in the delivery of services

Source: Public Sector Modernisation Vision and Strategy Paper (MVSP) 2002-2012

A review of the MVSP in 2007 found that the goals continued to be complementary and supportive of high level strategic instruments, including Vision 2030 Jamaica - National Development Plan, the Jamaica Tomorrow Summit Report and other policy priorities articulated by the Government. Hence, the MVSP remains a relevant and credible policy framework for guiding the modernisation programme and, in particular, for empowering and equipping the public sector to provide the requisite leadership in the nation's pursuit of sustainable development.

The review also found that significant modernisation activities have been undertaken since 2002 resulting in the achievement of many milestones and targets. Some higher level and longer term outcomes have also, at least partially, been realized. However, a number of targets have not been achieved in the

timeframe set by the Action Plan. **Appendix 3** details several major factors why some of the objectives were not met.

In addition to the MVSP, a "Summary Document" was published. This provided an Action Plan that defined the objectives and targets to be achieved, as well as major activities to be undertaken, during the ten-year period. This Action Plan has now been revised and a new Medium Term Action Plan developed.

The Revised Medium Term Action Plan

Attempts have been made to ensure the new Medium Term Action Plan (MTAP) is: more focused on the objectives of modernisation; better prioritised; better communicated and subject to regular fundamental reviews. The MTAP will, however, need to remain a flexible tool of government policy so that it can adequately contribute to emerging needs and requirements and be appropriately aligned to priorities and the realities of the available resource base to support implementation.

The central and overarching focus of the revised action plan for the next five years will be "to provide quality service to the citizens of Jamaica". In order to achieve this goal, modernisation efforts will be targeted and prioritized around four strategic directions, identified as fundamental to the provision of quality service. The four strategic directions of the MTAP are:

1. Enhancing Service Delivery
2. Improving Governance and Accountability
3. Managing for Results; and
4. Improving Change Management and Communication.

The central focus of the revised Medium Term Action Plan for the next five years will be "to provide quality service to the citizens of Jamaica".

Enhancing Service Delivery

The realization of many of the national goals requires a concentration on improving service delivery to citizens including the most vulnerable in the society. Whilst this was an objective of the previous five years of modernisation, it was not a priority issue. Enhancing service delivery speaks to the methods, modes and timeliness of the processes and mechanisms by which services are delivered. Improving service delivery will, therefore, require public services to be more innovative, efficient and responsive in meeting the needs of the public. This is consistent with NDP Outcome Effective Governance and the national strategy which speak to the strengthening of public institutions to deliver efficient and effective public goods and services.

Some targeted actions to support this strategic direction will involve: establishing a system of multi-service “One Stop Shops” (OSS) at the local level²; increasingly decentralizing service provision for operation and management at the local level; and ensuring a rapid expansion of the number of Executive Agencies (EAs), given the successes achieved in some areas by these entities. We will have to be realistic about what can be achieved within the context of existing resource constraints. In this regard, localized public management innovation to constantly re-examine the ways in which resources are utilized and to make savings for use in improving service delivery is required.

Improving Governance and Accountability

Improving governance and accountability, and thereby reducing bureaucracy, and overcoming corruption are among the national objectives addressed in the previous MTAP. Whilst considerable actions were undertaken to realize aspects of this particular objective, they were not comprehensive and yielded limited results.

This MTAP emphasizes a comprehensive approach to issues of governance and accountability including interrelated strategies and activities on: strengthening accountability across government; decentralizing functions; and increasing citizen participation and oversight. To guarantee success, we will strengthen the backbone of government including its institutions and processes to be accountable and citizen-centred. These imperatives are also consistent with the NDP Outcome Effective Governance and are specifically aligned with the national strategies to strengthen accountability and transparency mechanisms and to strengthen the process of citizen participation in governance.

Managing for Results (MfR)

Managing for Results is a comprehensive concept that means improving efficiency, effectiveness and probity in the utilization of financial and human resources. This is achieved through *inter alia*, the adoption of modern financial, audit and planning and monitoring systems; greater decentralization of management decision making; improving human resource management and performance; enhancing performance management systems; targeting efficiency savings; and improving “value for money”.

This more comprehensive approach to the planning, management and utilization of resources, coupled with the other overall directions of improving service delivery and governance and accountability will be the basis for a modernized service-centred government that can increasingly achieve national development outcomes.

² One Stop Shops as used here can be virtual or physical. The key is to address efficiency and responsiveness of service so that customers have access to quality and timely service at strategic points across the country.

Improving Change Management and Communication

A major neglected issue of the last MTAP was the process by which modernisation was carried out and communicated.

Modernisation efforts were essentially centralised and thus limited in capacity. There was little communication of best practices and innovation and not enough engagement of citizens and civil society in modernisation efforts following its initial consultation. To overcome this gap, emphasis will be placed on widening and streamlining modernisation efforts so that they become a part of the job of every organization and individual, as well as ensuring that modernisation is infused in all plans and budgets.

Additionally, emphasis will be placed on the way government communicates and collaborates with its citizens in the provision of services and wider modernisation initiatives.

The specific actions identified under service delivery as well as under the other three strategic directions will create the supportive environment for our overarching 'service' focus. The four key directions for modernisation subsume many of the aspects which were defined in the nine themes in the previous action plan and are harmonious with the national development goals and objectives identified in Vision 2030 Jamaica National Development Plan. The overarching goals identified are: Jamaicans are empowered to achieve their fullest potential; The Jamaican Society is secure, cohesive and just; Jamaica's economy is prosperous; and Jamaica's development is in harmony with its natural environment.

Table 1: Alignment of MTAP Strategic Directions with MVSP Goals and Objectives

GOALS <ul style="list-style-type: none"> ▪ A reduction in the proportion of Jamaicans living in extreme poverty ▪ The establishment of a Quality Society ▪ Increased security for all ▪ Sustainable development 	
Strategic Direction	Key Objectives
Service Delivery	<ul style="list-style-type: none"> ➤ Improving the quality of, convenience of and access to public services. ➤ Improving services concerned with human development. ➤ Bolstering and giving priority to the basic needs of citizens for security of their person, their family, their livelihood and their property and for their future aspirations. ➤ Improving the provision of education, health, housing and social support services; ➤ Improving pro-poor economic development and access to jobs; ➤ Efficient, effective, timely and customer friendly service delivery systems
GOALS: <ul style="list-style-type: none"> ▪ Increased accountability in both the public and private sectors, supporting a reduction in corruption ▪ The establishment of a Quality Society ▪ Increased security for all. 	
Strategic Direction	Key Objectives
Governance and Accountability	<ul style="list-style-type: none"> ➤ Promoting greater accountability for performance. ➤ Ensuring greater access to information. ➤ Improving personal responsibility and accountability systems, including freeing up managers from constraints that prevent them from being accountable. ➤ Improving security and access to justice ➤ Getting government closer to citizens through improved communications and greater decentralization of decision making and service provision ➤ Promoting greater local democracy and service provision ➤ The elimination of unnecessary bureaucracy.
GOALS: <ul style="list-style-type: none"> ▪ Increased accountability in both the public and private sectors, supporting a reduction in corruption ▪ A reduction in national debt 	
Strategic Direction	Key Objectives
Managing for Results	<ul style="list-style-type: none"> ➤ Introducing Managing for Results planning and financial and budgetary systems across government to ensure there is a basis for targeting and judging performance
Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)	

	<ul style="list-style-type: none"> ➤ Completing the enhancement of procurement systems and transferring them into an e-procurement system and completing the improvement of audit systems. ➤ Requiring development to be largely financed through savings and improved efficiency and effectiveness in the utilization of available resources.
GOALS: <ul style="list-style-type: none"> ▪ Increased accountability in both the public and private sectors, supporting a reduction in corruption; ▪ A reduction in the proportion of Jamaicans living in extreme poverty ▪ Sustainable development; 	
Strategic Direction	Key Objectives
Change Management and Communication	<ul style="list-style-type: none"> ➤ Ensuring that government is carried out efficiently and effectively to meet more of citizens requirements, especially those of the extreme poor through improved provision of security services. ➤ Introducing personal responsibility and accountability on the part of public servants for making savings and utilizing them to create change and development in service provision ➤ Undertaking actions to ensure a change in the external and internal view of Jamaica to one where there is confidence in the stability, capacity and probity of Government. ➤ Concentrating on building and maintaining the “raw material” of Jamaica in terms of its population and natural resources ➤ Building capacity in the public service and empowering public servants to deal with service delivery issues.

Structure of the Document

The document covers six main areas. The first four addresses the key strategic directions highlighted in the MVSP: Enhancing Service Delivery, Improving Governance and Accountability, Managing for Results and Improving Change Management and Communication.

In the chapter, Enhancing Service Delivery, it is highlighted that the GOJ will improve service delivery across the public sector by simplifying procedures and cutting back on waste.

Chapter Two, Improving Governance and Accountability, seeks to explain a new thrust towards governance and accountability. A governance and accountability framework will be developed and will ensure that government is responsive to the needs of the people. The framework will also require civil servants to be accountable for the delivery of quality service.

Chapter Three, Managing for Results, looks at steps being taken to ensure that government’s resources are used effectively and efficiently.

Chapter Four, Improving Change Management, highlights steps to be taken to broaden the modernisation process. The main idea is to give the various Ministries the tools needed to lead the process of modernisation.

Chapter five lays out in table format the priority strategies and actions to be pursued for each Strategic Directions. The Tabulated action plan for each Strategic Direction details the following:

- ✓ The key strategies and actions required to achieve them
- ✓ The cost of completing the actions;
- ✓ The lead government organization and key stakeholders responsible for each action
- ✓ Key inputs and,
- ✓ The expected results of the action

The sixth and final chapter discusses how the GoJ will know the modernisation process is working. It describes activities to be undertaken to manage and regularly monitor activities and outputs and ensure they are changed if they are not working.

Chapter 1: Enhancing Service Delivery

The demand for services by the population is constantly growing and the realization of national goals requires improvement in the quantity and quality of service delivery.

The public sector is required to provide quality service and, at the same time, increase efficiency. Coupled with harsh financial realities, this means **doing more with far less**. As part of the modernisation efforts, government will expand its service delivery whilst simplifying procedures and containing costs. We will continue to strengthen the backbone of government to achieve its service delivery outcomes by, *inter alia*, modernizing key entities to become performance-based institutions (PBIs).

The public sector will also improve its performance in delivering service to citizens through alternative service delivery systems. This will be undertaken by: (a) establishing the appropriate organizational forms within, or outside the public sector, to improve performance; and (b) bringing together organizations from across government, or across sectors, through partnerships (such as single windows or clustering of services to citizens) to provide seamless service that is responsive to the needs of citizens. This may also involve contracting out of service provision to the private sector and non-government organizations, and involving citizens in delivering aspects of service.

Enhancing Service Delivery supports the following MVSP Goals:

- To deliver high quality services to users at reasonable cost
- To secure improvements through the establishment of a performance culture in the public sector

In addition, the strategic direction 'Enhancing Service Delivery' contributes to the achievement of the national goals of sustainable development, the establishment of a quality society and increased security for all.

Key Components and Strategies

The key components and strategies under Enhancing Service Delivery are:

1. Creation of Executive Agencies (EAs)
 - Accelerate the creation of Executive Agencies targeting those linked to Government of Jamaica (GoJ) priorities
 -
2. Customer Service Improvement and Business Facilitation
 - Identify and implement other alternative service delivery systems
 - Maximize the benefits of decentralized service delivery

- Establish information infrastructure and institutional capacity to support alternative service delivery
- Develop capacity for excellence in service delivery
- Monitor quality, efficiency and cost effectiveness of service delivery

1.1 Creation of Executive Agencies

1.1.1 Accelerate the creation of Executive Agencies, targeting those linked to GoJ priorities

Executive Agencies represent one form of PBIs. Executive agencies were created to deliver government services more efficiently and effectively to the public. In terms of their own framework, they operate with delegated authority to employ their own staff and to organize service provision in ways best suited to meet their customers' needs. There are currently eleven executive agencies, with plans for the creation of others. While these agencies have demonstrated success in providing more timely and customer-oriented services to customers, the pace of establishing additional Agencies needs to be accelerated.

We will fast-track progress in implementing currently planned Executive Agencies, and propose and implement more, where this will provide for improved service delivery. In this regard, we will implement planned executive agencies at the following: the Forestry Department, Fisheries Division and Jamaica Customs.

1.2 Customer Service Improvement and Business Facilitation

Improving Service Delivery and facilitating business development lies at the core of the purpose of government modernisation as it is through these actions that Jamaicans will

Service delivery at its Best

A modernized service delivery mechanism will be introduced or extended as we work to meet the demands of the Jamaican population. This will include the extension of current e-government service delivery and call centres.

The centre-point of service delivery development however will be around the "One Stop Shop" (OSS). This will facilitate the delivery of services to citizens through assisting them to access the services either directly through the OSS itself or through acting as the citizen's "agent" in dealing with the relevant government department or agency.

One Stop Shops have been successful in providing more timely and simplified access to services. We intend to develop a number of locally based multi-service, multi-sector OSS around the country. These will be based in various towns, through which citizens can access various services.

directly benefit from modernisation and national goals to create sustainable development; establish a quality society; ensure a reduction in the proportion of Jamaicans living in extreme poverty and provide increased security for all.

1.2.1 Identify and implement other alternative service delivery systems

We need to develop and experiment with new forms of delivery systems to meet citizen's requirements. New methods of service delivery will include the contracting out of service provision to the private sector or non-governmental organizations. It also encompasses the establishment of joint ventures and the greater individual and collective citizen involvement in service delivery.

Other modernized service delivery mechanisms will be introduced or extended. This will include the extension of current e-government service delivery and call centres.

Whilst other forms of service delivery will be developed, the centre-point of service delivery development will be around the "One Stop Shop" (OSS). This will facilitate the delivery of services to citizens through assisting them to access the services either directly through the OSS itself or through acting as the citizen's "agent" in dealing with the relevant government department or agency.

Jamaica has already had some success in developing single service, single sector OSS, for instance in the provision of a number of taxation and licensing services. Some other OSS are about to come on line – for example in the area of Food Safety.

One Stop Shops have been successful in providing more timely and simplified access to services. Other forms of OSS may have been envisaged in the past but have not yet been established. We intend to develop a number of locally based multi-service, multi-sector OSS around the country. These will be based in various towns, through which citizens can access various services. They will also be accessible via the internet.

The OSS will reduce service times, improve convenience, simplicity and ease of access to services for all Jamaicans and, thereby, improve customer satisfaction. Whilst this form of OSS can be established using existing technology, the development of the GoJ "Wide Area Network" (WAN) and "Voice Over Internet Protocol", together with the implementation of the national registration identification system will serve to further reduce response times as well as improve efficiency and effectiveness of service delivery. Other quality methodologies will be introduced and processes reengineered which will make dramatic gains in OSS response times.

1.2.2 Maximize the benefits of decentralized service delivery

Modern public management attempts to broaden decision-making processes and provide greater access to services. Consequently, service efficiency and

effectiveness is improved and service delivery is more responsive to the needs of local populations.

Jamaica has already embarked upon the decentralization of some major service delivery functions including health, education and transport and works. However, all these developments have yet to be fully completed. Further priority will be given to the completion of existing decentralization of functions and all government organizations will be encouraged to examine how they can maximize the benefits of decentralization of their service delivery.

The role of local government in decision making and delivery of services will be expanded. Citizens will have more say and greater practical involvement in the provision of services. The development of new forms of service delivery, for example "One Stop Shops" will allow for a wholesale reappraisal of the way in which services are delivered to citizens. Whilst taking the best of experience from elsewhere, we will provide new service modalities that meet the requirements of Jamaicans in their communities. This reappraisal will be undertaken on a continuing basis by all ministries and agencies.

1.2.3 Establish information infrastructure and institutional capacity to support alternative service delivery

We will develop 'joined-up' services in order to provide more effective and timely service to our citizens. We will also ensure that we have "joined-up" systems to remove duplication in the collection of information from our customers. To do so, we will:

- develop for implementation, a Data Sharing and Pricing Policy that will establish a sustainable approach for the sharing of data between entities to support decision making and a more seamless delivery of public services. The Policy will address the issue of pricing, in order to prevent prohibitive costs that could impede the efficient delivery of services or timely decision-making;
- Implement a single national identification system that will provide a unique identifier for all citizens and persons ordinarily resident in Jamaica. It will provide the means to integrate services and improve governance and business facilitation within the public sector; and
- Establish a GIS platform that will provide for the collection and conversion of geospatial datasets to compatible formats. It will inform and support the planning and environmental sectors and facilitate effective, quality decision making.

Providing a particular service often requires work to be undertaken by more than one government ministry or agency. We need to ensure that these relationships of "who does what" are clearly defined and resourced. To this end, we will introduce

internal contracts and service level agreements between ministries and agencies to ensure that jobs are done to agreed specifications and timelines.

Improvement in service delivery is not only about increasing the range of services but also improving the *quality* of the service provided. Attempts have been made to introduce certified international standards for quality service delivery, in particular through the Citizen's Charter initiative, but more needs to be done to ensure that this has a real impact on the citizenry. Under this MTAP, structured emphasis will be placed on the introduction of quality management systems. Organizations will be encouraged to adopt best practice quality standards for customer service for application to "e-government" and call centre services.

1.2.4 Develop capacity for excellence in service delivery

To improve service delivery, we need to improve the competence of our workforce, especially at the level where civil servants interact directly with citizens. To this end, we will establish a competency framework for service providers, introduce operational excellence methodologies and provide training to support customer service for entities being modernised.

We will quantify and set Specific, Measurable, Achievable, Realistic and Time bound (SMART) standards of customer service to be achieved and adopt best practice standards for customer service that will be the benchmark for success for all service delivery organizations.

1.2.5 Develop and disseminate a toolkit on measuring and improving customer satisfaction

As part of government efforts to better communicate lessons learnt from modernisation within and outside Jamaica, we will develop and disseminate a toolkit on measuring our customers' satisfaction. This will act as a primary performance indicator on the state of our service to the people of Jamaica.

1.2.6 Monitor quality, efficiency and cost effectiveness of service delivery

A major step in changing the culture of the public sector is to secure the primacy of delivery of services over bureaucratic administration. To this end, all modernisation activity should be able to be justified in terms of improving service delivery directly or improving the utilization of resources which will, in turn, put more resources into service delivery.

Achieving "more for less" and improving efficiency has been a government priority at least since the late 1990s when government commissioned the Orane Report to identify where waste could be eliminated. However, waste is a subject for all members of the public service. An incipient culture of constantly improving the utilization of resources is developing in the public service and will be further

supported. GoJ will ensure that all annual and medium term plans have specific items on improving the utilization of resources.

The relative lack of available resources requires that entities intensify efforts to generate efficiency savings. The planning and budgeting systems should be more oriented towards the improvement of services through generating savings for use in service delivery. Planning guidance will be utilized to ensure that all plans meet this requirement on a continuing basis.

All government managerial processes will be constantly examined to improve their efficiency and effectiveness. The public service in Jamaica suffers in many areas from having too few specialist skills, especially in an age where technology and decentralization of decision making requires a greater degree of technical and modern managerial skills. The GoJ will require public organizations to include proposals to increase management efficiency and effectiveness in every annual and medium term plan and demonstrate how savings generated are utilised to improve service delivery.

Citizens need to know how well or how badly we are doing in providing them with services. Current monitoring systems are either cumbersome or their outputs are never seen by most. We will undertake efforts to put in place a customer service monitoring framework which includes the continued development of Citizens' Charters. We will also put in place annual surveys and report card systems that can be widely publicized to show the organizations that are being successful in meeting service delivery standards as well as those who need to improve further.

1.3 Performance Measures

Table 2 summarises the key performance measures, along with baseline and targets, which will be used to assess the implementation of strategies and actions under strategic direction Enhancing Service Delivery.

Table 2: Key Performance Measures – Enhancing Service Delivery

Service Delivery Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
Accelerate the creation and effectiveness of EAs linked to GoJ priorities	Service delivery levels increased and access to and timeliness of services improved	Number of agreed EAs in operation	Some ten executive agencies in operation	An additional three EAs in operation including: Forestry Department, Fisheries Division and Jamaica Customs,	Cabinet Decision Cabinet Office Annual report
		Average time spent to access service	Average time for accessing services		
		Number of executive agencies meeting service and financial targets including compliance with financial frameworks	Service targets internally determined and assessed	All EAs service targets determined and measured under a standardized Customer Service Framework	Report from Government-wide Monitoring Body National Customer Service Score Card
			Approximately 85 per cent of EAs meeting financial target	95 per cent of EAs meeting financial targets	Report from MOFPS (EAMU)
Implement multi-service "One Stop" delivery systems	Quality service delivery levels increased (range of services, access to and timeliness of services)	Number of alternative service delivery outlets in operation for: (a). single service sector; and (b). multi-service sector	No data exists	Numbers of ASDSs identified and baselines established for those linked to priorities: Single Service-Establishment of OSS for DAP for large developments Multi Service-Establishment	Comprehensive Customer Service Reporting package

Service Delivery Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
				of OSS for Import, Export Inspection Centre; and Centre of Excellence in MOA; and training/ knowledge transfer arm of Research and Development Division	
		Number of alternative service delivery outlets meeting targets	No data exists	70 per cent of Local Authorities (Parish Councils) with single-windows for small developments and nine lots and under sub-divisions. 100 percent monitoring for new outlets	Comprehensive Customer Service Reporting package
Maximize the benefits of decentralized service delivery	Increased access to timely and effective services by citizens and increased decision-making at the local level	Policy Framework to guide roll-out of decentralized service delivery	No policy on decentralization in place	Decentralization Policy piloted in one service delivery entity	Cabinet Decision Organizational Assessment Report
Establish information infrastructure and institutional	Increased efficiency in service delivery resulting from	Policy for the sharing of data across government that is	No policy in place to guide data sharing	Data Sharing Policy developed and implementation initiated.	Cabinet Office Annual Report Cabinet Decision

Service Delivery Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
capacity to support alternative service delivery	reduced bureaucracy and administrative costs	facilitative to joined-up government			Policy document
		A unique identifier for citizens	Unique identifier for individuals not in place	Implementation of National Identification System (NIDS) initiated to facilitate seamless service delivery Legislation in place to support establishment and implementation	Cabinet Decision Copy of legislation
		Geospatial data collected and converted in a single GIS data platform	No single GIS platform in place	Single GIS Data Platform in place	Cabinet Annual Report LICJ Report
		Quality management systems(QMS) implemented in all service delivery systems	No uniform Quality Management System in place. A number of service-oriented entities have received ISO certification on an individual basis	Vision and Strategy Paper developed for implementation of QMS across government	QMS Strategy Paper Roll-out Plan
Develop capacity for excellence in service delivery	Customer friendly services evident throughout GoJ with staff willing to go the "extra mile" for their customers	Citizens satisfaction with service delivery increased	Entity-commissioned surveys are currently practiced Biennial Customer Service Competition commissioned by the Cabinet Office	National Assessment Feedback Tool in place that provides a standardized basis for organizations to assess their service performance	Analysis Tool Pack
Develop and	Improved	Toolkit	Customer	Toolkit	Cabinet Office

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Service Delivery Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
disseminate a toolkit on measuring and improving customer satisfaction	monitoring of performance in customer service	Developed	service feedback mechanisms in place	prepared in consultation with other entities	
Monitor quality, efficiency and cost effectiveness of service delivery	Improved accountability in the delivery of quality customer service	Customer Service Monitoring and Evaluation Framework implemented	Public Sector Customer Service Monitoring Framework	Customer Service Monitoring and Evaluation Framework implemented in 13 entities	Annual Report Cabinet Office Reports

Chapter 2: Improving Governance and Accountability

The Jamaican government exists to serve the needs of its public. Governance ensures these needs are fulfilled in an efficient and effective manner. This is done through the establishment of clear structures that determines how decisions are made and how government responds to issues of concern to the Jamaican people.

Governance can therefore be defined as the exercise of power in the economic, political, and administrative management of the country's resources. It comprises the traditions, institutions and processes that determine how power is shared and exercised, how decisions are made and how authority responds to issues of public concern.

Inherent in this definition is not only the state's role but also that of other critical players - all have important roles to play in promoting sustainable national development. A key objective of the modernisation programme is to facilitate structures and partnerships that ensure the involvement of people in decision-making and to ensure that those who are assigned responsibility for making the decisions are held accountable for their actions.

A governance and accountability framework will be established that will require government to ensure that processes and institutions produce results that meet needs while making the best use of resources. It will also require civil servants to be accountable for the delivery of quality service, and citizens to be more engaged in decision making within government and take greater responsibility for their own governance.

Improving Governance and Accountability supports the following MVSP Goals:

- To confirm the role and core functions of Government
- To improve the ways in which Jamaica is governed through sharing the exercise of power and increasing participation in decision-making

The World Bank defines *accountability* as a relationship whereby an institution's performance of tasks or functions are subject to oversight, direction and requests for information or justification for actions. Accountability involves two stages *answerability* and *enforcement*.

Answerability refers to the obligation of government or its agencies and public servants to provide information about their decisions and actions. They are also obligated to justify their actions to the public and other institutions put in place to monitor them.

Enforcement means that the institution responsible for monitoring can sanction the offending public official or institution.

Source:

<http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/AccountabilityGovernance.pdf>,

- To re-affirm the values of public service, stressing integrity, objectivity and accountability

Improving Governance and Accountability will contribute to the achievement of MVSP national goals of increased accountability in the public and private sectors, reduced corruption, increased security for all, the establishment of a quality society and sustainable development.

Key Components and Strategies

The key components and strategies under Improving Governance and Accountability are:

1. Strengthen Governance and accountability mechanisms across Government
 - Clarify and strengthen the performance management system for government's Executive Management Group to allow for full accountability
 - Accelerate the creation of performance-based institutions (PBIs) linked to GOJ priorities
 - Strengthen and enforce accountability mechanisms for public bodies
 - Strengthen the legal and regulatory framework for executive agencies
 - Reform Parliament to enhance its representativeness and accountability
2. Strengthen Anti-corruption and Ethics Systems
 - Strengthen anti-corruption mechanisms
 - Establish an operational framework for ethics officers
3. Ensure continuous citizen participation in public decision-making and service delivery

Accountability is Key

Government recognises it must be accountable to the people of Jamaica and has put in place mechanisms and frameworks to hold its most senior management groups accountable for performance.

There are over 165 active public bodies in Jamaica. Public Bodies collectively represent an important subset of the public sector and are integral to the development and implementation of a number of key policy objectives. In many instances, statutory boards and government companies have non-executive boards whose members are drawn from society at large.

We will develop a governance framework for Public Bodies through which the procedures for appointment to these boards and their working arrangements are open and transparent. We will also establish the context to clarify their operations as it relates to their responsibility and accountability relationships.

Additionally, we will strengthen the legal and regulatory framework for executive agencies and reform parliament to ensure improved oversight of the governance and accountability mechanisms.

As we move to become more accountable, we will review options for introducing a more comprehensive corruption prevention strategy.

- Improve involvement of citizens in service delivery
- Decentralize functions and processes to bring decision-making and services closer to the people

2.1 Strengthen Governance and Accountability Mechanisms across Government

Accountability is the obligation to answer for a responsibility that has been conferred. In order to ensure effective accountability structures and processes, it is important to ensure that responsibilities, expectations and reporting responsibilities are clear and performance is consistently evaluated. Within this context, we will establish new systems and improve existing mechanisms through which stakeholders can hold the government accountable for its actions

2.1.1 Clarify and strengthen the performance management system for governments' executive management group to allow for full accountability

Strengthening the accountability framework and mechanisms for permanent secretaries, heads of departments and chief executive officers in executive agencies and public bodies as part of the fundamental management reform initiative. This requires existing accountability systems to be integrated with other mechanisms being introduced to focus public service capacities on achieving development results.

A strengthened accountability framework will provide the context for improving the performance of top level public officials by clarifying the performance standards, modes of operation and the deliverables for which and to whom, they will be held accountable.

2.1.2 Accelerate the creation of performance-based institutions linked to GoJ priorities

Central to the objective of the modernisation of public sector entities is the establishment of entities as performance based institutions (PBIs) to enhance governance and accountability. It is in the operations of these institutions that the various elements of the reform comes together – transparency, accountability, customer service, application of technology, integrated planning and policy making, consultative and participatory decision-making, developmental human resource management and leadership, maintenance of a performance focus, and improved efficiency and effectiveness in the use of resources. In this regard, we will focus on two types of PBIs³:

³ PBIs in the form of Executive Agencies are addressed under the Service Delivery Chapter (see 1.1.1)

- **Ministries** which will be transformed to focus on policy formulation, monitoring, evaluation of policy implementation, strategic management and a results orientation to ensure the delivery of quality outputs relevant to their mandates and to support service delivery by the agencies under their portfolio; Priority will be given to ministries of: Agriculture; Health and Environment National Security; Justice; Education; and the Cabinet Office;
- **Departments, divisions** and linked to government's priorities which will be transformed to perform more efficiently and to generate greater impact, in keeping with the relevant policy framework. We will target the National Public Health Laboratories and the Environmental Regulatory Authority.

2.1.3 Strengthen and enforce accountability mechanisms for Public Bodies

There are over 165 active public bodies in Jamaica. Public Bodies, which comprise statutory bodies and authorities as well as government owned companies, collectively represent an important subset of the public sector and are integral to the development and implementation of a number of key policy objectives. In many instances, statutory boards and government companies have non-executive boards whose members are drawn from society at large.

We will develop a governance framework for Public Bodies through which the procedures for appointment to these boards and their working arrangements are open and transparent. We will also establish the context to clarify their operations as it relates to their responsibility and accountability relationships.

2.1.4 Strengthen the legal and regulatory framework for Executive Agencies

While it has been acknowledged that executive agencies have achieved overall success with regards to their main purpose, it is felt that **providing Regulations to the Executive Agencies Act** would strengthen the EA model, increase efficacy and facilitate the creation of new EAs.

2.1.5 Reform Parliament to enhance its representativeness and accountability

We will strengthen Parliament to allow for improved oversight of the governance and accountability systems and to ensure that it has the requisite capacity to deliver on its responsibilities. We will initiate a process of reform that will "increase the ability of the Parliament to act as a restraint on the executive arm of government in critical areas."⁴

2.2 Strengthen Anti-Corruption and Ethics Systems

Corruption is described as the "abuse of power, authority or public office to obtain private advantages"⁵. Corruption affects the effectiveness of public services as well as the business environment. Whilst improvements have been made in combating corruption, further

⁴ See the Jamaica Labour Party Manifesto (2007).

⁵See Vision 2030 Jamaica: National Development Plan, Governance Sector Plan (2009).

targeted actions will be taken to tackle this problem and to establish ethical standards and procedures for the public sector.

2.2.1 Strengthen anti-corruption mechanisms

We will review the options for introducing a more comprehensive corruption prevention strategy including engaging the assistance of public and civil servants in a continuous debate and activities to publicize the effects of corruption and identify methods to shape a honest and accountable government that can combat the corrupt use of resources. We will also review procedures for the appointment systems for “sensitive posts” to ensure best fit for carrying out certain functions, introduce legislation to protect “whistleblowers” that uncover corrupt practices, reform our libel and slander laws to empower the press to pursue investigative journalism that will expose wrongdoing, thereby facilitating greater openness and transparency in governance and make provision for the impeachment of public officials that engage in corrupt practices.

2.2.2 Establish an operational framework for ethics officers

We will develop an ethics infrastructure for the public service that allows for a supportive and operational framework for the Ethics Officers already placed in each Ministry, allowing for integrity in conduct and the making of decisions.

2.3 Ensure Continuous Citizen Participation in Public Decision-Making and Service Delivery

We will continue to expand and strengthen the structures and processes in which citizens can express their rights and obligations as partners in governance

2.3.1 Improve involvement of citizens in service delivery

We commit to improving partnership in governance through new relationships with local government, communities, voluntary groups and private sectors. We will create spaces for greater involvement of citizens in determining and monitoring the service delivery agenda. This includes adopting lessons from the outcomes of the JASPEV project to further promote participatory decision-making throughout the public service and the provision of citizen audit panels to monitor the delivery of services. We will further implement and monitor the Code of Consultation, and use already tried and tested participatory mechanisms such as Community Based Policy/Programme Monitoring (CBPM⁶).

2.3.2 Decentralize functions and processes to bring decision-making and services closer to citizens

As part of a major thrust to bring government and its services closer to the people and to engage them in its provision, we will develop a Decentralization Policy. This policy will promote democratic governance which includes greater participation of

⁶ CBPM is advanced as an approach that helps to improve governance and enhance development outcomes through social responsibility. The enabling of communities to identify gaps and constraints and negotiate reforms in the delivery of services is also promoted through this framework

citizens in decision making, increased accountability by public officials to the citizenry and improved effectiveness and efficiency in service delivery, particularly to the most vulnerable groups in society such as children, persons with disabilities, the poor and the elderly. We will also build capacity at local levels to ensure that local bodies are fully equipped to perform their assigned responsibilities. We will identify and implement *alternative* service delivery systems that are flexible and responsive to the needs of the public.

2.4 Performance Measures

Table 3 summarises the key performance measures, along with baseline and targets, which will be used to assess the implementation of strategies and actions under strategic direction Improving Governance and Accountability.

Table 3: Key Performance Measures – Improving Governance and Accountability

Governance and Accountability Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
Clarify and strengthen the performance management system for government's executive management group to allow for full accountability	Chief Officers fully and clearly accountable for the outputs produced and resources utilized within their control	1. Accountability Framework with revised performance agreements	Absence of a documented framework	Accountability Framework officially approved and implementation initiated 100% New performance agreements signed and enforced among all PSs and CEOs	Performance agreements Report from OSC
Accelerate the creation of PBIs linked to GoJ priorities	Institutional efficiency, effectiveness and accountability increased	1. Number of agreed PBIs ⁷ in operation	Three (non executive agencies) PBIs in operation: 2 ministries and one agency.	An additional four (non EA) PBIs in operation including: Ministry of Education (MOE), Ministry of Agriculture (MOA), National Public Health Laboratory (NPHL), Environmental Regulatory Authority (ERA)	Cabinet Decision Cabinet Office Annual report
		2. Number of ministries modernized	2 Ministries modernized as policy centres-	2 additional ministries modernized to become policy	Cabinet Office Annual Report

⁷ Does not include any public body that maybe operating as a PBI

Governance and Accountability Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
		as policy centres	Ministry of National Security (MNS), Ministry of Transport and Works (MTW)	centres- Ministry of Education (MOE) and Ministry of Agriculture (MOA)	Estimates of Expenditure
		3. Number of (non EAs) PBIs meeting targets	Not currently measured	Baseline established and measurement commenced independently	Report from Government-wide Monitoring Body National Customer Service Score Card
Strengthen and enforce accountability mechanisms for public bodies	Public bodies including their management boards operations are consistent with the principles of good corporate governance	1. Clarified, strengthened and enforceable corporate governance framework in place	No explicit framework Public Bodies Management and Accountability Act in place, but in need of further strengthening	Approved Governance Framework for Public Bodies	Cabinet Decision Framework Copy of Framework
				Revised and strengthened Public Bodies Management and Accountability Act	Copy of legislation Parliamentary records
Strengthen the legal and regulatory framework for Executive Agencies	EAs operating more efficiently and effectively in accordance with the original intent of the EA model	Legislation prepared and revised as necessary to support improved function of EAs	Executive Agencies Act in place	Regulations to the Executive Agencies Act submitted to Parliament	Ministry Paper Copy of Regulations
Reform Parliament to enhance its representativeness and accountability	Parliament decisions are increasingly responsive to the needs of citizens and	Parliament initiate its reform agenda	Concept Paper prepared	Review of Parliament initiated	Parliamentary records

Governance and Accountability Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
	reflect greater scrutiny of the Executive decisions				
Strengthen anti-corruption mechanisms	Public service ethics improved and corruption reduced	1. International corruption indices improved	Unfavourable corruption ranking	50 per cent improvement in international corruption indices	International indices Parliamentary reports
		2. Strengthened and enforceable anticorruption framework developed and implemented	High perception of corruption in the public sector by citizens	Anti-corruption Strategy developed Legislative requirements established for recruitment and appointment to 'sensitive posts' Whistleblower legislation in place Libel and slander laws reformed to expose and bring to justice those engaged in corruption Legislation enacted for the impeachment of public officials engaged in wrong-doing	Copy of Strategy Copy of legislation
Establish an operational framework for ethics officers	Public servants conducting themselves according to agreed ethical standards	1. Ethical standards developed, disseminated and monitored by ethics officers	Ethics officers in place in all ministries	Code of Ethics developed and implementation progressed	Annual reports Code of Ethics in place
Improve the involvement of citizens in service	Greater responsiveness of services to	1. Number of citizens voluntarily	Not in place	60 per cent of management boards	Entities Annual reports

Governance and Accountability Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
delivery	citizens	<p>serving on non-executive boards, audit panels and other consultative machinery of government</p>		<p>comprise representation of citizen/customer or have established an alternative mechanisms for citizen involvement</p>	<p>Periodic surveys commissioned by the Cabinet Office</p>
Decentralize functions and processes to bring decision making and services closer to the people	Public services improved by being more locally appropriate and more timely	<p>1. Framework developed and implemented to guide decentralization</p>	No framework in place	Decentralized Policy approved	<p>Cabinet Decision</p> <p>Approved Decentralization Policy</p> <p>Cabinet Office Annual report</p>

Chapter 3: Managing For Results

Managing for Results seeks to optimize the use of government's resources. It focuses on managing: (a) the financial resources of the country to ensure that limited resources are not only spent on the areas deemed to be most critical, but that it is undertaken in a manner that results in value for money (VFM); (b) managing the human resources of the public sector to ensure that the public sector has the requisite skills to perform its functions in supporting national development and is held accountable for achieving results.

Every government is faced with decisions on how to prioritize its programme within a context of infinite resources. This is often accompanied by difficult and, sometimes, unpopular decisions. These decisions, though necessary, can be supported by mechanisms and tools to make the processes for arriving at these decisions more objective, open and participatory. To do this, capacity will have to be strengthened within the public sector to manage for results.

This is especially important as funds from international development partners become less available; government will, increasingly, have to look internally for resources to finance its programmes.

Managing for Results supports the achievement of the following MVSP Goals:

- To promote effective management, through appropriate mechanisms, that expressly reflects the government's priorities
- To value public servants and make sure that they are both motivated and properly equipped to meet challenges
- To deliver high quality policy advice to the government
- To secure improvements through the establishment of a performance culture in the public sector.

In addition, strategic direction managing for Results contributes to the achievement of the national goals of increased accountability in the public and private sectors, reduced corruption and a reduction in national debt.

Key Components and Strategies

The key components and strategies under Managing for Results are:

1. Improve Planning, Resource Allocation and Performance across Government
 - Integrate strategic planning and budgeting
 - Improve prioritization and resource allocation
 - Improve performance monitoring and evaluation
2. Improve Public Financial Management
 - Improve financial management systems

- Implement Medium Term Expenditure Frameworks
 - Improve government procurement to be efficient, effective, transparent, and eliminate opportunities for corruption
 - Improve government auditing
3. Improve human resources management and performance across government
- Positioning the public sector as an employer of choice
 - Improve human resource management systems
 - Promote a performance culture within government and the building of a professional workforce
4. Improve Information Technology
- Fully implement E-Government
 - Improve infrastructure for information management

3.1 Improve Planning, Resource Allocation and Performance across Government

3.1.1 Integrate strategic planning and budgeting

We need to strengthen systems to ensure greater linkages between strategic, planning and budgeting. In support of this objective, government will develop a rolling three-year Corporate Plan that will embody the strategic objectives of government as well as the supportive programmes and projects for financing. This will ensure alignment with the strategic intent of government and the corporate planning and budgeting processes of the Ministries, department and agencies.

3.1.2 Improve prioritization and resource allocation

We need to improve resource allocation systems to enable the country to optimize the use of limited resources and to achieve the “greatest bang for the buck”. Government will enhance systems for prioritization that are aligned to agreed long term development outcomes and incorporate citizen

Managing for Results

Government requires comprehensive resource management information systems to allow for better informed decision making and control of resources. The Government of Jamaica’s current systems often do not provide adequate information to allow for good “real-time” decision making and, therefore, inhibit further decentralization of decision making.

Various strategies will be employed to change this including the use of accrual accounting to allow for informed decision making by allowing for comprehensive knowledge of spending and financial commitment across years.

Government will implement various strategies to manage financial resources to reduce waste and ensure better value for money. Strategies such as designing accounting framework, standards and rules; implementing the asset management system; improving cash control and revising our financial reporting systems will be employed.

Government will also put systems in place to better manage human resources to ensure performance and results.

feedback. In this regard, government will develop a Prioritization Framework for the selection of policies, plans, programmes and projects.

3.1.3 Improve performance monitoring and evaluation

Government will establish robust and effective mechanisms to assess, monitor and independently evaluate its performance against targets over time and publish the results. In evaluating performance, government will ensure not only transparency and probity in fiscal spending but also value for money, in achieving desired results. A critical success factor is the need to strengthen the capacity within the public sector to manage for results and to develop the appropriate tools to support the process as well as ensure flexibility so that it can reassess its effectiveness and make changes when necessary.

3.2 Improve Public Financial Management

3.2.1 Improve financial management systems

Modern government requires comprehensive resource management information systems to allow for better informed decision making and control of resources. GoJ's current systems do not provide adequate information to allow for good "real-time" decision making and, therefore, inhibit further decentralization of decision making. The following elements of improved financial management are intended to form a comprehensive resource management platform for GoJ.

Accrual accounting allows for informed decision making on resources by allowing for comprehensive knowledge of spending and financial commitment across years. It forms the basis for a comprehensive resource management system. Accrual accounting has already been piloted in several Ministries and is in place in all Executive Agencies. It needs to be adopted across all of GoJ agencies.

Other elements of modernizing our financial management systems include reviewing account code structures; designing accounting framework, standards and rules, implementing the asset management system; improving cash control and revising our financial reporting systems.

3.2.2 Implement Medium Term Expenditure Frameworks

Medium Term Expenditure Frameworks (MTEF) are widely accepted in modern governments as a means of strategic medium term decision-making on planned developments within given resource envelopes and is part of the accepted mechanism of modern government management together with resource management frameworks, accrual accounting and results based management.

MTEFs are already operational in all Executive Agencies in Jamaica. There is a need to widen, and make fully comprehensive, the GoJ's approach to medium and short range planning through the adoption of MTEFs for all organizations receiving government resources. MTEFs will allow the GoJ to make informed choices on their investment for development within our agreed resource envelope over the medium

term. This will allow managers to implement agreed developments efficiently and effectively in the certain knowledge of resource availability.

3.2.3 Improve the efficiency, effectiveness and transparency of the government procurement system thereby eliminating opportunities for corruption

Efficient and effective procurement is essential for the GoJ to ensure that it maximizes the use of resources and eliminates waste. It is necessary, therefore, to ensure that the process of procurement is fair, open and undertaken in a manner that reduces corrupt influences and applies sanctions where such practices are identified.

The implementation of e-procurement will further modernize the procurement system ensuring efficient, effective and transparent processes. E-procurement allows for the process to be conducted online, resulting in improved efficiency such as faster and more cost-effective transactions.

3.2.4 Improve government auditing

Audit procedures to ensure propriety in government resource management have already improved. However, these procedures continue to be based on manual accounting and procurement procedures and need to be amended to produce modern audit procedures for modern electronic accounting. The Government will prepare and implement an action plan to allow audit procedures to support modern government systems.

3.3 Improve Human Resource Management and Performance across Government

3.3.1 Position the Public Sector as the “Employer of Choice”

The Public Sector has been affected by several factors including: a less than positive or stimulating image of the Service; uncompetitive wages; low retention, due primarily to an outflow of key skills to the private sector and overseas territories; slow advancement, where it is often felt that seniority is awarded more importance than merit; and changing demands and expectations from prospective employees with regards to opportunities for development and job experience. These and other factors (see below) have tarnished the image of the public sector as “the employer of choice” and have constrained its ability to respond with agility to national demands and imperatives. In improving the image, efficiency and overall effectiveness of the Public Sector, these challenges will have to be addressed.

As a first step, we will develop and articulate a clear strategy for the development of the public sector over the medium to longer term. We will also:

- review our recruitment and retention strategies
- introduce procedures and systems that link pay to performance
- modernize compensation and classification standards

- raise standards for ethics and integrity that fosters trust
- strengthen the capacity in the public sector for strategic human resources development
- ensure alignment with critical players with responsibility for human resources responsibilities that are currently fragmented
- Introduce non-material incentives such as family-friendly personnel policy to help to reconcile work and family life.
- strengthen systems for knowledge management in order to retain critical information and skills so that institutional memory will be secured

3.3.2 Improve human resource management (HRM) systems

Reforms to HRM systems can provide incentives for staff retention and foster high quality leadership, a professional recruitment system, a fair personnel policy, etc. All of these actions contribute towards making the public sector an **employer of choice**. Modern human resource management play an important role in setting the culture of an organization, promoting performance and motivation and providing the basis for constant change and improvement. During the period of the last MTAP, a great number of modified or new human resource policies and systems were developed. However, few have been properly implemented.

There is a lack of an overall strategic government human resources policy which would provide a foundation for HR management in the public service, including the delegation of operational human resource management to the operational units of government. Once these are implemented, many of the other more peripheral HR systems, many already designed and piloted, will fall into place. These include the PMAS; delegation of HRM; completion of HR policy and health & safety procedures; succession management; orientation; staff exchange; diversity; recruitment; fast track & executive development and pay research programmes.

These actions are intended to complete the implementation of modernized human resource management systems throughout GoJ, but within the context of decentralized management and accountability which lies at the heart of the modernisation process.

In order to improve the performance of our public sector workforce, we need to continue to modernize our human resources management systems. We will complete the implementation of the re-engineered human resource management system and acquire and implement other systems to improve our management of the workforce.

We will advocate for the modernisation of the common grading system to allow greater flexibility to managers in employing the staff they need. We will also develop and implement a management development programme to train our managers how to use their new found delegated powers over the human and financial resources at their disposal.

3.3.3 Promote a performance culture within government and build a professional workforce

The adoption of a performance culture is central to improving the performance of our workforce, thus making government the employer of choice. To do so, we need to strengthen PMAS to maximize its efficacy, to provide greater rewards for good performance and allow for the enforcement of sanctions for poor performance and complete its implementation throughout the public service.

Our public sector managers must lead the public service and its staff by their own example. We will design and implement a leadership development and succession management strategy to ensure that the leaders we need are in place.

Similarly, if chief officers are to be accountable for their actions, then they must have the freedom to exercise control over their organizations. We must release central government controls on expenditure and over human resources to allow them to perform to the optimum.

3.4 Improve Information Technology

3.4.1 Fully implement E-Government

To maximize citizens' and businesses' access to services, we need to fully implement e-government. Some e-services have already been developed on a single-entity basis. However, we need to make a decision on whether we will allow individual service delivery entities to undertake their own "e-govt" and "call centre" developments or whether we will produce a single "e-govt and/or "call centre" network. The former methodology has the advantage of allowing each service delivery entity to undertake development flexibly and when appropriate. The latter has undoubted advantages in allowing citizens to access services directly from a single port rather than having to go to particular government body websites. A single "e-govt" system will also be cheaper in the long term. Once our way forward on e-government is agreed, we can then proceed to implement it.

3.4.2 Improve infrastructure for information management

A government wide area network (WAN) allows for the transmission of electronic data, voice and video between different parts of government, thereby obviating the need for the manual passage of pieces of paper. This improves response times, certainty and quality of service delivery. It will also provide the electronic data transmission "backbone" for multi-service, multi-level One Stop Shops and allow for integration of service delivery to the extent where the concentration is on the service to be delivered and not on the different departments of government that may be combining to produce it.

The mechanics for the GoJ "WAN" is somewhat in place. These actions are intended to operationalise its use for improving service delivery. Critical to the efficient use

of the WAN is the introduction of the national identification system. This will need legislative action before it can be implemented.

3.5 Performance Measures

Table 4 summarises the key performance measures, along with baseline and targets, which will be used to assess the implementation of strategies and actions under strategic direction Managing for Results.

Table 4: Key Performance Measures – Managing For Results

Managing for Results Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
Improve planning, resource allocation and performance across government	Government priorities and resource decisions clarified and agreed on Developments brought to fruition in the most efficient, effective and timely manner.	1. Mechanisms established to integrate planning, budgeting and performance management	No coherent Framework in place Planning and Budgeting Network established	Prioritization Framework developed and implemented across government	Cabinet Office Annual report Cabinet Decision Framework Document Auditor General report
				Whole of Government Corporate/ Business Plan (WGBP) officially approved and monitored	WGBP in place Cabinet Decision
				Key public servants trained in MfR	PRODEV Training Report
				Body established to monitor government's performance	Cabinet Office Annual report
				Independent mechanism for evaluating government's performance established	Cabinet Office Annual report Auditor General's Report
Improve public financial	Improved decision-	1. Accrual accounting	Accrual accounting	Accrual accounting	MOFPS report

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Managing for Results Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
management	making in the public sector	rolled-out across government	exists in executive agencies and was implemented in 4 ministries (MOA, MOFPS, MTW, MNS) and eight departments (Contractor General, Governor General Office, Office of the Public Defender, Trustee in Bankruptcy, Office of the Children's Advocate, Services Commission, TAAD and T ASD	rolled out in 11 additional ministries	
		2. Regulations of the FAA Act amended and issued	Regulations prepared	Regulations issued	Copy of Regulations PRODEV Reports
		3. Chart of Accounts and Budget classification revised		Revised Chart of Accounts and Budget classification, complying with international standards in place	PRODEV Reports
Implement Medium Term Expenditure Frameworks	Greater predictability in resource allocation	MTEF developed and rolled-out across government	MTEF principles exists in some executive agencies	MTEF developed and implementation initiated	Cabinet Decision Annual report from MOFPS
Improve the efficiency, effectiveness and	Efficiency and effectiveness of government procurement	1. Procurement undertaken in a timely	E- Tendering System identified for adoption	Implementation of E-tendering System piloted in three entities	Procurement reports Advisory from

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Managing for Results Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
transparency of the government procurement system thereby eliminating opportunities for corruption	improved.	<p>manner</p> <p>2. Cost of procurement processes reduced</p> <p>3. Average cost of standard items reduced</p>		Standard Bidding Documents used for all government procurement	MOFPS PRODEV Reports
		4. Legislation in place to penalize corrupt practices in procurement	Procurement Guidelines and Handbook in place Draft Regulations prepared under the Contractor General Act	Comprehensive legislation in place to govern procurement	Copy of Legislation Note from Clerk of House
		1. Functions for the monitoring of the award of contracts separated from the operational functions.	Not achieved	General Secretariats of National Contracts Commission (NCC) and Office of the Contractor General (OCG) separated	Cabinet Decision
Improve government auditing	Oversight for government policies and programmes undertaken with improved efficiency	1. Information System (IS) Audit procedures in place	Draft IS Manual developed by MOFPS Positions established in some ministries to do IS Audit	IS Audit Curriculum developed at MIND to enhance capacity for IT audit in MDAs Mechanism for monitoring performance of the internal audit units fully operational at the MoFPS	MIND Curriculum PRODEV Reports
		2. No. of VFM audits	Approximately 10 per cent of	At least 40 per cent of	Audit Report from entities

Managing for Results Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
		conducted throughout government	Ministries conducting VFM audit	ministries conducting VFM audit	
Position the Public Sector as the Employer of Choice	Greater efficiency and effectiveness of the public sector in realizing national development outcomes	1. Strategy for the development of the public sector implemented	Proposal developed for strategic HR to be established	Develop and initiate implementation of a strategy for the development of the public sector	Cabinet Office Annual Report Strategy document
Improve human resource management systems	Government is an employer of choice for motivated and performance-driven, skilled and professional staff	1. Systems for human resources management in place	Not achieved	Re-engineered human resource process piloted within three entities: Cabinet Office, OPM and MoFPS Human Resource Management System acquired and implemented	STATIN Employment statistics
Promote a performance culture within government and the building of a professional workforce	Professionalism and performance of public sector staff improved	2. Staff performance consistently monitored and assessed	PMAS piloted in three ministries	Performance Management and Appraisal System constantly improved, based on user-feedback, and fully implemented in all ministries	Ministry Reports Cabinet Office Annual Reports
Fully implement E-Government	Full range of services provided via internet and increasing use made of them by citizens and businesses Improved efficiency and transparency	1. Number of e-services planned are operational	Approximately 10 per cent of services are online. Most tax and Customs services have E-Services. Some Social services such as RGD, NLA are online.	Each ministry has at least one department providing service online to the public	Ministry Annual Report

Managing for Results Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source
	across government				
		2. Legislation enacted to facilitate e-government development	Bills prepared for the Cyber Crime and Data Protection. Passage of the E Transactions Act, which provides the legal framework for secured electronic commerce. FAA Act and Evidence Act is being reviewed	FAA Act and Evidence Act amended accordingly. Data Protection and Cyber Crime Act enacted	Copies of Acts Report from Clerk Of Houses of Parliament
		3. Steady increase in the take up of e-service over traditional services	Internet Penetration of 7.6 per cent	12 per cent internet penetration rate	Jamaica Survey of Living Conditions (JSLC)
Improve infrastructure for information management	Improved efficiency and effectiveness in service delivery	1. WAN implemented	Silo approach to information management that does not allow for joined-up government	100 per cent of ministries are inter-connected at the highest level.	Report from CITO
		2. Cost per item of service reduces year on year	Cost are high due to individual negotiation for services	Negotiated pricing regime for services to whole of government in place	Entities' Financial Reports

Chapter 4: Improving Change Management & Communications

Change management is a structured process of planning and implementing organisational change through consultation with and the involvement of the persons or organisations to be affected by the changes. Change management process ensures that organisational transformation is smooth, on time and within budget with little or no crisis.

A key aspect of change management is that change should not be forced on individuals. This is when resistance occurs. People must understand the need for change and have a say in how the change is to be managed. The persons/institutions affected must be involved in the planning and implementation of the change.

A key element of change management is therefore communication. It is important to communicate, enable and encourage the involvement of people/institutions as early as possible. This will ensure buy-in and mitigate potential crisis.

Over the next five years, government will, as resources permit, focus its efforts on widening and deepening modernisation across government so that Ministries are equipped to lead their own modernisation initiatives. One of the factors that may have slowed the pace of modernisation in the past has been the approach whereby modernisation initiatives were driven, planned and implemented by a central unit within government. Individual Ministries did not buy into the transformation process as change was imposed on them. As part of the thrust to extend modernisation across government, we will work with each Ministry to enable them to undertake modernisation initiatives. The role of the centre will be to facilitate, communicate, coordinate and monitor the change process. Consistent with this new direction for modernisation, we will implement new change management and communication actions to support this transition.

A modernized government is one which constantly listens to and communicates with its citizens. It learns from the successes and failures of others and itself. As part of its efforts, government will improve intra-government communications as well as with citizens. It will promote and promulgate effective knowledge management practices and, in so doing, ensure that best practices are disseminated widely to entities responsible for their own modernisation programmes.

Improving Change Management and Communications supports the achievement of following MVSP Goals:

- To value public servants and make sure that they are both motivated and properly equipped to meet challenges

- To re-affirm the values of public service, stressing integrity, objectivity and accountability

Strategic direction Improving Change Management and Communication also contributes to the achievement of national goals, increased accountability in the public and private sectors, reduced corruption and sustainable development.

Key Components and Strategies

The key components and strategies under Improving Change Management and Communications are:

1. Improve Internal and External Communications
 - Create awareness and involvement among stakeholders and the wider public
2. Strengthen and Accelerate Change Management of the Modernisation Process
 - Develop and implement a Government-wide change programme
 - Transform the public sector into a learning organization
 - Strengthen the capacity of the public sector to support and drive national development priorities
 - Establish modernisation focal points/units across government
 - Develop guidelines/toolkits for implementation of modernisation initiatives

Change from within

It is essential that as Government extends the modernisation programme throughout the Public Sector, that it continues to build its internal capacity to effect the successful transformation from within. This will allow government to adopt the practices of a continuously learning and developing organization.

This learning organization is one where among other things; people continually expand their capacity to create the results they truly desire. This is based on a rationale that in situations of rapid change, as those occurring during modernisation, only those organizations that are flexible, adaptive and productive will excel.

While people have the capacity to learn, the structures in which they have to function are often not conducive to reflection and engagement. In addition, persons often lack the tools to help them to make smooth and effective transition. The government, as part of the modernisation efforts, will put in place appropriate structures, mechanisms and develop the requisite tools to support this transition.

4.1 Improve Internal and External Communications

4.1.1 Create awareness and involvement among stakeholders and the wider public

It is important to ensure that we have the support of our internal stakeholders (civil servants, ministries) and external stakeholders (the wider public) as we modernize the public service. Their support and assistance is critical in moving the

modernisation process forward to change the culture and operation of the civil service and to improve its performance.

These actions are intended to ensure that our contact with citizens and businesses is increased and pursued in a manner that encourages real participation and buy-in. However, there is currently no communication mechanism within government that could be used as a blueprint for internal and external communication. This has resulted in a less than optimal two-way communication between government and its customers on what government is attempting to achieve.

In response to this gap, government will develop and implement a communications policy that will address both intra and external communication needs. Emphasis will be on the use of modern communication methodologies. The policy will guide entity-specific communication efforts and create the context for the continued development of our communication personnel.

4.2 Strengthen and Accelerate Change Management of the Modernisation Process

4.2.1 Develop and implement a Government-wide change programme

Change Management is the process of formulating a planned approach to change. To be effective, change management must be multi-disciplinary, speaking to all aspects of the organization and, at its core, mastering the human issues. In this regard, the government will seek consensus on the purpose of the change, what is to be changed, seek buy-in on the change elements and design a programme to effect change. This will be closely aligned to modernisation objectives, environmental trends and employee perceptions and feelings. Within this framework, government will clarify, for its constituents, the core purpose of the change in order to guarantee effectiveness and success.

In extending the modernisation programme throughout the Public Sector, it is essential that the government and, in particular, the modernisation programme continue to build its internal capacity to effect the successful transformation of government. This will allow government to adopt the practices of a continuously learning and developing organization.

4.2.2 Transform the public sector into a learning organization

In support of organizational transformation and continuous improvement, government will transform the public sector into a learning organization. This is one “where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning to see the whole

together”⁸. This is based on a rationale that in situations of rapid change, as those occurring during modernisation, only those organizations that are flexible, adaptive and productive will excel. While people have the capacity to learn, the structures in which they have to function are often not conducive to reflection and engagement. In addition, persons often lack the tools to help them to make smooth and effective transition. The government, as part of the modernisation efforts, will put in place appropriate structures, mechanisms and develop the requisite tools to support this transition.

4.2.3 Strengthen the capacity of the public sector to lead and support modernisation initiatives across MDAs

We will develop and support the implementation of a Training Plan to complement the Medium Term Action Plan. This includes the identification of training needs to support the medium term modernisation programme. We will also seek funding to address, on a prioritized basis, those areas most closely aligned to national development priorities.

4.2.4. Establish modernisation focal points/ units across government

As part of the thrust to extend modernisation to all aspects of the public sector, the government will build capacity within each ministry to undertake modernisation initiatives. An important omission in the implementation of the last MTAP was the proposal to establish dedicated units in each ministry to support and maintain modernisation. The absence of these created a situation where: (1) nearly all modernisation initiatives were with the Cabinet Office Modernisation Division; and (2) all the entities that had previously undergone modernisation had to be re-modernized.

These actions will establish dedicated Ministry transformation and modernisation capacity by enabling ministries to concentrate full-time on promoting and maintaining modernisation. Integral links have to be forged between modernisation focal points, ICT and the analysis capacity within ministries. There is also a need to build the capacity of the staff of these units to use and promote the science of modern public management through managerial decision making based on data analysis.

The Public Sector Modernisation Division (PSMD), whilst still integrally involved in aspects of central system modernisation, will move its emphasis on decentralized modernisation actions away from a relatively small number of targeted ministry modernisation projects to facilitating and monitoring modernisation in all ministries. Under this new approach to implementation, the role of the PSMD will gradually transform its work over the medium term, essentially from “doing it” to facilitating, monitoring and communicating modernisation. This has already been foreseen as part of a study being undertaken on the modernisation of the Cabinet Office. The

⁸ Senge, Peter (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Currency Doubleday.

PSMD will facilitate and support ministries and agencies, as required, in particular when large scale or new and innovative modernisation efforts are being undertaken. However, over time, much of this support will be in the areas of information, advice and the provision of modernisation guidelines, templates and best practice papers.

With this new thrust, there will be a need for increased coordination of efforts between ministries. To achieve this, PSMD will facilitate ministries working together on modernisation efforts and sharing good practices, as well as providing monitoring information to give feedback to ministries and the Cabinet Secretary on how well they are doing.

4.2.5 Develop guidelines and toolkits for implementation of modernisation initiatives

Of particular importance within government is the need for better communication of lessons learned from other experiences of modernisation both within and outside Jamaica. We need to establish and implement our policy on knowledge management to facilitate the documentation and dissemination of modernisation initiatives.

We will also develop and disseminate a modernisation toolkit that will provide guidelines on selected areas to those entities that are undergoing modernisation, focussing on modernisation best practices that have been tested and applied locally.

4.3 Performance Measures

Table 5 summarises the key performance measures, along with baseline and targets, which will be used to assess the implementation of strategies and actions under strategic direction Improving Change Management and Communication.

Table 5: Key Performance Measures – Managing For Results

Improving Change Management and Communications Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source/ Means of Verification
Create awareness and involvement among stakeholders and the wider public	Citizens are aware, interested and involved in government and its activities	1. Improved public awareness	Information not available	Baseline for public awareness of the modernisation programme identified through research	Report findings on research
		2. Approved Communication Policy/plan	No explicit policy in place	Draft Government Communication Policy	Copy of Draft Policy
	Public servants are aware of government initiatives and understand their roles in the process	3. MTAP Dissemination Plan initiated	Draft Communication Plan prepared	Implementation of MTAP Dissemination Plan initiated	Copy of Dissemination Plan
		4. No. of corporate plans reflecting modernisation initiatives	Information not currently measured	Modernisation initiatives reflected in the corporate plans of 100 per cent of ministries undergoing transformation	Corporate Plans of entities
		5. Cross-government communication body established to facilitate coordination and sharing of best practices	No formal mechanism in place for cross-government coordination. Some level occurs among communication officers	Network of communication officers established and functional	Minutes of meetings Meeting reports
		6. Structured	No such	Three	Copy of

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Improving Change Management and Communications Strategies	Expected Outcomes	Performance Measures	Baseline 2007/8	Targets 2010/11	Data Source/ Means of Verification
		campaigns designed to allow for public involvement and feedback, such as competitions and public meetings	activity planned	competitions: Public Sector Logo Competition; Customer Service Competition and one other	Winning Logo Newspaper Features and announcement of the Winner
Develop and implement a Government-wide change programme	A public sector that continuously learns from, and strives to improve itself	Change Management strategy across government	No government-wide change strategy in place; Change template roll-out in select entities	Government-wide Change Strategy developed for implementation	Cabinet Decision Copy of Strategy
Strengthen the capacity of the public sector to lead and support modernisation initiatives across MDAs	Increased and improved modernisation activities	Capacity-building Framework developed	No comprehensive framework exists	Comprehensive MTAP Training Plan developed and implementation initiated for Priority training	Copy of Training Plan PRODEV Report on Training implementation Reports from entities
Establish modernisation focal points/units across government	Expansion of modernisation activity across Government	Guidelines for a modernisation unit	Structure developed for MOJ	Approved Guidelines prepared and implemented in at least two ministries	Cabinet Office report
Develop guidelines and toolkits for implementation of modernisation initiatives	Entities strengthened to deliver on their own modernisation	Modernisation Toolkit developed	No structured guidelines in place	Modernisation Toolkit developed covering two areas	Cabinet Office Annual report Copy of Tool Kit

Chapter 5: Medium Term Tabulated Action Plans

The Medium Term Tabulated Action Plans are organized by Strategic Directions for the period FY 2007/2008 to FY 2010/.

The priority strategies and actions to be pursued for the period for each Strategic Directions are presented in the tables below.

Costing for the Medium Term Action Plan

Costs relate to the additional resources necessary if GoJ decides to undertake the whole of the modernisation process design and technical implementation utilizing external consultants.

These costs will be mitigated by the targeted efficiency savings to be made as part of the MTAP and would also be further mitigated as Ministries establish their own transformation and modernisation units as these will be able to bear part of the workload that would otherwise have to be undertaken by consultants.

External consultants will still be needed where the activities to be undertaken require specialist skills which are not currently available within GoJ organizations. However, in all instances, a decision will need to be made whether local (and lesser cost) consultants can undertake the task or international consultant assistance is required.

Some developments are clearly within the current capacity of GoJ to undertake. Where these are identified, a nil cost has been accorded to the activity. A few costs remain impossible to estimate at this time. Where this is the case, the cost column is marked "unknown".

The costs for the Action Plan have been arrived at using a number of methodologies:

Capital Costs

Where government project documents already exist for certain major developments, the costs developed in them have been used in the Action Plan.

These costs have been checked and updated, where necessary, on the basis of advice from experts in the subject area. In most cases, these are larger scale systems projects where capital goods will need to be procured.

Smaller scale systems and other capital goods purchases have also been identified and costed where this is possible or costs have been assumed from previous experience.

Technical Assistance

Technical assistance/consultancy costs have been calculated on the basis of a number of agreed assumptions which are:

- International consultants cost an average of US\$1,500 a day, with 20% uplift for expenses;
- Local consultants cost an average of US\$800 a day, with 5% uplift for expenses;

Training

Where activities have large amounts of capacity building, additional expenses have been included to cover venue hire and related additional costs. Training costs will vary with the length, number of participants and location. However, for the purposes of the MTAP, training costs other than lecturers/consultants are costed at an average of US\$500 per person per training course.

Tabulated Action Plan: Enhancing Service Delivery

The key medium term strategies and actions to be pursued under Strategic Direction Enhancing Service Delivery are detailed in the matrix below. The expected results to be achieved, the key inputs, the total cost of the interventions for the period, along with the responsible agencies, are also reflected in the matrix.

Table 6: Action Plan FY 2007/2008 to FY 2010/2011 – Enhancing Service Delivery

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
1.1 Creation of Executive Agencies	1.1.1 Accelerate the creation of Executive Agencies, targeting those linked to GoJ priorities	1. Review and reprioritize ongoing plans for creation of EAs	Clear targeted implementation of existing planned executive agencies agreed	Existing resources	Cabinet Office / MoFPS
		2. Implement planned Executive Agencies, including the Forestry Department, Fisheries Division and Jamaica Customs	Planned Executive Agencies implemented resulting in service improvement / reduced costs in operation over direct administration	Financial resources	Portfolio Ministries Cabinet/ MoFPS entities
		3. Implement agreed new plans for executive agencies	Newly planned Executive Agencies implemented resulting in service improvement and reduced costs in operation over direct administration	Financial resources	Ministries concerned
1.2 Customer Service Improvement and Business Facilitation	1.2.2 Identify and implement alternative service delivery systems	1. Identify opportunities across Government for innovative means of delivering services including citizen involvement, partnerships with	New areas for contracting out of service provision targeted and agreed as evidenced in entities' strategic plans	Best practice reviews, strategic plans of ministries and agencies Training	Cabinet Office / MoFPS / Ministries

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		non-governmental organizations, or through private contracting			
		2. Implement innovative means of service provision	Use of innovative means of service provision optimized as targeted in plans	"seed" money	Ministries concerned
		3. Review and amend, as necessary, policies, legislation and regulations to facilitate local and alternative service provision, including joint venture and private contracted service	Potential impediments to innovative service delivery systems removed	Local consultancy	Cabinet Office/Local Govt.
		5. Define services to be provided through local service delivery centres and recommend for operation as public, joint venture or private contracted service	Structure and operation of OSS service delivery agreed by Government	Int'l & Local Consultancy	Cabinet Office/ Local Authorities
		6. Establish six pilot local government service delivery centres offering at least 6 services	Improved service delivery in pilot areas as measured through Cabinet Office Customer Service Reporting Package.	Equipment; Training & Surveys	OPM-Local Government Department/ Cabinet Office/Local Authorities
		7. Lessons learned from pilot programme and local government service delivery offices expanded to nationwide coverage.	Improved service delivery in all the aspects of service offered as measured by annual survey	Equipment; Training & Surveys	OPM-Local Government Department/ Cabinet Office

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		8. Implement planned "one stop service delivery centres" for Food Safety Inspection and Development Approvals	Sectoral interests appreciate improved service delivery as measured by annual survey	Int'l & Local Consultancy Equipment Scoping + implementation	Ministries concerned
	1.2.2 Maximize the benefits of decentralized service delivery	1. Restructuring of parts of GOJ with decentralized delivery structures undertaken in light of the agreed policy on decentralization of functions to local government	Central government restructured to take account of development of decentralized local government	International consultancy	Entities concerned/ OPM / Cabinet Office/ EAs, statutory bodies
	1.2.3 Establish information infrastructure and institutional capacity to support alternative service delivery	1. Define and implement common data requirements across government and establish integrated data sharing mechanism	Common data requirements agreed and implemented	Local consultancy	Cabinet Office/ MoFPS/ PIOJ/ NSSIU
		2. Articulate policy on data sharing and statistics across Government (including pricing)	Procedures for the sharing of data across government agreed	Local consultancy	Cabinet Office
		3. Implement a national identification system	System in place allowing cross referencing of citizen information for service delivery and governance purposes	Int'l & Local Consultancy; Equipment	MOH
		4. Introduce legislation to support implementation of national	Legislative approval for national identification system	Existing resources	MOH/ MOJ

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		identification system.			
		5. Establish contracts and service level agreements between service delivery entities and their public sector service providers	Clarity of service interrelationships between service delivery agencies and their suppliers regulated	Int'l & Local Consultancy for pilots	Entities concerned/ Cabinet Office
		6. Establish policy and action plan for introducing quality management in GoJ	Clear plan for introduction of quality management	Int'l & Local Consultancy	Cabinet Office
		7. Implement quality management systems for customer service delivery entities	Improved quality of service delivery measured through public survey	Int'l & Local Consultancy for pilots Training	Ministries/entities concerned
	1.2.4 Develop capacity for excellence in service delivery	1. Establish competency framework for service providers	Competencies for utilizing, grading and paying service providers defined	Local consultancy	Cabinet Office/ Ministries
		2. Introduce operational excellence methodologies to support individual service performance	Improved service delivery as exhibited through public survey	Local consultancy	Cabinet Office
		3. Provide training to support customer service for entities being modernized, including change management	Service deliverers, customer care and work management skills improved through training	Design & Training of Trainers, local consultancy; Training costs	Cabinet Office PSRU / Ministries, executive agencies, statutory bodies
	1.2.5. Develop and disseminate a toolkit on measuring and improving customer satisfaction	1. Consultations on content of toolkit	Toolkit developed	Existing Resources	Cabinet Office
		2. Dissemination of	Customer		

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		toolkits	satisfaction improved		
	1.2.6 Monitor quality, efficiency and cost effectiveness of service delivery	1. Develop and implement a customer service monitoring framework which includes the continued development of citizens' charters	Performance of service delivery institutions constantly monitored by citizens as encouraged by the government	Local and International consultancy	Cabinet Office
		2. Design and implement system to target, measure and monitor quality, efficiency & cost effectiveness of service delivery	System in place to assess and monitor quality, efficiency and cost effectiveness of service delivery	Local and International consultancy	Cabinet Office/ Auditor General/ Ministries & other entities
		3. Require ministries' plans to include strategies for annual efficiency savings	All Ministry plans identify efficiency gains to be made in the current year	Existing resources	Cabinet Office/ Ministries
		4. Provide training to selected staff in costing efficiency savings	Efficiency savings are adequately quantified in plans and annual reports	Local consultancy	MoFPS/ Cabinet Office
		5. Monitor impact of management improvements on savings generation	Monitoring system in place to report on improved efficiency and effectiveness across GoJ	Existing resources	Ministries
		6. Compile and disseminate widely, reports on improved and cost effective service delivery.	Widely disseminated and publicized reports on improved efficiency and effectiveness in GoJ	Local consultancy	Cabinet Office/ Ministries & other entities
		7. Include service delivery efficiency and effectiveness as required information in annual reports of Ministries and agencies.	Published reports show steadily increasing proportion of total resources spent on service delivery	Existing resources	Cabinet Office / Ministries & other entities
		8. Regulation	Regulation	Regulation	Local consultancy

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		developed and agreed to ensure that efficiency gains made are retained by that entity for use in improving service delivery	approved and promulgated resulting in increased motivation of government organizations to making savings		
		9. Commission independent annual customer surveys and customer focus groups to gauge customer satisfaction and publish the results	Jamaica wide customer satisfaction gauged and results published together with previously surveyed satisfaction levels	Financial resources	Cabinet Office/ entities concerned
		10. Develop and disseminate a toolkit on measuring and improving customer satisfaction	Knowledge of customer service measurement and methods disseminated	International and local consultancy; publication	Cabinet Office
		11. Build capacity of STATIN to lead the collection, compilation, and analysis of statistical information across Government.	Improved capacity for provision of statistical data across Government implemented	Consultancy and Infra -structure	OPM/Cabinet Office/ STATIN
		12. Monitor, report on, and address as necessary, the performance of modernized entities and entities in transition, including MNS, PICA, ODPEM, JFB, JCF, MoH, NEPA, NWA and Jamaica Customs.	Improved implementation and reporting against performance of modernized entities and entities in transition	Existing resources	Cabinet Office/ entities

Tabulated Action Plan: Improving Governance and Accountability

The key medium term strategies and actions to be pursued under Strategic Direction Improving Governance and Accountability are detailed in the matrix below. The expected results to be achieved, the key inputs, the total cost of the interventions for the period, along with the responsible agencies, are also reflected in the matrix.

Table 7: Action Plan FY 2007/2008 to FY 2010/2011 – Improving Governance and Accountability

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
2.1. Strengthen governance and accountability mechanisms across Government	2.1.1 Clarify and strengthen performance management system for government executive management group to allow for full accountability	1. Review Permanent Secretary and CEOs' performance contracts to include full accountability for outputs and resources within their control.	Permanent Secretaries fully and clearly accountable for the outputs produced and resources utilized within their control.	Existing resources	Cabinet Office/ MoFPS
		2. Establish agreed performance targets for Ministries and their agencies and include within PS performance contracts.	Further impetus given to the importance of performance at the highest levels	Existing resources	Cabinet Office/ MoFPS
		3. Clarify accountability framework for Permanent Secretaries, Chief Executive Officers of executive agencies and the Cabinet Secretary	Clear accountability framework for performance in place for Chief Executive Officers of Agencies and Permanent Secretaries	Existing resources	Cabinet Office
		4. Implement agreed delegation of HRM and financial management functions	Accountability system for chief officers fully in place and operating satisfactorily	Existing resources	OSC/ MoFPS/ Cabinet Office

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		5. Review and agree financial flexibilities and delegations and build capacity within ministries to make use of increased flexibilities	Permanent Secretaries given sufficient powers and flexibility in the use of resources to allow them to exercise responsibility and accountability for their use	Local consultancy	MoFPS
	2.1.2. Accelerate the creation of performance-based institutions linked to GoJ priorities	1. Develop Modernisation Plans for proposed PBIs, including National Public Health Laboratories, National Environmental Authority, and Research and Development Department	Plans for new executive agencies finalized	Financial resources	Cabinet Office/NPH/ERA/NIA
		2. Develop Modernisation Plans for transformation of ministries, including Agriculture; Health and Environment	Transformation plans for key ministries finalized	Financial resources	Cabinet Office/Ministries concerned

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		3. Implement modernisation plans for the transformation of ministries to concentrate on their core work of policy formulation, analysis and monitoring of service delivery, with priority given to Ministries of National Security; Justice; Education; and the Cabinet Office	Modernized activities implemented as reported by ministries	International and local consultancy; training and restructure costs	Ministries as prioritized
	2.1.3. Strengthen and enforce accountability mechanisms for public bodies	1. Develop a Corporate Governance Framework which includes procedures and principles for the operation of Boards of public bodies	Appointment and accountability structures improved to ensure increased accountability of public bodies to Ministries and to Parliament	International and local consultancy	Cabinet Office / MoFPS
	2.1.4 Strengthen the legal and regulatory framework for EAs	1. Agree and Implement Regulations for Executive Agencies Act.	Executive agencies operations and accountabilities fully defined by regulation	Local consultancy	Cabinet / MoFPS / Ministries/ EAs

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
	2.1.5 Reform Parliament to enhance its representativeness and accountability	1. Review the Houses of Parliament to improve representativeness and accountability	Greater responsiveness of Parliamentarians to the needs of their constituents and citizens	International and local consultancy	Cabinet Office/ MoFPS/ PIOJ/ NSSIU
2.2. Strengthen anti-corruption and ethics systems	2.2.1 Strengthen anti-corruption mechanisms	1. Review best practices and recommend legislative requirements as necessary for recruitment and appointment to 'sensitive posts'	Recruitment practices seen to be transparent and all recruitment seen as being based entirely on merit	International and local consultancy	OSC/MOFPS
		2. Review best practices for the introduction of whistleblower legislation to protect persons providing information on wrongdoing among public officials	Confidence of citizens in probity of Government increased as seen from annual public surveys	International and local consultancy	MOJ
		3. Review legislation and anti-corruption mechanisms to support reform of libel and slander laws to expose and bring to justice those engaged in corruption	Confidence of citizens in probity of Government increased as seen from annual public surveys	International and local consultancy	MOJ

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		4. Review and recommend legislative amendments to enact provision on the impeachment of Public Officials	Confidence of citizens in probity of Government increased as seen from annual public surveys	International and local consultancy	MOJ/ OSC
		5. Undertake review of options to develop and implement a more comprehensive, best practice corruption prevention strategy	Comprehensive corruption prevention strategy agreed and implemented	International consultancy	MOJ/ Cabinet Office/ OPM/ MoFPS
	2.2.2 Establishing an operational framework for ethics officers	1. Establish operational framework for Ethics Officers within ministries	Ethics system fully operational and reporting as required	International and local consultancy	Cabinet Office/ ministries
2.3. Ensure continuous citizen participation in public decision-making and service delivery	2.3.1. Improve involvement of citizens in service delivery	1. Promote participatory decision-making throughout the public service, using as applicable lessons learned from the implementation of the JASPEV project.	Increase in participatory decision making in the public service results in improved view and support of public service by citizens as measured by annual public survey	Communications costs	Cabinet Office
		2. Establish non-executive boards of citizens and public sector workers for every ministry to monitor ministry performance; and act as a vehicle for public views on service delivery	Improved representation of citizens in the management and monitoring of government performance	Member expenses (15 boards, 10 members meeting 4 times a year)	Cabinet Office, MoFPS Ministries

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		3. Establish a number of "audit panels" of citizens and public sector workers whose task is to monitor the local level provision of service delivery	Performance in identifying mal-administration and promoting improved efficiency and effectiveness improved	Member expenses (14 boards, 10 members meeting 4 times a year)	Entities/ MoFPS
		4. Further implement and monitor the Code of Consultation and use already tried and tested participatory mechanisms such as Community-Based Policy/ Programme Monitoring	Citizen participation evident in decision-making and service delivery	Research and training	Cabinet Office, Social Development Commission
	2.3.2 Decentralize institutions and processes to bring decision-making and services closer to citizens	1. Research and implement options for improving decentralization of government services	Service delivery to citizens more responsive, locally appropriate and timely as measured by annual public survey	International consultancy	Cabinet Office / OPM

Tabulated Action Plan: Managing For Results

The key medium term strategies and actions to be pursued under Strategic Direction Managing for Results are detailed in the matrix below. The expected results to be achieved, the key inputs, the total cost of the interventions for the period, along with the responsible agencies, are also reflected in the matrix.

Table 8: Action Plan FY 2007/2008 to FY 2010/2011 – Managing For Results

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
3.1. Improve planning, resource allocation and performance across Government	3.1.1 Integrate strategic planning and budgeting	1. Design and implement framework to integrate systems of planning, resource allocation and performance management within government	Integrated planning, performance and resource allocation system operational throughout GoJ	International and local consultancy; equipment; training	Cabinet Office
		2. Build capacity in Ministries for planning and resource management	Ministries have capacity to undertake the integrated approach	Design; system & training	MOFPS/ Cabinet Office
		3. Review current corporate planning templates and approaches and revise as necessary to meet new planning requirements	Corporate planning templates produced and approaches reflect target and output orientation	International and local consultancy	Cabinet Office/ MoFPS
		4. Provide space in the planning and budgeting process to allow for the formal review and amendment of Ministry plans following confirmation of budget allocation	Additional corporate planning round undertaken	Local consultancy	Cabinet Office/ MoFPS

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
	3.1.2 Improve prioritization and resource allocation	1. Finalize and implement framework for prioritizing policies, programmes and projects	Project prioritization process applied throughout GoJ resulting in improved management and outcome of projects	Local consultancy; system implementation	Cabinet Office, MoFPS
	3.1.3 Improve performance monitoring and evaluation	1. Establish body for Performance Management to monitor and assess government's performance	Unit in place to evaluate government performance	International and local consultancy	Cabinet Office
		2. Compile and publicize reports on government performance	Annual report card on government performance against targets published widely	International and local consultancy; analysis; publication	Cabinet Office
		3. Build capacity within Ministries to design performance indicators and monitoring systems	Performance monitoring systems operational in all ministries and yielding results for central performance monitoring	Design; training; local consultancy	MIND/ Cabinet Office
3.2 Improve financial management	3.2.1 Improve financial management systems	1. Evaluate models of integrated financial management information systems, including FINMAN; agree a platform for modern financial management and develop action plan	Decision made on the future platform for integrated financial management systems	Study tour; local consultancy	MoFPS

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		2. Implement the agreed platform for integrated financial management information systems	Platform for resource management fully operational resulting in improved financial management through integrated operation of systems	International & local consultancy; equipment; training; testing	MoFPS
		3. Complete evaluation of accrual accounting pilots and roll-out	Accrual accounting operational in all Ministries resulting in improved financial management	Local consultancy manuals & training	MoFPS
		4. Review account code structure and expenditure classifications to facilitate output budgeting	New account code structures and expenditure classifications in place resulting in improved provision of financial management information	Local consultancy	MoFPS
		5. Design accounting framework, standards and rules in line with accrual accounting requirements	Modernized accounting system in place	Local consultancy	MoFPS
		6. Review asset management system and amend as necessary	Asset management system operational	Existing resources	MoFPS
		7. Revise financial reporting systems to respond to changes in budgeting	Revised financial reporting systems respond to changes in budgeting	Local consultancy	MoFPS
		8. Build capacity in Ministries for treasury and cash management to improve cash control.	Cash control improved and no cash shortages reported	Training	MoFPS

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
	3.2.2 Implement Medium Term Expenditure Frameworks	1. Assess existing systems and processes towards development of a MTEF and develop plan for accelerating implementation.	Action plan for implementation of full MTEF produced	Local consultancy	MoFPS
		2. Build capacity for managing MTEF with key ministries and MoFPS.	Capacity of key ministries and MoFPS in place for implementation of MTEF	Training	MoFPS
		3. Pilot MTEF within a sector, evaluate and plan roll-out.	Full MTEF implemented in all government entities leading to improved utilization of resources	Consultancy; piloting; reporting; training; publications	MoFPS
	3.2.3 Improve the efficiency, effectiveness and transparency of government procurement system thereby eliminating opportunities for corruption	1. Review and update as necessary the training programme in government procurement	Capacity building programme in modern procurement methods designed to support implementation of the MTAP	Local consultancy	MoFPS
		2. Develop plans and costs for implementation of the e-procurement strategy	Roadmap for e-enabled procurement established and action plan and costs developed	Local consultancy	MoFPS
		3. Identify risks in procurement and develop plan to reduce corruption, collusion and conflicts of interest	Strategy to prevent corruption and conflicts of interests in procurement procedures agreed and implemented	To be identified	MoFPS
		4. Implement E-notification in conjunction with print media	Procurement notification automated	To be identified by action 2	MoFPS
		5. Implement E-procurement for high value, low volume contracts	Automated procurement for high value, low volume contracts implemented	To be identified by action 2	MoFPS

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		6. Implement e-market; small value, high volume purchases	All GoJ procurement automated resulting in improved efficiency, savings and probity over previous system	To be identified by action 2	MoFPS
	3.2.4 Improve Government auditing	1. Design and implement audit procedures to undertake IT audit	Modernized audit procedures implemented and survey shows improved operation and effectiveness	International and local consultancy; training	MoFPS/ Auditor General
		2. Review legislation as necessary to accommodate IT auditing	Auditing legislation in keeping with modern audit requirements	Existing resources	MoFPS/ Auditor General
		3. Build capacity for undertaking IT audits	Auditors capable of undertaking modern audit procedures	Training	MoFPS/ Auditor General
3.3. Improve human resource management and performance across government	3.3.1 Position the Public Sector as the "Employer of Choice"	1. Develop and initiate implementation of a strategy for the development of the public sector	Greater efficiency and effectiveness of the public sector in realizing national development outcomes	Existing resources	Cabinet Office/MOFPS/ OSC
	3.3.2 Improve human resource management systems	1. Implement re-engineered HR processes	Re-engineered HR system implemented in all GoJ entities	Training	Cabinet Office
		2. Acquire and implement HR systems to support reengineered processes	System in place to manage Government HR	System	Cabinet Office
		3. Modernize the common grading system to allow increased flexibility in employment in ministries within cash limited budgets	Common grading systems modernized to contribute towards improved performance of workforce	International and local consultancy & training	MoFPS

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		4. Design and implement management development programme to support delegation of HRM & financial functions	Public service managers increasingly utilize their delegated powers	Design; communications; courses	Cabinet Office, MoFPS/ MIND
	3.3.3 Promote a performance culture within Government and the building of a professional workforce	1. Complete implementation of PMAS throughout the public service	Staff performance management system in place in all entities, motivating staff performance	Training	Cabinet Office, MoFPS/ OSC
		2. Amend PMAS to provide for greater reward for good performance	Staff performance increased, as measured by survey	Research and training	Cabinet Office, MoFPS/ OSC
		3. Define and enforce sanctions for poor performance as applicable	Staff performance increased as measured by survey	Research and communications	Cabinet Office, MoFPS/ OSC
		4. Design and implement a leadership development and succession management strategy	Programme implemented on continuing basis resulting in GoJ constantly developing modern public sector managers to meet the needs of modernized government	International consultancy / training	Cabinet Office, MoFPS/ MIND
3.4 Improve Information Technology	3.4.1 Fully implement E-Government	1. Finalize E-Government policy and plan	Agreed policy and action plan	Local consultancy	CITO
		2. Implement E-Government plan	E-Government implemented as agreed	Identified through 1. above	CITO, MoFPS/ Fiscal Services/ Entities

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
	3.4.2 Improve infrastructure for information management	1. Implement integrated government management information system & Government-wide WANS.	Government WAN implemented & facilitating improved efficiency & effectiveness in service delivery	Unknown	CITO/ Cabinet Office/ MoFPS/Fiscal Services

Tabulated Action Plan: Improving Change Management and Communication

The key medium term strategies and actions to be pursued under Strategic Direction Improving Change Management and Communication are detailed in the matrix below. The expected results to be achieved, the key inputs, the total cost of the interventions for the period, along with the responsible agencies, are also reflected in the matrix.

Table 9: Action Plan FY 2007/2008 to FY 2010/2011 – Improving Change Management and Communication

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
4.1 Improve Internal and External Communications	4.1.1 Create awareness and involvement among stakeholders and the wider public	1. Publicize agreed policy priorities.	Summary of policy priorities produced and widely communicated	Publication costs	Cabinet Office
		2. Review role and responsibility of JIS and PBCJ to support implementation of Government communications programme.	Roles and responsibilities clarified and government system in place to plan and manage a modern communications programme	International and local consultancy	Ministry of Information/ Cabinet Office
		3. Design and implement comprehensive modernisation communications strategy which supports change management and utilizes 360 degree communications methodologies	Raised expectations and knowledge of the modernisation programme among the public sector and the public	International and local consultancy 5 yrs media costs	Cabinet Office
		4. Establish network of communication personnel across government to facilitate coordination and sharing of best practices	Best practices promulgated	Existing resources	Ministry of Information

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		5. Build capacity for ministries to adequately manage their organization's communication needs which includes utilizing new forms of communication	Manager training undertaken resulting in greater understanding and use of modern communication techniques	International and local consultancy; training costs	Ministry of Information/ MIND
		6. Revise remuneration levels for communications officers and other groups key to modernisation implementation	Remuneration can adequately attract and retain talented communications professionals	Existing resources	MOFPS
		7. Engage the media through briefings, ideas for programming, articles, etc. in order to maximize buy-in to the modernisation process	Regular media briefings and press releases undertaken resulting in the media assisting more positively in keeping the modernisation programme in front of citizens	Existing resources	Cabinet Office, PSRU
		8. Design structured educational campaigns to allow public involvement and feedback. This includes competitions, public meetings and other fora for citizens and staff to contribute to service delivery improvements and cost savings	A range of communications vehicles developed and implemented to ensure that the modernisation programme is kept in front of the public and contributed to by staff and citizens	Event costs	Entities, local authorities/ Cabinet Office, PSRU
4.2 Improving Change Management of the Modernisation Process	4.2.1 Develop and implement a Government-wide change	1. Design and implement a Government-wide change	Change programme developed, agreed and	International and local consultancy	Cabinet Office PSRU

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
	programme	programme	implemented resulting in positive culture change in public sector organizations		
		2. Develop mechanisms to support Ministries and Permanent Secretaries to translate policy priorities into "corporate" action, ensuring the achievement of objectives in a "joined-up" manner.	An agreed high level action plan detailing the priorities of government and how they will be achieved.	International and local consultancy; events	Cabinet Office, MoFPS/ Ministries
		3. Promote best practices for improving Government corporacy	Best practices published, disseminated and contributing to an understanding of new ways of working in government	International consultancy	Cabinet Office
	4.2.2 Transform the public sector into a learning organization	1. Define and implement a continuous improvement programme for executive agencies/ performance based institutions.	Improved capacity in EAs/ PBIs/EAs/PBIs for continuous change	Local consultancy; events	Cabinet Office
		2. Establish policy and action plan for developing GoJ as a learning organization that constantly learns and encourages learning among its people in ensuring flexibility and adaptability	Policy and action plan developed and agreed	International and Local consultancy	Cabinet Office
		3. Develop a strategy to ensure that	Strategic plans consistently exhibit	Existing resources	Cabinet Office/ Entities

Strategic Priority or Focus	Key Strategies	Key Actions	Expected Results	Key Inputs	Lead Entity / Key Stakeholders
		modernisation initiatives are reflected in strategic plans.	modernisation initiatives		
	4.2.3 Strengthen the capacity of the public sector to lead and support modernisation initiatives across MDAs	1. Develop a framework to build capacity to lead and support modernisation initiatives across MDAs	Modernizing initiatives ongoing and successful	Existing resources	Cabinet Office, MIND, MOFPS
	4.2.4 Establish modernisation focal points/units across government	1. Design a model for implementation to support (functions and structures) modernisation in each Ministry	Modernisation capacity established across MDAs	International and local consultancy; training	Cabinet Office / Ministries
		2. Implement Cabinet Office modernisation programme with the capacity to lead and support modernisation on a sustained basis	Modernisation initiatives continuous supported and improved	International and local consultancy	Cabinet Office
	4.2.5 Develop guidelines and toolkits for implementation of modernisation initiatives	1. Establish knowledge management policy and action plan for documenting and disseminating modernisation initiatives	Inventory of modernisation initiatives developed and continuously updated	Existing resources	Cabinet Office, JIS, PBCJ, MIND, CITO
		2. Revise remuneration levels for communications officers	Remuneration adequate to attract and retain talented communications professionals	Existing resources	MOFPS
		3. Develop and disseminate a Modernisation Tool Kit	Knowledge and understanding of modernisation expanded	International and local consultancy; publication Staff time	Cabinet Office PSRU

Chapter 6: Monitoring and Evaluation Framework

The Review of the first MTAP pointed to the lack of “reappraisal as to whether the outputs generated would, in fact, achieve the desired outcomes”. The Review concluded that *“we need to ensure in the new MTAP that activities are clearly managed and regularly monitored and that activities and outputs are changed if they do not appear to be achieving the right results.”* To achieve such a dynamic implementation of the MTAP, we will put into place a monitoring and evaluation system for the MTAP.

5.1 RESPONSIBILITY FOR COORDINATION AND MONITORING

5.1.1 Oversight Body

A mechanism is to be established to oversee the implementation of the MTAP. This mechanism should be at an appropriately high and influential level and may be a sub-Committee of, or the Permanent Secretaries Board itself. Members of this Body will collectively oversee the implementation of the modernisation programme, as well as drive modernisation initiatives within their respective entities.

5.1.2 Secretariat

The PSMD will maintain responsibility for the coordination and monitoring of the MTAP. Through its Modernisation Policy Development Unit (MPDU) and Modernisation Programme Implementation Unit (MPIU), the PSMD will perform two key secretariat functions: a) coordinating and driving implementation of modernisation initiatives within, and across entities; and b) tracking and assessing, in a timely manner, progress of the MTAP. The latter is particularly harmonious to the current functions of the MPDU, which has the responsibility for developing and reviewing the modernisation agenda. The PSMD will, *inter alia*:

- Provide timely updates and assessment reports to the Oversight Body and Cabinet on the attainment of MTAP targets, highlight issues or potential risks and make recommendations for any modification that may be necessary due to shifting priorities, resource constraints, etc.
- Communicate the results of assessments to ministries, departments and agencies, and pursue dialogue when necessary, in identifying potential challenges to the meeting of targets, and in such instances, to take pre-emptive actions. Such actions could include reallocation of resources and/or modification to targets where necessary. This intervening function is important since a lack of implementation in one area may well impede action in another.

5.1.3 Performance Measurements

Overall progress in implementing and achieving the objectives of the MTAP will be undertaken utilizing the performance measures developed within each relevant chapter of this document. Some of these performance indicators are also relevant to the monitoring of progress in all or some government entities. It is envisaged that the monitoring functions of the PSMD will be complemented by the establishment of a Body to monitor whole-of-government performance. In this regard, this Body will capture information from various sources (including the PSMD and entities undergoing modernisation) that can be used by the PSMD for ongoing assessment and reporting. However, some of the required information may need to be collected separately.

5.2. RESPONSIBILITY FOR IMPLEMENTATION OF THE MTAP

The responsibilities for implementation of the MTAP activities are shared across government's ministries, departments and agencies. The role of the PSMD is unique in this regard, as it has both coordination and implementation functions, and will be expected to carry out each functions simultaneously. The specific roles and responsibilities of other entities in implementing the MTAP are summarized in Appendix 2. It is worth mentioning, however, that the Ministries and, in particular, the Ministry of Finance and the Public Service will be key partners in the implementation of the MTAP.

5.3. MONITORING THE PROGRESS OF MVSP GOALS AND OBJECTIVES

To monitor progress in achieving the overall goals of modernisation will require separate ongoing analysis. To do so, Government will establish and monitor on a regular basis, performance indicators for each of the goals identified, as the implementation of the MTAP progresses. These objectives are currently integrated within the National Development Plan and may also be appropriately monitored by that framework.

Appendices

Appendix 1: Glossary of Terms

The MTAP introduces a small amount of terminology that may be new to many readers. The MTAP has had the benefit of widespread research into the modernisation of government and has adopted and modified some of the most modern of governmental initiatives around the world for use in Jamaica where they have been felt to be appropriate to the Jamaican context. An explanation of the most prominent of these terminologies is given below.

Corporacy

Corporacy describes the way in which an institution works together to meet its common goals. It describes the prevailing culture of working and the interrelationships of people that ensures or denies the success of any enterprise. In the context of Jamaica, corporacy describes a process through which GoJ may break out of its past culture of bureaucratic inertia and internal competition for resources and move towards a situation where, through everyone 'signing up' and being committed to the same objectives and means of achieving them, balanced progress can be made towards achieving Jamaica's goals.

Corporacy is also solidly linked to accountability. Once people are collectively committed to common goals and are given the powers necessary to play their part in achieving them, the culture of accountability permeates throughout the organization, so that people know just what their and others' responsibilities and expectations are.

Decentralization, Devolution, Delegation and Deconcentration

Decentralization is a broad word meaning the giving of powers to carry out actions at a level below that of the central administration of government. However, there are broadly two forms of decentralization and it is useful to be able to distinguish between them.

Devolution describes the process by which powers of decision making, up to the level of law making, on particular subject areas are given to a tier below central government to exercise. This is the case in federal systems where local government entities are given law making powers that may bring about differences in government between one area of the country and another.

Delegation refers to a situation in which a central government transfers responsibilities for decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government but ultimately accountable to it.

Deconcentration describes the process of decentralizing management decision making within a context of continuing central determination of policy and law. It describes the situation where more junior managers in certain parts of the country are given limited and prescribed decision making power to ensure optimum delivery of the services they are managing.

Internal Contracting, Service Level Agreements

Internal contracting describes the situation where formal contracts are drawn up and signed for one section of government to receive services from another. In the case of internal contracts, it is also normally accompanied by resources given by one section of government for service from another.

Service level agreements also describe a formal agreement between one section of government and another for a level of service to be provided. However, these normally differ from internal contracts as not having accompanying resources – the resources coming from central funds.

Both of these mechanisms are useful in clarifying the expectations of one section of government for the services of another. They reinforce the fact that everything has a cost in terms of resources. Where accompanied by quantified resource use and transfer of resources from one department to another, the mechanisms encourage greater efficiency. This is because no budget holder wants to spend elements of their budget on the services of another if there is another way of achieving the same ends.

One Stop Shops – Multi-Level, Multi-Service

“One Stop Shops”, or “OSS” as they are normally called, are a relatively new phenomenon in service delivery. Traditionally, customers seeking service from government have had to physically go from one department to another to follow the “paper trail” of their request. OSS overcame that by ensuring that all procedures for a particular service can be carried out in one place. This kind of OSS has already grown to some extent in Jamaica and has had some success, especially in economic and business areas of service delivery.

However, many countries wishing to improve their delivery of services to citizens have extended the initial concept. Citizens want all services to be available as locally, as timely and at as low a cost as possible. This has given rise to the “multi-level, multi-service” OSS.

The “multi-level, multi-service” OSS is located on a local basis and provides a range of government services to people in a particular locality. These may include relatively small things like registering births, marriages and deaths, but also land title, business registration, car tax, other legal or regulatory requirements, paying land and income taxes, obtaining passports – the list is constantly expandable.

Some of these services can be provided from the local level without reference to a higher level. But many cannot, for reasons of national standardisation, security and so on. However, this problem can be overcome by the local OSS acting as the agent for the citizen in getting their procedures undertaken. In these cases, the OSS accepts the request by helping the citizen to fill in the requisite forms (also ensuring they are completed correctly) and then sends them to a central point or points for processing within a certain guaranteed time-frame. In some relatively underdeveloped countries, this transfer is made by sending papers or a computer disk by bicycle or motorbike. In more developed countries, the transfer is made electronically over the internet and in the most developed countries is sent by the secure government wide area network (WAN).

Many countries, including Jamaica, are already fully automating their systems through e-government portals and direct transmission from customer to central department. However, many customers, even in developed countries, are still not completely computer literate or many prefer a human interface. In the UK, for instance, the most popular means of obtaining a passport is through the local post office that provides a checking and dispatch service.

Operational and Non-Operational Costs

In any government, the efficiency of its operation is governed by how much it spends on delivering services as opposed to how much it spends on administering those services. Many governments have, therefore, developed systems to monitor the balance between operational costs (those that are directly related to giving service) and non-operational costs (those that are concerned wholly with administration and management). The objective, of course, is to minimise non-operational costs. But as many governments have found, this can only be done if you know what they are! Systems have, therefore, emerged in many countries to quantify operational and non-operational costs (including, most importantly, staffing) and target redressing their balance. This has led to many improvements in service delivery whilst not increasing overall costs and not harming administration and management.

Planning Guidance

All governments need a means of passing clear instructions and targets to be achieved to government entities, in general, as well as targets specific to each entity. This cannot adequately be done through government speeches in Parliament or ad-hoc instructions coming out at various times of the financial year. Therefore, many governments have adopted longer range "visionary" objectives and goals on the one hand and 3 year specific and funded targets on the other.

These are normally generated through a long range strategic plan and short range plans often built around Medium Term Expenditure Frameworks (MTEF). Planning systems are generally circular and require plans to be generated from below, agreed at a high level and passed back with resource envelopes to the level below

for implementation. However, they must begin with the top level guiding the lower levels on the directions that should be taken (in the case of strategic planning) and specific targets to be realized (in the case of operational planning).

Thus, in the case of 3 year operational planning, the planning guidance that starts the planning process needs to be couched in terms of specific targets to be realized. Most governments utilise this method to clearly state their expectations and allow the lower level to respond in terms of plans and funding requirements. Choices can then be made on the basis of restricted resources.

This clarity of direction and targeting is largely lacking in Jamaica's operational planning process, at present, and, therefore, important areas of the MTAP are concerned with developing a planning guidance system and targets to allow management to be able to respond in an accountable manner.

Retention of Funds

Retention of funds is, in itself, an easy concept to understand. It is about situations where savings are made by improving efficiency; the savings are then retained at the organizational level to promote further service development. However, this has not been the case in Jamaica. Efforts in making savings have been rewarded by those savings being swallowed back into central coffers. This situation gives rise to a lack of motivation to make savings at all.

It is, thus, imperative that if the Jamaican government system is to become more efficient and effective, it allows managers to be rewarded by seeing the savings they have made being available to them to improve their service delivery. This also implies a change in culture so that generating savings and improving efficiency can become a defined and targeted goal that everyone signs up to and which, therefore, stands a better chance of being realized.

Appendix 2: Responsibility for MTAP Activities by Lead Ministries and Agencies

Activity No.	Activity Description	Lead Ministry	Activity timeline
1.1.1.1	Review and reprioritize ongoing plans for creation of EAs	Cabinet Office/MoFPS	2007/8
1.1.1.2	Implement planned executive agencies, including the Forestry Department, Fisheries /Division, National Public Health Laboratories	Cabinet Office/MoFPS	From 2008/9
1.1.1.3	Implement agreed new plans for executive agencies	Other Ministries/Entities MOJ MOH OSC MIND etc	2009/10 onwards
1.2.1.1	Identify opportunities across Government for innovative means of delivering services	Min. Finance & the Public Service	From 2008
1.2.1.2	Implement innovative means of service provision	Other Ministries/Entities MOJ MOH OSC MIND etc	2008-11
1.2.1.3	Review and amend, as necessary, policies, legislation and regulations to facilitate local and alternative service provision	Cabinet Office/Local Govt	2008-10
1.2.1.4	Define services to be provided through local service delivery centres and recommend for operation as public, joint venture or private contracted service	Cabinet Office	2009/10
1.2.1.5	Establish six pilot local government service delivery centres, offering at least 6 services	Office of the Prime Minister	2010/- 2011/12
1.2.1.6	Lessons learned from pilot programme and local government service delivery offices expanded to nationwide coverage. On the basis of pilot programme experience, the number of services offered is expanded to meet citizen's requirements	Office of the Prime Minister	2009-11
1.2.1.7	Implement planned "one stop service delivery centres" for Food Safety Inspection and Development	Other Ministries/Entities MOJ	2008-11

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Activity No.	Activity Description	Lead Ministry	Activity timeline
	Approvals	MOH OSC MIND etc	
1.2.2.1	Restructuring of local government and other parts of GOJ undertaken in the light of the agreed policy on devolution of functions to local government	Office of the Prime Minister	2008/9 – 2010/11
1.2.3.1	Define and implement common data requirements across government and establish integrated data sharing mechanism	Min. Finance & the Public Service	2008/9- 2011/12
1.2.3.2	Articulate policy on data sharing and statistics across Government	Cabinet Office	2009/10
1.2.3.3	Implement a national identification and registration system	Other Ministries/Entities MOJ MOH OSC MIND etc.	2008/9 – 2012
1.2.3.4	Introduce legislation to support implementation of national identification system.	Other Ministries/Entities MOJ MOH OSC MIND etc	2009/10
1.2.3.5	Establish contracts and service level agreements between service delivery entities and their public sector service providers	Cabinet Office	2008/9 – 20011/12
1.2.3.6	Establish policy and action plan for introducing quality management in GoJ	Cabinet Office	2008/9- 2010/11
1.2.3.7	Implement quality management systems for customer service delivery entities	Cabinet Office	2009/10
1.2.4.1	Establish competency framework for service providers	Cabinet Office	2008/9
1.2.4.2	Introduce operational excellence methodologies to support individual service performance	Cabinet Office	2008/9 - 2010-11
1.2.4.3	Provide training to support customer service for entities being modernized, including change management	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9 - 10/11
1.2.5.1	Consultations on content of toolkit	Cabinet Office	
1.2.5.2	Dissemination of toolkits	Cabinet Office	2010/11

Revised by the Policy Development Unit of the Public Sector Modernisation Division, Cabinet Office (September 2009)

Activity No.	Activity Description	Lead Ministry	Activity timeline
1.2.6.1	Develop and implement a customer service monitoring framework which includes the continued development of citizens' charters	Cabinet Office	2008/9
1.2.6.2	Design and implement system to target, measure and monitor quality, efficiency & cost effectiveness of service delivery	Cabinet Office	2008/9
1.2.6.3	Require ministries' plans to include strategies for annual efficiency savings	Cabinet Office	2009/10
1.2.6.4	Provide training to selected staff in costing efficiency savings	Min. Finance & the Public Service	2008/9
1.2.6.6	Compile and disseminate widely reports on improved and cost effective service delivery.	Cabinet Office	2008/9
1.2.6.7	Include service delivery efficiency and effectiveness as required information in annual reports of Ministries and agencies.	Cabinet Office	2008/9
1.2.6.8	Regulation developed and agreed to ensure that efficiency gains made are retained by that entity for use in improving service delivery	Min. Finance & the Public Service	2008/9
1.2.6.9	Commission independent annual customer surveys and customer focus groups to gauge customer satisfaction and publish the results and publish the results	Cabinet Office	2008/9 onwards
1.2.6.10	Develop and disseminate a toolkit on measuring and improving customer satisfaction	Cabinet Office	2009/10
1.2.7.11	Build capacity of STATIN to lead the collection, compilation, and analysis of statistical information across Government.	Office of the Prime Minister	2008/9 – 2010/11
1.2.6.12	Monitor report on, and address as necessary, the performance of modernized entities and entities in transition. Including MNS, PICA, ODPEM, JFB, JCF, MoH, NEPA, NWA and Jamaica Customs.	Cabinet Office	2009/10
2.1.1.1	Review Permanent Secretary performance contracts to include full accountability for outputs and resources within their control.	Cabinet Office	2008/9
2.1.1.2	Establish agreed performance targets for Ministries and their agencies and include within PS performance	Cabinet Office	2008/9

Activity No.	Activity Description	Lead Ministry	Activity timeline
	contracts.		
2.1.1.3	Clarify accountability framework for Permanent Secretaries, Chief Executive Officers of executive agencies and the Cabinet Secretary	Cabinet Office	2008/9-2009/2010
2.1.1.4	Implement agreed delegation of HRM and financial management functions	Cabinet Office	2008/9
2.1.1.5	Review and agree financial flexibilities and delegations and build capacity within ministries to make use of increased flexibilities	Min. Finance & the Public Service	2008/9-2010/11
2.1.2.1	Develop Modernisation Plans for proposed PBIs, including National Public Health Laboratories, National Environmental Authority and Research and Development	Cabinet Office	2009/10
2.1.2.2	Develop Modernisation Plans for transformation of ministries, including Agriculture; Health and Environment	Cabinet Office	2008/9
2.1.2.3	Implement modernisation plans for the transformation of ministries to concentrate on their core work of policy formulation, analysis and monitoring of service delivery, with priority given to Ministries of National Security; Justice; Education and the Cabinet Office	Cabinet Office	2007/08-2011
2.1.3.1	Develop a Corporate Governance Framework which includes procedures and principles for the operation of Boards of Public Bodies	Cabinet Office	2008/9
2.1.4.1	Agree and Implement Regulations for Executive Agencies Act.	Min. Finance & the Public Service	From 2008/9
2.1.5.1	Review the Houses of Parliament to improve representativeness and accountability	Min. Finance & the Public Service	2011/12
2.2.1.1	Review best practices and recommend legislative requirements as necessary for recruitment and appointment to 'sensitive posts'	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9
2.2.1.2	Review best practices for the introduction of whistleblower legislation to protect persons providing information on wrongdoing among public officials	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9
2.2.1.3	Review legislation and anti-corruption	Other	2008/10

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Activity No.	Activity Description	Lead Ministry	Activity timeline
	mechanisms to support reform of libel and slander laws to expose and bring to justice those engaged in corruption	Ministries/Entities MOJ MOH OSC MIND etc	
2.2.1.4	Review and recommend legislative amendments to enact provision on the impeachment of Public Officials	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/10
2.2.1.5	Undertake review of options to develop and implement a more comprehensive, best practice corruption prevention strategy	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/09- 2009/10
2.2.2.1	Establish operational framework for Ethics Officers within ministries	Cabinet Office	2007/8
2.3.1.1	Promote participatory decision making throughout the public service, using as applicable lessons learned from the implementation of the JASPEV project.	Cabinet Office	2008/9
2.3.1.2	Establish non-executive boards of citizens and public sector workers for every ministry to monitor ministry performance; and act as a vehicle for public views on service delivery	Cabinet Office	2008/9 onwards
2.3.1.3	Establish a number of "audit panels" of citizens and public sector workers whose task is to monitor the local level provision of service delivery	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9 onwards
2.3.1.4	Further implement the Code of Consultation and use already tried and tested participatory mechanisms such as Community-based Programme Monitoring	Cabinet Office	2008/09- 2011/12
2.3.2.1.	Research and implement options for improving decentralization of government services	Cabinet Office	2008/10
3.1.1.1	Design and implement framework to integrate systems of planning, resource allocation and performance management within government	Cabinet Office	2007/8- 2010/11
3.1.1.2	Build capacity in Ministries for planning and resource management	Cabinet Office and Min. Finance & the	2008 -2011

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Activity No.	Activity Description	Lead Ministry	Activity timeline
		Public Service	
3.1.1.3	Review current corporate planning templates and approaches and revise as necessary to meet new planning requirements	Min. Finance & the Public Service	2008/10
3.1.1.4	Provide space to in the planning and budgeting process to allow for the formal review and amendment of Ministry plans following confirmation of budget allocation	Min. Finance & the Public Service	2008/9
3.1.2.3	Complete evaluation of accrual accounting pilots and roll-out	Min. Finance & the Public Service	2008/0-2010/11
3.1.2.4	Review account code structure and expenditure classifications to facilitate output budgeting	Min. Finance & the Public Service	2009/10
3.1.2.5	Design new accounting framework, standards and rules in line with accrual accounting requirements	Min. Finance & the Public Service	2008/9-2010/11
3.1.2.6	Review asset management system and amend as necessary	Min. Finance & the Public Service	2007/8
3.1.2.7	Revise financial reporting systems to respond to changes in budgeting	Min. Finance & the Public Service	2008/9
3.1.2.8	Build capacity in Ministries for treasury and cash management to improve cash control.	Min. Finance & the Public Service	2008/9
3.1.3.1	Establish Body for performance management and evaluation to monitor and assess government performance	Cabinet Office	2008/9-2009/10
3.1.3.2	Compile and publicize reports on government performance	Cabinet Office	2009/10 onwards
3.1.3.3	Build capacity within Ministries to design performance indicators and monitoring systems	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9-2009/10
3.2.1.1	Evaluate models of integrated financial management information systems, including FINMAN; agree a platform for modern financial management and develop action plan	Min. Finance & the Public Service	2007/8-2010/11
3.2.1.2	Implement the agreed platform for integrated financial management information systems	Min. Finance & the Public Service	2009/10-2010/11
3.2.1.3	Complete evaluation of accrual accounting pilots and roll-out	Min. Finance & the Public Service	
3.2.1.4	Review account code structure and expenditure classifications to facilitate	Min. Finance & the Public Service	

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Activity No.	Activity Description	Lead Ministry	Activity timeline
	output budgeting		
3.2.1.5	Design accounting framework, standards and rules in line with accrual accounting requirements	Min. Finance & the Public Service	
3.2.1.6	Review Asset Management System, and amend as necessary	Min. Finance & the Public Service	2007/8
3.2.1.7	Revise financial reporting systems to respond to changes in budgeting	Min. Finance & the Public Service	2007/8
3.2.1.8	Build capacity in ministries for treasury and cash management to improve cash control	Min. Finance & the Public Service	2008/9
3.2.2.1	Assess existing systems and processes towards development of a MTEF and develop plan for accelerating implementation.	Min. Finance & the Public Service	2008/9
3.2.2.2	Build capacity for managing MTEF with key ministries and MoFPS.	Min. Finance & the Public Service	2009/10
3.2.2.3	Pilot MTEF within a sector, evaluate and plan roll-out.	Min. Finance & the Public Service	2008/9-2010/11
3.2.3.1	Review and update, as necessary, the training programme in government procurement	Min. Finance & the Public Service	2008/9-2009/11
3.2.3.2	Develop plans and costs for implementation of the e-procurement strategy	Min. Finance & the Public Service	2008/9
3.2.3.3	Identify risks in procurement and develop plan to reduce corruption, collusion and conflicts of interest	Min. Finance & the Public Service	
3.2.3.4	Implement E-notification in conjunction with print media	Min. Finance & the Public Service	2008/9
3.2.3.5	Implement E-procurement for high value, low volume contracts	Min. Finance & the Public Service	2008/9
3.2.3.6	Implement e-market; small value, high volume purchases	Min. Finance & the Public Service	2010/11
3.2.4.1	Design and implement audit procedures to undertake IT audit	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9-2009/10
3.2.4.2	Review legislation as necessary to accommodate IT auditing	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9
3.2.4.3	Build capacity for undertaking IT	Other	2009/10

Activity No.	Activity Description	Lead Ministry	Activity timeline
	audits	Ministries/Entities MOJ MOH OSC MIND etc	
3.3.1.1	Implement re-engineered HR processes	Cabinet Office	2008/10
3.3.1.2	Acquire and implement HR systems to support reengineered processes	Cabinet Office	2009/10 onwards
3.3.1.3	Modernize the common grading system to allow increased flexibility in employment in ministries	Min. Finance & the Public Service	2008 - 2011
3.3.1.4	Design and implement management development programme to support delegation of HRM & financial functions	Min. Finance & the Public Service	2008/9 onwards
3.3.2.1	Complete implementation of PMAS throughout the public service	Min. Finance & the Public Service	2007/8 - 2008/9
3.3.2.2	Amend PMAS to provide for greater reward for good performance	Min. Finance & the Public Service	2008/9-2009/10
3.3.2.3	Define and enforce sanctions for poor performance as applicable	Min. Finance & the Public Service	2008/9 onwards
3.3.2.4	Design and implement a leadership development and succession management strategy	Min. Finance & the Public Service	2008/9 onwards
3.4.1.1	Finalize E-Government policy and plan	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9
3.4.1.2	Implement E-Government plan	Other Ministries/Entities MOJ MOH OSC MIND etc	2009/10-2010/11
3.4.2.1	Implement integrated government management information system & Government-wide WAN.	Other Ministries/Entities MOJ MOH OSC MIND etc	2009/10-2010/11
4.1.1.1	Publicize agreed policy priorities.	Cabinet Office	2007/8
4.1.1.2	Review role and responsibility of JIS and PBCJ to support implementation of Government communications programme.	Other Ministries/Entities MOJ MOH OSC	2009/10

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Activity No.	Activity Description	Lead Ministry	Activity timeline
		MIND etc	
4.1.1.3	Design and implement comprehensive modernisation communications strategy which supports change management and utilizes 360 degree communications methodologies	Cabinet Office	2008/9-2010/11
4.1.1.4	Establish network of communication personnel across government to facilitate coordination and sharing of best practices	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9 onwards
4.1.1.5	Build capacity for ministries to adequately manage their organizations communication needs, which includes utilizing new forms of communication	Other Ministries/Entities MOJ MOH OSC MIND etc	2008/9
4.1.1.6	Revise remuneration levels for communications officers and other groups key to modernisation implementation	Min. Finance & the Public Service	2008/9
4.1.1.7	Engage the media through briefings, ideas for programme, articles, etc. in order to maximize buy-in to the modernisation process	Cabinet Office	2008/9 onwards
4.1.1.8	Design structured educational campaigns to allow public involvement and feedback. This includes competition, public meetings and other for a for citizens and staff to contribute to service delivery improvements and cost savings	Other Ministries/Entities MOJ MOH OSC MIND etc	2007/8 – 2011/12
4.2.1.1	Design and implement a Government-wide change programme	Cabinet Office	2008/9
4.2.1.2	Promote and support Ministers and Permanent Secretaries to translate policy priorities into “corporate” action, ensuring the achievement of objectives in a “joined-up”, coordinated and collaborative fashion.	Cabinet Office	2008/9
4.2.1.3	Promote best practices for improving Government corporacy	Cabinet Office	2008/9
4.2.2.1	Define and implement continuous improvement programme for executive agencies/ performance based institutions	Cabinet Office	2008/9 - 2010/11
4.2.2.2	Establish policy and action plan on developing GoJ as a learning	Cabinet Office	2009/10

Activity No.	Activity Description	Lead Ministry	Activity timeline
	organization		
4.2.2.3	Develop strategy to ensure modernisation initiatives are reflected in strategic plans	Cabinet Office	2008/9
4.2.3.1	Develop a framework to build capacity to lead and support modernisation initiatives across ministries, departments and agencies	Cabinet Office	2008/9 - 2009/10
4.2.4.1	Design a model for implementation to support (functions and structures) modernisation in each Ministry	Cabinet Office	2008/9- 2010/11
4.2.4.2	Implement Cabinet Office modernisation programme as agreed	Cabinet Office	2008/9- 2010/11
4.2.5.1	Establish knowledge management policy and action plan for documenting and disseminating modernisation initiatives)	Cabinet Office	2010/11
4.2.5.2	Revise remuneration levels for communications officers, and other groups key to modernisation implementation.	Min. Finance & the Public Service	2010/11
4.2.5.3	Develop and disseminate a Modernisation Tool Kit	Cabinet Office	2010/11

Appendix 3: Summary of Findings on the Medium Term Action Plan 2002 - 2007 Review

A diagnostic review of progress against the action plan undertaken in July 2007⁹ identified the numerous achievements of the implementation of the action plan since 2002 but also pointed towards a number of major causes why some objectives had not been met. These were:

- A lack of a causal link between objectives and solutions, meaning that the activities undertaken responded to the vision and objectives of the theme areas rather than the overall objectives of the reform;
- A lack of overall vision and elucidation of fundamental principles on what government should and should not do and a policy and strategy to implement this vision and principles, by the then government;
- A lack of “follow through” in implementation in some areas;
- A lack of a clear policy direction on decentralization by the then government;
- Slow development of the number of executive agencies;
- A lack of coordinated and collaborative systems at the apex of the then government leading to a lack of “joined-up” government and a common vision and strategy of development;
- A lack of the full development of a performance based culture and, therefore, little sequencing and no prioritization of activity in the modernisation process;
- Public service staffs embedded in their current outdated administrative culture and capacity exhibited by a relatively small number of staff, generally in central “cross-cutting” ministries;
- Waning political support and a lack of transformational leadership despite political leadership having played a critical part in the establishment of modernisation efforts;
- Change management well recognised by those leading modernisation at the centre but little evidence of major innovation in new forms of public policy in Jamaica leading to a need to encourage more of a problem solving approach;
- A lack of a strategic communications strategy - user friendly formats, new ideas and innovations, good and poor practices, publication of comparative analyses, fora for public debate, focus groups, television and radio, phone-ins, internet chat sessions, Citizens in the governance of the programme;
- A lack of feedback to ministries and agencies on their plans and performance and those of others and a lack of clarification of policy and management

⁹ Diagnostic Review of Accomplishments under the Action Plan of Ministry Paper 56/2002 – “Government at Your Service”, Prepared by The Cabinet Office Public Sector Reform Unit, Jamaica, 6th July 2007, provided as Annex I

messages and generation of widespread understanding of the purposes of modernisation;

- Little published comparative analysis and no public or government-wide means of publicising each entity's performance against its targets leading to a lack of changes to respond to changing conditions and new realizations;
- Significantly reduced funds available for implementation coupled with little evidence of and no monitoring of cost savings;
- An institutional/organizational top down approach instead of a need for a multi-faceted approach to modernisation undertaken through decentralized action against well targeted "outcomes".

In summary, the Review recommended that the way forward in the construction of a new Action Plan for Modernisation of the public sector in Jamaica is to:

"Create a transition away from a centrally driven and small number of modernisation initiatives to a position where all parts of Government are expected to take responsibility for continuously improving service delivery and making efficiency and "value for money" improvements; and where individuals and organizations are motivated to do so through planning, resource allocation and performance management and monitoring processes."

To accomplish this transition, there is no need to revise MVSP as it still forms a valid framework within which modernisation actions can be planned and prioritized. The focus of the action plan is, therefore, to develop, in the light of the review and the implementation undertaken in the last few years, a new action plan which will learn from the past experiences in implementation to ensure that the new MTAP is better prioritized; more focused on the objectives of modernisation; better communicated; and subject to regular fundamental reviews.