



Public Sector Master Rationalization Plan

**Recommendations for the Restructuring of
Ministries, Departments and Agencies**

**Public Sector Transformation Unit
Cabinet Office**

Revised
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List of Acronyms

AG	Attorney General
BATCO	The Bauxite and Alumina Trading Company of Jamaica
CAP	Clarendon Alumina Production Limited
CIDA	Canadian International Development Agency
CITO	Central Information Technology Office
CMG	Consultative Monitoring Group
COSPROD	Correctional Services Production Company
CPTC	Creative Production and Training Centre
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
EXIM	Export-Import Bank of Jamaica
FCJ	Factories Corporation of Jamaica
FID	Financial Investigation Division
FIPA	Inter-Parliamentary Forum of the Americas
FSL	Fiscal Services Limited
GDP	Gross Domestic Product
GG	Governor General
GIS	Geographic Information System
HAJ	Housing Agency of Jamaica
HPM	Honourable Prime Minister
ICT	Information and Communication Technology
ICENS	International Centre for Environmental and Nuclear Sciences
IDTT	Inter-disciplinary Transformation Team
ISCF	Island Special Constabulary Force
JYBT	Jamaica Youth Business Trust
JCF	Jamaica Constabulary Force
JDF	Jamaica Defence Force
JIS	Jamaica Information Service
JMB	Jamaica Mortgage Bank
LAMP	Land Administration and Management Programme
MDAs	Ministries, Departments and Agencies
MoA	Ministry of Agriculture and Fisheries
MoE	Ministry of Education
MEM	Ministry of Energy and Mining
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MFPS	Ministry of Finance and the Public Service

MoH	Ministry of Health
MIDA	Micro Investment Development Agency Limited
MIIC	Ministry of Industry, Investment & Commerce
MIND	Management Institute for National Development
MoJ	Ministry of Justice
MLSS	Ministry of Labour and Social Security
MNS	Ministry of National Security
MoT	Ministry of Tourism
MTW	Ministry of Transport and Works
MWH	Ministry of Water and Housing
MYSC	Ministry of Youth, Sports and Culture
NCST	National Commission on Science and Technology
NCYD	National Centre for Youth Development
NGO	Non-governmental Organisation
NROCC	National Road Operating and Construction Company
NSWMA	National Solid Waste Management Authority
NEPA	National Environment and Planning Agency
NLA	National Land Agency
NWA	National Works Agency
ODPEM	Office of Disaster Preparedness and Emergency Management
OPM	Office of the Prime Minister
OSC	Office of the Services Commissions
OUR	Office of Utilities Regulation
PBCJ	Public Broadcasting Corporation of Jamaica
PCJ	Petroleum Corporation of Jamaica
PICA	Passport Immigration and Citizenship Agency
PIOJ	Planning Institute of Jamaica
PSTU	Public Sector Transformation Unit
RMF	Road Maintenance Fund
SCJ	Sugar Corporation of Jamaica
SIA	Sugar Industry Authority
SMA	Spectrum Management Authority
SRC	Scientific Research Council
SYEAT	Special Youth Employment & Training
TEF	Tourism Enhancement Fund
UAF	Universal Access Fund
UDC	Urban Development Corporation
YEP	Young Entrepreneurs Programme

The Public Sector Transformation Unit's Vision, Mission and Mandate

Vision

A transformed cohesive Public Sector that is performance-based, efficient, cost effective and service oriented.

Mission

To facilitate the establishment of an efficient, responsive and cost effective framework of operations for the Public Sector, consistent with good governance, in order to promote national growth and development.

Mandate

To lead, monitor, evaluate and facilitate the implementation of the restructuring of the Public Sector for efficient, effective and economical Government.

INTRODUCTION

This Public Sector Master Rationalization Plan contains the recommendations for rationalizing and transforming the entire Public Sector. The paper addresses the rationalization of the Public Sector at the strategic level and examines Ministries and their respective Departments and Agencies, in relation to their mandates and core functions. The determination of their treatment has been based on extensive consultations with various stakeholders, including the recommendations of the Public Administration and Appropriations Committee and final sign off by the Cabinet on May 2, 2011.

The UNDP contracted PriceWaterhouseCoopers (PWC) to the PSTU, to determine the cost of implementing the recommendations contained in the MRP and the expected savings to be realized by the GOJ, upon implementation. The analysis indicates that if all recommendations are implemented, there will be net savings of J\$**49.74** billion over a five (5) year period, with J\$**25.45** billion accruing in the first two years.

Background

Reference is made to Cabinet Decision # 49/09 dated November 2, 2009, which stated the decision of the Cabinet to rationalize the Public Sector. The Public Sector Transformation Unit (PSTU) was established in November 2009 with the mandate to “lead, monitor, evaluate and facilitate the implementation of the restructuring of the Public Sector for efficient, effective and economical government”, to realise the vision of “a transformed cohesive Public Sector that is performance-based, efficient, cost effective and service oriented.”

A critical part of the governance structure for transforming the Public Sector is the Consultative Monitoring Group (CMG) which was established by Cabinet to have general oversight of the work of the PSTU, review the recommendations and the strategies being pursued and to monitor the implementation of the recommendations.

In rationalizing the Public Sector, careful consideration was given to the role, core functions and priorities of Government. The understanding of the role of Government was guided by the areas articulated by the Prime Minister in Parliament on September 30, 2009, in which he highlighted the responsibilities of Government as stated:

- A safe, healthy and secure environment
- Effective and accessible justice system
- Good quality education system
- Access to basic health care
- Social welfare support for the disadvantaged and vulnerable

- Public infrastructure and related services
- Efficient public bureaucracy
- An appropriate policy environment and regulatory mechanisms and
- Effective diplomacy.

The determination of the core functions of Government was informed by an understanding of “what Government should do and pay for; what government must pay for, but does not have to do; and what Government should not do and should not pay for” (Osborne and Plastrik, 1997)¹. Importantly, the rationalisation was guided by the imperative for a Jamaican Public Sector that is service oriented, results-based and guided by appropriate accountability mechanisms and which therefore provides an enabling environment for the achievement of the Vision 2030: “Jamaica the place of choice to live, work, raise families and do business”.

The Approach

The approach adopted in the exercise was iterative and inclusive involving major stakeholders within the Public Sector and Trade Unions. Permanent Secretaries were asked to review the functions of their specific Ministry, Departments and Agencies and decide upon one of six options namely: retention, transfer, merger, abolition, divestment/privatisation and contracting out. Matrices were completed, reflecting the recommendations posited by the Permanent Secretaries and signed off by the respective Ministers. On review of the matrices and in consultation with all Permanent Secretaries, additional modification was done, which informed the draft Master Rationalisation Plan. The Plan was reviewed by the Consultative Monitoring Group (CMG) and the report was subsequently presented to the Cabinet for approval.

The Master Rationalisation Plan was tabled in Parliament as a Green Paper to allow for public debate and referred to the Public Administration and Appropriations Committee (PAAC) for consideration and report. The PAAC invited feedback from the public sector, private sector and civil society, in the form of written and oral submissions. The PAAC concluded its deliberations and presented its Report to Parliament on December 21, 2010.

Consultations

Meetings with Public Sector Workers

A critical element in the approach is extensive consultations and engagement in social dialogue with stakeholders at all levels. The PSTU facilitated dialogue in all Ministries with various stakeholders within the Public Sector to include Ministers, Permanent Secretaries, senior managers and in some instances, general staff. The inputs from staff were noted and were

¹Osborne, David and Plastrik, Peter “*Banishing Bureaucracy: The Five Strategies for Reinventing Government*” First Plume Printing, USA, 1997

incorporated where feasible to be consistent with the overall thrust of rationalizing the Public Sector. After presentation to Cabinet, further review was pursued with all Ministries to integrate and further refine the overall Plan.

Inter-disciplinary Transformation Teams

To manage the change process, an Inter-disciplinary Transformation Team (IDTT) is to be established in Ministries and Agencies, which are led by Permanent Secretaries, or their appointees, who will report directly to them. The Terms of Reference to inform the work of the IDTT were sent to all Permanent Secretaries for dissemination to all Entities. It highlights who should comprise the Team and their role and functions. Representation on the IDTT should include Human Resource Practitioners, Communication Specialists, Information Technology Specialists, Union representatives and staff at all levels of the organisation. These teams are critical as they will play a vital role in keeping all levels of staff informed of the changes taking place within their respective Entities. The IDTT will direct staff to various support services available to facilitate the transition within and across Ministries and Agencies. Support services to be provided include psychosocial counselling, business counselling, business facilitation, training and retooling.

Human Resource and Industrial Relations

All matters pertinent to human resource management are being carefully considered and a very structured approach has been adopted to deal with this component. Human Resource Directors met to discuss the critical elements that must be addressed and to examine the relevant mechanisms that will facilitate ease of transition within and external to the Public Sector.

A Change Management and Communication Plan has been developed by a committee comprising Public Sector Human Resources Directors, as well as, representatives from the Office of the Services Commission, the Public Sector Establishment Division and the Corporate Management Division. The plan covers the approach to be taken and the strategies to be employed in the implementation, which will include business and psycho-social counselling, framework for mergers, public sector training, mechanisms for redeployment, managing the separation process, procedures for engaging Trade Unions and assessing the results of change. Specially designed templates and protocols have been developed for training, counselling, business and financial guidance, consultations with the trade unions, redeployment of staff and the handling of staff terminations. These were presented to the Human Resources Directors from all Ministries and Agencies, as well as, Trade Union representatives and the feedback was received. These protocols and procedures will guide the actions of all Ministries, Departments and Entities regarding treatment of all staff.

In regard to Industrial Relations, a number of meetings have been held with the main Public Sector Trade Unions to share with them the PSTU's work and obtain feedback on very sensitive issues confronting the sector, to include those issues emerging from the International Monetary Fund agreement.

Focus Groups for Inputs to Public Sector Transformation

Six focus groups were organised with various stakeholders to include Public Officers, Special Interest Groups, civil society, and youth representatives. To inform the implementation process, the six Focus Groups were asked to provide feedback on the Public Sector and suggestions for improvement. Responses were solicited to three broad questions, namely:

1. What is your perception of the Public Sector?
2. What would you like to see in a transformed modern Public Sector?
3. What are your suggestions on how the transformation could be realized?

Excellent feedback was received from the groups and the recommendations will be incorporated during the execution phase of the transformation project.

Rationalization Considerations

This exercise focused on the entire Public Sector to include the sixteen (16) Ministries and over two hundred (200) Entities including Departments, Statutory Bodies, Executive Agencies and Limited Liability Companies. The reasons for rationalisation are obvious, chief among them are the following:

1. Overlapping and duplication of mandates and functions
2. Organizations and structures that are no longer relevant
3. Shifts in mandate and core functions
4. Archaic systems and structures
5. Outdated Statutes
6. High wage bill relative to GDP
7. Lack of appropriate technology
8. Lack of inter and intra-Ministry collaboration
9. Limited financial and material resources

In the review, after extensive consideration, the decision was taken to retain all Ministries at this time, with modification in some instances to their respective core functions. It is anticipated, that with the efficiency gains over time, specific consideration will be given to the reduction of Ministries. The realignment of Entities was influenced by the synergies that could be realized with specific groupings, based on related subject areas, complementary activities, efficiency gains and cost effectiveness.

The option decided upon for each entity also benefited from research to inform “best practices” and generally, what obtains in other jurisdictions, primarily, UK, USA, Canada, New Zealand, Australia, Singapore, Malaysia, South Africa, Botswana, Ghana and the Caribbean, mainly Barbados and Trinidad. Special attention was focused on countries of the Commonwealth to adopt and adapt where possible, best practices that would enhance the general functioning of the Public Sector. Cognizance however, was taken of Jamaica’s unique characteristics and to this end, some adjustments were made that are dissimilar to conventional placements and practices in other jurisdictions. A holistic view had to be adopted in the execution of this exercise, with issues of culture considered, in order to justify placement of Entities.

A very pragmatic approach was adopted in the treatment of all Ministries, Departments and Agencies. Broadly speaking, mergers will result in economies of scale and overall cost savings in areas to include staffing, physical facilities and equipment/machinery. Transfers will align Entities that are complementary in executing the overall mandate of the respective Ministry/Agency. Abolition of Entities entail those activities that should not be done by Government. There are some Entities, whose management should be contracted out to the private sector, although Government would retain ownership, as such Entities are of national import or considered to be national treasures e.g. Devon House. There are also others, whose services should be contracted out as the activity is considered as non-core and need not be executed by Government, although the services should be paid for by Government. The specific Entities to undergo such changes have been identified. Where actual cost-savings can be realized and, as soon as the Plan is approved, detailed analysis of these savings will be presented for review. It should also be noted that this exercise will be implemented on a phased basis.

Legislative Framework

To facilitate all of the above, the relevant Statutes are being examined with a view to amending the Acts and Regulations that will allow for a new dispensation in governance. Assistance is being provided by a team from the private Bar who will work very closely with the Attorney General’s Department and the Chief Parliamentary Counsel.

A review of the Constitution (1962), The Public Service Regulations (1961), the Public Bodies Management and Accountability Act (amended 2009) and the Executive Agencies Act (2002) will be vital to facilitating the empowerment of the Heads of such Entities that are delegated full ‘devolution of authority’. Agency specific Acts and Regulations will also be amended or new Statutes promulgated to facilitate the changes necessary for proper management at all levels.

Systemic Areas for Transformation

Shared Corporate Services

The introduction of shared corporate services in eight areas of back office operations to include: human resource management, financial management, asset management, procurement, legal services, Information and Communication Technology (ICT), internal audit and communications and public relations, will allow Ministries and Departments to concentrate on their respective core functions. Currently these services reside, for the most part, in each MDA. Through service-level agreements, MDAs will be able to demand quality service in all the targeted areas within the new shared services model.

Shared corporate services already exist at the inter-Ministry level for the Office of the Prime Minister, Cabinet Office, Ministry of Youth, Sports and Culture, the Ministry of Tourism and King's House, in four of the above stated service areas. The lessons learned from this application will be extended sector wide for implementation. In its application, the proposal is to execute it at the inter-ministry and intra-ministry levels.

Management Accountability Framework for Entities nominated for full Devolution and De-concentration of Authority

The transformation of the Public Sector will demand a radical restructuring of established organizations, structures and systems to include reviewing their purposes, introducing incentives, decentralising authority, outlining an accountability framework, and creating a new and different culture, conducive to achieving a well-motivated, efficient and accountable public sector that is results-oriented. Creating a culture of accountability will require a paradigm shift in how the business of government is conducted. It will mean changing attitudes and behaviours to influence the results. Accountability therefore, must become a "cultural expectation" that propels the leadership of the Public Sector to achieve the desired results. A new and different approach must be adopted regarding terms of employment and an appropriate Management Accountability Framework which defines expectations and results must be implemented to inculcate a performance/results-oriented mindset.

Twelve (12) Entities have been identified to work with the PSTU as pilot Entities for full devolution and de-concentration of authority. Special arrangements will be made for these Entities to have the requisite resources to enable them to achieve the agreed performance targets. A critical link will be made to specific National Outcomes/Objectives as articulated in the Vision 2030 Jamaica – National Development Plan. Consistent with such delegated authority Heads of Entities will be held accountable for the stated outputs and outcomes.

REVIEW OF MINISTRIES

This section of the paper provides the detailed recommendations for the restructuring of all Ministries, their Departments and Agencies. The current mission and mandate of each Ministry are presented, along with information on the Departments and Entities under their purview. This is followed by recommendations for the retention, transfer, merger, contracting out, privatisation/divestment and abolition of Entities and the rationale for these recommendations. The new names of Ministries are proposed where required, to reflect their new portfolio responsibilities.

The review of Ministries is presented in the following order:

1. Office of the Cabinet
2. Office of the Prime Minister
3. Ministry of Finance and the Public Service
4. Ministry of Foreign Affairs and Foreign Trade
5. Ministry of National Security
6. Ministry of Education
7. Ministry of Justice
8. Ministry of Industry, Investment and Commerce
9. Ministry of Water and Housing
10. Ministry of Labour and Social Security
11. Ministry of Health
12. Ministry of Tourism
13. Ministry of Energy and Mining
14. Ministry of Agriculture and Fisheries
15. Ministry of Transport and Works
16. Ministry of Youth, Sports and Culture

A summary of the recommendations regarding mergers, privatisation, abolition and contracting out is outlined in the final chapter of the report.

CABINET OFFICE

Current Structure and Functions of the Cabinet Office

Mission

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

Role

The role of the Cabinet Secretary and the Cabinet Office is integrally supportive of the Cabinet's Constitutional role as the principal instrument of policy and the body that is charged with general direction and control of the Government.

The Cabinet Office supports the government's decision-making processes. It provides impartial secretariat services to the Cabinet and Cabinet sub-committees. It advises the Prime Minister and other Ministers on certain Constitutional, policy and procedural issues. It also assists in the coordination of the Government's legislation programme. Subsumed also under the Cabinet Office, is the Performance Monitoring Evaluation Unit that is responsible for the corporate planning process of Government and monitoring and evaluation of the overall organisational performance of Government.

Current Functional Areas

The Cabinet Office currently has six (6) functional areas focusing on:

- Cabinet Support and Policy Coordination
- Performance Monitoring and Evaluation
- Public Sector Modernization
- Organizational Design and Staffing
- National Security Policy Coordination
- Public Service Training

In addition, the Office of Utilities Regulations (OUR), an independent Entity, is placed under the Cabinet Office for administrative purposes only.

Recommended Structure and Functions of the Cabinet Office

Rationale

In the proposed construct, the Cabinet Office will assume full responsibility for the human capital of the Public Sector. The rationale in positioning the Strategic Human Resource Management function in the Cabinet Office is based on the fact that the Cabinet Secretary is the Head of the Public Service and all matters pertinent to the staff of the wider Public Service should fall appropriately under the Cabinet Office. The Performance Monitoring Evaluation Unit will monitor the implementation of all policies approved by the Cabinet.

It is therefore being recommended that the mandate of the Cabinet Office be amended to reflect two (2) main functional areas as follows, incorporating the stated functions/entities.

1. Cabinet Support and Policy

- Business of the Cabinet
- Policy formulation, analysis and coordination for Government
- Support to Legislative Agenda
- Corporate Planning for Government
- Whole of Government Business Planning and Performance Monitoring and Evaluation

2. Public Service Management

- Strategic Human Resource Management
 - Classification system and Compensation Policy
 - Employee Performance Management System
 - Public Sector HRM Strategy and Policies
 - Benefits Policy
 - Organizational Design
 - Staff orders and Condition of Service
 - Succession planning
 - Workforce Planning
 - HRMIS
- Public Sector Modernisation
- Public Service Training
- Industrial Relations (subject to establishment of an autonomous mechanism for negotiation of compensation and benefits)

It is recommended that the area of Public Service should be managed by a Minister without Portfolio who would be located within the Cabinet Office.

The Management Institute for National Development (MIND) will focus on providing training to the Public Sector.

The National Security Policy Coordination Unit will be retained.

Entities to be transferred

Given the Cabinet Office's role of general direction and control of the Government, it is best suited to manage the Strategic Human Resource functions for the Public Service.

The following functions will therefore be transferred from the Ministry of Finance and the Public Service.

- Public Sector Establishment Division
 - Compensation Unit
 - Pension Unit (eligibility and research)
- Executive Agencies Monitoring Unit to Cabinet Office under the Performance Monitoring and Evaluation Unit

OFFICE OF THE PRIME MINISTER

Current Structure and Functions of the Office of the Prime Minister

OPM's Vision Statement

A transformed united Jamaica in which all citizens can realise their full potential and participate in the achievement of sustainable national development.

Mission

To provide quality leadership and good governance by building an inclusive, enabling environment conducive to national development through the articulation and implementation of sound policies and programmes consistent with our shared goals and values.

Mandate

To support the Prime Minister in providing quality leadership, strategic direction and control for an efficient, effective and economical government in the execution of his constitutional responsibilities.

Current Functional Areas

The OPM currently has four (4) functional areas focusing on:

- Planning and Development
- Information and Telecommunications
- Local Government Reform
- State Protocol & National Awards

OPM's portfolio currently consists of forty seven (47) subjects and thirty eight (38) Entities.

Recommended Structure and Functions of the Office of the Prime Minister

Rationale

The Office of the Prime Minister must be strategic in its role and functions and will have only those Entities that have far reaching impact in terms of policies and programmes requiring the general oversight of the Prime Minister. The Entities placed under the portfolio of the OPM will address cross-cutting over-arching issues of national import that will impact on all Jamaicans.

It is recommended, therefore, that the structure of the Office of the Prime Minister be amended to reflect three (3) broad functional areas namely:

1. Governance and Policy

- Corporate Planning
- Policy development related to portfolio Entities.
- Monitoring and evaluation of related policies
- Corporate Services

2. State Protocol & National Awards

- State and Official Events
- National Symbols
- National Honours and Awards

3. National (Systemic) Programmes and Entities

- Defence
- Information and Telecommunications portfolios
- Planning Institute of Jamaica (PIOJ)
- Statistical Institute of Jamaica (STATIN)
- National Transformation Programme (NTP)
- Jamaica Productivity Centre (from MLSS)
- Jamaica Social Investment Fund
- Constituency Development Fund
- C.H.A.S.E. Fund (From MFPS)
- Local Government
- National Identification System (NIDS)
- National Housing Trust
- Urban Development Corporation

The **Information and Telecommunications** portfolios are to be structured as follows:

• Information

- Access to Information Unit
- Jamaica Information Service (JIS)
- Broadcasting Commission
- Cinematograph Authority
- Spectrum Management Authority
- Public Broadcasting Corporation of Jamaica (PBCJ)
 - CPTC's cable station – CTV would be closed and its role and functions subsumed into that of the PBCJ

- **Telecommunications:** It is proposed that this portfolio be renamed **Communications and Technology (ICT)**
 - Central Information Technology Office (CITO) is to set policy related to ICT, including setting and monitoring standards for software and hardware, procurement, installation and training across government. The company should be wound up and become a unit within the OPM, headed by a Chief Information Officer. An advisory council with broad based representation within the ICT sector would replace the current Board.
 - Fiscal Services Ltd (to be transferred from MOFP and be one of the 3 functional areas of the Implementation Agency providing ICT services across Government)
 - Universal Access Fund Company – project management to be retained at OPM. Fund Management to be done through the proposed Central Treasury in the MFPS
 - The portfolio of Post and Telecommunications to be renamed Postal Services to undertake policy and regulatory functions.

Local Government portfolio- it is envisaged that the Local Government Department will be phased out with the implementation of local government reform. A small core is to reside in the OPM with responsibility for:

- Policy Development
- Monitoring and Evaluation
- Research and Development

The **Parish Councils** will have expanded responsibilities, consistent with the local government reform agenda and will include:

- Development Planning
- Planning Approvals
- Infrastructure – Roads and Works
- Service Delivery – e.g. markets, solid waste, barbers and hairdressers’ licenses
- Community development in collaboration with the Social Development Commission
- Fire Services

Entities to be transferred

1. The following Entities are to be transferred to the current Ministry of Water and Housing in order to align related development functional areas under one Ministry. A suggested renaming is the Ministry of Housing, Environment and Water.
 - National Land Agency
 - National Environment and Planning Agency
 - Meteorological Department

- Office of Disaster Preparedness and Emergency Management
 - Real Estate Board
 - Environmental Policy and Management
 - Land Policy and Administration including GIS Unit and LAMP
 - National Solid Waste Management Authority
2. The Development Bank of Jamaica (DBJ) is to incorporate banking functions of the Export-Import (EXIM) Bank of Jamaica. The DBJ is to be transferred with responsibility for the Capital Development Fund, to the current Ministry of Finance and the Public Service – a suggested renaming is the Ministry of **Finance**.
 3. The Young Entrepreneurs Programme (YEP) is to be transferred to the Ministry of Youth, Sports and Culture, and aligned to the NGO, the Jamaica Youth Business Trust (JYBT) in a public/private partnership.
 4. The National Commission on Science & Technology (NCST) is to be transferred to the Ministry of Industry, Investment and Commerce and provide policy direction for the reconfigured Scientific Research Council (SRC). The Prime Minister will continue to chair the Commission.
 5. The Vineyard Town Golden Age Home (along with all infirmaries) is to be transferred to the Ministry of Labour and Social Security.
 6. The regulatory functions of the National Solid Waste Management Authority are to be transferred to the Ministry of Water and Housing. It is proposed that the operational and management functions of the NSWMA be considered for Executive Agency status and also fall under that Ministry (Currently a Statutory Body).
 7. The E-learning project is to be transferred to the Ministry of Education to be aligned with educational services.
 8. The Earthquake Unit is to be transferred to the Ministry of Energy and Mining to be aligned with the Geological Survey and Management function.
 9. International Centre for Environmental and Nuclear Sciences (ICENS) to be transferred to the Ministry of Energy and Mining.
 10. Fiscal Services Ltd to be transferred from the Ministry of Finance and be one of the 3 functional areas of the Implementation Agency providing ICT services across Government.

11. Jamaica Productivity Centre to be transferred from the Ministry of Labour and Social Security.

12. C.H.A.S.E. Fund to be transferred from the Ministry of Finance.

Entities to be privatised

1. Parish Cemeteries are to be privatised through either the lease or direct sale of lands. At a minimum the management functions must be contracted out. A subsidy is to be provided to families of the indigent so that their burial expenses can be covered.
2. The Post and Telecommunications Department is to be merged with the Postal Corporation of Jamaica and privatised.

MINISTRY OF FINANCE AND THE PUBLIC SERVICE

Current Structure and Functions of the Ministry of Finance and the Public Service

Vision

Development through excellent service

Mission

To combine professionalism and expertise in the pursuit of sound socio-economic and financial policies for the achievement of sustainable growth and development.

Outcomes

The four main outcomes of the Ministry are:

- Sustainable economic growth and development
- Effective regulation of Financial Institutions
- Effective management of public funds
- Satisfied clientele

Current Functional Areas

- Economic Management
- Taxation Policy
- Financial Regulations
- Financial Investigations
- Public Service Establishment
- Corporate Planning
- Public Expenditure
- Public Expenditure Policy
- Public Enterprise
- Revenue Protection
- Public Accountability Inspectorate

Proposed Functional Areas

Rationale

The Ministry of Finance will focus on macro-economic policy and financial management. The activities of the Ministry must be directed at managing the fiscal resources in an effective and efficient manner with the proper accountability framework in place.

Functional Areas

The recommendation is for the structure to be amended to reflect four functional areas, with an appropriately sized corporate service/administrative unit.

- Public Sector Financial Policy
- Enforcement Regulation and Compliance
- Debt Management
- Financial Management

A Central Treasury Management System is to be established in the Ministry to bring responsibility for treasury management functions across all of Government under one agency. This initiative will have a significantly positive impact on the goal of improved efficiency. Centralizing this function will improve cash management, promote efficient financial management of government financial resources and facilitate the smooth execution of the government's budget. It will involve consolidating all cash resources owned by government Entities, including special funds, into a single account. A step-by-step plan for consolidation is to be agreed upon and includes the preparation of an inventory of all accounts and existing balances of government Entities, sources of inflows, rules for outflows and the investment of balances.

The repositioning and restructuring of the Debt Management function is expected to result in:

- greater clarity of the Unit's role and functions, given the significance of the portfolio
- the strengthening of institutional capacity
- assistance with the development of the domestic capital market
- the Head of the Debt Management Unit reporting directly to the Financial Secretary

Entities to be Retained

- Financial Services Commission
- PetroCaribe Fund
- Jamaica Deposit Insurance Corporation
- Students' Loan Bureau
- Public Accountancy Board
- Revenue Protection Division
- Financial Investigation Division
- Jamaica Customs Department (currently retained under the MFPS, with future considerations to be given to a focus on border control)
- The Betting Gaming and Lotteries Commission merged with the Jamaica Racing Commission
- The Casino Gaming Commission

The Accountant General's Department and Tax Administration will remain and report directly to the Financial Secretary.

*The Bank of Jamaica will continue to operate autonomously under the broad oversight of the Ministry of Finance.

Entities to be Transferred

- The Public Service Establishment Division is to be transferred to the Cabinet Office where the strategic human resource management functions will be managed
- The C.H.A.S.E Fund to OPM
- Fiscal Services Limited to OPM where Government's ICT functions will be managed
- Development Bank of Jamaica to be transferred from OPM and merged with EXIM Bank. Capital Development Fund to be transferred with the DBJ from OPM
- Executive Agencies Monitoring Unit to Cabinet Office under the Performance Monitoring and Evaluation Unit

Entities to be Privatised

- Caymanas Track Limited

Entities to be Abolished

- FINSAC (over time)
- Financial Institution Service Limited (over time)

A strategic review of the Ministry will be conducted, in order to align appropriately its structure with the desired outcomes.

MINISTRY OF FOREIGN AFFAIRS AND FOREIGN TRADE

Current Structure and Functions of the Ministry of Foreign Affairs and Foreign Trade

Vision

To execute an inclusive and proactive foreign policy in a dynamic international environment aimed at maximizing Jamaica's national growth and development.

Mission

The Foreign Service is responsible for the implementation of Jamaica's foreign policy, the management of Jamaica's international relations and the promotion of its interests overseas.

The Ministry has six (6) Functional Units namely:

1. Bilateral and Regional Affairs

- Caribbean and Americas
- Bilateral Relations Department

2. Multilateral Affairs

- International Organizations Department
- Economic Affairs Department

3. Trade Affairs

- Foreign Trade Department
- Trade Agreement and Implementation Department

4. Foreign Service Operations

- Protocol Department
- Diaspora and Consular Affairs Department
- Human Resource Management and Development Department
- Documentation and Information Access Services

5. Legal

6. Public Relations and Media Affairs

Overseas Operations

The Ministry also has representatives in Nineteen (19) Overseas Missions as stated:

- 13 High Commissions and Embassies
- 3 Permanent Missions, and
- 3 Consulates

A recent decision was made regarding the setting up of an Embassy in Kuwait.

Proposed Functional Areas

No changes are being proposed for the Ministry of Foreign Affairs and Foreign Trade (MFAFT) until a proper management audit is conducted at the MFAFT head office. A review is also being done on the deployment of overseas staff. It is also anticipated that there may also be synergies to be derived with the overseas operations of MFAFT and the Ministries of Tourism and Industry, Investment and Commerce.

MINISTRY OF NATIONAL SECURITY

Current Structure and Functions of the Ministry of National Security

Vision

To contribute towards creating a safe and secure Jamaica by the effective enforcement of law and order and maintenance of secure borders.

Mission

By the end of 2010, the Ministry of National Security will be the Model of National Security Excellence in the Caribbean Region, characterized by a highly trained and motivated staff, sophisticated and flexible policy development capacity, effective and efficient deployment of resources, the employment of modern technology and best practices in crime fighting, crime prevention and protecting the nation from external threats.

Mandate

- Facilitate the maintenance of law and order
- Protect Jamaica against internal and external threats
- Ensure the safety of Jamaica's borders
- Incarcerate and rehabilitate offenders

Departments and Agencies

- Jamaica Constabulary Force (JCF) and its Auxiliaries (Island Special Constabulary Force & District Constabularies)
- Jamaica Defence Force (JDF)
- Passport Immigration and Citizenship Agency (PICA)
- Department of Correctional Services (DCS)
- Private Security Regulation Authority
- Caribbean, Regional Drug Law Enforcement Training Centre
- Police Civilian Oversight Authority
- Firearm Licensing Authority
- Correctional Services Production Company (COSPROD)

Proposed Functional Areas

Rationale

The Ministry of National Security will retain most of its existing functions. However a number of ongoing initiatives will be finalised and mergers and transfers will be effected.

Entities to be Retained

The following agencies are to be retained:

- Jamaica Constabulary Force and its Auxiliaries (ISCF & District Constabularies)
- Jamaica Defence Force
- Passport Immigration and Citizenship Agency
- Department of Correctional Services
- Correctional Services Production Company
- Caribbean Regional Drug Training Centre to be retained in its current construct due to its regional funding implications
- Carl Rattray Staff College (under the DCS)

Entities to be Merged

It is recommended that the following mergers are implemented:

- Police Civilian Oversight Authority to be merged with the Police Services Commission to create the Police Services Authority (in progress)
- Private Security Regulation Authority and Firearm Licensing Authority to create one National Security Regulatory Authority
- Creation of the National Security Law Enforcement Academy from the following merged Entities:
 - Jamaica Police Academy
 - Jamaica Constabulary Staff College
 - Caribbean Search Centre
- Merge Forensic Laboratory and Legal Medical Unit (Forensic Medicine). To be granted Executive Agency status.

Entities to be Contracted Out

- The suggestion is for the contracting out of management facilities of Juvenile Correctional Centres.

For Immediate Attention

- The JCF Civilianization. Special and Corporate Services posts to be civilianized (in progress).
- To establish an automated integrated Border Management, Passport and Citizenship System (in progress).
- Prison Infrastructure to be reviewed.
- The construction of a government Morgue to be pursued as a matter of priority.
- JDF – Staffing/equipment level to be actioned. (Review of the JDF to be considered)

- Implementation of the recommendations of the Strategic Review, for the reorganisation of the JCF.

MINISTRY OF EDUCATION

Current Structure and Functions of the Ministry of Education

Vision

A customer-centred, performance oriented education system producing globally competitive, socially conscious Jamaican citizens.

Mission

To provide strategic leadership and policy direction for quality education for all Jamaicans to maximize their potential, contribute to national development and compete effectively in the global economy.

Strategic Priorities

The following are the stated strategic priorities of the Ministry:

- Improvement in processes and systems to enhance efficiency and service delivery throughout the sector
- Enhancement of education outcomes
- Building the leadership capacity at all levels of the system
- Reduction of anti-social behaviour impacting the system
- Improvement in facilities and infrastructure
- Strengthening and expansion of partnerships
- Strengthening of the legislative and regulatory framework
- Reshaping the philosophy/ethos/culture of the Ministry and enhancing the corporate image

Functional areas

- Education Affairs and Services
- Social and Community Services (School Nutrition)

Current Entities

1. National Council on Education
2. Overseas Examinations Commission
3. The University Council of Jamaica
4. National Youth Service
5. Early Childhood Commission
6. HEART Trust/National Training Agency
7. Jamaica Foundation for Lifelong Learning

8. National Education Trust Ltd.
9. Jamaica Library Service
10. The Council of Community Colleges of Jamaica
11. Nutrition Products Limited
12. Electoral Commission of Jamaica
13. Electoral Office of Jamaica

Proposed Functional Areas

Rationale

The Ministry of Education is already in transformation mode as it implements the recommendations of the Education Transformation Programme.

Functional Areas

This Ministry will focus on three (3) main functional areas.

- Educational Services
- Human Resource Development
- Social and Community Services

Educational Services

- Primary, Secondary and Tertiary Institutions
- Certification and Oversight of Educational Programmes
- Administration of National and Overseas Examinations
- E-Learning (from OPM)
- National Educational Inspectorate
- Jamaica Teaching Council
- Early Childhood Commission

Human Resource Development

- HEART Trust/National Training Agency merged with Jamaica Foundation for Lifelong Learning
- Jamaica Library Service
- Dental Auxiliary School, Kingston School of Nursing, EXED School of Nursing Programme, Jamaica School of Nurse Anaesthesia Critical Care
- Sydney Pagon Agricultural School * (aligned to the UWI)
- Ebony Park Academy * (under HEART/NTA)
- Knockalva Agricultural School *

* Institutional strengthening required to focus on an integrated agricultural programme

Social and Community Services

- Restructured Nutrition Programme – Regulatory Functions
- Parenting Programme

Entities to be Transferred

- E-Learning Company from OPM, to have all educational functions in the MoE
- The Administrative management of the Electoral Commission of Jamaica and the Electoral Office of Jamaica should be transferred from the Ministry of Education to the Office of the Parliament (Current Minister is the Leader of Government Business in the House). As creatures of Parliament they should maintain total independence.
- Aspects of the National Youth Service is to be transferred to the Ministry of Youth, Sports and Culture with the necessary arrangements put in place for support to be given to the Career Advancement Programme in the MoE.
- Dental Auxiliary School, Kingston School of Nursing, EXED School of Nursing Programme, Jamaica School of Nurse Anaesthesia Critical Care from the MoH.

Entities to be Merged

- The University Council of Jamaica to be merged with the Council of Community Colleges of Jamaica to form the Jamaica Tertiary Commission (in progress).
- Jamaica Foundation for Lifelong Learning to be merged with the HEART Trust/National Training Agency

Entities to be Contracted Out

- Nutrition Products Limited and the Central Food Organisation from MLSS should be contracted out. Provision of school meals for the School Feeding Programme to be contracted out at the parish or regional level as this is a service the government pays for but need not perform.

MINISTRY OF JUSTICE

Current Structure and Functions of the Ministry of Justice

Mission

In partnership with all other stakeholders:

- Ensure that Jamaica is a just and law-abiding society with an accessible, efficient and fair system of justice for all
- Promote respect for rights and freedoms, the Law and the Constitution and an awareness of individual responsibilities and civil obligations

Outcomes

The Ministry of Justice has overall responsibility to deliver justice by:

- protecting the Constitutional rights of citizens
- maintaining the independence of the judicial system
- reinforcing confidence in the legal institutions
- carrying out law reform to effect greater social justice
- providing means of redress when people are abused by organs of the state
- carrying out legal directives imposed by the courts for the protection of society

Departments, Divisions, Agencies and Units

The Ministry's current structure has the following Departments, Divisions, Agencies and Units and various Corporate Services Units.

Departments

1. Attorney General's Department
2. Legal Reform Department
3. Office of the Director of Public Prosecutions
4. Office of the Parliamentary Counsel
5. The Courts of Jamaica

Units within the Ministry

1. Legal Services Unit
2. Criminal and Civil Justice Administration Unit
3. Victims' Support Unit
4. Criminal Justice Reform Unit
5. Justice Education / Public Relations Unit

Divisions and Services

1. Human Rights
2. Justice Education Unit
3. Justice Training Institute
4. Law Revision Office
5. Legal Aid Council
6. Strategic Planning Policy Research & Evaluation
7. Jamaica Justice System Reform
8. Victims Charter

Agencies

1. Administrator General's Department
2. Commission for the Prevention of Corruption (administrative purposes)
3. Court Management Services
4. Dispute Resolution Foundation
5. Legal Aid Council
6. Police Public Complaints Authority
7. Office of the Trustee in Bankruptcy
8. Norman Manley Law School
9. Justice Training Institute

Proposed Changes to Functional Areas

Rationale

The Ministry of Justice will retain its current functions. This Ministry is already in transformation mode with an emphasis on Justice reform. A number of ongoing initiatives will culminate within the next financial /legislative year. See below a listing of such initiatives:

- Police Public Complaints Authority to be repealed and functions taken over by the Independent Commission of Investigation (now before the House of Representatives).
- Commission for the Prevention of Corruption to be subsumed under the Office of Special Prosecutor when established - Special Prosecutor Bill (in progress)
- Transfer of Court Management Services to Chief Justice (40 persons) to allow the Chief Justice to have complete autonomy in relation to human resources, finance and accounting, auditing and statistical functions of the Courts. Principal Executive Officer (Accounting Officer) to head Unit (in progress).
- New fee structure of the Administrator General's Department to be expedited.
- Review of court fees to be expedited

MINISTRY OF INDUSTRY, INVESTMENT AND COMMERCE

Current Structure and Functions of the Ministry of Industry, Investment and Commerce

Vision

The vision of the Ministry of Industry, Investment and Commerce is to foster economic development and improve the quality of life for all Jamaicans.

Mission

The mission of the Ministry of Industry, Investment and Commerce is to:

- Promote industrial and commercial development
- Promote local and foreign investment
- Facilitate commerce and protect consumers

Functional areas

- Industry
- Investment
- Commerce
- Science & Technology

Current Entities

1. The Anti-Dumping and Subsidies Commission
2. Bureau of Standards Jamaica
3. Companies Office of Jamaica
4. Consumer Affairs Commission
5. Factories Corporation of Jamaica Limited
6. Fair Trading Commission
7. Jamaica Business Development Corporation
8. Jamaica National Agency for Accreditation
9. Jamaica Marketing Company
10. Jamaica Exotic Flavours & Essences
11. Jamaica Intellectual Property Office
12. Jamaica Promotions Corporation (JTI)
13. Montego Bay Freezone
14. Kingston Freezone
15. Micro Investment Development Agency (MIDA)
16. Scientific Research Council
17. Self Start Fund

18. Registrar of Cooperatives and Friendly Societies
19. Trade Board Limited
20. Jamaica Commodity Trading Company

Proposed Functional Areas

Rationale

The Ministry will retain most of its functions and continue to be divided under the same four (4) functional areas. Some mergers are being recommended however, for greater synergies and efficiency in the area of research and development.

Entities to be Merged

- The National Research and Development Commission (NRDC) will incorporate the Scientific Research Council and all existing research and development facilities across government, except for the Bodles Research Station (from MOA). The National Commission on Science and Technology is to be transferred to the Ministry of Industry, Investment and Commerce to provide policy direction for the NRDC.

Entities to be Transferred

- Jamaica Exotic Flavours & Essence to MoA – as a public/private partnership.

MINISTRY OF WATER AND HOUSING

Current Structure and Functions of the Ministry of Water and Housing

Vision for Water

All households will have access to water by 2010

Vision for Housing

By 2025, all Jamaicans will have access to affordable, safe and legal housing solutions.

Mission

To provide and facilitate an environment in which potable water and affordable shelter will become a reality in the aspirations of a developing Jamaica.

Functional Areas

The Ministry is structured under two (2) functional areas focusing on:

- Provision of Potable Water
- Provision of Affordable Housing Solutions

Divisions, Units, Departments and Entities include:

1. Housing Solutions Division - Policy & Research
2. Rent Board
3. Technical Services Unit
4. Social Services Department
5. Housing Fund
6. Housing Agency of Jamaica
7. Jamaica Mortgage Bank
8. Squatter Management
9. Land Administration
10. Rural Water Supply Ltd.
11. National Water Commission
12. Water Resources Authority
13. Water Policy & Monitoring

Proposed Functional Areas

Rationale

The Ministry will retain its portfolio responsibility for Water and Housing. It will also be responsible for all Entities that oversee physical planning and development and natural resource management and conservation. The Land related activities and Entities will be rationalised and streamlined to separate the policy aspects from the implementation of policies, which should be consolidated for greater efficiency and effectiveness.

The proposed structure is to be amended to reflect four (4) main functional areas:

- Affordable Housing Solutions
- Development
- Water
- Environment

It is proposed that the name of the Ministry be changed to the **Ministry of Housing, Environment and Water**.

Affordable Housing Solutions

- Technical Services Unit
- Rent Board
- Housing Policy
- Housing Fund
- Squatter Management
- Housing Agency of Jamaica

Development & Environment

- Land Policy
- National Land Agency (NLA)
- Land Administration, GIS Unit & LAMP (To be subsumed under the NLA)
- Real Estate Board
- Meteorological Department
- Office of Disaster Preparedness & Emergency Management
- National Solid Waste Management Authority
- Environmental Policy and Management
- National Environment & Planning Agency
- Water Resources Authority
- Negril Green Island Local Area Planning Authority
- Forestry Department

Water

- National Water Commission
- Rural Water Supply Ltd.
- Water Policy & Monitoring

Entities to be Transferred

- Architects' Registration to be transferred from the Ministry of Transport and Works given the Ministry's development function.
- Forestry Department to be transferred from the Ministry of Agriculture and Fisheries
- The following Entities/Units to be transferred from the Office of the Prime Minister to consolidate all housing and development functions
 - National Environment and Planning Agency
 - National Solid Waste Management Authority*
 - Meteorological Department
 - Office of Disaster Preparedness and Emergency Management
 - Real Estate Board
 - Land Policy and Administration
 - Environmental Policy and Management
 - National Land Agency

*The regulatory functions of the National Solid Waste Management Authority are to be transferred to the Ministry of Housing Environment and Water. It is proposed that the operational and management functions of the NSWMA be considered for Executive Agency status.

Entities to be Merged

- Housing Solutions Division (MWH) to be merged with Squatter Management Units (HAJ and MWH)
- Land Policy and Administration including GIS Unit and LAMP to be subsumed under the National Land Agency

Entities to be privatised

- Jamaica Mortgage Bank (JMB)

For urgent attention

- To expedite the promulgation of the Environment and Planning Act (EPA).

MINISTRY OF LABOUR AND SOCIAL SECURITY

Current Structure and Functions of the Ministry of Labour and Social Security

Vision

To contribute to national development through the provision of efficient and effective labour and social security services within the context of a globalised economy.

Mission

To promote a stable industrial climate through tripartite dialogue, ensure the highest standards of occupational safety and health at the work place, facilitate increased access to employment and effectively manage social protection programmes including those for groups with special needs such as households below the poverty line, the elderly and persons with disabilities.

Functional Areas

The Ministry is currently structured around three (3) functional areas:

- Social Security & Welfare Services
- Education Affairs & Services (Food Storage for School Feeding Programme)
- Labour Relations & Employment Services

Social Security & Welfare Services

- National Insurance Scheme (NIS)
- National Insurance Fund (NIF)
- Programme of Advancement Through Health and Education (PATH)
- Emergency Relief & Rehabilitation Services
- Public Assistance
- Poor Relief Services
- Services for Senior Citizens
- Services for Persons with Disabilities
- Abilities Foundation

Education Affairs & Services

- Records the provision for the Central Food Organization store (handling, storage and distribution of overseas food) earmarked for the School Feeding Programme

Labour Relations & Employment Services

- Industrial Relations Services
- Industrial Disputes Tribunal

- Special Youth Employment & Training (SYEAT)
- Jamaica Productivity Centre
- International Programme for the Elimination of Child Labour
- Occupational Safety and Health
- Overseas and Local Employment
- Work Permit Division

Proposed Functional Areas

Rationale

The Ministry of Labour and Social Security has retained for the most part its portfolio with the only significant change being the transfer of the Jamaica Productivity Centre to the Office of the Prime Minister.

Proposed Functional Areas

It is being recommended that the functional areas of the Ministry be amended to reflect two (2) main elements.

- Social Security & Welfare Services
- Labour Relations & Employment Services

Social Security & Welfare Services

- National Insurance Scheme
- National Insurance Fund
- Programme of Advancement Through Health and Education (PATH)
- Services for Senior Citizens
- Services for persons with Disabilities
- Public Assistance & Poor Relief
- All Infirmaries including the Vineyard Town Golden Age Home (from OPM)
- Abilities Foundation
- Emergency Relief & Rehabilitation Services
- Special Youth Employment & Training (SYEAT) (to be renamed Special Employment & Training)

Labour Relations & Employment Services

- Industrial Relations Services
- Industrial Disputes Tribunal
- Work Permit Division
- International Programme for the Elimination of Child Labour
- Occupational Safety and Health

- Overseas and Local Employment

Entities to be Transferred

- Central Food Organisation for School Feeding Programme to the Ministry of Education
- Jamaica Productivity Centre to the Office of the Prime Minister, for greater impact sector wide

Entities to be Contracted Out

- Management of all housing institutions for Senior Citizens including those under Local Government

MINISTRY OF HEALTH

Current Structure and Functions of the Ministry of Health

Vision

Healthy People, Healthy Environment

Mission

To ensure the provision of accessible, quality services and to promote healthy lifestyles.

Functional Areas

The Ministry is currently structured along four (4) main functional areas, namely:

- Governance, Policy and Legislation
- Essential Public Health Functions
- Health Services Delivery
- Human Resources Development for Health

Entities

1. Registrar General's Department & Island Records Office
2. South East Regional Health Authority; North East Regional Health Authority; Southern Regional Health Authority; Western Regional Health Authority
3. Dental Council
4. Medical Council
5. Nursing Council
6. Pharmacy Council
7. Council for Professions Supplementary to Medicine
8. Bellevue Hospital
9. Government Chemist
10. Child Development Agency
11. Dental Auxiliary School
12. Kingston School of Nursing
13. EXED School of Nursing Programme
14. Jamaica School of Nurse Anaesthesia Critical Care
15. National Public Health Laboratory Services/Blood Transfusion Services
16. Health Corporation Limited
17. National Health Fund
18. University Hospital of the West Indies
19. National Family Planning Board
20. National Council on Drug Abuse

21. Pesticides Control Authority
22. St. Joseph's Hospital
23. Office of the Children's Registry

Proposed Functional Areas

Rationale

The Ministry of Health will retain its core functions. The major change being recommended is in the transfer of non-core activities to other Ministries. These include the child focused Entities – Child Development Agency and the Office of the Children's Registry. The recommendation is also made for the transfer of the Veterinary Division to the Ministry of Agriculture to consolidate this function under one Ministry.

Entities to be Retained and Restructured

- South East Regional Health Authority; North East Regional Health Authority; Southern Regional Health Authority; Western Regional Health Authority - Recentralize some functions such as Project Management, HR and Internal Audit. Proposed MoH Head Office structure already reflects recentralization of these areas. Review Regional and Parish structures in light of Health Task Force Review (2007). Consider exclusion from shared corporate services arrangement.
- Bellevue Hospital – To obtain Cabinet approval for the de-institutionalisation of mental health services and absorption of acute mental health cases in hospitals.
- University Hospital of the West Indies - Retain but review for income generating opportunities to reduce reliance on GoJ Budget. Review arrangement in place for Regional (CARICOM) support. Budgetary support from the GoJ should be paid directly to the institution from the Ministry of Finance and the Public Service. MoH should retain its monitoring role of the UHWI in the area of service delivery through formal Service Level Agreements. This is recommended as the unique status of the UHWI as a Regional institution, that is part of the University of the West Indies network, creates ambiguity in the governance relationship between the Ministry of Health and the UHWI. This compromises the ability of MoH to execute its fiduciary responsibility in keeping with the FAA Act.
- Dental Council - Retain but review fee structure for registration of Dentists.
- Medical Council - Retain but off budget fully funded by fees. Fees to be reviewed
- Nursing Council - Retain but off budget fully funded by fees. Fees to be reviewed
- Pharmacy Council - Retain but off budget fully funded by fees. Fees to be reviewed
- Professions Supplementary to Medicine Council - Retain but off budget fully funded by fees. Fees to be reviewed

- To implement shared administrative services for the Dental Council, Pharmacy Council, Nursing Council, Medical Council and Professions Supplementary to Medical Council to improve efficiency.
- Government Chemist- Retain but review operations with a view to exploring among other things, areas for income generation. Review functions that overlap with Bureau of Standards
- National Public Health Laboratory Services/Blood Transfusion Services- Convert to Executive Agency status (in progress)
- Pesticides Control Authority – take off budget

Entities to be Merged

- Health Corporation Limited core functions to be integrated into the National Health Fund to reduce costs and improve overall performance by linking supply and distribution functions for both hospitals and individuals. (in progress)

Entities to be Transferred

- Veterinary Services to the Ministry of Agriculture. It is recommended that the full administration of Veterinary services functions be carried out by the Ministry of Agriculture and Fisheries. It is proposed therefore that a memorandum of understanding be established and the relevant protocols be developed between the Ministry of Health and the Ministry of Agriculture and Fisheries, to ensure an integrated approach.
- Child Development Agency and the Office of the Children’s Registry to the Ministry of Youth, Sports and Culture.
- Dental Auxiliary School, Kingston School of Nursing, EXED School of Nursing Programme, Jamaica School of Nurse Anaesthesia Critical Care to the Ministry of Education (in progress)

Entities to be Privatised

- St. Joseph’s Hospital - Review to identify income generating opportunities and to develop into being fully self funding. Preferred model is public/private partnership.

MINISTRY OF TOURISM

Current Structure and Functions of the Ministry of Tourism

Mandate

Growth and development of the tourism sector through policy, legislation, programmes and systems to ensure sustainable development

Entities

The Ministry currently has nine (9) Entities namely:

1. Tourism Product Development Company (TPDCO) Limited
2. Jamaica Tourist Board
3. Tourism Enhancement Fund
4. Jamaica Vacation Limited
5. Jamaica Reservations Services
6. Devon House Limited
7. Bath Fountain Hotel and Spa
8. Milk River Hotel and Spa
9. River Rafting Authority

Proposed Functional Changes

Rationale

While the Ministry of Tourism will retain its core functions, the proposed mergers will ensure greater cost effectiveness and efficiencies within the sector.

Entities to be Retained

- Jamaica Tourist Board (JTB) will retain the marketing function for the Ministry of Tourism.
 - Jamaica Vacations Limited (JAMVAC) which focuses primarily on securing airlift. The legal form of JAMVAC as a Registered Company should be preserved. JAMVAC will operate with full autonomy. The Board of JAMVAC will be drawn from the Board of the JTB.

- The Tourism Enhancement Fund (TEF) and the Tourism Product Development Company (TPDCO) are to be merged.

Specialised areas of Tourism

Specialised areas of tourism to include Sports tourism, Heritage tourism (specifically built heritage such as Seville and Port Royal), Health Tourism and Cultural tourism, to be marketed by the Ministry of Tourism's marketing arm- the Jamaica Tourist Board, in collaboration with the respective Ministries. This will require an MOU between the Ministry of Youth, Sports and Culture and the Ministry of Tourism, which will include appropriate resources for all related activities.

Cruise tourism is to be placed solely within the Ministry of Tourism, while responsibility for port management and operations will remain with Port Authority of Jamaica.

Services to be contracted out:

- Management of:
 - Devon House Limited
 - Bath Fountain Hotel and Spa
 - Milk River Hotel and Spa

The contracting out of the management of these Entities will allow for the government to earn royalties on national treasures while retaining ownership. Management of the above stated Entities is not considered a core function. This will also result in government not being encumbered with day to day operations or the associated recurrent costs. The assets are protected while encouraging private sector involvement.

Entities to be abolished

- Jamaica Reservation Services

MINISTRY OF ENERGY AND MINING

Current Structure and Functions of the Ministry of Energy and Mining

Vision

The sustainable development of the energy and mineral resources of the country geared to support national development, productivity and competitiveness for the nation.

Mission

To ensure Jamaica's access to and affordability of energy supplies, energy security and the diversification, development and competitiveness of both the energy sector and the minerals sector for sustainable national development.

Mandate

To drive policy creation and implementation, research and development in the energy and minerals sectors for sustainable national transformation.

Functional Areas

- Energy
- Minerals Development (Mining and Geology)

Entities

1. Petroleum Corporation of Jamaica
2. Petrojam
3. Petrojam Ethanol
4. PETCOM
5. Clarendon Alumina Production Limited
6. Bauxite and Alumina Trading Company of Jamaica
7. Jamaica Bauxite Mining Limited,
8. Jamaica Bauxite Institute
9. Electricity Division
10. Wigton Wind Farm
11. Rural Electrification Programme
12. Font Hill properties
13. Electricity Authority
14. Jamaica National Oil
15. PCJ Developments
16. PCJ Engineering

Proposed Functional Areas

Rationale

The core functions of the Ministry of Energy and Mining are to be retained, however, a number of initiatives currently being implemented by the Ministry are to be completed. These include the privatization and of some Entities and the winding up of others. Mergers are recommended where overlapping mandates have been identified and greater efficiencies can be realized.

Functional Areas

It is recommended that the Ministry retains its two (2) main functional areas.

- Energy
- Minerals Development (Mining and Geology)

Energy

- Electricity Division
- Petroleum Corporation of Jamaica (PCJ) – to focus on renewable energy. Possible name change to Energy Corporation of Jamaica
- Petrojam – Refinery Joint Venture with Petróleos de Venezuela (PDVSA)
- International Centre for Environmental and Nuclear Sciences (ICENS)
- PETCOM

Minerals Development (Mining and Geology)

- Clarendon Alumina Production Limited (CAP)
- Bauxite and Alumina Trading Company of Jamaica (BATCO)
- Jamaica Bauxite Mining Limited (JBM)
- Jamaica Bauxite Institute (JBI)
- Earthquake Unit (from the OPM)
- Geological Survey and Management
 - Engineering geology to determine areas for physical development and planning.
 - Hazard management mapping/zoning.

Entities to be Merged and Retained

- Merge administratively BATCO, JBM with JBI to realize greater efficiencies.

Entities to be Transferred

- Earthquake Unit from the OPM to be aligned to Geological Survey and Management function
- International Centre for Environmental and Nuclear Sciences (ICENS) from OPM

Entities to be Divested/Privatised

- Wigton Wind Farm – Wind Farm to be privatized and renewable energy functions to be assumed by PCJ –medium term
- Petrojam Ethanol – self financing entity involved in the production and sale of ethanol – medium term
- Clarendon Alumina Production Limited – medium term
- Font Hill properties

Entities to be Abolished

- Electricity Authority
- Jamaica National Oil
- PCJ Developments
- PCJ Engineering

The Ministry is already in the process of winding up these entities

MINISTRY OF AGRICULTURE AND FISHERIES

Current Structure and Functions of the Ministry of Agriculture and Fisheries

Vision

The Ministry of Agriculture and Fisheries will be the driver for the sustainable development of Jamaica's agricultural sector and natural resources by the year 2020.

Mission

To advance the development of a modern, efficient and internationally competitive agricultural sector and the sustainable management of our fishery resources, in order to promote food security and food safety, in an effort to contribute to the development and well-being of our people.

Functional Areas

- Agricultural Data and Research
- Agricultural Business Information System
- Trade Facilitation
- Bee Keeping and Honey Production
- Fisheries and Aquaculture
- Plant Health Services
- Animal Health Services
- Public Gardens and Avenues
- Forestry
- Food Safety
- Youth in Agriculture
- Rural Physical Planning

Proposed Functional Areas

Rationale

The Ministry of Agriculture is currently undergoing some radical changes in the policies and provisions to empower farmers to run profitable, sustainable businesses while supporting government's food security initiative.

Functional Areas

It is recommended that the Ministry's focus be consolidated under two (2) main functional areas, namely.

- Technical Services
- Policy, Marketing and Data

Technical Services

- Animal Health Services
- Fisheries and Aquaculture
- Bee Keeping and Honey Production
- Public Gardens and Avenues
- Food Safety
- Plant Health Services
- RADA/Extension Services
- Rural Physical Planning
- Jamaica 4-H Club
- National Irrigation Commission
- Youth in Agriculture

Policy, Marketing and Data

- Policy
- Trade Facilitation
- Agricultural Business Information System
- Agricultural Data and Research
- Marketing Research, Grades and Standards
- Coffee Industry Board
- Commodities Board to regulate, monitor and guide all commodities (amalgamation of banana, cocoa, coconut, export divisions) except coffee

Entities to be Retained

- Agro-Investment Corporation
- Rural Agricultural Development Authority (RADA)
- Jamaica Dairy Development Board
- Coffee Industry Board
- Jamaica Agricultural Society - repeal Statutes and restructure to be a lobby group for farmers
- Jamaica 4-H Club
- National Irrigation Commission
- The Sugar Industry Authority and its subsidiary Sugar Industry Research Institute (SIRI) are the subject of review by the Commission of Enquiry on the Sugar Industry. The recommendations of this Commission will determine the role of these Entities.

- Bodles Research Unit – to establish a strategic link with the reconfigured national research Entity for value added research and product development.

Entities to be Merged and Retained

- Export Division and Commodities Boards (Banana, Coconut, Cocoa) to create a single entity managing and developing agricultural produce.

Entities to be Privatised

- Wallenford Coffee Company Ltd. – decision to divest already agreed and process has begun
- Commercial arm of the Cocoa Board to be privatized and the remaining functions to be undertaken by the Commodities Board
- Sugar Corporation of Jamaica – to be wound up. Currently manages the debts relating to the Government’s sugar assets.
- As a result of the ongoing restructuring in the sugar industry, it is expected that a number of current Entities will no longer be operational.

Entities to be Transferred

- Agricultural Credit Board to be transferred to the Registrar of Cooperatives (in progress).
- Jamaica Exotic Flavours & Essences from MIIC - To be privatised using private/public partnership model.
- Veterinary Public Health Unit from the Ministry of Health to consolidate similar services. It is recommended that the full administration of Veterinary services functions be carried out by the Ministry of Agriculture and Fisheries. It is proposed therefore that a memorandum of understanding be established and the relevant protocols be developed between the Ministry of Health and the Ministry of Agriculture, to ensure an integrated approach.
- Forestry Department to be transferred to the Ministry of Housing, Environment and Water

MINISTRY OF TRANSPORT AND WORKS

Current Structure and Functions of the Ministry of Transport and Works

Vision

A modern, safe, reliable, efficient and sustainable transport system and works infrastructure.

Mission

To contribute to the economic growth and social development of Jamaica by securing resources and providing effective policies, planning, standards and regulations for:

the provision of safe and sustainable transport systems for the movement of people and goods, the achievement of efficient, high quality and timely architectural engineering and technical works.

Functional Areas

The Ministry currently has fifteen (15) functional areas focusing on:

- Air Transport
- Airports
- Architects' Registration Act
- Civil Aviation
- Explosives and other Dangerous Substances
- Flood Water Control
- Land Reclamation
- Licensing Authority
- Road Traffic Act
- Main Roads
- Professional Engineers' Registration Act
- Public Passenger Transport (Corporate Area) Act
- Public Passenger Transport (Rural Area) Act
- Sandy Gully Drainage System
- Seaports and Shipping

Proposed Functional Changes

Rationale

The Ministry of Transport and Works will retain its existing portfolio responsibilities, however the consolidation of key Entities and the contracting out and privatisation of others, will lead to greater efficiency and improved service delivery.

Entities to be Retained

- Jamaica Urban Transit Company
- Maritime Authority of Jamaica
- Caribbean Maritime Institute
- Professional Engineers Registration Board
- Aeronautical Telecomm Ltd.
- National Road Operating and Constructing Company (NROCC) to remain for the life of the existing concession agreement between GOJ and Trans Jamaica Highway Ltd.
- Montego Bay Metro (to be considered as a operational arm of the JUTC)
- Jamaica Ultimate Tyre Company Ltd – provides tyre services to JUTC (consideration to be given to the privatization of this Entity)
- Ports Security Corps -to ensure port security and standards so that Jamaica continues to meet the International Civil Aviation Organisation and International Maritime Organisation stipulations
- Road Maintenance Fund will remain source of funding for road maintenance. Established as precondition for donor Agency support
- National Works Agency as the main entity responsible for maintenance and construction activities on all non-toll roads
- Toll Authority

Entities to be merged and retained

- Port Authority of Jamaica/Airports Authority of Jamaica and development functions of the Jamaica Railway Corporation- to be named Ports Authority of Jamaica
- Island Traffic Authority, Transport Authority and regulatory functions of the Jamaica Railway Corporation- to be named Land Transport Authority

Entities to be Contracted out

- Port Authority Management Services – (management services)
- Kingston Container Terminal – (management services)
- Norman Manley International Airport Ltd. – as was done with Sangster International Airport, the airports/aerodromes management functions will be privatized

Entities to be Privatised

- Boscobel Aerodrome
- Tinson Pen Aerodrome
- Negril Aerodrome
- Ken Jones Aerodrome
- Jamaica Railway Corporation - transfer regulatory functions to the proposed Land Transport Authority and the commercial services to be privatized. Development functions should be transferred to the reconfigured Ports Authority.

Entities to be Transferred from the Ministry

- Architects Registration to the Ministry of Water and Housing
- Quantity Surveyors Registration to be transferred to Ministry of Water and Housing

Next steps for the Ministry

- The newly created Land Transport Authority could become an Executive Agency – will assume all regulatory functions and is to be comprised of merged Island Traffic Authority, Transport Authority and developmental functions of the Jamaica Railway Corporation
- Enact legislation governing Land Transport Authority
- Amend existing Acts
 - The Road Traffic Act
 - The Main Roads Act
 - The Toll Roads Act
 - The Jamaica Railway Corporation Act
 - Parish Council and KSAC Acts
 - The Road Maintenance Fund Act
 - The Port Authority Act
 - The Shipping Act
 - The Airports Authority Act

MINISTRY OF YOUTH, SPORTS AND CULTURE

Current Structure and Functions of the Ministry of Youth, Sports and Culture

Mission

To spearhead social transformation by:

- Encouragement of the holistic development of young people;
- Preservation and celebration of Jamaica's cultural heritage;
- Enhancement of sports and an environment which fosters the highest level of achievement by sportsmen and women
- Facilitating integrated community development;
- Advancing the process of attaining gender equity in all spheres of national life

Functional Areas

The Ministry currently has six (6) functional areas focusing on:

- Youth
- Sport
- Culture
- Gender Affairs
- Community Development
- Entertainment & Creative Industries

Entities

1. Jamaica Archives and Records Department
2. Institute of Jamaica
 - National Gallery
 - National Library of Jamaica
 - Liberty Hall
 - African & Caribbean Institute of Jamaica/Jamaica Memory Bank
 - Junior Centres
 - Museums of History & Ethnography
 - Natural History Division
3. Institute of Sports
4. Independence Park Limited
5. Sports Development Foundation
6. Jamaica Anti-Doping Commission
7. Jamaica Cultural Development Commission
8. Jamaica National Heritage Trust

9. Bureau of Women's Affairs
10. The Women's Centre of Jamaica Foundation
11. Jamaica National Commission for UNESCO
12. National Centre for Youth Development

Proposed Functional Areas

Rationale

This Ministry will have social and community development as its core objectives. This will result in the combining of a number of functional areas in a holistic approach.

Functional Areas

The recommendation is for the structure to be amended to reflect the following main functional areas:

- Sport
- Culture
- Entertainment & Creative Industries
- Community Development
- Gender Affairs
- Children's Affairs
- Youth

Sport

- Jamaica Anti-Doping Commission
- Establish the National Sport Commission to consolidate the mandates and incorporate the functions of the Institute of Sports, Independence Park Limited and the Sports Development Foundation (SDF). SDF would retain its Foundation status and its role would be expanded to also garner funding for sports from private and international sources.

Culture

- Institute of Jamaica
 - National Library of Jamaica
 - National Gallery
 - Liberty Hall
 - African & Caribbean Institute of Jamaica/Jamaica Memory Bank
 - Junior Centres

- Museums of History & Ethnography
- Natural History Division
- Jamaica Cultural Development Commission
- Jamaica National Heritage Trust (Regulatory functions)
- Jamaica Archives and Records Department
- Creative Production and Training Centre from OPM
 - CPTC to be self-sufficient and to be positioned at the centre of the thrust to develop a local film and television Industry
 - CPTC's cable station – CTV would be closed and its role and functions subsumed into that of the PBCJ

Community Development

- Social Development Commission (responsible for the restructured Community based Programmes)

Gender Affairs

- Gender Affairs, including Bureau of Gender Affairs (new name) and The Women's Centre of Jamaica Foundation

Children's Affairs

- Child Development Agency – Regulatory Functions, from the MoH
- Office of the Children's Registry from the MoH

Youth Portfolio

The issue of the youth portfolio is to be addressed to ensure greater consolidation of programmes and projects that impact the lives of youth. Care must be taken to deal holistically with all aspects of youth development to include extension of educational opportunities, psycho-social development and the youth inclusion in community related activities.

It is recommended that the Youth Portfolio be consolidated under this Ministry.

- National Centre for Youth Development
- **From the Ministry of Education**
 - Aspects of the National Youth Service (NYS). The necessary arrangements to be put in place for support to be given to the Career Advancement Programme in the MoE
 - Youth Empowerment Project

- **From the Office of the Prime Minister**

- Young Entrepreneurs Programme (YEP) to be linked with the NGO the Jamaica Youth Business Trust (JYBT) with an oversight/partnership arrangement by the National Centre for Youth Development (NCYD).

Functions to be contracted out

- Functions relating to the management of heritage properties.
- The management of all State operated Children's Homes. The State to retain the care for children with special needs.

Specialised areas of Tourism

Specialised areas of tourism to include Sports tourism, Heritage tourism (specifically built heritage such as Seville and Port Royal) and Cultural tourism to be marketed by the Ministry of Tourism's marketing arm- the Jamaica Tourist Board in collaboration with the MYSC. This will require an MOU between the Ministry of Youth, Sports and Culture and the Ministry of Tourism, which will include appropriate resources for all related activities.

OFFICE OF THE PARLIAMENT

Current Structure and Functions of the Office of the Parliament

Mission

To provide Parliamentarians with procedural advice, administrative and support services to enable them to carry out their responsibilities as legislators in an efficient and effective manner.

Functions

The staff of the Parliament carry out the following specific functions:

- Coordinating the activities of the Houses of Parliament by ensuring that both Houses, their Committees and the Parliamentary Commissions have the required procedural, administrative and research support.
- Providing all Parliamentarians with the necessary advice and assistance regardless of political party or office.
- Ensuring good quality service delivery while at the same time utilizing the available resources to their optimum.
- Heightening public awareness and understanding of the Parliament.
- Institutional strengthening and capacity building of the Parliament to provide for growth and development.
- Developing a cadre of staff with the requisite skills and abilities to respond to the changing needs of the Parliament.

The Office of the Parliament coordinates and facilitates:

- Sittings of Parliament and the Senate
- 5 Commissions
- 33 Committees
- 12 Committees set up under the House of Representatives by virtue of the provisions of Standing Orders
- 3 Committees set up by Resolution of the House
- 5 Committees set up under the Senate by virtue of Standing Orders
- 13 Committees under the Senate (12 Joint Select and 1 Special Select)
- Tabling of Annual reports of all Statutory Bodies

The last structural review was undertaken in 2003.

Proposed Changes

- Propose granting full devolution of authority, to allow for complete autonomy. The appropriate Accountability Framework is to be implemented.
- Full administrative review to be conducted to determine suitable structure, skills set and competencies required to execute the mandate.
- An approach has been made to the Inter-Parliamentary Forum of the Americas (FIPA) & CIDA to undertake review.

SYSTEMIC AREAS FOR TRANSFORMATION

SHARED CORPORATE SERVICES

The Shared Corporate Service model is the consolidation of administrative and support functions in eight (8) areas, namely:

1. Financial Management
2. Human Resource Management
3. Legal Services
4. Internal Audit
5. Procurement
6. Asset Management
7. Information and Communication Technology
8. Communications and Public Relations

The functions will be undertaken in discreet Service Centres whose primary mission is to provide specific services in an efficient and effective manner. These Service Centres will provide multiple back office operations services to Ministries and their Departments, allowing them to focus on their respective core functions and businesses. Service Level Agreements would be put in place to ensure that the Shared Corporate Service provider is held accountable for the delivery of high quality service within stated timeframes. Inherent in the model, is the purchasing of services from a central group obliged to deliver services in an efficient and effective manner resulting in a dramatic reduction in the cost of such operations government-wide.

The concept of shared corporate services is not new in Jamaica, as the model is already operational over the past seven years in one cluster comprising the Office of the Prime Minister, Cabinet Office, the Ministry of Youth, Sports and Culture, Ministry of Tourism and King's House in the areas of human resource management, financial management, procurement and asset management. The extension of the Shared Corporate Service model will facilitate a standardized and streamlined approach to the eight areas outlined above. Ministries and their respective Departments will be clustered to create synergies.

Research conducted in various countries (Accenture, 2005) where the model has been in operation over the past ten years, to include the United States, Australia, Canada, Singapore and South Africa, have reported significant improvement in service delivery and a drastic reduction in costs due to the economies of scale.

DEVOLUTION OF AUTHORITY

As a part of its review, the PSTU identified Entities that may be considered for full devolution of authority based on specific criteria including, but not limited to:

1. Operating under a stable policy framework with a clear mandate
2. Clear performance standards
3. Proper Accountability framework
4. Proper financial management system in place (accrual accounting)
5. Potential to earn

Devolution of Authority refers to the transfer of powers from Central Government to local Entities. It involves the Entities having full autonomy for overall management of their Operations, Human Resources and Financial matters. With this authority, is a strict Accountability Framework that holds the Head of the Entity responsible and accountable for all outputs - qualitative and quantitative.

The Entities will undergo a rigorous Prior Options Review before final approval for full autonomy is designated. It is proposed that the roll-out of this programme be done on a phased basis, with a roll out over 18 months. The policy framework will be established, to give credence to targeted Entities being considered for full devolution of authority.

Entities proposed for full devolution of authority are:

1. National Land Agency
2. Administrator General's Department
3. Auditor General's Department
4. Office of Utilities Regulation
5. Office of the Parliament
6. Passport Immigration and Citizenship Agency
7. National Environment and Planning Agency
8. Forestry Department
9. Scientific Research Council
10. Registrar General's Department
11. Real Estate Board
12. King's House

As the devolution of authority is introduced to the selected twelve Entities, a concomitant feature is the de-concentration of authority within the respective organizations. De-concentration of authority refers to the transfer of responsibility and decision-making within an organization to Supervisors with discreet areas of management, at the point of the delivery of service. This eliminates the need to circumvent decision-making by referring to a higher level of authority removed from the immediate area of operation, requiring urgent attention. De-concentration must be linked directly to improved delivery of service thus ensuring customer satisfaction.

STANDARDISATION OF ADMINISTRATIVE REGIONS

Various Ministries have different boundaries as administrative zones across the island with the range extending from two to seven regions. This lack of standardization has serious implications for proper management, effective social intervention and efficient use of limited resources, both human and material. Information presented by various government Entities, is collated using their own geographical boundaries, which makes it very difficult to plan and to analyze the impact of inter-sectoral interventions.

The purpose of standardizing the regions is to facilitate multi-agency synchronization/coordination of data to common geographic areas, both at the strategic level (national) and at a base level, (community or neighbourhood scale) to inform planning and decision making. Essentially, it is important that sectorally, there is careful alignment to ensure greater efficacy in the collection, collation, analysis and reporting of data and appropriate deployment of human, financial and material resources.

Among the benefits to be derived from standardization of the Regions are:

1. More effective coordination of social, health and disaster intervention initiatives.
2. Improved analysis of government's interventions in providing social, health and disaster relief services.
3. Improved delivery of government services across sectors and improved inter-agency efficiencies.
4. Sharing of information, technical expertise and corporate services.
5. Rationalization of accommodation for Public Sector Entities, with a preference to be housed in one location thus facilitating ease of access to government services.
6. Cost savings to be realised through the efficient and effective acquisition of goods and services.
7. Ease of reporting for consistency and comparability.
8. Overall improved general management.

NATIONAL IDENTIFICATION SYSTEM

The Government has undertaken to implement a National Identification System (NIDS) which will be the primary identity verification and authentication source. This will provide for each citizen with legal rights to reside in Jamaica, a unique national identification.

A comprehensive infrastructure will be established to capture and store personal identity (civil and biometric) information of citizens and persons ordinarily resident in Jamaica. The database will be secured to ensure access only by accredited personnel.

GOVERNMENT OF JAMAICA NETWORK INFRASTRUCTURE (GOVNET)

GovNet is envisioned to be the vehicle through which information interoperability and seamless transfer of information between Government Ministries, Departments and Agencies and other stakeholders is realised. It will facilitate the harmonization of ICT infrastructure and systems across the Public Sector, thereby strengthening the capacity of public institutions to deliver efficient and effective public goods and services. Over time the mechanism will provide a suite of on-line services to the public thus increasing the ease of doing business with Government. A comprehensive technical and economic review is contemplated to commence in early 2011, with support from the Inter-American Development Bank.

USER FEES

Cognizance must be taken of the political implications for any increase in cost of services to the general public. Notwithstanding this however, the true cost of providing a service with requisite outputs and outcomes must be considered in the treatment of user fees. The current situation does not provide for recuperation of total costs, as both those who can afford to pay for a service and the poor and vulnerable are subject to paying the same fees that bear no resemblance to the true costs of production. This therefore impacts on the cost to government which results in substandard services in some Entities and highly subsidized fees that impact on other areas of operation for the respective Entities.

A general policy must be stated regarding the true cost of services that include the production of an item, for example birth certificates and passports. A realistic cost should be arrived at based on the real cost of production and a policy be instituted on how to treat with those in society, who cannot afford the true cost. In this case, a notional fee could be considered and the criteria that would provide for such persons are clearly delineated and adhered to as a rule.

COST SAVINGS INITIATIVES TO BE UNDERTAKEN

Hiring

In view of the fact that the public sector is being rationalised and certain initiatives such as shared corporate services are proposed to be implemented, a period will be required for the existing pool of skills to be assessed for redeployment within the public sector where there are particular needs to enhance the delivery of services. With the exception of specialised skills pertinent to the Entities core mandates, no hiring should be undertaken until the review is complete.

Boards

With the likely reduction in the Public Sector in terms of Entities (through abolition, mergers, transfers) the current construct in terms of existing Boards will be examined with a view to :

- a. Determining the right complement of skills required
- b. Rationalisation in terms of numbers and sizes of Boards

It is also timely for a review of the issue of volunteerism as it relates to Public Sector Boards, to reduce the overall cost of Board Fees. In cases where there are travel considerations, a travel allowance may be considered.

Accommodation for government offices

1. Consolidation of GOJ offices at the parish level where possible to a central location, which is consistent with the principle of the ease of doing business with government. This would also include urgent implementation in all instances, where possible, of the “one stop shop” concept.
2. Maximise the use of Government buildings for occupation by Government Entities.
3. Renovation and use of Government buildings to reduce rental costs – funding for renovation to be determined.

Utilities and Miscellaneous Costs

1. Use of existing technology to reduce communications costs across government (e.g. PBX rationalization).
2. Outsourcing services such as messenger/delivery services, driver and meal services.
3. Rationalizing GIS and other licenses both locally and internationally.
4. Reduction of newspaper subscriptions (Increased utilization of online facilities).
5. Increase in use of electronic media as opposed to paper, inter and intra Ministry. The acceptability of email letters and digital signatures to be considered.

Payment of International Membership Fees

A careful review of all membership fees to various regional and international organizations should be undertaken to ensure that the value derived from such memberships will redound to enormous value added to the people of Jamaica. The Ministry of Foreign Affairs and Foreign Trade should be responsible to advise the GOJ on this matter after consultation with all MDAs.

HUMAN RESOURCE MANAGEMENT ISSUES UNDER REVIEW

Pension Reform

The current cost for public sector pensions is approximately \$23b for the period 2011/2012. As the public sector population increases in size for retirement, the escalating cost to government is untenable and unsustainable. The urgency to implement a defined contribution system is obvious if we are to stem the trajectory on which the pension costs is now proceeding.

The Green Paper on Pension Reform is currently being handled by the Ministry of Finance and the movement towards a contributory pension scheme is a matter of priority. The Unions have indicated their willingness to commence the discussions to move the process forward and it is timely that the discourse begins to facilitate the adjustments necessary.

Notwithstanding this however, it is the view of the PSTU that there is an urgent need to establish the provisions within the Public Sector that will provide for new recruits entering the system, to be participants in a Defined Contributory Pension Scheme that would alleviate the stress on resources in the medium and long term.

It should be noted that Executive Agencies are currently involved in a Contributory Pension Scheme and therefore a model exists, that could be patterned to give effect to instituting such a scheme expeditiously. Addressing the pension issue can be expedited in a relatively short period considering the obvious dividends to be realized.

Compensation Policy Review

The success of a true transformation of the Public Sector relies significantly on the treatment of the Sector's human resources. At the heart of this effort, is the issue of how people are compensated and rewarded. It is therefore necessary that an effective compensation policy be determined which directs the manner in which people are attracted, paid and rewarded. A comprehensive review of the current compensation policy and practices is therefore recommended.

Public Sector Leave Arrangements

At present there are various vacation leave arrangements in place ranging from thirty five (35) days, prior to 2002 and since then, fourteen (14), fifteen (15) and twenty (20) days respectively, depending on the Public Body. The proposals on Leave stated in the MRP are currently being deliberated by the Public Sector Monitoring Committee and consultations are on-going with the respective stakeholders. Careful negotiations will take place with the various unions to determine the appropriate leave arrangements which will be standardised across the public

sector. The Cabinet has supported the current thinking, that the leave arrangements should be standardized across the sector accordingly:

Years of Service	Vacation (working days per annum)	Sick Leave (working days per annum)
1 – 15 years	15 days	10 days
Over 15 – 25 years	20 days	10 days
Over 25 years	25 days	10 days

With respect to “Departmental leave”, it is being considered that given the intended purpose of this benefit, it should be called “personal days”, with an allocation of five (5) days, and managers be allowed to use their discretion to grant additional time in special circumstances. Negotiations with the Unions will also focus on accumulated leave and how this should be addressed. Bearing in mind the cost implications, this should be treated as a matter of urgency. Careful analysis of the Public Sector Census reveals that accumulated leave to public sector workers as at December 2010 totals **\$23.159b**.

Vacation leave arrangements within the public sector must be managed effectively by Permanent Secretaries, managers and supervisors, to allow for each officer to proceed on vacation leave. The new leave arrangements contemplated, envisages vacation leave established on a calendar year basis (January to December) and must be utilised within the year, with provisions for a moratorium period January to March 31 of the following year to treat with the exigencies of the service, which may require some officers foregoing leave at a specific time.

SUMMARY OF RECOMMENDATIONS

This chapter provides a summary of the recommendations regarding mergers, privatisation, contracting out and abolition.

Entities to be Privatised

1. Caymanas Track Limited
2. St. Joseph's Hospital as a Public Private Partnership
3. Wigton Wind Farms
4. Petrojam Ethanol
5. Clarendon Alumina Production Limited
6. Font Hill Properties
7. Jamaica Exotic Flavours & Essences as a public/private partnership
8. Parish Cemeteries
9. Wallenford Coffee
10. Commercial arm of Cocoa Board
11. Jamaica Railway Corporation
12. Post and Telecommunications Department and Postal Corporation
13. Sugar Corporation of Jamaica

Services to be Contracted Out

The management of the following functions will be outsourced. Some Entities have the potential to provide some management/ employment opportunities for those who will transition out of the Public Service.

1. Nutrition Products Limited
2. All housing institutions for Senior Citizens including those under Local Government (Vineyard Town)
3. Management of State Owned Children's Homes
4. Management of Devon House Limited, Bath Foundation Hotel and Spa and Milk River Hotel and Spa
5. Management of Heritage properties
6. Norman Manley International Airport
7. Boscobel , Tinson Pen, Negril, Ken Jones Aerodromes
8. Kingston Container Terminal Management Services
9. Port Authority Management Services
10. Management of Juvenile Correctional Centres

Entities to be Merged

1. Development Bank of Jamaica to subsume functions of EXIM Bank
2. Betting, Gaming Lotteries Commission and Jamaica Racing Commission
3. The University Council of Jamaica with The Council of Community Colleges of Jamaica to form the Jamaica Tertiary Commission
4. Administrative functions for the: Dental Council, Pharmacy Council, Nursing Council, Medical Council and Professions Supplementary to Medicine Council
5. Health Corporation Limited with National Health Fund
6. Young Entrepreneurs Programme with the Jamaica Youth Business Trust (NGO) in a public/private partnership
7. The National Research and Development Commission (NRDC) will incorporate the Scientific Research Council and all existing research and development facilities across government, except for the Bodles Research Station (from MoA). The National Commission on Science and Technology is to be transferred to the Ministry of Industry, Investment and Commerce to provide policy direction for the NRDC.
8. Jamaica Vacations Limited into Jamaica Tourist Board
9. Tourism Enhancement Fund to be merged with the Tourism Product Development Company
10. Institute of Sports to merge with Independence Park Limited and Sports Development Foundation to create the National Sports Commission
11. Housing Solutions Division be merged with the Squatter Management Unit
12. Port Authority of Jamaica/Airports Authority of Jamaica and development functions of the Jamaica Railway Corporation- to be named Ports Authority of Jamaica
13. Island Traffic Authority, Transport Authority and regulatory functions of the Jamaica Railway Corporation- to be named Land Transport Authority
14. Export Division and Commodities Boards (Banana; Coconut; Cocoa)
15. Veterinary Services (MoA) and Veterinary Public Health (MoH)
16. Administrative functions of Bauxite and Alumina Trading Company of Jamaica, Jamaica Bauxite Mining Limited and Jamaica Bauxite Institute
17. Police Civilian Oversight Authority will be subsumed under the Police Services Commission (Police Services Authority)
18. Private Security Regulation Authority and the Firearm Licensing Authority
19. The National Security Law Enforcement Academy to be created from the Jamaica Police Academy, Jamaica Constabulary Staff College and the Caribbean Search Centre
20. Forensic Lab and Legal Medical Unit (Forensic Medicine) to be merged

Entities to be Abolished

1. Local Government Department to be phased out with implementation of local government reform. Small core to reside in the OPM
2. Electricity Authority
3. Jamaica National Oil
4. PCJ Developments
5. PCJ Engineering
6. Jamaica Reservation Service
7. FINSAC and Financial Institution Service Limited (over time)

THE WAY FORWARD

It is imperative that the transformation of the Public Sector be given the priority it deserves and that the process moves rapidly to allow for the critical changes that must be factored and reflected in the budget for the financial year 2011/2012 and onwards.

Tabling the Master Rationalization Plan in the Parliament represents the need for greater transparency and collaboration on major policy and operational changes that will affect the public sector. Through this process, extensive discussions and debates will contribute to the decision-making process and will garner the support critical to transforming the Public Sector.

The recommendations contained in the Master Rationalization Plan reflect the collective inputs of the major stakeholders. The anticipated results of the entire process of transformation include the following:

1. A refinement of the role and functions of government based on government's priorities and commitments to the people of Jamaica
2. A more pragmatic approach to public sector management based on sound principles of management and good governance
3. Curtailing public sector expenditure by rationalizing and streamlining functions and services to achieve greater efficiency and cost effectiveness
4. A change in organizational culture with an increased emphasis on high quality customer service and general improved quality service delivery
5. An increased emphasis on human resource development and management that is translated in ongoing improvements and building capacity at all levels that reflect high quality competencies and skills
6. Improved financial planning and appropriate systems of budgeting and controls that are performance and output related
7. Increased reliance on information technology/ICT systems through the implementation of an effective Government Network system
8. The introduction of greater devolution of managerial autonomy over human resource, finance and operations, and
9. A strong accountability framework that will ensure clear lines of responsibilities and performance targets with the proper monitoring and evaluation mechanisms to assess both outputs and effectiveness.

It is vital that the process of Public Sector transformation is a collaborative, consultative and coherent one, so that collectively we can realise our vision of a “transformed, cohesive Public Sector that is performance-based, efficient, cost-effective and service-oriented”.

GLOSSARY

Abolished Entity: The entity will cease to exist and functions carried out by the entity will not be undertaken by the government.

Accountability: Obligation of an individual, firm, or institution to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner.

Autonomy: Degree or level of freedom and discretion allowed to an employee over his or her job.

Centralization: Concentration of management and decision making power in central (i.e. national) government.

Consolidation: Bringing together two or more complimentary functions into one Entity to reduce duplication and overlap, realise synergies and increase efficiencies.

Contracting out or Outsourcing of services: Contracting, sub-contracting, or 'externalizing' non-core activities to free up cash, personnel, time, and facilities for activities where the firm holds competitive advantage. Firms having strengths in other areas may contract-out data processing, legal, manufacturing, marketing, payroll accounting, or other aspects of their businesses to concentrate on what they do best and thus reduce average unit cost. Outsourcing is often an integral part of downsizing or reengineering.

Cost effectiveness: Relationship between monetary inputs and the desired outcome.

Decentralization: Is understood, in this context, as the handing over, by central (i.e. national) government, of specific functions, with all of the administrative, political and economic attributes that these entail, to local (i.e. municipal) governments which are independent of the centre and sovereign within a legally delimited geographic and functional domain².

Deconcentration: Refers to the transfer of responsibility, decision making, resources and revenue generation from the executive level to levels closer to the point of delivery of service, within defined parameters.

Devolution of Authority: Refers to the transfer of powers from Central Government to local entities. It involves the entities having full autonomy for overall management of their operations, human resources and financial matters. This arrangement holds the head of the entity responsible and accountable for all outputs- qualitative and quantitative. (See page 63 above)

²Faguet, Jean-Paul. *Decentralization and local government performance*. London: Centre for Economic Performance and Development Studies Institute, London School of Economics, December 1997.

Divestment: Refers to a process by which public assets or services are sold, transferred or contracted to the private sector. (see privatisation)

Effectiveness: Degree to which objectives are achieved and the extent to which targeted problems are resolved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

Efficiency: Comparison of what is actually produced or performed with what can be achieved with the same consumption of resources (money, time, labour, etc.). It is an important factor in determination of productivity.

Executive Agency: A government entity which focuses on the delivery of services with a results oriented approach to governance. In exchange for delegated managerial autonomy, the Chief Executive Officer of the entity is held accountable for achieving stated results economically, efficiently and effectively³

Management Audit: Involves the systematic assessment of methods and policies of a firm's management in the administration and the use of resources, tactical and strategic planning, and employee and organizational improvement. Its objectives are to (1) establish the current level of effectiveness, (2) suggest improvements, and (3) lay down standards for future performance.

Managed Service: Management, typically by an outside third-party, of an organisation's services and equipment. Hosting providers and internet service providers are examples of entities that provide a managed service.

Merger: Refers to the amalgamation of two or more entities into one new entity. The resources of the merging entities are pooled for the benefit of the new entity.

Off Budget: The entity will no longer be funded from central government budgetary sources but will be responsible for earning and owning its own revenue.

One Stop Shop: Self-contained office or outlet that provides (almost) everything needed to satisfy a customer order or request, complete a process, or fulfil a requirement (such as information).

³Derrick McKoy "Issues in Public Sector Accountability: Lessons for the Executive Agencies in Jamaica" the Caribbean Journal of Public Sector Management, Kingston, Jamaica Volume 3, Number 1, November 2001

Prior Options Review: The Agency's function and performance are examined to determine if the entire agency or parts of it should be abolished, transferred or divested. Prior Options Reviews entail asking fundamental questions, such as:

1. Is there a continuing need for the activity?
2. If so, does the government have to be responsible for it, or can it be privatized and left to the market?
3. Where the government needs to remain responsible for an activity, does it have to carry out the task itself, or can it contract the task to one or more providers?
4. Should responsibility for the activity be transferred to or merged with another public organization? and
5. Where the job must be carried out within government, is the organization properly structured and focused on the job to be done?⁴

Privatization: The Sale or return of publicly owned enterprises to private ownership and control.

Public Accountability: Obligations of public enterprises and agencies (who are entrusted with public resources) to be answerable for fiscal and social responsibilities, to those who have assigned such responsibilities to them.

Public Body: Refers to a department of government, a statutory body or authority, or a company which is owned by the government⁵.

Public/Private Partnerships: Involvement of private enterprise (in the form of management expertise and/or monetary contributions) in government initiatives aimed at public benefit.

Rationalization: Reorganising the composition of government entities through restructuring, transfers, mergers, abolition, privatisation/divestment, in the interest of greater efficiency and cost effectiveness.

Regulatory Agency: Government body formed or mandated under the terms of a Legislative Act (statute) to ensure compliance with the provisions of the Act, and in carrying out its purpose. Also called regulatory authority or regulatory body. Examples of regulatory agencies in Jamaica include the Office of Utilities Regulation and the Broadcasting Commission.

Restructuring: Bringing about a drastic or fundamental internal change that alters the relationships between different components or elements of an organization or system.

Retention: The status quo in relation to the entity will be maintained.

⁴David Osborne, and Plastrick, Peter. *Banishing Bureaucracy: the five strategies for reinventing government*. First Plume Printing, 1998.

⁵Executive Agencies Act (2002)

Shared corporate services: Consolidation of administrative or support functions (such as human resources, finance, information technology and procurement) from several departments or agencies into a single, stand-alone organizational entity whose only mission is to provide services as efficiently and effectively as possible. Shared services frees up scarce resources to allow departments and agencies to focus on their core business and on their customer needs, while providing organizational flexibility to have the administrative back-office structures independent of front-line activities and structures.⁶

Streamline: To improve the efficiency of a process, business or organization by simplifying or eliminating unnecessary steps, using modernizing techniques, or taking other approaches.

Statutory Body: A government Entity whose mandate is governed by a Legislative Act (Statute) e.g. National Housing Trust (National Housing Trust Act).

Subject: The portfolio area for which the entity has direct responsibility.

Subsume: The entity will cease to exist but its core functions will be done by the host entity or Ministry

Transfer: The lateral movement of an entity, unit or function into the portfolio area of another entity or Ministry

Winding Up: Method of dissolving an entity, which is no longer providing a required government function.

⁶Accenture. "Driving High Performance in Government: Maximizing the Value of Public-Sector Shared Services." January 2005.

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