



# Corporate Information



# Mission

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



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The proposal for cross ministry and private/public sector joint training programmes represents a radical departure from the present approach to training and development. The new approach being posited may well be the answer to the shortages that exist among some professional groups. The Government’s training and development agenda could also benefit from this approach. The biggest winners will undoubtedly be Jamaican workers who are likely to be better trained, multi-skilled and more marketable internationally.

During the new financial year, a special team that the Cabinet Office established will implement this aspect of the MOU.

The financial year 2004/05 will be the maiden year for the implementation of the Performance Management and Appraisal System. All Ministries will implement the System which is expected to result in:

1. Increased productivity;
2. A transparent and objective system of evaluating workers;
3. Timely and appropriate interventions to help workers work better;
4. Improved relationship between workers and managers; and,

5. A higher level of involvement for rank and file workers in setting the targets of the organisation.

The focus on these two areas is expected to accelerate the pace of modernisation in the public sector.



# The Memorandum of Understanding: New Priorities for 2004/05 and beyond



# Prime Minister's Message



The Most Honourable P.J. Patterson, Prime Minister, observes the exchange of the signed MOU between Dr. Omar Davies, Minister of Finance(left) and Mr. Dwight Nelson, Lead Negotiator for the JCTU (right). In the background are (L - R) Hon. Shirley Tyndall, Financial Secretary. Partly hidden are Hon. Horace Dalley, Minister of Labour and Social Security and the Hon. A. J. Nicholson, Minister of Justice and Attorney General.

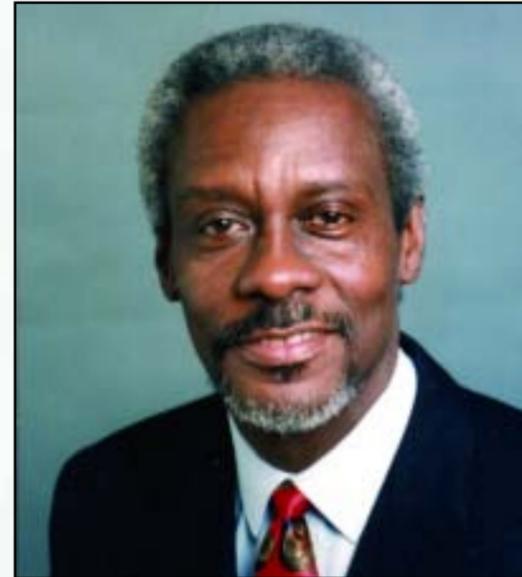
The new financial year will see the Cabinet Office concentrating on two new developments in the public sector:

1. The Memorandum of Understanding that was signed between the Government and trade unions; and,
2. The monitoring of Ministries to ensure the effective implementation of PMAS

The Office of the Cabinet has a critical role to play in ensuring the success of the Memorandum of Understanding that was signed between the

island's trade unions and Government to contain salaries within a 3% band for the next two fiscal years. The Government is pinning much of its hopes to bring the fiscal deficit to 3-4% in the 2004/05 financial and balance the budget by the 2005/06 financial year.

An important aspect of the MOU involves the training and development of public servants. The Office of the Cabinet is named in the document as the entity with responsibility to carry out the training needs analysis and to develop the training plan.



I am proud to present the 2004/05 Annual Report of the Cabinet Office to the Jamaican people.

The achievements of the public sector for the year under review indicate that the investments that the Government made in modernising the state apparatus and in creating a public sector that is efficient, delivers high quality service and is responsive to emerging issues are reaping success in a number of areas.

Jamaica is now considered by investors to be one of the best places in which to do business. Undoubtedly, the country's favourable ranking will send a positive signal to local as well as foreign investors who are considering their options of doing business in Jamaica.

It was also a good year for the country's bureaucracy that received high marks in the World Bank Report, *Jamaica: The Road to Sustained Growth*.

The Cabinet Office was also given an important role to play in the implementation of the Government's commitments that are outlined in

the historic Memorandum of Understanding that was signed between the trade unions and the Government.

Jamaicans will be pleased to know that there was extensive preparation for the Performance Management and Appraisal System (PMAS) to be introduced in Ministries at the beginning of the 2004/05 financial year. Jamaicans should expect to get a higher quality of service and a higher level of productivity from the state. It is time for us to do more with less and to meet the reasonable expectations of the Jamaican people to provide quality public services.

The Cabinet Office must build on the foundation that was laid, firstly by the Administrative Reform Programme, and secondly, the Public Sector Modernisation Programme, to continue the process of modernisation of the state and to move with alacrity on those initiatives that will result in a positive impact on the development agenda of the country and the vision of achieving a secure and prosperous Jamaica for Jamaicans.

An important requirement of a modern state is transparency and a fundamental aspect of this requirement involves public access to information. The passage of the Access to Information Act represented a leap forward in the quest for open, accountable and transparent Government.

I give my word to the Jamaican people that I will continue to introduce policies that will make Government work better and always in the interest of the greater good.

The Most Hon. P. J. Patterson, ON, PC, QC, MP  
Prime Minister



The performance of the Cabinet Office in the year under review demonstrates, in a fundamental way, that the modernisation of the state apparatus is the single most important policy and programmatic intervention of any government in the 21st century.

The Cabinet Office led the public sector on a long-term modernisation programme that has been painful, expensive, exciting, flexible and difficult. In the last financial year, there was irrefutable evidence that tremendous progress was made in three key areas namely:

1. Improving the quality of public services
2. Improving accountability and transparency
3. Making Jamaica investor friendly

The work of the public sector resulted in positive international rankings for the country in a number of areas including, business readiness, and the quality of our bureaucracy.

In addition, the World Bank Implementation Completion Report on the Public Sector

Modernisation Project (PSMP) rated the achievement of Project objective to be "satisfactory overall". Some 73% of the Project funds was utilized to improve the quality of service in selected public agencies.

The Cabinet Office also continued to support the work of the Cabinet and its Sub-Committees during the year. We re-drew the lines of social policy bringing communities and policy makers closer together by delivering on the people's demand to have a greater say in the affairs of the country.

An exciting development during the year was the signing of a Memorandum of Understanding (MOU) between the trade unions and government. The MOU brings new challenges for the Cabinet Office and will introduce a different approach to training and development.

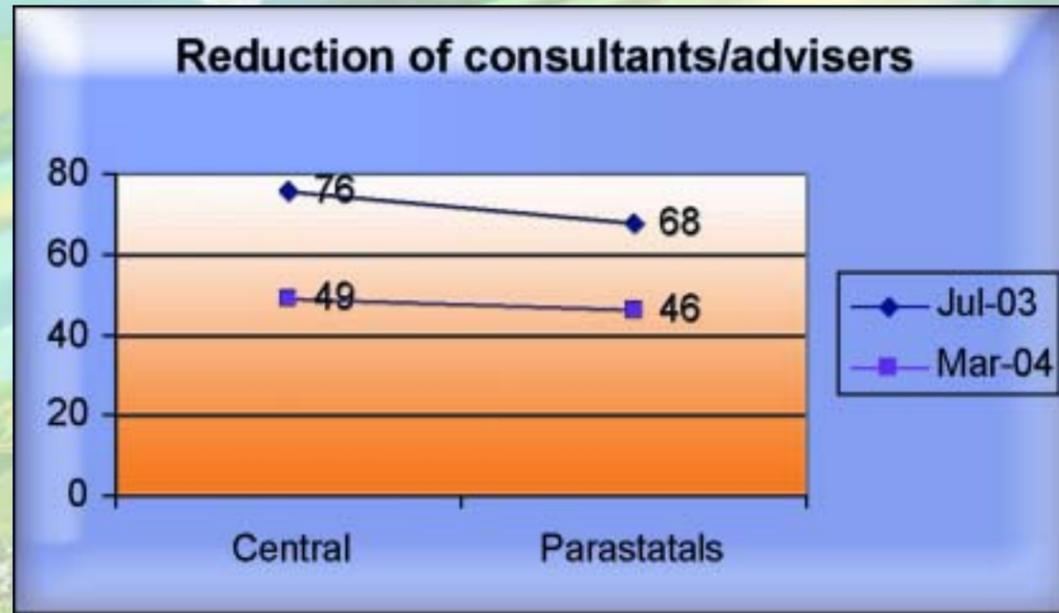
### *Improving the quality of public services-A seismic shift in customer service culture.*

The creation of executive agencies beginning in 1999 and the introduction of a Customer Service Improvement and Citizen's Charter Programme in 1994 have resulted in seismic shifts in the customer service culture in the public sector.

The Government spent \$1.56B under the Public Sector Modernisation Project from 1996 to June 2003 to reform the public sector. Of this amount, \$619M was spent to create executive agencies and an additional \$446.6M to modernise the Jamaica Customs Department and JAMPRO.

The benefits have been tremendous. Customer satisfaction ratings are significantly higher in executive agencies than anywhere else in the public sector.

Designation Consultant	Nature of Responsibility	Period of Engagement	Selection Criteria	Compensation Policy	Features
Special Adviser	<ul style="list-style-type: none"> <li>• Consults with client to define need or problem</li> <li>• Determines scope of investigation required to obtain solution</li> <li>• Conducts studies and surveys to obtain data.</li> <li>• Analyses data to advise on or recommend solution utilizing knowledge of theory, principles or technology of specific discipline or field of specialisation</li> <li>• Advises client on alternative methods of solving need or problem or recommends specific solution</li> </ul>	Defined and specified at the start of the engagement.	<ul style="list-style-type: none"> <li>• Proven competence in the area of need</li> <li>• Knowledge and experience</li> <li>• Selection by tender depending on size of job</li> <li>• GOJ Procurement procedures apply.</li> </ul>	Set by Ministry of Finance and Planning/ High Level Review Group depending on salary	<ul style="list-style-type: none"> <li>• Clear terms of reference</li> <li>• Defined scope of work</li> <li>• Defined deliverables</li> </ul>
Political Adviser	<ul style="list-style-type: none"> <li>• Provides technical expertise in a specialized field in the formulation and implementation of public policy.</li> <li>• Helps to arrive at solutions through consultations</li> </ul>	Services used on ad hoc, retainer, part-time or full-time basis.	<ul style="list-style-type: none"> <li>• Reputation, knowledge, experience, and professionalism of the individual</li> <li>• On recommendation of Advisee (Minister or Permanent Secretary)</li> </ul>	Set by Ministry of Finance and Planning/ High Level Review Group depending on salary	<ul style="list-style-type: none"> <li>• Expertise in a defined area of public policy and governance.</li> <li>• Scope of work defined by the Advisee</li> <li>• Role does not include political advice.</li> </ul>
	<ul style="list-style-type: none"> <li>• Assists Ministers on issues where the work of Government and the work of the governing party intersect and it would be inappropriate for civil servants to provide advice.</li> </ul>	For a fixed period.	On recommendation of the Minister	Set by High Level Salary Review Committee	<ul style="list-style-type: none"> <li>• Job-holder's tenure tied to the fortunes of the Minister</li> <li>• Clear terms of reference</li> <li>• Governed by Code of Conduct</li> </ul>



In 2003, the Prime Minister ordered a review of consultants and advisers working in the public sector. A Report was laid in the House in July 2003 which made recommendations to achieve economy, efficiency and effectiveness in the use of consultants and advisers, to clarify the terms 'consultant' and 'adviser' and to provide for the use of political advisers as part of the structure of the public sector.

Subsequently, a Ministry Paper was tabled in Parliament which showed a reduction of over 35% in the number of consultants/advisers in the civil service and a 32% reduction in parastatals. Savings of \$48.63 M were made during the year. Salaries were reduced from \$326.73 M to \$278.10 M representing an 18% reduction.

Some definitions of the specific responsibilities of 'consultant', 'special adviser' and 'political adviser' were also advanced in the Report.

As has been the trend since 1999, customer satisfaction continued to improve recording an annual increase of over 12.7% increase in the first four agencies and a forty five percent (45%) increase over the base year of 1998/99. These entities have earned in excess of \$3.1B since 1999.

The number of entities producing Citizen's Charter during the year under review increased by one hundred percent (100%). Approximately ninety percent (90%) of Government entities have introduced customer service improvements since the start of the Programme. The Jamaican people have benefited from these improvements that have resulted in significantly reduced waiting time even in excess of one hundred percent (100%) in some instances.

### ***Improving transparency and accountability - A more open and accountable government***

Three major developments took place during the year to achieve a more open and accountable government. One was the passage of the Access to Information Act and its attendant Regulations which paved the way for the public to have greater access to government documents. The Cabinet Office was among the seven pilot entities.

The other development was the extensive preparation that was carried out to implement performance management in ministries. The introduction of the Performance Management and Appraisal System (PMAS) is expected to result in increased productivity in the public sector. The pilot entities were eighty percent (80%) ready to implement PMAS in the new financial year.

A third development which has implications for openness, transparency and accountability is the design of a Youth Inclusion Prototype that will enable young people in communities to evaluate social policies. This work is being carried out within the ambit of the Social Policy Framework that is contained in the Jaspev document.

### ***Making Jamaica investor friendly - We are open for business***

The Government has invested considerably in making the country business friendly. Between 1996 and June 2003, some \$843.6M was spent to modernise five entities that impact directly on the country's business and investment readiness. The investment has paid off handsomely in terms of improvement in service delivery.

During the year under review, the World Bank Report, *Doing Business in 2004*, ranked Jamaica in the top ten of countries worldwide that are investor friendly. Five topics were analysed to compile the Report including Starting a Business, Hiring and Firing a Worker, Enforcing Contracts, Getting Credit and Closing a Business.

### ***Quality Bureaucracy***

I salute our bureaucracy that has kept the country going in what has been a most rewarding year. The 2003 World Bank Report, *Jamaica: the Road to Sustained Growth*, ranked the quality of the bureaucracy at 4.5 points on par with Trinidad and Tobago just 1.5% below the United States.



Over the next two years, our mettle will be tested in how we manage the Memorandum of Understanding that was signed in February.

The senior bureaucracy including Permanent Secretaries and head of entities, rank and file staff and the trade unions deserve special mention for demonstrating that the public sector can put country above self.

**In keeping with our objective to reduce public sector expenditure, we saved over forty-eight million dollars (48.63 M) by reducing the number of consultants.**

### Thank You

My sincere thanks to the staff of the Cabinet Office for leading the change in the public sector and to the Prime Minister and his team of Ministers who cooperated with us throughout the year as we carried out our mandate.

I thank the Jamaican people for demanding the best of us and for taking the time to commend and criticise. We are better and stronger because of you.

The new financial year will bring new challenges but I expect that we will continue to reap the benefits of modernisation and that Jamaicans who use our services will say "Well done".

Dr. Carlton Davis  
Cabinet Secretary

Top ten countries in which to do business (in alphabetical order)
Australia
Canada
Denmark
Hong Kong
Jamaica
The Netherlands
New Zealand
Singapore
Sweden
United Kingdom
Source: Doing Business in 2004 (World Bank)

Country	Score
Jamaica	4.5
Dominican Republic	1.5
Trinidad & Tobago	4.5
United States	6

International comparisons of Bureaucracy Quality Indicator. Scale 0 (worst) 6 (best)

Source: Jamaica: The Road to Sustained Growth

### There were four components to the Project:

1. Modernisation of public sector entities
2. Procurement/contracting, internal control and auditing
3. Management information systems
4. Project implementation, communication campaign and development of Stage Two



Mrs. Lona Brown, Administrator General and CEO of the AGD accepts the trophy for emerging as the top public sector entity in the Public Sector Customer Service Competition from Mr. Howard Hamilton, Public Defender. Sharing the moment are (l-r) Mary Cresser, Human Resource Executive and Dawnette Craig, Deputy Administrator General.

### Project Objective

The Project was intended to support the GOJ's effort to:

1. Bring about major improvements in the quality of service provided by selected agencies;
2. Improve the ability of selected Ministries to:
  - a) Formulate sound sector policies, technical standards, and operational norms;
  - b) Effectively monitor and evaluate downstream agencies to ensure that desired policy objectives are achieved; and,
  - c) Efficiently perform corporate management functions;
3. Improve efficiency, value for money and transparency in government procurement and contracting;
4. Improve the quality of financial and personnel management in the public sector through computerised information;
5. Prepare the next stage of the modernisation process to:
  - a) Extend the reforms initiated by the project in the pilot agencies and ministries to the rest of the public sector; and,
  - b) Introduce other systemic improvements in public sector management.



# Public Sector Modernisation Project gets thumbs up from World Bank



# Highlights of the World Bank Report: Doing Business in 2004

In September 1996, the World Bank approved a \$28.4 Million loan to the Government of Jamaica to carry out specific modernisation activities. The Project ended June 2003. In its Implementation Completion Report, the World Bank rated the Project as “satisfactory”.

## World Bank Ratings

### Principal Performance Ratings

<b>Outcome:</b>	<b>Satisfactory</b>
<b>Sustainability:</b>	<b>Likely</b>
<b>Institutional Development Impact:</b>	<b>Substantial</b>
<b>Bank Performance:</b>	<b>Satisfactory</b>
<b>Borrower Performance:</b>	<b>Satisfactory</b>

### Ratings for Achievement of Objectives/Outputs of Components

Macro policies:	Negligible
Sector Policies:	Modest
Physical:	Not applicable
Financial:	Modest
Institutional Development:	Substantial
Environmental:	Not Applicable

### Social

Poverty Reduction:	Not Applicable
Gender:	Not Applicable
Private Sector Development:	Not Applicable
Public Sector Management:	Substantial

### Bank Performance

Lending:	Satisfactory
Supervision:	Satisfactory
Overall:	Satisfactory

### Borrower Performance

Preparation:	Satisfactory
Government Implementation Performance:	Satisfactory
Implementation Agency Performance:	Satisfactory
Overall:	Satisfactory

The 2004 World Bank Report, *Doing Business in 2004*, ranks Jamaica among the top ten countries where it is easy to do business. The Report, compiled under the Bank’s Doing Business Project, compares more than 130 countries on the basis of quantitative business regulations. According to the Preface to the Report, the Doing Business project aims to advance the World Bank Group’s private sector development agenda which includes:

1. Motivating reforms through country benchmarking;
2. Informing the design of reforms;
3. Enriching international initiatives on developing effectiveness, and;
4. Informing theory.

The findings of the survey show that Jamaica compares well with OECD high income countries as is displayed in the table below.

Jamaica’s positive performance in the international benchmarking data is just reward for efforts that have been made by the Government since 1996 to pursue reforms that will encourage investment, reduce production costs to firms and create jobs. Five business-related entities were targeted for modernisation at a total cost of \$843.6m.

Region/Economy	# of procedures	Duration (days)	Cost (% of GNI)	Minimum Capital (% of GNI)
East Asia & Pacific	8	66	56.8	646.8
Europe & Central Asia	10	48	21.7	123.9
Latin America & Caribbean	12	74	70.1	85.6
Middle East & North Africa	11	50	54.5	1,104.30
OECD: High income	6	30	10.2	61.2
South Asia	8	44	76.3	86.1
Sub-Saharan Africa	11	73	255.5	286.6
<b>JAMAICA</b>	<b>7</b>	<b>31</b>	<b>16.2</b>	<b>0</b>



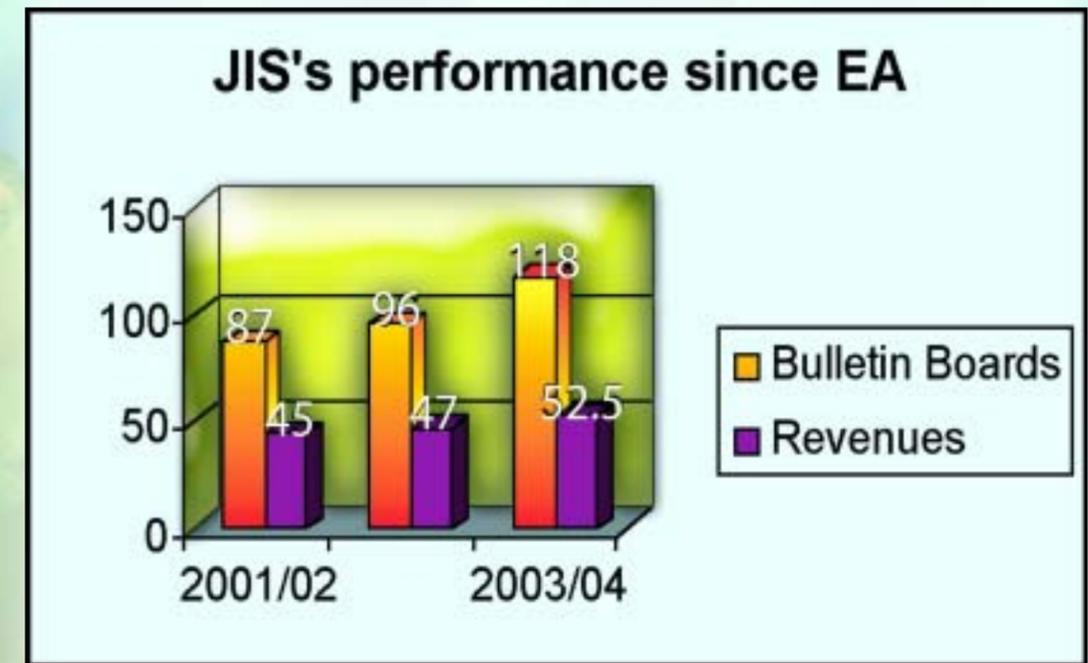
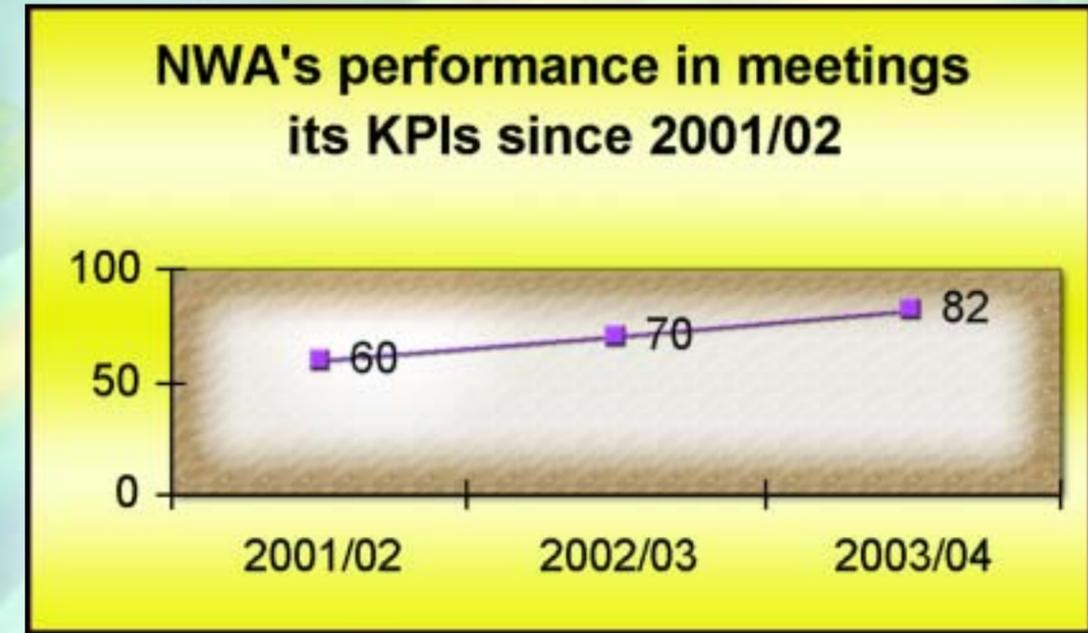
# Highlights of the World Bank Report: Doing Business in 2004 cont'd

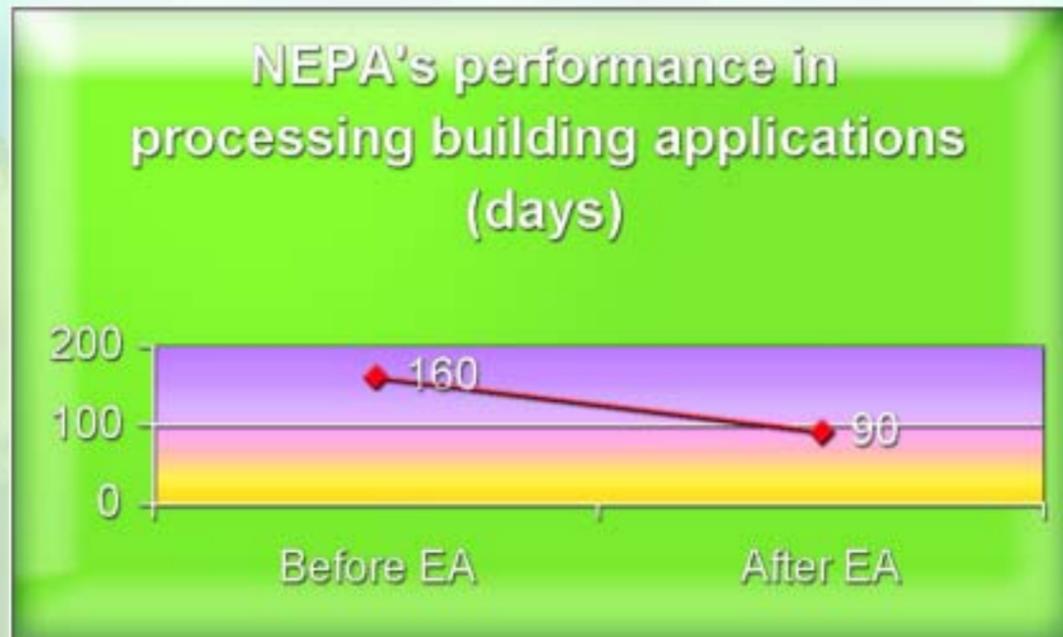


# The Executive Agency Story - A Graphical Representation of the Journey to the Top cont'd

Entity	Cost (\$JM)	Before reform	After reform
Customs	420	Pre-clearance of goods-36 days	3 hours
National Land Agency	300	New titles issued-33 days	31 days
National Environment & Planning Agency	92.2	Planning applications processed-7 mths	3 months
Office of the Registrar of Companies	6.8	Registering companies-10 days	2 days
JAMPRO	24.6	Limited e-business information	National trade facilitation portal
<b>Total</b>	<b>843.6</b>		

## Business is Growing in Jamaica





The Office of the Cabinet provides the Cabinet with policy advice, supports the work of its sub-committees and has overall responsibility for the performance of the public sector. We accomplished much in each of the five Strategic Objectives (SOs) of the Ministry. Below is an analysis of our performance in some critical areas under each SO.

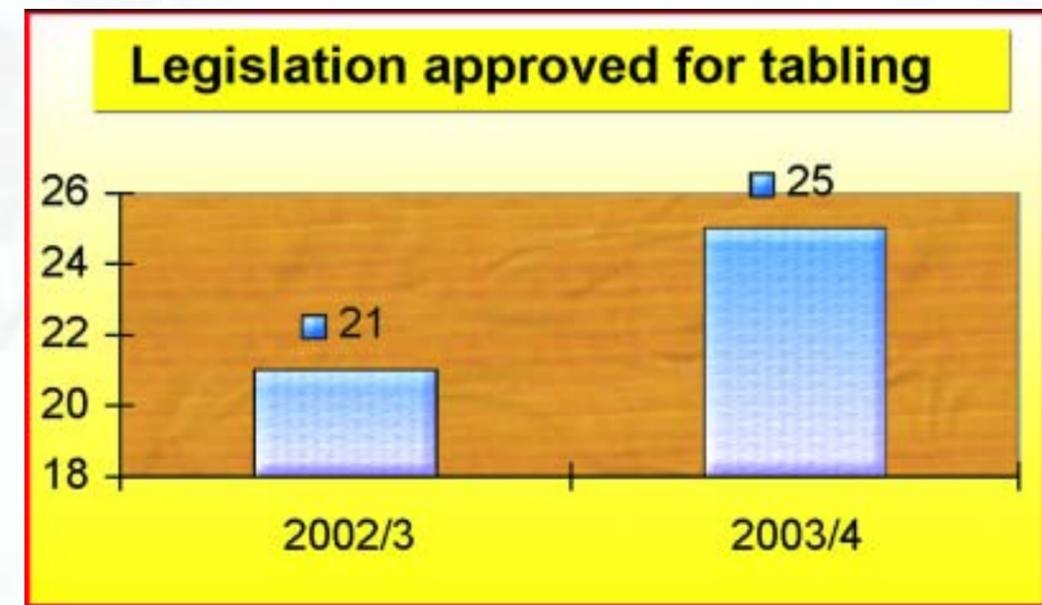
### *Strategic Objective One*

**To provide policy advice to the Prime Minister and his Cabinet.**

A major mandate of the Office of the Cabinet is to review all legislation issues, Notes and technical papers from all state entities to ensure adherence to established standards and to the Government national policy goals and priorities. The reform of the social policy process is also a key area of responsibility.

**KPI 1: The number of legislation approved for tabling.**

This KPI measures the efficiency of work carried out by the Policy Analysis and Review Unit during the year. Twenty-five (25) of the legislation that were considered were approved for tabling in Parliament. This represented an increase over the twenty-one (21) that were approved for tabling last year. Among the legislation were the Child Care and Protection Act, 2003, and the CARICOM Regional Organisation Protection Act, 2003.





Members of a Clarendon community participating in the Youth Inclusion Prototype

### KPI 2: Number of meetings held by Cabinet Committees.

A total of thirty-three meetings were held by the six Committees of Cabinet. The Committees met to review and analyse policy and legislation issues.

### KPI 3: Reform of the social policy process.

This KPI measures the level of implementation achieved in the reform of the social policy process through the Jamaica Social Policy Evaluation (Jaspev) Project. During the year, the Youth Inclusion Prototype was developed allowing youth in 40 communities across Jamaica to be involved in determining social policy priorities and the evaluation of the implementation of those policies.

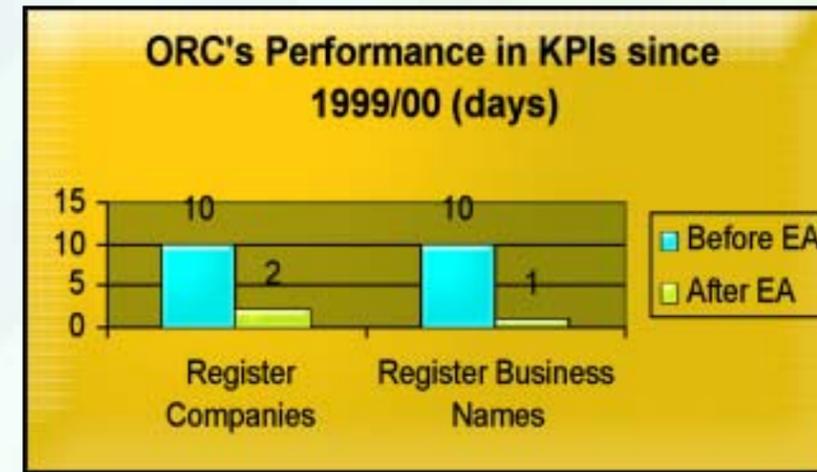
### Strategic Objective Two

To reform the public sector to make it more efficient and effective.

The key activities under this SO were undertaken within the mandate of the Public Sector Reform Unit (PSRU). Improvement in customer service, the continued modernisation of state entities and the introduction of the Performance Management and Appraisal System (PMAS) were among the main tasks carried out by the Unit during the year under review.

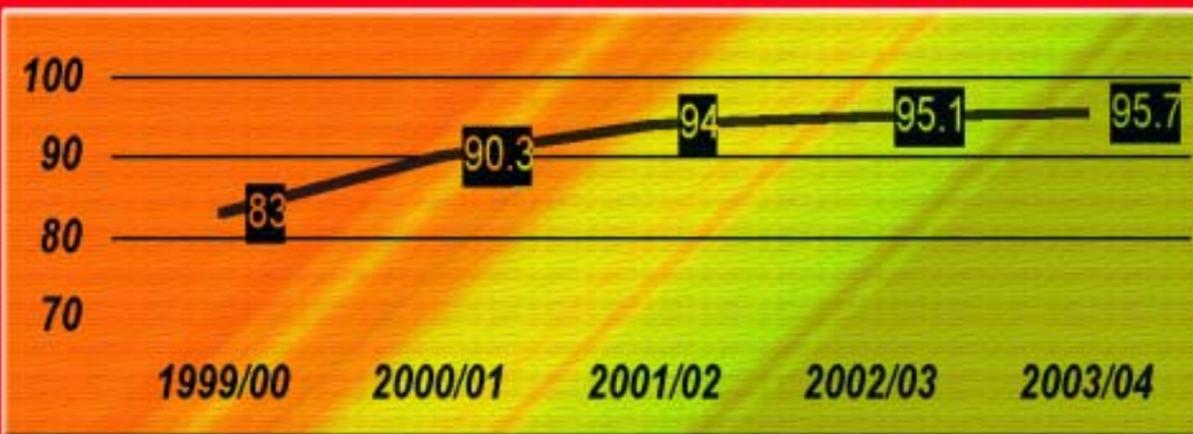
### KPI 1: Number of Citizen's Charters developed.

Twenty (20) public sector entities completed their Citizen's Charter bringing the number of entities with Charters to fifty-one (51).

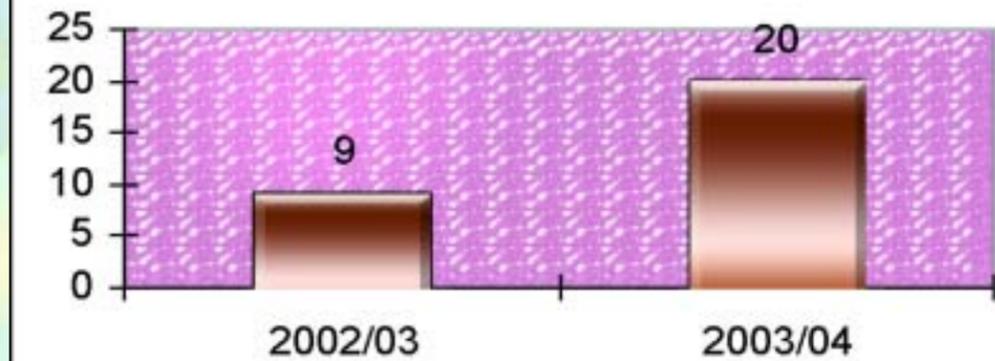




## Customer satisfaction rating 1999/00-2003-04 Financial Year (1st four agencies)



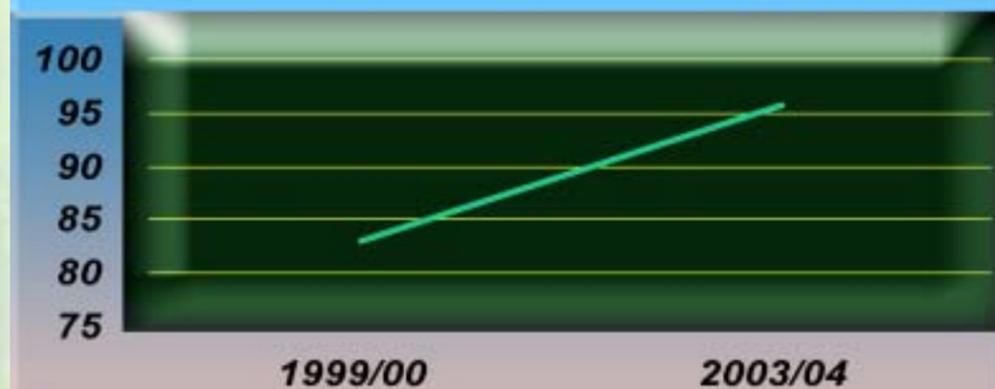
## Citizen's Charters developed



*KPI 2: Level of customer satisfaction in Executive Agencies.*

This KPI measures the effectiveness of modernisation initiatives in executive agencies by analysing customer satisfaction of service delivery. During the period, the Agencies continued to show improved levels of performance in customer satisfaction. The first four Agencies saw customer satisfaction rating moving from 95.1% to 95.7%. Two of the latest four Agencies did not complete their assessment in time for this Report.

## Movement in customer satisfaction from 1999-2004 in the 1st four Executives Agencies





**KPI 3: Level of readiness of Ministries to implement the Performance Management and Appraisal System (PMAS).**

The Ministries completed about eighty percent (80%) of all necessary preparatory work to implement PMAS. Staff in all except one Ministry were sensitised about the System and gap analyses were completed in eleven Ministries.

### **Strategic Objective Three**

**To provide institutional support to the Cabinet and its Committees.**

The Office of the Cabinet provides secretariat support to Cabinet and its Committees through the provision of secretarial and library services. The Cabinet Office also became one of seven pilot entities under the Access to Information Act which was passed during the year under review. An important indicator under this SO would include its turn-around time in meeting the public's request for information.

**KPI 1: Improve the collection of Cabinet documents.**

This KPI determines the level of efficiency of the Office in collecting documents and other information resources. The collection of Ministry Papers was increased by fifty-four (54) compared with thirty-three (33) last year, and the Annual, Quarterly and Special Reports collection by approximately forty-eight (48).

The Jamaica Gazette Supplement – Proclamations, Rules and Regulations was updated to current issues and Bills and Act collection was updated by approximately sixty-five (65) issues. These publications supplement The Laws of Jamaica.

**KPI 2: Keep information database current.**

This measures the efficiency of the Office in

updating the Document Management System database with current documents. Bibliographic entries for Ministry Papers (MP2K), printed documents (WINISIS), and index entries and summaries for Cabinet decisions were created and added to the databases.

**KPI 3: Turn-around time for responding to requests under the Access to Information Act.**

The Office of the Cabinet received fourteen (14) ATI requests, one of which was transferred to the responsible agency the following day. The Act provides for transfer no later than fourteen (14) days. Information was made available to the public within an average of 7 working days.

### **Strategic Objective Four**

**To monitor the performance of Ministries.**

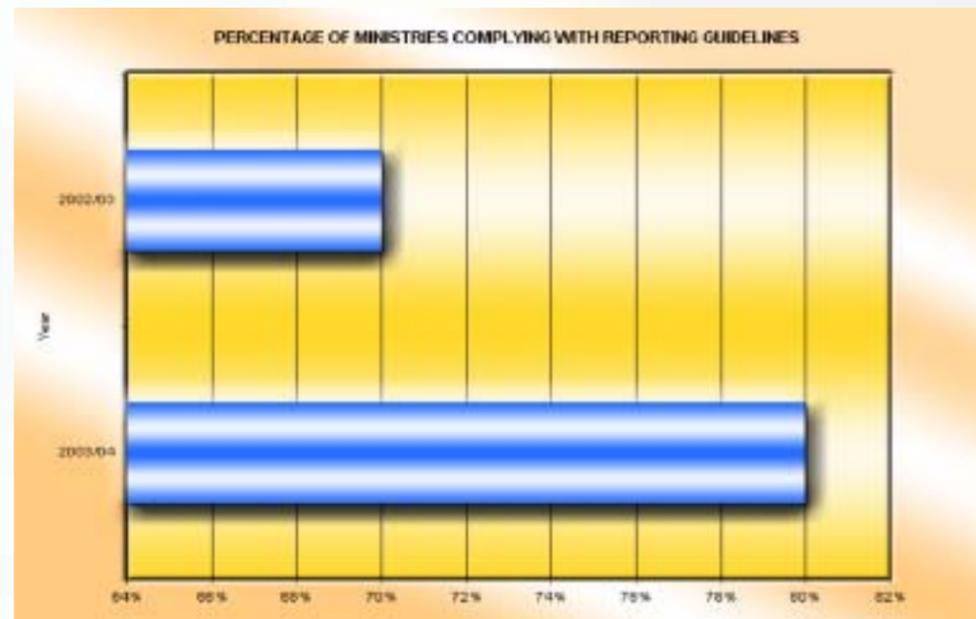
The main activities carried out under this SO involved the monitoring of the performance of Ministries.

**KPI 1: Number of Ministries meeting reporting guidelines.**

This KPI determines the level of compliance of Ministries in meeting the reporting guidelines of the Office. This year, eighty percent (80%) of Ministries met the reporting standards compared with seventy percent (70%) last year.

**KPI 2: Number of meetings held with the Permanent Secretaries' Board.**

This Indicator measures the consistency with which the PSs' Board met to review the performance of Ministries, follow-up on Cabinet decisions and plan strategic responses to emerging issues. During the year under review, the PS Board met ten times.



### **Strategic Objective Five**

**To facilitate national development by reducing bureaucratic obstacles in state entities.**

The main activities that are carried out to achieve this Strategic Objective include establishing investment friendly legislation and regulation and harmonizing business processes by establishing linkages across investment related entities.

**KPI 1: Remove impediments to business in the public sector.**

This indicator measures the efficiency of the Office in improving the competitiveness of the country by reducing bureaucratic obstacles to business. During the year, on-line application for Tax Compliance Certificates was introduced. There was a reduction in the number of documents required to be submitted to the Stamp Office.

The import/export process for agricultural and horticultural products was streamlined and automated during the year.

JAMPRO also launched Jamaica Trade Point which is Jamaica's trade facilitation portal where both importers and exporters can carry out their trade related transactions on line and in a seamless manner.

**KPI 2: Improve access to business information.**

During the year, a Developer's Manual was developed. The Manual sets out all the requirements, standards and procedures of the various agencies/departments involved in the building approval process.

**KPI 3: Coordinate major investment and development projects.**

This indicator measures the effectiveness of the Development Unit's effort to target strategic sectors to coordinate investment and development projects. Based on the activities of the Unit, a total investment sum of J\$40.4 billion is targeted in eight project sectors led by Tourism, Information and Communication Technology, Agriculture and Minerals and Chemicals.