

### **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
- Financial Investigation Division (FID) to the Ministry of National Security
- Development Bank of Jamaica to be transferred from OPM and merged with EXIM Bank and MIDA. Capital Development Fund to be transferred with the DBJ from OPM
- The Registrar of Cooperatives and Friendly Societies from MIIC

Public Enterprise Division, including the Executive Agencies Monitoring Unit and the Public Accountability Inspectorate to be repositioned.

### **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 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
- JCF and the ISCF to be merged – for medium term consideration (Will need bi-partisan support).
- Creation of the National Security Law Enforcement Academy from the following merged Entities:
  - Jamaica Police Academy
  - Jamaica Constabulary Staff College
  - Caribbean Search Centre
  - Jamaica Fire & Emergency Services Training Unit
- Amalgamation of the Jamaica Fire and Emergency Services Fire Boat and the Jamaica Constabulary Force Marine Division under the Jamaica Defence Force Coast Guard, to assume full responsibility and maintain the marine environment to include the Ports. JDF staff to be increased to assume full responsibility with the requisite budget. Existing Statutes will have to be amended to give credence to the JDF assuming full responsibility. JCF and the Fire Brigade would resume land-based duties and all equipment and facilities would be taken over by the JDF.
- Merge Forensic Laboratory and Legal Medical Unit (Forensic Medicine). To be granted Executive Agency status.

### **Entities to be Transferred**

The transfers of the following Entities are recommended:

- Financial Investigation Division to be transferred from Ministry of Finance and the Public Service
- The National Security Policy Coordination Unit from the Cabinet Office

### **Entities to be Contracted Out**

- The suggestion is for the contracting out of management facilities of Juvenile Correctional Centres. [To be elaborated based on the development of the new regime for Juveniles in Correctional and Remand Facilities]

### **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.
- 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. Privatisations are recommended for non-core activities.

#### **Entities to be Retained**

- JAMPRO
- Trade Board Limited
- Montego Bay Freezone
- Kingston Freezone
- Bureau of Standards (aspects of health inspection to be merged with existing Unit in the Ministry of Health )
- Jamaica National Agency for Accreditation (consideration to be given to a review of existing functions and repositioned with the Bureau of Standards)
- Consumer Affairs Commission
- Anti Dumping and Subsidies Commission
- Fair Trading Commission
- Jamaica Business Development Corporation
- Self Start Fund – for general oversight (to be off the budget)
- Jamaica Commodity Trading Corporation (functions carried out by the Ministry)
- Jamaica Marketing Company (functions carried out by the Ministry)
- Jamaica Intellectual Property Office \*
- Companies Office of Jamaica \*

\* Consideration to be given to realigning all registration functions to create a one-stop shop service facility.

### **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.
- MIDA to the MFPS as a part of the DBJ where government banking functions are to be consolidated
- The Registrar of Cooperatives and Friendly Societies to the Ministry of Finance

### **Entities to be Privatised**

- Factories Corporation of Jamaica (FCJ) (transfer of the FCJ to the UDC until properties are divested).
  - Potential to refurbish suitable FCJ buildings to accommodate proposed centres for shared corporate services.

## **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 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.

It is recommended that all functions relating to the provision of water supply should be transferred to the Ministry of Transport and Works to consolidate all infrastructure functions. The proposed structure is to be amended to reflect two (2) main functional areas:

- Affordable Housing Solutions
- Sustainable Development

It is proposed that the name of the Ministry be changed to the **Ministry of Housing and Sustainable Development**.

### **Affordable Housing Solutions**

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

### **Development**

- Land Policy & Administration
- National Land Agency
- GIS Unit & LAMP (To be subsumed under the National Land Agency)
- Real Estate Board
- Urban Development Corporation
- Meteorological Department
- Office of Disaster Preparedness & Emergency Management
- National Solid Waste Management Authority
- Environmental Policy and Management
- National Environment & Planning Agency

- Water Resources Authority

### **Entities to be Transferred**

- The following Entities are to be transferred to the Ministry of Transport & Works
  - National Water Commission
  - Rural Water Supply Ltd.
  - Water Policy & Monitoring

As a practical measure the transfer of the water portfolio to the MTW will allow for better coordination, given the significant infrastructure development and maintenance to be undertaken. The transfer of the water portfolio will require a transition period not expected to exceed 18 months. A clearly articulated protocol must be developed between the Ministry of Housing and **Sustainable Development** and the Ministry of Transport and Works pertinent to water and development.

- Architects' Registration to be transferred from the Ministry of Transport and Works given the Ministry's development function.
- The following Entities/Units to be transferred from the Office of the Prime Minister to consolidate all housing and development functions
  - National Housing Trust
  - Urban Development Corporation (contract out management of heritage properties)
  - 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 and **Sustainable Development**. 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 abolished within the medium term**

- Jamaica Mortgage Bank (JMB)

**For urgent attention**

- To expedite the promulgation of the Environment and Planning Act

# **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 workplace, 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. The youth related programmes will be transferred to the Ministry of Youth, Sports and Culture.

#### **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

#### **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**

- Special Youth Employment & Training (SYEAT) to the Ministry of Youth, Sports and Culture to consolidate the Youth portfolio
- 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. Bellevue Hospital
8. Government Chemist
9. Child Development Agency
10. Dental Auxiliary School
11. Kingston School of Nursing
12. EXED School of Nursing Programme
13. Jamaica School of Nurse Anaesthesia Critical Care
14. National Public Health Laboratory Services/Blood Transfusion Services
15. Health Corporation Limited
16. National Health Fund
17. University Hospital of the West Indies
18. National Family Planning Board
19. National Council on Drug Abuse
20. Pesticides Control Authority

21. St. Joseph's Hospital
22. 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 and the Registrar General's Department. 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**

- 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 Integrated and Functions Retained**

- National Council on Drug Abuse – Certain elements to be integrated into the Ministry and other elements to be left to the NGO community.
- 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)
- National Family Planning Board - Transfer functions into Ministry's Head Office under Technical Services to eliminate duplications.

### **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. The approach that a number of jurisdictions such as USA, New Zealand, Singapore, Australia, Canada and UK have adopted in dealing with this matter, is to locate their veterinary services within their Ministries/Departments of Agriculture. However, it should be noted that there is an inextricable link between the health sector and agriculture and therefore a mechanism should be established to ensure a collaborative and integrated approach with regard to veterinary services. Reference is made to the PAHO's observation that *"most veterinary public health activities are related to the food production chain.... the link between health and agriculture is undeniable and thus their integration is essential"*. 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.
- Registrar General's Department and Island Records Office with responsibility for the National Registration Unit/NIDS to the Office of the Prime Minister.

- 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.