

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.

- Tourism Product Development Company (TPDCO) will carry out the product development function.
 - The Tourism Enhancement Fund (TEF) will operate with full autonomy and fulfill its mandate according to the Act. The Board of the TEF will be drawn from the Board of the TPDCo.
 - TPDCo will administer the River Rafting Authority. A Subcommittee of the TPDCO Board is to replace the existing Board.
 - All attractions will be administered by TPDCo.

A review of the operations of JTB and TPDCO will be pursued.

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. 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 PDVASA

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 CAP, 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

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
- Petcom – six petrol stations owned by government to be divested.
- Font Hill properties
- Rural Electrification Programme

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
- Forestry
- 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. 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, to ensure an integrated approach.

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 it will assume the Water portfolio from the Ministry of Water and Housing. This will allow for the consolidation of the management of all basic infrastructure under Ministry, resulting in better coordination of infrastructure development projects.

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

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
- Toll Authority and road authorities – to form the Single Road 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 Housing and **Sustainable Development**
- Quantity Surveyors Registration to be transferred to Ministry of Housing and **Sustainable Development**

Entities to be Transferred to the Ministry

- The Water portfolio of the Ministry of Water and Housing is to be transferred to the Ministry of Transport and Works in order to streamline infrastructure activities (excluding housing) undertaken by the government. Entities to be transferred include:
 - 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.

Next steps for the Ministry

- The newly created Land Transportation 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 Transportation Authority

- New Road Authority to be named the Single Road Authority - comprised of a merger of the functions of the Toll Authority and the road authorities.
- 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

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 Ministry of Labour and Social Services**
 - Special Youth Employment & Training (SYEAT) - funding from Work Permits – MLSS, supports the SYEAT.
- **From the Ministry of Education**
 - 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. 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.

The concept of shared corporate service 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. The strategy will include the convergence and consolidation of all back office operations.

Two (2) modalities are proposed to treat with shared Corporate Services, namely;

1. Intra-ministry: Ministry along with Departments to share corporate services
2. Inter-Ministry: More than one Ministry share corporate services

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.

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.

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. Jamaica Customs Department
9. Scientific Research Council
10. Registrar General's Department
11. Real Estate Board
12. King's House

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.

The Registrar General's Department has been mandated to implement the system and preliminary work for the pilot in four birthing centres will commence 30th August 2010. The legislative framework is currently being drafted.

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 August 2010.

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 use of Government buildings for use 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.