

An Executive Agency is a semi-autonomous government agency. It remains a part of government but has more responsibility for its own management and performance.

The primary aim is to reduce central control and delegate authority to the Chief Executive Officers in the various government institutions. Another aim is to substantially improve the quality and quantity of services provided by Government agencies.

Executive Agencies are one way in which the government has been able to improve accountability for performance and service delivery. Executive agencies are public sector bodies which:

- Are responsible for ensuring high levels of customer satisfaction

Executive agencies are required to set performance targets related to the quality and effectiveness of the services delivered. All Executive Agencies have Citizens Charters which set out the minimum standards of service that the customer has a right to expect. The Agencies undergo constant monitoring and performance reporting to ensure that they continue to meet their service targets.

- Have enhanced delegated authorities over the management of their resources

An Executive Agency, while still fully owned by government, is given greater autonomy in making financial and human resource management decisions. The Chief Executive Officer is required to sign a performance agreement, holding him or her accountable for achieving key performance indicators which are based on the quality and cost effectiveness of the services provided to customers. The Chief Executive Officer, once given this level of autonomy is expected to use the available resources in the best ways possible to maintain high satisfaction levels among customers.

### **Executive Agencies - Milestones**

#### **June 1998**

The Cabinet approved the principles which governed the drafting of legislation to create Executive Agencies. It also approved using administrative procedures within the context of the Constitution on specific laws to create the agencies.

**April 1, 1999** four organisations achieved Executive Agency status:

- Registrar General's Department (RGD)
- Administrator General's Department (AGD)
- Management Institute for National Development (MIND)
- Companies Office of Jamaica (COJ)

### **March 19, 2001**

Then, Governor General, Sir Howard Cooke, agreed to the delegation of functions under the Public Service Regulation (1961) to the Chief Executive Officers of the second set of Executive Agencies. This was gazetted on March 27, 2001.

**April 1, 2001**, Executive Agency status was achieved by the following organisations:

- Jamaica Information Service (JIS)
- National Land Agency (NLA)
- National Works Agency (NWA)
- National Environment & Planning Agency (NEPA)

### **June 1, 2005**

- Child Development Agency became an executive agency

### **June 1, 2007**

- Passport and Immigration and Citizenship Agency (formerly, Immigration, Citizenship and Passport Division) was designated an executive agency

#### **Registrar General's Department**

Since becoming an EA, the RGD, the agency responsible for registering births, marriages and deaths, has increased the number of its service centres, establishing nine (9) offices island

wide. The RGD is the only repository in Jamaica for birth, still birth, marriage and death records. In 1996 it was relocated to Twickenham Park, St. Catherine after being housed in the Rodney Memorial building in Spanish Town since the 18th century.

The RGD has also made a number of adjustments towards offering better service, including:

- Reducing the processing time for updating records from 60 to 10 days
- Improving turn-around time on applications
- Providing free services to wards of the state and HIV infected children
- Introducing the 'bedside registration' programme in hospitals island wide
- Free birth certificate distribution to all children born after January 1, 2007
- Earlier opening hours

For more information on the Registrar General's Department and the services offered please visit [www.rgd.gov.jm](http://www.rgd.gov.jm).

### **Companies Office of Jamaica**

The Companies Office of Jamaica, formerly the ORC was established more than 25 years ago as a department of Government to serve the business community. The COJ administers, among other things, the Registration of Companies Act, therefore having the responsibility for the registration, monitoring and regulation of companies. With the implementation of new electronic systems, the Companies Office of Jamaica, now provides clients fast access to information to facilitate new company and patent registration. Its revamped website offers subscribers an 'easy to use' menu of services to save them time and money including:

- Allowing online searches for company documents
- Registration of business names
- Reservation of company names
- Change of company directors

Visit [www.orcjamaica.com](http://www.orcjamaica.com) to see the full list of services available online.

### **Management Institute for National Development (MIND)**

The Management Institute for National Development was formed in 1994 by an amalgamation

of five public sector training organisations. It has been accredited a tertiary level institution by the University Council of Jamaica. Although MIND is the main Public Sector training entity in Jamaica, it also provides training and consultancy service to the Private Sector. It was accorded Executive Agency status on April 1, 1999.

As an EA, MIND continuously aims to improve its programme offerings to the private and public sector. In response to client demands, MIND has increased its course offerings by an average of four courses per year since 2001, offering a total of 280 courses in 2007. In addition to its wide range of courses, MIND offers its clients a variety of study options; programme courses (offered throughout the year), customized courses - 'your place or mine', and web-based courses - 'MIND online'. For more information on MIND, visit: [www.mind.edu.jm](http://www.mind.edu.jm).

### **Administrator General's Department (AGD)**

The Administrator General's Department has responsibility for the administration of the estates of persons who die without leaving a will, protecting the interests of minors, beneficiaries and creditors. The Department was established by the Administrator General's Act in 1873 and requires the Administrator General, among other things, to "take charge of the properties of persons who have died leaving minors as beneficiaries or who died leaving a will but did not name an executor or the named executor had died or refuses to act. Its chief function is the administration of estates involving minors. For more information on the AGD visit: [www.agd.gov.jm](http://www.agd.gov.jm).

The Agency has moved from closing 300 estates per year in 1998-99 to closing 855 estates in the financial year 2006-07 by:

- Implementing automated systems
- Improving its investigative procedures
- Improving its customer service framework

In its drive to educate the public on proper estate planning, the agency conducts legal fairs, seminars and workshops free of cost, where they assist with the development of wills and related documents.

### **Jamaica Information Service (JIS)**

The Jamaica Information Service has the responsibility to inform and educate the public in

Jamaica and overseas, about the policies, programmes and institutions of the Government of Jamaica. The JIS is the agency of the government that gathers and disseminates information about government's policies and programmes. It utilizes the full range of media skills and talents – print, radio, television, graphic arts, internet, video projection and public relations to achieve its goals.

Since being established as an Executive Agency in 2001, the JIS has continuously improved its media products to inform the public about the activities of Government and the country in general. The JIS website provides a wealth of current and historical information. Visit [www.jis.gov.jm](http://www.jis.gov.jm) for more information.

### **The National Environment and Planning Agency (NEPA)**

The National Environment and Planning Agency is responsible for environment management, land use planning, natural resources conservation and development control services. It was formed in keeping with the recommendations of the National Land Policy tabled in 1996 and is a merger of the Town Planning Department, Natural Resources Conservation Authority, and the Land Development and Utilization Commission. NEPA is committed to processing of planning and environmental approvals, permits and licenses, within the shortest possible time, and have been upgrading their systems to meet and improve the 90 day turn-around target time. For more information on NEPA visit: [www.nepa.gov.jm](http://www.nepa.gov.jm).

### **National Land Agency (NLA)**

The National Land Agency is an amalgamation of the services provided by the Office of Titles, Survey Department and the Land Valuation Department. The merger allows the NLA to construct, operate, maintain and deliver land related information and systems essential to all public sector users engaged in land management activities throughout Jamaica, to include: Land Titles; Surveys & Mapping; Land Valuation & Estate (Crown Land) Management. Since being established as an executive agency, the NLA has introduced the following:

- Customized maps and digital mapping services
- E-Land Jamaica, which allows customers to conduct searches for property information online instead of going into the NLA offices
- Computerization of the Agency's land registration process with the introduction of the Land Registration System (LRS)
- New Website - visit the site at [www.nla.gov.jm](http://www.nla.gov.jm)

### **National Works Agency (NWA)**

The NWA assumed the responsibilities of the now defunct Public Works Department. Its vision is to “create a world class, safe, quality main road network meeting the needs of our clients in the towns, communities and districts where the vacation work and live.

The National Works Agency has a mandate to plan, build and maintain a reliable, safe and efficient main road network and flood control system. The Agency has presided over improvements of many roadways including the construction of the North Coast Highway. The Agency has also been able to increase the turn-around time for patching and carrying out local rehabilitative works. For more information please visit: [www.nwa.gov.jm](http://www.nwa.gov.jm).

### **Child Development Agency (CDA)**

The Child Development Agency is a merger of the Children Services Division, the Adoption Board and the Child Support Unit. The CDA integrates the functions of the three entities in order to provide comprehensive delivery of services to children and their parents (our clients). The Agency has statutory responsibility for children who are in need of care and protection i.e. those abused, neglected or abandoned as well as for children who are experiencing behavioural problems.

The Agency is focused on placing as many children as possible in family based care to ensure children are nurtured in the most ideal environment. Since its establishment as an Executive Agency in June 2004 more than half the number of children in state care have been given the opportunity to live with families through the Agency’s ‘Living in Family Environment (LIFE) Programme’.

As part of its emphasis on promoting children’s rights, the CDA monitors the adoption of international child care conventions locally and aims at developing and promoting its position on children’s issues internationally.

### **The Passport Immigration and Citizenship Agency (PICA)**

As of June 1, 2007 the Passport Immigration and Citizenship Agency (formerly, Immigration, Citizenship and Passport Division) was granted Executive Agency status, the tenth to be created under the Public Sector Modernisation Programme. Numerous changes will take place as the modernisation plans for the entity are implemented. Implementation activities are projected to take place up to the end of 2009.

### **PICA's major functions include:**

- Receiving passport applications at the headquarters and at the Montego Bay locations; designated JCF locations; and Jamaica's foreign missions
- Incoming and outgoing immigration examination of all persons entering or leaving Jamaica by air and sea; administering visas, entry permits and other documents for non-Jamaican visitors and residents
- Managing the deportation and repatriation of those persons not qualified to remain in Jamaica as well as Jamaicans being deported by other jurisdictions
- Processing of applications for the various classes of citizenship in legislation, and changes in citizenship status
- Issuing passports to Jamaicans living at home and abroad
- Investigation of offences committed in any of the areas regulated by PICA

### **Why is the Agency being modernised?**

PICA offers an essential service to a very large customer base and must be equipped to meet the demand on its services; not only does it issue the Jamaican passport, which is for many, the only form of national identification, but it also serves visitors to the country and Jamaicans abroad. Immigration services for example must be carried out in a professional and customer-focused manner as this goes a far way in ensuring Jamaica's reputation as a tourist and investment friendly destination.

In addition, the performance of the entity must meet international standards. The introduction of the machine-readable passport for example marked a significant step towards ensuring compliance with international standards and underscored the commitment to the provision of world-class services. Additionally, the issues of security and border control are becoming increasingly important globally. PICA must continue to modernise its operations in order to better foster a secure environment.

### **Status of modernisation process**

Simplifying processes and providing good customer service are cornerstones of the Public

Sector Modernisation Programme. Modernising PICA therefore focuses on making its processes easier for all clients.

### **Some changes already introduced are:**

- Shortened turn-around time for passport processing, from 10 to 7 days for walk in customers
- An automated queuing system introduced to ensure smooth flow of applications on a daily basis
- New payment systems which allow for payments by debit and credit card
- New website; clients all over the world can access application forms at the click of a button through the new PICA website. Customers can download application forms that could only once be accessed at select collection points. In addition, the myriad of new job offerings created as part of the modernisation plan can now be viewed and accessed through the website
- Improved documentation. In order to ensure proper documentation of information and to consistently monitor and refine the progress of the modernisation programme, a quarterly report is now produced. The report gives, for example, statistical information on improvements in passport application turn-around times and the number of passengers processed in target times at Immigration points etc. This documentation supports efforts to ensure the modernisation process is informed by empirical data.

### **Plans Underway**

- In order to address the backlog in citizenship applications, PICA has recruited and trained additional staff to tackle 2500 citizenship applications in backlog. The PICA has set a target to clear the backlog by the end of the financial year. Immigration Assistants, have reported tremendous progress towards meeting the target. A pilot project to re-engineer the operations of the Citizenship Unit has started
- In order to better meet the increasing demand for its services, PICA's staff complement will increase from 307 to 574 as the implementation of the modernisation plans unfold. A Chief Executive Officer, Human Resource Director and an Information Communication and Technology Director, has been appointed and full recruitment to the new organisational structure is ongoing
- Plans underway to automate a number of processes which are now manual in the citizenship section
- Legislative review towards making changes within the citizenship section complete. The proposed changes will support the smooth implementation of modernisation initiatives



### **How will PICA operate when it completes implementation of its modernisation plans?**

PICA's modernisation plans project a number of changes that are expected to be in place by the end of 2009. The new Agency will operate at a heightened level of efficiency and service delivery. Clients can expect significant improvements in the processing of passports, immigration and citizenship applications. Some of the improvements expected over the next three (3) years, include significant reductions in:

- The processing time for passport applications
- The number of passports issued with errors
- The average waiting time for customers applying for passports
- The time taken to process citizenship applications
- The average time taken by PICA officers to process passengers on arrival and departure at Jamaica's main points of entry
- The average time taken to grant permission for immigration matters (such as extensions of stay and visas) to people visiting Jamaica
- The number of complaints per 1000 passengers processed
- The waiting time for customers calling the Agency
- The average turn-around time for correspondence

Customer service access points are to be established islandwide. This will make it more convenient for clients, living outside Kingston, to access the services of the Agency.

### **The Creation of other Performance Based Institutions and Executive Agencies.**

Other entities are either currently developing or implementing modernisation plans which provide the blueprint for transformation into performance-based institutions. These are:

- Forestry Department
- Fisheries Division
- Island Traffic Authority
- Cabinet Office
- Ministry of National Security
- Ministry of Education
- Ministry of Justice