



**MINISTRY OF INDUSTRY  
INVESTMENT AND COMMERCE (MIIC)**

**Operational Plan  
Fiscal Year 2011-2012**

**(FEBRUARY 14, 2011)**

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## **1.0 INTRODUCTION**

This Operational Plan (OP) represents the first year of the rolling three (3) year Corporate Plan (2011/12 – 2013/14) of the Ministry of Industry, Investment and Commerce (MIIC), and relates to the 2011-2012 Fiscal Year. The Operational Plan constitutes the work plan for the year, and presents in some detail, the objectives to be achieved, the major tasks to be undertaken by the Ministry, its Departments and Agencies, including targets for the Financial Year. The objectives to be achieved comprise the justification for the 2011-2012 Budget requests. The Operational Plan also includes the activities to be undertaken under both the Recurrent Budget and Capital Budget headings.

The OP is presented in this document. The Corporate Plan, which is the three (3) year Medium Term Plan, is presented in a separate document.

## **2.0. Vision, Mission, Function and Structure of the Ministry of Industry, Investment and Commerce**

### **Vision Statement**

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 Statement**

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

- Promote Industrial and Commercial Development
- Promote Local and Foreign Investments
- Facilitate Commerce and protect consumers

### **Mandate of the Ministry**

**Based on the subject areas assigned, the mandate of the Ministry is to:**

- Provide the framework for an investment friendly environment
- Attract and promote new investments, both local and foreign
- Facilitate Government's divestment and privatization programmes
- Spearhead the modernization of industry
- Facilitate the export of goods and services
- Promote the development of medium, small and micro enterprises
- Promote the technological advancement of the country
- Administer all the Intellectual Property Laws
- To Ensure that there is a National Quality Infrastructure that includes standardization, metrology and conformity assessment activities
- To Monitor the framework that governs Jamaica business and trade activities

## Functions of the Ministry

The key functions of the Ministry are to:

- (a) Perform an overall oversight role of the portfolio
- (b) Provide a policy framework to guide the operations of departments and agencies
- (c) Pilot the timely enactment of legislation to guide the operations of the agencies
- (d) Provide strategic direction to agencies on a particular subject matter as may be necessary
- (e) Form new agencies as required to address aspects of the portfolio and close agencies no longer required
- (f) Set priorities and allocate financial resources to agencies accordingly
- (g) Monitor the performance of agencies against agreed targets
- (h) Resolve difficult issues relating to the subject areas and agencies

### 3.0 Structure - Internal Divisions, Departments and Portfolio Agencies of the Ministry

The Ministry of Industry, Investment and Commerce comprises the following divisions and portfolio agencies:

There are ten (10) **Divisions/Units** in the Ministry and twenty (20) portfolio agencies and departments. The divisions/units, departments and agencies, together with their core functions, are indicated below:

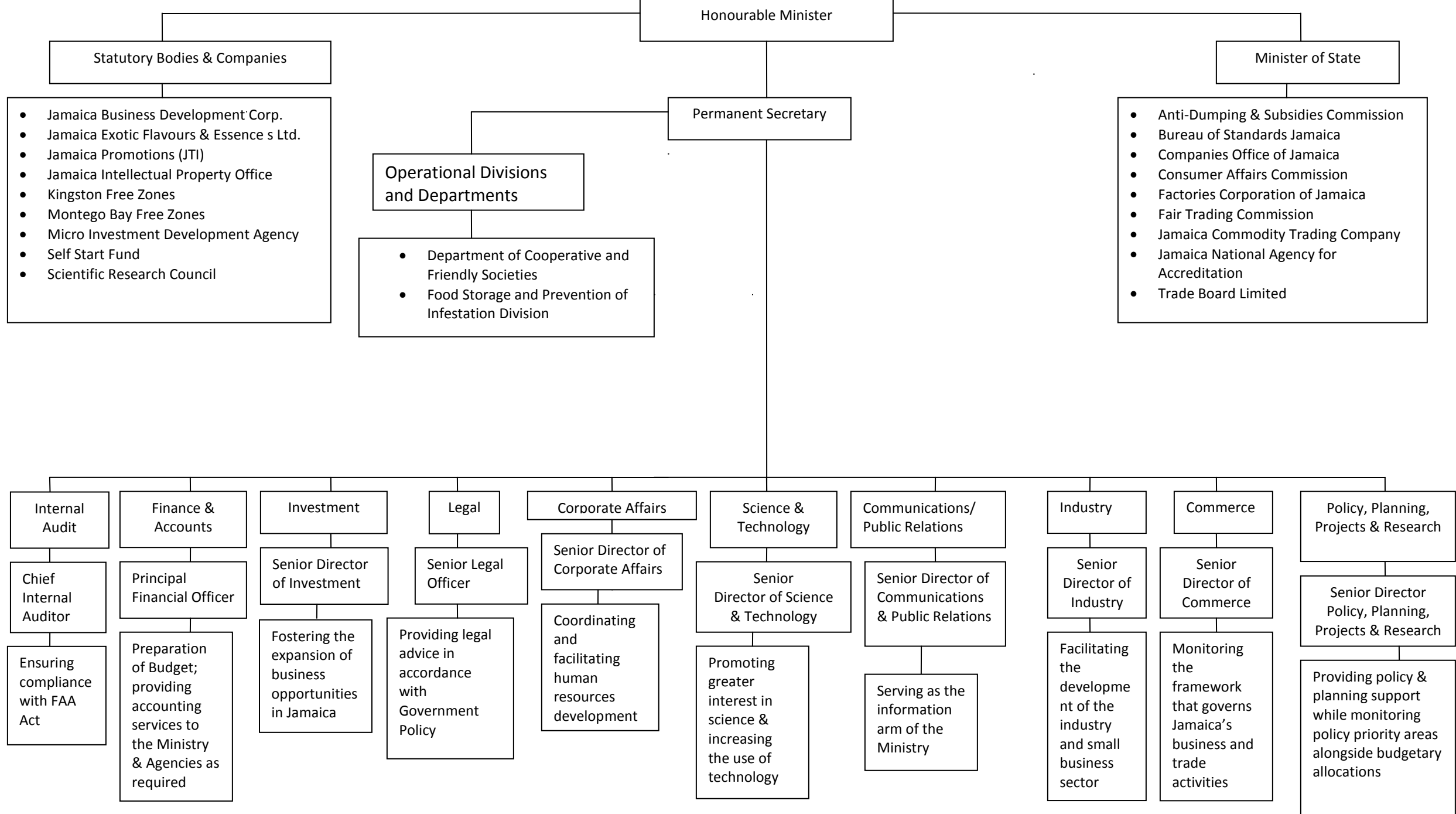
#### Divisions/Units

- **Communications and Public Relations Unit**– To serve as the information arm of the Ministry
- **Corporate Services Division** - To coordinate and administer personnel and facilitate human resource development of staff. To provide administrative office services support to the Ministry.
- **Finance and Accounts Division**– To prepare the budget, oversee the efficient allocation of financial resources and to provide accounting services to the Ministry and five (5) agencies
- **Internal Audit Division** – To provide independent and objective assurance and consulting services, to the Ministry and its Agencies, that adds value and improve Risk Management, Governance and Control by assisting all levels of management in the effective discharge of their responsibilities.
- **Legal Unit** - To provide legal advice in collaboration with the Attorney General's Department.
- **Policy, Planning, Projects and Research Division** – To provide policy and planning support to the Ministry and to ensure that the Ministry's policies are based on empirical data, while monitoring policy priority areas alongside budgetary allocation.
- **Science and Technology Division** - To promote the development of, and increase the use and understanding of information and communication technologies (ICTs) and to provide policy co-ordination with respect to science and technology.
- **Industry Division** – To promote, facilitate and monitor the development of the industry and small business sectors.
- **Investment Division** – To provide policy oversight, coordination and monitoring with respect to local and foreign direct investment.
- **Commerce Division** – To monitor the policy framework that governs how business and trade activities are conducted within Jamaica. The division seeks to ensure that there is a balance between production and consumer interests.



# Organizational Structure

## Ministry of Industry, Investment & Commerce



## **4.0 Policies**

The Ministry's Policies are guided by the following:

### **4.1 Vision 2030 – Jamaica's National Development Plan**

The National Development Plan has four (4) principal goals:

***Goal 1: Jamaicans are Empowered to Achieve their Fullest Potential***

***Goal 2: The Jamaican Society is Secure, Cohesive and Just***

***Goal 3: Jamaica's Economy is Prosperous***

***Goal 4: Jamaica has a Healthy Natural Environment***

### **4.2 Public Sector Modernisation Vision and Strategy 2002-2012**

The vision of the aforementioned plan is for an open and impartial public sector which puts the public interest first, and in which valued and respected professionals deliver high quality services efficiently and effectively

### **4.3 National Quality Infrastructure Policy**

To facilitate the promotion of quality and productivity through training, funding and public education

#### **4.4 Motor Vehicle Policy**

Provides for the sale and importation of motor vehicles, inspection and regulations of the sale of motor vehicles on the domestic market

#### **4.5 National Export Strategy**

This policy has three (3) principal goals, namely:

- i. Achieving Export Led Growth
- ii. Improving Export Performance
- iii. Achieving Global Export Competitiveness

## 5.0 Strategic Priorities for Financial Year 2011- 2012

The Ministry of Industry, Investment and Commerce has identified eight (8) Strategic Priorities for Financial Year 2011-2012. These are as follows:

1. Development of the Caymanas Economic Zone
2. Establishing an International Financial Service Centre
3. Increasing Exports
4. Creating and sustaining an Enabling Business Environment:
  - Incentive framework (i.e. ICT Policy, Film Policy, Motor Vehicle Import (Licensing and Dealership) Policy),
  - Creation of space for the manufacturing sector
  - Stimulating/championing job creation
  - Research and development to drive innovation and technology for the expansion of businesses
5. Advancing the following key pieces of legislation:
  - Companies (Amendment) Bill
  - Cooperative and Friendly Societies (Amendment) Bill (No.1)
  - Copyright (Amendment) Bill
  - Customs Duties (Dumping & Subsidies) (Amendment) Bill
  - Fair Competition (Amendment) Bill
  - Patents and Industrial Designs Bill
  - Trade Marks (Amendment) Bill
6. Medium, Small and Micro Enterprise (MSME) sector:
  - Agro-processing
  - Furniture
  - Apparel
  - Craft and souvenirs
7. Development of space for ICT
8. Positioning the Ministry as a Strategic Research Centre

## 6.0 Monitoring and Evaluation

The Ministry will monitor the performance of its divisions and agencies as follows:

### a) Divisions

- Monthly divisional meetings
- Monthly Ministerial Report submitted to the Minister
- Monthly Productivity Performance Report for each staff member.
- Quarterly PMAS Report for each staff member
- Annual Divisional Review and Planning Retreat

### b) Agencies

- Monthly Ministerial reports providing executive highlights of performance and issues
- Representation of the Ministry on the Boards of selected agencies
- Quarterly reviews of performance of the Ministry and its Agencies. Chief Executive Officers are required to report on actual achievements against plans and to also provide explanations for deviations and revise plans to meet targets.
- Analysis of work programmes against achievements
- Periodic audit
- Periodic meetings with the Hon Minister
- Periodic meetings with the Permanent Secretary and other Officers of the Ministry
- Annual Ministerial Report for presentation in Parliament
- Financial Reports
- Quarterly reports on the implementation of Cabinet Decisions

## **7.0 Departments/Agencies**

### **1. Anti- Dumping and Subsidies Commission**

The Government of Jamaica through Parliament enacted the Customs Duties (Dumping & Subsidies) Act, 1999, which established the Anti-Dumping and Subsidies Commission. The Act allows the Commission to investigate cases of dumping and improper subsidization of imported goods, and to impose remedies in the form of anti-dumping and countervailing duties to protect local interests. The Safeguard Act allows for the imposition of measures, such as duties or quotas, to defend domestic industries from the detrimental effects of increases in imports, where such increases cause or threaten to cause serious injury to the domestic industry. A safeguard may also be imposed when there is no unfair trade, so as to allow a particular local industry a grace period to become competitive.

### **2. Bureau of Standards, Jamaica (BSJ)**

The Standards Act of 1968 established the Bureau of Standards, Jamaica (BSJ) as a statutory organization and a fourteen (14) member Standards Council appointed by the Minister governs the BSJ. The Bureau of Standards, Jamaica is mandated to develop and enforce standards and regulations that will enhance the efficiency and viability of the productive sector and protect the welfare of consumers.

### **3. Consumer Affairs Commission (CAC)**

The impact of the work of the Consumer Affairs Commission can really only be measured in terms of changes in the attitudes and actions of consumers, as well as in the actions of Business. The Consumer Affairs Commission therefore sees its work from a long-term perspective, with its discharge of programmes in 2007/2008 being along a continuum towards “a Jamaica peopled with consumers who are educated, aware, vigilant, assertive, knowledgeable and discriminating”.

### **4. Self Start Fund**

The Self Start Fund (SSF) was established to address the needs of persons who were either graduates from the secondary school system or approved Government training programmes, and interested in starting small businesses or expanding the operations of existing small or micro enterprises (SMEs). The SSF assist its target group through the provision of credit.

In fulfilling its role, the organization has introduced a number of credit products tailored to the profiles of its clients to facilitate acquisition of working capital and equipment to grow and sustain their businesses.

Poverty alleviation through the creation of sustainable employment is a major focus of the SSF. This area is addressed through business loan products and business training that the SSF offers to its small and micro business clientele.

### **5. Companies Office of Jamaica (COJ)**

The COJ is responsible for the registration and regulation of business entities and is a repository of information pertaining to those entities. A major part of its portfolio responsibility is the administration of the Companies Act, the Registration of Business Names Act and the Industrial and Provident Societies Act

**6. Department of Cooperative and Friendly Societies**

Government's poverty alleviation programme can be addressed in part by establishment of Co-operative Societies. These organizations can also play a significant role in employment creation mainly through industrial and worker cooperatives.

The Department of Co-operative and Friendly Societies, facilitates the establishment of co-operative groups, ensures their registration as legal entities and thereafter monitors their activities enabling them to contribute to income generation, employment creation, export earnings and import substitution.

Friendly societies, espousing a benevolent philosophy and a strong sense of community are also registered and regulated by the Department.

**7. Factories Corporation of Jamaica Limited (FCJ)**

The FCJ is a company incorporated under the Companies Act of Jamaica and is fully owned by the Government of Jamaica. The Ministry of Industry, Investment and Commerce has portfolio responsibility for the Corporation, whose business is the leasing, managing and developing of industrial properties island wide. FCJ was incorporated in 1987 to implement the Government's Emergency Factory Building Programme. Under this programme approximately 92,936 sq. m (1 million sq. ft.) of factory space was built. For the financial year 2009-2010 the emphasis will be on the disposal of current factory space and utilizing the proceeds from sale to develop new factory space especially in the Caymanas Economic Zone.

**8. Fair Trading Commission (FTC)**

With the enactment of the Fair Trading Act (FTA) and the establishment of the Fair Trading Commission in 1993, all businesses now have the opportunity to operate on the basis of the same ground rules relating to competitive practices. The Act provides protection to consumers and businesses with respect to issues such as abuse of dominance, tied selling, price fixing, misleading advertisement and double ticketing. The FTC is empowered under the Act to carry out investigations and has been a dominant force since its inception in the promotion of competitive practices among businesses.

**9. Food Storage and Prevention of Infestation Department**

The Food Storage & Prevention of Infestation Department has the mission of ensuring the safety and wholesomeness of food/feed entering commerce. It serves exporters, importers, farmers, establishments dealing with food and feed, the pest control industry and consumers. Its objectives are to prevent the contamination of food/feed, ensure the safety and effective use of pesticides and transfer of information on storage technology and integrated pest management. The activities performed include surveillance and regulatory inspections, disinfestations operations, rodent control, sample testing, research, training, licensing and certification of pest control operations and transfer of food storage and pest management technologies.

**10. Jamaica Business Development Corporation (JBDC)**

The Jamaica Business Development Corporation (JBDC) was established in April 2001. JBDC is the institution mandated to lead Government's initiative to facilitate the sustainable development of the Micro and Small Enterprises (MSEs).

In an effort to reach the small business sector nation wide and to provide sustained contact with its client group, JBDC has established a network of Business Service Providers (BSPs) in most parishes. BSPs provide first level JBDC services and also assist in identifying and meeting emerging needs of the client group.

Its Mission is to promote the creation and sustainable development of Micro and Small Enterprises (MSE's) in Jamaica.

**11. Jamaica Exotic Flavours and Essences Company Limited**

Jamaica Exotic Flavours and Essences Company is a Government owned company established under the Companies Act, with the purpose of engaging in the extraction of flavours and purees from local agricultural produce using a spinning cone column extraction process with a view to selling on the world market. The technology facilitates a range of bio-extraction possibilities foremost among which is the extraction of flavours and essences from a wide variety of fruits, vegetables, herbs and spices, producing natural concentrates and aromas that can attract high prices on the world market. The company's factory will be located in Bull Savannah, St. Elizabeth.

**12. Jamaica Intellectual Property Office (JIPO)**

JIPO has a broad mission to establish and administer a modern and effective intellectual property system, which will act as a catalyst in the creation of wealth for the country.

**13. Micro Investment Development Agency**

MIDA established in 1991 exists to promote sustainable growth in the micro enterprise sector through the provision of financial services while networking with partners in the sector to promote and facilitate the delivery of non-financial services to those wishing to start or expand their micro businesses.

**14. Scientific Research Council (SRC)**

The SRC is the principal public sector agency responsible for undertaking, fostering and coordinating scientific research and to encourage the application of such research to the development of the resources of the country

**15. Trade Board Limited**

The Trade Board monitors the imports and exports of commodities. Some thirty-eight (38) items are subject to import licensing and seventeen (17) to export licensing. An important item still on the import-licensing list is motor vehicles. The issuing of motor vehicle licenses now consumes most of the time and effort of the Trade Board. It reviews on an on-going basis, the list of items that require licenses. The Motor Vehicle Unit that was previously housed at the Ministry has now been transferred to the Trade Board. The operations of the Trade Board will be expanded so that it can play a more pivotal role in facilitating trade and investment.



**16. Kingston Free Zone**

Provide facilities for investors (local and foreign) to operate in designated areas for the production of goods and services for export.

**17. Jamaica Promotions Corporation (JAMPRO)**

Jamaica Promotions Corporation was established to enhance trade and investment for the economic benefit of Jamaica by providing facilitation, promotion and advisory services to Investors, Exporters and Producers as well as policy and technical advice to the government.

**18. Jamaica National Agency for Accreditation (JANAAC)**

JANACC was established to support the effective development of the Jamaican economy by providing local and regional Conformity Assessment Bodies with internationally recognized accreditation services.

**19. Jamaica Commodity Trading Centre**

The Jamaica Commodity Trading Company (JCTC) was established in 1974 in response to the sudden, sharp increases in wheat and corn prices. The major goals of the corporation are to achieve price stability, minimize foreign exchange expenditure and to manage government to government lines of credit.

**20. Montego Bay Free Zone**

Provide facilities for investors (local and foreign) to operate in designated areas for the production of goods and services for export.

## 8.0 BUDGET

Table 1 - Recurrent Budget

	Approved Estimate 2010-2011 \$M	Second Supplemental 2010-2011 \$M	Approved Estimate 2011-2012 \$M
<b>Ministry, Administered Department and Divisions not Located at Head Office</b>			
(a) Head Office	383.0	367.6	356.4
(b) Cooperative Department	62.3	60.7	71.6
[c] Food Storage & Prevention of Infestation Division	105.2	103.3	120.5
<b>Sub-Total</b>	<b>550.5</b>	<b>531.6</b>	<b>548.5</b>
<b>Autonomous Portfolio Agencies:</b>			
Anti-Dumping Commission	39.5	39.4	35
Consumers Affairs Commission	109.7	109.1	105.2
Fair Trading Commission	62.9	62.9	66
Jamaica Business Development Corp.	197.8	196.7	180
Jamaica Commodity Trading Co.	-		
Jamaica Intellectual Property Office	68.4	68.4	65
Jamaica Marketing Company	10.0	5.0	
Jamaica Trade and Invest	422.9	420.5	378
Scientific Research Council	337.7	336.1	291
Trade Board	72.0	72.0	69
<b>Sub-Total (Agencies)</b>	<b>1,321</b>	<b>1,310</b>	<b>1,193.9</b>
<b>TOTAL (Includes AIA)</b>	<b>1,871</b>	<b>1,841.6</b>	<b>1,742.4</b>

Table 2 - Summarizes the Capital A Projects being proposed

Project	(2011-12) (\$M)	(2011-12) (\$M)	Approved (2000-2010) (\$)	Remarks
<b>Capital A Projects</b>				
1. Scrap Metal Central Facility (MIIC)	20	30	New project	Critical project - Needed to regularize scrap metal trade
2. Incubator & Entrepreneurial Production Enterprises Project (JBDC/Small Business Unit - Industry Division)	55		45	On-going Project (Second year of pilot). \$100 million to be funded by Bureau of Standards
3. Upgrading of Jamaica Exotic Flavours & Essences plant to meet HACCP Standards	21.09		New project	Company owned by Government
4. MIIC Office Establishment	25		25.4	Includes office refurbishment at 17 Knutsford Blvd, office furniture, telephone & IT systems, etc.
5. Caymanas Economic Zone	300	Not yet known	New project	
<b>Total</b>	<b>421.09</b>		<b>70.4</b>	

**Table 3: Capital B Projects**

<b>Capital B Projects</b>	<b>GoJ (2011-12) (\$M)</b>	<b>Grant (2011-12) (\$M)</b>	<b>Total (\$M)</b>	<b>Approved (2011-12) (\$M)</b>	<b>Remarks</b>
1. Production Integration of Micro Enterprises Project (JBDC) (IADB Funded)	12.5	20.9	33.4	30.6	On-going
2. Urban Renewal Project (JBDC) (IADB Funded)	5.4	90.7	96.1	-	New project
3. Plant Breeding Project (SRC) (IAEA Funded)	1.93	19.25	21.18	10.4	On-going
<b>Total</b>	<b>17.9</b>	<b>111.6</b>	<b>129.5</b>	<b>31.0</b>	

The Operational Plan, which follows, is structured around the following areas:

- Governance and Administration – including Finance and Accounts, Internal Audit, Corporate Services, Communication and Public Education, Corporate Planning, Policy and Project Development/Management, Budget Debate Preparation, Legal, Science and Technology
- Industry and Small Business Development including JBDC
- Investment – including JAMPRO
- Commerce

## 9.0 Work Programmes by Divisions

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5300  
**FINANCIAL PATTERN:** 10  
**FUNCTION/SUB FUNCTION:** 1300  
**PROGRAMME:** 001  
**SUB PROGRAMME:** 01  
**ACTIVITY (DIVISION):** 0001 COMMUNICATION  
**SUB ACTIVITY:** 0001 05

**DIVISION ROLE/MISSION:** To promote and support the corporate plan, strategic priorities and objectives of the Ministry. Establish a clear identity for the Ministry and how it wishes to position itself in all communications activity. Improved coordination of communications with the Ministry's portfolio agencies.

### SUB ACTIVITY: (A)

### Total Estimated Expenditure for Division: \$

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public education, involvement, and understanding of the policies and programmes of the Ministry.	Increased public understanding, awareness and satisfaction with the services, policies and programmes of the Ministry and its agencies.	<ul style="list-style-type: none"> <li>▪ Public Relations and advertising campaigns.</li> <li>• Media Relations.</li> <li>• Press conferences /Briefings.</li> <li>▪ Public Education Programme.</li> <li>▪ Speaking engagements</li> <li>▪ News Releases and features.</li> <li>▪ Liaison with JIS radio and TV.</li> <li>▪ Ministry's website.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular and positive media coverage.</li> <li>▪ Press clippings.</li> <li>▪ Positive feedback on speaking engagements.</li> <li>▪ The extent to which the Ministry is seen favourably by the general public.</li> <li>▪ Media Monitoring report.</li> <li>• Website monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brochures on the Ministry and its various services and programmes.</li> <li>▪ Greater co-ordination of the information flow between the Ministry and its agencies.</li> <li>▪ Establishment of communications group.</li> <li>▪ MIIC Info Week (May/June)</li> <li>▪ Press Conferences/Businesses.               <ul style="list-style-type: none"> <li>▪ Monthly/Daily Activities:</li> </ul> </li> <li>▪ Press Briefing</li> <li>▪ Speeches &amp;</li> </ul>	Monthly/Daily Activities: <ul style="list-style-type: none"> <li>▪ Press Briefing</li> <li>▪ Speeches &amp; Messages</li> <li>▪ News Releases</li> <li>▪ Media Monitoring</li> <li>▪ Advertising campaigns.</li> </ul>	Participation in Science and Technology Month.  Support National Innovation Awards.  Monthly/Daily Activities: <ul style="list-style-type: none"> <li>▪ Press Briefing</li> <li>▪ Speeches &amp; Messages</li> <li>▪ News Releases</li> <li>▪ Media Monitoring.</li> <li>▪ Advertising campaigns.</li> </ul>	Review and evaluation of communication strategies.  Revise communication strategies.  Audit of publications and advertisements.  Monthly/Daily Activities: <ul style="list-style-type: none"> <li>▪ Press Briefing</li> <li>▪ Speeches &amp; Messages</li> <li>▪ News Releases</li> <li>▪ Media Monitoring</li> <li>▪ Advertising campaigns.</li> </ul>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministerial leadership and policy direction.	To support the Ministers and senior management team in charting and disseminating the policy direction of the Ministry.	<ul style="list-style-type: none"> <li>▪ Publications.</li> <li>▪ Speeches and messages.</li> <li>▪ Regular speaking engagements.</li> <li>▪ Regular media appearances.</li> <li>▪ Photo-opportunities.</li> </ul>	<p>Timely and regular speaking engagements.</p> <p>Media coverage of events.</p> <p>Minimum of four (4) produced news releases per quarter - internally and/or externally.</p> <ul style="list-style-type: none"> <li>• Timely completion of these activities</li> <li>• Feedback on content and quality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Messages</li> <li>▪ News Releases</li> <li>▪ Media Monitoring</li> <li>▪ Advertising campaigns</li> <li>• Budget Presentation.</li> <li>• Sectoral Presentation.</li> <li>• Annual Report.</li> <li>• Photo-opportunities.</li> <li>• Weekly calendar of activities.</li> </ul>	Annual report published	Weekly calendar of activities	Weekly calendar of activities

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
<p>Support the Ministry's drive to stimulate local industry, create employment and promote greater entrepreneurial development.</p> <p>Establish a clear identity, improved visibility and image of the Ministry and its agencies.</p>	<p>Increased focus on supporting Jamaican small businesses.</p> <p>To ensure that all communications from the Ministry adhere to a standard format or style.</p>	<p>Media campaigns.</p> <p>Radio contest.</p> <p>Publications.</p> <p>Promotional items.</p> <p>Communications audit and review of all Ministry communications/ public relations materials.</p> <p>Establishment of communication guidelines.</p>	<p>Positive and recorded feedback.</p> <ul style="list-style-type: none"> <li>Comparative assessment, i.e. Image before and after.</li> <li>Feedback from staff, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Small Business promotion campaign on select radio stations. (all quarters)</li> <li>Communications Audit.</li> </ul>	<p>Small Business Promotion Campaign on radio.</p> <p>Small Business Concept Content</p> <p>Complete Communications guidelines.</p>	<p>Small Business Promotion Campaign on radio.</p> <p>Small Business Debate</p>	<p>Small Business Promotion Campaign on radio.</p> <p>Review of Campaign</p>



Priority Policy Issues	Objectives	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 – Sept. 30, 2011	Third Quarter Oct.1–Dec. 31, 2011	Fourth Quarter Jan. 1– Mar 31, 2012
Develop Policies and Programmes to assist with the realization of the Developmental Goals outlined in Vision 2030	To maximize the benefits derived for existing domestic and international investments	Improve the tracking of domestic and foreign investments	New tracking system capturing a minimum of 70% of investments	Review existing tracking system	Commence design of new database (consultations)	Creation of database	Implementation of database
		Promote reinvestment in Jamaica	New incentives for existing investors	Consultations with investors	intra and inter Ministerial consultations	Cabinet Submission Green paper	
	To attract sustainable and job rich investments	Facilitate regular and frank dialogue with investors	50% increase in Investor contact	Meeting/Dialogue with investors	Meeting/Dialogue with investors	Meeting/Dialogue with investors	Meeting/Dialogue with investors
		Facilitate the creation of policies to foster a friendly investor climate	A Green paper on Investment policy	Create review committee	Review of existing policies and legislation	Review continued Draft and circulate Policy	Finalize Policy
		Improve the packaging of investment opportunities	Assist with creation of new investment brochure	Work Permit Meeting	Design, discussions, draft New Brochure introduced		Work Permit Meeting
		Influence work permit policies	Representation at 4 work permit meetings	—	Work Permit Meeting	Work Permit Meeting	Needs assessment & compilations. Dialogue with institutions
		Identify capacity gaps and seek to create institutional support and linkages	Creation/Design of new training programmes	As needed	—		
		Promote Joint Venturing	Min. of 3 Matching meetings	On going		As needed	As needed
		Utilize existing relationships and expertise to derive market information and access	Ongoing dialogue with High Commission, Consulates, etc			On going	On going

**Governance and Administration (Corporate Affairs)**

**Programme/Project: Human Resource Management and Administration**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and  Strategy 2002 – 2012  Public Sector Reform	To strive for public sector efficiency and accountability	Collaborative efforts with divisions/Officer of the Service Commission (OSC) to fill vacant positions  Developing training programme for staff  Collaborate with divisions to ensure monitoring of performance of employees	Key positions filled and adequately manned  Training manual developed  Approximately 100 persons trained internally or externally  Collected 250 annual reports for total number of employees for the Ministry  Number of persons promoted/ appointed  90% Conformity to standards  100% Compliance to Civil Service regulations	Continue reviewing Staffing structure  Draft Training manual developed  10 Persons trained internally /externally  Recruitment and Selection based on Human Resource needs Orientation of new staff  Provision of accommodation for new staff members  Recommendations for appointments/promotion	Continuation of routine activities  Draft training manual reviewed  25 Persons trained internally /externally Continuation of in-house and external training programmers for all members of staff	Continuation of routine activities  Draft training manual approved  30 Persons trained internally /externally  Review officers employed in the 1 <sup>st</sup> and 2 <sup>nd</sup> quarter  Continuation of in-house and external training programmers for all members of staff	Continuation of routine activities  Training manual implemented  35 Persons trained internally /externally Annual reviews Continuation of in-house and external training programmers for all members of staff

**Governance and Administration (Corporate Affairs)**

**Programme/Project: Human Resource Management and Administration**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
	To manage unsatisfactory performance and misconduct	Supporting the PMAS programme  To manage unsatisfactory performance and misconduct in accordance with provisions in the Staff Orders and Public Service	All Job Description revised  HR to meet with parties within five (5) days of receipt of written report  If matter is not resolved, the matter will be referred to Office of the Services Commission within 10 days	Review job descriptions/Specifications for all employees  80% implementation of PMAS  HR to provide support and advice to managers and staff regarding unsatisfactory performance and misconduct	Continuing review of job description of employees  PMAS implemented  HR to provide support and advice to managers and staff regarding unsatisfactory performance and misconduct	Reports on PMAS  HR to provide support and advice to managers and staff regarding unsatisfactory performance and misconduct	Analysis of PMAS reports  HR to provide support and advice to managers and staff regarding unsatisfactory performance and misconduct

**Governance and Administration (Corporate Affairs)**

**Programme/Project: Human Resource Management and Administration**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and  Strategy 2002 – 2012  Public Sector Reform	To strive for public sector efficiency and accountability  To promote the Citizens Charter	Maintenance of Records Management System  Develop quality management system  Setting, monitoring and publication of explicit standards that users can expect to be maintained  Regular and systematic consultation with customers  Efficient and economical delivery of services within the available resources  Co-ordination of activities to provide a seamless service  Supporting the National HIV/AIDS workplace policy and executing the Ministry’s HIV/AIDS policy	90% of Records updated  Citizens Charter in place in the Ministry and 50% of agencies  10% increases over base in customer satisfaction rating  75% improvement in turnaround time  All staff sensitized about the policy. All staff aware of the options that are available to them if they are HIV positive and unable to continue working	15 Records updated  Consultations with stakeholders  Develop action plan for implementation  On going sensitization of staff	25 Records updated  Ongoing work across the Ministry to attain Citizens’ Charter throughout  Sensitization to the importance of Citizens’ Charter  On going sensitization of staff	30 Records updated  Ongoing work across the Ministry to attain Citizens’ Charter throughout  Identify and assess the stages of Citizens’ Charter implementation across the Ministry  On going sensitization of staff	20 Records updated  Ongoing work across the Ministry to attain Citizens’ Charter throughout  Review and reorganization of service delivery as per findings

**Governance and Administration (Corporate Affairs)**

**Programme/Project: Human Resource Management and Administration**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and  Strategy 2002 – 2012  Public Sector Reform	To ensure that office services are provided in a cost effective manner that supports the Ministry’s objectives	To procure goods and services for the Ministry  Ensure effective and reliable security, disaster management and transport services are provided	100% Goods procured in accordance with the Procurement guidelines  Physical environment and Personnel maintained within the guideline stipulated by the Ministry of Finance  Disasters management policies developed and implemented in accordance with ODPEM  Vehicle management implemented in accordance with Ministry of Finance policy/guidelines	10% Goods procured	15% Goods procured	15% Goods procured	60% Goods procured
		Ensure staff suitably accommodated	Staff accommodated	Staff accommodated	Staff accommodated	Staff accommodated	Staff accommodated
		Utility Management (Telephone)	To ensure telephone services are available to relevant staff	Budget Allocation	Budget Allocation	Budget Allocation	Budget Allocation
		Maintenances of assets management	Inventory Records Master Inventory Location Records	Ongoing inventory records updated in accordance with the Ministry of Finance policy/guidelines	Ongoing inventory records updated in accordance with the Ministry of Finance policy/guidelines	Ongoing inventory records updated in accordance with the Ministry of Finance policy/guidelines	Ongoing inventory records updated in accordance with the Ministry of Finance policy/guidelines

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5200  
**SUB PROGRAMME:** DIRECTION AND ADMINISTRATION  
**SUB PROGRAMME NUMBER:** 01  
**DIVISION:** DOCUMENTATION/ INFORMATION & ACCESS SERVICES  
**ACTIVITY NUMBER:** 0003

**DIVISION ROLE/MISSION:** To develop and implement policies and procedures to ensure the integrity of the Ministry's records; to ensure that records are managed efficiently to ensure proper creation, use, storage, easy retrieval and proper disposal and to satisfy the information needs of the Ministry.

**SUB ACTIVITY: (A)** **Records Management, Access to Information Services and Library Services** **Total Estimated Expenditure for Division: \$**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 "Government at Your Service" Public Sector Modernization Vision and Strategy 2002 – 2012  Vision 2030	To strive for public sector efficiency and accountability  To expand the services and information materials collection of the MIIC Research Library	Regular consultations and liaison with other internal Ministry stakeholders  Efficient delivery of library services based on available resources  Ready availability of information materials to staff and members of the public	Research Library expanded and relocated by the end of the first quarter of FY 2011/2012	Implement measures to ensure that the information materials of the Research Library are relocated by June 30, 2011  Make additional efforts to have the library adequately staffed with a library professional such as a trained Librarian or Library Technical Assistant	Reposition the library to include services such as: <ul style="list-style-type: none"> <li>• Displays &amp; exhibitions</li> <li>• Reading &amp; Literacy Awareness</li> <li>• Access to international databases</li> <li>• Access to online local newspaper archives/ databases</li> <li>• Studying and reading carrels</li> <li>• Current awareness and informative sessions</li> </ul>	Ongoing work to sensitize staff and the public about the information materials and services of the library  Identify and source additional library/ information materials according to the needs of users; approximately 60 new library materials made available to library users	Ongoing work to sensitize staff and the public about the information materials and services of the library; <ul style="list-style-type: none"> <li>• 3 displays /exhibitions mounted or featured</li> <li>• 50% increase in library usage</li> </ul>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
<p>Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and Strategy 2002 – 2012</p> <p>Vision 2030</p>	<p>To strive for public sector efficiency and accountability</p>	<p>Maintenance of Records Management System</p>	<p>90% of the Ministry’s records are created, stored, used, updated, maintained and disposed of according to established GOJ and ISO guidelines</p>	<p>Examine &amp; assess the records management practices of 1 Ministry Division/ Dept.</p> <ul style="list-style-type: none"> <li>• Conduct records inventory</li> <li>• Develop a records classification series</li> <li>• Conduct file management training</li> </ul>	<p>80% of above services realized</p> <p>Examine &amp; assess the records management practices of 1 Ministry Division/ Dept.</p> <ul style="list-style-type: none"> <li>• Conduct records inventory</li> <li>• Develop a records classification series</li> <li>• Conduct file management training</li> </ul>	<p>Examine &amp; assess the records management practices of 1 Ministry Division/ Dept.</p> <ul style="list-style-type: none"> <li>• Conduct records inventory</li> <li>• Develop a records classification series</li> <li>• Conduct file management training</li> </ul>	<p>Examine &amp; assess the records management practices of 1 Ministry Division/ Dept.</p> <ul style="list-style-type: none"> <li>• Conduct records inventory</li> <li>• Develop a records classification series</li> <li>• Conduct file management training</li> </ul>
<p>Ministry Paper No. 56 “Government at Your</p>	<p>To strive for public sector efficiency and accountability</p>	<p>Maintenance of Records Management System</p>	<p>90% of all Central Files updated and efficiently managed</p>	<p>Application to be made to JARD to have the Ministry’s records that have exceeded their retention period to be destroyed within 3 months</p>	<p>All such records disposed of</p>	<p>Semi-active records separated from active &amp; inactive records</p>	<p>All inactive records transferred to the Government Records centre (JARD)</p>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Service” Public Sector Modernization Vision and Strategy 2002 – 2012  Vision 2030	To strive for public sector transparency and accountability	Efficient delivery of access to information (ATI) services according to the ATI Act (2002)	100% compliance with the ATI Act	<ul style="list-style-type: none"> <li>Quarterly ATI Report submitted to the GOJ ATI Unit</li> <li>All ATI requests responded to as per the provisions of the ATI Act</li> <li>1 ATI sensitization effort conducted for Ministry staff</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly ATI Report submitted to the GOJ ATI Unit</li> <li>All ATI requests responded to as per the provisions of the ATI Act</li> <li>1 ATI sensitization effort conducted for Ministry staff</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly ATI Report submitted to the GOJ ATI Unit</li> <li>All ATI requests responded to as per the provisions of the ATI Act</li> <li>1 ATI sensitization effort conducted for Ministry staff</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly ATI Report submitted to the GOJ ATI Unit</li> <li>All ATI requests responded to as per the provisions of the ATI Act</li> <li>1 ATI sensitization effort conducted for Ministry staff</li> </ul>
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and Strategy 2002 – 2012  Public Sector Reform	To strive for public sector transparency and accountability		ISO 9001: 2008 Quality Management System implemented within the Ministry  Citizens Charter & Framework developed and promoted to staff and the public	<p>Gap Assessment based on the requirements of ISO 9001: 2008 conducted and scope statement and quality policy formulated</p> <p>Quality objectives specified and documentation of procedures started</p> <p>Citizens Charter &amp; Framework in place by the end of the 1<sup>st</sup> quarter</p>	<p>Finalize documentation and conduct Internal Audits</p>	<ul style="list-style-type: none"> <li>Training in non-conformances</li> <li>Corrective Actions</li> <li>Root Cause Analysis</li> <li>Development of Corrective Action Requests</li> </ul>	Management review



Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
	To promote good customer service within the Ministry	ISO 9001: 2008 Implementation  Finalization of a Citizens Charter & Customer Service Framework		Sensitization to the importance of customer service	Internal and external customer feedback mechanisms in place such as; <ul style="list-style-type: none"> <li>• Suggestion Box</li> <li>• Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-certification Audit</li> </ul> Review and reorganization of service delivery as per findings  Ministry takes part in GOJ Annual Customer Service Competition	Continued sensitization to the importance of customer service

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5300  
**FINANCIAL PATTERN:** 10  
**FUNCTION/SUB FUNCTION:** 1300  
**PROGRAMME:** 001 – EXECUTIVE DIRECTION AND ADMINISTRATION  
**SUB PROGRAMME NUMBER:** 01 – GENERAL ADMINISTRATION  
**ACTIVITY NUMBER:** 0002 – FINANCIAL MANAGEMENT AND ACCOUNTING SERVICES  
**Individual Objective:** To improve the financial management of the ministry and its agencies and to implement an integrated approach to performance and financial management ministry wide

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter				
				Fourth Quarter Jan.1 – Mar. 31, 2011	First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec . 31, 2011	Fourth Quarter (an.1 – Mar. 31, 2012)
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and Strategy 2002 – 2012  Public Sector Reform	To offer expert advice, develop and maintain systems and standards of the highest quality geared towards the efficient and economic management of the ministry and its agencies	In collaboration with the various divisions and departments of the ministry work to:  Provide guidance in properly accounting for expenditure on projects and activities  Inform program managers and senior officers on Budget, warrant and cash allocations  Ensuring that output and outcome indicators accompany request for funding  Timely and accurate reports received from agencies and departments of the ministry	The FAA Act, other legal instruments of financial management and regulatory standards in the accounting profession.  Monthly statements submitted by the 15 <sup>th</sup> day of the following month and other statutory deadlines achieved.  Statutory deductions paid over on time.  Revenues collected on time and lodgments done daily or as soon as possible	Purchase and installation of new salaries software for the ministry and standardization of salaries operation in the agencies  Recruitment of competent and properly trained staff  Integration of the accounts of two (2) of the ministries agencies into the accounts unit of the Ministry.  Continued application of the FinMan System of accrual accounting system	Integration of the accounts of two (2) of the ministries agencies into the accounts unit of the Ministry.  Completion of the Appropriation Accounts for the previous Financial Year	Integration of the accounts of one (1) of the ministries agencies into the accounts unit of the Ministry.  Review performance of Ministry and agencies for 1 <sup>st</sup> quarter	Review performance of Ministry and agencies	Review performance of Ministry and agencies

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5300  
**FINANCIAL PATTERN:** 10  
**FUNCTION/SUB FUNCTION:** 1300  
**PROGRAMME:** 001 – EXECUTIVE DIRECTION AND ADMINISTRATION  
**SUB PROGRAMME NUMBER:** 01 – GENERAL ADMINISTRATION  
**ACTIVITY NUMBER:** 0279 – ADMINISTRATION OF INTERNAL AUDIT  
**OBJECT:** 21 - 25

**DIVISION ROLE/MISSION:** To provide independent and objective assurance and consulting services, to the Ministry and its Agencies, that adds value and improve Risk Management, Governance and Control; by assisting all levels of management, in the effective discharge of their responsibilities.

**Total Estimated Expenditure for Division: \$ 11.503 Million**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56: "Government at Your Service"  Public Sector Modernization Vision and Strategy 2002 – 2012  Public Sector Reform  Government of Jamaica 2030 Vision  Establish mechanisms to ensure accountability and anti-corruption	To strive for public sector efficiency, effectiveness and accountability, by accomplishing seven (7) audits of varying levels of intensity; on the operations executed by the Ministry and its entities, by the end of the financial year.	Conducting periodic inspection of the Ministry's Head Office and various entities under its portfolio:  Examine, analyze, test and evaluate internal control systems in place.  Conduct Compliance, Financial, Operational, Value for Money and IT Audits.  Provide timely reports, recommendations on audit findings.	100% completion of the Internal Audit Plan for Financial Year ending March 31, 2011  Reduction in the level of Auditor General's queries  Reduction of significant breaches reported at Public Accounts Committee (PAC) and appearing in the media.  Submission of Audit Reports with the audit objective, the criteria, condition, cause, effect and recommendations, done on a timely basis.	Completion of work in progress (Includes Annual Board of Survey Reports).  Examination of the financial/operational activities of the Ministry/Division:  Reviewing and appraising the soundness, adequacy of application of accounting, financial and other operating controls that comprise the internal control systems for the Ministry /Division (2 Audits).	Review Ministry & Agencies Financial Statements submitted to the Ministry.  Ascertaining the extent of compliance with statutory regulations, guidelines established by the MOF&P and the entity being audited - (1 Audit).  Conduct Formal Self-Assessment.	Preparation and submission of operational plan for F/Y 2011 / 2012  Conduct IT Audit on of the operational activities of the Ministry / Division.  Conduct test of the Internal Systems and procedures to determine adequacy of Internal controls (2 Audits)	Conduct annual Board of Survey.  Preparation of Annual Risk Based Audit Plan 2011/2012 (Includes Review of Financial Statements)  Conduct test of the Internal Systems and procedures to determine adequacy of Internal controls  Examination of the operational activities of the Ministry/Agency (2 Audits)

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
GOJ Quality Assurance and Improvement Programme. (QAIP Manual)  Audit Manual, Charter and Standard Operating Procedures  The Professional Practices Framework	To provide reasonable assurance on operations, systems in place, financial reporting, safeguard of assets and compliance with laws, regulations and contracts; executed by the Ministry and its Agencies.	Verify responses to issues. Follow-up on issues identified to ensure resolution and improvement.  Conduct spot checks to detect issues promptly.  Provide advisory support, conduct on-going verification of statements and Special Assignment.	Timely report on follow-up and verification of management responses, to ensure resolution of issues or managements acceptance of risk.    Report prepared on the staff appraisal system in place.	Three (3) day spot checks done at three (3) agencies.  Verification of Management Responses. Follow-up on issues identified. (Audits done in last quarter of previous financial year).  Follow-up on issues identified for spot checks conducted	Three (3) day spot checks done at three (3) agencies.  Verification of Management Responses. Follow-up on issues identified. (Audits done in last quarter of previous financial year).  Follow-up on issues identified for spot checks conducted  Verify that Quarterly evaluation is prepared for the ministry staff.	Three (3) day spot checks done at three (3) agencies.  Verification of Management Responses. Follow-up on issues identified. (Audits done in last quarter of previous financial year).  Follow-up on issues identified for spot checks conducted  Verify that Quarterly evaluation is prepared for the ministry staff.	Three (3) day spot checks done at three (3) agencies.  Verification of Management Responses. Follow-up on issues identified. (Audits done in last quarter of previous financial year).  Follow-up on issues identified for spot checks conducted  Verify that Quarterly and Annual Evaluation is prepared for the ministry staff.

**N.B –**

1. The unit will seek to acquire the Audit Command Language Software (ACL) to improve the audit cycle. Staff is entitled to their leave and attends training hosted by Internal Audit Directorate and for continuous development. The unit possesses adequate equipment including 3 Laptops and awaits Corporate Management Division's approval to upgrade the units' structure. The staff compliment consist of the CIA, 2 Senior Auditors, 1 Auditor, 2 Assistant Auditors & a Senior Secretary.
2. The unit's Budget for F/Y 2009/2010 was \$10.7 million and is expected to increase to \$11.503 million for F/Y 2010/2011. This increase results from changes to objects # 22 & 25 costing, which covers travelling, the ACL software and training.
3. Verification of Management Responses is done upon receipt of responses. Follow-up is done if there is no responses and also during verification of management responses. On-going verification of statements is ad hoc and special assignment requested by all levels of management is also ad hoc. The rule of thumb dictates that these activities should not exceed 30% of the audit plan.

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5300  
**FINANCIAL PATTERN:** 10  
**FUNCTION/SUB FUNCTION:** 1300  
**PROGRAMME:** 001 – EXECUTIVE DIRECTION AND ADMINISTRATION  
**SUB PROGRAMME NUMBER:** 01 – GENERAL ADMINISTRATION  
**ACTIVITY NUMBER:** 0001 – DIRECTION AND MANAGEMENT (LEGAL)

**Individual Objective:** To provide sound legal advice in accordance with Government Policy

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter				
				Fourth Quarter Jan.1 – Mar. 31, 2011	First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Direct the progression of the Ministry's Legislation Programme and ensure that it is completed in a timely manner and in accordance with the Ministry's Policies</li> <li>Ensure that the requisite legislations are in place</li> </ul>	<ul style="list-style-type: none"> <li>Prepare drafting instructions</li> <li>Prepare Legislation Committee Submission</li> <li>Prepare and present the Annual Legislative Programme and monthly updates</li> <li>Follow-up with CPC and AG</li> <li>Circulate draft Bills to stakeholders within and outside the Ministry</li> </ul>	<ul style="list-style-type: none"> <li>The Annual Legislation Programme is comprehensive, and well presented</li> <li>Adequate monitoring mechanism is in place and reports submitted to Cabinet Office within agreed timeframe</li> </ul>	Completion of review consultation, finalization of draft bill (Fair Competition Act)	Finalization of Cabinet Submission (Consumer Protection Act)	Completion of review and consultation in relation to the Patents and Design Act	Completion of review and consultation in relation to the Copyright Act	Review of draft Bill (Further Amendment to the Companies Act)
				Finalization of Companies Amendment Bill (Transitional Provisions)	Completion of review and consultation in relation to the Cooperative Societies Act (BOJ Regulations)	Completion of review and consultation in relation to the Trademarks (Amendment) Act	Review of draft Bill (Customs Duties (Dumping and Subsidies) Act)	Review and conduct consultation to determine necessary amendment

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter				
				Fourth Quarter Jan.1 – Mar. 31, 2011	First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
	<ul style="list-style-type: none"> <li>Monitoring and participating in the development of legislation by other ministries, which will have an impact on the policy &amp; legislation for which the Ministry has portfolio responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate responses to Bills</li> </ul>	<ul style="list-style-type: none"> <li>Legal opinion/advice, briefs are provided within agreed timeframes, are sound and reflect strong forensic skills and research</li> </ul>	Completion of: <ul style="list-style-type: none"> <li>Legislation Forms (Companies Act )</li> <li>Companies Records Management Rules</li> <li>Amendment to Fifteen Schedule Order 2009 (Companies Act)</li> </ul>	Finalize consultation in relation to the proposed amendment to the Geographical Indications Act.	Completion of review of further amendment to the Companies Act and preparation of Cabinet Submission	Enactment of Amendment to Fair Competition Act	Conduct consultation to determine relevance of a legal framework for Jamaica National Agency for Accreditation (JANAAC)
Public sector efficiency and accountability  Strengthening the overall	<ul style="list-style-type: none"> <li>Creation of a Legal Framework that would facilitate improvement of</li> </ul>	<ul style="list-style-type: none"> <li>Brief PS and Minister on responses received</li> <li>Make recommendations for amendment to draft</li> </ul>	<ul style="list-style-type: none"> <li>Drafting Instructions and Orders meet the requirements of the client and are</li> </ul>	Coordination of Ministry's Legislative Programme	Coordination of Ministry's Legislative Programme	Coordination of Ministry's Legislative Programme	Coordination of Ministry's Legislative Programme	Coordination of Ministry's Legislative Programme

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter				
				Fourth Quarter Jan.1 – Mar. 31, 2011	First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
commercial and business framework	the Consumer Affairs Commission. Creation of legal framework for the facilitating of the improvement of the structure of the Fair Trading Commission.	<p>Bills</p> <ul style="list-style-type: none"> <li>• Legal research and analysis on existing laws in other jurisdictions.</li> <li>• Attend Legislation Committee meetings</li> <li>• Attend Parliament</li> <li>• Prepare documentation to send Bill to Parliament</li> <li>• Request printing of draft Bill from Jamaica Printing Services</li> </ul>	<p>submitted</p> <ul style="list-style-type: none"> <li>• Within the agreed timeframe</li> <li>• Legal opinions/advice, briefs are sound and reflect strong forensic skills, research and provided within agreed timeframes.</li> </ul>	Preparation and revision of Cabinet Submission in this Ministry and those originating from other Ministries	Preparation and revision of Cabinet Submission in this Ministry and those originating from other Ministries	Preparation and revision of Cabinet Submission in this Ministry and those originating from other Ministries	Preparation and revision of Cabinet Submission in this Ministry and those originating from other Ministries	Preparation and revision of Cabinet Submission in this Ministry and those originating from other Ministries

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec . 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Peruse Draft Bill</li> <li>Participate in activities</li> <li>Attending meetings do follow-up</li> <li>Reports</li> <li>Draft Correspondence (External/Internal)</li> </ul>	<ul style="list-style-type: none"> <li>Attend meetings where necessary</li> <li>Opinions / advice</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on Cabinet Submissions is provided within agreed timeframe and includes all critical elements of the Submissions and Draft Bills are technically accurate.</li> <li>High ethical standards are maintained in the conduct of professional and personal business</li> </ul>	Preparation of general reports and reports in relation to Audit Queries from Office of the Contractor General	Prepare reports in relation to Audit Queries from Office of the Contractor General	Prepare reports in relation to Audit Queries from Office of the Contractor General	Prepare reports in relation to Audit Queries from Office of the Contractor General
				Follow up with stakeholders	Follow up with stakeholders	Follow up with stakeholders	Follow up with stakeholders



Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Peruse Draft Bill</li> <li>Participate in activities</li> <li>Attending meetings and do follow-up</li> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>Attend meetings where necessary</li> <li>Opinions / advice</li> </ul>	<ul style="list-style-type: none"> <li>Reports are accurate and submitted within established timeframe</li> </ul>	Preparation of Brief on legislation for the Permanent Secretary, Minister, Senate etc.	Preparation of Brief on legislation for the Permanent Secretary, Minister, Senate etc.	Preparation of Brief on legislation for the Permanent Secretary, Minister, Senate etc.	Preparation of Brief on legislation for the Permanent Secretary, Minister, Senate etc.
	<ul style="list-style-type: none"> <li>Drafting and review contracts to be signed by the Ministry and its Agencies are consistent with the government of Jamaica's Policies and Directives</li> </ul>	<ul style="list-style-type: none"> <li>Legal Research</li> <li>Meeting with stakeholders</li> <li>Review MOU's/Letters of Understanding</li> <li>Prepare legal advice</li> <li>Draft contract</li> </ul>	<ul style="list-style-type: none"> <li>Contracts are comprehensive and conform with related laws and government policies and as far as possible in the interest of the Ministries.</li> <li>High ethical standards are maintained in the conduct of professional and personal business</li> </ul>	<ul style="list-style-type: none"> <li>Drafting and review of contracts/leases</li> <li>Collaboration and consultation with internal and external stakeholders in relation to legislative revisions</li> </ul>	<ul style="list-style-type: none"> <li>Drafting and review of Contracts/Leases</li> <li>Collaboration and consultation with internal and external stakeholders in relation to legislative revisions</li> </ul>	<ul style="list-style-type: none"> <li>Drafting and review of Contracts/Leases</li> <li>Collaboration and consultation with internal and external stakeholders in relation to legislative revisions</li> </ul>	<ul style="list-style-type: none"> <li>Drafting and review of Contracts/Leases</li> <li>Collaboration and consultation with internal and external stakeholders in relation to legislative revisions</li> </ul>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1- June 30, 201`	Second Quarter July 1- Sept 30, 201`	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Ensure that Agencies are empowered to deliver on their mandate</li> </ul>	<ul style="list-style-type: none"> <li>Advise / Reports on changes to Legislation which may be required</li> </ul>	<ul style="list-style-type: none"> <li>Legal opinions/advice, briefs are sound and reflect strong forensic skills, research and provided within agreed timeframes</li> <li>Contracts are comprehensive and conform with related laws and government policies and as far as possible in the interest of the Ministries.</li> <li>High ethical standards are maintained in the conduct of professional and personal business</li> </ul>	Review of Policy documents and ensure that legislative amendments are in conformity with same.	Review of Policy documents and ensure that legislative amendments are in conformity with same.	Review of Policy documents and ensure that legislative amendments are in conformity with same.	Review of Policy documents and ensure that legislative amendments are in conformity with same.

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1- June 30, 2011	Second Quarter July 1- Sept 30, 2011	Third Quarter(Oct.1 – Dec . 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Legal opinion and advice on various matters</li> </ul>	<ul style="list-style-type: none"> <li>Legal Research</li> <li>Reviewing and analyzing information received</li> <li>Attend meetings</li> <li>Prepare opinions</li> </ul>	<ul style="list-style-type: none"> <li>Legal opinions/advice, briefs are sound and reflect strong forensic skills, research and provided within agreed timeframes</li> <li>Reports are accurate and submitted within established timeframe</li> </ul>	Provision of general and legal advice to Ministry and Agencies	Provision of general and legal advice to Ministry and Agencies	Provision of general and legal advice to Ministry and Agencies	Provision of general and legal advice to Ministry and Agencies

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter <b>April 1- June 30, 2011</b>	Second Quarter <b>July 1- Sept 30, 2011</b>	Third Quarter <b>Oct.1 – Dec. 31, 2011</b>	Fourth Quarter <b>Jan.1 – Mar. 31, 2012</b>
Public sector efficiency and accountability  Strengthening the overall commercial and business framework	<ul style="list-style-type: none"> <li>Draft Regulations and Orders and other legal instruments.</li> </ul>	<ul style="list-style-type: none"> <li>Research (Legal)</li> <li>Attend meetings</li> <li>Prepare Briefs</li> <li>Liaise with CPC and AG's and Stakeholders</li> <li>Draft regulations and Orders</li> </ul>	Drafting Instructions and Orders meet the requirements of the client and are submitted within the agreed timeframe	Collaborate in the development of legislation by other Ministries.	Collaborate in the development of legislation by other Ministries.	Collaborate in the development of legislation by other Ministries.	Collaborate in the development of legislation by other Ministries.
	<ul style="list-style-type: none"> <li>Monthly Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Meeting of staff</li> <li>Prepare Reports</li> <li>Prosecute</li> </ul>	<ul style="list-style-type: none"> <li>Established Unit and personal targets are achieved</li> <li>Reports are accurate and submitted within established timeframe</li> <li>Completion of Prosecution</li> </ul>	Preparation of Monthly Status Report	Preparation of Monthly Status Report	Preparation of Monthly Status Report	Preparation of Monthly Status Report

**Governance and Administration (Policy Planning Projects and Research Division)**

**Programme/Project: Corporate and Operational Plans**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and Strategy 2002 – 2012 Public Sector Reform	To strive for public sector efficiency and accountability	Consultations with relevant stakeholders  Link strategic plan to Vision 2030  Minister articulates strategic vision to directors and chairmen of agencies  Minister participates in quarterly performance reviews  Minister articulates vision and approves direction for each division/agency  Link budgetary allocation of agencies to achievement of priority targets	Quality Operational/Corporate Plans completed in a timely manner  Operational/Corporate Plans are consistent with agreed strategic approach  Operational/Corporate Plans consistent with agreed priorities  Number of divisions/agencies plans reviewed and adjusted as appropriate	Revise Corporate Plans of Ministry/Agencies to reflect approved budget as passed in Parliament following Budget Debate  Continuous monitoring of Ministry/Agency targets in Operational Plans  Coordinate Quarterly Performance Review of Ministry/Agencies for previous quarter  Prepare quarterly Performance Report for review by Cabinet Office  Conduct quarterly review of budget and implications for Work Programme	Continuous monitoring of Ministry/Agency targets in Operational Plans  Coordinate Quarterly Performance Review of Ministry/Agencies for previous quarter  Prepare Quarterly Performance Report for review by Cabinet Office  Conduct quarterly review of budget and implications for Work Programme	Prepare draft Corporate Plan for Ministry  Co-ordinate preparation of draft Corporate Plans for Agencies  Continuous monitoring of Ministry/Agency targets in Operational Plans  Conduct Quarterly Performance Review of Ministry/Agencies for previous quarter  Prepare quarterly Performance Report for review by Cabinet Office  Conduct quarterly review of budget and implications for Work Programme	Prepare final version of Corporate Plan for Ministry for tabling in Parliament  Co-ordinate preparation of final version of Corporate Plans for Agencies  Continuous monitoring of Ministry/Agency targets in Operational Plans  Conduct Quarterly Performance Review of Ministry/Agencies for previous quarter  Prepare quarterly Performance Report for review by Cabinet Office  Prepare annual Performance Report of Ministry

**Governance and Administration (Policy Planning Projects and Research Division)**  
**Programme/Project: Budget Debate Preparation**

**Estimated Expenditure**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Ministry Paper No. 56 “Government at Your Service” Public Sector Modernization Vision and Strategy 2002 – 2012 Public Sector Reform	To strive for public sector efficiency and accountability	Table Ministry Papers In Parliament on all aspects of the Ministry’s work  Support the placing of Ministry Papers on website	Timeliness in preparation of Budget Speech  Number of Ministry Papers tabled in Parliament  Number of articles appearing in media drawing on information in Ministry Papers  Annual report prepared and submitted to Cabinet Office	Coordinate contributions to Budget Speech from divisions/agencies  Prepare briefs for use in the preparation of Budget Speech  Support/coordinate preparation of Minister’s Budget Speech and reproduce document  Prepare twenty (20) Ministry Papers detailing performance of Ministry and Agencies  Generate 120 copies of each Ministry Paper  Provide information on Corporate Plan and Ministry Papers for updating website	Provide information on performance for continuous updating of website	Provide information on performance for continuous updating of website	Provide information on performance for continuous updating of website  Prepare draft Budget Speech for next financial year  Prepare twenty (20) draft Ministry Papers on performance of Ministry and agencies for current financial year  Circulate Ministry Papers for comments  Finalize Ministry Papers for tabling in Parliament

**MINISTRY** Industry, Investment and Commerce  
**BUDGET HEAD NUMBER** 5300  
**FINANCIAL PATTERN** 10  
**FUNCTION/SUBFUNCTION** 1300  
**PROGRAMME** 001 Executive Direction and Administration  
**SUBPROGRAMME** 03 Technical Administration  
**DIVISION** **Science &** Technology Division  
**ACTIVITY** 0470 Technology Administration  
**OBJECT** 21-25, 30-31

**DIVISION ROLE/MISSION:** To ensure that the Technology Division plays a pivotal role in ensuring that the aims and objectives of the Ministry are achieved through the implementation and maintenance of information systems and the promotion of science and technology.

Estimated Expenditure: \$24 Million

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks and Targets by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Economic and Social Transformation	To provide an appropriate policy, legal and regulatory framework to facilitate the science and ICT-related work of the Ministry.	Review of draft policies and legislation relating to science and technology	<ul style="list-style-type: none"> <li>- Feedback provided on proposed policy, legal and regulatory matters</li> <li>- Policy to drive the legislative process</li> </ul>	<ul style="list-style-type: none"> <li>- Review draft policy in collaboration with the Policy Division</li> <li>- Review draft legislation with the Legal Department</li> </ul>	<ul style="list-style-type: none"> <li>- Finalize policy recommendations through broad consultations with both internal and external stakeholders</li> <li>- Submit feedback on any proposed legislative reform</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare/Assist in the preparation of submission to Cabinet, if applicable</li> <li>- Participate in policy implementation, as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Follow-up with the Legal Department on any drafting instructions sent or to be sent to Chief Parliamentary Counsel, if applicable</li> <li>- Oversee policy implementation</li> </ul>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks and Targets by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Economic and Social Transformation	To strive for public sector efficiency and accountability	Provide administrative and policy support through collaboration with portfolio Agencies: <ul style="list-style-type: none"> <li>- Scientific Research Council (SRC)</li> <li>- National Commission on Science and Technology (NCST)</li> <li>- Jamaica Exotic Flavours and Essences Company Limited (JEFE)</li> </ul>	<ul style="list-style-type: none"> <li>- Efficient policy implementation resulting in the achievement of stated goals and performance targets by Agencies.</li> <li>- Up-to-date Annual Reports of Agencies submitted to Cabinet and Parliament</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the work of Agencies: <ul style="list-style-type: none"> <li>o Assist in the popularization of Science and Technology, through the work of the SRC and the NCST</li> <li>o Monitor the work of JEFE as it seeks to establish a modern flavour industry based on locally grown produce</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Continue to monitor the work of the Agencies</li> <li>- Facilitate ICT development within the Agencies, as required</li> </ul>	<ul style="list-style-type: none"> <li>- Follow up on any request from the Policy Division for performance review information from Agencies</li> <li>- Ensure that the Agencies submit their Annual Report to the Ministry and Cabinet.</li> <li>- Participate in activities relating to Science and Technology Month.</li> </ul>	<ul style="list-style-type: none"> <li>- Participate in performance review of Agencies exercise and the preparation of Ministry Papers in collaboration with the Policy Division</li> <li>- Ensure that the Annual Reports are submitted to Parliament</li> </ul>
Economic and Social Transformation	To provide support to the Small Business Policy Implementation Team at the Ministry	Liaise with Ministries, Agencies and Department to ensure that GOJ entities dedicate at least 15% of their Goods and Services budgetary allocation to the provision of small business procurement opportunities	<ul style="list-style-type: none"> <li>- Information on small business opportunities is obtained in timely manner</li> <li>- Small business web page updated weekly</li> <li>- The Ministry has met its small business procurement obligation</li> </ul>	<ul style="list-style-type: none"> <li>- Remind GOJ entities of their small business procurement obligations</li> <li>- Update the small business web page</li> </ul>	<ul style="list-style-type: none"> <li>- Update the small business web page</li> <li>- Monitor compliance with the small business procurement policy</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborate with the Industry Division to formally remind GOJ entities of the budgetary allocation requirement and that a report on small business-related expenditure is required</li> <li>- Update the small business web page</li> </ul>	<ul style="list-style-type: none"> <li>- Assist Office Services with the preparation of the Ministry's report on compliance with the small business procurement policy</li> <li>- Update the small business web page</li> </ul>



Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks and Targets by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
Economic and Social Transformation	To provide technical advice and ICT support to facilitate the work of the Ministry	<ul style="list-style-type: none"> <li>- Maintenance of information and network systems to support the work of the Ministry</li> <li>- Network expansion and infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>- Network operational and ICT upgrades instituted and related reports submitted</li> <li>- Information systems available to LAN users</li> <li>- Web site updated and operates according to GOJ Web Standards</li> <li>- Technical assistance provided to staff, as required</li> <li>- Training needs submitted to HR</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake system assessment and make recommendations based on the system review with a view to implementation of appropriate solutions.</li> <li>- Make arrangements for and/or perform routine maintenance of the Ministry's ICT assets</li> <li>- Collaborate with the Communications Unit re updating the content on the Ministry's website</li> <li>- Provide technical assistance, as required by the Ministry's Headquarters and External Divisions</li> </ul>	<ul style="list-style-type: none"> <li>- Engage in procurement and provide the technical staff with job-related tools, equipment and accessories</li> <li>- Update the Ministry's website</li> <li>- Provide technical assistance and end-user support, as required by the Ministry</li> </ul>	<ul style="list-style-type: none"> <li>- Implement ICT upgrades and continue procurement as necessary</li> <li>- Update the Ministry's website</li> <li>- Perform routine maintenance of ICT equipment</li> <li>- Prepare and submit the Division's Operational Plan and budgetary requirements for information and network systems and S&amp;T portfolio</li> <li>- Prepare and submit training needs for staff</li> </ul>	<ul style="list-style-type: none"> <li>- Assist the Accounts Department in finalizing activities related to the Division's procurement activities</li> <li>- Update the Ministry's website</li> <li>- Perform routine system maintenance</li> </ul>
Economic and Social Transformation	Popularization of ICT and S&T	Participation by the Ministry in events that promote ICT and S&T	<ul style="list-style-type: none"> <li>- ICT input provided by the Technology Division in relation to the Ministry's/Agency's hosting and participation in events</li> <li>- ICT/S&amp;T materials published, as required</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitate of the Ministry's participation in meetings, workshops, conferences and other events through multimedia and/or network support.</li> <li>- Design relevant promotional materials to support the Ministry's ICT and S&amp;T activities</li> </ul>	<ul style="list-style-type: none"> <li>- Print/publish the ICT/S&amp;T promotional materials</li> <li>- Facilitate of the Ministry's participation in meetings, workshops, conferences and other events through multimedia and/or network support.</li> </ul>	<ul style="list-style-type: none"> <li>- Participate in and provide support for Science and Technology Month activities</li> <li>- Provide support, as required, for Expos/events the Ministry participates in.</li> </ul>	<ul style="list-style-type: none"> <li>- Review existing in-house materials, make recommendations as to required updates</li> <li>- Implement changes, as appropriate</li> </ul>

**MINISTRY:** INDUSTRY, INVESTMENT & COMMERCE  
**BUDGET HEAD NUMBER:** 5200  
**SUB PROGRAMME:** 001  
**SUB PROGRAMME NUMBER:** 001/03  
**DIVISION:** 1300 INDUSTRY  
**ACTIVITY NUMBER:** 005

**DIVISION ROLE/MISSION:** The design of policies and programmes that facilitate an environment for competitive enterprise growth and exports

**SUB ACTIVITY: (A)**

**Total Estimated Expenditure for Division: \$**

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
NDP -12  Internationally Competitive Industry Structure	NDP 12-1  Develop Company sophistication and productivity	<p>Establish National Competitiveness and Export Council.</p> <p>Identify based on data and research emerging sector for targeted assistance</p> <p>Seek with support of PIOJ donor sources that can provide technical assistance in areas of technology innovation and application.</p> <p>Ensures developmental agencies SRC,</p>	<p>Council established</p> <p>Sectors identified support measures agreed on Implementation of support programme</p> <p>Donors identified Agreement for assistance Collaborate with JBDC and JAMPRO to finalize Cabinet Submission for technical assistance programme</p> <p>Increase in number of entities and Trade Association receiving</p>	<p>Terms of Reference for Council determined</p> <p>Collaborate with PIOJ, STATIN stakeholders JMA, JEA, SBAJ, Universities, SRC sectors to be targeted</p> <p>Meet with PIOJ Donor information provided</p> <p>Contacting Donor Agencies</p> <p>Follow up with Donor Agencies</p> <p>Support measures continue</p>	<p>Council established</p> <p>Consensus on sector/s and support measures</p> <p>Response from Donor Agencies</p> <p>Further discussions with donor agencies</p> <p>Agreement with Donor Agencies Finalize Cabinet Submission</p> <p>Support measures continue</p>	<p>Work of Council proceeds</p> <p>Support measures commence</p> <p>Support measures commence</p> <p>Support measures continue</p>	<p>Work of Council proceeds</p> <p>On-going support</p> <p>Support measures commence</p> <p>Support measures continue</p>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
		JBDC, JIPO, BOS increase support to entities and trade associations re information on technology, suitability and application.	assistance				
		Seek policy support on tax incentive measures for RD promotion and application	Cabinet Submission on policy measures prepared and agreed	Finalized proposals for submission to Cabinet	Legislative process re tax incentive charge commence	CPC prepares Amending Bill	Legislation effected
		Ensure that the new Patent legislation provides for 'small innovation'	New Patent Legislation in force and provides protection for 'utility' innovation	Legislation process continues	Legislation Process continues	Legislation process continues	Legislation effected
		Revise export incentive schemes to be compatible with WTO requirements while meeting national objectives	Revised incentive Bill consistent with WTO rules but meeting national development goals published	Meet with export community and articulate this push	Draft for new regime started	Legislation process continues	Draft finalized and public consultation continues
	Promotion and Trade Facilitation	Collaborate with Anti-Dumping Commission re list of selected products for increased tariff protection	List identified and increased duties applied		Dialogue with public and private sector towards a revised regime	List identified. Cabinet Submission prepared. Approval for revised rates	Revised rates implemented

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
NDPs Enabling Business Environment	Ensure a facilitatory policy regulatory and institutional framework for business development	Revise existing Film Incentives Regime to encourage the growth of a more competitive film sector and use of international standards in the regulatory framework	Finalized Policy proposals accepted	Dialogue and consensus with relevant stakeholders	Cabinet Submission prepared and endorsed  Legislative Process for change commence  Follow up to effect legislative changes	Legislative Process for change continues	Legislative changes effected
		Improve and streamline policy, legal and regulatory framework and bureaucratic processes for business establishment and operation	Reduction in the time taken to commence business operations  Streamlined and automated business start-up process	Working with COJ and stakeholders to improve business registration process  Working with COJ to automate transactions	Dialogue continues. Preparation of draft Cabinet Submission  Approval of Submission commenced.  Legislation process for Reform		
	A highly competitive Manufacturing sector	Promote increased value added manufacturing production	Ongoing work with SRC to develop and market value-added products	Ongoing work with SRC to develop and market value-added products	Ongoing work with SRC to develop and market value-added products	Ongoing work with SRC to develop and market value-added products	Ongoing work with SRC to develop and market value-added products
		Expand collaboration in regional and international marketing	Priority areas of National Export Strategy for the short-term identified and implemented	Ongoing sensitization about NES  Provide relevant export development services to existing and potential exporters	Ongoing sensitization about NES  Provide relevant export development services to existing and potential exporters	Ongoing sensitization about NES  Provide relevant export development services to existing and potential exporters	Ongoing sensitization about NES  Provide relevant export development services to existing and potential exporters

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
NDP 12 Internationally Competitive Industry Structures	Service providers who meet relevant international and domestic standards and accreditation  Strong participation in global and domestic markets	Develop capacity of service providers to meet international standards of certification and practice  Strengthen marketing of services	Increase in the number of firms that are ISO and HAACP certified  Number of sensitization sessions held locally and overseas  Strong promotion of Brand Jamaica both locally and internationally	Work with BSJ and NCBJ to Develop and strengthen processes of accreditation and certification  Work with JAMPRO, JBDC, JIPO and BSJ to enhance the use of the national brand in marketing of services  Leverage relationships with Diaspora to improve access to foreign markets  Expand use of ICT in marketing services  Combine marketing of services with goods	Work with BSJ and NCBJ to Develop and strengthen processes of accreditation and certification  Work with JAMPRO, JBDC, JIPO and BSJ to enhance the use of the national brand in marketing of services  Leverage relationships with Diaspora to improve access to foreign markets  Expand use of ICT in marketing services  Combine marketing of services with goods	Work with BSJ and NCBJ to Develop and strengthen processes of accreditation and certification  Work with JAMPRO, JBDC, JIPO and BSJ to enhance the use of the national brand in marketing of services  Leverage relationships with Diaspora to improve access to foreign markets  Expand use of ICT in marketing services  Combine marketing of services with goods	Work with BSJ and NCBJ to Develop and strengthen processes of accreditation and certification  Work with JAMPRO, JBDC, JIPO and BSJ to enhance the use of the national brand in marketing of services  Leverage relationships with Diaspora to improve access to foreign markets  Expand use of ICT in marketing services  Combine marketing of services with goods

**Industry and Small Business Development**

**Programme/Project: Manage Inventory of Land and Buildings for Industrial and Commercial Use. Development of the MSME Sector**

Priority Policy Issues	Objectives/Policy Outcomes	Strategies	Performance Measures/Outcome Indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 – June 30, 2011	Second Quarter July – Sept 30, 2011	Third Quarter Oct 1 – Dec 31, 2011	Fourth Quarter Jan 1 – Mar 31, 2012
Develop the capabilities of micro, small and medium sized enterprises (MSMEs)	Provide training and capacity development for MSME	Provide certified training programmes for MSMEs	Number of persons from the MSME Sector that have been certified receive technical assistance and commence business operations		JBDC and NCTVET and private training practitioners to collaborate to offer certification programmes  Increase in number of persons receiving technical assistance	JBDC and NCTVET to collaborate to offer certification programmes  Increase number of trainees by at least 20%	JBDC and NCTVET to collaborate to offer certification programmes  Increase number of persons receiving technical assistance by at least 20%

<p>Develop the capabilities of micro, small and medium sized enterprises (MSMEs)</p>	<p>Provide training and capacity development for MSME</p> <p>Expand Credit Facilities for MSMEs</p>	<p>Increase and strengthen acquisition, analysis and application of data and information on MSMEs</p> <p>Increase loan disbursement through network of approved credit providers</p>	<p>Database on priority subsectors implemented</p> <p>Draft MSME Policy completed</p> <p>Stakeholder consultation on draft Policy completed</p> <p>Policy submitted to Cabinet</p> <p>Policy submitted to Parliament</p> <p>Capacity Training for the sector enhanced</p> <p>Increase in number of credit applications approved</p> <p>Increase in total dollar value of loans to the MSME sector</p> <p>Increase number of new firms in the MSME Sector</p> <p>Increased number of jobs in the MSME Sector</p>	<p>On-going review of policy recommendations on the PSDP Small Business Study</p> <p>JBDC and MIDA to provide data on the number of new firms/job creation that they facilitated</p>	<p>Conference/Seminars on Policy Recommendations hosted.</p> <p>Collection gathering re subsectors commence</p> <p>Capacity Training for the sector commences</p> <p>JBDC and MIDA to make funds available to the MSME sector</p> <p>JBDC and MIDA to provide data on the number of new firms/job creation that they facilitated</p>	<p>MSME Policy to be tabled in Parliament</p> <p>Public Sensitization About MSME Policy</p> <p>Commence Implementation of the MSME Policy</p> <p>Ongoing collection of data</p> <p>Capacity Training continues</p> <p>JBDC, MIDA, SSF to make funds available to the MSME sector</p> <p>JBDC and MIDA to provide data on the number of new firms/job creation that they facilitated</p>	<p>Public Sensitization About MSME Policy</p> <p>Continued Implementation of the MSME Policy</p> <p>Ongoing collection of data</p> <p>Capacity Training continues</p> <p>JBDC and MIDA to make funds available to the MSME sector</p> <p>JBDC and MIDA to provide data on the number of new firms/job creation that they facilitated</p>
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Programme/Project: Investment Division

Priority Policy Issues	Objectives/Policy Outcome	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter				
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 – Sept. 30, 2011	Third Quarter Oct.1–Dec. 31, 2011	Fourth Quarter Jan. 1– Mar 31, 2012	
Develop Policies and Programmes to assist with the realization of the Developmental Goals outlined in Vision 2030	To maximize the benefits derived for existing domestic and international investments	Improve the tracking of domestic and foreign investments	New tracking system capturing a minimum of 70% of investments	Review existing tracking system	Commence design of new database (consultations)	Creation of database	Implementation of database	
	To attract sustainable and job rich investments	Promote reinvestment in Jamaica	New incentives for existing investors	Consultations with investors	intra and inter Ministerial consultations	Cabinet Submission Green paper	Meeting/Dialogue with investors	
Create an Enabling Business Environment	Ensure a facilitating policy, regulatory and institutional framework for business development	Facilitate regular and frank dialogue with investors	50% increase in Investor contact	Meeting/Dialogue with investors	Meeting/Dialogue with investors	Meeting/Dialogue with investors	Meeting/Dialogue with investors	
		Facilitate the creation of policies to foster a friendly investor climate	A Green paper on Investment policy	Create review committee	Review of existing policies and legislation	Review continued Draft and circulate Policy	Finalize Policy	
		Improve the packaging of investment opportunities	Assist with creation of new investment brochure	Work Permit Meeting	Design, discussions, draft New Brochure introduced	Work Permit Meeting	Work Permit Meeting	
	Strengthen investment promotion and trade facilitation	Influence work permit policies	Representation at 4 work permit meetings	Creation/Design of new training programmes	—	Work Permit Meeting	—	Needs assessment & compilations. Dialogue with institutions
		Identify capacity gaps and seek to create institutional support and linkages	Min. of 3 Matching meetings	As needed	—	As needed	As needed	
		Promote Joint Venturing	Ongoing dialogue with High Commission, Consulates, etc	On going	As needed	On going	On going	



Priority Policy Issues	Objectives/Policy Outcome	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 – Sept. 30, 2011	Third Quarter Oct.1–Dec. 31, 2011	Fourth Quarter Jan. 1– Mar 31, 2012
Develop Policies and Programmes to assist with the realization of the Developmental Goals outlined in Vision 2030  Create an Enabling Business Environment	To successfully implement large scale and critical investment projects <i>List of Projects</i> <ul style="list-style-type: none"> <li>• Caymanas Economic Zone</li> <li>• International Financial Service Centre</li> <li>• ICT Facilities</li> <li>• Scrap Metal Site</li> </ul> To increase Jamaica's global ratings in Competiveness  To increase company sophistication and productivity  To achieve International Competitive Industry Structures	Secure stakeholder support and buy in	2 Round tables & 2 update meetings	Round Table	Update Meeting	Update Meeting	Round Table
		Secure critical components for the project e.g. land and approvals	Approval received Leases effected	Key stakeholders discussion & applications	—	Approvals and contracts signed	----
		Create a dynamic cross functional, multi-agency implementation team	Team established for each project. Meeting held monthly	Team members Identified, invitations preferred, team created	3 Implementation Team Meeting	3 Implementation Team Meeting	3 Implementation Team Meeting
		Create an implementation plan	Gantt chart per project	Chart created, critical path identified	----	----	----
		Reduce bureaucracy, simplify approval process and regulatory framework	Participation in Legs & Regs, quarterly	Legs & Regs	Legs & Regs	Legs & Regs	Legs & Regs
		Lead a process to change the Culture of regulators	2 Work-shops	—	Workshop	Workshop	—
		Encourage businesses to consistently introduce technological improvements & innovation	Participation in Quality & Innovation awards & standards programmes	—	—	Awards	—
		Create partnerships and encourage the sharing of best practices with counterpart countries	On going	On going	On going	On going	On going
		Engage in systematic industry review	Monitoring Board, quarterly meetings	Monitoring Board	Monitoring Board	Monitoring Board	Monitoring Board

MINISTRY: INDUSTRY, INVESTMENT & COMMERCE  
 BUDGET HEAD NUMBER: 5300  
 FINANCIAL PATTERN: 10  
 FUNCTION/SUBFUNCTION: 1300  
 PROGRAMME: 302 REGULATION OF COMMERCE  
 SUB PROGRAMME NUMBER: 03 TECHNICAL ADMINISTRATIONS  
 DIVISION: COMMERCE  
 ACTIVITY NUMBER: 1036 POLICY FORMULATION, IMPLEMENTATION & MONITORING  
 DIVISION ROLE/MISSION: Formulate and Monitor Policies to ensure achievement of GOJ Policy outcomes

SUB ACTIVITY: (A) n/a

Total Estimated Expenditure for Division: \$16.3M

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
				First Quarter April 1 - June 30, 2011	Second Quarter Jul. 1 - Sept. 30, 2011	Third Quarter Oct.1 – Dec. 31, 2011	Fourth Quarter Jan.1 – Mar. 31, 2012
An enabling business environment	Facilitate an enabling and regulatory environment	<p>Improve and streamline policy, legal and regulatory framework and bureaucratic processes for business establishment and operation.</p> <p>Strengthen mechanisms to protect consumer rights using BSJ, ADSC, CAC and FTC.</p> <p>Increase and strengthen acquisition, analysis and application of data. Work closely with CAC.</p> <p>Development and maintenance of effective framework for cooperation with JCC, JMA and PSOJ</p>	<p>Relevant legislations amended</p> <p>Existing policies and procedures (legislation etc.) related to consumer protection reviewed quarterly in order to ascertain effectiveness.</p> <p>Data base established for most critical commodities identified</p>	<p>Review status of all the legislations with responsible agencies</p> <p>Monitoring and Review of existing policies/procedures/legislation related to consumer protection</p> <p>Formulation and Development of Commodities Information Database</p> <p>Continued monitoring of ministry response to RFI/Clarification on policy developments</p>	<p>Continued review of Custom duties (dumping and Subsidies ) Act</p> <p>Continued review of Fair Competition Act</p> <p>Propose and submit recommendations for modification of existing policies/procedures and legislation. Continued monitoring of polices/procedures</p> <p>Maintenance of Commodities Information Database</p> <p>Development of policy consultation framework between ministry and JCC, JMA and PSOJ</p>	<p>Continued review of Custom duties (Dumping &amp; Subsidies ) Act</p> <p>Continued review of Companies Act</p> <p>Propose and submit recommendations for modification of existing policies/procedure s and legislation Continued monitoring of polices/procedures</p> <p>Maintenance of Commodities Information Database</p>	<p>Continued review of Companies act.</p> <p>Propose and submit recommendations for modification of existing policies/procedures and legislation. Continued monitoring of polices/procedures</p> <p>Preparation quarterly commodities summaries/information For dissemination</p>

Priority Policy Issues	Objectives/ Policy Outcomes	Strategies	Performance Measures/ Outcome indicators	Major Tasks, Targets, Resources and Cost by Quarter			
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	<p>Improved communication with the trade – JCC, JMA, PSOJ</p> <p>Effective monitoring of assigned agencies and issues</p> <p>Use regional and International measures to support domestic trade in areas assigned to MIIC</p>	<p>Provide liaison and support services to CAC, FTC, COJ, BSJ, TBL, JANAAC, JCTC, ADSC</p> <p>Ensure processing of CARICOM safeguard and suspension requests within Treaty guidelines</p>	<p>Reporting and data exchange framework for Policy development formulated between Ministry and JCC, JMA and PSOJ</p> <p>Provide technical advice and data from the relevant agencies to PS/HM/HMOS</p> <p>Safeguard and Suspension requests completed in required time frame</p>	<p>Provide information, data on the activities and policy issues of relevant agencies to PS/HM/HMOS</p> <p>Preparation and Submission of Safeguard and Suspension requests</p>	<p>Provide information, data on the activities and policy issues of relevant agencies to PS/HM/HMOS</p> <p>Preparation and Submission of Safeguard and Suspension requests</p>	<p>Implementation of policy consultation process and reporting mechanism</p> <p>Provide information, data on the activities and policy issues of relevant agencies to PS/HM/HMOS</p> <p>Preparation and Submission of Safeguard and Suspension requests</p>	<p>Implementation of policy consultation process and reporting mechanism</p> <p>Provide information, data on the activities and policy issues of relevant agencies to PS/HM/HMOS</p> <p>Preparation and Submission of Safeguard and Suspension requests</p>