

**QUESTIONNAIRE
REGARDING FOLLOW-UP OF THE IMPLEMENTATION OF THE
RECOMMENDATIONS FORMULATED AND THE PROVISIONS REVIEWED IN THE
SECOND ROUND, AND ON THE CONVENTION PROVISIONS SELECTED FOR THE
FIFTH ROUND^{1/}**

INTRODUCTION

The Report of Buenos Aires^{2/} and the Rules of Procedure and Other Provisions^{3/} of the Committee of Experts on the Mechanism for Follow-up on the Implementation of the Inter-American Convention against Corruption (hereinafter, as applicable, *Report of Buenos Aires, Rules, Committee, Mechanism, and Convention*) provide that the Committee shall adopt a questionnaire on the selected provisions to be reviewed in each round.

In the framework of its Twenty-Fourth Meeting, held on September 8 to 12, 2014, the Committee chose, as topics for review during the Fifth Round, those relating to Article III, paragraphs 3 and 12 of the Convention, which refer, respectively, to “instruction[s] to government personnel to ensure proper understanding of their responsibilities and the ethical rules governing their activities” and to “the study of further preventive measures that take into account the relationship between equitable compensation and probity in public service.” In addition, with regard to the follow-up of recommendations, at that same meeting the Committee took the same view as that expressed at the Third Meeting of the Conference of the MESICIC States Parties and agreed that, in the Fifth Round, the Committee would follow-up of the recommendations formulated in the Second Round and which were deemed to require additional attention in the reports from the Third Round, including the consideration of any new and relevant information or developments that would allow the Committee to determine the continued validity of the recommendations and measures suggested in the reports from the Second Round and, with regard to those deemed still valid, to assess whether the State has given them satisfactory consideration or whether additional attention is required or, when applicable, to restate or reformulate them.

In addition, in the Methodology for the Fifth Round, the Committee decided that it would review new developments in the States with respect to the Convention provisions selected for the Second Round, taking into account such aspects as the legal framework, technological developments, and results, and making the relevant observations and recommendations in connection therewith.

Furthermore, Article 29 of the Rules provides that each State Party shall submit information on the implementation of the recommendations in the standard format that the Committee shall provide as an annex to the Questionnaire. Article 29 also establishes that, “with respect to the implementation of recommendations, the State Party shall refer to any difficulties that may have arisen in the process,”

1. This questionnaire includes an Annex I which contains an individualized format for Jamaica to report information on the implementation of the recommendations formulated in the Second Round and new developments in relation to the Convention provisions selected for review in that Round

2. The Report of Buenos Aires (document AG/RES. 1784 (XXXI-O/01)) is available at: www.oas.org/juridico/english/doc_buenos_aires_en.pdf

3. The Rules of Procedure and Other Provisions of the Committee of Experts of the MESICIC (document SG/MESICIC/doc.9/04 rev. 5, is available at: www.oas.org/juridico/english/mesicic_rules.pdf

and that, “should it deem it to be appropriate, the State Party may also identify the domestic agencies that have participated in implementing the recommendations, as well as identify specific technical assistance or other needs connected with the implementation of the recommendations.”

In light of the above, this document contains the questions that comprise the questionnaire adopted by the Committee.

The responses given to the questionnaire shall be reviewed in accordance with the methodology adopted by the Committee, which is posted in the Anti-Corruption Portal of the Americas at the following address: <http://www.oas.org/juridico/english/fightcur.html>

Pursuant to Article 21 of the Rules, the State Party is to forward its responses to the Questionnaire through its Permanent Mission to the OAS, in electronic format, together with all the supporting documents, within the time period set by the Committee.

To this effect, the OAS General Secretariat’s e-mail, to which the response to the questionnaire should be sent and to which inquiries may be addressed in order to clarify any doubts that arise, is the following: LegalCooperation@oas.org

SECTION I⁴

FOLLOW-UP ON THE IMPLEMENTATION OF THE RECOMMENDATIONS FORMULATED IN THE SECOND ROUND AND NEW DEVELOPMENTS IN RELATION TO THE CONVENTION PROVISIONS SELECTED FOR REVIEW IN THAT ROUND

In accordance with the terms of Article 29 of the *Rules of Procedure*, and bearing in mind the agreement reached by the Committee at its Twenty-fourth Meeting, in which in relation to the follow-up of recommendations, it endorsed the criterion contained in recommendation 9.a of the Third Meeting of the Conference of MESICIC States Parties, as well as with the terms of the Methodology for the Fifth Round, the form contained in Annex I of this questionnaire is adopted as the standard form the countries to report on:

- A) Progress, information, and new developments in relation to the implementation of the recommendations formulated to them and the measures suggested to them by the Committee for implementation in the reports from the Second Round and regarding which the Committee deemed required additional attention in the reports from the Third Round; and
- B) New developments in relation to the Convention provisions selected for the Second Round, in such areas as legal frameworks, technological developments, and results.

Based on the above-referenced standard form, the Technical Secretariat will send each country an individualized form which clearly identifies the recommendations and measures referred to in paragraph (a) of this section of the questionnaire and will ask about new developments in connection

4. Section I of this questionnaire, which deals with follow-up of the recommendations formulated in the Second Round, does not apply to those countries that had not joined the MESICIC when that round took place; however, under the terms of Article 28 of the *Rules of Procedure*, those countries must answer the questions set out in Section I of the questionnaire adopted by the Committee for that round. The Second Round Questionnaire is available at: http://www.oas.org/juridico/english/mesicic_quest_IIround.pdf and the Technical Secretariat will complete it with questions on the topics addressed in Section XII of the Methodology for the Fifth Round and send it to those countries at least three months in advance of the date on which they are to return their responses to the questionnaire in accordance with the schedule adopted for the Fifth Round.

with the Convention provisions selected for the Second Round, at least three months prior to the date on which they are to return their responses to the questionnaire in accordance with the provisions of Section V of the Methodology adopted by the Committee for the Fifth Round.

SECTION II

QUESTIONS ON IMPLEMENTATION OF THE CONVENTION PROVISIONS SELECTED FOR REVIEW IN THE FIFTH ROUND

CHAPTER ONE

INSTRUCTIONS TO GOVERNMENT PERSONNEL TO ENSURE PROPER UNDERSTANDING OF THEIR RESPONSIBILITIES AND THE ETHICAL RULES GOVERNING THEIR ACTIVITIES (ARTICLE III, PARAGRAPH 3 OF THE CONVENTION)

- A) Select up to a maximum of three groups of government personnel from your country's branches of government or public institutions, at the national/federal level, that, due to them being a majority or based on the importance of their functions, are considered principal groups that merit review for the purpose set out in Article III, paragraph 3, of the Convention, which refers to giving instructions to government personnel for the proper understanding of their responsibilities and the ethical rules governing their activities.

The Jamaica Constabulary Force (JCF) and the Office of the Services Commissions (OSC) were selected for this review.

- B) Indicate why your country believes the personnel group(s) selected under the previous question merit review.

Both entities were chosen because of the important role they play in central government and also because they cover a majority of public servants. The Office of the Services Commissions is the Secretariat for the four (4) Services Commissions within Central and Local Government namely the Public Service Commission, the Police Service Commission, the Judicial Service Commission and the Local Government Service Commission. It seeks to ensure that appointments, promotions and selections for training are done on the basis of merit and that the disciplinary and separation processes are properly managed.

The Jamaica Constabulary Force (JCF) is the primary state agency responsible for the protection of life and property of all citizens and visitors of Jamaica. The JCF has approximately 12000 members including four Deputy Commissioners of Police and is currently headed by Commissioner of Police George Quallo who was appointed on April 18, 2017.

The JCF is responsible for the maintenance of law and order, the prevention and detection of crime, the investigation of alleged crimes, the protection of life and property and the enforcement of all criminal laws as defined by Jamaican Law. The JCF also provides general assistance to the public, as needed. By adherence to Jamaica's [Citizens' Charter](#), the JCF endeavours to serve its citizens through the impartial, transparent enforcement of law and order.

- C) Indicate whether there are provisions and/or measures in your country for providing instructions to the selected government personnel group(s) which ensure proper understanding of their responsibilities and the ethical rules governing their activities, and attach a copy of them or provide links to the web pages where they can be consulted.

These matters are more particularly addressed below.

- D) Refer to the following aspects relating to the aforementioned instructions, with respect to the selected government personnel group(s), attaching copies of the provisions and/or measures on which the answers are based or indicating links to the web pages where they may be consulted:
- i. The manner in which personnel are informed of their responsibilities and functions, indicating whether this is done verbally or in writing and whether records are kept of those instructions.

OSC

Civil servants are informed verbally as well as in writing by the use of a job description issued by Human Resource Departments. Civil servants are also informed of their roles and responsibilities by way of orientation conducted by the OSC's Training Unit.

JCF

Police Officers are informed of their responsibilities and functions through training (Basic and Developmental), lectures, workshops and seminars.

They are briefed and debriefed in accordance with the Constitution, legislation such as the Constabulary Force Act and other laws, the Police Service Regulation (1961), Book of Rules, Staff Orders, Weekly Force Orders, Policies and Standard Operating Procedures.

Police Officers are informed of their responsibilities and functions both verbally and in writing.

Records of instructions are kept in Station Diaries, Personal Files, Lecture Notes among other things.

- ii. The occasion(s) when personnel are informed of their responsibilities and functions, indicating whether this is done when they begin performing them or at a later point; when those functions change; or when functions change due to a change of post.

OSC

Civil Servants are informed of their responsibilities when they begin their job. In the event of any change of job/post, this is done accordingly.

JCF

Police Officers are informed of their responsibilities and functions during training and on every occasion that members are dispatched or posted to perform assigned tasks. When there is a change of task they are also informed of their responsibilities and functions.

- iii. The existence of introductory, training or instructional programs and courses for personnel on how to perform their responsibilities and functions properly and, particularly, for making them aware of the risks of corruption inherent in the performance of those functions.

OSC

There are no introductory programmes in place. However, there are orientation programmes directing Civil Servants to the Staff Orders for the Public Service and the Public Service Regulations which set the standards for the performance of their duties.

JCF

There are courses offered by the Training Branch through the National Police College at each level of training across the ranks, of which a key feature is the responsibilities, functions and powers of the officers as follows:

- Newly enlisted/probationers - duties, functions & powers of a Police Constable;
- Sub-officers - supervisory management, office management, patrol management etc. and
- Superintendents/Commissioners - Junior Command, Command, Strategic Command and Field Command courses.

There is a feature in each of these introductory, training, instructional programs and courses that is aimed at sensitizing members of their responsibilities and functions and the inherent risk of corruption relating to their duties.

Sensitization is done in conjunction with the Anti-Corruption Strategy and the Ethics and Integrity Policy.

- iv. The use of modern communication technologies to apprise personnel of their responsibilities or functions and to provide guidance on how to perform them properly.

OSC

The OSC uses the 'HR Quarterly' to transmit general information to Civil Servants which includes information on the responsibilities and functions and how to properly perform duties.

JCF

Means of communication technology used for these purposes include:

- **JCF Email System**
 - **JCF Website**
 - **Computer Aided Dispatch System (CAD)**
 - **Closed User Group Phones (CUGs)**
 - **Electronic books/booklets**
 - **Social Network (Whatsapp).**
- v. The existence of bodies to which personnel can resort to obtain information or resolve doubts about how to perform their responsibilities and functions properly.

OSC

The OSC operates as that body that exists to resolve doubts on responsibilities and functions.

JCF

In order to obtain information for these purposes, Police Officers can contact the entities below.

External Entities:

- **Clerk of Court Offices**
- **The Office of the Director of Public Prosecutions**
- **The Attorney General's Department**

Internal Offices:

- **Inspectorate of Constabulary (IOC)**
- **The Legal Affairs Division (LAD)**
- **Police Emergency Control Centre
(PECC)**
- **Planning, Research and Development**

Branch (PRDB)

- vi. The existence of a governing organ, authority or body responsible for defining, steering, advising, or supporting the manner in which personnel are to be informed of their responsibilities and functions, and for seeing that this task is fully carried out, and the

measures or actions that such bodies can take to enforce the norms and/or measures in force in this regard.

OSC

THE OSC is the reviewing body based on Delegation of Functions to the Ministries Department and Agencies. Reviews are done by means of the HR Audits and by measures in place by means of the accountability agreements and the failure to comply with same. A copy of the 2017 OSC Accountability Agreement is attached.

JCF

The IOC, PRDB and LAD are responsible for these functions.

The IOC through audits, monitoring and inspections, and the PRDB conducts research.

IOC recommends appropriate actions (development/training, counseling, mentorship and sanctions).

PRDB recommends policy/SOP changes or strengthening and the LAD provides legal advice and guidance.

vii. The way in which personnel are informed of the ethical rules governing their activities, indicating whether this is done verbally or in writing and whether records are kept of those instructions.

OSC

Civil Servants are informed of the ethical rules which govern their activities which are specified in the Staff Orders, the Public Service Regulations and the Official Secrets Act.

JCF

Personnel are informed through:-

- Force Orders Publications**
- Briefings**
- Lectures**
- Training courses**
- Workshops**
- Seminars**
- Written Publications**
- Policies**

This is done both verbally and in writing and records are also kept.

- viii. The occasion(s) when personnel are informed of ethical rules governing their activities, indicating whether this is done when they begin performing them or at some later point; when a change in their functions entails a different set of applicable ethical rules; or when changes are made to those rules.

OSC

Civil Servants are informed of the ethical rules governing their activities at the point of commencement of their functions, upon first appointment and when changes are made to their job functions.

JCF

Police Officers are informed of ethical rules during training (Basic and Developmental), lectures, workshops, seminars, briefings and debriefings.

Police Officers are informed of the ethical rules during training and on every occasion that members are dispatched or posted to perform an assigned task. Police officers are also informed when there is a change of task or rule.

- ix. The existence of introductory, training or instructional programs and courses for personnel on the ethical rules governing their activities and, particularly, on the consequences of failure to abide by them for public institutions and for wrongdoers.

OSC

There are no specific introductory programmes in place. Orientation and sensitization activities are carried out by the various Ministries, Departments and Executive Agencies.

JCF

Ethical rules, specifically anti-corruption legislation and police regulations on the subject matter, are a standard topic in all core courses of the National Police College of Jamaica.

The conducting of Anti-Corruption and Ethics and Integrity Workshops is a main medium for communicating this information.

Through training/workshops Police Officers are also informed about the consequences of failure to abide by ethical rules.

- x. The use of modern communication technologies to apprise personnel of the ethical rules governing their activities and to provide guidance as to their scope or interpretation.

OSC

This is done by way of the HR Quarterly and through OSC Circulars concerning breach of the *Corruption (Prevention of) Act* by failure to file their statutory declarations. These are done electronically.

JCF

The following are use to appraise officers of ethical rules:

- **JCF Email System**
- **JCF Website**
- **Computer Aided Dispatch System (CAD)**
- **Closed User Group Phones (CUGs)**

xi. The existence of bodies to which personnel can resort to obtain information or resolve doubts about the scope or interpretation of the ethical rules governing their activities.

OSC

Personnel could obtain information from the OSC and the Corruption Prevention Commission.

JCF

Police Officers obtain information regarding ethical rules from the following:

- **Major Organized Crime and Anti-Corruption Agency (MOCA)**
- **Clerk of Court Offices**
- **Director of Public Prosecution**
- **Attorney General's Department**
- **Inspectorate of Constabulary (IOC)**
- **Legal Affairs Division (LAD)**
- **Police Emergency Control Centre (PECC)**
- **Planning Research and Development Branch (PRDB)**

xii. The existence of a governing organ, authority or body responsible for defining, steering, giving guidance on, or supporting the manner in which personnel are to be informed of the ethical rules governing their activities, and for seeing that this task is fully carried out, and the measures or actions that such bodies can take to enforce the norms and/or measures in force in this regard.

OSC

The OSC operates as that body by being the Secretariat for the four (4) Service Commissions. Disciplinary Actions are instituted where necessary.

JCF

Police Officers are able to seek guidance and support regarding ethical rules from IOC, PRDB, MOCA and LAD.

MOCA and IOC recommend appropriate actions (development/training, counseling, mentorship and sanctions). The PRDB recommends policy/SOP changes or strengthening as required. The LAD is responsible for providing legal advice and guidance.

- E) Summarize the results obtained in the application of the provisions and/or measures relating to the instructions given to the selected government personnel group(s) to ensure that they have an appropriate understanding of their responsibilities and functions, providing the relevant information available in your country,^{5/} and making reference, to the extent that is possible, to issues such as the following: the holding of introductory, training or instructional programs and courses to that end, the periodicity or frequency with which they have been held, and the number of public servants covered by them; implementation of programs for the same purpose; preparation of guidelines to counsel public servants on the proper performance of their functions and to alert them to the risks of corruption inherent in the performance of their responsibilities; responses to inquiries by public servants on the correct performance of their functions and the use of modern communication technologies for that purpose; activities undertaken to ascertain whether the objective of ensuring that responsibilities or functions are understood was in fact achieved; and measures or actions developed by the authorities or bodies responsible for ensuring that instructions to that end are fully provided and with ensuring the enforcement of provisions and/or measures in force.

OSC

- **OSC Circulars (a copy attached) serves as a reminder to Public Servants to file statutory declarations under the *Corruption (Prevention) Act*.**
- **Queries from the various Ministries, Departments and Agencies are usually made by means of telephone conversations or written correspondences are dealt with accordingly.**
- **There are general sensitization activities by the OSC Training Unit on the FRAME IT infrastructure.**

JCF

The training programmes referred above are conducted at intervals as follows:

New recruit & probationary training – 2 – 3 batches per year with an average intake of 160 persons;

Supervisory management training – 4 – 5 cohorts per year at the National Police College and within command areas across the island as needed with an average class size of 25.

5. If possible, referring to the past five years.

Specialist functions, e.g. office managers, patrol managers, field commanders, investigators, close protection officers - 1 - 2 cohorts per year of an average size of 25.

Command courses - a combination of the command courses as needed (determined by promotion patterns) - 2 - 3 groups per year with an average group size of 20 JCF officers, and 4-5 officers of partner agencies.

- F) Summarize the results obtained in the application of the provisions and/or measures relating to the instructions given to the selected personnel group(s) to ensure that they have an appropriate understanding of the ethical rules governing their activities, providing the relevant information available in your country,^{6/} and making reference, to the extent that is possible, to issues such as the following: the holding of introductory, training or instructional programs and courses to that end, the periodicity or frequency with which they have been held, and the number of public servants covered by them; implementation of programs for the same purpose; preparation of guidelines to counsel public servants on the scope and interpretation of those ethical rules and about the consequences of failure to abide by them for public institutions and the wrongdoers; responses to inquiries by public servants to that same end and the use of modern communication technologies for that purpose; activities undertaken to ascertain whether the objective of ensuring that the ethical rules are understood was in fact achieved; and actions undertaken by the authorities or bodies responsible for ensuring that instructions to that end are fully imparted and with ensuring the enforcement of provisions and/or measures in force.

OSC

- **No introductory training is currently in place. Orientation and Sensitization of staff are usually conducted at the various MDAs as the need arises.**
- **OSC's circulars are issued to remind Public Officers of the requirement to file their statutory declarations in keeping with the Corruption (Prevention) Act.**
- **Queries made by public officers are responded to in the same manner in which it was made. For example, queries made in writing are responded to accordingly.**
- **Recommendations are also made in HR Audit Reports for corrective measures to be taken by person or persons.**

JCF

Measures to ensure police officers understand ethical rules were integrated in:

- **New recruit & probationary training with an average intake of 160 persons;**
- **Supervisory management training - 4 – 5 cohorts per year with an average class size of 25;**
- **Specialist functions training, e.g. office managers, patrol managers, field commanders, investigators, close protection officers - 1 - 2 cohorts per year of an average size of 25.**

6. If possible, referring to the past five years.

- Command courses - 2 - 3 groups per year with an average group size of 20 JCF officers.

All participants are guided and counseled about the consequences of failure to abide by ethical rules for public institutions and the wrongdoers.

Modern communication technologies used to respond to inquiries by police officers to ethical issues include:

- JCF Email System

- JCF Website

- Closed User Group Phones (CUGs)

In order to ascertain whether the objective of ensuring that the ethical rules are understood, the IOC regularly observes frontline police officers during the performance of their duties.

Members are often interviewed or quizzed about how they would deal with ethical issues

- G) For each of the selected personnel group(s), briefly report on difficulties and/or weaknesses related to instructions for ensuring an adequate understanding of their responsibilities and functions and, if applicable, identify specific technical cooperation needs.

There is no real difficulty concerning instructions for ensuring that police officers understand their responsibilities and functions. Failure to perform is often related to defiance, absence, poor application of Standard Operating Procedures or poor supervision.

Technical cooperation is needed in the training of supervisors and managers.

- H) For each of the personnel group(s) selected for review, briefly report on difficulties and/or weaknesses related to instructions for ensuring an adequate understanding of the ethical rules governing their activities and, if applicable, identify specific technical cooperation needs.

The weaknesses in delivering instructions for the understanding of ethical rules by police officers include the difficulty of clarifying a number of grey areas based on the complex nature of ethics.

There is therefore a need for technical cooperation/assistance in the delivery of more scenario-based training focusing mainly on ethical dilemmas in law enforcement.

CHAPTER TWO

THE STUDY OF PREVENTIVE MEASURES THAT TAKE INTO ACCOUNT THE RELATIONSHIP BETWEEN EQUITABLE COMPENSATION AND PROBITY IN PUBLIC SERVICE (ARTICLE III, PARAGRAPH 12 OF THE CONVENTION)

- A) Indicate whether your country has studied prevention measures that take into account the relationship between equitable compensation and probity in public service. If so, please

describe the study or studies carried out and either enclose copies thereof or indicate the web pages where they may be consulted.

Ministry of Finance and the Public Service

The Government of Jamaica (GOJ) is currently on a path of public sector reform and as part of the process compensation in the public service is being reviewed. However with the increase in globalization and the marketability of individuals there is a new thrust to ensure that there is a correlation between compensation and probity of public service employees.

In 2014, GOJ through the Compensation Unit of the Ministry of Finance sought to undertake the crafting of a compensation policy for the public service as part of its commitment to maintain prudent management of the affairs of the country, while ensuring that the best interest of employees are always protected and secured.

Different sectors have been targeted over the past few years. Notwithstanding the fact that GOJ faces challenges based on the lack of fiscal space to approach improved compensation across government, to take into account equitable compensation and probity in the public service, work is presently underway to develop a compensation policy instrument that determines how public sector workers are paid for the work they do.

Despite the challenges, public service employees have received several improved benefits under the new wage agreement for the 2015 to 2017 contract period.

- B) Indicate whether your country has established objective and transparent criteria for determining the compensation of public servants. If so, please describe those criteria and enclose copies of the documents, provisions, and/or measures containing those criteria or indicate the web pages where they can be consulted.

OSC

The OSC is guided by the salary scales presented by the Ministry of Finance and the Public Service. The Staff Orders for the Public Service offers guidance on the payments of increments.

Ministry of Finance and the Public Service

There does not appear to have been any specifically commissioned studies on prevention measures between equitable compensation and probity in public service.

SECTION III

BEST PRACTICES

OPTIONAL: Report on a maximum of four best practices related to the Convention provisions selected for the Second and Fifth Rounds that your country would like to share with the other MESICIC member countries, using the standard form attached to this questionnaire for that purpose

(Annex II).

SECTION IV

INFORMATION ON THE OFFICIAL RESPONSIBLE FOR COMPLETION OF THIS QUESTIONNAIRE

Please provide the following information:

(a) State Party: JAMAICA

(b) The officials to be consulted regarding the responses to the questionnaire is:

Mr. Jermaine Case and Ms. Chantal Bennett

Title/position: Crown Counsel and Assistant Crown Counsel respectively

Agency/office: Attorney General's Chambers

Address: 1st Floor, North Tower, NCB Towers, 2 Oxford Road, Kingston 5, Jamaica

E-mail address: nfpusey@agc.gov.jm; jcase@agc.gov.jm and cbennett@agc.gov.jm

Telephone number: (876) 906-2414

Fax number: (876) 754-5158/ (876) 906-0488

ANNEX I

STANDARD FORMAT FOR REPORTING INFORMATION ON THE IMPLEMENTATION OF THE RECOMMENDATIONS FORMULATED IN THE SECOND ROUND AND NEW DEVELOPMENTS IN RELATION TO THE CONVENTION PROVISIONS SELECTED FOR REVIEW IN THAT ROUND

I. FOLLOW-UP ON THE IMPLEMENTATION OF THE RECOMMENDATIONS FORMULATED IN THE SECOND ROUND

Following the same structure as the Second Round country report,^{7/} the Secretariat shall transcribe each of the recommendations formulated for the country in question during the round that the Committee deemed to require additional attention in the Third Round report. Then, it will ask the country to provide information in connection with the corresponding recommendation and with the corresponding measures suggested by the Committee for implementation, and, if any, with the alternative measures adopted by the country to that end, as follows:

1. SYSTEMS OF GOVERNMENT HIRING AND PROCUREMENT OF GOODS AND SERVICES (ARTICLE III (5) OF THE CONVENTION)

1.2. Government Systems for the Procurement of Goods and Services

Recommendation:

Strengthen systems for the procurement of goods and services by the government.

Measure a):

Set up appropriate deadlines, where possible, in which the steps of the procurement process will take place.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{8/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

Procedures for the various categories of procurement can be found in Volumes 1, 2, 3 & 4 of the GOJ Handbook of Public Sector Procurement Procedures, 2014. These documents are available on the Ministry of Finance's website at www.mof.gov.jm . The Policy documents provide guidance on the actions to be undertaken for the procurement of goods, services and works.

7. Following on from this standard format, the structure applicable to the topics considered in the Second Round is described.

8. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

It should be noted that at this time, the policy only prescribes documented timelines for procedures relating to the procurement of General Insurance placement which is outlined in Volume 4 of the Handbook on the Ministry of Finance's website at www.mof.gov.jm .

However, the Procurement and Asset Policy Unit in its capacity as the National contact point for procurement policy development continues to engage procurement practitioners through training and capacity development sessions on the benefits of proper planning and scheduling of procurement activities to ensure that project timelines are in keeping with the organization's operational plan. What may be considered a move in that direction is the requirement for the preparation of the annual procurement plan outlining the period within which specific procurements will take place. Volume 2 of the Handbook provides information on the basics of procurement planning and scheduling.

- B) Indicate the new information and developments^{9/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{10/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that recommendation and measure were formulated,^{11/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation:

Ministry of Finance & the Public Service

In keeping with GOJ's reform agenda, the procurement guidelines documents (Standard Bidding Documents and Manual) are currently being revised and where possible, timelines will be recommended based on international best practice.

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The Procurement and Asset Policy Unit utilizes different methods to ensure that the transition is seamless with stakeholders being trained and sensitized on the reform process and its impact. Based on PAPU's efforts and the approach taken, any challenges will be managed in a systematic manner to ensure acceptance of any changes.

- D) If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee, and identify specific technical cooperation needs related to its implementation. In

9. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

10. Please provide copies of them or indicate the electronic link through which they may be accessed.

11. Please provide copies of them or indicate the electronic link through which they may be accessed.

addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The Ministry of Finance, Chief Parliamentary Counsel, Attorney General's Chambers and the procurement oversight bodies to include, the Office of the Contract General, National Contracts Commission and Cabinet are relevant internal bodies.

Measure b):

Adopt appropriate legislative and/or administrative procedures that establish clear criteria for determining when procurement is of a "sensitive" nature, when an unsolicited proposal is meritorious, what circumstances justify an unusual and compelling urgency, and what the criteria will be when there is more than one source that could provide highly specialized services.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{12/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The GOJ, Handbook of Public Sector Procurement Procedures, 2014, Volume 2, section 1, speaks to matters relating to procurement of a "sensitive" nature and treatment of unsolicited proposals. See www.mof.gov.jm .

- B) Indicate the new information and developments^{13/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{14/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that recommendation and measure were formulated,^{15/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation:

12. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

13. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

14. Please provide copies of them or indicate the electronic link through which they may be accessed.

15. Please provide copies of them or indicate the electronic link through which they may be accessed.

Ministry of Finance & the Public Service

These matters are addressed in the GOJ, Handbook of Public Sector Procurement Procedures, 2014, Volume 2, on the Ministry of Finance’s website at www.mof.gov.jm . Further reviews of the issues are being undertaken and will be updated in the revised guidelines later this year.

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question:

- D) If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee, and identify specific technical cooperation needs related to its implementation. In addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question: _____

Measure c):

Strengthen the legal provisions regarding the National Contracts Commission, so that contractors who have been denied registration, or have been disqualified, suspended or stricken from the NCC registers of approved contractors, have access to the dispute resolution mechanisms of Section 2.12 of the Handbook of Public Sector Procurement Services.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{16/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

Following on the Reform Agenda, a number of procurement reform initiatives have been undertaken to include the drafting of attendant Regulations. The Regulations are to be tabled in the Houses of Parliament for approval by both Houses to become effective in the Public Procurement Act/Law, 2015 (PPL, 2015).

16. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

The Procurement Review Board is to be established under Section 50 of the PPL, details on treatment and application of the procedure will be provided in the relevant Regulation(s)._

- B) Indicate the new information and developments^{17/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{18/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that recommendation and measure were formulated,^{19/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation:

Ministry of Finance & the Public Service

The PPL, 2015 has been enacted; however it is not yet in force and will be brought into force on a day appointed by the Minister with responsibility for procurement matters. The PPL is Jamaica's first stand-alone Procurement Law; it will provide the strictures that will apply regarding the matter.

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The sensitization and awareness of all stakeholders must be conducted to ensure the success of the mechanisms being implemented. Funding of such initiatives will be a challenge.

- D) If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee, and identify specific technical cooperation needs related to its implementation. In addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

All stakeholders in the procurement process, to include, legislative bodies, Ministries, Departments and Agencies.

17. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

18. Please provide copies of them or indicate the electronic link through which they may be accessed.

19. Please provide copies of them or indicate the electronic link through which they may be accessed.

Measure d):

Strengthen and increase the scope of use of electronic communications, such as the internet for publicizing the tender and consulting opportunities, status of bids and awards and the progress in the execution of major projects, and consider the possibility of making it mandatory.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{20/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & The Public Service

The e-Procurement platform launched, in July 2015 and is another phase in the reform process that facilitates the use of electronic communication for publicizing tenders. The Public Procurement Regulations will mandate the use of eGP/Tendering System for the award of government contracts.

- B) Indicate the new information and developments^{21/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{22/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that recommendation and measure were formulated,^{23/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation: _____

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question: _____

- D) If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the

20. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

21. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

22. Please provide copies of them or indicate the electronic link through which they may be accessed.

23. Please provide copies of them or indicate the electronic link through which they may be accessed.

Committee, and identify specific technical cooperation needs related to its implementation. In addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question: _____

Measure e):

Strengthen the electronic procurement system, to continue to facilitate the acquisition of goods and services through those means.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{24/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The introduction of e-Procurement is a critical step in the procurement modernization process which will further enhance transparency and improve the efficiency within the process. A critical milestone has been achieved with the Go-Live/Roll-Out of the System in July 2015. Training and on-boarding of all government procuring entities and full roll-out to the wider private sector is expected by March 2018. The Public Procurement Regulations will mandate the use of eGP/Tendering System for the award of government contracts.

- B) Indicate the new information and developments^{25/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{26/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that recommendation and measure were formulated,^{27/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation: _____
-
-

24. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

25. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

26. Please provide copies of them or indicate the electronic link through which they may be accessed.

27. Please provide copies of them or indicate the electronic link through which they may be accessed.

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

The state of readiness for government organizations are at different stages based on the capacity of their human and equipment resources. Additional resources are required to bring all organizations up to the standard required to facilitate on-boarding to the electronic procurement system.

If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee, and identify specific technical cooperation needs related to its implementation. In addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question: Measure f):

Publicize to bidders that they are able to request from the contracting agency an explanation in those cases where their bid is unsuccessful.

With respect to the foregoing measure, provide the following information:

- A) Please briefly describe the specific actions^{28/} that have been carried out to implement the above recommendation and the above measure suggested by the Committee, or the alternative measure(s) adopted by the country to that end. If deemed appropriate, please indicate the web page on which more detailed information on those actions can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

Periodic sensitization sessions are conducted with the suppliers' community to update them on the reform initiatives and the possible impact it will have on them and their businesses. The matter of providing information regarding unsuccessful bids is publicized in Volume 2, Appendix 8 of the GOJ, Handbook of Public Sector Procurement Procedures, 2014, on the Ministry of Finance's website at www.mof.gov.jm .

- B) Indicate the new information and developments^{29/} related to the subject matter of the above recommendation and the above measure suggested by the Committee, briefly describing the new provisions and/or measures adopted in connection with the subject,^{30/} or the provisions and/or measures unknown to or not taken into consideration by the Committee when that

28. If these actions involve the adoption of provisions and/or measures, please provide copies of them or indicate the electronic link where they may be accessed.

29. In accordance with the provisions of Section V of the Methodology for the Fifth Round, information and new developments are understood as meaning new provisions and/or measures adopted in connection with the matters addressed in the recommendations and measures suggested by the Committee, or provisions and/or measures unknown to or not taken into account by the Committee in formulating those recommendations and measures, that have an impact on their currency or that could require their restatement or reformulation.

30. Please provide copies of them or indicate the electronic link through which they may be accessed.

recommendation and measure were formulated,^{31/} indicating whether they are deemed to have an impact on the validity of that recommendation and measure or whether they could lead to its restatement or reformulation: _____

- C) Please briefly indicate the possible difficulties encountered in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee. If deemed appropriate, please indicate the web page on which more detailed information on them can be obtained, clearly indicating the information of the web site in question:

Ministry of Finance & the Public Service

It is a venture that requires funding to maintain an effective communication campaign, the identification of funds to support an effective on-going awareness and sensitization communication campaign is not always available.

- D) If deemed appropriate, please indicate which internal agencies have participated in the implementation of the foregoing recommendation and the foregoing measure suggested by the Committee, and identify specific technical cooperation needs related to its implementation. In addition, if deemed relevant, please also indicate the web page dealing in greater detail with these issues, clearly indicating the information of the web site in question: _____
-
-

**II. NEW DEVELOPMENTS IN RELATION TO THE CONVENTION PROVISIONS
SELECTED FOR REVIEW IN THE SECOND ROUND**

In accordance with the provisions of Section II, paragraph b) of the "Questionnaire Regarding Follow-Up of the Implementation of the Recommendations Formulated and the Provisions Reviewed in the Second Round, and on the Convention Provisions Selected for the Fifth Round," as adopted by the Committee at its Twenty-Fifth session, as well as with Section II of the Standard Format attached to this questionnaire (Annex I), the following information is requested:

1.1. Systems for government procurement of goods and services

1. Legal Framework

Please list and briefly describe any new legal provisions and/or measures, if any, adopted by your country subsequent to November 2, 2007, in connection with the above provision of the Convention. This date was established by the Committee for your country to provide information on the implementation of said provision of the Second Round of Review:

31. Please provide copies of them or indicate the electronic link through which they may be accessed.

Ministry of Finance & the Public Service

The Government of Jamaica (GoJ) has embarked on a series public sector procurement reform initiatives, these are being spear headed by the Procurement and Asset Policy Unit (PAPU) on behalf of the Ministry of Finance and the Public Service. These initiatives are being driven by policy, the need to build and sustain capacity while concurrently strengthening the procurement legal framework, institution building and improving processes and oversight. The key benefit to be derived from the enterprise is an improved and more transparent procurement process and public confidence in operations of the system.

Initiatives currently being pursued are as follows:

1. The promulgation of the new Public Procurement Law (PPL/Law);
2. Implementation of the Electronic Tendering/Procurement System (eGP System);
3. Comprehensive Capacity Building and Training Certification Programmes;
4. Revision of the Handbook and Standard Bidding Documents;
5. Development of a Public Awareness and Communication Strategy and Campaign and
6. Establishment of the Public Procurement Commission (PPC)

Additionally, the Public Procurement Regulations to support the PPL are:

- i. Public Procurement (Techniques and Procedures) Regulations
- ii. Reconsideration and Review Regulations
- iii. Public Procurement (Forms) Regulations

The Ministry of Finance undertook a robust review of these Regulations through internal review and subsequent consultation with a Technical Working Group of critical stakeholders, comprised of public procurement officers/practitioners, procurement policy officers and senior public officials, and the private sector.

2. Technological Developments

Please list and briefly describe any technological developments, if any, adopted by your country subsequent to November 2, 2007, in connection with the above provision of the Convention. This date was established by the Committee for your country to provide information on the implementation of said provision of the Second Round of Review:

Ministry of Finance & the Public Service

Implementation of the Electronic Public Procurement (eGP) System:

The introduction of e-Procurement is a critical step in the procurement modernization process which will further enhance transparency. E-procurement, which integrates with GOJ's wider e-governance programme, is being pursued to automate procurement processes for greater efficiency. The Government of Jamaica and the Inter-American Development Bank (IDB) signed a technical cooperation agreement in June 2011 for the implementation of an electronic government procurement system to strengthen the efficiency and quality of public procurement in Jamaica.

A critical milestone has been achieved with the Go-Live/Roll-Out of the System in July 2015. Presently, the training and on-boarding of all procuring entities and full roll-out to the wider

private sector is expected by March 2018. The Public Procurement Regulations will mandate the use of eGP/Tendering System for the award of government contracts within the prescribed thresholds. The implementation of this System should allow GoJ to achieve the benefits to be derived including improvement in the efficiency within the process.

3. Results

Please briefly mention the objective results obtained in your country in connection with the above provision of the Convention, for the last five years, including available statistical data:

Ministry of Finance & the Public Service

Cabinet Decision No. 40 dated 1st November, 2010 granted approval for the drafting of a Public Procurement Law (PPL) and issuing of drafting instructions to the Chief Parliamentary Counsel (CPC). Further, *Cabinet Decision No.:10/13 dated March 11, 2013 and Cabinet Decision No. 33/13 dated September 16, 2013*, supported the legislative reform agenda and as such approval was granted to continue on the path of drafting a comprehensive Public Procurement Law. The PPL has been enacted by the Houses of Parliament and will enter into force on a day appointed by the Minister with responsibility for such matters; it is supported by attendant Regulations which are being reviewed and thereafter will be brought to the Houses of Parliament for approval. The PPL is also supported by an alignment of Oversight Bodies and a suite of revised documents will signal another milestone for Jamaica on its path towards continued development of procurement policies, legislation, procedures and international best practice guidelines.

ANNEX II

STANDARD FORMAT FOR PRESENTATION OF INFORMATION ON BEST PRACTICES

TABLE I – Jamaica Constabulary Force (name of institution that is implementing the best practice)

<i>Question</i>	<i>Response</i>
<i>The name of the best practice or the topic it covers</i>	<i>Implementation of 'Best Station Competition' throughout the JCF</i>
<i>Description of the best practice: Include a brief description and summary of the best practice, as well as the reason why it should be considered a best practice.</i>	<p><i>The competition should focus on customer service and management at the station level.</i></p> <p><i>This initiative should be considered a best practice because it has the potential of improving accountability, supervision, and customer satisfaction.</i></p>
<u>Reasons/Importance:</u> <i>Reasons for pursuing best practice should be given. A description should be made of the situation in place before the adoption of the best practice and identification of the problem or problems it is to address.</i>	<p><i>Reasons for pursuing this best practice include:</i></p> <ul style="list-style-type: none"> <i>- Regular complaints of poor customer service</i> <i>- Dissatisfaction among members</i> <i>- The need to improve efficiency and effectiveness</i>
<u>Approach:</u> <i>What was the proposed design and methodology for applying the best practice? What was considered in its design and methodology? Were other countries' experience taken into account?</i>	<p><i>The competition was designed as a motivational tool to boost staff morale, stimulate compliance, improve performance efficiency and effectiveness.</i></p> <p><i>Qualitative and quantitative methods were used in data collection.</i></p>

	<p><i>For example:</i></p> <ul style="list-style-type: none"> - <i>Impromptu visits made to police stations</i> - <i>Mystery calls to police stations (mystery shopping)</i> - <i>Scrutinizing of station records</i>
<p><u>Implementation:</u> <i>How is the best practice being implemented?</i></p>	<p><i>A committee was specially formed to manage the ongoing competition. The criteria for entering, winning, etc. were developed and communicated to all stations through written and verbal communication media.</i></p>
<p><u>Challenges:</u> <i>What are the challenges in implementing the best practice?</i></p>	<p><i>Limited resources (particularly funding)</i></p>
<p><u>Outcome:</u> <i>What is the end result or expected end result of implementing the best practice? Have benefits and/or success stories been identified? Have they addressed the problems originally identified as necessitating a best practice to be implemented?</i></p>	<p><i>Some end results include:</i></p> <ul style="list-style-type: none"> - <i>Improved customer service</i> - <i>Improved accountability and supervision</i> - <i>Increased customer satisfaction</i> - <i>Boast in members' morale</i> - <i>Improved efficiency and effectiveness</i> - <i>Improvement in the image of the organization</i> - <i>Improved adherence to policies and SOP by members</i>
<p><u>Follow-up:</u> <i>Who or what groups will monitor the practice's implementation? How will its implementation be monitored? Will there be a follow-up report?</i></p>	<p><i>The implementation of the best practice is followed up by constant monitored by the:</i></p> <ul style="list-style-type: none"> - <i>IOC -internal</i>

	<ul style="list-style-type: none">- <i>Police Civilian Oversight Authority (PCOA)- external</i>- <i>Independent Commission of Investigations (INDECOM)- External</i> <p><i>It will be monitored through regular station visits.</i></p> <p><i>A final report is always prepared.</i></p>
<p><u>Lessons:</u> <i>What are some of the lessons learned in implementing the Best Practice?</i></p>	<p><i>Some lessons learned include:</i></p> <ul style="list-style-type: none">- <i>Benefits of collaboration with Non- Governmental Organizations (NGOs) and other partners;</i>- <i>How maximizing customer focus makes initiatives for change possible</i>- <i>The benefits of teamwork</i>
<p><u>Documentation:</u> <i>Where can further information be found regarding the best practice (e .g., Internet links)?</i></p>	<p><i>Information can be found:</i></p> <ul style="list-style-type: none">- <i>On the JCF's Website</i>- <i>In the Annual Reports</i>
<p><u>Contact:</u> <i>Who can be contacted for further information?</i></p>	<p><i>The Inspector General or the IOC can be contacted.</i></p>

TABLE II – Office of the Services Commissions (name of institution implementing the best practice)

<i>Question</i>	<i>Response</i>								
<i>The name of the best practice or the topic it covers</i>	<i>The FRAME IT tool (Values Framework)</i>								
<i>Description of the best practice: Include a brief description and summary of the best practice, as well as the reason why it should be considered a best practice.</i>	<p><i>FRAME IT is an acronym that guides the integrity of the MDAs. It means:</i></p> <table data-bbox="829 730 1317 951"> <tr> <td><i>Fairness</i></td> <td><i>Integrity</i></td> </tr> <tr> <td><i>Respect</i></td> <td><i>Transparency</i></td> </tr> <tr> <td><i>Accountability</i></td> <td></td> </tr> <tr> <td><i>Merit</i></td> <td></td> </tr> </table>	<i>Fairness</i>	<i>Integrity</i>	<i>Respect</i>	<i>Transparency</i>	<i>Accountability</i>		<i>Merit</i>	
<i>Fairness</i>	<i>Integrity</i>								
<i>Respect</i>	<i>Transparency</i>								
<i>Accountability</i>									
<i>Merit</i>									
<u>Reasons/Importance:</u> <i>Reasons for pursuing best practice should be given. A description should be made of the situation in place before the adoption of the best practice and identification of the problem or problems it is to address.</i>	<i>This practice was suggested based on Human Resources Audit Reports. It was created to complement the Delegation of Functions from the Office of the Services Commission to other Ministries, Departments and Agencies and is used as a measure to hold Heads of Departments responsible for their actions.</i>								
<u>Approach:</u> <i>What was the proposed design and methodology for applying the best practice? What was considered in its design and methodology? Were other countries' experience taken into account?</i>	<i>Based on research on Canadian best practices, the acronym was developed for ease of reference and allows for memorization. The scope of the FRAME IT framework is set out in the accountability Agreements which are attached.</i>								
<u>Implementation:</u> <i>How is the best practice being implemented?</i>	<i>Please see Accountability Agreements attached.</i>								
<u>Challenges:</u> <i>What are the challenges in implementing the best practice?</i>	<i>Challenges include non-compliance by some Ministries, Departments and Agencies and inflexibility of new some new persons entering the Public Service.</i>								

<p><u>Outcome:</u> <i>What is the end result or expected end result of implementing the best practice? Have benefits and/or success stories been identified? Have they addressed the problems originally identified as necessitating a best practice to be implemented?</i></p>	<p><i>The expected end results include:</i></p> <ul style="list-style-type: none">• <i>Adherence to due process</i>• <i>A satisfactory work environment</i>• <i>A fair and competitive government hiring process</i>
<p><u>Follow-up:</u> <i>Who or what groups will monitor the practice's implementation? How will its implementation be monitored? Will there be a follow-up report?</i></p>	<p><i>The implementation of the best practice will be monitored by the Office of the Services Commission.</i></p> <p><i>Human Resources Audits and monitoring reports should also be submitted to the Public Service Commission.</i></p>
<p><u>Lessons:</u> <i>What are some of the lessons learned in implementing the Best Practice?</i></p>	<p><i>Some lessons learned include:</i></p> <ul style="list-style-type: none">• <i>The importance of proper monitoring</i>• <i>The importance of improving the work environment</i>
<p><u>Documentation:</u> <i>Where can further information be found regarding the best practice (e.g., Internet links)?</i></p>	<p><i>The Accountability Guidelines and FRAME IT Infrastructure are attached hereto.</i></p>
<p><u>Contact:</u> <i>Who can be contacted for further information?</i></p>	<p><i>Miss Marlene Roper (Acting Legal Officer)</i></p> <p><i>Tel: +8769325104</i></p>