JAMAICA

Public Administration
Country Profile

Division for Public Administration and Development Management (DPADM)
Department of Economic and Social Affairs (DESA)
United Nations

December 2004

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Jamaica

Click here for map of Latin America and the Caribbean

**Government type**
Parliamentary democracy; independent sovereign state within the Commonwealth

**Independence**
6 August 1962 (from UK)

**Constitution**
6 August 1962 (in brief)

**Legal system**
Based on English common law; has not accepted compulsory International Court of Justice jurisdiction

**Administrative divisions**
14 parishes; for local government purposes, Kingston and Saint Andrew were amalgamated in 1923 into the present single corporate body known as the Kingston and Saint Andrew Corporation

The 1962 Constitution established a parliamentary democracy based on the Westminster model.

Two political parties, the People’s National Party (PNP) and the Jamaica Labour Party (JLP) dominate the political scene.

Jamaica is a small island economy with trade being particularly important. Total exports and imports are equivalent of 20% and more than 40% of GDP.

The annual average real GDP growth was 1.2% for the first half of the 90’s, and a declined 1.1% in the latter.

Source: The World Factbook - Jamaica

Source: European Commission – Country Strategy Paper
# 1. General Information

## 1.1 People

<table>
<thead>
<tr>
<th></th>
<th>Jamaica</th>
<th>DOM¹</th>
<th>TTO²</th>
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<tbody>
<tr>
<td>Population</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total estimated population (,000), 2003</td>
<td>2,651</td>
<td>8,745</td>
<td>1,303</td>
</tr>
<tr>
<td>Female estimated population (,000), 2003</td>
<td>1,343</td>
<td>4,310</td>
<td>658</td>
</tr>
<tr>
<td>Male estimated population (,000), 2003</td>
<td>1,308</td>
<td>4,435</td>
<td>645</td>
</tr>
<tr>
<td>Sex ratio (males per 100 females), 2003</td>
<td>97</td>
<td>103</td>
<td>98</td>
</tr>
<tr>
<td>Average annual rate of change of pop. (%), 2000-2005</td>
<td>0.92</td>
<td>1.49</td>
<td>0.34</td>
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### Youth and Elderly Population

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<tr>
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<tbody>
<tr>
<td>Total population under age 15 (%), 2003</td>
<td>30</td>
<td>32</td>
<td>22</td>
</tr>
<tr>
<td>Female population aged 60+ (%), 2003</td>
<td>10</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Male population aged 60+ (%), 2003</td>
<td>9</td>
<td>7</td>
<td>9</td>
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### Human Settlements

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<tbody>
<tr>
<td>Urban population (%), 2001</td>
<td>57</td>
<td>66</td>
<td>75</td>
</tr>
<tr>
<td>Rural population (%), 2001</td>
<td>43</td>
<td>34</td>
<td>25</td>
</tr>
<tr>
<td>Urban average annual rate of change in pop. (%), '00-'05</td>
<td>1.75</td>
<td>2.38</td>
<td>1</td>
</tr>
<tr>
<td>Rural average annual rate of change in pop/ (%), '00-'05</td>
<td>-0.26</td>
<td>-0.27</td>
<td>-1.18</td>
</tr>
</tbody>
</table>

### Education

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<tr>
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<tbody>
<tr>
<td>Total school life expectancy, 2000/2001</td>
<td>..</td>
<td>..</td>
<td>11.4</td>
</tr>
<tr>
<td>Female school life expectancy, 2000/2001</td>
<td>..</td>
<td>..</td>
<td>11.5</td>
</tr>
<tr>
<td>Male school life expectancy, 2000/2001</td>
<td>..</td>
<td>..</td>
<td>11.2</td>
</tr>
<tr>
<td>Female estimated adult (15+) illiteracy rate (%), 2000</td>
<td>9.3⁴</td>
<td>16.3</td>
<td>2.3⁵</td>
</tr>
<tr>
<td>Male estimated adult (15+) illiteracy rate (%), 2000</td>
<td>17.1⁴</td>
<td>16.3</td>
<td>1.1⁵</td>
</tr>
</tbody>
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### Employment

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<tbody>
<tr>
<td>Unemployment rate (15+), 1999</td>
<td>15.8⁷</td>
<td>15.9⁷</td>
<td>13.1⁶</td>
</tr>
<tr>
<td>Female adult (+15) economic activity rate (%), 1999</td>
<td>55⁷</td>
<td>41⁶</td>
<td>47</td>
</tr>
<tr>
<td>Male adult (+15) economic activity rate (%), 1999</td>
<td>73⁷</td>
<td>87⁶</td>
<td>75</td>
</tr>
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</table>

## 1.2 Economy

<table>
<thead>
<tr>
<th></th>
<th>Jamaica</th>
<th>DOM¹</th>
<th>TTO²</th>
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<tbody>
<tr>
<td>GDP</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>GDP total (millions US$), 2002</td>
<td>8,001</td>
<td>21,285</td>
<td>9,372</td>
</tr>
<tr>
<td>GDP per capita (US$), 2002</td>
<td>3,062</td>
<td>2,465</td>
<td>7,111</td>
</tr>
<tr>
<td>PPP GDP total (millions int. US$), 2002</td>
<td>9,861</td>
<td>53,509</td>
<td>12,014</td>
</tr>
<tr>
<td>PPP GDP per capita(int. US$), 2002</td>
<td>3,774</td>
<td>6,197</td>
<td>9,115</td>
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</table>

### Sectors

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<tbody>
<tr>
<td>Value added in agriculture (% of GDP), 2003</td>
<td>5.3</td>
<td>10.6</td>
<td>1.2</td>
</tr>
<tr>
<td>Value added in industry (% of GDP), 2003</td>
<td>29.2</td>
<td>32.4</td>
<td>40.4</td>
</tr>
<tr>
<td>Value added in services (% of GDP), 2003</td>
<td>65.5</td>
<td>57.0</td>
<td>58.4</td>
</tr>
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### Miscellaneous

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</thead>
<tbody>
<tr>
<td>GDP implicit price deflator (annual % growth), 2003</td>
<td>12.5</td>
<td>25.4</td>
<td>5.6</td>
</tr>
<tr>
<td>Private consumption (% of GDP), 2003</td>
<td>73.4</td>
<td>80.5</td>
<td>61.8</td>
</tr>
<tr>
<td>Government consumption (% of GDP), 2003</td>
<td>15.1</td>
<td>6.8</td>
<td>10.4</td>
</tr>
</tbody>
</table>

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**Notes:**

1. Dominican Republic; 2. Trinidad and Tobago; 3. 1987; 4. 1990; 5. Age 14+; 6. Official estimates, Age 10+; 7. Excluding unemployed not previously employed; ⁸. 1998

1. United Nations Statistics Division: (DOM – Dominican Republic; TTO – Trinidad and Tobago): ². Statistics Division and Population Division of the UN Secretariat: ³. UNESCO; ⁵. ILO; ⁶. ILO/OECD

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The document includes detailed statistical information on population, youth and elderly population, human settlements, education, and employment. It also provides data on GDP, sectors, and miscellaneous economic indicators. The data is sourced from various organizations, including the United Nations Statistics Division and the World Bank. The notes section provides additional context and the years of data collection for each statistic.
### 1.3 Public Spending

<table>
<thead>
<tr>
<th></th>
<th>Jamaica</th>
<th>DOM&lt;sup&gt;i&lt;/sup&gt;</th>
<th>TTO&lt;sup&gt;ii&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education (% of GNP), 1985-1987</td>
<td>4.9</td>
<td>1.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Education (% of GNP), 1995-1997</td>
<td>7.5</td>
<td>2.3</td>
<td>4.4&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Health (% of GDP), 1990</td>
<td>2.6</td>
<td>1.6</td>
<td>2.5</td>
</tr>
<tr>
<td>Health (% of GDP), 1998</td>
<td>3</td>
<td>1.9</td>
<td>2.5</td>
</tr>
<tr>
<td>Military (% of GDP), 1990</td>
<td>..</td>
<td>..</td>
<td>..</td>
</tr>
<tr>
<td>Military (% of GDP), 2000</td>
<td>..</td>
<td>..</td>
<td>..</td>
</tr>
<tr>
<td>Total debt service (% of GDP), 1990</td>
<td>15.6</td>
<td>3.3</td>
<td>8.9</td>
</tr>
<tr>
<td>Total debt service (% of GDP), 2000</td>
<td>8.7</td>
<td>2.6</td>
<td>6.8</td>
</tr>
</tbody>
</table>

Notes: <sup>i</sup> Dominican Republic; <sup>ii</sup> Trinidad and Tobago; <sup>a</sup> Data refer to a year or period other than that specified

### 1.4 Public Sector Employment and Wages

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civilian Central Government&lt;sup&gt;5&lt;/sup&gt;</td>
<td>(.000)</td>
<td>..</td>
<td>..</td>
<td>0.69</td>
<td>0.54</td>
</tr>
<tr>
<td>Sub-national Government&lt;sup&gt;6&lt;/sup&gt;</td>
<td>(.000)</td>
<td>..</td>
<td>..</td>
<td>0.69</td>
<td>0.54</td>
</tr>
<tr>
<td>Education employees</td>
<td>(.000)</td>
<td>..</td>
<td>27.5</td>
<td>1.05</td>
<td>1.48</td>
</tr>
<tr>
<td>Health employees</td>
<td>(.000)</td>
<td>..</td>
<td>0.41</td>
<td>0.15</td>
<td>0.30</td>
</tr>
<tr>
<td>Police</td>
<td>(.000)</td>
<td>..</td>
<td>12.6</td>
<td>0.48</td>
<td>..</td>
</tr>
<tr>
<td>Armed forces</td>
<td>(.000)</td>
<td>3.3</td>
<td>..</td>
<td>..</td>
<td>0.46</td>
</tr>
<tr>
<td>SOE Employees</td>
<td>(.000)</td>
<td>..</td>
<td>21.3</td>
<td>0.81</td>
<td>..</td>
</tr>
<tr>
<td>Total Public Employment</td>
<td>(.000)</td>
<td>..</td>
<td>97.5</td>
<td>3.72</td>
<td>..</td>
</tr>
</tbody>
</table>

|                              |                   |              |                                                        |                                         |                                               |
| **Wages**                    |                   |              |                                                        |                                         |                                               |
| Total Central gov't wage bill | (% of GDP)       | 11.9         | ..                                                     | 6.6                                     | 14.2                                           |
| Total Central gov't wage bill | (% of exp)       | ..           | ..                                                     | 20.3                                    | ..                                             |
| Average gov't wage           | (.000 LCU)       | ..           | ..                                                     | ..                                      | 21.6                                           |
| Real ave. gov't wage ('97 price) | (.000 LCU)       | ..           | ..                                                     | ..                                      |                                               |
| Average gov't wage to per capita GDP ratio | ..           | 0.8          | 1.8                                                     | 0.7                                     | 4.2                                           |

Source: World Bank - Public Sector Employment and Wages

<sup>3</sup> UNDP - Human Development Report 2002
<sup>4</sup> Data refer to total public expenditure on education, including current and capital expenditures.
<sup>5</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).
<sup>6</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.
<sup>6</sup> Excluding education, health and police – if available (view Country Sources for further explanations).
2. Legal Structure

Jamaica is a constitutional monarchy and is a member of the Commonwealth. Therefore, the Queen of England, Elizabeth II is the titular head of the country. She is represented here by a governor general.

Source: Jamaican Information Service - Government of Jamaica

2.1 Legislative Branch

The Jamaican Parliament consists of two Houses, the Senate and the House of Representatives; and the Queen. The Governor-General represents the Queen in Parliament and his role is strictly formal. Once each year, at the official opening of Parliament, he delivers the "Throne Speech". Beyond this, his parliamentary function is limited to his formal assent of Bills passed by the two Houses of Parliament.

The maximum life of a Parliament is five years at the end of which Parliament must be dissolved and a general election held. However, the Prime Minister may advise the Governor-General to dissolve Parliament at any time within the five years and name a date for a general election. Also, Parliament must be dissolved and a general election held if a majority of all the members of the house of Representatives support a no confident motion against the Government.

The Senate or "upper House", is a nominated House made up of 21 Senators. Thirteen Senators are appointed by the Governor-General on the advice of the Prime Minister. The other eight are appointed on the advice of the Leader of the Opposition.

Not more than four Ministers can be appointed from the Senate, and they may have portfolio responsibility. The Senate usually functions as a review Chamber, considering Bills passed by the House of Representatives. However, the Senate may also initiate legislation, excepting money Bills. It cannot delay money Bills for more than one month nor any Bill for more than seven months.

At the first meeting of a newly appointed Senate, or when there is a vacancy, Senators elect a President and a Deputy President. A Ministry may not hold office as President or Deputy President.

The House of Representative consists of 60 members (the maximum allowed by the Constitution) elected under universal adult suffrage. The members are elected by single-member constituencies on the first-past-the-post basis.

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6 Source of fact boxes if nothing else stated: The World Factbook - Jamaica
7 Inter-Parliamentary Union - Women in National Parliaments
8 Electionworld.org - Country
The Government in power can only exist if it has the support of the majority of the members of the House of Representatives. It must be prepared to defend its policies and all its actions in the House.

In practice most Bills are initiated in the House of Representatives. No Bill may become law unless it is passed by a majority of the members present in the House. The quorum of the House consists of sixteen members in addition to the person presiding.

The House of Representatives has control over the Government's finances. Funds cannot be granted nor taxation levied without the approval of the House.

The Speaker of the House is formally elected by the Members of the House of Representatives from among their number at the first sitting after each general election or when there is a vacancy. Although the Speaker is usually a member of the ruling party, a minority party member may be chosen. The Speaker rarely takes part in debate. His or her job is to see that other members keep within the rules of the House, that the rights of the Opposition members are protected, and that every member gets a fair hearing.

The Leader of the House of Representatives is responsible for the direction of business in the House. It is his job to see that time is provided for debate on various matters in the House. In doing so, the Leader of the House consults the Opposition and seeks to reach an agreement as to what business will be done in the House each day.

Source: Jamaica Houses of Parliament - The Legislature

2.2 Executive Branch

Executive authority in Jamaica is formally vested in the queen and is to be exercised on her behalf by the governor general. In practice, the prime minister and the cabinet exercise executive control over the administration. The cabinet, which consists of the prime minister and no fewer than 11 other ministers, is the principal policy instrument of Jamaica. It is in charge of the general direction and control of the government and is collectively responsible to Parliament.

The governor general selects the prime minister from the members of the House of Representatives, all of whom are popularly elected. Under Jamaican law, the governor general appoints the person who in his judgment is best able to command the confidence of a majority of the members of the House. Hence, the leader of the party that wins a majority of the seats in Parliament is selected. The governor general also appoints the other ministers of state on the advice of the prime minister. The governor general, in consultation with the prime minister, appoints an attorney general, who is the principal legal advisor to the government of Jamaica.

While the governor general has the formal authority to dissolve Parliament and make appointments to tribunals of inquiry as well as ministerial and legislative positions, in
practice his role is to lend formal approval to the decisions of the prime minister and other ministers of state.

The prime minister controls the allocation of ministerial offices and has the power to advise the prorogation, or dissolution, of Parliament. As a result, the prime minister can control the timing of general elections. Although the House of Representatives may resolve that the appointment of the prime minister be revoked, the prime minister can prevent the enactment of such a resolution by requesting that the governor general dissolve Parliament. The prime minister, in consultation with the leader of the opposition, appoints the chief justice and the president of the Court of Appeal, as well as members of the Service Commissions, which oversee public servants and serve to insulate public service from political patronage and partisan pressure.

Source: Center for Reproductive Rights - Women of the World: Jamaica (edited)

2.3 Judiciary Branch

The Jamaican legal and judicial system is based on the English common law tradition. The Constitution guarantees judicial independence.

The Chief Justice is the head of the judiciary and presides over the Judicial Services Commission. The Chief Justice is nominated by the Governor General with the Prime Minister’s approval, after consultation with the minority leader.

Source: International Commission of Jurists (ICJ) - Jamaica

The Jamaican Constitution establishes two separate superior courts, the Court of Appeal and the Supreme Court of Judicature. It does not establish a system of inferior courts; independent statutes, such as the Judicature (Resident Magistrates) Act of 1928 and the Judicature (Family Court) Act of 1975, established the inferior court system.

The Resident Magistrates Courts are inferior courts of record with broad jurisdiction over common law actions, cases involving land, actions in equity, probate and administration, and bankruptcy. There is one such court in each of the 14 parishes. Within the Resident Magistrates Courts’ jurisdiction are courts such as the Traffic and Family Courts.

Source: Center for Reproductive Rights - Women of the World: Jamaica (edited)

The Petty Session Court is presided over by Justices of the Peace. The Justices of the Peace Jurisdiction Act confers various powers on the Justice of the Peace including the power to issue warrants consequent on non-obedience to summons. A Resident Magistrate has the power of two Justices of the Peace.10

Jamaica’s Supreme Court includes the Chief Justice, a Senior Puisne Judge, and 14 Puisne Judges. The court exercises civil and criminal jurisdiction, conducting trials with one judge and a citizens’ jury. Criminal cases reach the Circuit Court via procedural orders originating from the Resident Magistrates.

Two divisions of the Supreme Court are the Revenue Court established in 1971 and the Gun Court established in 1974. The third division of the Supreme Court is the Commercial Court which began operations in February 2001. The Circuit Court is the

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9 [Click here](#) for Structure of the Jamaican Court System. [Click here](#) for Laws on the Judicature.
10 Ministry of Justice - Petty Sessions
criminal jurisdiction of the Supreme Court that is convened in Parishes for the proper 
administration of justice.\textsuperscript{11}

The Court of Appeal includes the Court President, the Chief Justice (who is invited by 
the President), and 6 justices. Any individual who is not satisfied by a ruling of 
another court (barring petty sessions court) may appeal to this court, which is 
attended by a Judge in Chambers. The president of the Court of Appeal is appointed 
by the Governor General on the advice of the Prime Minister and after consultation 
with the minority leader. He or she is also a member of the Judicial Services 
Commission.

Source: Centro de Estudios de Justicia de las Americas - Jamaica: Judicial Branch

The Judicial Commission of the Privy Council in the UK is the last instance for appeals 
for the Jamaican legal system. It is composed of between five and seven members of 
the House of Lords, who hear appeals for both criminal and civil cases emanating 
from the Jamaican Court of Appeal.\textsuperscript{12}

The Judicial Committee of the Privy Council serves as the highest court of appeal for 
several independent countries that were formerly part of the British Empire, the UK 
overseas territories, and the British crown dependencies. However, the Caribbean 
Court of Justice (CCJ) is a nascent regional judicial body intended to replace the 
Judicial Committee of the Privy Council.

The ‘Agreement Establishing the Caribbean Court of Justice’ (click here) was initially 
signed on 14 January 2001\textsuperscript{13}, and the Revised Agreement Establishing the Caribbean 
Court of Justice Trust Fund entered into force on 27 January 2004 on signature by 
ten of the CARICOM Member States.\textsuperscript{14}

The Caribbean Court of Justice is to be implemented as of March 2005. The CCJ will 
be based in Port of Spain, Trinidad.\textsuperscript{15}

Source: Project on International Courts and Tribunals - Caribbean Court of Justice

2.4 Local Government

Jamaica is divided into 14 administrative districts called parishes. Each parish has its 
own individual Parish Council with elected members. The parishes of Kingston and 
St. Andrew are, however, constituted under one Parish Council, known as the 
Kingston and St. Andrew Corporation. The Parish Councils serve as local, 
administrative bodies, but the scope of their authority is limited. Parish Councils have 
the capacity to enter into contracts; sue and be sued; and acquire, hold, and dispose 
of real and personal property. They are headed by a mayor and comprise parish 
councilors who are elected in a general election every three years.

The Parish Councils provide services in the areas of public health and sanitation; 
water supply; poor relief; maintenance of minor roads and of street lighting; 
regulation of markets and slaughterhouses; fire services; maintenance of 
cemeteries; and regulation of the development of private property.

Source: Center for Reproductive Rights - Women of the World: Jamaica (edited)

\textsuperscript{11} Ministry of Justice - The Supreme Court
\textsuperscript{12} International Commission of Jurists (ICJ) - Jamaica
\textsuperscript{13} Click here for background documents
\textsuperscript{14} The States that have signed the Revised Agreement as of February 2004 are: Barbados, Belize, Grenada, Guyana, 
Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, Saint Lucia, Suriname and Trinidad and Tobago; 
CARICOM - Press release (11 February 2004)
\textsuperscript{15} Caribbean Net News - "The Caribbean Court of Justice: Is CARICOM ready?" (9 November 2004)
3. The State and Civil Society

3.1 Ombudsperson
In 2000, the office of the Senior Parliamentary Ombudsman, established in 1978, changed its name to the office of the Public Defender.

The jurisdiction of the Public Defender was expanded to cover not only maladministration, hardship, injustice, but extended to Constitutional violations by a Government department or Government agency.

Source: Jamaica Information Service - "Public Defender Investigates Complaints..." (23 April 2003)

The Office is empowered to bring an action against the Government entity for redress, even after the time has passed in which a person can bring an action against the Government.

Matters before the Courts are not handled by the Office and the jurisdiction of the Office does not extend to the private sector, as those complaints would be referred to the relevant authority.

The Public Defender is appointed by Parliament on the recommendation of the Governor-General, after nominations by the Prime Minister and the minority leader.

Source: Jamaica Information Service - "Investigation Department Critical..." (3 November 2004)

3.2 NGOs
Click here for list of NGOs provided by Jamaican Information Service.

3.3 Civil Society
Click here for Private Sector Organizations provided by Jamaican Information Service.
4. Civil Service

Collectively, the central agencies, namely, the Public Service Commission, the Ministry of Finance and Planning (MOFP) and the Cabinet Office, have the responsibility for policy making in the public service. For instance, it is the role of the Public Service Division of the MOFP to develop, implement and review human resource management policies.\(^{16}\)

Source: Inter-American Development Bank (Jamaica) - Evaluation of Civil Service Systems (December 2002)

### 4.1 Legal basis

Chapter IX of the Constitution of Jamaica provides for the Public Service. On the advice of the Public Service Commission (PSC) the Governor General appoints, remove and exercise disciplinary control over public servants. The PSC consists of a Chairman and between three and five members, appointed by the Governor General on the recommendation of the Prime Minister after consultation with the minority leader.\(^{17}\)

Recent reforms by government have resulted in the PSC, which is supported by its secretariat the Office of the Services Commissions, moving away from performing only its initial regulatory role, to assume strategic roles in HRM: roles for HR auditing and monitoring.\(^{18}\)

The Public Service is governed by established Statutes, Regulations, Orders and Procedures. The Public Service Regulations (1961) and the Staff Orders of the Public Service of Jamaica govern the Conditions of Service for Public Officers. The Staff Orders comprises provisions from relevant legislation, regulations, policies, directives and the results of collective bargaining agreements between the Government and the respective unions and staff associations.\(^{19}\)

The Civil Service Establishments Act is the basis for containing the size of central government “to the level achieved after the downsizing exercise in 1992”.\(^{19}\)

Source: Inter-American Development Bank (Jamaica) - Evaluation of Civil Service Systems (December 2002)

### 4.2 Recruitment

All appointments into and within the Central Government Service should be made in accordance with the provisions of the Public Service Regulations.

Persons entering the Public Service may be appointed on a temporary or permanent basis, at the discretion of the appointing authority.

Persons who are appointed to the Service for the first time may be required to serve a probationary period of six months. The probationary period may be extended, with the approval of the appointing authority, for a period not exceeding six months, on the basis of the supervisor’s assessment.

Source: Staff Order for the Public Service (2004) - Chapter 1

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\(^{16}\) Ministry of Finance and Planning - Public Service Establishment Division

\(^{17}\) One member is appointed by the Governor-General from a list of persons submitted by the Jamaica Civil Service Association. Other Service Commissions are: the Police Service Commission, the Judicial Service Commission, the Municipal Service Commission and the Parish Councils Services Commission.

\(^{18}\) Click here for additional information about the role of the Public Service Commission.

\(^{19}\) Staff Order for the Public Service (2004)
According to a survey of the Civil Service System in Jamaica, recruitment is competitive, and there is a rigorous selection process that includes interviews and sometimes examinations. There is very little political pressure. Contractual employees may come with some pressure, and recommendations from politicians must conform to regulations.

The jobs are generally openly and widely advertised in the press and elsewhere, and suitable persons are generally found. There are certain positions that are apparently difficult to fill. Sometimes, the unusually high educational requirements and resource constraints apparently limit the successful sourcing of suitable persons to fill posts. Skills profiles are used. These emphasize the technical specialization.

Source: Inter-American Development Bank (Jamaica) - Evaluation of Civil Service Systems (December 2002)

4.3 Promotion

As a general rule, selection processes for promotion opportunities should be through competition duly conducted, and should provide fair and equitable access and opportunity to all candidates across the public service who may be interested in, and eligible to apply for the position.

In exceptional circumstances, Permanent Secretaries/Heads of Departments may make a case for a promotion without competition, e.g. where the talent pool is limited and known, or where the decision relates to the training and development strategy in the Human Resource Management Plan. In such cases, the appointment decision should be posted, so that anyone who may have had an interest may exercise the right of appeal.

If two or more candidates are assessed to be equally suitable, then seniority may be used to determine the most suitable candidate.

Source: Staff Order for the Public Service (2004) - Chapter 1

4.4 Remuneration

In addition to the fixed pay structure there are benefits that include loans to permanent staff, 20% duty free concession for traveling officers, contributory health schemes, transportation, and in some agencies day care centers.

The compression ratio of wages (the ratio between the highest to the lowest salary scale) was 1:15 in 2002 (J$ 2.85mn-3.55mn relative to J$204,600-231,505).

Source: Inter-American Development Bank (Jamaica) - Evaluation of Civil Service Systems (December 2002)
See also: Staff Order for the Public Service (2004) - Chapter 6

4.5 Training

The Authority for the responsibility for the establishment of training policy, the setting of training standards and the administration of scholarships and fellowships rests in the Cabinet Office.

According to the Staff Orders (2004), all employees should be provided the opportunity and support to be trained and developed.

The Permanent Secretary/Head of Department is responsible for determining the training needs of the Ministry and its Department. Each employee is responsible for his/her personal growth and development for the enhancement of his/her career.

Responsibility for the selection of persons for training for the Public Service is vested in the appropriate Service Commission. Responsibility for the selection of officers to
undertake local training courses of less than 90 days is delegated to Permanent Secretaries and Heads of Departments. The selection of officers to undertake local training courses of 90 days duration and over, should be referred to the Chief Personnel Office.

In some circumstances, at the discretion of the Ministry with responsibility for the Public Service, persons selected for training may be required to enter into a loan agreement before the start of the training programme. The loan agreement may require that the recipient gives an undertaking to resume duties, or take up employment in the civil service immediately following completion of the course of study, for a period of up to five years.

Source: Staff Order for the Public Service (2004) - Chapter 5

The Management Institute for National Development (MIND) is the main public sector training entity in Jamaica. The University Council of Jamaica (UCJ) accredits MIND as a tertiary level institution. MIND was established on February 1, 1994 by an amalgamation of five public sector training organizations which themselves had been established between 1975 and 1978. MIND became an Executive Agency of Government on April 1, 1999.

As an Agency, MIND has been afforded significant autonomy, and is mandated to operate its business along normal commercial principles. The Agency has been delegated financial responsibility from the Ministry of Finance and Planning, and delegated human resource responsibility from the Governor General through the Public Service Commission.

Source: Commonwealth Advanced Seminar - Marketing Public Sector Training: A Case Study of MIND (February 2004)

4.6 Gender

The Staff Orders stipulate that Employees shall be treated fairly and equitably without discrimination based on gender and eight other categories. The issue of harassment at the workplace is subject to development and approval of policy.

Source: Staff Order for the Public Service (2004) - Chapter 13

Click here for Equal Employment Opportunity legislation in Jamaica.
5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score” relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>2003 CPI Score</th>
<th>Surveys Used</th>
<th>Standard Deviation</th>
<th>High-Low Range</th>
<th>Number Inst.</th>
<th>90 percent confidence range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Highly clean</td>
<td>9.7</td>
<td>8</td>
<td>0.3</td>
<td>9.2 - 10.0</td>
<td>4</td>
<td>9.5 - 9.9</td>
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<td>57</td>
<td>Jamaica</td>
<td>3.8</td>
<td>5</td>
<td>0.4</td>
<td>3.3 - 4.3</td>
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<td>3.5 - 4.1</td>
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<tr>
<td>133</td>
<td>Highly corrupt</td>
<td>1.3</td>
<td>8</td>
<td>0.7</td>
<td>0.3 - 2.2</td>
<td>6</td>
<td>0.9 - 1.7</td>
</tr>
</tbody>
</table>

Source: Transparency International - Corruption Perceptions Index 2003

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

High-Low Range: Provides the highest and lowest values of the sources.

Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

The Corruption (Prevention) Act 2000 (click here) was established to eliminate bribery and corruption within the government services. The act requires that certain categories of public servants make statutory declarations of their assets, liabilities and income. It makes provisions for the investigation of those government employees whose declared assets are not in keeping with their total emoluments. The Act is administered and enforced by the Commission for the Prevention of Corruption. The Regulations became effective January 31, 2003.


The functions of the Commission are:

- To receive and keep on record statutory declarations furnished by public servants pursuant to the Act;
- To examine such statutory declarations and to request from a public servant any information relevant to a statutory declaration made by him, which in its opinion would assist in its examination;
- To make such independent enquiries and investigations relating to a statutory declaration as it thinks necessary;
- To receive and investigate any complaint regarding an act of corruption;
- To conduct an investigation into an act of corruption on its own initiative, if it is satisfied that there are reasonable grounds for such investigation.

Source: Ministry of Justice - Commission for the Prevention of Corruption
5.2 Ethics

The Public Service is governed by established Statutes, Regulations, Orders and Procedures. These are translated into a list of behavior expectations deemed to be acceptable which may be considered as a Code of Conduct for all public officers, including those in managerial positions.

The expectations listed in the Orders apply generally to all members of the public service. In addition, other operational and/or professional requirements might apply.

Taken together, the combined list of expectations establishes the framework for equity and fairness within the organization; outlines the rights, privileges and obligations of individuals; and becomes the standard or benchmark against which the conduct of both managers and employees will be assessed.

It is the responsibility of each Permanent Secretary/Head of Department to ensure that the complete set of behavior expectations is formulated, communicated to everyone within the Ministry/Department and posted at convenient locations as a constant reminder.

Violation of any of the behavior expectations could lead to disciplinary measures being taken.

Source: Staff Order for the Public Service (2004) - Chapter 4
6. e-Government

**e-Government Readiness Index:**

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indexes: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

**Web Measure Index:**

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

**Telecommunications Infrastructure Index:**

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity. Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

**Human Capital Index:**

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

e-Participation Index:
Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

e-information:
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

e-decision making:
The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

e-consultation:
The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.
## 7. Links

### 7.1 National sites

<table>
<thead>
<tr>
<th>Authority</th>
<th>Topic</th>
</tr>
</thead>
</table>

### 7.2 Miscellaneous sites

<table>
<thead>
<tr>
<th>Institution</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caribbean Community (CARICOM)</td>
<td><a href="http://www.caricom.org/">http://www.caricom.org/</a></td>
</tr>
<tr>
<td>Caribbean Development Bank (CDB)</td>
<td><a href="http://www.caribank.org/">http://www.caribank.org/</a></td>
</tr>
<tr>
<td>Commonwealth Association for Public Administration and Management (CAPAM)</td>
<td><a href="http://www.capam.comnet.mt/">http://www.capam.comnet.mt/</a></td>
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</tr>
<tr>
<td>Organization of American States (OAS)</td>
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<tr>
<td>Organization of Eastern Caribbean States (OECS)</td>
<td><a href="http://www.oecs.org/">http://www.oecs.org/</a></td>
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<tr>
<td>Unit for the Promotion of Democracy (UPD) - OAS</td>
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</tr>
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<td>United Nations Development Programme (UNDP)</td>
<td><a href="http://www.undp.org/fj/am">http://www.undp.org/fj/am</a></td>
</tr>
</tbody>
</table>