

MINISTRY PAPER...118...2015  
PASSPORT, IMMIGRATION AND CITIZENSHIP AGENCY  
ANNUAL REPORT FOR THE PERIOD APRIL 1, 2008 TO MARCH 31, 2009

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1. INTRODUCTION

- 1.1 The matter for tabling in the Honourable Houses of Parliament is the Annual Report for the Passport, Immigration and Citizenship Agency (PICA) for the financial year 2008/09.

2. OVERVIEW

The Passport, Immigration and Citizenship Agency (formerly, Immigration, Citizenship and Passport Division) was established on June 1, 2007, under the provisions of the enactment of the Executive Agencies Act as part of the Government's Public Sector Modernisation Programme, as an Executives Agency under the Ministry of National Security. This was in keeping with the vision of the Government to restructure the public sector through five (5) specific considerations, namely:

- a) An emphasis on delegation of authority
- b) A shift from process to results in control and accountability mechanisms
- c) A focus on performance management
- d) The disaggregation of public bureaucracies into managerially autonomous agencies
- e) A consumerist bias expressed in a new focus on quality services

- 2.1. The core mandate of the Agency is to effectively administer the Regulations and Policies of the Jamaican Government in relation to Passports, Immigration and Citizenship Services in order to facilitate or realize security and safety within the Jamaican Borders which is in keeping with the vision of the Ministry of National Security, to **“contribute towards a secure and safe Jamaica by the effective enforcement of law and order and the maintenance of secure borders.”**

- 2.2. The mission and vision of the Passport, Immigration and Citizenship Agency are as stated below:

*Mission*

To safeguard Jamaica's borders by providing passport, immigration and citizenship services through professional, motivated staff, customer-focused processes and innovative technology.

*Vision*

- 2.3 To become global leaders in border management, securing Jamaica's borders, safeguarding our sovereignty.

2.4 PICA is governed by the Executive Agencies Act, 2002 and is required to submit an Annual Report in accordance with Section 14 (1) of the Act which states:

Every Chief Executive Officer shall cause to be kept:

(a) Accounts of the transactions of the Executive Agency in accordance with generally accepted accounting practice; and

(b) A record of the Agency's performance in accordance with its approved corporate and annual business plans and such accounts and performance shall be audited annually by an auditor appointed by the Chief Executive Officer and approved by the Auditor General.

And Section 15 (3-4) of the said Act states:

(3) Every Chief Executive Officer shall, within three (3) months after the end of each financial year, prepare and forward to the responsible Minister, an annual report of the activities of the Executive Agency during that financial year, including a statement of its accounts audited in accordance with Section 14.

(4) A copy of the annual report together with the auditor's report shall be laid on the Table of the House of Representatives and the Senate within four months after the end of the financial year.

2.5 The Agency is not currently up to date with the submission of several Annual Reports due mainly to challenges experienced with the Ministry of Finance and Planning's (MFP's) Financial Software System (FINMAN) to produce the Agency's Financial Statements in the required auditing format, which ultimately translated into the delayed audit and submission of the 2008/2009 Financial Statements by the Auditor General's Department (AGD).

2.6 Notwithstanding, in 2012 the Agency acquired the Microsoft Dynamics Great Plains, Software that is more suitable to its operations. Additionally, the Agency has outlined a number of measures that will facilitate the up to date completion of Financial Statements by June 2016, to include the acquisition of critical internal accounting personnel, as well as a proposal for the provision of increased audit function by the AGD and/or use of an approved external auditor (**Appendix 1 refers**).

2.7 An Advisory Board was not appointed during the review period, however, during the period the Agency was under the leadership of Ms Jennifer McDonald, Chief Executive Officer.

### **3. OPERATIONAL HIGHLIGHTS**

3.1 A copy of the Annual Report of the Passport, Immigration and Citizenship Agency for the period April 1, 2008 to March 31, 2009 is attached as *Appendix 2*.

3.2 The Passport, Immigration and Citizenship Agency has made significant progress in several areas during the Financial Year 2008/2009, several of which are listed below:

- a) PICA introduced twenty-six (26) performance indicators and twenty-two (22) key performance indicators to measure its performance. The Agency met or exceeded fourteen (14) of the established twenty-six (26) performance indicators and twelve (12) of the twenty-two (22) key performance indicators.
- b) Four community meetings were held with foreign nationals living in Jamaica, aimed at improving service delivery to these clients by passing on critical information and addressing their unique needs.
- c) The appointment of five Officers at Missions located in New York, Miami, Washington DC, Toronto and London where there is a large concentration of Jamaican residents.
- d) A border security initiative was implemented which allowed officers of the Agency's Shipping staff who were previously located at its Constant Spring Office, to be relocated to the Kingston Container Terminal. This move allowed officers to be closer to their place of work and to minimize travel time, thereby allowing for efficiency and better delivery of service.
- e) The introduction of the CARICOM Passport to Jamaica on January 2, 2009 brought Jamaica in harmony with our Caribbean neighbours with the use of this document.
- f) During the period under review the Agency saw improvements in the time taken to produce Passports, as 97% of Passports were produced within 7 days of receipt of application.

3.3 Despite the achievements for the period under review, the Agency also encountered several limitations, some of which are mentioned below:

- a) The Agency reported that it encountered technical challenges in completing its Annual Report with the mandatory audited financial statements. This was the result of the inability of the accounting software to provide the financial schedules in an appropriate format for auditing. The Agency has since acquired suitable software and has been taking the necessary steps to address the outstanding reports in consultation with the Ministry of Finance and Planning; and

- b) Turnaround time for applications was impacted by the backlog of applications dating back several years that were cleared simultaneously with current citizenship applications. Also, during the first two quarters of the Financial Year, the citizenship process was conducted manually.

#### 4. FINANCIAL HIGHLIGHTS

4.1 The Auditor's Report for the 2008/2009 financial period is outlined in the attached Annual Report, as a requirement under the Executive Agencies Act, 2002. The Statement of Financial Performance is included on Page 56 of the Annual Report attached.

4.2 While revenue for the Financial Year under review was only marginally higher than the ten months for 2007/2008, the expenditure for the year was significantly higher than that measured for the ten months of the previous year. (See Figure 5, page 22 of the Annual Report.) At the end of the Financial Year 2008/2009 the Agency made a net loss of Twenty Million One Hundred and Fifty-Three Thousand Seven Hundred and Twenty-One Dollars (\$20,153,721.00)

	\$	\$
Total Operating Income		521,218,754.00
Total Operating Expenses		855,702,834.00
Operating Surplus/(Deficit)	(33,484,080.00)	
- Income Interest	800,000.00	
- Other Income	359,570.00	
- Exchange Losses	(1,239,711.00)	
Net Deficit for the Year before GOJ financing	(334,563,978.00)	
GOJ Financing	314,410,257.00	
Net Surplus (Deficit) for the Year		(20,153,721.00)

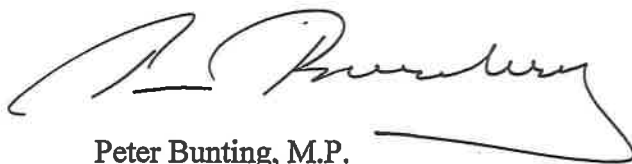
4.3 The Annual Report indicates that the Agency was faced with various challenges during the course of its operations. These include a reduction in demand for Passports, which fell 20% below the projected projection target. Consequently, cash flow was reduced and activities such as the recruitment of staff had to be halted.

4.4 PICA also generated income/revenue from the provision of services such as the granting of visas and permits, as well as the issuance of citizenship certificates.

4.5 Details of the salaries and emoluments paid to the Agency's Senior Executives for the 2008/2009 financial period are outlined on page 67 of the Annual Report.

**5. CONCLUSION**

5.1 Efforts will be made by PICA to narrow the gap between expenses and revenues in the future.

A handwritten signature in black ink, appearing to read 'Peter Bunting', with a long horizontal flourish extending to the right.

Peter Bunting, M.P.  
Minister of National Security

17<sup>th</sup> August 2015