



OFFICE OF THE CONTRACTOR GENERAL

Special Report of Investigation

Conducted Into the Procurement Related Expenditure Associated With Hosting the

Jamaica 50 Celebration Activities

Ministry of Tourism and Entertainment (MOTE)

Ministry of Culture, Gender, Entertainment and Sports (MCGES)

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INTRODUCTION

On January 23, 2012, the Office of the Contractor General (OCG), acting on behalf of the Contractor General and pursuant to Sections 4 and/or 15 of the Contractor General Act, initiated an Investigation into the procurement related expenditure of the ‘Jamaica 50 Celebrations’.

The decision to undertake an Investigation into the foregoing matter was prompted by pronouncements that were made by Ms. Lisa Hanna, former Minister of Youth and Culture, when she appeared as a guest on the television program, ‘Impact’. The programme was aired on Television Jamaica (TVJ) on January 19, 2012. During the Broadcast, Mr. Cliff Hughes, questioned the former Minister, in relation to the expenditure associated with the ‘Jamaica 50 Celebrations’.

In response to the questions posed by Mr. Cliff Hughes, Ms. Lisa Hanna expressed concerns that approximately sixty percent (60%) or seventy percent (70%) of the budget allocated to host the ‘Jamaica 50 Celebrations’ was expended on only two (2) activities; namely, the Launch and the Fireworks.

Subsequent to the launch of its Investigation, the OCG received a further allegation on August 14, 2012, by way of an anonymous telephone call, and for which a File Note was



drafted.¹ The Complainant indicated, *inter alia*, that Jamaica’s spending in London at the recent ‘Jamaica 50 Celebrations’ was a waste of money. The Complainant further alleged that no proper records were being kept and pointed to an example of persons being paid £50 per day, “*cash in hand*”. It was also indicated that there was nepotism involved, and that contracts were also being awarded to friends.

The OCG also took note of a Jamaica Gleaner Online article, dated April 11, 2013, which was entitled “*Babsy’ wants Jamaica 50 financial report*”.

The referenced article stated, *inter alia*, that:

***“Opposition Spokesperson on Culture
Olivia ‘Babsy’ Grange has called for a full
financial breakdown of the government’s
expenditure on the Jamaica 50
celebrations.***

*Grange made the call as she quizzed
Culture Minister Lisa Hanna about
spending on the festivities during
yesterday’s sitting of the Standing Finance
Committee.*

*The Government had budgeted \$688 million
for the celebrations. Hanna told the
Standing Finance Committee; that the last
figures show that the Jamaica 50
celebrations stood at approximately \$729
million.*

¹ File Note was drafted by an OCG Officer and was dated August 14, 2012.



She pointed out that the numbers are expected to be higher as her ministry is still going through invoices.

An insistent Grange said the country should be provided with a clear picture of the level of spending which was undertaken.”²

² Jamaica Gleaner Online article, dated April 11, 2013, and entitled ‘**Babsy**’ wants Jamaica 50 financial report” accessed on February 6, 2015.



METHODOLOGY

The OCG, in the conduct of its Investigation, issued Requisitions/Questionnaires to the following Public Officials/Officers who were required to provide written responses:

- a) Mr. Robert Martin, former Permanent Secretary, Ministry of Youth, Sports and Culture (MOYSC)³;
- b) Mrs. Jennifer Griffith, JP, Permanent Secretary, Ministry of Tourism and Entertainment (MOTE);
- c) Mr. Sydney Bartley, former Acting Permanent Secretary, MOYSC;
- d) Mrs. Sherril O'Reggio Angus, former Permanent Secretary, Ministry of Youth and Culture (MOYC);
- e) The Hon. Olivia Grange, former Minister of Youth, Sports and Culture (MYSC);
- f) Mrs. Hermine Lattibeaudierre, former Financial Director, MOYC;
- g) Ms. Lisa Hanna, former Minister of Youth and Culture (MOYC);
- h) Dr. Kenneth Wykeham McNeill, former Minister of Tourism and Entertainment (MOTE); and
- i) Mr. Delroy Gordon, JP, former Executive Director, JCDC.

The OCG conducted a detailed review and cross-referencing of the responses and supporting documents which were submitted by the Public Officials/Officers.

Additionally, the OCG took the decision to present the Findings of this Report in two (2) sections namely, the local component and the international component. Of note, as it regards the international component, the scope of the OCG's investigations focused on the London component of the 'Jamaica 50 Celebrations'.

³ The Ministry of Youth, Sports and Culture (MOYSC) was renamed the Ministry of Youth and Culture (MOYC) in 2012.



JURISDICTION

Section 4 (1) of the Contractor General Act, tasks a Contractor General with the mandate of ensuring that Government of Jamaica (GoJ) contracts are undertaken in circumstances which do not involve impropriety and irregularity.

The referenced Section states as follows:

“4. (1) Subject to the provisions of this Act, it shall be the function of a Contractor-General, on behalf of Parliament-

(a) To monitor the award and the implementation of government contracts with a view to ensuring that-

(i) The circumstances in which each contract is awarded or, as the case may be, terminated, do not involve impropriety or irregularity;

(ii) The circumstances in which each contract is awarded or, as the case may be, terminated, do not involve impropriety or irregularity;

(iii) Without prejudice to the functions of any public body in relation to any contract, the implementation of each such contract conforms to the terms thereof; and

(b) to monitor the grant, issue, suspension or revocation of any prescribed licence, with a view to ensuring that the circumstances of



such grant, issue, suspension or revocation do not involve impropriety or irregularity and, where appropriate, to examine whether such licence is used in accordance with the terms and conditions thereof.”⁴

Section 2 of the Act provides the following interpretation:

"government contract" includes any licence, permit or other concession or authority issued by a public body or agreement entered into by a public body for the carrying out of building or other works or for the supply of any goods or services;

"prescribed licence" means any licence, certificate, quota, permit or warrant issued or granted pursuant to any enactment by a public body or an officer thereof;

"public body" means –

- (a) a Ministry, department or agency of government;*
- (b) a statutory body or authority;*
- (c) any company registered under the Companies Act, being a company in which the Government or an agency of Government, whether by the holding of shares or by other financial input, is in a*

⁴ Section 4(1) of the Contractor General Act.



position to influence the policy of the company;”

Section 15 (1) provides that:

“Subject to subsection (2), a Contractor-General may, if he considers it necessary or desirable, conduct an investigation into any or all of the following matters-

- (a) the registration of contractors;*
- (b) tender procedures relating to contracts awarded by public bodies;*
- (c) the award of any government contract;*
- (d) the implementation of the terms of any government contract;*
- (e) the circumstances of the grant, issue, use, suspension or revocation of any prescribed license;*
- (f) the practice and procedures relating to*
- (g) the grant, issue, suspension or*
- (h) revocation of prescribed licenses.”*

Section 16 of the Act expressly provides that,

“An investigation pursuant to section 15 may be undertaken by a Contractor-General on his own initiative or as a result of representations made to him, if in his opinion such investigation is warranted.”



TERMS OF REFERENCE

Having regard to the nature of the allegations that were received, the OCG conducted its Investigation into the procurement related expenditure associated with hosting the ‘Jamaica 50 Celebrations’, and sought to determine, *inter alia*, the following:

1. The procurement methodology (ies) which was/were utilised for the ‘Jamaica 50 Celebrations’.
2. Whether there was compliance with the relevant procedures, as embodied in the Government of Jamaica Handbook of Public Sector Procurement Procedures (2012), (hereinafter referred to as the GPPH (2012)), the Contractor General Act (hereinafter referred to as the CG Act) and the Financial Administration and Audit Act (hereinafter referred to as the FAA Act).
3. Whether the process (es) which was/were utilised in the award of the contracts was/were in breach of any other applicable law(s), rule(s) or protocol(s).
4. To determine the overall cost of undertaking the ‘Jamaica 50 Celebrations’ and whether there was any associated cost overrun.
5. To determine whether the GoJ realised value for money in the procurement activities undertaken for hosting the ‘Jamaica 50 Celebrations’.
6. To ascertain whether the process(es) which resulted in the award of the contracts for the ‘Jamaica 50 Celebrations’ was fair, impartial and transparent and involved any acts of impropriety, irregularity nepotism and/or favouritism.



Specific Objectives

1. To determine whether there was any conflict of interest with regard to the subject matter.
2. To ascertain the budgetary allocation approved for hosting the 'Jamaica 50 Celebrations'.
3. To determine the Accountable Officer(s) who authorised the award of the contracts.
4. To ascertain the total cost expended by the MOYC and MOTE for the hosting of the London based component of the 'Jamaica 50 Celebrations'.



FINDINGS OF FACT

1. On August 6, 2012, Jamaica celebrated its 50th anniversary as an independent nation.
2. In January 2011, the Cabinet of Jamaica approved the establishment of the Jamaica 50 National Planning Committee (Jam50 NPC), to undertake Jamaica's 50th Anniversary Celebration.⁵
3. The Jam 50 NPC was established under the Chairmanship of Minister Olivia Grange, the former Minister of Youth, Sports and Culture, and was tasked with the mandate of planning and executing the celebratory events surrounding the 'Jamaica 50 Celebrations'.
4. In 2011, the Jamaica Cultural Development Commission (JCDC), an agency of the MOYSC, was represented on the Jam 50 NPC and assisted in developing and conceptualizing the framework for the celebration of Jamaica 50 activities island-wide.
5. The Jam 50 NPC included a representative from the then Office of the Leader of the Opposition, the People's National Party (PNP).
6. In addition to the establishment of the Jam 50 NPC, the Jamaica 50 Executive Management Committee and the Jamaica 50 Secretariat were established in furtherance of hosting the 'Jamaica 50 Celebrations'.
7. The JCDC and the Jamaica 50 Secretariat developed and implemented the schedule of local celebratory activities and events for the 'Jamaica 50 Celebrations'.

⁵ Status Report-Jamaica50 Secretariat as at December 31, 2011. Page1.



As part of the proposal for the referenced celebrations, the following activities were included:

- i. Best of Festival Concert Series;
 - ii. Float Parade;
 - iii. Grand Gala;
 - iv. Island-wide Street Dances;
 - v. Festival Train;
 - vi. Jamaica 50 Independence Village; and
 - vii. Parish Civic and Commemorative Activities.
8. The Jamaica 50 Secretariat was established as a unit within the then MOYSC, and was tasked with managing the operational responsibilities of the ‘Jamaica 50 Celebrations’.

“All operational responsibilities were managed by the Jamaica 50 Secretariat and the Permanent Secretary. I had no personal involvement with the Jamaica 50 celebrations.”⁶

9. The Jamaica 50 Secretariat reported directly to the Minister with responsibility for culture.
10. The members of the Jamaica 50 Secretariat were paid a salary and emoluments commensurate with standard GoJ salary guidelines. The remuneration was approved by the Ministry of Finance.

“Salaries and emoluments of the staff of the Jamaica 50 Secretariat were in line with

⁶ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #1.



GoJ salary guidelines and were approved by the Ministry of Finance. I am not sure if this obtained after I demitted office.”⁷

11. The ‘Jamaica 50 Celebrations’ program was launched in October 2011 at Jamaica House by the Hon. Bruce Golding, the then Prime Minister of Jamaica.

12. **The planning and execution of the ‘Jamaica 50 Celebrations’ spanned the spectrum of two (2) administrations; namely, the Jamaica Labour Party (JLP), under the stewardship of Minister Olivia Grange and the People’s National Party (PNP), under the stewardship of Ms. Lisa Hanna.**

13. Ms. Lisa Hanna assumed policy responsibility for the planning and execution of the ‘Jamaica 50 Celebrations’ in January 2012, upon her assuming the role of Minister of Youth and Culture, following the national elections in December 2011.

14. Following the national elections in December 2011, and the subsequent change in the political administration, the Cabinet of Jamaica approved the restructuring of the ‘Jamaica 50 Celebrations’ in 2012, upon the request of Ms. Lisa Hanna.

Consequently, the number and scope of activities proposed for the ‘Jamaica 50 Celebrations’ were amended.

15. Ms. Lisa Hanna requested the restructuring of the ‘Jamaica 50 Celebrations’ on the basis that “*Operationally the program had a lot of loose ends.*”⁸

⁷ Response of Minister Olivia Grange, dated November 28, 2014, to the OCG. Response #1.

⁸ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #14.



“We were less than seven months away from Independence and there was no approved budget, there were no contracts in place, there were no funding commitments. Also, there was inadequate staff to address the task at hand.”⁹

16. The Cabinet had approved the restructuring of the ‘Jamaica 50 Celebrations’ **“..based on the findings of an in-depth review of the Jamaica 50 Secretariat, which had the responsibility for drafting and implementing the existing programme.”¹⁰**
17. In January 2012, upon the restructuring the ‘Jamaica 50 Celebrations’, ‘the Jam 50 NPC’ was disbanded, and replaced with the Legacy Committee.

Mr. Lenford Salmon, the then Project Director of the Jamaica 50 Secretariat was replaced by Mr. Robert Bryan. Also, the employment contract of Mr. Andrew Clunis, Community Relations Officer and Cultural Attaché, Jamaican High Commission, London, with direct responsibility for coordinating the Jamaica 50 activities in the UK and Europe, was terminated.

Procurement Methodology

18. The Jamaica 50 Secretariat, the Jamaica Tourist Board (JTB) and the JCDC utilised both Competitive Tendering and Direct Contracting procurement methodologies for the procurement of goods and services for the ‘Jamaica 50 Celebrations.’

⁹ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #14.

¹⁰ MOYC Press Release dated January 31, 2012, and entitled ‘**Cabinet Approves Request from Youth and Culture Minister Hanna that Jamaica 50 Programme be Restructured**’



“Competitive Tendering and Direct Contracting methodologies were used for the procurement of goods and services contracted for the Jamaica 50 Celebrations.”¹¹

19. The procurement opportunities undertaken for the ‘Jamaica 50 Celebrations’ fell within the exemptions of Section 1.2.1 of the GPPH (2012) and Circular No.35 of September 22, 2008¹². The aforementioned section and circular exempts the procurement of cultural performances, creative products and services which are associated with the staging of cultural activities from adhering to the standard procurement procedures.

Accordingly, the ‘Jamaica 50 Celebrations’ benefitted from the aforementioned exemptions, as the goods and services that were procured, was for the benefit of staging activities that are cultural in nature.

Budget and Expenditure of the ‘Jamaica 50 Celebrations’

20. The ‘Jamaica 50 Celebrations’ was funded by public and private sector sponsorship.

¹¹ Response of Ms. Lisa Hanna to the OCG, dated September 22, 2014. Response #12.

¹² Circular 35 of September 22, 2008 was issued pursuant to Cabinet Decision No. 28/08 of August 25, 2008 stated, *inter alia*, that “*the following are exempt from the procurement procedures effective 22nd September 2008...Artistic and cultural products and services-works of art , performance services and other cultural and creative products / services.*”

Section 1.2.1 of the GPPH (2012) exempts the “*...procurement of works of art ; artistic and cultural performances; creative products and services associated with the staging of cultural productions and services in support of and associated with the staging of cultural events artistic and cultural products and services from adhering to the standard procurement guidelines.*”



21. The sum of Six Hundred and Eighty Eight Million, Five Hundred Thousand Dollars (\$ 688,500,000.00) was approved as the budget to host the ‘Jamaica 50 Celebrations’, pursuant to Cabinet Decision No. 27/12 of July 23, 2012.

“Based on Cabinet Decision No. 27/12 dated July 23, 2012, approval of JMD \$688,500,000.00 was received for the Jamaica50 Celebrations...”¹³

22. The Jamaica 50 Secretariat maintained two (2) bank accounts at the Knutsford Boulevard branch of the National Commercial Bank (NCB) that were dedicated solely to hosting the ‘Jamaica 50 Celebrations’.

23. Ten (10) persons were authorized as signatories on the Jamaica 50 Secretariat’s bank accounts, they were as follows:

- Hermine Lattibeaudierre Finance Director*
- Shaun Thompson Director of Corporate Services*
- Karen Harriot-Wilson Administrative Director*
- W. Billy Heaven Chairman for Finance & Administration*
- Robert Martin Permanent Secretary*
- Sydney Bartley Principal Director Culture & Entertainment/ Permanent Secretary*
- Jeremy Housen Director of Assets & Facilities*

¹³ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #4.



- Claudette Rookwood Director Human Resource Management & Development*
- Damion Rowe Director of Corporate Services*
- Sherill O'Reggio-Angus*".¹⁴

24. The sum of Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars, and Eighty One Cents (\$23,812,269.81) was expended on hosting the 'Jamaica 50 Celebrations' at the close of Minister Olivia Grange's tenure as Minister of Youth, Sports and Culture in December 2011.

*"...the total monies expended on the 'Jamaica 50 Celebrations' up to the end of my tenure as Minister (December 2011) was \$23,812,269.81..."*¹⁵

25. As at January 2012, The sum of Seven Hundred and Seventeen Thousand, Seven Hundred and Ninety Six Thousand Dollars JMD (\$717,796,000.00) was expended by the administration of Ms. Lisa Hanna, on the hosting the local and international component of the 'Jamaica 50 Celebrations'.

26. The MOYC indicated that the total cost of hosting the 'Jamaica 50 Celebrations' amounted to Seven Hundred and Forty Eight Million, Five Hundred and Eighty Six Thousand Dollars (\$748,586,000.00).¹⁶

The OCG, however, notes that based on the representations made by the MOYC and Minister Olivia Grange, Seven Hundred and Seventeen Thousand, Seven

¹⁴ Response dated September 16, 2014, of Mrs. Hermine Lattibaudierre, Director of Finance, MOYC to the OCG. Response # 4.

¹⁵ Response of Minister Olivia Grange, dated November 28, 2014, to the OCG. Response #4.

¹⁶ The indications were made by Ms. Lisa Hanna, Mrs. Sherill O'Reggio Angus and Mrs. Hermine Lattibaudierre in the respective responses to the OCG.



Hundred and Ninety Six Thousand Dollars (\$717,796,000.00) and Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars, and Eighty One Cents (\$23,812,269.81) was expended respectively. The sum of the respective expenditures amounts to Seven Hundred and Forty One Million, Six Hundred and Eight Thousand, Two Hundred and Sixty Nine Dollars and Eighty One Cents (\$741,608,269.81).¹⁷

The OCG, however, notes a shortfall of Six Million, Nine Hundred and Seventy Seven Thousand, Seven Hundred and Thirty Dollars and Nineteen Cents (\$6,977,730.19) of the amount that was stated to have been expended by the MOYC.¹⁸

27. The 'Jamaica 50 Celebrations' comprised of (2) segments, the local component and the International component:

- a) The MOYC executed the local component of the 'Jamaica 50 Celebrations'. Of note, the JCDC was also responsible for undertaking certain aspects of the celebrations, namely, the 'Grand Gala'; and
- b) The MOTE was responsible for executing the international component of the celebrations; specifically, the London based celebrations. The referenced celebrations were executed by the Jamaica Tourist Board (JTB) under the direction of the MOTE.

The Local Component of the Jamaica 50 Celebrations

28. The MOYC/Jamaica 50 Secretariat and the JCDC were responsible for undertaking the local component of the 'Jamaica 50 Celebrations'.

¹⁷ \$717,796,000.00 + \$23,812,269.81 = \$741,608,269.81

¹⁸ \$748, 586,000 - 741,608,269.81 = \$6,977,730.19



29. Mr. Robert Martin, the then Permanent Secretary, MOYSC, approved the expenditure for the contracts that were issued by the Jamaica 50 Secretariat to host the Local component of the ‘Jamaica 50 Celebrations’.
30. Based on the statements of the MOYC, a total of fifty (50) contracts were awarded by the Jamaica 50 Secretariat directly to host the local component of the ‘Jamaica 50 Celebrations’:
- a) Thirty (30) of the fifty (50) contracts were awarded by way of the Direct Contracting procurement methodology;
 - b) Five (5) of the fifty (50) contracts were awarded by way of the Limited Tender procurement methodology;
 - c) Thirteen (13) were listed under the designation of ‘Employment Contract’;
 - d) One (1) was related to the provision of telephone services by ‘Digicel’; and
 - e) One (1) which was, in fact, a disbursement that was made to the JTB.
31. The Jamaica 50 Secretariat prepared documentation, inclusive of contract Agreements, for eighteen (18) of the fifty (50) contracts which were awarded directly for hosting the local component of the ‘Jamaica 50 Celebrations’. No individual contracts were prepared for the other persons/entities that were engaged.

“Copies of contracts, bank details and deliverables for eighteen (18) entities/persons listed below are enclosed in Appendices 1B and 1C. No individual contracts were prepared for the other entities/persons.”¹⁹

¹⁹ Response of Mr. Sydney Bartley, to the OCG dated July 12, 2013. Response #1B.



32. The contract which was entered into between the Jamaica 50 Secretariat and Logistics Management Services to provide ‘Logistics works at Jubilee Village for the period July 23, 2012 to August 7, 2012’, in the amount of Eight Million Dollars (\$8,000,000.00), was signed subsequent to its performance.

The referenced Contract Agreement was executed on behalf of the Jamaica 50 Secretariat by Mr. Robert Martin, the then Permanent Secretary, MOYSC, on August 30, 2012, and by Mr. Barrington Miller on behalf of Logistics Management Services on August 12, 2012. Of note, a contract is deemed to be in force upon the execution of both parties.

33. The MOYC failed to report all the contracts that were awarded for the local component of the ‘Jamaica 50 Celebrations’ to the OCG, and as such, breached Section 29 (a) and b (ii) of the CG Act. The OCG has seen no evidence that the contracts were reported by way of QCA Submissions made by the MOYC. The unreported contracts are as follows:



TABLE 1

Contracts awarded by the Jamaica 50 Secretariat²⁰							
Rec No.	Contractors	Date of Award	Contract Value	Rec No.	Contractors	Date of Award	Contract Value
1	Waterworks Limited	27/07/12	\$40,000,000.00	16	Juice Production	21/05/12	\$1,879,500.00
2	Pauline Nelson	None Seen	600,000.00	17	Production Business Solution Limited	26/07/12	\$1,384,840.00
3	Creative Production Training Center (CPTC)	02/08/12	\$9,204,000.00	18	Panache Entertainment Limited	27/05/12	\$10,300,000.00
4	The Hynes Group	25/07/12	\$9,198,000.00	19	I print Digital Limited	29/05/12	\$4,002,466.52
5	Phase Three Production	04/07/12	\$19,592,500.0	20	DOJ Marketing Limited	03/08/12	\$1,279,425.00
6	Image One Limited	18/07/12	\$15,026,902.80	21	Duane Marzouca Equipment Co. Limited	19/7/12	\$2,266,350.03
7	Main Events Limited	25/07/12	\$8,350,000.00	22	XYZ Construction Limited	19/7/12	\$6,128,800.0
8	Visual Vibe Limited	16/7/12	\$6,000,000.00	23	Touch Caribbean Limited	25/07/12	\$2,778,000.00
9	Security Services	09/7/12	\$6,370,623.17	24	Telegens Limited	25/07/12	\$1,422,320.00
10	Caribbean Fencing Limited	11/07/12	\$5,652,290.12	25	Jamaica Tourist Board (JTB)	None Seen	\$22,800,000.00
11	S.W. Neil Plumbing Sales and Services Limited	11/7/12	\$2,266,350.03	26	Jamaica Cultural Development Commission (JCDC).	None Seen	\$200,000,000.00
12	Charles Campbell	17/06/12	\$1,600,000.00	27	Manpower & Maintenance Services Limited	26/07/12	\$7,473,234.70
13	The Higher Intelligence Agency Limited	10/05/12	\$7,231,400.00	28	Time Code production	16/07/12	\$9,198,000.00
14	Logistics Management Services	25/07/12	\$8,000,000.00	29	Television Jamaica Group	29/07/12	\$20,000,000.00
15	Jamaica Information Service (JIS)	31/07/12	\$1,879,500.00				

²⁰ The referenced Contract Values are extracted from the document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was appended to the response of Mrs. Hermine Lattibeaudierre, Financial Director, MOYC, and dated September 16, 2014.

The date of award of the contracts was extracted from the document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” at Appendix 6.



34. The following table reconciles the total payments purported to have been made by the MOYC to the respective Contractors/Suppliers of goods and services for the local component of the 'Jamaica 50 Celebrations'. The referenced table also includes the total Payment Vouchers, Invoices and Cheques calculated by the OCG.

TABLE 2

Rec. No	Contractors/Suppliers	Total Payments indicated by the MOYC	Total Payment Vouchers calculated by the OCG	Total Cheques calculated by the OCG	Total Invoices
1	Waterworks Limited	22 payments totaling \$40,000,000.00	22 Payment Vouchers totaling \$33,108,320.60	21 Cheques totaling \$36,761,355.60	9 Invoices totaling \$15,029,248.00
2	Pauline Nelson	2 payments totaling \$600,000.00	2 Payment Vouchers totaling \$600,000.00	2 Cheques totaling \$600,000.00	2 Invoices totaling \$600,000.00
3	Creative Production Training Center (CPTC)	11 payments totaling \$9,204,000.00	8 Payment Vouchers totaling \$7,949,300.74	8 Cheques totaling \$7,949,300.74	8 Invoices totaling \$9,513,300.74
4	The Hynes Group Limited	2 payments totaling \$9,198,000.00	3 Payment Vouchers totaling \$7,949,043.64	3 Cheques totaling \$7,949,043.64	2 Invoices totaling \$8,011,295.85
5	Phase Three Production Limited	12 payments totaling \$19,592,500.00	12 Payment Vouchers totaling \$19,797,750.00	12 Cheques totaling \$19,797,750.00	3 Invoices totaling \$18,594,500.00
6	Image One Limited	6 payments totaling \$40,387,983.00	21 Payment Vouchers totaling \$55,414,885.67	22 Cheques totaling \$56,514,885.67	2 Invoices totaling \$43,950,000.00
7	Main Events Limited	3 payments totaling \$8,350,000.00	6 Payment Vouchers totaling \$11,724,921.20	6 Cheques totaling \$11,724,921.20	2 Invoices totaling \$9,305,000.00
8	Visual Vibe Jamaica Limited	4 payments totaling \$6,000,000.00	3 Payment Vouchers totaling \$6,300,000.00	3 Cheques totaling \$6,300,000.00	2 Invoices totaling \$12,300,000.00
9	Security Services (security portfolio)	10 payments totaling \$6,370,623.17	21 Payment Vouchers totaling \$11,744,303.92	25 Cheques totaling \$12,089,303.92	18 Invoices totaling \$11,294,303.92
10	Event to Event Limited	21 payments totaling \$47,846,861.76	25 Payment Vouchers totaling \$45,846,861.76	25 Cheques totaling \$45,846,861.76	7 Invoices totaling \$28,618,250.00
11	Caribbean Fencing Limited	3 payments totaling \$5,652,290.12	3 Payment Vouchers totaling \$5,652,290.12	3 Cheques totaling \$5,652,290.12	4 Invoices totaling \$5,594,548.41
12	S.W. Neil Plumbing Sales and Services Limited	4 payments totaling \$2,266,350.03	3 Payment Vouchers totaling \$3,448,010.16	3 Cheques totaling \$3,448,010.16	1 Invoice totaling \$3,448,010.16
13	Charles Campbell	3 payments totaling \$1,600,000.00	3 Payment Vouchers totaling \$2,200,000.00	3 Cheques totaling \$2,200,000.00	3 Invoices totaling \$2,200,000.00
14	The Higher Intelligence Agency limited	5 payments totaling \$7,231,400.00	5 Payment Vouchers totaling \$4,528,431.48	5 Cheques totaling \$4,528,431.48	1 Invoice totaling \$3,179,410.00
15	Logistics Management Services Limited	5 payments totaling \$8,000,000.00	5 Payment Vouchers totaling \$8,000,000.00	4 Cheques totaling \$6,500,000.00	1 Invoice totaling \$8,000,000.00
16	Manpower and Maintenance Services Limited.	7 payments totaling \$7,473,234.70	7 Payment Vouchers totaling \$8,568,709.41	7 Cheques totaling \$8,568,709.41	5 Invoices totaling \$8,568,709.41
17	Time Code Production	5 payments totaling \$9,198,000.00	5 Payment Vouchers totaling \$9,198,000.00	5 Cheques totaling \$9,198,000.00	2 Invoices totaling \$9,198,000.00
18	Television Jamaica Group/ RJR Communications Group	15 payments totaling \$20,000,000.00	9 Payment Vouchers totaling \$20,160,000.00	7 Cheques totaling \$15,660,000.00	1 Invoice totaling \$20,000,000.00



The JCDC

35. The JCDC awarded a contract to Jambiz International Limited, in the amount of Seventy Million Dollars (\$70,000,000.00), by way of the Limited Tender procurement methodology for the staging of the ‘Grand Gala’ Celebrations. However, the cost of the event exceeded the stated contract amount by Eight Million, Nine Hundred and Fifty Six Thousand and Ninety Seven Dollars and Ninety One Cents (\$8,956,097.91).²¹
36. In addition to the contract that was awarded to Jambiz International Limited to host the ‘Grand Gala’ Celebrations, the JCDC awarded an additional fifty four (54) contracts for its part in hosting the local component of the ‘Jamaica 50 Celebrations’. The stated fifty four (54) contracts amounted to Seventy Eight Million, Seven Hundred and Eighteen Thousand, Three Hundred Dollars and Eighty Six Cents (\$78,718,300.86).²²
37. The GoJ allocated the sum of Two Hundred Million Dollars (\$200,000,000.00) to the JCDC to undertake certain activities for the local component of the ‘Jamaica 50 Celebrations’. The sum of Twenty Five Million Dollars (\$25,000,000.00) was also contributed by way of Private sector sponsorship.
38. Notwithstanding #35 and #36, the total cost/expenditure for the conceptualization, planning and implementation of the activities undertaken by the JCDC for the ‘Jamaica 50 Celebrations’ was Two Hundred and Twenty Five Million, Two

²¹ The OCG was provided with documentary evidence inclusive of a Contract Agreement that was awarded to Jambiz International Limited; for the remaining fifty four (54) contracts, the JCDC provided the office with Payment Vouchers, Invoices and copy cheques.

²² The sum of \$78,718,300.86 was derived from the OCG’s calculations of the payment documents which were provided by the JCDC.



Hundred and Forty Seven Thousand, Three Hundred and Eighty Five Dollars and Forty Four Cents (\$225,247,385.44).²³

Essentially, the JCDC incurred additional costs of Two Hundred and Forty Seven Thousand, Three Hundred and Eighty Seven Dollars, and Forty Four Cents (\$247,385.44) in hosting the local component of the ‘Jamaica 50 Celebrations’

39. Of the fifty five (55) contracts awarded by the JCDC for its role in the local component of the ‘Jamaica 50 Celebrations’, the JCDC reported only fourteen (14) of the referenced contracts to the OCG by way of its QCA submissions.

40. The OCG has seen no evidence to indicate that the JCDC reported the contracts which were awarded with respect to the local component of the ‘Jamaica 50 Celebrations’ in keeping with Section 4 (2) and 4 (3) of the CG Act

Notably, the OCG was not provided with actual contract documents for the referenced contracts, and as such, is unable to determine the dates on which they were awarded, in order to determine the contracts which ought to have been reported, based on the applicable QCA threshold. The OCG, however, notes for the most part, that the payment dates for the respective contracts were stated to have been post July 1, 2012. The contracts are as follows:

²³ The JCDC indicated that the sum of \$225,247,385.44 was expended on hosting certain components of local component of ‘Jamaica 50 Celebrations’



TABLE 3

Rec No.	Contractors	Actual payments Represented by the JCDC	Payment Date (s)	Rec. No	Contractors	Payment Date	Actual payments Represented by the JCDC
1.	Laribo Marketing and Consultants Limited	\$576,821.00	17/08/12	13	Love 101 FM	20/7/12	\$600,000.00
2.	Backstage and Rental	\$2,050,000.00	31/07/12; 22/08/12; 24/12/12; 16/10/13; 07/11/13; 07/03/14; 04/10/14	14	Hitz FM	11/12/13	\$350,000.00
3.	Iprint Digital Limited	\$2,226,841.88	16/10/13; 07/11/13; 11/12/13; 24/03/14.	15	Fame FM	11/12/13	\$295,000.00
4.	LP Azar Limited	\$2,142,000.00	14/12/12; 02/03/13; 03/04/13; 16/10/13; 07/11/13.	16	Irie FM	23/08/12	\$435,000.00
5.	Ewan Simpson	\$1,050,000.00	06/06/12; 22/06/12; 04/07/12; 20/07/12.	17	Sun Bloc Awnings and Tents Limited	27/7/12	\$325,000.00
6	The Pantry Limited	\$1,842,800.00	03/08/12; 10/08/12; 17/08/12; 04/07/12.	18	Digital Video Concept	23/8/12	\$330,000.000
7	Paul Henton	\$806,040.00	27/04/12; 04/05/12; 17/05/12; 14/06/12.	19	Jamaica National Heritage Trust	27/06/12; 16/07/12; 26/07/12; 31/07/12.	\$6,000,000.00
8	Mother's Enterprise Limited	\$1,425,000.00	10/08/12	20	Rhon Matthison	02/08/12	\$500,000.00
9	Karleen Smith and Company Limited	\$340,500.00	10/08/12	21	Grace Kennedy Limited	13/07/12	\$278,000.00
10	Fireworks Explosive Effects Limited	\$1,311,000.00	10/8/12	22	Jambiz International Limited	10/07/12 ²⁴	\$70,000,000.00
11	Jamaica Information Services (JIS)	\$950,000.00	26/7/12; 14/8/12.	23	Frederick Grant	17/07/12; 14/08/12.	\$924,480.00
12	Lubert Levy et. al	\$1,480,000.00	27/07/12				

²⁴ The date on which the “**CONTRACT FOR CONSULTANTS SERVICE**” was entered into between Jambiz International and the JCDC was July 10, 2012.



41. The OCG attempted to determine whether value for money was realised in the procurements undertaken for the local component of the ‘Jamaica 50 Celebrations’ by its utilization of the ‘Three E’s Framework’. This Framework engages the principles of economy, efficiency and effectiveness as a useful measure in determining same. The OCG was, however, unable to determine whether value for money was realised in the procurements undertaken for the celebrations due to the following reasons:
- a) The failure of the Jamaica 50 Secretariat to prepare and preserve procurement related documentation including certain Contract Agreements;
 - b) The absence of documentary evidence in order to account for the variations in the contracts undertaken;
 - c) The lack of documentary evidence to account for the total amount expended on hosting the referenced celebrations; and
 - d) The lack of documentary evidence to reconcile the payments which were purportedly made to contractors/suppliers with payment details such as Cheques and Payment Vouchers which were observed by the OCG.

London Based Celebrations

42. The London component of the ‘Jamaica 50 Celebrations’ was undertaken in collaboration with the JTB, the Office of the Prime Minister, the MOYC, and the Jamaica Promotions (JAMPRO).
43. The extent of Dr. Kenneth Wykham McNeil’s involvement in the London based celebrations was limited to supporting the Ministry of Industry, Investment and Commerce in their submissions to Cabinet for approval to host Jamaica House in London.



“As Minister my involvement in the “Jamaica 50” celebrations in London was primarily in my official capacity as Minister of Tourism and Entertainment. My involvement extended to supporting the Ministry of Industry, Investment and Commerce in their Submissions to Cabinet to host the Jamaica House at the London Games.”²⁵

44. The London based component of the ‘Jamaica 50 Celebrations’ was executed by the JTB.

It is our understanding that the contract for the London-based activities was signed by Jamaica Tourist Board (JTB) representatives...”²⁶

45. The JTB was selected to execute the London based events on the basis that the entity has a registered office in London.

“The Jamaica Tourist Board has a registered office in London and on that basis it was agreed among the parties that Jamaica Tourist Board would effect contracts for lease, design/build-out and management as well as to undertake

²⁵ Response dated September 8, 2014 from Dr. Kenneth Wykeham McNeill to the OCG. Response #9

²⁶ Letter dated September 3, 2012 from Mr. Robert Martin to the OCG.



marketing, promotion and public relations.”²⁷

46. The JTB advised the National Contracts Commission (NCC), of its intention to co-sponsor the ‘Jamaica House’ initiative, by way of letter dated March 19, 2011.

*“The Jamaica Tourist Board intends to co-sponsor the Jamaica House at the **O2 Arena** in London during the London 2012 Olympics from July to August, 2012. The five Hundred Thousand Sterling (£500,000) co-sponsorship includes the rental of a designated space in “the Bubble” at the Arena.*”²⁸

47. The following Public Officers/Officials were involved in the planning and execution of the London based Celebrations:

“ ...

1. *John Lynch – Director Tourism,
Jamaica Tourist Board*
2. *Jason Hall – Deputy Director Tourism,
Cruise, Events and Attractions,
Jamaica Tourist Board*
3. *Elizabeth Fox – Regional Director,
United Kingdom, Jamaica Tourist
Board.*

²⁷ Response dated September 8, 2014 from Dr. Kenneth Wykham McNeil to the OCG. Response #2

²⁸ Letter dated March 19, 2012, from Mr. Roy Miller, Head Corporate Services, Jamaica Tourist Board to Mr. Raymond McIntyre, Chairman, NCC. Copied to Mrs. Jennifer Griffith, P.S, Ministry of Tourism and Entertainment, Mr. John Lynch, Director of Tourism, and Mrs. Maxine Saunderson, Chief Financial Officer



In addition:

4. *Jennifer Griffith, Permanent Secretary, Ministry of Tourism and Entertainment participated in the Jamaica 50 planning meetings and interacted with the Jamaica Tourist Board and Tourism Enhancement Fund regarding financing.*
5. *Clyde Harrison, Executive Director, Tourism Enhancement Fund facilitated funding request through the Tourism Enhancement Board.*²⁹

48. A budget of One Million Pounds (£1,000,000.00) was approved by way of Cabinet Decision No.11/12 of March 28, 2012, to host the London component of the ‘Jamaica 50 Celebrations’.

49. The breakdown of the budget for the London segment of the ‘Jamaica 50 Celebrations’ was as follows:

TABLE 4

Breakdown of the Budget for the London component of the ‘Jamaica 50 Celebrations’		
1	Rental of Bubble-(50% deposit £125,000.00)	£250,000.00
2	Interior Design, Build out of Venue	£750,000.00
3	Management and Staffing	£0
	Total	£1,000,000.00

50. The budget for the London segment of the ‘Jamaica 50 Celebrations’ was funded as follows:

²⁹ Response dated September 8, 2014, from Dr. Kenneth Wykeham McNeill to the OCG. Response #3.



TABLE 5

Breakdown of Funding for the London component of the ‘Jamaica 50 Celebrations’		
1	Jamaica Promotions	£100,000.00
2	Jamaica Tourist Board/Tourism Enhancement Fund	£500,000.00
3	Ministry of Youth and Culture/Jamaica 50 Secretariat	£250,000.00
4	Private Sector Sponsorship	£150,000.00
	Total	£1,000,000.00

51. The total value of the contracts that were awarded in respect of the London component of the ‘Jamaica 50 Celebrations’ was in the amount of Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76).

52. The JTB awarded a total of fourteen (14) contracts to undertake the London component of the ‘Jamaica 50 Celebrations’. Of the fourteen (14) contracts that were awarded, five (5) fell within the OCG’s QCA reporting threshold, and were awarded as follows:

TABLE 6

Rec. No.	Name of Contractor	Procurement Methodology	Date of Award	Contract Value
1	Plantation Inn	Direct Contracting	No Contract Document seen	£7,500.00
2	DraftFCB (Advertising)	Open Tender	August 13, 2012	£40,831.00
3	DraftFCB (Website)	Open Tender	August 13, 2012	£21,646.00
4	McCluskey International (Marketing and Public Relations)	Open Tender	June 28, 2012	£3,912.00
5	McCluskey International (Photography)-Getty Images	Open Tender	July 23, 2012	£28,250.00



The JTB, however, failed to report the aforementioned contracts to the OCG, and as such, breached Section 29 (a) and (b) (ii) of the CG Act. The OCG has seen no evidence of the contracts on its QCA Consolidated Database, nor or in the certified hardcopy submissions of the QCA for the 1st Quarter of 2012 to the 1st Quarter of 2013.

53. The JTB had contractual arrangements with DraftFCB and McCluskey International prior to ‘Jamaica 50 Celebrations’ and, as such, these entities were utilised to undertake the advertising, design and marketing requirements of the London component of the celebrations.
54. The London based component of the ‘Jamaica 50 Celebrations’ was executed below the budgeted amount. The Cabinet approved the amount of One Million Pounds (£1,000,000.00), and the total expenditure was in the amount of Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76). The total savings that accrued was Eighty Nine Thousand, Two Hundred and Thirty Nine Pounds and Twenty Four Pence (£89,239.24), which was the equivalent of Twelve Million, Forty Seven Thousand, Two Hundred and Ninety Seven Dollars and Forty Cents (\$12,047,297.40) in 2012.³⁰
55. The principles of economy, efficiency and effectiveness were utilised as measures to determine whether value for money was realized in the procurement of goods and services for the ‘Jamaica 50 Celebrations’. Whilst the OCG has seen evidence to indicate that the London component of the ‘Jamaica 50 Celebrations’ was implemented below the budgeted amount, the Office was not provided with sufficient information to determine the overall efficiency and effectiveness of the celebrations. Chief amongst the reason is the absence of certain procurement related documentation.

³⁰ See Appendix 1 for Calculations.



DISCUSSION OF FINDINGS

The ‘Genesis of the ‘Jamaica 50 Celebrations’

The mission of the GoJ in celebrating Jamaica’s golden Jubilee was to inspire nationalism and patriotism in Jamaicans at home and in the diaspora. This mission was grounded in the ‘Jamaica 50 Mission Statement’ which states as follows:

“To deepen the spirit of Patriotism and Nationalism of Jamaicans at home and abroad through a series of planned activities and projects which will re-ignite a sense of pride in our Independence and create a lasting legacy.”³¹

The Hon. Olivia Grange, Minister in the Ministry of Youth Sports and Culture (MOYSC) provided insight into the genesis of the Jamaica 50 Celebrations. Minister Grange, in her response of November 28, 2014, advised the OCG, *inter alia*, as follows:

“Planning of the Jamaica 50 celebrations began in earnest in 2009, with the underlying principle being that the development of the programme should be non-partisan, inclusive, and transparent in order to ensure acceptance and participation from the entire Jamaican population at home and abroad. This should be a celebration in which all Jamaicans could participate and be proud.

³¹ Status Report-Jamaica50 Secretariat as at December 31, 2011. Page 3.



The template used for the commemoration of the 21st (1983) and 25th (1987) Independence Celebrations, with which I was involved in the planning and execution as Junior Minister in the Office of the Prime Minister, was used as a guide for the development of the Jamaica 50 concept.

As Minister, I made a Cabinet Submission in January, 2010 to seek authorisation for the establishment of a Secretariat to oversee and coordinate the planning and implementation of the activities related to the celebration... ”³² (OCG Emphasis)

Minister Olivia Grange provided the OCG with a copy of her Draft Submission to Parliament dated January 14, 2010. The objective of the Submission was to secure “...*the establishment of a Secretariat to oversee and coordinate the planning and implementation of activities to celebrate the 50th Anniversary of Jamaica’s Independence...*”³³ The Submission highlighted, amongst other things, “*Guiding Principles*” of the celebrations. The Submission stated, *inter alia*, the following:

“4.1 Jamaica 50 should encapsulate a homecoming through which Jamaicans all over the world would be encouraged to return home at some point during the celebration period. This would require early engagement with Jamaicans in the diaspora.

³² Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 1.

³³ Draft Cabinet Submission dated January 14, 2010, which was submitted by Minister Olivia Grange.



4.5 Jamaica 50 celebration should be configured to include activities that would encourage reflection, commemoration, exposition, and celebration and allow space for futuristic projections that would link into/promote Vision 2030.

4.6 Jamaica 50 celebrations should provide avenues and opportunities for economic advancement through the staging of activities geared at income generation, market penetration and merchandizing.

4.7 Jamaica 50 celebrations should have at the center activities linked to Culture and Sports as core elements of the Brand with trade fairs around them in some major world capitals.”³⁴

The following recommendations were advanced for the consideration of the Cabinet:

“Cabinet is being asked to

- a) approve the establishment of a Jamaica 50 Secretariat to be tasked with the planning and implementation of activities toward the Jamaica 50 celebration*

³⁴Minister Olivia Grange’s Draft Submission to Parliament January 14, 2010.



- b) *approve the inclusion of the staging of CARIFESTA as part of Jamaica 50 celebration.*
- c) *approve consideration of an activity to commemorate the Diamond Jubilee of the Queen as part of Jamaica 50 celebration.”³⁵*

In commemoration of Jamaica’s golden Jubilee as a sovereign nation, the Cabinet approved the establishment of the Jamaica 50 National Planning Committee (JA 50 NPC) in January 2011³⁶. The foregoing Committee, which was under the Chairmanship of the Minister Olivia Grange, the then Minister, MOYSC, was tasked with the mandate of planning and executing the celebratory events.

Minister Olivia Grange in her response of November 28, 2014, advised the OCG of the management and operational framework of the Celebrations. Ms. Grange advised as follows:

“The Jamaica 50 Secretariat was established as a unit in the Ministry of Youth, Sports and Culture (MYSC) with its nucleus staff housed within the Ministry. The planning, organising and execution of what was branded “JAMAICA 50” would take place on three (3) levels: The Jamaica 50 National Planning Committee (JA 50 NPC), the Jamaica 50 Executive Management Committee (JA 50 EMC) and the Jamaica 50 Secretariat (JA 50 Secretariat).”

³⁵ Minister Olivia Grange’s Draft Submission to Parliament January 14, 2010.

³⁶ Status Report-Jamaica50 Secretariat as at December 31, 2011. Page1.



As portfolio Minister I set out to ensure that the JA 50 NPC had broad-based representation, to include a representative from the Office of the Leader of the Opposition. In response to letter of invitation to the Leader of the Opposition, Mr. Julian Robinson was named to sit on the committee. Critical areas of the Public and Private Sectors were also represented ... Letters were written by me to the public and private sectors, as well as civil society, including the churches and educational institutions, among others, inviting them to nominate a representative to sit on the NPC.

I chaired the JA 50 NPC, assisted by two co-chairs, which established fifteen (15) sub-committees (also referred to as Sector Committees), to spearhead the planning of the various elements of the celebration. The Jamaica 50 NPC was also engaged in seeking funding for the various programmes.

An Executive Management Committee was also appointed to serve as the management board, having oversight of the Jamaica 50 celebrations.”³⁷

The following represents the Chairpersons for the established Sector Committees:

³⁷ Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 1.



- “... a. **Finance & Administration:** Chair-
Mr. Billy Heaven
- b. **Diaspora Engagement:** Co-Vice
Chairs- *Professor Neville Ying and
Judge Pamela Appelt (Canada)*
- c. **Youth:** Chair-Senator, *Warren Newby*
- d. **Education, Symposia, Exhibitions
& Publications:** Chairman-Mr.
Vivian Crawford
- e. **Investment and Legacy Projects:**
Chair-Mr. *W. Billy Heaven*
- f. **Marketing, Sponsorship & PR:**
Chair- *Mr. Mark Thomas*
- g. **Special Commemorative Events:**
Co-Chairs- *Messrs. Howard
McIntosh and Hugh Nash*
- h. **Jam50 Emancipation and
Independence Celebration
Committee:** Chair- *Mr. Delroy
Gordon*
- i. **Heritage & Community Month:** Co-
Chairs- *Mrs. Laleta Davis Mattis &
Mr. Dwayne Vernon*
- j. **Sports and London 2012:** Chair- *the
Honourable Mike Fennell*
- k. **Tourism Sector:** Chair- *Mr. John
Lynch”*³⁸

³⁸Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 9.



The Role of the MOYC in the ‘Jamaica 50 Celebrations’

The MOYC is the Ministry with responsibility for the preservation and celebration of Jamaica’s cultural legacy. In commemoration of Jamaica’s 50th year of Independence, the MOYC was tasked with the responsibility of commemorating this important milestone in the nation’s history.

Mrs. Sherrill O’Reggio Angus, former Permanent Secretary, of the then MOYC, in her response of September 22, 2014, to the OCG advised of the responsibility of the MOYC in the ‘Jamaica 50 Celebrations’. Mrs. Angus stated as follows:

“The Ministry of Youth and Culture was responsible for the conceptualization, planning and execution of the Jamaica 50 Celebrations. *These functions were performed through two bodies established by the Minister of Youth and Culture:*

a) ***The National Planning Committee (NPC).*** *This Committee comprised a cross-section of Jamaicans from the public and private sectors.*

b) ***The Jamaica 50 Secretariat.*** *The Secretariat essentially operated as a unit of the Ministry and was responsible for providing support to the NPC as well as administrative oversight of the Celebrations.”*³⁹

³⁹ Response dated September 22, 2014, of Mrs. Sherrill O’Reggio Angus, former Permanent Secretary, the then MOYC to the OCG. Response #1.



Mrs. Sherrill O'Reggio Angus, further advised the OCG of the Public Officers, including the members of the Secretariat who were instrumental in the planning and execution of the 'Jamaica 50 Celebrations'. The Permanent Secretary stated as follows:

“The public officers in the Ministry that were instrumental in the planning and execution of the Jamaica 50 Celebrations are as detailed below:

- a) Former Permanent Secretary - Mr. Robert Martin*
- b) Former Principal Director Culture - Mr. Sydney Bartley*
- c) Members of the Jamaica 50 Secretariat, namely: **Lenford Salmon, Project Director (2011-2012); Karen Harriott, Administrative Director (2011-2012); Mr. Robert Bryan, Project Director (2012); Mrs. Joan Young Davis, Administrative Director/Jamaica 50 Legacy Programme Marketing Manager (2012-2014); Mrs. Hermine Lattibeaudierre, Finance Director (2011-2014).**⁴⁰ (OCG Emphasis)*

The OCG was also advised that the public officer(s)/official(s) listed above were paid salaries and emoluments commensurate to their respective roles and functions. By way of her response to the OCG which was dated November 28, 2014, Minister Olivia Grange indicated as follows:

⁴⁰ Response of Mrs. Sherrill O'Reggio Angus, former Permanent Secretary, MOYC dated September 22, 2014, to the OCG. Response #3.



“Salaries and emoluments of the staff of the Jamaica 50 Secretariat were in line with GoJ salary guidelines and were approved by the Ministry of Finance. I am not sure if this obtained after I demitted office.”⁴¹

The names and titles of the public officers/officials in the MOYC, who were instrumental in the planning of the ‘Jamaica 50 Celebrations’, were stated as follows:

“To the best of my knowledge, the names and titles of the Public Officers in the Ministry of Youth and Culture who were instrumental in the planning of the ‘Jamaica 50 Celebrations’ whilst I was Minister are as follows:

- a. Mr. Robert Martin – Permanent Secretary*
- b. Mr. Shawn Thompson – Director, Corporate Services (deceased)*
- c. Mr. Lenford Salmon – Project Director, Jamaica 50 Secretariat*
- d. Mrs. Karen Harriott-Wilson – Administrative Director, Jamaica 50 Secretariat*
- e. Mrs. Hermine Lattibeaudiere – Finance Director, Jamaica 50 Secretariat*
- f. Mr. Sydney Bartley – Principal Director of Culture.*

⁴¹ Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 1.



With regard to the Public Officers in the Ministry of Youth and Culture who were instrumental in the planning and execution of the ‘Jamaica 50 Celebrations’ after I demitted office, as I am no longer involved in the Ministry, I am not in a position to indicate those details.”⁴²

The Restructuring of the ‘Jamaica 50 Celebrations’

The planning and execution of the ‘Jamaica 50 Celebrations’ spanned the spectrum of two (2) political administrations, the Jamaica Labour Party (JLP), and the People’s National Party (PNP). Ms. Lisa Hanna assumed responsibility for the ‘Jamaica 50 Celebrations’ in January 2012, and subsequently, restructured the scope of the Celebrations. The former Minister advised the OCG of the following:

“I assumed the policy responsibility of the Jamaica 50 celebrations upon my appointment as Minister of Youth and Culture in January of 2012...”⁴³

Minister Olivia Grange made the following representations as it regards the restructuring of the ‘Jamaica 50 Celebrations’:

“The Chairman of Jamaica Village was Mr. Clifton Cameron, and the Project Coordinator was Mr. Robert Bryan with

⁴² Response of Minister Olivia Grange dated November 28, 2014, to the OCG. Response # 3.

⁴³ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #1.



*whom we were in regular dialogue...The **Jamaica Village** project collapsed and consequent on the elections of December 2011, Mr. Robert Bryan was contracted as Project Director by the new government in 2012 to head the Jamaica 50 Secretariat after Mr. Lenford Salmon, the existing Project Director was **fired without cause** in January 2012. Mr. Andrew Clunis, Community Relations Officer and Cultural Attaché, Jamaican High Commission, London, with direct responsibility for coordinating Jamaica 50 activities in the UK and Europe was also **fired without cause**.*

It should also be noted, that shortly after assuming office, the new Minister of Culture disbanded the NPC and all the other structures. Subsequently, a Legacy Committee was reestablished... ”⁴⁴

Minister Olivia Grange further stated that:

“Based on my position as the former responsible Minister, and my professional relations in the local and international Entertainment Industry, I was subsequently informed that there were issues regarding

⁴⁴ Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response #1.



the arrangements with the O2 Arena as well as events and activities planned by Jamaica 50.

I am yet to be provided with answers for questions asked of the Minister in relation to the O2 Arena and other Jamaica 50 activities...⁴⁵

The OCG will therefore appreciate my call for the country to be provided with a clear picture of the level of spending which was undertaken for the celebrations.

Appendices 49 and 50 clearly demonstrate the attempt of my administration to maintain transparency with respect to procurement of goods and services related to the event, even though the category of culture enjoys certain exemptions under the GOJ Procurement Guidelines...

Appendix 53 (Status Report as of January 4, 2012) and Appendix 54 (Brief for the Hon. Lisa Hanna, M.P. Minister of Youth and Culture), which were prepared to ensure that the new Minister was fully briefed and in order to facilitate the bi-partisan harmony that had obtained under

⁴⁵ Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response #1.



my stewardship, provide a basis for clarification by the new Minister of changes that were made to the programme that was very advanced and significantly resourced.

To date, the current Minister has not indicated what it has cost the country for the Jamaica 50 celebrations, inclusive of amounts already paid and outstanding commitments (locally and overseas) – to include Jamaica House at the O2 and the Village (Stadium complex).⁴⁶(OCG Emphasis)

Of note, ‘Appendix 49’ referred to in the aforementioned statement by Minister Olivia Grange refers to a Jamaica 50 “*Expression of Interest*” which stated, *inter alia*, as follows:

*“The Jamaica 50 Secretariat invites experienced companies or consortiums to submit expressions of interests for the manufacture or production of official merchandise, as part of the celebrations of our Golden Jubilee...”*⁴⁷

Additionally, ‘Appendix 50’ referred to an unsigned letter bearing the subject, “*Jamaica 50 Funding Request*”, addressed to Mr. Phillip Henriques by Mr. Lenford Salmon. The

⁴⁶ Ibid

⁴⁷ Appendix 49 is a ‘Jamaica 50 –Expression of Interest’.



letter sought to formalize the engagement of Waterworks Limited as the “...*Creative Agency and to compensate them for the Jamaica 50 Logo which is now complete...*”⁴⁸

Ms. Lisa Hanna, former Minister of Youth and Culture in her response of September 22, 2014, to the OCG, provided a justification for the decision which was taken to restructure ‘the Jamaica 50 Celebrations’ upon her assumption of office. The former Minister indicated that:

*“I assumed the policy responsibility of the Jamaica 50 celebrations upon my appointment as Minister of Youth and Culture in January of 2012. All operational responsibilities were managed by the Jamaica 50 secretariat and the Permanent Secretary. I had no personal involvement with the Jamaica 50 celebrations.”*⁴⁹

The former Minister further stated as follows:

“The Jamaica 50 program was developed as an events program by the previous administration based on a document that was presented to me by the Jamaica 50 Secretariat Project Director Mr. Lenford Salmon. The program was launched in October 2011 at Jamaica house by the Hon. Bruce Golding. There was a launch of the program in the UK at the London O2 arena.

⁴⁸ Unsigned letter bearing subject “*Jamaica 50 Funding Request*” addressed to Mr. Phillip Henriques.

⁴⁹ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #1.



The program was scheduled to run December 31, 2011 to December 31, 2012. Assessment of the Program as contained in the project report/document implied the following:

*a. **The program required resources totaling in excess of J\$2.5B to fund.***

- i. The Legacy component as listed required funding amounting to J\$683.90M*
- ii. Forty three (43) core events listed but no budget. These include JCDC activities for which a budget of J\$690M has been submitted by JCDC. The majority of the 43 core events were non JCDC events*
- iii. International events in the 02 London plus assumptions of travel to various diaspora events had no budgeted allocated [sic] and there was no financing plan presented*

*b. **The program as outlined in the document was unwieldy, lacked focus, and essentially was generally a listing of projects, events and ideas falling under categories official and endorsed***



- c. *There was no marketing program presented, no advertising or promotion plan this despite the launch of the program in October.*
- d. A logo was developed for the program. The tag line associated with the logo was **"FEEL THE HEART AND SOUL OF A NATION"**
- e. *The Jamaica 50 trademarks while registered in Jamaica were unprotected in overseas markets. Therefore commercial arrangements remained vulnerable and untapped. Potential sponsors all felt the program was not implementable and had adopted a wait and see approach to it.*
- f. *Twenty Eight Million Dollars (J\$28M) was incapable of funding Jamaica 50 as scoped. That level of funding was not adequate to cover the requirements for the normal JCDC festival events which were done annually*
- g. The program lacked a coordinated international brand positioning. (trade, tourism and diaspora affairs) this is particularly evident in the UK given the reality of the London 2012 Olympics



h. Operationally the program had a lot of loose ends.

i. There were Incomplete contractual arrangements in respect to the development of a Jamaica 50 website, Marketing, London arrangements

ii. The non-financial information documentation was scarce and or not properly stored for ease of reference

By the time I was appointed as Minister in January 2012, \$30M had been spent and nothing tangible had been accomplished, other than the Procurement of equipment for the Jamaica 50 Secretariat. Please see details of fixed assets procured ...Contracted some staff for the Jamaica 50 Secretariat (Contracts of Employment), established a Jamaica 50 bank account and launched the programme.

We were less than seven months away from Independence and there was no approved budget, there were no contracts in place, there were no funding commitments. Also, there was inadequate staff to address the task at hand.



It was my duty to make the public aware that we were literally starting from zero. When I did so she called for my resignation.

The Jamaica 50 Celebrations and the budget for its planning and implementation were approved by Cabinet on March 28, 2012.

I have attached the only document I came to find for the planning and execution of the programme”⁵⁰

The OCG makes reference to a Press Release which was issued by the MOYC, and dated January 31, 2012, and entitled “***Cabinet Approves Request from Youth and Culture Minister Hanna that Jamaica 50 Programme be Restructured***”. The referenced Release stated, *inter alia*, the following:

*“...The Minister of Youth and Culture, Lisa Hanna has announced that Cabinet has approved her request that the Jamaica 50 Programme be restructured. **This approval was based on the findings of an in-depth review of the Jamaica 50 Secretariat, which had the responsibility for drafting and implementing the existing programme.***

***Minister Hanna said the secretariat, which reported directly to the then Minister,** signaled its endorsement of 138 projects that were already planned as calendar events*

⁵⁰ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response # 14.



from both the public and the private sectors. She further stated that while the programme cited five (5) categories of projects, there was no explanation of the categories, the significance of each, the objectives to be attained or the budgetary allocation to fund them.

In addition, there were 54 core events and 45 Legacy projects cited in the programme at a total cost of \$693.4 million based on estimates that were presented. *The review also revealed 50 activities for Canada, 54 for the United States and 42 for the United Kingdom.” (OCG Emphasis)*

The Release further stated that:

“The Minister added that since May 2011, the Secretariat had directly spent \$23 million on administrative expenses, salaries, a media launch and a fireworks display. It was also revealed that the GOJ procurement procedures in most instances seemed to have been circumvented. Furthermore, the approval process for several payments did not follow the prescribed guidelines as per the Financial Administration an (sic) Audit Act.



In light of these concerns the Permanent Secretary has asked for a Special Audit of the programme by the Auditor General's Department.”⁵¹ (OCG Emphasis)

Expenditure during the tenure of Ms. Olivia Grange

The following details regarding the total amount that was expended on the ‘Jamaica 50 Celebrations’ under the stewardship of Minister Olivia Grange was provided as follows:

“To the best of my knowledge, the current administration assumed responsibility for the execution of the ‘Jamaica 50 Celebrations’ in early January 2012.

- a. *Responsibility for the ‘Jamaica 50 Celebrations’ was handed over to Minister Hanna after she was sworn in as Minister.*
- b. **...to the best of my knowledge, the total monies expended on the ‘Jamaica 50 Celebrations’ up to the end of my tenure as Minister (December 2011) was \$23,812,269.81...** (OCG Emphasis)
- c. *I am not in a position to provide a comprehensive list of the procurements that were undertaken by my administration up to the time I demitted office. These details*

⁵¹ MOYC Press Release dated January 31, 2012, and entitled ‘Cabinet Approves Request from Youth and Culture Minister Hanna that Jamaica 50 Programme be Restructured’



should be available at the Ministry of Youth and Culture”.⁵²

In respect of the list of the procurements that were undertaken for the ‘Jamaica 50 Celebrations’, under the stewardship of Minister Olivia Grange, Ms. Lisa Hanna provided the OCG with a document entitled “**Fixed Asset Register**”⁵³, by way of her response which was dated September 22, 2014. The content of the referenced document is represented below:

TABLE 7⁵⁴

<i>Fixed Asset Register</i>				
<i>Item</i>	<i>Purchase Date</i>	<i>Serial #</i>	<i>Model #</i>	<i>Invoice #</i>
<i>Sharp FO-2080 Multifunction Copier</i>	<i>08-Jun-11</i>	<i>0504821Y</i>	<i>IC 5486 ARFX13</i>	<i>2629</i>
<i>HP2025N 21ppm Laserjet Printer</i>	<i>09-Jun-11</i>	<i>CNGSC50611</i>	<i>CB494A</i>	<i>1050005540</i>
<i>Dell Inspiron-560 Minitower (Black Bezel)</i>	<i>09-Jun-11</i>	<i>156DJQ1</i>	<i>560</i>	<i>2630</i>
<i>Dell Inspiron-560 Minitower (Black Bezel)</i>	<i>09-Jun-11</i>	<i>156GJQ1</i>	<i>560</i>	<i>2630</i>
<i>4 Draw Vertical Filing Cabinet (Beige)</i>	<i>09-Jun-11</i>		<i>FILEC-V- 4DRW2B</i>	<i>53037</i>
<i>Casio Adding Machine</i>	<i>09-Jun-11</i>	<i>696DQ03RA060 140</i>	<i>FR-2650TM</i>	<i>53037</i>
<i>2 Draw Filing Cabinet (Grey)</i>	<i>14-Jun-11</i>		<i>AF-2DG</i>	<i>IN00284240</i>
<i>Jamaica 50 Secretariat Stamp</i>	<i>14-Jun-11</i>		<i>100BL-BLUE/S1824</i>	<i>9346</i>
<i>Jamaica 50 Secretariat Stamp-Changeable Date</i>	<i>14-Jun-11</i>		<i>7310-BLUE/H6103</i>	<i>9346</i>
<i>Lenovo Laptop</i>	<i>01-Jul-11</i>			<i>665</i>
<i>Lenovo Laptop</i>	<i>01-Jul-11</i>	<i>wb01564901</i>	<i>B560-4330</i>	<i>665</i>
<i>Waste Paper Bins (3)</i>	<i>17-Aug-11</i>		<i>13QT</i>	<i>IN00288284</i>
<i>White Boards-36 x 48 (2)</i>	<i>12-Sep-11</i>			<i>3421</i>

Further, Minister Grange in response to the OCG, which was dated November 28, 2014, provided the following Spreadsheet which outlined the expenditure which was undertaken during her tenure for the ‘Jamaica 50 Celebrations’:

⁵² Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 11.

⁵³ Response of Ms. Lisa Hanna which was dated September 22, 2014, to the OCG. Response #10(d).

⁵⁴ Response of Minister Olivia Grange to the OCG, dated November 28, 2014. Appendix 9.



TABLE 8

JAMAICA 50 SECRETARIAT					
CASH FLOW STATEMENT - as at December 31, 2011					
INFLOWS					
<u>Period</u>	<u>CHASE Fund (regular Support)</u>	<u>CHASE Fund (Media Launch Support)</u>	<u>SDF</u>	<u>GOJ</u>	<u>TOTAL</u>
May 2011	\$ 6,000,000.00		\$ -		\$ 6,000,000.00
June 2011			\$ 312,705.00		\$ 312,705.00
July 2011			\$ 89,663.00		\$ 89,663.00
August 2011	\$ 6,000,000.00		\$ -		\$ 6,000,000.00
September 2011			\$ 250,000.00		\$ 250,000.00
October 2011	\$ 6,000,000.00	\$ 4,000,000.00	\$ 250,000.00	\$ 8,350,000.00	\$ 18,600,000.00
November 2011		\$ 4,000,000.00	\$ 250,000.00		\$ 4,250,000.00
December 2011			\$ 250,000.00	\$ 1,250,000.00	\$ 1,500,000.00
TOTAL INFLOWS	\$18,000,000.00	\$ 8,000,000.00	\$ 1,402,368.00	\$ 9,600,000.00	\$ 37,002,368.00
OUTFLOWS					
May 2011					J\$ 1,168,136.55
June 2011					J\$ 1,159,767.45
July 2011					J\$ 2,039,540.24
August 2011					J\$ 1,131,514.11
September 2011					J\$ 1,777,761.54
October 2011					J\$ 2,510,785.31
November 2011					J\$ 11,886,521.99
December 2011					J\$ 2,138,242.62
TOTAL OUTFLOWS					\$ 23,812,269.81
BALANCE AS AT DECEMBER 31, 2011					\$ 13,190,098.19



Minister Olivia Grange also provided the OCG with a document entitled “**JAMAICA 50 REQUEST FOR DRAWDOWN OF GOJ FUNDING**”⁵⁵, which was dated July 20, 2011. The referenced document detailed, *inter alia*, the following:

Costs Heads

TABLE 9

Description of Procurement	Date	Cost
Feasibility study on the establishment of the Jamaica Performing Art Centre (JAMPAC)	September 2011	\$2,700,000.00
Engagement of creative Agency on a Retainer at \$350,000.00 per month	August 2011 to March 2012	\$2,800,000.00
Jamaica 50 Logo- Concept and design	August 2011	\$400,000.00
Jamaica 50 Website	August 2011	\$1,100,000.00
Social Media Strategy	August to September 2011	\$500,000.00
Development of a Media Strategy	August to September 2011	\$500,000.00
Other creatives not covered by Retainer	August to December 2011	\$2,000,000.00
Registration of Logo and Jamaica 50 Song	August 2011	\$500,000.00
Jamaica 50 Media Launch	October 2011	\$8,000,000.00
Public Awareness Campaign	August to December 2011	\$20,000,000.00
Travel Expenses for Diaspora Engagement	August to March 2011	\$7,000,000.00
Bronzing and Installation of Basil Watson’s sculpture at the Victoria Jubilee Hospital	September 2011	\$2,700,000.00
National Domino Tournament	January to March 2012	\$2,300,000.000
		\$50,500,000.00

Further, the referenced document also stated the following:

“Cash Flow”

August 2011	\$8,150,000.00
September 2011	\$11,550,000.00
October 2011	\$13, 650,000.00

⁵⁵ Response of Minister Olivia Grange to the OCG, dated November 28, 2014. Appendix 8.



November 2011	\$5,650,000.00
December 2011	\$5,650,000.00
January 2012	\$2,250,000.00
February 2012	\$2,150,000.00
March 2012	\$1,450,000.00

Based on the OCG's calculations, the "Cash Flow" for the period of August 2011 to March 2012 amounted to Fifty Million and Five Hundred Thousand Dollars (\$50,500,000.00).

The OCG, by way of its requisition dated August 19, 2014, required Mrs. Sherrill O'Reggio Angus, former Permanent Secretary, MOYC to provide responses to the following questions:

"Please provide a comprehensive list of all the Contracts awarded for the 'Jamaica 50 Celebrations'; your responses should include the following;

- (a) The names of the respective Contractors and/ or Suppliers;*
- (b) The approved costs for each Contract awarded;*
- (c) A description of the Contracts which were awarded;*
- (d) The actual payments that were made to each Contractor and/or Supplier;*
- (e) The date of engagement for each Contractor and/or Supplier; and*
- (f) The date the payment(s) were made to each Contractor and/or Supplier.*



*If [you] are unable to provide the foregoing list, please advise of person(s), entity (ies), and/or Ministry(ies) who are able to provide same.*⁵⁶

Mrs. Sherill O’Rregio Angus by way of her response provided the OCG with a table consisting of, *inter alia*, a list of Contractors/Suppliers, the respective dates of engagement, the description of the contracts, the value of the contracts and the payments that were made. A copy of the subject table is attached at Appendix 6.

Of note, the OCG’s review of the referenced representations made by Mrs. O’Reggio Angus identified only one (1) Contractor/Supplier that was engaged prior to January 2012.⁵⁷ The document which was provided by Mrs. Sherill O’Reggio Angus included the following payments which were made by the MOYSC prior to January 2012.

Table 10

OCG’s Review of Cheques which were made payable prior to January 2012

Contractor	Cheque Date	Cheque No.	Amount
Waterworks Limited	21/12/11	1720000	\$17,200.00
	18/11/11	4162500	\$41,625.00
	29/08/11	37840000	\$378,400.00
Creative Production and Training Centre (CPTC)	2/11/2011	45050000	\$450,500.00
	2/11/2011	35080041	\$350,800.74
Main Events Entertainment Group Limited	18/11/11	345492120	\$3,454,921.20
Jamaica Information Service (JIS)	29/11/11	100000	\$1,000.00
Total			\$4,694,446.94

⁵⁶ OCG Requisition dated August 19, 2014 to Mrs. Sherrill O’Reggio Angus. Question 7.

⁵⁷ This period reflects the end of the tenure of Minister Olivia Grange as Minister of MOYSC.



Table 11

OCG's Review of the Payment Vouchers which were made payable prior to January 2012

Contractor	Services Rendered	Payment Voucher Date	Payment Voucher No.	Amount
Water Works Limited	<i>Printing of invitation for the Jamaica 50th Media Launch.</i>	2011/11/17	000099	\$41,625.00
	<i>Press kit folder (9" x12")</i>	2011/10/28	Illegible	\$146,390.00
	<i>Logo animation for the Jamaica 50th Anniversary</i>	2011/10/25	000070	\$151,375.00
	<i>Invitations, Programme and Save the date card for Jamaica 50th Independence</i>	2011/10/25	000067	\$66,400.00
	<i>Logo Design "JAMAICA 50th INDEPENDENCE"</i>	2011/08/25	000038	\$378,400.00
Creative Production and Training Centre (CPTC)	<i>To record the launch of Jamaica 50 at Jamaica House</i>	2011/11/01	000083	\$350,800.74
	<i>To produce a (5-8) minutes vignette for launch of Jamaica 50th Anniversary Celebrations</i>	2011/11/01	000082	\$450,500.00
Main Events Entertainment Group Limited	<i>Rental of venue, stage and light for the Jamaica 50 Media Launch</i>	2011/11/17	000103	3,454,921.20
Jamaica Information Service (JIS)	<i>Supply five copies of the codes for National Symbols</i>	2011/11/29	000111	\$1,000.00
Total				\$5,041,411.94

The OCG has utilised the foregoing tables to highlight the payments that were made by the MOYC in relation to the 'Jamaica 50 Celebrations' prior to January 2012, under the stewardship of Minister Olivia Grange. Based on the documentation submitted to the OCG by the MOYC, the OCG is unable to reconcile the total amount of Twenty Three Million, Eight Hundred Twelve Thousand, Two Hundred and Sixty Nine Dollars and



Eighty One Cents (\$23,812,269.81), which was stated to have been spent, with the cheques and Payment Vouchers which were submitted by the MOYC for the stated period.

Overall Budget for the ‘Jamaica 50 Celebrations’

The OCG was advised by Mr. Robert Martin, the former Permanent Secretary, MOYC, that the overall budget for the ‘Jamaica 50 Celebrations’ was approved as per Cabinet Decision No. 27/12, which was dated July 23, 2012. Mr. Martin stated, *inter alia*, as follows:

“The Note recalled the approved overall budget of \$ 688,500,000 for the Jamaica50 Programme; the amount of \$474,750,000.00 approved from the Jamaica50 Programme from the Government of Jamaica budgetary estimates through various Ministry allocations; and the targeted balance of \$194,000,000.00 to be financed from private sector sponsorship and from revenues generated by the Jamaica50 programme.”⁵⁸

The OCG was provided with a document, entitled ‘**OVERALL APPROVED JAMAICA 50 BUDGET INCLUSIVE OF UK COMPONENT**’⁵⁹ by Mr. Robert Martin. The instant document detailed, *inter alia*, the budgeted amount, funding source, and the sponsorship amount. The document further stated that the budget for the ‘Jamaica 50 Celebrations’ was in the amount of Six Hundred and Eighty Eight Million, Five Hundred Thousand Dollars (\$688,500,000).

⁵⁸ Response dated September 6, 2012, from Mr. Robert Martin, the then Permanent Secretary, MOYC, to the OCG.

⁵⁹ Please see Appendix 2.



As it regards the approved overall budget for the ‘Jamaica 50 Celebration, Ms. Lisa Hanna, indicated in her response of September 22, 2014, to the OCG, the following:

*“Based on Cabinet Decision No. 27/12 dated July 23, 2012, approval of JMD \$688,500,000.00 was received for the Jamaica50 Celebrations...”*⁶⁰

Minister Olivia Grange indicated to the OCG, by way of her response dated November 28, 2014, of the following:

*“To the best of my knowledge, a final budget was not approved for the ‘Jamaica 50 Celebrations’ during my tenure as Minister. It was really a work in progress. However, ongoing expenditure had to be approved by the Executive Management Committee.”*⁶¹

The OCG has appended, herewith, a copy of the **“Overall Approved Budget Jamaica 50 Inclusive of UK Component”** at ‘Appendix 2’.

Source of Funds for Jamaica 50 Celebration

The ‘Jamaica 50 Celebrations’ was funded through the efforts of the private and public sectors. Mrs. Hermine Lattibeaudierre, the former Director of Finance, MOYC, indicated in her response of September 16, 2014, that public sector sponsorship, for the referenced event was in the amount of Thirty Six Million, Two Hundred Thousand Dollars

⁶⁰ Response of Ms. Lisa Hanna, Minister of Youth and Culture, dated September 22, 2014. Response #4.

⁶¹ Response of Minister Olivia Grange dated November 28, 2014, to the OCG. Response #6.



(\$36,200,000.00). It was also stated that private sector sponsorship amounted to Ninety Eight Million, One Hundred and Seven Thousand, Seventy One Dollars and Sixty Cents (\$98,107,071.60). The total value, therefore, amounted to One Hundred and Thirty Four Million, Three Hundred and Seven Thousand, and Seventy One Dollars and Sixty Cents (\$134,307,071.60).⁶² The OCG has affixed hereto a copy of the document entitled '*SPONSORSHIP/DONATIONS*' at Appendix #4.

Ms. Lisa Hanna in her response of September 22, 2014, provided the OCG, with a table entitled '*Source of Funds/Donations for the Jamaica 50 Celebrations*'. The stated document indicated the source of Funds/Donations that were used to fund the 'Jamaica 50 Celebrations'. Based on the representations made in Table 11, which is represented hereunder, the total funds received was in the amount of Six Hundred and Ninety Three Million, Three Hundred and Seven Thousand, Seventy One Dollars and Sixty Cents (\$693,307,071.60).

⁶² Response September 16, 2014, of Mrs. Hermine Lattibeaudierre, former Director of Finance, MOYC to the OCG. Response #5



TABLE 12

Source of Funds/Donations for the Jamaica 50 Celebrations

<i>Organization</i>	<i>Funds Contributed (JMD \$)</i>
GOJ Budgetary Allocation (Total JMD 460 M)	
<i>Ministry of Finance and Planning</i>	<i>300,000,000.00</i>
<i>Tourism Enhancement Fund (TEF)</i>	<i>70,000,000.00</i>
<i>CHASE</i>	<i>90,000,000.00</i>
Public Sector Donors/Sponsors (Total JMD 86.2 M)	
<i>National Housing Trust</i>	<i>26,200,000.00</i>
<i>Airport Authority</i>	<i>5,000,000.00</i>
<i>Heart Trust-NTA</i>	<i>5,000,000.00</i>
<i>FINSAC (non-interest bearing loan)</i>	<i>50,000,000.00</i>
Private Sector Donors/Sponsors (Total JMD147,102,071.6M)	
<i>J Wray & Nephew</i>	<i>10,000,000.00</i>
<i>FINSAC (non-interest bearing loan)</i>	<i>50,000,000.00</i>
<i>Red Stripe</i>	<i>10,032,620.00</i>
<i>Restaurants of Jamaica</i>	<i>2,000,000.00</i>
<i>Jamaica National Building Society</i>	<i>9,600,451.60</i>
<i>Norbrook Package Company</i>	<i>37,500.00</i>
<i>National Commercial Bank</i>	<i>5,000,000.00</i>
<i>Lime</i>	<i>5,000,000.00</i>
<i>Digicel</i>	<i>4,224,000.00</i>
<i>CB Foods</i>	<i>1,000,000.00</i>
<i>Best Dressed Foods</i>	<i>3,750,000.00</i>
<i>Supreme Ventures</i>	<i>25,000,000.00</i>
<i>Victoria Mutual Building Society</i>	<i>6,000,000.00</i>
<i>Unicomer & Co./ COURTS</i>	<i>5,000,000.00</i>
<i>Advantage General</i>	<i>1,025,000.00</i>
<i>National Health Fund</i>	<i>1,000,000.00</i>
<i>Development Bank of Jamaica</i>	<i>5,000,000.00</i>
<i>Pepsi Cola Jamaica</i>	<i>1,700,000.00</i>
<i>Mailpac Services Ltd.</i>	<i>37,500.00</i>
<i>Sagicor</i>	<i>1,200,000.00</i>
<i>Stewarts Auto</i>	<i>500,000.00</i>



Public Sector Sponsorship-Jamaica 50 Celebrations

The OCG was provided with a document entitled, “***GOJ Agencies that Participated in the Jamaica 50 Celebrations***” by Mrs. Sherrill O’Reggio Angus, Permanent Secretary, MOYC, in support of her response of September 22, 2014. The said document indicated that the total contribution that was received from the Chase Fund was in the amount of Eighty Nine Million, Nine Hundred and Seventy Eight Thousand, Ninety Two Dollars and Seventeen Cents (\$89,978,092.17). The total contribution that was received from the Tourism Enhancement Fund (TEF) was in the amount of Seventy Million Dollars (\$70,000,000.00), resulting in the cumulative total of One Hundred and Fifty Nine Million, Nine Hundred and Seventy Eight Thousand, Ninety Two Dollars and Seventeen Cents (\$159,978,092.17)⁶³.

In relation to the pledged support for the ‘Jamaica 50 Celebrations’, Minister Olivia Grange provided the OCG with a document entitled “***Jamaica 50 Secretariat (Ministry of Youth, Sports and Culture) Status Report as of January 4, 2012***”, in support of her response of November 28, 2014, indicating the following financial support pledged by Public Sector partners:

“Secretariat Funding

In March 2011 the Chase Fund agreed to fund the secretariat as its contribution to the celebration of the country’s 50th anniversary. A proposal amounting to eighty-four million dollars (\$84M) was submitted to the CHASE Board of Directors. Thirty Million dollars (\$30M) was approved. In addition Central Government

⁶³ Response dated September 22, 2014, of Mrs. Sherrill O’Reggio Angus, former Permanent Secretary, MOYC to the OCG. Response # 8.



had budgeted fifty million dollars (\$50M) for Jamaica 50 planning and early execution. That was later reduced to thirty five million dollars (\$35M). To date we have only received Nine million six hundred thousand (\$9.6M; 27%) of the thirty five million dollars (\$35M), with only three (3) months left in the fiscal year. The Board of the Sports Development Foundation (SDF) also committed a monthly subvention to Jamaica 50 to assist with feasibility studies on the identification and development of Sporting Infrastructure as a part of the Jamaica 50 Legacy programme....⁶⁴

Advance from the MoF to the MOYC for the ‘Jamaica 50 Celebrations’

The Ministry of Finance approved ‘Contingency Advancements’ in the amount of One Hundred and Thirty One Million, Four Hundred and Thirty Four Thousand Dollars (\$131,434,000.00) to the MOYC to execute the ‘Jamaica 50 Celebrations’.

Mrs. Hermine Lattibeaudierre, by way of her response which was dated September 16, 2014, provided the OCG with a letter dated July 11, 2012, which indicated the total advancements approved by the MoF in respect of the ‘Jamaica 50 Celebrations’. The referenced letter was signed by Ms. Eleth Desouza, MOF, on behalf of the Financial Secretary and was sent to the attention of ‘Mrs. R. Phipps’ of the MOYC. The said letter bore the subject line **“Contingency Advance for Head 4500A-Ministry of Youth and Culture,”** and stated, *inter alia*, as follows:

⁶⁴Document entitled “*Jamaica 50 Secretariat (Ministry of Youth, Sports and Culture) Status Report as of January 4, 2012*”. Page 3 of Appendix 53.



*“Please be informed that the Ministry of Finance and Planning has approved a Contingency Advance of **Seventy Million (\$70m)** to Head 4500A- Ministry of Youth and Culture-Project 1680- Jamaica 50 Celebrations. The amount will be transferred to the Ministry’s account number *** **⁶⁵ at the National Commercial Bank, Jamaica Limited, Knutsford Boulevard Branch.*

This advance, in addition to that provided in June 2012, will amount to \$131.434m and will be recovered from the August 2012 warrant issue.⁶⁶ (OCG Emphasis)

Mrs. Lattibeaudierre also provided the OCG, with a letter dated July 13, 2012, under the signatures of Mrs. Rosalie Phipps, Principal Finance Officer and Mr. Shawn Thompson, Director of Corporate Services, Office of the Prime Minister, and addressed to the National Commercial Bank. The OCG observed that the said letter was directed to the attention of Ms. Anthea Morris and stated, *inter alia*, the following:

⁶⁵ Account Number withheld for security purposes.

⁶⁶ Letter dated July 11, 2012, from Ms. Eleth Desouza, Ministry of Finance and Planning, for and behalf of the Financial Secretary, to Mrs. R. Phipps of the MOYC.



TABLE 13

“Grateful if you transfer the following

<i>From Account #</i>	<i>To Account #</i>	<i>Bank</i>	<i>Agency</i>	<i>Amount</i>
__*** <i>Ministry of Youth and Culture Capital ‘A’ Bank Account</i>	**_***_*** ⁶⁷ <i>Jamaica 50 Bank Account</i>	<i>NCB 1-7 Knutsford Boulevard Kingston 51(sic)</i>	<i>Jamaica 50 Celebrations</i>	<i>J\$70,000,000.00</i>

Kindly debit the said bank account with the relevant bank charges.”⁶⁸

The OCG was also provided with a copy of a Memorandum, dated July 13, 2012, which was sent to Miss Deowne Taylor, Acting Director, Accounts Payable and Payroll, from Yvonne Wallace-Monroe, Acting Director, Management Accounts. The Memorandum bore the subject line ***“Transfer of Funds to Jamaica 50 Celebration Bank Account (\$70, 000,000.00)”***, and stated, *inter alia*, as follows:

*“Attached please see Bank statement for MYC Capital A Account #*****⁶⁹ showing lodgment made by the Accountant General’s Department on the 12th July 2012 for the amount of \$70,000,000.00 Grateful if you have the amount of \$70,000,000.00 transferred from MYC Capital A Bank Account to the Jamaica 50 Celebrations Account #*****”⁷⁰*

⁶⁷ Account Number withheld for security purposes.

⁶⁸ Letter dated July 13, 2012, from Mrs. Rosalie Phipps, Principal Finance Officer and Mr. Shawn Thompson, Director of Corporate Services, Office of the Prime Minister, to Ms. Althea Morris of the National Commercial Bank.

⁶⁹Account Number withheld for security purposes.

⁷⁰ Account Number withheld for security purposes.



The OCG has observed the aforementioned Account Statement reflecting a deposit of Seventy Million dollars (\$70,000,000.00). The Account Statement bore the ID*****⁷¹; and detailed the following:

TABLE 14

Details	Date	Amount
Opening Balance	7/9/12	\$9,998,902.22
Closing Balance	7/13/12	\$79,949,432.90
Deposit	7/12/12	\$70,000,000.00

The Jamaica 50 Secretariat maintained two (2) bank accounts, at the Knutsford Boulevard branch of the National Commercial Bank (NCB), which were dedicated to hosting the ‘Jamaica 50 Celebrations’.⁷² Mrs. Lattibeaudierre also provided the OCG with particulars of the referenced accounts and the names and titles of the signatories which are listed hereunder:

- *Hermine Lattibeaudierre Finance Director*
- *Shaun Thompson Director of Corporate Services*
- *Karen Harriot-Wilson Administrative Director*
- *Hugh Nash Co-Vice Chair Jamaica 50 Secretariat*
- *W. Billy Heaven Chairman for Finance & Administration*
- *Robert Martin Permanent Secretary*
- *Sydney Bartley Principal Director Culture & Entertainment/ Permanent Secretary*

⁷¹ ID Number withheld for security purposes.

⁷² Response of Mrs. Hermine Lattibeaudierre, Director of Finance, and MOYC dated September 16, 2014, to the OCG. Response # 3.



- *Jeremy Housen Director of Assets & Facilities*
- *Claudette Rookwood Director Human Resource Management & Development*
- *Damion Rowe Director of Corporate Services*
- *Sherill O'Reggio-Angus Permanent Secretary*".⁷³

Total Expenditure for the 'Jamaica 50 Celebrations'

The OCG, in an effort to ascertain the total amount expended for the hosting of the 'Jamaica 50 Celebrations', required Mrs. Hermine Lattibeaudierre, former Director of Finance, MOYC, to provide a response to the following question:

"Please indicate the total cost/expenditure of conceptualizing, planning and implementing the 'Jamaica 50 Celebrations'; you should also provide:

- (a) Itemized details of the sources of the funds and/or donations which were actually used to meet these costs;*
- (b) A copy of all payment records inclusive of invoices, cheques receipts, payment memos, amongst all other applicable records. The list should include the following:*
 - i. The description of the contracts;*

⁷³ Response dated September 16, 2014, of Mrs. Hermine Lattibeaudierre, former Director of Finance, and MOYC to the OCG. Response # 4.



- ii. *The date on which the contract was awarded;*
 - iii. *The Procurement Methodology that was adopted for the award of the contract;*
 - iv. *The value of the contract;*
 - v. *The date on which the payments were made to the Contractor(s); and*
 - vi. *The amount of money which paid to the Contractor (s) to date; and*
- (d) A comprehensive list of payments made to all Contractors/Suppliers of goods and services.”⁷⁴*

In response to the foregoing requisition, Mrs. Hermine Lattibeaudierre provided the OCG with a document entitled “*Source of Funds for Jamaica 50*”. The document provided a breakdown of the total cost/expenditure for hosting the ‘Jamaica 50 Celebrations’:

⁷⁴ OCG Statutory Requisition dated August 19, 2014, to Mrs. Hermine Lattibeaudierre, Financial Director, MOYC. Question # 5.



“Source Of Funds For Jamaica 50

<i>Source</i>	<i>\$'000</i>
<i>Sale of Merchandise</i>	4,288.0
<i>TEF</i>	70,000.0
<i>CHASE FUND</i>	59,978.0
<i>Consolidated Fund</i>	300,000.0
<i>Private Sector:</i>	
<i>Cash</i>	94,307.0
<i>In Kind</i>	
<i>Public Sector:</i>	
<i>National Housing Trust</i>	25,000.0
<i>Airport Authority</i>	5,000.0
<i>Heart Trust-NTA</i>	5,000.0
<i>DBJ</i>	5,000.0
<i>FINSAC Loan</i>	50,000.0
<i>OPM Treasury Deposit</i>	20,000.0
<i>Touchline Industries</i>	697.0
<i>Licensing & Merchandising Funds</i>	2,441.0
<i>Booth Rental</i>	955.0
<i>CHASE FUND (2011-2012)</i>	30,000.0
<i>Social Dev. Fund (2011-2012)</i>	1,652.0
<i>OPM lodge directly to Cap A (2011-2012)</i>	28,249.0
<i>Subvention (2013-2014)</i>	487.0
<i>Contingency (2013-2014)</i>	11,000.0
<i>Subvention (2014-2015)</i>	900.0
	714,954.000
<i>Outstanding bills paid for through JCDC/ Ministry of Finance</i>	33,632.000
	748,586.000 ⁷⁵

Mrs. Sherrill O’Reggio Angus, in her response of September 22, 2014, to the OCG, provided a similar response to that of Mrs. Hermine Lattibeaudierre, in relation to the total cost/expenditure for hosting the ‘Jamaica 50 Celebrations’. Mrs. Angus stated as follows:

“The total cost for conceptualizing, planning and implementing the Jamaica 50 Celebrations was JMD \$748,586,000.00 since 2011-2013.”⁷⁶ (OCG Emphasis)

⁷⁵ Response dated September 22, 2014, of Sherrill O’Reggio Angus, former Permanent Secretary, MOYC to the OCG. Response #5.

⁷⁶ Response dated September 22, 2014, of Sherrill O’Reggio Angus, former Permanent Secretary, MOYC to the OCG. Response #4.



Mr. Robert Martin also provided a table entitled “*Contracts Awarded For Jamaica 50 Celebrations*” in support of his response of September 6, 2012, to the OCG. The referenced table detailed the contracts that were awarded for both the local and London based components of the ‘Jamaica 50 Celebrations’. The said document indicated as follows:

Local Segment:	\$565,058,012.60
London Segment:	\$81,000,000.00
Total:	<u><u>\$646,058,012.60</u></u>

As it regards the total amount expended for hosting of the ‘Jamaica 50 Celebrations’, Ms. Lisa Hanna, in her response of September 22, 2014, to the OCG, indicated as follows:

“The current administration expended JMD \$717,796,000.00 from the time it assumed responsibility of the project to date.

The total cost for conceptualizing, planning and implementing the Jamaica 50 Celebrations was JMD \$748,586,000.00 since 2011-2013⁷⁷ (OCG Emphasis)

⁷⁷ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #5.



Procurement Procedures undertaken for the Award of Contracts

Policy Guidelines employed for the ‘Jamaica 50 Celebrations’

In an attempt to ascertain the policy guidelines employed in hosting the ‘Jamaica 50 Celebrations’, the OCG, by way of a requisition dated August 19, 2014, required Ms. Lisa Hanna, the former Minister of Youth and Culture, to respond to the following:

*“Please outline the policy guideline(s), if any, that was/were employed to govern the procurement or any other process used to access goods and services for the ‘Jamaica 50 Celebrations.’”*⁷⁸

Ms. Lisa Hanna, by way of her response dated September 22, 2014, indicated as follows:

“The policy guidelines were as follows:

The Jamaica 50 Celebrations would have a local and international feel to take full advantage of the fact that the Olympics were taking place in the same year in London. The elements of the programme would have been undertaken through:

- 1. design and structure done be [sic] the Jamaica 50 secretariat;*
- 2. the Festival of the Arts programme and the Gala done by the JCDC;*

⁷⁸ OCG Requisition dated August 19, 2014, to Ms. Lisa Hanna, former Minister of Youth and Culture. Question #2.



3. *the Jubilee Village done by the Jamaica 50 secretariat;*
4. *overseas celebrations done by the JTB, JAMPRO, overseas missions and associations; and*
5. *events were to be held around the island to give all of Jamaica a feel for the celebrations (Jamaica 50 Secretariat)-June to August 6.*
6. *there would also be a Legacy Programme*

Direct Contracting was authorized where the artistic component was unique or the technical capacity was limited.⁷⁹ (OCG Emphasis)

The OCG also required Mrs. Sherill O'Reggio Angus to advise of the policy guidelines that were employed to govern the procurement process undertaken for the 'Jamaica 50 Celebrations'. By way of her response, dated September 22, 2014, to the OCG, Mrs. O'Reggio Angus stated as follows:

*"The procurement of goods and services for the Jamaica 50 Celebrations was governed by the guidelines of the GOJ Handbook of Public Sector Procurement Procedures."*⁸⁰

Minister Olivia Grange provided a similar response to that of Minister Hanna and Mrs. O'Reggio Angus, as it regards the policy guidelines that were employed to govern the

⁷⁹ Response of Ms. Lisa Hanna, former Minister of Youth and Culture, dated September 22, 2014. Response #2.

⁸⁰ Response of Mrs. Sherill O'Reggio Angus, former Permanent Secretary, Ministry of Youth and Culture, dated September 22, 2014, to the OCG. Response # 2.



procurement of goods and services for ‘Jamaica 50 Celebrations’. Ms. Grange stated as follows:

“To the best of my knowledge, the policy guidelines that were employed to govern the procurement of goods and services for the ‘Jamaica 50 Celebrations’ were the Government of Jamaica Procurement Guidelines and the Handbook of Public Sector Procurement Procedures in combination with Circular No. 35 which is dated 2008 September 22 and which is entitled, “Exemptions from the Government of Jamaica Handbook of Public Sector Procurement Procedures”⁸¹

Section 1.2.1 (b) of the Government of Jamaica Handbook of Public Sector Procurement Procedures (GPPH) (2012), states as follows:

“EXCLUSIONS

This section addresses issues which are outside the scope of coverage of the procedures contained in this Handbook.

These issues will be governed by other guidelines or where no guidelines exist, Procuring Entities may refer to industry practice or utilize their own procedures.”

(OCG Emphasis)

⁸¹ Response of Minister Olivia Grange, MP, dated November 28, 2014, to the OCG. Response # 2.



The following, amongst others, are not subject to the procedures contained in the GPPH (2012):

“(b) procurement of works of art; artistic and cultural performances; creative products and services associated with the staging of cultural productions and services in support of, and associated with the staging of cultural events, which shall include but not be limited to:

- i. artistic co-ordination, direction and management;*
- ii. management of artistic works and events;*
- iii. management of Intellectual Property Rights;*
- iv. health and medical services;*
- v. venue rental;*
- vi. infrastructure and technical effects;*
- vii. design, technical direction, artistes and performers;...*

NOTE: Any other exclusion determined from time to time will be highlighted as appropriate, through circulars issued by the Ministry of Finance ⁸²

In an effort to ascertain the procurement procedure(s) that was/were employed for the award of contracts for the ‘Jamaica 50 Celebrations’, the OCG required Ms. Lisa Hanna,

⁸² Section 1.2.1 Volume 1 of 4, (May 2012) of the GPPH



by way of a Requisition dated August 19, 2014, to provide a response to the following question:

“Please indicate the procurement methodology (ies) or other process that was/were employed for the procurement of goods and services for the Jamaica 50 Celebrations; and the justification for using same.”⁸³

Ms. Lisa Hanna, in her response of September 22, 2014, indicated as follows:

“Competitive Tendering and Direct Contracting methodologies were used for the procurement of goods and services contracted for the Jamaica 50 Celebrations.” Where Direct Contracting was used it was recommended by the then Permanent Secretary and Project Director because of the following reasons:

- a) *the limited time that was available to execute the celebrations; and*
- b) *the artistic and cultural nature of the goods and services required for the celebrations are exempt from the regular procurement process. Please refer to Section 1.2.1 (b) of the GOJ Handbook*

⁸³OCG Requisition dated August 19, 2014, to Ms. Lisa Hanna. Question #12.



*of Public Sector Procurement
Procedures.*⁸⁴

Mr. Robert Martin advised the OCG, by way of a letter dated September 6, 2012, that in relation to the contracts that were awarded for the ‘Jamaica 50 Celebrations’, *“In all cases, where applicable, the emergency procedures, and exclusions at 1.2.1(b) have been invoked.”*⁸⁵

Section 1.1.5 of the GPPH (2012) sets out the requirements for the use of the Emergency Contracting Methodology, and states as follows:

“Emergency contracting is permitted in any of the following circumstances:

(a) for the repairs or remedial action necessary to preserve public safety or property; or to avoid great social harm or significant public inconvenience;

(b) for the procurement of goods, services or works in any extenuating circumstances in which the procuring entity is likely to incur or suffer financial loss if the procurement is not executed immediately;

(c) for the procurement of goods, services or works in any circumstances in which the national interest and/or national

⁸⁴ Response of Ms. Lisa Hanna to the OCG, dated September 22, 2014, to the OCG. Response #12.

⁸⁵ Letter dated September 6, 2012, from Robert Martin, former Permanent Secretary, Ministry of Youth, Sports and Culture



security considerations demand that the procurement be undertaken immediately; or

(d) for business-sensitive procurement of goods, services or works in any extenuating circumstances in which the operating functions or business objectives of a Procuring Entity are likely to be significantly impeded, or placed in jeopardy if the procurement is not executed in a limited timeframe.

The need for such procurement must be sudden, unexpected and a pressing necessity or exigency.

Where an emergency situation exists as defined above, the Procuring Entity may engage a contractor by means of Direct Contracting. The Head of the Procuring Entity shall give approval for the issuing of emergency contracts. This approval shall be in writing and shall form part of the procurement record to be kept by the Entity.

*Contracts awarded under emergency circumstances above **J\$5M** shall be reported to the National Contract's Commission within the month in which the award was made, along with full justification for the procurement.*



The report shall be done within the month the contract is awarded and shall include:

- (a) a justification;*
- (b) a statement as to why the contractor was selected; and*
- (c)The value of contract awarded.” (OCG Emphasis)*

Direct Contracting

Section 1.1.4 of the GPPH (2012) states as follows:

*“Procurement by Direct Contracting means only one contractor is invited to participate. For contracts valued up to **\$500,000.00** this method may be used. However, this method is also permitted for procurement valued above **\$500,000.00** under the following circumstances:*

- (a) where the procurement is of a confidential nature;*
- (b) if a particular contractor has exclusive/proprietary rights in respect of goods, services or works;*
- (c) where standardizing equipment is **available only from a specific source**, and the Procuring Entity has purchased goods, equipment or technology from a*



- contractor, and additional supply is required for reasons of uniformity;*
- (d) for the purposes of research, experiment, study or development;*
- (e) follow-on procurement, where a contractor has already provided goods, services or works and additional goods services or works of a similar nature are required to complete the procurement requirements; or*
- (f) for reasons of extreme urgency brought about by events unforeseen by the Procuring Entity, the products or services could not be obtained in time by means of International Competitive Bidding, Local Competitive Bidding or Limited Tender procedures.*

NOTE: The Head of the Procuring Entity may approve Direct Contracting up to J\$5M. Contract values above this threshold will require the pre-approval/endorsement of the NCC.⁸⁶

⁸⁶ Section 1.1.4 of the GPPH (2012)



Contracts Awarded by the MOYC for the Local Component of the ‘Jamaica 50 Celebrations’.

The Jamaica 50 Secretariat awarded various contracts in relation to the local component of the celebrations. Mrs. Sherill O’Reggio Angus provided the OCG, with a document entitled “*List of Contracts Awarded for the Jamaica 50 Celebrations,*” which detailed the contracts that were awarded. The aforementioned document was provided by Mrs. O’Reggio Angus in her response to the OCG which was dated September 22, 2014. The document detailed the following:

1. The names of the entities/individuals to whom the contracts were awarded;
2. The dates on which the contracts were awarded;
3. The description of the contracts;
4. The total value of the contracts awarded; and
5. The payments that were made to the Contractors and the dates on which the payments were made.

It should be noted that a similar document⁸⁷ was provided by Mrs. Hermine Lattibeaudierre in her response to the OCG, which was dated September 16, 2014.

Mrs. Hermine Lattibeaudierre, by way of her response which was dated September 16, 2014, advised the OCG that the person who approved the expenditure for the contracts awarded for the local component of the Celebrations was Mr. Robert Martin.⁸⁸

The document detailing the list of contracts awarded for hosting the local component of the ‘Jamaica 50 Celebrations’ revealed that a total of fifty (50) contracts were awarded.⁸⁹ The Direct Contracting procurement methodology was employed in the award of thirty (30) of the fifty (50) contracts. Five (5) contracts were awarded by way of the Limited

⁸⁷ A copy is provided at Appendix 6 of this Report.

⁸⁸ Response of Mrs. Hermine Lattibeaudierre dated September 16, 2016, to the OCG. Response # 3b.

⁸⁹ ‘List of Contracts Awarded for Jamaica 50 Celebrations’ provided in the response of Mrs. Hermine Lattibeaudierre, dated September 16, 2014.



Tender procurement methodology, thirteen (13) were categorized as ‘Employment Contracts’. The OCG noted that of the two (2) remaining contracts, one (1) was related to the provision of telephone services by ‘Digicel’, and the other was a disbursement that was made to the Jamaica Tourist Board.⁹⁰

By way of a requisition dated June 19, 2013, the OCG required Mr. Sydney Bartley, the former Permanent Secretary, MOYC, to provide supporting documentation for thirty two (32) contracts that were awarded to host the local component of the ‘Jamaica 50 Celebrations’. The thirty two (32) contracts for which documentation was requested were those which utilised the Direct Contracting and the Limited Tender procurement methodologies. Instructively, the rationale for the OCG’s decision to request information for only thirty two (32) of the fifty (50) contracts, is premised on the fact that thirteen (13) of the fifty (50) contracts were categorized as ‘employment contracts’, and as such, were outside the scope of the OCG’s investigative jurisdiction⁹¹. Of the remaining five (5) contracts, three (3) were disbursements made to the Jamaica Tourist Board for “*Entertainment in the UK*” and “*Jamaica House*”, one (1) was for the provision of telephone services, and the other for the “*JCDC Gala*”. Instructively, the three (3) contracts in relation to “*Entertainment in the UK*” and “*Jamaica House*” are discussed further into this Report.⁹²

Mr. Sydney Bartley, in his response of July 12, 2013, to the OCG’s Requisition which required him to provide documentation for thirty two (32) of the contracts that were awarded for the ‘Jamaica 50 Celebrations’, provided documentation for only eighteen (18). Mr. Bartley stated as follows:

“Copies of contracts, bank details and deliverables for the eighteen (18)”

⁹⁰ Document entitled “*LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS*” which was appended to the response of Mrs. Hermine Lattibeaudierre, to the OCG, and dated September 16, 2014. The contracts were awarded by the MOYC.

⁹¹ Section 1.2.1 (C) of the GPPH (2012)

⁹² Ibid



entities/persons listed below are enclosed in Appendices 1B and 1C. No individual contracts were prepared for the other entities/persons.

-Waterworks Limited
-Pauline Nelson
-Creative Production Training Center
-The Hynes Group
-Phase Three Production
-Image One Limited
-Main Events Limited
-Visual Vibe
-Security Services
-Event2 Event
-Caribbean Fencing
-S.W. Neil Plumbing
-Charles Campbell
-The Higher Intelligence Agency
-Logistics Management
-Manpower
-Time Code Production
-Television Jamaica Group⁹³ (OCG Emphasis)

Mr. Bartley did not provide supporting documentation for fourteen (14) contracts which were entered into between the MOYC and the following entities:

1. Jamaica Information Service;
2. Production Business Solution;

⁹³ Response of Mr. Sydney Bartley, to the OCG dated July 12, 2013. Response # 1B.



3. Panache Entertainment Limited;
4. Iprint Digital;
5. National Outdoor Advertising;
6. DOJ Marketing;
7. Jambiz International;
8. Fencing Associates;
9. Duane Marzouca Equipment Co. Ltd;
10. XYZ Construction;
11. Touch Caribbean Limited;
12. Telegens Limited;
13. Juice Production; and
14. Jamaica Tourist Board.

As stated herein, Mr. Bartley indicated that no individual Contract Agreements were prepared for the foregoing contracts. In that regard, the OCG required Mrs. Sherrill O'Reggio Angus, by way of a requisition dated January 14, 2015, to provide proof of the actual payments that were made in respect of same.

By way of a response dated February 11, 2015, Mrs. Sherill O'Reggio Angus provided the OCG with payment details for the contracts which were awarded to thirteen (13) of the aforementioned Contractors/ Suppliers. Mrs. O'Reggio Angus also indicated that the Jamaica Cultural Development Commission (JCDC) directly awarded a contract to Jambiz International⁹⁴ for the 'Jamaica 50 Celebrations', and as such, the JCDC was in possession of those documentation⁹⁵.

⁹⁴ This indicates the sole contract that was not provided by Mrs. Sherill O'Reggio Angus in her response dated February 11, 2015.

The figures calculated in relation to the Invoices that were submitted by Mrs. O'Reggio Angus were calculated based on the sub total value.

⁹⁵ Response dated February 11, 2015, of Mrs. Sherill O'Reggio Angus to the OCG. Response #3.



The following table was constructed by the OCG and represents the information that was provided by Mrs. Sherill O'Reggio Angus.

TABLE 15

Rec. No	Entity/Contractor	Total No. of Voucher(s)	Total Value of Voucher(s)	Total No. of Invoice(s)	Total Value of Invoice(s)	Total No. of Cheques	Total Value of Cheque(s)	Description
1	XYZ Construction Limited	5	\$8,107,679.90	2	\$8,314,700.00	5	\$8,107,679.90	Construction work at Jubilee Village
2	Touch Caribbean Limited	1	\$2,778,000.00	1	\$2,778,000.00	1	\$2,778,000.00	Payment for imported Audio and video equipment for Jubilee Village
3	Telegens Incorporated	2	\$1,422,320.00	3	US\$15,460.00 (\$92-US1)	2	\$1,422,320.00	Live streaming equipment and tech support for 'Jamaica 50 Celebrations'
4	Production Business Solutions Limited	2	\$1,384,840.00	1	\$1,442,655.00	2	\$1,384,840.00	Final payment for accreditation system for Jubilee Village
5	'Juice Productions'	2	\$1,879,500.00	1	US\$21,000.00	2	\$1,879,500.00	Final payment for streaming of Jamaica 50 Event
6	Jamaica Tourist Board(JTB)	1	\$22,080,000.00	1	£160,000.00	1	\$22,080,000.00	Payment to JTB for Jamaica House 2012 design, build out, and event management.
7	Panache Entertainment Jamaica	19	\$9,561,751.23	5	\$5,108,561.7	19	\$9,561,751.23	Payment for design of artwork in various



Rec. No	Entity/Contractor	Total No. of Voucher(s)	Total Value of Voucher(s)	Total No. of Invoice(s)	Total Value of Invoice(s)	Total No. of Cheques	Total Value of Cheque(s)	Description
								newspapers.
8	Print Digital Limited	7	\$6,318,782.33	3	\$4,470,575.68	6	\$6,159,210.63	Payment for additional prints of banners and installation.
9	DOJ Marketing	2	\$798,375.00	2	\$798,375.00	2	\$798,375.00	Payment for the provision of equipment.
10	Fencing Associates Limited	1	\$204,000.00	1	\$204,000.00	1	\$204,000.00	The provision and installation of fence at King's House – Park and Ride.
11	Jamaica Information Services (JIS)	4	\$2,766,555.00	3	\$1,266,555.00	4	\$2,766,555.00	Advertisement in the newspapers during the celebratory period.
12	National Outdoor Advertising Limited	11	\$1,281,340.03	11	\$1,281,340.03	11	\$1,281,340.03	Payment for banners, standees and foamcore cut-out.
13	Duane Marzouca Equipment Co. Limited	12	\$29,009,500.00	2	\$37,105,720.00	12	\$29,009,500.00	Rental of containers from "August 20-12 to March 2013" ⁹⁶

⁹⁶ Payment Voucher dated April 19, 2013.



Review of the Contracts Awarded for the Local Component of the ‘Jamaica 50 Celebrations’.

The OCG conducted a comprehensive review of certain contracts that were awarded to host the local component of the ‘Jamaica 50 Celebrations’, and the observations made therein are presented below:

Waterworks Limited

The above stated entity was awarded a contract to provide marketing and media services in relation to the ‘Jamaica 50 Celebrations’, in the amount of Forty Million Dollars (\$40,000,000.00), on July 27, 2012, by way of the Direct Contracting procurement methodology.⁹⁷

The OCG is in possession of a Contract Agreement dated July 27, 2012, between the MOYC and Waterworks Limited for “...*advertising programme and placements of advertisements and commercials for Jamaica 50 Celebrations...*”⁹⁸ Clause 5(vii) of the Agreement indicated that the total contract value was in the amount of Forty Million Dollars (\$40,000,000.00). The referenced Clause stated as follows:

*“The Parties agree that the total cost associated with the execution of this entire Agreement and payments hereunder shall not exceed the sum of Forty Million Dollars (\$40,000,000.)”*⁹⁹

The Agreement was executed by the following persons:

⁹⁷ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

⁹⁸ Clause 2 of the contract dated July 27, 2012, between the MOYC and Waterworks Limited.

⁹⁹ Clause 5(vii) of the Contract dated July 27, 2012, between the MOYC and Waterworks Limited.



1. Mr. Robert Martin, MOYC; and
2. Mr. Kirk Waldemar and Mr. Patrick Waldemar, Directors, Waterworks Limited.

The OCG notes, that the Jamaica 50 Secretariat indicated that twenty two (22) payments were made to the referenced Contractor on the following dates:

“29.08.11; 10.01.12; 01.03.12, 06.03.12;
 16.03.12; 23.03.12; 03.04.12; 20.04.12;
 18.05.12; 31.05.12; 11.06.12; 14.06.12;
 28.03.13; 07.11.12; 26.09.12; 27.07.12;
 10.07.12; 20.06.12; 06.07.12; 27.12.12;
 24.12.12; 16.05.13”¹⁰⁰

By way of a response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with Payment Vouchers and copies of cheques which were prepared in respect of the mentioned contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by Waterworks Limited and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 16

	Payment Vouchers	Copy Cheques	Invoices
Quantity	22	21	9
Total Amount	\$33,108,320.60	\$36,761,355.60	\$15,029,248.00 ¹⁰¹

‘Pauline Nelson’

Pauline Nelson was awarded a contract to provide media and public relations services for the ‘Jamaica 50 Celebrations’, in the amount of Six Hundred Thousand Dollars (\$600,000.00), by way of the Direct Contracting procurement methodology. The OCG

¹⁰⁰ Document entitled “LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁰¹ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.



notes that the document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***”, did not indicate the date on which the contract was awarded.¹⁰²

The OCG considers it prudent to note, at this juncture, that its Office was not provided with a Contract Agreement in relation to the referenced contract. However, the OCG was provided with a copy of two (2) Invoices which were prepared by the Contractor and which were directed to the Jamaica 50 Secretariat. The details thereof are represented in the following table:

¹⁰² Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



Details of the Invoices prepared by Pauline Nelson

TABLE 17

Invoice Number	Date	Description	Amount	OCG Observations
Invoice Number#29/06/2012	June 29, 2012	<p><i>“To Public and Media Services rendered for June, 2012</i></p> <ul style="list-style-type: none"> <i>-preparation of news releases</i> <i>-preparation of articles for website</i> <i>-liaising with all media houses on public relations activities and events and execution of sponsorship</i> <i>-media monitoring and coordination”¹</i> 	\$250,000.00	Invoice was stamped “Jamaica 50 Secretariat PAID” and bore the inscription “Approved for payment 9/7/2012”
Invoice Number# 20/08/2012	August 20, 2012	<p><i>“To Public and Media Relations consultancy services rendered for July & August, ‘12</i></p> <ul style="list-style-type: none"> <i>-Preparation of Media Releases & Advisories</i> <i>-Pre-Event Press Conference concept</i> <i>-Agreements with 4 Radio Stations to broadcast from Jubilee Village</i> <i>-Negotiate with print media for complimentary newspaper.</i> <p><i>August 1-6 (8:30 a.m. - 10:00 p.m.)</i></p> <ul style="list-style-type: none"> <i>-Coordinating Outside Broadcasts from the Village, Arranging interviews with Team Members, sponsors and patrons</i> <i>-Dispatching media advisory & ensuring media/press coverage of Conversations</i> <p><i>Post Event (August 7-20)</i></p> <ul style="list-style-type: none"> <i>-Preparation for Press Conference on Wednesday, August 15 at Wyndham Kingston Hotel- mobilize and follow-up with media, special guests and team members</i> <i>-Preparation of speaking notes for Project Director and Director of Administration & Jubilee Activities (master of ceremonies)</i> <i>-Follow-up with media houses for coverage and publishing event photos /stories...”¹</i> 	\$350,000.00	Invoice was stamped “Approved for payment 4/9/12”. The Invoice was also stamped “certified” and “services rendered satisfactorily”
Total			\$600,000.00	



The Jamaica 50 Secretariat indicated that two (2) payments were made to the referenced Contractor on the following dates: “16.07.12; 04.09.12”.¹⁰³

By way of response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with Payment Vouchers and copies of Cheques which were prepared in respect of the contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by ‘Pauline Nelson’ and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 18

	Payment Vouchers	Copy Cheques	Invoices
Quantity	2	2	2
Total Amount	\$600,000.00	\$600,000.00	\$600,000.00 ¹⁰⁴

Creative Production Training Centre (CPTC)

The above captioned Contractor was contracted to provide “*production: broadcast and audio-visual services*” on August 2, 2012, for the ‘Jamaica 50 Celebrations’ in the amount of Nine Million, Two Hundred and Four Thousand Dollars (\$9,204,000.00), by way of Direct Contracting procurement methodology.¹⁰⁵

The OCG was not provided with a copy of the Contract Agreement that was entered into between CPTC and the MOYC. The OCG is, however, in possession of a copy of a proposal dated July 26, 2012, which was addressed to Mr. Robert Bryan of the CPTC and captioned, “*Production Proposal/Budget Jamaica 50 Celebration Activities...**Outside Broadcast Production Services for Independence Gala 2012.***” The proposal was signed on August 2, 2012, for/on behalf of Mr. Kirk J. Buchanan, Deputy CEO, Director of Production (Acting) and Ms. Karen Robotham, Director of Finance. The proposal was

¹⁰³ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁰⁴ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁰⁵ Ibid



also signed by Mr. Robert Bryan, Project Director, Jamaica 50 Secretariat. The proposal indicated as follows:

- 1) The cost for “...**OB Production Services**...” was in the amount of Three Million, and Forty Eight Thousand Dollars (\$3,048,000.00);
- 2) The total production budget for CPTC “**OB Services**” was in the amount of Three Million Three Hundred and Fifty Four Thousand Dollars (\$3,354,000.00).

The Jamaica 50 Secretariat indicated that eleven (11) payments were made to the referenced Contractor on the following dates:

“02.11.11; 12.04.12; 29.06.12;
02.11.12; 05.07.12; 05.08.13;
03.08.12; 24.08.12; 17.12.12;
20.08.13; 17.09.13;”¹⁰⁶

By way of response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with Payment Vouchers and copies of cheques which were prepared in respect of the contract at caption. The Permanent Secretary also provided a copy of the Invoices which were prepared by the CPTC and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 19

	Payment Vouchers	Copy Cheques	Invoices
Quantity	8	8	8
Total Amounts	\$7,949,300.74	\$7,949,300.74	\$9,513,300.74 ¹⁰⁷

¹⁰⁶Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudiere, dated August 19, 2014, to the OCG. Response #3.

¹⁰⁷ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.



The Hynes Group

The Hynes Group was awarded a contract on July 25, 2012, to produce the Jamaica 50 song and video, in the amount of Nine Million, One Hundred and Ninety Eight Thousand Dollars (\$9,198,000.00) by way of the Direct Contracting procurement methodology.¹⁰⁸

The Contract Agreement was executed by Mr. Robert Martin, in the presence of one ‘T. Taylor’, on behalf of the Jamaica 50 Secretariat, as well as the ‘Service Provider’, in the presence of one ‘Omar Smith’.

Clause 18 of the subject Contract Agreement indicated that, “...*This agreement shall enter into effect on the date of the signing of both parties...IN WITNESS WHEREOF the parties have signed this Agreement on this day of July 2012*”. Further, it was observed that upon signing the contract the parties failed to specify the date of signing.

Schedule 1 of the said contract stated as follows:

“The total sum for the provision of the event shall be Nine Million One Hundred and Ninety Eight Thousand Dollars (\$9,198,000.00) and payable as per clause 4 herein.”¹⁰⁹

Schedule 2, stated that:

“The Service Provider agrees to provide the following services:

¹⁰⁸ Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁰⁹ Contract Agreement between the Hynes Group and the Jamaica 50 Secretariat.



Music Production for Jamaica 50 song “on a Mission”.

The Jamaica 50 Secretariat indicated that two (2) payments were made to the Contractor at caption on the following dates: “31.05.12; 10.09.12”¹¹⁰

By way of her response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with a copy of the Payment Vouchers and cheques which were prepared in respect of the captioned contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by the Hynes Group and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 20

	Payment Vouchers	Copy Cheques	Invoices
Quantity	3	3	2
Total Amounts	\$7,949,043.64	\$7,949,043.64	\$8,011,295.85 ¹¹¹

Phase Three Production Limited

‘Phase Three Production Limited’ was awarded a contract to provide LED screens for the Jubilee Village on July 4, 2012, in the amount of Nineteen Million, Five Hundred and Ninety Two Thousand, Five Hundred Dollars (\$19,592,500.00), by way of the Limited Tender procurement methodology. The LED screens were procured in order to implement the ‘Jamaica 50 Celebrations’ ‘live sites’ island wide.¹¹²

¹¹⁰ Ibid

¹¹¹ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹¹² Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



The OCG is in possession of a copy of a MOYC Memorandum dated July 24, 2012, which was directed to Mr. Robert Martin, by Mr. Robert Bryan, Project Director, Jamaica 50 Secretariat, and copied to Mrs. Hermine Lattibeaudierre. The referenced Memorandum stated as follows:

“Further to the plans approved by Cabinet to have live sites island wide we have sourced the following suppliers of LED screens in Jamaica. Approval is being sought to engage the services of the following companies to supply these screens island wide in keeping with the plans for Jamaica 50 under the Limited Tender Methodology as outlined in the GOJ Procurement Guidelines. If this methodology is approved can you provide guidance in terms of activating the payments to these suppliers.

- 1. Main Event [sic] Entertainment Group Nine (9) Screens Island-wide and Jubilee Village August 5-6 J\$8,350,000*
- 2. Visual Vibes [sic] Five (5) Screens at various locations island-wide August 5-6 2012 J\$6,000,000*
- 3. Image One*
 - a. One screen at the National Trials June 28-July 1, 2012 (already supplied) US \$59,000*



- b. *Three (3) Screens at the NISC JCDC best of Festival Series July 7, 8, and 22nd US \$24,720*
- c. *Three (3) Screens Jubilee Village August 1-6, 2012 US \$84,000*
- 4. **Phase Three productions two (2) screens August 5-6 2012 J\$2,367,000**.¹¹³ (OCG Emphasis)

By way of letter dated July 27, 2012, under the signature of Mr. Karl Martin of the National Contracts Commission (NCC), to Mr. Robert Martin, the following was stated:

*“The National Contracts Commission (NCC) considered the matter at its meeting held on **2012 July 25** and noted the use of Contracting Under Emergency Circumstances by the Ministry of Youth & Culture to rent nineteen (19) LED Screens so as to implement the Jamaica 50 Live Sites island wide.*

The following four (4) suppliers were utilized:

- *Main Event [sic] Entertainment Group*
- *Visual Vibe*
- *Image One*
- *Phase 3 Production Company*

¹¹³ MOYC Memorandum dated July 24, 2012, to Mr. Robert Martin former Permanent Secretary, from Mr. Robert Bryan, Project Director-Jamaica 50, and copied to Mrs. Hermine Lattibeaudierre.



The total cost for the rental of screens was approximately Thirty-one Million, Seven Hundred and Twenty-six Thousand, Two Hundred and Sixty-two Dollars and Eighty Cents (J\$31,726,262.800) [sic]”¹¹⁴

The OCG is in possession of a letter dated July 19, 2012, which indicated that a Performance Guarantee was issued by the Royal Bank of Canada (RBC) in the amount of Three Million Five Hundred and Fifty Three Thousand, Two Hundred and Fifty Dollars (\$3,553,250.00).¹¹⁵

The OCG is also in possession of a copy of an Invoice which was prepared by Phase Three Production Limited and directed to Mr. Robert Bryan of the Jamaica 50 Secretariat in the amount of Two Million, Seven Hundred and Fifty Seven Thousand, Five Hundred and Fifty Five Dollars (\$2,757,555.00). The said Invoice was in relation to the erection of two (2) LED Screens.

The OCG also notes, that the Jamaica 50 Secretariat indicated that twelve (12) payments were made to the referenced Contractor on the following dates:

*“ 24.07.12; 24.07.12; 02.08.12; 02.08.12;
02.08.12; 29.08.12; 26.09.12; 10.10.12;
10.10.12; 06.11.12; 24.12.12; 19.08.13”.*¹¹⁶

Mrs. Sherill O’Reggio Angus, in her response dated February 11, 2015, provided the OCG with Payment Vouchers and a copy of cheques which were prepared in respect of the contract. The Permanent Secretary also provided a copy of the Invoices which were

¹¹⁴ Letter dated July 20, 2012, from Mr. Karl Martin, NCC, to Mr. Robert Martin, MOYC.

¹¹⁵ Letter dated July 18, 2012, to the MOYC from RBC.

¹¹⁶ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



prepared by Phase Three Production Limited and directed to the Jamaica 50 Secretariat.
The details are represented as follows:

TABLE 21

	Payment Vouchers	Copy Cheques	Invoices
Quantity	12	12	3
Total Amount	\$19,797,750.00	\$19,797,750.00	\$18,594,500.00 ¹¹⁷

Main Event Entertainment Group Limited

Main Event Entertainment Group Limited was awarded a contract to provide LED screens in the amount of Eight Million, Three Hundred and Fifty Thousand Dollars (\$8,350,000.00) on July 25, 2012, by way of the Limited Tender procurement methodology.¹¹⁸

The Contract Agreement was executed by Mr. Robert Martin and Mr. Richard Blair and witnessed by ‘T. Taylor’ and ‘Patricia Morant’. The OCG observed that the contract was undated.

Schedule 1 indicated that the total value of the said contract was in the amount of Eight Million Three Hundred and Fifty Thousand Dollars (\$8,350,000.00).

Schedule 2, stated as follows:

*“The service provider agrees to provide the following services:
1 22ft x 7ft mobile screen (August 1-6)*

¹¹⁷ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹¹⁸ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



30ft x 16ft or 40ft x 12ft transparent LED screen (August 1-6)
16 x 10ft LED Screens (4 days)
6 16 x 9ft LED screen (2 days)
Trussing grid
Technicians”

The OCG is in possession of a copy of a ‘Letter of Guarantee’ dated August 2, 2012, which was prepared by Pan Caribbean Bank Limited on behalf of Main Event Entertainment Group Limited and directed to the Jamaica 50 Secretariat in the amount of Four Million, and Five Hundred Thousand Dollars (\$4,500,000.00).

The OCG also notes, that the Jamaica 50 Secretariat indicated that three (3) payments were made to the referenced Contractor on the following dates: “07.11.12; 24.12.12; 17.09.13”¹¹⁹

By way of a response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with a copy of the Payment Vouchers and Cheques which were prepared by the Jamaica 50 Secretariat in respect of the contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by Main Event Entertainment Group Limited and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 22

	Payment Vouchers	Copy Cheques	Invoices
Quantity	6	6	2
Total Amount	\$11,724,921.20	\$11,724,921.20	\$9,305,000.00 ¹²⁰

¹¹⁹ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹²⁰ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.



Image One Limited

The captioned entity was awarded a contract to provide LED screens, in the amount of Fifteen Million, Twenty Six Thousand, Nine Hundred and Two Dollars and Eighty Cents (\$15,026,902.80) on July 16, 2012, by the MOYC, by way of the Limited Tender procurement methodology.¹²¹

The OCG was also provided with a copy of the proposal which was prepared by Mr. Martin Lewis of Image One Limited and addressed to Mr. Robert Bryan, under cover of letter dated July 12, 2012. The referenced proposal was in the amount of US One Hundred and Sixty Six Thousand, Nine Hundred and Twenty Dollars (US \$166,920.00), for the provision of LED Screens for the ‘Jamaica 50 Celebrations’. The following payment schedule was indicated:

TABLE 23

Payment Schedule	Date	Amount
1st Payment (50%)	On or before, Friday, July 20, 2012	US\$83,460.00
2 nd Payment (50% + GCT)	On or before, Friday, August 10, 2012	US\$111,001.80

The Jamaica 50 Secretariat indicated that six (6) payments were made to the referenced Contractor on the following dates:

“26.07.12; 26.07.12; 26.07.12; 14.08.12;
14.08.12; 14.08.12”¹²²

By way of response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with a copy of the Payment Vouchers and cheques which were prepared by the

¹²¹ Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹²² Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



Jamaica 50 Secretariat in respect of the contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by Image One Limited and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 24

	Payment Vouchers	Copy Cheques	Invoices
Quantity	21	22	2
Total Amount	\$55,414,885.67	\$56,514,885.67	\$ 43,950,000.00 ¹²³

Image One Limited was awarded another contract in the amount of Forty Million, Three Hundred and Eighty Seven Thousand, Nine Hundred and Eighty Three Dollars (\$40,387,983.00) on July 18, 2012. The contract was for “*Production: Lighting, staging, backline, crew, generator, production and stage management package*”, by way of the Direct Contracting procurement methodology.¹²⁴

The OCG is in possession of a letter dated July 6, 2012, from Mr. Raymond McIntyre, Chairman, NCC, and addressed to Mr. Robert Martin. The referenced letter stated, *inter alia*, as follows:

*“The National Contracts Commission (NCC) considered the matter at its meeting held on 2012 July 4 and noted that the Ministry of Youth & Culture based on the Exclusions in the GoJ Procurement Guidelines utilized the Limited Tender provisions as outlined in Sub-Section 1.1.3 to award a contract to **IMAGE ONE** in the*

¹²³ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹²⁴ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



*amount of Four Hundred and Fifty Thousand United States Dollars (US\$450,000.00) for the execution of technical services for the Jamaica Golden Jubilee Village.*¹²⁵

Visual Vibe Limited

Visual Vibe Limited was awarded a contract to provide LED screens in the amount of Six Million Dollars (\$6,000,000.00) on July 16, 2012, by way of the Limited Tender procurement methodology.¹²⁶

The OCG was provided with a quotation dated July 19, 2012, which was prepared by Visual Vibe Ltd, and addressed to Mr. Robert Martin in the amount of Six Million Dollars (\$6,000,000.00). The quotation was to facilitate a live broadcast of the ‘Jamaica 50 Celebrations’ on August 5 and 6, 2012, from 12:00 pm to 1:00 am in certain specified town centers.

The aforementioned quotation was accompanied by an Invoice dated August 8, 2012, which was addressed to Mr. Robert Bryan, and bore the number 1001837. The instant Invoice was in the amount of Three Million Dollars (\$3,000,000.00). The OCG notes that both the Invoice and the quotation as provided, were stamped ‘*Jamaica 50 Secretariat PAID*’.

The OCG was also provided with a copy of the NCC and TCC certificates of Visual Vibe Ltd. the details of same are as follows:

¹²⁵ Letter dated July 6, 2012 from Mr. Raymond McIntyre, Chairman, NCC and addressed to Mr. Robert Martin.

¹²⁶ Document entitled “LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the **OCG**. Response #3.



TABLE 25

Document Type	Registration Number	Date	Expiry Date	Remarks
TCC	12002425 (open) 021	February 14, 2012	August 12, 2012	
NCC	5656	July 25, 2012	July 24, 2013	Visual Vibe Ltd. is registered in the category of Audio Visual Services (specializing in electronic signage/advertising).

The Jamaica 50 Secretariat indicated that four (4) payments were made to the referenced Contractor on the following dates: “30.07.12; 11.09.12; 26.09.12; 06.11.12”¹²⁷

By way of response dated February 11, 2015, Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of the Payment Vouchers and cheques which were prepared by the Jamaica 50 Secretariat in respect of the instant contract. The Permanent Secretary also provided a copy of the Invoices which were prepared by Visual Vibe Ltd. and directed to the Jamaica 50 Secretariat. The details are represented as follows:

TABLE 26

	Payment Vouchers	Copy Cheques	Invoices
Quantity	3	3	3
Total Amounts	\$6,300,000.00	\$6,300,000.00	12,300,000.00 ¹²⁸

¹²⁷ Document entitled “*LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS*” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹²⁸ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.



Security Services

The contract for the provision of security services (armed guards and dogs for the Jubilee Village) was awarded on July 9, 2012, in the amount of Six Million, Three Hundred and Seventy Thousand, Six Hundred and Twenty Three Dollars and Seventeen Cents (\$6,370,623.17), by way of the Direct Contracting procurement methodology.¹²⁹

The OCG was provided with two (2) Jamaica 50 Secretariat Memoranda, both dated July 9, 2012, and under the signature of Ms. Lisa Ann OGilvie, and directed to Mr. Robert Martin and copied to Mr. Robert Bryan. One of the referenced Memoranda concerned the contracting of a Safety and Security Manager. The Memorandum stated, *inter alia*, as follows:

“...in this regard, the Secretariat has engaged in detailed discussions with Robert Finzi Martin [sic] a seasoned security and safety professional for the captioned role, and would be retained for seven weeks in this capacity as of July 1st.

We have agreed on a package of \$450,000 for the period, which is commensurate with the budget projections, and allocations related to critical operations management. The figure is also commensurate with fees paid for similar capacities, and represents a lower median figure for similar roles. The

¹²⁹ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



scope of work is included in the attached contract.”¹³⁰

Further, another Memorandum of even date was prepared by Ms. Lisa Ann OGilvie, which was directed to Mr. Robert Martin and copied to Mr. Robert Bryan and Ms. Sophia Binns. The Memorandum stated, *inter alia*, as follows:

“Further to the previous submission, Sophia Binns has made a recommendation for the addition of a clause that speaks to Mr. Smith’s self employment and responsibility for taxes. This has been included under the Financial Proposal, Point 4...

As mentioned before, please note that the Safety and Security team for the Jubilee Village, will also include other operation staff. They will include

- *Safety Operations Officer*
- *Security Operations Officer”¹³¹*

Contractual Agreements

The OCG notes that three (3) individual contracts were prepared for the line item ‘Security Services’ for the Jubilee Village. The details of the contracts are as follows:

¹³⁰ Memorandum dated July 9, 2012, from Ms. Lisa Ann OGilvie to Mr. Robert Martin and copied to Mr. Robert Bryan.

¹³¹ Memorandum dated July 9, 2012, from Ms. Lisa Ann OGilvie to Mr. Robert Martin and copied to Mr. Robert Bryan and Ms. Sophia Binns.



TABLE 27

Name of Contractor/Date	Date of Execution/MOYC	Amount	Details	Duration
Mr. Robert Finzi Smith-July 9, 2012	Mr. Robert Martin-July 7, 2012	\$450,000.00-payable in three installments	Security and Safety Manager-Jubilee Village	Seven (7) Weeks - July 2-August 18, 2012
Ms. Tara Renee Price-July 11, 2012	Mr. Robert Martin-July 10, 2012	\$150,000.00-payable in three installments	Security Officer-Jubilee Village	Seven (7) Weeks - July 2-August 18, 2012
Ms. Juliet Angelique Bodley-July 11, 2012	Mr. Robert Martin-July 10, 2012	\$150,000.00-payable in three installments	Safety Officer-Jubilee Village	Seven (7) Weeks - July 2-August 18, 2012

The Jamaica 50 Secretariat indicated that ten (10) payments were made to the referenced Contractors on the following dates:

“ 29.08.12; 10.09.12; 10.09.12; 10.09.12;
06.11.12; 06.11.12; 06.11.12; 06.11.12;
06.11.12; 06.11.12”.¹³²

By way of her response dated February 11, 2015, Mrs. Sherill O’Reggio Angus provided the OCG with a table which indicated the various contracts concerning the line item “**Security Services**”¹³³. The table detailed, *inter alia*, the following:

¹³² Ibid

¹³³ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 2.



TABLE 28

	Contractor	Procurement Methodology	Services Rendered
1	Robert Finzi-Smith	Direct Contracting	Planned and managed the safety and security components of the 'Jamaica 50 Celebrations'.
2	Tara Renee Price	Direct Contracting	Assisted with the management of the security component of the 'Jamaica 50 Celebrations'.
3	Juliet Bodley	Direct Contracting	Assisted with the management of the safety component of the 'Jamaica 50 Celebrations'.
4	DA Technology Services and Consultancy	Direct Contracting	Provided, transported and installed security products.
5	Sentry Services Security Company Limited	Direct Contracting	Provided security guards at the National Stadium.
6	Security Alliance Services Limited	Direct Contracting	Provided security guards at the National Stadium and Jamaica 50 Jubilee Village.
7	Modern Investigation and Security Company Limited	Direct Contracting	Provided security guards and dogs at the National Stadium.
8	Knightsman Limited	Direct Contracting	Provided executive guards, unarmed guards, bouncers and barriers at the National Stadium.
9	Guardzman Limited	Direct Contracting	Provided security guards during the 'Jamaica 50 Celebrations'.
10	Marksman Limited	Direct Contracting	Provided security guards during the 'Jamaica 50 Celebrations'.
11	Atlas Protection Limited	Direct Contracting	Provided security guards and dogs at the 'Jamaica 50 Jubilee Village'.
12	Phillip C. Johnson	Direct Contracting	Provided security barriers at various venues during the 'Jamaica 50 Celebrations'

Mrs. O'Reggio Angus also provided the OCG with a copy of the payment vouchers, cheques and the Invoices which were prepared in relation to the above stated contractors. Details of the referenced documents are represented below:



TABLE 29

Contractor	Quantity of Payment Voucher(s)	Total Value of Payment Voucher(s)	Quantity of Copy Cheque(s)	Total Value of Copy Cheque(s)	Quantity-Invoice(s)	OCG's Observations
Robert Finzi – Smith	2	\$270,000.00	3	\$450,000.00	None provided to the OCG	Contract Agreement indicated the sum of \$450,000.00
Tara Renee Price	2	\$90,000.00	3	\$150,000.00	None provided to the OCG	Contract Agreement indicated the sum of \$150,000.00.
Juliet Bodley	2	\$90,000.00	3	\$150,000.00	None provided to the OCG.	Contract Agreement indicated the sum of \$150,000.00.
DA Technology Services and Consultancy	1	\$1,386,563.17	2	\$1,427,563.17	1	Invoice indicated the sum of \$1,386,563.17
Sentry Services Security Company Limited	3	\$2,007,600.00	3	\$2,007,600.00	2	Invoices indicated the sum of \$2,007,600.00
Security Alliance Services Limited	3	\$1,971,200.00	3	\$1,971,200.00	2	Invoices indicated the sum of \$1,971,200.00
Modern Investigation and Security Company Limited	3	\$942,975.00	3	\$942,975.00	2	Invoices indicated the sum of \$942,975.00
Knightsman Limited	1	\$1,558,150.00	1	\$1,558,150.00	3	Invoices indicated the sum of \$1,558,150.00
Guardsman Limited	1	\$1,365,355.75	1	\$1,365,355.75	2	Invoices indicated the sum of \$1,365,355.75
Marksman Limited	1	\$1,004,095.00	1	\$1,004,095.00	4	Invoices indicated the sum of \$1,004,095.00
Atlas Protection Limited	1	\$815,365.00	1	\$815,365.00	1	Invoice indicated the sum of \$815,365.00
Phillip C. Johnson	1	\$243,000.00	1	\$243,000.00	1	Invoice indicated the sum of \$243,000.00



Based on the OCG's calculations of the total cheques paid, the amount expended on "**Security Services**" for the 'Jamaica 50 Celebrations' was Twelve Million, Eighty Five Thousand and Three Hundred and Three Dollars, and Ninety Two Cents (\$12,085,303.92).

Caribbean Fencing Limited

Caribbean Fencing Limited was awarded a contract to provide fencing at the Jubilee Village on July 11, 2012, in the amount of Five Million, Six Hundred and Fifty Two Thousand, Two Hundred and Ninety Dollars and Twelve Cents (\$5,652,290.12) by way of the Direct Contracting procurement methodology.¹³⁴

In addition to the 'Letter of Guarantee', the MOYC was provided with a letter dated July 13, 2012, under the signature of Ms. Inger Hainsley-Bennett, Companies Office of Jamaica, regarding "...**CARIBBEAN FENCING LIMITED REG # 21190**". The letter advised, *inter alia*, as follows:

*"This letter serves to advice that a search of our records was conducted, which revealed that **Phillip Paul Martin** is a **Director** of the above named company, and the company "**Caribbean Fencing Limited**" still appears on our register."*¹³⁵

The OCG is also in possession of a copy of two (2) Tax Compliance Certificates (TCC) for Caribbean Fencing Limited. The details are as follows:

- 1) TCC # 11015519 (OPEN) 021 dated October 26, 2011, and valid up to and including **April 25, 2012**.

¹³⁴ Document entitled "**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**" which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹³⁵ Letter dated July 13, 2012, from Ms. Inger Hainsley-Bennett, Companies Office of Jamaica.



- 2) TCC # 12010394 (OPEN) 021 dated July 10, 2012, and valid up to and including **October 09, 2012.**

Mr. Phillip Martin, by way of a letter dated July 16, 2012, which was directed to the attention of Mrs. Hermine Lattibeaudierre, indicated his willingness to accept liability for the fencing works at the Jubilee Village “*should anything happen to Caribbean Fencing*”. Mr. Martin also provided a Letter of Guarantee dated July 16, 2012, which was issued by the Scotia Investments Jamaica Limited, in the amount of Three Million Dollars (\$3,000,000.00).

The Jamaica 50 Secretariat indicated that three (3) payments were made to Caribbean Fencing Limited on the following dates: “11.07.12; 22.08.12; 29.08.12”¹³⁶

Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of the payment vouchers, cheques and invoices which were prepared in relation to the contract which was awarded to Caribbean Fencing Limited. The details are represented as follows:

TABLE 30

	Payment Vouchers	Copy Cheques	Invoices
Quantity	3	3	4
Total Amounts	\$5,652,290.12	\$5,652,290.12	\$5,594,548.41 ¹³⁷

Event2Event Limited

‘Event2Event’ was awarded a contract for events coordination services at the Jubilee Village on June 19, 2012, in the amount of Forty Seven Million, Eight Hundred and Forty

¹³⁶ Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹³⁷ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.



Six Thousand, Eight Hundred and Sixty One Dollars and Seventy Six Cents (\$47,846,861.76), and was awarded by way the Direct Contracting procurement methodology.¹³⁸

The OCG was provided with a copy of a ‘Memorandum of Understanding’ that was entered into between the MOYC and Event2Event, and which was executed by the following representatives, on the stated dates:

TABLE 31

Name	Title and Organization	Date
Mr. Robert Bryan	Project Director, Jamaica 50 Secretariat	June 16, 2012
Mr. Peter Green	Managing Director, Event2Event Limited	June 16, 2012
Mr. Robert Martin	Former Permanent Secretary, MOYC	June 19, 2012

The OCG highlights that the Memorandum of Understanding indicated, *inter alia*, the following:

“OVERVIEW

...Event 2 Event was selected by the JCDC as their preferred supplier in an initial bidding process for a concept and management team. Since this initial process, the direct management and execution of the Village has redirected to the Jamaica 50 secretariat. Detailed discussions have been engaged to determine the best approach for

¹³⁸ Document entitled **“LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS”** which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



*the implementation and management of the site.”*¹³⁹

The referenced Memorandum of Understanding also included a site management budget, entitled **“JUBILEE VILLAGE OVERLAY AND SITE MANAGEMENT BUDGET”**, which indicated that the total cost of coordinating the events was in the amount of Fifty Two Million, Nine Hundred and Sixty Five Thousand Dollars (\$52,965,000.00). Of note, the project management fee was Five Million, Two Hundred and Ninety Six Thousand, and Six Hundred Dollars (\$5,296,600.00), which represented 10% of the ‘Scope cost’.

The Jamaica 50 Secretariat indicated that twenty one (21) payments were made to Event2Event Limited on the following dates:

“ 20.06.12; 12.07.12; 12.07.12; 12.07.12;
12.07.12; 24.07.12; 24.07.12; 30.07.12;
30.07.12; 30.07.12; 30.07.12; 30.08.12;
21.09.12; 21.09.12; 15.11.12; 23.11.12;
14.12.12; 24.12.12; 21.2.13; 28.03.13;
16.05.13”¹⁴⁰

Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of the payment vouchers, cheques and invoices which were prepared in relation to the contract which was awarded to Event2Event Limited. The details are represented as follows:

¹³⁹ ‘Memorandum of Understanding’ between the MOYC and Event2 Event.

¹⁴⁰ Ibid



TABLE 32

	Payment Vouchers	Copy Cheques	Invoices
Quantity	25	25	7
Total Amounts	\$45,846,861.76	\$45,846,861.76	\$28,618,250.00 ¹⁴¹

S.W. Neil Plumbing

S.W. Neil Plumbing was awarded a contract for the supply of plumbing equipment and services for the Jubilee Village on July 11, 2012, in the amount of Two Million, Two Hundred and Sixty Six Thousand, Three Hundred and Fifty Dollars and Three Cents (\$2,266,350.03), by way of the Direct Contracting procurement methodology.¹⁴²

The MOYC was provided with a ‘Letter of Guarantee’ dated July 18, 2012, which was issued by Garfield A. Smith and Tara Whyte, First Global Bank. The letter stated, *inter alia*, as follows:

“We hereby guarantee to pay The Ministry of Youth & Culture on behalf of S.W. Neil Plumbing Sales and Services Limited, the sum of One Million Three Hundred and Thirty Eight Thousand Jamaican Dollars (J\$1,338,000.00).”¹⁴³

¹⁴¹ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁴² Document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁴³ Letter of Guarantee dated July 18, 2012, from First Global Bank to the MOYC on behalf of S.W. Neil Plumbing.



S.W. Neil Plumbing submitted additional documents to the MOYC, the particulars of which are as follows:

TABLE 33

Name of Document Provided	Identification Number	Date	Expiry Date
Tax Compliance Certificate	11017815 (OPEN) 021	December 8, 2011	June 5, 2012
Tax Compliance Certificate	12010624 (OPEN) 021	July 13, 2012	January 9, 2013
Letter of Good Standing (Companies Office of Jamaica)	Company Number. 27429	March 20, 2012	January 26, 2013

The Jamaica 50 Secretariat indicated that four (4) payments were made to S.W. Neil Plumbing on the following dates: “20.07.12; 10.09.12; 19.09.12; 06.11.12”.¹⁴⁴

Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of the payment vouchers, cheques and invoices which were prepared in respect of the contract which was awarded to S.W. Neil Plumbing. The details are represented as follows:

TABLE 34

	Payment vouchers	Copy Cheques	Invoice
Quantity	3	3	1
Total Amounts	\$3,448,010.16	3,448,010.16	\$3,448,010.16 ¹⁴⁵

Charles Campbell

Charles Campbell was awarded a contract on June 17, 2012, for “*Services rendered for Jamaica 50 venues*” in the amount of One Million and Six Hundred Thousand Dollars (\$1,600,000.00) by way of the Direct Contracting procurement methodology.¹⁴⁶

¹⁴⁴ Ibid

¹⁴⁵ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁴⁶ Document entitled “***LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS***” which was attached to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



The OCG was provided with two (2) undated and unsigned letters which were on the letter head of ‘Charles Campbell’ and addressed to Mr. Robert Bryan, Project Director, Jamaica 50 Secretariat. The first letter detailed the breakdown and deliverables of the contracted services to provide logistics, organizational and technical oversight for sixteen (16) venues in selected parishes for the joint JCDC/ Jamaica 50 programme of events on August 5th and 6th 2012. The document also indicated that the “**BUDGET-JAMAICA 50 VENUE OVERSIGHT COORDINATION**” was in the amount of \$1,600,000.00. Of note, the instant document bore the inscription, “*Approved 17/6/2012.*”

The following is a breakdown of the services that were to be provided by Charles Campbell and the costs associated with each line item:

TABLE 35

Dates	Services Rendered	Cost
July 9, 2012	Consultations with Jamaica 50 Project Director, Director of Events and Events Consultants/Administrative Director	-
July 10, 2012	<ul style="list-style-type: none"> • Mobilization fee paid out • 10 days accommodation and meals • Consultation with Technical Officers, Producer as well as JCDC Field Services Coordinator 	\$500,000.00 \$100,000.00
July 11-14, 2012	Reconnaissance and Consultations	-
July 14, 2012	Preliminary Report, Layout and Recommendations	-
July 23-26, 2012	<ul style="list-style-type: none"> • Second reconnaissance • Meeting with Parish Officers, Operations Officers for each parish committee, Police and selected suppliers of equipment and services • Confirm all logistic arrangements are in place 	-
July 27, 2012	<ul style="list-style-type: none"> • Second tranche • Status report and final recommendations 	\$600,000.00
August 8	<ul style="list-style-type: none"> • Final report on execution of project • Final payment 	\$400,000.00
TOTAL		\$1,600,000.00



The second letter detailed the expansion of the scope of work to be undertaken by Charles Campbell, which amounted to Six Hundred Thousand Dollars (\$600,000.00).

The Jamaica 50 Secretariat indicated that three (3) payments were made to Charles Campbell on the following dates: “17.07.12; 27.07.12; 15.08.12”.¹⁴⁷

Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of payment vouchers, cheques and invoices which were prepared in relation to the contract which was awarded to Charles Campbell. The details are represented as follows:

TABLE 36

	Payment Vouchers	Copy Cheques	Invoices
Quantity	3	3	3
Total Amounts	\$2,200,000.00	\$2,200,000.00	\$2,200,00.000 ¹⁴⁸

The Higher Intelligence Agency Limited

‘The Higher Intelligence Agency Limited’ was awarded a contract on May 10, 2012, to launch the Jamaica 50 Trademark internationally in the amount of Seven Million, Two Hundred and Thirty One Thousand, and Four Hundred Dollars (\$7,231,400.00), by way of the Direct Contracting procurement methodology.¹⁴⁹

The OCG is in possession of a copy of the Brand Consultancy Agreement dated February 8, 2012, between the Jamaica 50 Secretariat and the Higher Intelligence Agency Limited. The Agreement was executed by Ms. Andrea M. Davis on March 6, 2012, and Mr. Robert

¹⁴⁷ Letter of Comfort, dated July 5, 2012, from the First Global Bank to the MOYC on behalf of S.W. Neil Plumbing.

¹⁴⁸ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁴⁹ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



Martin on March 1, 2012. The OCG notes the following handwritten inscription which appeared on the document:

“THIS IS AN AGREEMENT TO PROVIDE SERVICES IN REGISTRATION OF THE TRADEMARK THE INVOICED AMOUNT OF US\$9,737 IS IN FULL AND FINAL SETTLEMENT.

RM

1/3/2012

N.B. Agent fees for UK, Canada are not included in costs above and are to be confirmed.”

Section 2.1 of the Agreement states as follows:

*“2.1.1 Client agrees to pay an initial Consultancy Services retainer of **U\$500** or the Jamaican equivalent, to activate development of the Trademark Brief.*

2.1.2 Client agrees to pay U\$450/ mark or the Jamaican equivalent, for oversight of the trademark registration in the United States, United Kingdom and Canada.

*2.1.3 Client agrees to pay a Per-Instance fee of **U\$150/territory per mark** for each additional territory.”*

The OCG is in possession a copy of a National Commercial Bank cheque dated March 1, 2012, which bore the number 00419099, and which was made payable to The Higher



Intelligence Agency Limited in the amount of Nine Thousand Seven Hundred and Thirty Seven US Dollars (USD \$9,737.00).

The OCG was also provided with a document entitled ***“HIA...THE HIGHER INTELLIGENCE AGENCY LIMITED –Jamaica 50 Creative Services Proposal Phase I”*** dated May 10, 2012, which was presented to Mr. Robert Bryan. The proposal was executed by Ms. Andrea Davis on behalf of The Higher Intelligence Agency Limited on May 10, 2012, and by Mr. Robert Bryan for the Jamaica 50 Secretariat on even date. The proposal stated, *inter alia*, the following:

“PROJECT OVERVIEW

...The goal of this project is to define, refine, revitalize and consolidate the JAMAICA 50 brand, protect the trademark in the target markets worldwide, provide a standard for permissions/licenses to access and use the mark, provide a manual (which may be made available to all JAMAICA 50 partners) for the use of the mark and the representation of the Brand, and provide a protocol portal for all creative materials which purport to represent the Brand in any market.

...HIA will act as the creative and design arm to design new collaterals and edit/oversee existing creative processes already underway.”¹⁵⁰

¹⁵⁰ *“HIA...THE HIGHER INTELLIGENCE AGENCY LIMITED –Jamaica 50 Creative Services Proposal Phase I”*, prepared by The Higher Intelligence Agency Limited for the MOYC.



Section 2.1 stated as follows:

“Fees for each Phase are due in full to activate each activity.

2.1.1. PHASE 1A-EVENT ARCHITECTURE
(May 11- June 1) - \$1,179,140.00

2.1.2. PHASE 1B- TRADEMARK
REGISTRATION (May 11- June 1)-
\$604,140.00

2.1.3. PHASE 1C- BRAND MANUAL
DEVELOPMENT (May 11- August 31)-
\$2,268,710.00

2.1.4. PHASE 1D- CONTENT CREATION (May
11-June 30)- \$3,179,410.00.”¹⁵¹ (OCG
Emphasis)

The OCG is also in possession of a MOYC Memorandum dated May 16, 2012, from Mr. Robert Bryan to Mr. Robert Martin and copied to Ms. Joudene Morris and Mrs. Hermine Lattibeaudierre. The Memorandum sought permission to execute the “*Contract for The Higher Intelligence Agency Limited to provide the Creative Services Portfolio for the Jamaica 50 Project*”. It further stated as follows:

“These services are needed urgently and based on the protocols to be observed under the Procurement Guidelines would not see this being executed in a timely manner. Hence we refer to the protocols stipulated by Direct Contracting Procedure and Exclusions outlined in the Handbook of

¹⁵¹ Ibid



Public Sector Procurement
Procedures.”¹⁵²(OCG Emphasis)

The OCG notes the following handwritten inscription which was marked on the referenced Memorandum:

“17/5/2012

Dear Mr. Bryan

*APPROVAL IS HEREBY GRANTED
UNDER THE EXCLUSIONS TO THE GOJ
PROCUREMENT HANDBOOK AND USE
OF THE EMERGENCY PROCEDURES.
PLEASE ENSURE THAT THERE IS VALUE
FOR MONEY.*

RM

*17/5/2012”*¹⁵³

A copy of an invoice dated September 5, 2012 was prepared by The Higher Intelligence Agency Limited. The invoice, which bore the number 299, was billed to the Jamaica 50 Secretariat in the amount of One Million, One Hundred and Sixty Four Thousand, Eight Hundred and Ninety Dollars (\$1,164,890.00). The invoice detailed the following services:

*“Represent JAMAICA 50 Secretariat to
consult with relevant suppliers for the
provision of Event, Production and Creative
Services for all JAMAICA 50 activities with
initial project components defined as: i)
Jamaica House ii) Jubilee Village and iii)*

¹⁵² MOYC Internal Memorandum, dated May 16, 2012, from Mr. Robert Bryan, to Mr. Robert Martin and copied to Ms. Joudene Morris and Mrs. Hermine Latitbeaudierre

¹⁵³ Ibid



*Launch Weekend including the International
Reggae Day Street Party and National
Trials at the Stadium...¹⁵⁴*

The Jamaica 50 Secretariat indicated that five (5) payments were made to The Higher Intelligence Agency Limited on the following dates: “18.05.12; 04.06.12; 10.09.12; 25.09.12; 07.11.12;”.¹⁵⁵

Mrs. Sherill O’Reggio Angus, provided the OCG with a copy of the payment vouchers, cheques, and invoices which were prepared in respect of the contract which was awarded to The Higher Intelligence Agency Limited. The details are represented as follows:

TABLE 37

	Payment Vouchers	Copy Cheques	Invoice
Quantity	5	5	1
Total Amounts	\$4,528,431.48	\$4,528,431.48	\$3,179,410.00 ¹⁵⁶

Logistics Management Services (LMS)

Logistics Management Services was awarded a contract on July 25, 2012, in the amount of Eight Million Dollars (\$8,000,000.00) to provide ‘logistics works’ at the Jubilee Village, by way of the Direct Contracting procurement methodology.¹⁵⁷

Ms. Lisa Ann OGilvie, Jamaica 50 Secretariat, prepared a Memorandum which was dated August 13, 2012, which was addressed to Mr. Robert Martin, and copied to Mr. Robert Bryan. The Memorandum requested permission to utilise the Emergency Contracting

¹⁵⁴ Invoice #299 –The Higher Intelligence Agency Limited dated September 5, 2012, to the Jamaica 50 Secretariat.

¹⁵⁵ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁵⁶ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁵⁷ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



Methodology to engage the services of Logistics Management Services to provide logistics works at the Jubilee Village. The Memorandum stated, *inter alia*, as follows:

*“Given the delays and the limited remaining period to the event, undertaking this approach to individually hire and train persons would not be a feasible undertaking. The process of selection would take us into the celebratory period and we need to identify a solution that delivers the caliber staffing and expertise required for the scale and period required. **It is with this in mind that special permission is requested for the emergency contracting of an organization identified that we believe has the capacity to deliver some of our most critical logistics and operations needs.***

...Logistics Management Services (LMS) is an entity that evolved from a group of Logistics Coordinators (LC) who, have assisted the Electoral Office of Jamaica in the successful staging of the General and Local Government Elections of Jamaica since 2002.”¹⁵⁸ (OCG Emphasis)

The Memorandum also bore the following handwritten inscription:

¹⁵⁸ Memorandum dated August 13, 2012, to Mr. Robert Martin, from Ms. Lisa Ann O’Gilvie, and copied to Mr. Robert Bryan.



“Approved using the Emergency Procedures-LMS are Consultants who have provided training to Personnel to work at the Grand gala and the Jubilee Village. This procurement would also fall under the Exclusion for Artistic services at 1.2.1 (b) of the Procurement Handbook.”¹⁵⁹

(OCG Emphasis)

The NCC, by way of letter dated August 20, 2012, advised the MOYC of, *inter alia*, the following:

*“The National Contracts Commission (NCC) considered the matter at its meeting held on **2012 August 15** and noted the use of Contracting Under Emergency Circumstances to engage the services of Logistics Management Services (LMS) Limited to provide trained personnel to work at the Grand Gala and the Jamaica 50 Golden Jubilee Village for the period **August 1-6, 2012** in the amount of **Eight Million Dollars (\$8,000,000.00)**, net of GCT.”¹⁶⁰*

The foregoing letter from the NCC, bore the handwritten inscription, “*Seen 28/8/2012 Noted ...Copy to Mrs. H. Lattibeaudierre*”.

¹⁵⁹ Ibid

¹⁶⁰ Letter dated August 20, 2012, from Mr. Raymond McIntyre to Mr. Robert Martin.



An “**AGREEMENT FOR EVENT SERVICES TO THE JAMAICA 50 SECRETARIAT LOGISTICS MANAGEMENT SERVICES**” was signed by Mr. Barrington Miller on August 12, 2012, and by Mr. Robert Martin on August 30, 2012. The Agreement stated, *inter alia*, as follows:

“Introduction:

...From August 1 to 6, 2012, a series of events and activities will be staged for a projected 165,000 to be in attendance. The Jamaica 50 secretariat wishes to ensure the implementation of a management system, within the very truncated timelines that maximizes available expertise, to deliver the high level of event operations and venue operations systems required, for the intensive week of activities.”¹⁶¹

Clause 4(1) of the document, which refers to the “**PERIOD OF CONTRACT**” indicated that the contract period was from Monday, July 23, 2012 to Tuesday, August 7, 2012, twelve (12) working days. Clause 4(2) outlines the “**COMPENSATION FOR CONTRACT**” and indicates the amount of Eight Million Dollars (\$8,000,000.00), which was payable in three (3) installments, between July 2 and August 13, 2012.

The OCG considers it prudent to note that the foregoing Contract Agreement was executed by the respective parties **after** the contract was performed.

¹⁶¹ “**AGREEMENT FOR EVENT SERVICES TO THE JAMAICA 50 SECRETARIAT LOGISTICS MANAGEMENT SERVICES**”.



The Jamaica 50 Secretariat indicated that five (5) payments were made to Logistics Management Services on the following dates: “20.08.12; 30.08.12; 10.09.12; 24.09.12; 06.11.12”.¹⁶²

Mrs. Sherill O’Reggio Angus provided a copy of the payment vouchers, cheques and invoices which were prepared in relation to the contract that was awarded to Logistics Management Services. The details are represented as follows:

TABLE 38

	Payment Vouchers	Copy Cheques	Invoice
Quantity	5	4	1
Total Amount	\$8,000,000.00	\$6,500,000.00	\$8,000,000.00

Manpower & Maintenance Services Limited (MMS)

Manpower & Maintenance Services Limited was awarded a contract on July 26, 2012, to provide garbage disposal and sanitation services at the Jubilee Village. The contract was in the amount of Seven Million, Four Hundred and Seventy Three Thousand, Two Hundred and Thirty Four Dollars and Seventy Cents (\$7,473,234.70), and was awarded by way of the Direct Contracting procurement methodology.¹⁶³

A document entitled “**MANPOWER & MAINTENANCE SERVICES LIMITED COST PROPOSAL- (KINGSTON ONLY) (July26-August 13, 2012)**” was prepared and attached to a letter dated July 23, 2012. The letter was signed for and on behalf of Ms. Audrey Hinchcliffe, CEO, Manpower & Maintenance Services Limited and addressed to

¹⁶² Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.

¹⁶³ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3.



Miss Lisa Ann OGilvie, Director of Events, Jamaica 50 Secretariat. The mentioned document indicated, *inter alia*, as follows:

“PROPOSED PAYMENT PLAN (To be agreed)

A. Client Pays \$6,190,949.41

50% prior to start of the service

50% upon successful completion of the services (7 days credit period)

B. MMS Sponsorship of \$2,000,000.00 – Sponsorship entitlement to be agreed”.¹⁶⁴

The OCG is also in possession of a copy of the “***CLEANING & SANITATION SERVICE AGREEMENT***” which was executed on July 31, 2012. The Agreement also indicated the amount of Six Million, One Hundred and Ninety Thousand, Nine Hundred and Forty Nine Dollars and Forty One Cents (\$6,190,949.41) for the provision of the mentioned services.

The Jamaica 50 Secretariat indicated that seven (7) payments were made to Manpower & Maintenance Services Limited on the following dates: “02.08.12; 03.08.12; 31.08.12; 10.09.12; 28.09.12; 26.10.12; 07.11.12”.¹⁶⁵

Mrs. Sherill O’Reggio Angus provided the OCG with a copy of the payment vouchers, cheques and invoices which were prepared in respect of the contract which was awarded to Manpower & Maintenance Services Limited. The details are represented as follows:

¹⁶⁴ Manpower & Maintenance Services Limited Cost Proposal to Jamaica 50 Secretariat.

¹⁶⁵ Ibid



TABLE 39

	Payment Vouchers	Copy Cheques	Invoices
Quantity	7	7	5
Total Amount	\$8,568,709.41	\$8,568,709.41	\$8,568,709.41 ¹⁶⁶

Time Code Production Limited

Time Code Production Limited was awarded a contract to provide a Technical Infrastructure Broadcast on July 16, 2012, in the amount of Nine Million, One Hundred and Ninety Eight Thousand Dollars (\$9,198,000.00), by way of the Direct Contracting procurement methodology.¹⁶⁷

The OCG was provided with a copy of the “*Services Contract*” which was dated July 16, 2012. The contract was executed on the same date by Mr. Robert Martin, MOYC, and Mr. Bryan St. Juste, Managing Director, Time Code Production.

Schedule 1 of the contract indicated as follows:

“The total sum for the provision of the event shall be Nine Million One Hundred and Ninety Eight Thousand Dollars (\$9,198,000.00) and payable as per clause 4 herein.”¹⁶⁸

Schedule 2 further indicated as follows:

“The service provider agrees to provide the following services:

¹⁶⁶ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁶⁷ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3

¹⁶⁸ Service Contract dated July 16, 2012, between Time Code Production and the Jamaica 50 Secretariat.



Production
Post Production
Production Management”.¹⁶⁹

The Jamaica 50 Secretariat indicated that five (5) payments were made to Time Code Production Limited on the following dates: “30.08.12; 10.09.12; 26.09.12; 06.11.12; 24.12.12”¹⁷⁰

Mrs. Sherill O’Reggio Angus provided the OCG with a copy of the payment vouchers, cheques and invoices which were prepared in relation to the contract that was awarded to Time Code Production Limited. The details are represented as follows:

TABLE 40

	Payment Vouchers	Copy Cheques	Invoices
Quantity	5	5	2
Total Amount	\$9,198,000.00	\$9,198,000.00	\$9,198,000.00 ¹⁷¹

RJR Communications Group/ Television Jamaica Group

RJR Communications Group/ Television Jamaica Group was awarded a contract on July 29, 2012 for “*Broadcast sponsorship in the UK*”, in the amount of Twenty Million Dollars (\$20,000,000.00), by way of the Directing Contracting procurement methodology.¹⁷²

The “*Contract Agreement between RJR Communications Group and JAMAICA 50 SECRETARIAT*”, dated July 20, 2012, was executed by Mr. Robert Bryan and witnessed by Ms. Joan Young Davis on behalf of the Jamaica 50 Secretariat; and by Mr. Gary Cole on behalf of the RJR Group. The Agreement stated, *inter alia*, as follows:

¹⁶⁹ Ibid

¹⁷⁰ Ibid

¹⁷¹ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁷² Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3



“...Whereas both parties have a mutual interest in providing tailored television and radio coverage of JAMAICA’S 50TH Celebratory Events.

- i. The RJR Group grants JAMAICA 50 co-sponsorship of **Television Jamaica’s (TVJ) Pure Gold Smile Jamaica Olympic** coverage which will be broadcast during the period 23rd July to 12th August, 2012 within the UK and Diaspora markets via BEN TV and OHTV using the BskyB satellite platform.*
- ii. The RJR Group has committed to allowing JAMAICA 50 branding and promotion on our national coverage of the forthcoming **National Athletics Championship**”.*

The Contract further stated as follows:

“Payment Method

xxxvii. JAMAICA 50 commits to pay RJR Group the sum of JMD\$20M in lieu of promotional considerations outlined.

xxxviii. Payment of JMD\$15M for the promotional consideration is to be made on or Accordingly: Fifteen Million (J\$15M) before July 27, 2012 and the remaining J\$5Million before August 3, 2012.”



The Jamaica 50 Secretariat indicated that fifteen (15) payments were made to RJR Communications Group/ Television Jamaica Group on the following dates:

“31.07.12; 31.07.12; 31.07.12; 31.07.12;
02.08.12; 02.08.12; 02.08.12; 27.09.12;
27.09.12; 27.09.12; 06.11.12; 06.11.12;
24.12.12;02.04.13; 16.05.13”¹⁷³

Mrs. Sherill O’Reggio Angus provided a copy of the payment vouchers, cheques and invoices which were prepared in respect of the contract that was awarded to RJR Communications Group/ Television Jamaica Group. The details are represented as follows:

TABLE 41

	Payment Vouchers	Copy Cheques	Invoice
Quantity	9	7	1
Total Amount	\$20,160,000.00	\$15,660,000.00	\$20,000,000.00 ¹⁷⁴

Jamaica Cultural Development Commission (JCDC)

The Jamaica Cultural Development Commission (JCDC) expended Two Hundred Million Dollars (\$200,000,000.00) on hosting the “JCDC Gala”, by way of the Limited Tender procurement methodology¹⁷⁵.

Mrs. Sherill O’Reggio Angus advised the OCG, by way of her response of February 11, 2015, that the JCDC directly awarded contracts to undertake activities for the ‘Jamaica 50 Celebrations’. Her response indicated, *inter alia*, as follows:

¹⁷³ Ibid

¹⁷⁴ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 1.

¹⁷⁵ Table appended to the Response of Mrs. Hermine Lattibeaudierre, dated August 19, 2014, to the OCG. Response #3



“Jambiz International was engaged by way of Direct Contract by the Jamaica Cultural Development Commission (JCDC)... As such, the JCDC would have information concerning proof of payment to Jambiz International. These documents are not in the possession of the MYC.”¹⁷⁶

Mr. Delroy Gordon, JP, Executive Director, JCDC, provided an Executive Summary to the OCG “... ***detailing the JCDC’s role in conceptualizing, planning and implementing the ‘Jamaica 50 Celebrations’***”.¹⁷⁷ Mr. Gordon, in his response of February 27, 2015, indicated, *inter alia*, as follows:

*“The Jamaica Cultural Development Commission (JCDC), an agency of the Ministry of Youth and Culture, in association with the Jamaica 50 Secretariat developed and implemented the schedule of local celebratory activities and events in commemoration of Jamaica 50. The major highlights of the celebrations spanned the period July 7 to August 6, 2012. **In 2011 the JCDC served on the then established National Planning Committee and assisted in developing and conceptualizing the framework for the celebration of Jamaica 50 activities island wide.** As part of the proposal for the celebration, the following*

¹⁷⁶ Response dated February 11, 2015, from Mrs. Sherill O’Reggio Angus, to the OCG. Response # 3.

¹⁷⁷ OCG Requisition to Mr. Delroy Gordon dated February 23, 2015. Question #1a.



activities were included: the Best of Festival Concert Series; Float Parade and Grand Gala; Island wide Street Dances; Festival Train; Jamaica 50 Independence Village; and Parish Civic and Commemorative Activities.

*With the change in the political administration, following the national elections in December of 2011, some amendments were made to the number and scope of activities to be staged. The activities that were finalized for implementation in 2012 included: the Best of Festival Concert Series; Grand Gala; Street Dances, the Jamaica 50 Independence Village renamed the Golden Jubilee Village; and Parish Civic and Commemorative Activities. Regarding the Golden Jubilee Village, the JCDC was asked to provide content (events and activities) for the Village while the Jamaica 50 Secretariat had overall responsibilities for the establishment, running and maintenance of the Village. **The JCDC was also directly responsibility [sic] for the staging of the Grand Gala which was produced by Jambiz International Limited through contractual arrangement. The JCDC also implemented,***



through its parish offices, the activities organized and staged local in each parish.

For its part **the JCDC was allocated Two Hundred Million Dollars (\$200M) from Government Subventions to undertake all the activities for which it was responsible including the Grand Gala...** These funds were disbursed to the JCDC through the Ministry of Youth and Culture in tranches as follows:

1st	Tranche	[June 14, 2012]	
			\$30,000,000
2nd	Tranche	[July 09, 2012]	
			\$79,485,000
3rd	Tranche	[July 19, 2012]	
			\$50,000,000
4th	Tranche	[July 26, 2012]	\$20,000,000
			\$179,485,000

The remaining balance of \$20.515M was received in financial year 2013/14.

For the purpose of the celebrations, given the significance of the special anniversary being celebrated, all of the regular annual events of the JCDC were regarded as Jamaica 50 Celebratory events. These included the annual Performing Arts



Competition, Festival Song Competition, Gospel Song Competitions, Miss Jamaica Festival Queen Competition, World Reggae Dance Championship, Mello Go Roun, Grand Gala, Street Dances and all the local parish events.”¹⁷⁸

The OCG sought to ascertain the approved budget and the actual amounts expended on the ‘Jamaican Events’ which were undertaken by the JCDC in hosting certain activities for the local component of the ‘Jamaica 50 Celebrations.’

Mr. Sydney Bartley, the former Permanent Secretary of the MOYC, in his response of July 12, 2013, defined the phrase ‘Jamaican Event’, in the following manner:

*“**Jamaican Event**” refers to the activities that were centered around the Jubilee Village at the National Stadium and its environs. These activities included:*

- tarring of certain dirt areas;*
- construction of fencing, gates, booths and stages;*
- laying of pipes, plumbing material and equipment, water tanks, pumps and fittings;*
- rental of containers and standby generators;*
- provision of sanitary conveniences, porta loos and sanitation services; and*

¹⁷⁸ Response of Mr. Delroy Gordon, JP, former Executive Director, JCDC dated February 27, 2015, to the OCG. Response 1 (a)



*-live broadcasting of events using LED screens”.*¹⁷⁹

As it regards the source of funding for the ‘Jamaican Events’, Mr. Delroy Gordon indicated as follows:

“The sources of funding allocated to offset the activities undertaken by the JCDC were as follows:

- *Government Subventions = \$200M*
- *Privates [sic] Sector Sponsorship = \$25M”*¹⁸⁰

Mr. Gordon further indicated that:

“The total cost/expenditure for the conceptualization, planning and implementing the activities undertaken by the JCDC for the ‘Jamaica 50 Celebrations’ was: \$225,247,385.44.”¹⁸¹

(OCG Emphasis)

Mr. Gordon also provided the OCG with a document entitled, **“JAMAICA CULTURAL DEVELOPMENT COMMISSION Jamaica 50 Payment Listing”**, which indicated that the total budgetary allocation for the JCDC was in the amount of Two Hundred and Thirteen Million, Seven Hundred and Eleven Thousand Dollars (\$213,711,000.00). Of the total allocation, Thirteen Million, Seven Hundred and Eleven Thousand Dollars (\$13,711,000.00) was accrued by way of sponsorship and Two Hundred Million Dollars

¹⁷⁹ Response of Mr. Sydney Bartley, dated July 12, 2013, to the OCG. Response # 1A

¹⁸⁰ Response of Mr. Delroy Gordon, JP, Executive Director, JCDC, dated February 27, 2015, to the OCG. Response 4.

¹⁸¹ Response of Mr. Delroy Gordon, JP, former Executive Director, JCDC, dated February 27, 2015, to the OCG. Response 5.



(\$200,000,000.00) was allocated by the Jamaica 50 Secretariat. Additionally, the document provided a detailed breakdown of the expenditure for the activities undertaken by the JCDC, and is represented as follows:

“PAYMENTS

<i>Festival Song</i>	5,929,916.84
<i>Children’s Gospel</i>	2,657,842.94
<i>Gospel Song</i>	6,719,553.27
<i>Festival Queen</i>	3,510,850.22
<i>World Reggae Dance</i>	4,512,316.00
<i>Mello Go Roun</i>	1,943,820.00
<i>Jamaica Praise</i>	2,106,740.00
<i>Nostalgia</i>	1,300,000.00
<i>Street Dance</i>	754,207.80
<i>Best of Festival</i>	13,958,423.19
<i>Creative Writing</i>	608,875.00
<i>Performing Arts</i>	12,465,066.43
<i>Grand Gala</i>	78,956,097.91
<i>Miscellaneous Bills</i>	964,020.70
<i>Marketing</i>	13,239,601.76
<i>Norman Manley</i>	425,684.00
<i>Marcus Garvey</i>	360,000.00
<i>Festival of Foods</i>	2,040,266.65
<i>East Central St. James</i>	1,000,000.00
<i>Emancipation Jubilee</i>	6,000,000.00
<i>Parish Bills</i>	41,658,021.58
<i>Church Service</i>	628,448.75
<i>Visual Arts</i>	28,000.00
<i>Independence Village</i>	4,482,105.22
<i>Jamaica 50</i>	15,013,792.68
<i>Emancifest</i>	3,983,734.50
	225,247,385.44¹⁸²

Contract awarded to Jambiz International Limited by the JCDC

The OCG is in possession of a document entitled, “**Procurement Evaluation Meeting- Jamaica 50 Grand Gala...**¹⁸³” which stated the basis upon which Jambiz International

¹⁸² The table was extracted from the document entitled “**JAMAICA CULTURAL DEVELOPMENT COMMISSION...Jamaica 50 Payment Listing**”, which was provided by Mr. Delroy Gordon, JP, Executive Director, JCDC, by way of his response which was dated February 27, 2015, to the OCG.

¹⁸³ Extract from the “**Procurement Evaluation Meeting- Jamaica 50 Grand Gala ...**” which was held on May 24, 2012. In attendance were Mr. Carey Brown, Chairman, Mr. Martin Lewis, Director, Total Event & Media Solutions, Mr. Glendon Watson, Event Specialist, Major Desmond Brown, CEO, Independence Park, Mr. Kamar Coombs, Procurement Officer, Ms. Paulette Sutherland, Recording Secretary.



Limited was selected for the award of the contract to undertake the “*Jamaica 50 Independence Grand Gala*”. The document stated, *inter alia*, as follows:

“Tender under consideration:

Producer –Jamaica 50 Independence Grand Gala, RFP#2012-J50-GALA

From the evaluation matrix which carried a total score of one hundred (100), the following score was based on the criteria that were set out:

- *Adequacy of the proposed technical approach, methodology and work plan in responding to the Terms of Reference (40%)*
- *Key professional staff qualifications and competence for the assignment (60%)*
- *The proposal must achieve a minimum of 70 marks to be accepted*

Jambiz International Limited- 78.70 (average score)

The budget amount for this event is-\$95,142,474.00”¹⁸⁴

The JCDC provided the OCG with eight (8) documents, all of which were entitled “*Producer-Jamaica 50 Independence Grand Gala RFP # 2012-J50-GALA...EVALUATION MATRIX*”. The documents were used to evaluate the proposals that were submitted in response to the Request for Proposal (RFP). The documents depicted nine (9) categories, with varying ‘point’ allocations totaling one hundred (100) points. Based on the evaluation criteria, each proposal must receive a minimum score of

¹⁸⁴ Ibid



70 marks to be accepted. The OCG highlights that the documents did not state the entity to which the evaluation sheet referred.

Based on the evaluation exercise undertaken, Jambiz International Limited was selected to execute the “*Jamaica 50 Independence Grand Gala*”. By way of letter dated May 29, 2012, Mr. Delroy Gordon, wrote to Mr. Raymond McIntyre, Chairman of the NCC, advising as follows:

*“The Jamaica Cultural Development Commission (JCDC) would like to engage the services of Jambiz International Limited in providing artistic and creative services in producing the Jamaica 50 Independence Grand Gala in the National Stadium on August 6. The estimated cost of staging this event is **Ninety Million Jamaican Dollars (\$90M)** of which the contract to be awarded to this firm is **Seventy Million Dollars (J\$70M)**.”*¹⁸⁵

In response to the foregoing, Mr. Raymond McIntyre, by way of a letter dated June 5, 2012, stated, *inter alia*, as follows:

“...The National Contracts Commission (NCC) considered the matter at its meeting held on 2012 May 30 and offered no objection to the request from the JCDC to utilize the Direct Contracting Procurement

¹⁸⁵ Letter dated May 29, 2012, from Mr. Delroy Gordon, JP, former Executive Director, JCDC JP, Executive Director, JCDC, to Mr. Raymond McIntyre, Chairman of the NCC, and copied to Mr. Robert Martin, then PS, MOYC.



Methodology to engage the services of Jambiz International Limited to provide artistic and creative services in producing Jamaica 50 Independence Grand Gala at the National Stadium on 2012 August 6 in the estimated amount of Seventy Million Dollars (\$70,000,000.00).

The Commission noted that the estimated cost for staging the event is Ninety Million Dollars (\$90,000,000.00).¹⁸⁶ (OCG Emphasis)

By way of a letter dated June 6, 2012, Mrs. Hope Blake, on behalf of the Financial Secretary, the Ministry of Finance and Planning, advised Mr. Robert Martin, *inter alia*, as follows:

“The Ministry of Finance and Planning offers no objection to the approval of contract for Jambiz International Ltd. to provide artistic and creative services in producing Grand Gala 2012...”¹⁸⁷

The OCG was also provided with a Memorandum dated June 19, 2012, and captioned ***“Approval of Contract for Jambiz International Limited to Provide Artistic and Creative Services in Producing Grand Gala 2012 in the National Stadium”***. The

¹⁸⁶Letter dated June 5, 2012, from Mr. Raymond McIntyre, NCC, to Mr. Robert Martin, MOYC and copied to Mr. Delroy Gordon, Executive Director (Acting), JCDC, which was attached to the response of Mr. Delroy Gordon, dated February 27, 2015 to the OCG.

¹⁸⁷ Letter dated June 6, 2012, from Mrs. Hope Blake, on behalf of the Financial Secretary, MoF, which was addressed to Mr. Robert Martin, and captioned, ***“Draft Cabinet Submission- “Approval of Contract for Jambiz International Ltd to provide artistic and creative services in producing Grand Gala 2012”***.



Memorandum, which was directed to Mr. Sydney Bartley from Mr. Robert Martin, and copied to Mr. Delroy Gordon, indicated, *inter alia*, as follows:

“This is to advise that Cabinet Decision No. 21/12 dated June 11, 2012 in respect of the above abovementioned subject, Cabinet gave approval for the award of the contract in the amount of \$70 million to Jambiz International Limited for the provision of artistic and creative services in producing Grand Gala 2012 at the National Stadium as part of the celebrations of Jamaica’s 50th Anniversary of Independence.”¹⁸⁸

By way of a Letter of Acceptance, dated May 28, 2012, captioned “**Proposal for Jamaica 50 Independence Grand Gala**”, under the signature of Mr. Delroy Gordon which was sent to Mr. Lenford Salmon, Administrative Director, Jambiz International Limited, and copied to Miss Grace Silvera, JCDC, the following, *inter alia*, was stated:

“This is to notify you that your Bid dated May 22, 2011 to produce the Jamaica 50 Independence Grand Gala in response to Request for Proposal (RFQ) Reference number 2012-J50-Gala, is hereby accepted by our Agency.”¹⁸⁹

The OCG was also provided with a copy of a document entitled “**CONTRACT FOR CONSULTANTS’ SERVICES**”, dated July 10, 2012, in the amount of Seventy Million

¹⁸⁸ “Ministry of Youth and Culture MEMO” dated June 19, 2012, to Mr. Sydney Bartley, and copied to Mr. Delroy Gordon, from Mr. Robert Martin.

¹⁸⁹ Letter of Acceptance, dated May 28, 2012, from Mr. Delroy Gordon to Mr. Lenford Salmon.



Dollars (\$70,000,000.00) between JCDC and Jambiz International. The Contract Agreement was executed by Mr. Delroy Gordon of the JCDC and Mr. Lenford Salmon of Jambiz International, and witnessed accordingly. The Contract Agreement stated, *inter alia*, as follows:

“Jambiz International will produce the show for the Executive Producers the Jamaica Cultural Development Commission (JCDC). Jambiz International will be responsible for all creative and technical aspects of the event.

Jambiz International will provide all creative and technical services required to successfully produce the Grand Gala show at the standard and in the manner required by the JCDC...” ¹⁹⁰

The following table represents the information and documentation that was provided by Mr. Delroy Gordon:

¹⁹⁰“**Appendix A- DESCRIPTION OF SERVICES**” of the Contract Agreement dated July 10, 2012, between the JCDC and Jambiz International.



Table 42

Payment Details for the contract that was awarded to Jambiz International to undertake the Grand Gala Celebrations.			
Invoices prepared by Jambiz International	JCDC Payment Vouchers	JCDC Payment Authorization Letter	OCG's Observation of payments
Invoice # JA50 Gala #1 dated July 10, 2012, in the amount of \$35,000,000.00 and billed to the JCDC.	Payment Voucher prepared by the JCDC in the amount of \$35,000,000.00 and dated July 11, 2012, reflecting payment to Jambiz International.	Letter dated July 11, 2012, from Mr. Delroy Gordon, Executive Director (Actg.) and Mr. Noel Campbell, Deputy Executive Director (Actg.), to the Manager of Bank of Nova Scotia (BNS) requesting the transfer of \$35,000,000.00 to Jambiz International's Project Account.	"Debit Memo" dated "July 12", in the amount of \$35,000,000.00 to "Jambiz Project Account".
Invoice # JA50 Gala#2 dated July 20, 2012, in the amount of \$14,000,000.00 and billed to the JCDC.	Payment Voucher prepared by the JCDC in the amount of \$14,000,000.00 and dated July 20, 2012, reflecting payment to Jambiz International.	Letter dated July 20, 2012, from Mr. Delroy Gordon, Executive Director (Actg.) and Mr. Noel Campbell, Deputy Executive Director (Actg.) to the Manager of BNS requesting the transfer of \$14,000,000.00 to Jambiz International's Project Account.	"Debit Memo" dated "July 24", in the amount of \$14,000,000.00 to "Jambiz Project Account".
Invoice # JA50 Gala #3 dated July 27, 2012, in the amount of \$14,000,000.00 and billed to the JCDC.	Payment Voucher prepared by the JCDC in the amount of \$14,000,000.00 and dated July 26, 2012 reflecting payment to Jambiz International.	Letter dated July 27, 2012, from Mr. Delroy Gordon, Executive Director (Actg.) and Mr. Noel Campbell, Deputy Executive Director (Actg.), to the Manager of the BNS requesting the transfer of \$14,000,000.00 to Jambiz International's Project Account.	"Debit Memo" dated "July 27" in the amount of \$14,000,000.00 to "Jambiz Project Account".
Invoice # JA50 Gala #4 dated August 07, 2012, in the amount of \$7,000,000.00 and billed to the JCDC.	Payment Voucher prepared by the JCDC in the amount of \$7,000,000.00 and dated August 10, 2012 reflecting payment to Jambiz Limited.	Letter dated August 10, 2012, from Mr. Delroy Gordon, Executive Director (Actg.) and Mr. Noel Campbell, Deputy Executive Director (Actg.), to the Manager of the BNS requesting the transfer of \$7,000,000.00 to Jambiz International's Project Account.	"Debit Memo" dated "August 10" in the amount of \$7,000,000.00 to "Jambiz Project Account".
\$70,000,000.00	\$70,000,000.00	\$70,000,000.00	\$70,000,000.00



Based on the table represented above, the total value of the invoices prepared was in the amount of Seventy Million Dollars (\$70,000,000.00), and the total value of the payment vouchers prepared was in the amount of Seventy Million Dollars (\$70,000,000.00).

Mr. Delroy Gordon, by way of his response dated February 27, 2015, provided the OCG with a table comprising of a “...comprehensive list of all major contracts that were awarded by the JCDC in relation to the ‘Jamaica 50 Celebrations’.”¹⁹¹ Supporting documentation was also provided to the OCG.

TABLE 43

Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
1	Juice Productions- Delroy Thompson	1. CHQ#-037540 ¹⁹² - July 26, 2012- \$650,000.00 2. CHQ#-037807 August 3, 2012- \$650,000.00 Total \$1,300,000.00	1. PV#-836 ¹⁹³ July 26, 2012- \$650,000.00 2. PV#-959- August 3, 2012- \$650,000.00 Total \$1,300,000.00	\$ 1,300,000.00	Ten (10) performers for “Ska Mania” at the Jubilee Village in the amount of \$1,300,000.00 ¹⁹⁴

¹⁹¹ Response of Mr. Delroy Gordon dated February 27, 2015, to the OCG. Response #2

The OCG was not provided with Contact Agreements with respect the contracts that were awarded by the JCDC with the exception of Jambiz International Limited.

¹⁹² ‘CN#’ is abbreviated for Cheque Number.

¹⁹³ ‘VN#’ is abbreviated for Voucher Number.

¹⁹⁴ “**Jamaica Cultural Development Commission Internal Memorandum Events Unit**” of July 26, 2012, to Mr. Delroy Gordon, former Executive Director, from Germaine Raymond, Events Unit.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
2	Premier Entertainment Services	1. CHQ#-041405- "11/7/2013" \$340,000.00	1. PV# -1302- "7/11/2013" \$340,000.00	\$540,000.00	Payment Voucher indicated " <i>Final payment for Sound Reinforcement for Ja. 50 Celebrations</i> " One (1) Invoice in the amount of \$540,000.00 for sound reinforcement for Independence Celebrations in Portmore.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
3	NARYSA Enterprise	CHQ#-041228 October 11, 2013 \$450,000.00	PV#-1165 October 11, 2013 \$450,000.00	\$900,000.00	<p>A Contract Agreement dated June 26, 2012, between NARYSA Enterprise and the JCDC, which was in the amount of \$900,000.00 for the procurement of sound, light and stage for JCDC, St. Catherine Independence Celebration.</p> <p>Invoice# 354 indicated that the JCDC paid a deposit of \$450,000.00 in respect of the foregoing Contract.</p>



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
4	CVM TV	1. CHQ#-038117 August 23, 2012 \$300,000.00 2. CHQ#-041247 October 16, 2013 \$100,000.00 3. CHQ#-041385 November 7, 2013 \$200,000.00 Total \$600,000.00	1. PV#-1290 November 7, 2012 \$200,000.00 2. PV#-1181 October 16, 2013 \$100,000.00 3. PV#-1186 August 23, 2012 \$300,000.00 Total \$600,000.00	\$600,000.00	Two (2) Invoices which amounted to \$600,000.00 for the 'Jamaica 50 Celebrations'



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
5	Xpress Litho Limited	1. CHQ#-038400- October 3, 2012 \$222,008.71 2. CHQ#-039030 January 10, 2013 \$382,733.36 3. CHQ#-040217 July 3, 2013- \$100,000.00 4. CHQ#-041415 July 11, 2013 \$500,000.00 Total \$1,204,742.07	1. PV#-1343- October 3, 2012 \$222,008.71. 2. PV#-1789 January 10,2013 \$382,733.36 3. PV#-523 July 3, 2013 \$100,000.00 4. PV#-1312 July 11, 2013 \$500,000.00 Total \$1,204,742.07	\$1,346,588.75	Three (3) Invoices which amounted to \$1,304,742.07 for the printing of magazines and brochures.
6	Guardsman Limited	1. CHQ#-037969 August 15, 2012 \$872, 200.00 2. CHQ#-041408 “11/7/2013” \$328,547.20 Total \$1,200,747.20	1. PV#-1067 August 15, 2012- \$872,200.00 2. PV#-1305 “7/11/2013” \$328,547.20 Total \$1,200,747.20	\$1,561,560.00	Four (4) Invoices which amounted to \$1,576,187.20 for the provision of security services.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
7	Hitz FM	CHQ#-041601 "12/11/2013" \$350,000.00	PV#-1461 "11/12/13" \$350,000.00	\$350,000.00	Three (3) Invoices which amounted to \$350,000.00 for advertisements for 'Jamaica 50 Celebrations'.
8	Fame 95 FM	CHQ#-041600 "12/11/2013" \$295,000.00	PV#-1460 "11/12/2013" \$295,000.00	\$295,000.00	Three (3) Invoices which amounted to \$295,000.00 for advertisements for Jamaica 50 Celebrations'.
9	Party Time Services Limited	CHQ#-037997 August 15, 2012 \$2,327,100.00	PV#-1086 August 15, 2012 \$2,327,100.00	\$2,327,100.00	One (1) Invoice which amounted to \$2,327,100.00 .
10	Advertising Specialities Limited	1. CHQ#-038029 August 17, 2012 \$952,329.10 2. CHQ#-037259 July 13, 2012 \$800,000.00 \$1,752,329.10	1. PV#-1114 August 17, 2012 \$952,329.10 2. PV#-680 July 13, 2012 \$800,000.00 \$1,752,329.10	\$1,752,329.10	Two (4) Invoices which amounted to \$1,893,960.00 for merchandise items for Jamaica 50.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
11	Headline Entertainment Co. Limited	1. CHQ#-037643 July 31, 2012 \$2,222,842.50 2. CHQ#-037797 "3/8/12" \$2,222,842.50 Total \$4,445,685.00	1. PV#-894 July 31, 2012 \$2,222,842.50 2. PV#-950 "3/8/12" \$2,222,842.50 Total \$4,445,685.00	\$4,445,685.00	One (1) Invoice which amounted to \$4,544,181.75 for performances.
12	Image Matters	CHQ#-037569 July 27, 2012 \$715,600.00	PV#852 July 27, 2012 \$715,600.00	\$715,600.00	One (1) Invoice which amounted to \$715,600.00
13	Television Jamaica Limited	1. CHQ#-041383 "11/7/2013" \$317,540.04 2. CHQ#-041592 "12/11/2013" \$432,459.96 Total \$750,000.00	1. PV#-1288 "7/11/13" \$317,540.04 2. PV#-1452 "11/12/13" \$432,459.96 Total \$750,000.00	\$749,999.99	Three (3) Invoices which amounted to \$750,000.00 for Advertisements.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
14	Creative Production and Training Centre (CPTC)	1. CHQ#-037934 August 14, 2012 \$1,530,000.00 2. CHQ#-041602 "12/11/2013" \$246,500.00. Total \$1,776,500.00	1. PV#-1039 August 14, 2012 \$1,530,000.00. 2. PV#-1462 "12/11/2013" \$246,500.00 Total \$1,776,500.00	\$1,776,000.00	Six (6) Invoices which amounted to \$1,776,500.00 for the provision of technical production and multi-media services for Best of Festival.
15	Touchline Industries	1. CHQ#-037568 July 27, 2012 \$683,496.75 2. CHQ#-037258 July 13, 2012 \$1,195,294.15 Total \$1,878,790.90	1. PV#-852 July 27, 2012 \$683,496.75 2. PV#-680 July 13, 2012 \$1,195,294.15 Total \$1,878,790.90	Total \$2,678,790.90	Five (5) Invoices which amounted to \$1,878,790.90 for the production of Merchandise & Souvenir.
16	Laribo Marketing & Consultants Limited	CHQ#-038047 August 17, 2012 \$576,821.00	PV#-1121 August 17, 2012 \$576,821.00	\$576,821.00	One (1) Invoice totaling \$576,821.00 for operation and Video Board Services.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
17	JCDC St. Mary & Manchester	1. CHQ#-036910 June 22, 2012 \$802,744.13 2. CHQ#-036911 June 22, 2012 \$469,570.00 Total \$1,272,314.13	PV#- 467 June 22, 2012 \$1,272,314.13	\$1,272,314.13	Two (2) Invoices which amounted to \$1,272,314.13 for Regional Festival Foods.
18	GT Sound Limited	1. CHQ#-037319 July 19, 2012 \$245,000.00 2. CHQ#-036842 June 21, 2012- \$1,085,000.00 3. CHQ#-037093 July 5, 2012 \$540,000.00 4. CHQ#-036912 June 22, 2012 \$540,000.00 5. CHQ#-037543 July 26, 2012 \$800,000.00 Total \$3,210,000.00	1. PV#-722 July 18, 2012 \$245,000.00 2. PV#-428 June 21, 2012 \$1,085,000.00 3. PV#-593 July 5, 2012 \$540,000.00 4. PV#-468 June 22, 2012 \$540,000.00 5. PV#-839 July 26, 2012 \$800,000.00 Total \$3,210,000.00	\$3,210,000.00	Five (5) Invoices which amounted to \$3,210,000.00 for monitors, music et al.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
19	Backstage Rental	1. CHQ#-037633 July 31, 2012 \$650,000.00 2. CHQ#-037952 Aug. 15, 2012 \$250,000.00 3. CHQ#-038081 August 22, 2012 \$500,000.00 4. CHQ#-041412- "11/7/2013" \$100,000.00 Total \$1,500,000.00	1. PV#-884 July 31, 2012 \$650,000.00 2. PV#-1055 Aug. 15, 2012 \$250,000.00 3. PV#-1154 Aug 22,2012 \$500,000.00 4. PV#-1309 Nov. 07, 2013 \$100,000.00 Total \$1,500,000.00	\$2,050,000.00	Three (3) Invoices which amounted to \$2,050,000.00 for Décor, Set Design and Construction services.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
20	I Print Digital Limited	1. CHQ#-041413 "11/7/2013" \$500,000.00 2. CHQ#-042106 Mar. 24, 2014 \$200,000.00 3. CHQ#-041603 Dec. 11, 2013 \$524,576.11 Total \$1,224,576.11	1. PV#-1310 "7/11/2013" \$500,000.00 2. PV#-1799 March 24, 2014 \$200,000.00 3. PV#-1463 "11/12/13" \$524,576.11 Total \$1,224,576.11	\$2,226,841.88	One (1) Invoice in which amounted to \$2,226,841.88 for 'Backdrop'.
21	LP Azar Limited	1. CHQ#-041411 November 7, 2013 \$392,000.00	PV#-1308 November 7, 2013 \$392,000.00	\$2,142,000.00	One (1) Invoice which amounted to \$2,142,000.00 for fabric.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
22	Ewan Simpson	1. CHQ#-037402 July 20, 2012 \$100,000.00 2. CHQ#-037403 July 20, 2012 \$100,000.00 3. CHQ#-036677 June 14, 2012 \$200,000.00 4. CHQ#-037051 July 4, 2012 \$425,000.00. Total \$825,000.00	1. PV#-778 July 20, 2012 \$200,000.00 2. PV#-368 June 14, 2012 \$200,000.00 3. PV#-561 July 4, 2012- \$425,000.00 Total \$825,000.00	\$1,050,000.00	Two (2) Invoices which amounted to \$1,700,000.00 for Band services for the Festival Queen competition.
23	Security and Safety: Robert Finzi- Smith, Juliet Bodley & Tara Prince	1. CHQ#-038044 August 17, 2012- \$250,000.00 2. CHQ#-038046 August 17, 2012 \$150,000.00 3. CHQ#-038045 Aug.17, 2012 \$150,000.00. Total \$550,000.00	PV#-1120 August 17, 2012 \$550,000.00	\$550,000.00	Three (3) Invoices which amounted to \$550,000.00 for the provision of security services.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
24	The Pantry Limited	1. CHQ#-038055 August 17, 2012 \$796,400.00 2. CHQ#-037071 "4/7/2012" \$284,200.00 Total \$1,080,600.00	1. PV#-1129 August 17, 2012 \$796,400.00 2. PV#-573 "4/7/12" \$284,200.00 3. PV#-1019 August 10, 2012 \$378,000.00 Total \$1,458,600.00	\$1,842,800.00	Six (6) Invoices which amounted to \$879,200.00.
25	Griot Music Limited	CHQ#-038074 August 22, 2012 \$265,000.00	PV#-1147 August 22, 2012 \$265,000.00	\$530,000.00	One (1) Invoice which amounted to \$530,000.00 for musical entertainment for Golden Jubilee.
26	Hot Off The Press Limited	CHQ#-038084 August 22, 2012 \$268,240.00	PV#-1157 August 22, 2012 \$268,240.00	\$268,240.00	Three (3) Invoices which amounted to \$268,240.00 for printing service.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
27	Paul Henton	1. CHQ#-036679 June 14, 2012- \$256,040.00 2. CHQ#-036620 "7/6/12" \$100,000.00 Total \$356,040.00	1. PV#-370 June 14, 2012 \$256,040.00 2. PV#-325 "7/6/12" \$100,000.00 Total \$356,040.00	\$806,040.00	Document entitled "FESTIVAL SONG CREATIVE PRODUCER'S AGREEMENT" which was in the amount of \$806,040.00.
28	Irie FM	CHQ#-038115 August 23, 2012 \$435,000.00	PV#-1184 August 23, 2012 \$435,000.00	\$435,000.00	One (1) Invoice which amounted to \$435,000.00.
29	Linval Gibbons	CHQ#-038130 August 23, 2012 \$150,000.00	PV#-1192 August 23, 2012 \$150,000.00	\$400,000.00	Contract Agreement in the amount of \$400,000.00.
30	JCDC Parish Offices St. Catherine Kingston and St. Andrew	1. CHQ#-037105 July 11, 2012 \$1,000,000.00 2. CHQ#-037107 July 11, 2012 \$1,000,000.00	1. PV#-603 July 11, 2012 \$11,000,000.00 ¹⁹⁵ 2. PV#788 July 24, 2012 \$8,000,000.00 ¹⁹⁶		JCDC Internal Memorandum, dated July 11, 2012, advised that each parish was granted an allocation of \$1.5M to assist in implementing their parish 'Jamaica 50

¹⁹⁵ Payment Voucher #603 authorized payments amounting to Eleven Million dollars (\$11,000,000.00) to eleven (11) JCDC parish offices.

¹⁹⁶ Payment Voucher # 788 authorized payments amounting to Eight Million dollars (\$8,000,000.00) to thirteen (13) JCDC parish offices.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
	St. Elizabeth-	3. CHQ#-037110 July 11, 2012 \$1,000,000.00			activities, with the exception of St. James, which was granted an approval of \$8M. The Memorandum sought approval of recommendations that each parish be paid an advance grant allocation of \$1M and \$4 to St. James for the commencement of preparation for hosting events in each parish. ¹⁹⁹
	Westmoreland	4. CHQ#-037111 July 11, 2012 \$1,000,000.00			
	Hanover	5. CHQ#-037112 July 11, 2012 \$1,000,000.00			
	Trelawny	6. CHQ#-037113 July 11, 2012 \$1,000,000.00			
	St. Ann	7. CHQ#-037114 July 11, 2012 \$1,000,000.00			
	St. Mary	8. CHQ#-037115 July 11, 2012 \$1,000,000.00			
	Portland	9. CHQ#-037116			
			\$21,071,432.11¹⁹⁷		

¹⁹⁷ The amount of \$21,071,432.11 represents the total amount represented on the Payment Vouchers.

¹⁹⁹ “**JCDC FIELD SERVICES DEPARTMENT INTERNAL MEMORANDUM**” dated July 11, 2012, to Mr. Noel Campbell, Deputy Executive Director (Acting), from Mrs. Marjorie Leyden- Vernon, JP, Field Services Director and copied to Mr. Delroy Gordon, JP, Executive Director (Acting) and Mrs. Tracey Ann Thomas, Finance Director (Acting).



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
	Total	July 11, 2012 \$1,000,000.00 \$9,000,000.00		\$21,071,432.11	
	Kingston and St. Andrew	1. CHQ#-037117 July 11, 2012 \$320,372.13	PV#-604 July 11, 2012 \$2,071,432.11 ¹⁹⁸		
	St. Catherine	2. CHQ#-037118 St. July 11, 2012 \$136,751.70			
	Clarendon	3. CHQ#-037119 July 11, 2012 \$69,002.00			
	Manchester	4. CHQ#-037120 July 11, 2012 \$274,055.91			
	St. Elizabeth	5. CHQ#-037121 July 11, 2012 \$105,271.00			
	Westmoreland	6. CHQ#-037122 July 11, 2012 \$146,045.33			
	St. James	7. CHQ#-037123			

¹⁹⁸ Payment Voucher # 604 authorized payments amounting to Two Million, Seventy One Thousand, Four Hundred and Thirty Two dollars and Eleven cents (\$2,071,432.11) to twelve (12) JCDC parish offices.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
	<p data-bbox="289 625 383 653">Hanover</p> <p data-bbox="289 810 391 837">Trelawny</p> <p data-bbox="289 995 380 1022">Portland</p> <p data-bbox="289 1180 370 1207">St. Ann</p> <p data-bbox="289 1365 383 1392">St. Mary</p>	<p data-bbox="529 495 727 562">8. July 11, 2012 \$198,034.04</p> <p data-bbox="529 632 735 743">9. CHQ#-037124 July 11, 2012 \$139,915.00</p> <p data-bbox="529 816 735 928">10. CHQ#-037125 July 11, 2012 \$307,549.00</p> <p data-bbox="529 1001 735 1113">11. CHQ#-037126 July 11, 2012 \$225,440.00</p> <p data-bbox="529 1186 735 1297">12. CHQ#-037127 July 11, 2012 \$76,386.00</p> <p data-bbox="529 1371 735 1482">13. CHQ#-037128 July 11, 2012 \$72,610.00</p> <p data-bbox="574 1535 727 1562">\$2,071,432.11</p>			<p data-bbox="1268 1129 1479 1520">1. Request for the approval for the balance of \$500,000.00 to be paid to the respective parish offices and \$2M to St. James.²⁰⁰</p>

²⁰⁰ “**JCDC FIELD SERVICES DEPARTMENT INTERNAL MEMORANDUM**” dated July 24, 2012, to Noel Campbell, Deputy Executive Director (Acting), from Mrs. Marjorie Leyden- Vernon, JP, Field Services Director and copied to Mr. Delroy Gordon, Executive Director (Acting) and Mrs. Tracey Ann Thomas, Finance Director (Acting).



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
	Westmoreland	1. CHQ#-037431 July 24, 2012 \$500,000.00			
	Hanover	2. CHQ#-037432 July 24, 2012 \$500,000.00			
	St. Thomas	3. CHQ#-037426 July 24, 2012 \$500,000.00			
	Manchester	4. CHQ#-037429 July 24, 2012 \$500,000.00			
	St. Elizabeth	5. CHQ#-037430 July 24, 2012 \$500,000.00			
	St. James	6. CHQ#037420 July 24, 2012 \$2,000,000.00			
	Trelawny	7. CHQ#037421 July 24, 2012 \$500,000.00			
	St. Ann	8. CHQ#-037422 July 24, 2012 \$500,000.00			



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
	St. Mary	9.CHQ#-037423 July 24, 2012 \$500,000.00			
	Portland	10.CHQ#-037424 July 24, 2012 \$500,000.00			
	Total	\$6,500,000.00 \$17,571,432.11			
31	Stephen Jones Landscaping & Garden Center	None provided to the OCG	None provided to the OCG	\$83,000.00	None provided to the OCG
32	Sun -Bloc Awnings & Tents Limited	CHQ#-037601 July 27, 2012 \$325,000.00	PV#-862 July 27, 2012 \$325,000.00	\$325,000.00	One (1) Invoice which amounted \$325,000.00 to transport, rent and install tents for the Best of Festival Event.
33	Mother's Enterprise Limited	CHQ#-037892 August 10, 2012 \$1,425,000.00	PV#-1019 August 10, 2012 \$2,143,500.00	\$1,425,000.00	Two (2) Invoices which amounted to \$1,425,000.00 for the provision of meals relating to 'Jamaica 50 Celebrations'



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
34	Karleen Smith and Company Limited	CHQ#-037894 ²⁰¹ \$340,500.00 ²⁰²	PV# 1019 August 10, 2012 \$340,500.00	\$340,500.00	One (1) Invoice in the amount of \$340,500.00 for the provision of meals relating to 'Jamaica 50 Celebrations'
35	Fireworks and Explosive Effects Limited	CHQ#-037912 August 10, 2012 \$1,311,000.00	PV#-1023 August 10, 2012 \$1,311,000.00	\$1,311,000.00	One (1) Invoice which reflects a subtotal of US\$30,000.00 ²⁰³ for Fireworks Display at Grand Gala.
36	Clearsound Production Services	CHQ#-037930 August 14, 2012 \$190,000.00	PV#-1035 August 14, 2012 \$190,000.00	\$190,000.00	One (1) Invoice which amounted to \$190,000.00 for the rental of a 'PA System'.

²⁰¹ The Cheque Number was represented on the Payment Voucher bearing the number 1019.

²⁰² The value of the cheque was represented on Payment Voucher bearing the number 1019.

²⁰³ The invoice reflected an advance payment of US \$15,000.00, and a further payment of US \$15,000.00 which was approved at a rate of J\$87.40 to US\$1. The Jamaican equivalent of the payment amounted to \$1,311,000.00.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
37	Jamaica Information Service (JIS)	1. CHQ#-037933 August 14, 2012 \$500,000.00 2. CHQ#-037550 July 26, 2012 \$450,000.00 Total \$950,000.00	1. PV#-1038 August 14, 2012 \$500,000.00 2. PV#-843 July 26, 2012 \$450,000.00 Total \$950,000.00	\$950,000.00	Three (3) Invoices which amounted to \$950,000.00 for the supply of paper flags.
38	Digital Video Concept	CHQ#-038110 August 23, 2012 \$330,000.00	PV#-1179 August 23, 2012 \$330,000.00	\$330,000.00	Three (3) Invoices which amounted to \$540,000.00 for the provision of photography services for Best of Festival concert series.
39	Frederick Grant	1. CHQ#-037935 August 14, 2012 \$504,980.00 2. CHQ#-037286 July 17, 2012 \$216,000.00 Total \$720,980.00	1. PV#-1040 August 14, 2012 \$504,980.00 2. PV#-705 July 16, 2012 \$216,000.00 Total \$720,980.00	\$924,480.00	Eight (8) Invoices which amounted to \$720,980.00 for meals/refreshments served at events relating to the 'Jamaica 50 Celebrations'



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
40	Patricia Levy Lubert Levy George Nooks	1. CHQ#-037583 July 27, 2012 \$80,000.00 2. CHQ#-037570 July 27, 2012 \$100,000.00 3. CHQ#-037575 July 27, 2012 \$300,000.00 Total \$480,000.00	1. PV#-853 July 27, 2012 \$1,480,000.00	\$1,480,000.00	Seven (7) Performance Agreements which indicated a total of \$1,480,000.00 performances for 'Emancifest'.
41	W.B. Trophies Limited	CHQ#-037541 July 26, 2012 \$208,678.00	PV#-837 July 26, 2012 \$208,678.00	\$208,678.00	One (1) Invoice which amounted to \$208,678.00 for Trophies for the deaf dance and dance competitions 2012.



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
43	Andrea Lindo	1. CHQ#-03726 July 13, 2012 \$150,000.00 2. CHQ#-037585 July 27, 2012 \$235,000.00 Total \$385,000.00	1. PV#-682 July 13, 2012 \$150,000.00 2. PV#-855 July 27, 2012 \$235,000.00 Total \$385,000.00	\$235,000.00	Three (3) Invoices which amounted to \$425,000.00 for aprons caps and gowns relating to the 'Jamaica 50 Celebrations'.
44	Kingston Hireage & Wholesale Liquor Limited	CHQ#-038742 November 23, 2012 \$200,000.00	PV#-1590 November 23, 2012 \$200,000.00	\$476,000.00	One (1) receipt in the amount of \$476,600.00 for the provision of Chairs for Jubilee Village.
45	Coleen Douglas	CHQ#-038190 August 30, 2012 \$120,000.00	PV#-1235 Aug. 30, 2012 \$120,000.00	\$120,000.00	Service Agreement for Public Relations services for 'Jamaica 50 Celebrations' activities in the amount of \$120,000.00 per month.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
46	Jamaica Urban Transit Co. Limited	CHQ#-038177 August 27, 2012 \$120,000.00	PV#-1225 August 27, 2012 \$120,000.00	\$120,000.00	One (1) Invoice which amounted to \$120,000.00 to provide transportation services for the Grand Gala event.
47	Suretime Emergency Medical Service	CHQ#-037527 July 26, 2012 \$438,000.00	PV#-832 "26/5/12" \$438,000.00	\$214,000.00	Three (3) Invoices which amounted to \$438,000.00 to provide Ambulance services for the Best of Festival Concert series.
48	Bell Communications Limited	CHQ#-037386 July 20, 2012 \$255,000.00	PV#-764 July 20, 2012 \$255,000.00	\$255,000.00	One (1) Invoice which amounted to \$297,075.00 for the rental of portable radios and headsets for the Best of Festival Concert series.
49	Love 101 FM	CHQ#-037404 July 20,2012 \$600,000.00	PV#-779 July 20,2012 \$600,000.00	\$600,000.00	Two (2) Invoices which amounted to \$600,000.00 for "JCDC Road shows" and "JCDC Children's gospel".



Rec. No.	Contractors/Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
50	Rhon Matthison	CHQ#-037669 August 2, 2012 \$500,000.00	PV#-900 August 2, 2012 \$1,015,000.00	\$500,000.00	Pursuant to the document entitled “ ARTIST PERFORMANCE AGREEMENT ”, the amount of \$500,000.00 was paid for performance at Jamaica Praise, Independence Park.
51	JCDC St. Catherine	CHQ#-037674 August 2, 2012 \$2,000,000.00	PV#-902 August 2, 2012 \$2,000,000.00	\$2,000,000.00	Approval of additional grant allocation of \$4,000,000.00 for Portmore, St. Catherine. ²⁰⁴
52	Grace Kennedy Limited	CHQ#-037263 July 13, 2012 \$278,800.00	PV#-684 July 13, 2012 \$278,800.00	\$278,000.00	One (1) Invoice which amounted to \$278,800.00 for refreshment for Best of Festival.

²⁰⁴ “**JCDC FIELD SERVICES DEPARTMENT INTERNAL MEMORANDUM**” dated July 31, 2012, to Noel Campbell, Deputy Executive Director (Acting), from Mrs. Marjorie Leyden- Vernon, JP, Field Services Director and copied to Mr. Delroy Gordon, Executive Director (Acting) and Mrs. Tracey Ann Thomas, Finance Director (Acting). The Memorandum indicated that the referenced amount was “*An additional Grant Allocation for Jamaica 50 Parish Activities*”.



Rec. No.	Contractors/ Suppliers	Cheque Payments	JCDC Payment Vouchers	Total Payments made as represented by the JCDC	OCG Observation
53	Jason Oliphant	CHQ#-037799 August 3, 2012 \$200,000.00	PV#-952 August 3, 2012 \$200,000.00	\$200,000.00	One (1) Invoice which amounted to \$200,000.00 for the provision transportation services for the Festival Queen Competition.
54	Heart Trust NTA	CHQ#-037798 August 3, 2012 \$191,250.00	PV#-951 August 3, 2012 \$191,250.00	\$382,500.00	One (1) Invoice which amounted to \$382,500.00 for "VIP Cocktail"- Grand Gala.
	TOTAL	\$66,632,725.62		\$78,718,300.86	



The following table was constructed by the OCG and indicates a reconciliation of the Cheque payments and disbursements made by the MOYC and/or the Jamaica 50 Secretariat in respect of the ‘Jamaica 50 Celebrations’.

Table 44

Rec. No	Total Cheque payments made to Contractors where Contract Agreements were evidenced.		Total Cheque payments made to Contractors where <u>no</u> Contract Agreements were evidenced.		
1	Water Works Limited	\$36,761,355.60	1	XYZ Construction Limited	\$8,107,679.90
2	Pauline Nelson	\$600,000.00	2	Touch Caribbean Limited	\$2,778,000.00
3	Creative Production Training Center (CPTC)	\$7,949,300.74	3	Telegens Incorporated	\$1,422,320.00
4	The Hynes Group	\$7,949,043.64	4	Production Business Solutions limited	\$1,384,840.00
5	Phase Three Production Limited	\$19,797,750.00	5	Juice Productions	\$1,879,500.00
6	Main Events Group Limited	\$11,724,921.20	6	Jamaica Tourist Board	\$22,080,000.00
7	Image One Limited	\$56,514,885.67	7	Panache Entertainment Jamaica	\$9,561,751.23
8	Visual Vibe Limited	\$6,300,000.00	8	IPrint Digital Limited	\$6,159,210.63
9	Security Services	\$12,085,303.92	9	DOJ Marketing	\$798,375.00
10	Caribbean Fencing	\$5,652,290.12	10	Fencing Associates Limited	\$204,000.00
11	Event2Event	\$45,846,861.76	11	Jamaica Information Services(JIS)	\$2,766,555.00
12	S.W Neil Plumbing	\$3,448,010.16	12	National Outdoor Advertising Limited	\$1,281,340.03
13	Charles Campbell	\$2,200,000.00	13	Duane Marzouca Co. Limited	\$29,009,500.00
14	Higher Intelligence Agency	\$4,528,431.48			
15	Logistics Management Services	\$6,500,000.00			
16	Manpower and Maintenance Services Limited	\$8,568,709.41			
17	Time Code Production Limited	\$9,198,000.00			
18	RJR/TV J	\$15,660,000.00			
19	JCDC Disbursement ²⁰⁵				
	Total	\$261,284,863.70			\$87,433,071.79
		\$261,284,863.70+\$87,433,071.79=\$348,717, 935.49			

²⁰⁵ The monies expended by the JCDC are represented further in this report.



The London based Celebrations

As it relates to the international component of the ‘Jamaica 50 Celebrations’, the OCG, was specifically concerned with the procurement related expenditure of the London based Celebrations. The basis for the OCG’s focus relates specifically to the allegations which suggested the mismanagement of funds.

The OCG, in an attempt to determine the veracity of the foregoing allegation, contacted Mr. Robert Martin, the then Permanent Secretary, MOYSC, who advised the OCG as follows:

“In response to your request for the information regarding the alleged One Million British Pounds (£1,000,000.00) which was reportedly expended on the London-based Independence Celebrations, this Ministry directs your attention to the Permanent Secretary in the Ministry of Tourism and Entertainment.

It is our understanding that the contract for the London-based activities was signed by Jamaica Tourist Board (JTB) representatives...”²⁰⁶

In an effort to determine the manner in which the London based Celebrations were conceptualized and executed, the OCG sought to ascertain the public officer(s) and officials(s) who were instrumental. Dr. the Hon Kenneth Wykham McNeill, the then Minister, MOTE, in his response of September 8, 2014, to the OCG, stated as follows:

²⁰⁶ Letter dated September 3, 2012 from Mr. Robert Martin to the OCG.



“The following public officers were involved in the planning and execution of the London-based celebrations:

- 1. John Lynch – Director Tourism, Jamaica Tourist Board*
- 2. Jason Hall – Deputy Director Tourism, Cruise, Events and Attractions, Jamaica Tourist Board*
- 3. Elizabeth Fox – Regional Director, United Kingdom, Jamaica Tourist Board.*

In addition:

- 4. Jennifer Griffith, Permanent Secretary, Ministry of Tourism and Entertainment participated in the Jamaica 50 planning meetings and interacted with the Jamaica Tourist Board and Tourism Enhancement Fund regarding financing.*
- 5. Clyde Harrison, Executive Director, Tourism Enhancement Fund facilitated funding request through the Tourism Enhancement Board.”²⁰⁷*

Further, the former Minister indicated the extent of his role and involvement in the London based Celebrations which was as follows:

“As Minister my involvement in the “Jamaica 50” celebrations in London was

²⁰⁷ Response dated September 8, 2014 from Dr. Kenneth Wykeham McNeill to the OCG. Response #3



primarily in my official capacity as Minister of Tourism and Entertainment. My involvement extended to supporting the Ministry of Industry, Investment and Commerce in their Submissions to Cabinet to host the Jamaica House at the London Games. I also worked along with the Jamaica 50 Planning Committee and the Jamaica Tourist Board who had responsibility to plan and execute the tourism aspect of the 'Jamaica 50' celebrations.

I would have been briefed by the Jamaica Tourist Board from time to time on the progress of the Project.

Cabinet by way of its Decision No 28/12 dated 30th July 2012 gave its approval for me to participate in the Jamaica House Celebrations in London...²⁰⁸

Dr. Kenneth Wykham McNeill further stated that:

“The Government Agencies which played an integral role in the London-based component of the Jamaica 50 Celebrations are as follows:

1. Jamaica Promotions

²⁰⁸ Response dated September 8, 2014 from Dr. Kenneth Wykham McNeill to the OCG. Response #1



2. *Jamaica Tourist Board*
3. *Ministry of Youth and Culture/The Jamaica 50 Secretariat*

Jamaica Promotions: *I am advised by the Jamaica Tourist Board that no funds were received from Jamaica Promotions.*

Jamaica 50 Secretariat: *I am advised by the Jamaica Tourist Board that the Jamaica 50 Secretariat/Ministry of Youth and Culture contributed £250,000.00.*

These funds were earmarked to design & build-out of venue, marketing and public relations.” ²⁰⁹

²⁰⁹ Response dated September 8, 2014 from Dr. Kenneth Wykham McNeill to the OCG. Response #9



Budget and Expenditure

The OCG, during the course of its investigation, sought to ascertain the overall expenditure associated with hosting the London based component of the ‘Jamaica 50 Celebrations’. Mrs. Jennifer Griffith, Permanent Secretary, MOTE, by way of a letter dated September 10, 2012, to the OCG, stated, *inter alia*, as follows:

*“...Please note that the budget for the United Kingdom Celebrations in particular **the One Million Pound (£1,000,000.00) was approved in Cabinet Decision No.11/12 dated March 28, 2012. The related Cabinet Submission was submitted by the Ministry of Investment, Industry and Commerce**”²¹⁰ (OCG Emphasis)*

The OCG was provided with two (2) spreadsheets, entitled “**JAMAICA TOURIST BOARD JAMAICA 50th EXPENDITURE 2012**”, by Mrs. Jennifer Griffith. The referenced spreadsheets outlined the initial agreed value of the contracts that were awarded for the London component of the Celebrations and the actual expenditure. The following information was represented:

TABLE 45

	Initial Agreed Value of Contract £	Actual Expenditure £
Jamaica 50 Expenditure (London)	£989,359.39	£864,354.39
Foreign Travel Airfare/ Per Diem/ Accommodation/ Transportation	£46,406.37	£46,406.37
Total	£ 1,035,765.76	£ 910,760.76

²¹⁰ Letter from Mrs. Jennifer Griffith, Permanent Secretary, MOTE, to the OCG, dated September 10, 2012.



The OCG notes that the Nine Hundred and Eighty Nine Thousand, Three Hundred and Fifty Nine Pounds and Thirty Nine Pence (£989,359.39) highlighted in the above table was expended on services which included catering, marketing, events management services and photography.

Having regard to the line item, entitled Foreign Travel/Airfare, Mrs. Jennifer Griffith, stated as follows:

“Regarding transportation from Jamaica to London and back, note the attached approvals from Cabinet Office for Official Travel Overseas. Airline tickets were purchased through the travel agents, as indicated on the spreadsheets, for travel on British Airways. Also, the Jamaica Tourist Board has advised that there were no formal contract for transportation in London, however, a car was hired on a needs basis.

Funds were provided to each person for accommodation as indicated on the approval for Official Travel Overseas Form Attached.”²¹¹

The OCG was also provided with a copy of the document entitled, “**APPLICATION FOR APPROVAL OF OFFICIAL TRAVEL OVERSEAS.**” It is to be noted that the said document was stamped “**RECEIVED 04 July 2012 CABINET SECRETARY’S OFFICE**”.

²¹¹ Ibid (JG letter)



Dr. Kenneth Wykeham McNeill, in his response which was dated September 8, 2014, advised the OCG, of the manner in which the London based component of the ‘Jamaica 50 Celebrations’ was funded. The following was stated:

“The ‘Jamaica 50 Celebrations’ was funded in accordance with Cabinet Decision No. 11/12 dated 28th March, 2012. Cabinet by this Decision had approved the sum of £1 million only, which was funded as follows:

TABLE 46

<i>ENTITIES</i>	<i>AMOUNT</i>
<i>Jamaica Promotions</i>	<i>£100,000.00</i>
<i>Jamaica Tourist Board/Tourism Enhancement Fund</i>	<i>£500,000.00</i>
<i>Ministry of Youth and Culture/Jamaica 50 Secretariat</i>	<i>£250,000.00</i>
<i>Private Sector Sponsorship</i>	<i>£150,000.00</i>
<i>Total</i>	<i>£1,000,000.00²¹²</i>

²¹² Response of the Dr. Kenneth Wykeham McNeill dated September 8, 2014, to the OCG. Response #4.



The Role of the Jamaica Tourist Board

The Jamaica Tourist Board (JTB) was tasked with the mandate of executing the London component of the ‘Jamaica 50 Celebrations’. The foregoing was in furtherance of the JTB’s agenda of promoting Jamaica’s tourism product.

Dr. Kenneth Wykeham McNeill, advised the OCG, by way of his response, dated September 8, 2014, that:

“A part of the Jamaica Tourist Board’s mandate is to seek unique opportunities which allow us to showcase Brand Jamaica to the world. The 2012 Olympics in London which coincided with Jamaica celebrating its 50th year of Independence provided the ideal stage on which to launch and manage a promotional campaign.

*Jamaica House 2012 was approved by Cabinet as a quadripartite undertaking to be included as part of the wider “Jamaica 50 Celebrations”. **The Jamaica Tourist Board has a registered office in London and on that basis it was agreed among the parties that Jamaica Tourist Board would effect contracts for lease, design/build-out and management as well as to undertake marketing, promotion and public relations.***



Other policy guidelines which were used to execute these undertakings were the standard government procurement guidelines including the exemption clauses contained therein.”²¹³ (OCG Emphasis)

Co-sponsorship of the ‘Jamaica 50 Celebrations’ by the JTB

The JTB sought the guidance of the Ministry of Finance and the Public Service (MOFPS) regarding its intention to co-sponsor the Jamaica Village initiative during the London Olympics. The foregoing advice was sought by way of a letter dated December 23, 2011, under the signature of Ms. Kathleen Beckford, JTB, on behalf of the Procurement Committee and addressed to Mr. David Thomas, Procurement Unit, MOFPS. The referenced letter stated, *inter alia*, the following:

*“...Under Circular 34 dated September 22, 2008 the JTB was given exemption from co-sponsorship arrangements. **In this regard, the Board is desirous of co-sponsoring the Jamaica Village at the London 2012 Olympics to a tune of Five Hundred Thousand Pounds Sterling (£500,000) which is approximately Sixty Seven Million Jamaican dollars (J\$67 M)**...*

Given the value of our intended sponsorship, we seek the guidance of your Ministry in moving forward.”²¹⁴ (OCG Emphasis)

²¹³ Response dated September 8, 2014 from Dr. Kenneth Wykham McNeill to the OCG. Response #2

²¹⁴ Letter dated December 23, 2011, from Ms. Kathleen Beckford, JTB to Mr. David Thomas, Procurement Unit, MOFPS which was appended to the response of Mrs. Jennifer Griffith, Permanent Secretary, MOTE dated July 3, 2013, to the OCG.



In response to the foregoing, Miss Janet Mitchell, MOFPS, responded to Ms. Kathleen Beckford, Office Manager, JTB, on behalf of the Financial Secretary, by way of a letter dated January 10, 2012. The referenced letter stated, *inter alia*, as follows:

“Please be advised that this Ministry’s Circular No. 34 dated September 22, 2008 does provide for inter alia exemption from co-sponsorship arrangements for the Jamaica Tourist Board. The Government of Jamaica Handbook of Public Sector Procurement Procedures Volume 1 of 4, Section 1.2.1, (p), also excludes co-sponsorship arrangements from the standard tender rules and procedures. Notwithstanding we advise you to carefully note and ensure adherence to number’s 2 and 3 of the above mentioned Circular:-

2 “The exemptions do not discharge the entities from their responsibility to advise their portfolio Ministers of developments taking place within these entities.”

3 Notwithstanding any internal approval, the NCC must be advised of all contract awards within the NCC threshold on a quarterly basis”. ²¹⁵ (OCG Emphasis)

Circular No. 34 dated September 22, 2008, states, *inter alia*, as follows:

²¹⁵ Letter from Miss Janet Mitchell, MOFPS for the Financial Secretary dated January 10, 2012, to Ms. Kathleen Beckford, office Manager, JTB which was appended to the response of Mrs. Jennifer Griffith, Permanent Secretary, MOFE, dated July 3, 2013, to the OCG.



**“Re: Amendments to Procurement
Procedures for Commercial Entities**

...

***Jamaica Tourist Board & Jamaica
Vacations Ltd.***

The following activities are exempt from coverage under the procurement rules and guidelines and these activities will be undertaken according to standard industry practice.

- i. Co-Sponsorship arrangements;*
- ii. Trade and travel road shows;*
- iii. Supplies of goods and services to overseas offices of the JTB; and*
- iv. Co-operative advertising.*

- 1. All other procurements conducted by the above named entities will be subject to standard tender rules and procedures as contained in the Government of Jamaica Handbook of Public Sector Procurement Procedures.***
- 2. The exemptions do not discharge the entities from their responsibility to advise their portfolio Ministers of developments taking place within these entities.***



3. *Notwithstanding any internal approval, the NCC must be advised of all contract awards within the NCC thresholds on a quarterly basis.*²¹⁶

The JTB's intention to co-sponsor the Jamaica House initiative was captured in a Jamaica Tourist Board Memorandum dated March 15, 2012, which was prepared by Ms. Sandra Scott and sent to Mr. Roy Miller. The Memorandum was entitled "***Jamaica House at O2 Arena in London***", stated *inter alia*, as follows:

"...we will be co-sponsoring the Jamaica House initiative at a total £500,000, which includes a rental fee of £250,000.00 to secure a designated space in "The Bubble" at the O2 Arena."²¹⁷

Of note, the foregoing Memorandum was endorsed by the JTB's Procurement Committee, as it was stamped "***JTB PROCUREMENT COMMITTEE Recommendation***". The Memorandum also bore the following inscription:

*"The procurement process is approved based on the fact that Co-Sponsorship is exempt under the Procurement Guidelines... 15/3/12."*²¹⁸

²¹⁶ Ministry of Finance and the Public Service -Circular No. 34 dated September 22, 2008.

²¹⁷ Jamaica Tourist Board Memo, dated March 15, 2012, from Ms. Sandra Scott to Mr. Roy Miller. Thru Ms. Kathleen Beckford and CC, Maxine Saunderson, which was appended to the response of Mrs. Jennifer Griffith, Permanent Secretary, MOTTE dated July 3, 2013, to the OCG.

²¹⁸ JTB Memo, dated March 15, 2012, from Ms. Sandra Scott to Mr. Roy Miller. Thru Ms. Kathleen Beckford and CC, Maxine Saunderson, which was appended to the response of Mrs. Jennifer Griffith, Permanent Secretary, MOTTE dated July 3, 2013, to the OCG.



Mr. Raymond McIntyre, Chairman, NCC, was advised of the JTB's intention to co-sponsor the 'Jamaica House' initiative in London (O2 Arena) by way of a letter dated March 19, 2012, from Mr. Roy Miller, Head of Corporate Services, JTB, which stated, *inter alia*, as follows:

"Co-sponsorship JTB at O2 Arena in London

The Jamaica Tourist Board intends to co-sponsor the Jamaica House at the O2 Arena in London during the London 2012 Olympics from July to August, 2012. The Five Hundred Thousand Sterling (£500,000) co-sponsorship includes the rental of a designated space in "the Bubble" at the Arena. Other co-sponsors include the Ministry of Youth & Culture, JAMPRO in addition to private sector sponsorship...

Given the value involved and the fact that this expenditure will not normally be captured in the usual Quarterly Report to the Contractor General, the Board is specifically advising the NCC of this co-sponsorship arrangement. ²¹⁹(OCG

Emphasis)

²¹⁹ Letter dated March 19, 2012, from Mr. Roy Miller, Head Corporate Services, Jamaica Tourist Board to Mr. Raymond McIntyre, Chairman, NCC. In copy are Mrs. Jennifer Griffith, P.S, Ministry of Tourism and Entertainment, Mr. John Lynch, Director of Tourism, and Mrs. Maxine Saunderson, Chief Financial Officer, which was appended to the response of Mrs. Jennifer Griffith, Permanent Secretary, MOTE dated July 3, 2013, to the OCG.



The OCG highlights the following extract from its requisition which was dated June 25, 2012, and which was issued to all Public Bodies:

“B. Substance of Requisition

- 1. Commencing with contracts which are awarded as at July 1, 2012, every Public Body is required to prepare, certify and submit, a Quarterly Contracts Awards (QCA) Report comprising the particulars of each contract which it has awarded whenever such contract is of a value of J\$500,000 and above. Accordingly, and effective with contracts awarded as at July 1, 2012, and for the third (3rd) quarter OCA Report for 2012, Public Bodies will be required to report on contracts above J\$500,000.00 to infinity in value. Please note as well, that the new OCA Report system will capture more information that is related to the tender process than was previously captured.”²²⁰*

By way of a letter dated April 13, 2012, Mr. Raymond McIntyre wrote to Mrs. Jennifer A. Griffiths, Permanent Secretary, MOTE, and stated, *inter alia*, as follows:

“Re: Co-sponsorship JTB at O₂ Arena in London

²²⁰ OCG’s revised requisition dated June 25, 2012, to all Public Bodies.



Please refer to a letter dated 2012 March 19, from Mr. Roy Miller, Head, Corporate Services at the Jamaica Tourist Board (JTB), regarding the subject at caption.

*“The National Contracts Commission (NCC) considered the matter at its meeting held on **2012 April 4** and noted the intention of the Jamaica Tourist Board to enter into a co-sponsorship arrangement with the Ministry of Youth & Culture, JAMPRO along with private sector sponsors for the Jamaica House O₂ Arena in London during the London 2012 Olympics **from July to August 2012.**”²²¹*

The Chairman of the NCC further noted the following:

Budget & Partnership Contribution:

<i>Rental of Bubble-(50% deposit £125,000.00)</i>	-	<i>£250,000.00</i>
<i>Interior Design, Build out of Venue Management and Staffing</i>	-	<i>£750,000.00</i>
<i>Total:</i>	-	<i>£1,000,000.00</i>

Broken down as follows:

<i>JTB</i>	-	<i>£500,000.00</i>
<i>Ministry of Youth and Culture</i>	-	<i>£250,000.00</i>
<i>JAMPRO</i>	-	<i>£100,000.00</i>
<i>Private Sector Sponsorship</i>	-	<i>£150,000.00</i>

²²¹ Letter dated April 13, 2012, from Mrs. Jennifer A. Griffith to Mr. Raymond McIntyre.



* *To be coordinated/ raised by JAMPRO*²²².

The OCG was provided with a letter dated May 7, 2012, under the signature of Mrs. Jennifer Griffith, Permanent Secretary, MOTE, and captioned “***Extract from Cabinet Decision dated 28 March 2012***”, and addressed to Mr. John Lynch, Director of Tourism, JTB, which stated as follows:

“Please see below for your information and attention, Extract from Cabinet Decision No 11/12 dated 28 March 2012...”

Proposal to Host “Jamaica House” at the London Olympic Games in the O2 Entertainment Complex.

The Submission advised that the proposed promotional event was in collaboration with the Jamaica Tourist Board, the Office of the Prime Minister, the Ministry of Youth and Culture; and the Jamaica Promotions (JAMPRO). The event was projected to cost approximately £ 1million and would be held over the period 3-12 August 2012.

The Submission provided details on the O2 Entertainment Complex as the proposed venue; the cost implications; the management of the staging of the event by

²²² Letter dated April 13, 2012, from Mrs. Jennifer A. Griffith to Mr. Raymond McIntyre.



an Inter- Ministerial Committee; and the contractual details in terms of renting the venue.

After consideration, the Cabinet approved:

(i) **Jamaica's rental of the O2 venue and the staging of the London 2012 event as proposed in the Submission;**

(ii) **The establishment of an inter-Ministerial-Committee to oversee the event as under:**

- **Ministry of Tourism and Entertainment-Chairman**

- **Ministry of Youth and Culture**

- **Ministry of Industry, Investment and Commerce**

- **Representative, Jamaica Tourist Board**

- **Representative, Jamaica Promotions**

- **Representative, Ministry of Tourism and Entertainment**

- **Representative, Ministry of Youth and Culture**

- **Representative, Ministry of Industry, Investment and Commerce**

- **Representative, Office of the Prime Minister**

- **Representative, Ministry of Foreign Affairs and Foreign Trade and**

- **Representative, Jamaica Customs**



(iii) The proposed event budget and financing arrangements and its incorporation in the 2012/2013 Estimates of Expenditure in the sum of £ 1 million ONLY; and

(iv) The requirement that every effort be made to promote genuine Jamaican cuisine at the event as an integral part of the export thrust by JAMPRO.²²³ (OCG Emphasis)

Funds Transfer from the Jamaica 50 Secretariat to the JTB

The following table was compiled by the OCG, and depicts information adduced from Authorization Letters to the National Commercial Bank (NCB) and NCB Payment Instruction Forms requesting the transfer of funds to the JTB.

TABLE 47

Document Type	From	To	Date	Amount	Remark
Authorization Letter to NCB	Jamaica 50 Secretariat Capital A Bank Account ***_***_***	Jamaica Tourist Board -Account ***_***_***	August 2, 2012.	\$23,800,000.00	Signed by Mrs. Hermine Lattibeaudierre and Mr. Robert Martin.
NCB-Payment Instruction Form	Jamaica 50 Secretariat – Bank Account # ***_***_*** ***	Jamaica Tourist Board- Account #***_***_***	August 2, 2012	\$23,800,000.00	The Instruction Form bore two signatures, one of which appears to be that of Mr. Robert Martin.
Authorization Letter to NCB	Jamaica 50 Secretariat Capital A Bank Account # ***_***_***	Jamaica Tourist Board Account # ***_***_***	August 14, 2012	\$9,835,000.00	The Authorization Letter was signed by Mrs. Hermine Lattibeaudierre and Mr. Robert Martin.
NCB-Payment Instruction Form	Jamaica 50 Secretariat Capital A Bank Account # ***_***_***	Jamaica Tourist Board- Account #***_***_***	August 14, 2012	\$9,835,000.00	The instruction Form bore two signatures, one of which appeared to be that of Mr. Robert Martin. ²²⁴

²²³ Letter dated May 7, 2012, from Mrs. Jennifer Griffith, Permanent Secretary, MOTE to Mr. John Lynch, Director of Tourism, JTB.

²²⁴ The documents were appended to Mrs. Hermine Lattibeaudierre response dated September 16, 2014, to the OCG.



Contracts awarded for the London based component of the ‘Jamaica 50 Celebrations’

The JTB was tasked with the mandate of hosting the London based component of the ‘Jamaica 50 Celebrations’. Mrs. Jennifer Griffith, in her response of September 10, 2012, to the OCG appended a document entitled “**JAMAICA TOURIST BOARD- JAMAICA 50th EXPENDITURE 2012**”, which is attached at Appendix four (4). The aforementioned document detailed the expenditure associated with hosting the said events, and listed a total of fourteen (14) contracts which were awarded in that regard. Of the fourteen (14) contracts listed, the OCG noted a total of five (5) contracts that fell within the QCA Reporting threshold. They are as follows:

TABLE 48

Rec. No	Name of Contractor	Actual Expenditure	Procurement Method
1	Plantation Inn	£7,500.00	Direct Contracting
2	DraftFCB (Advertising)	£40,831.00	Open Tender
3	DraftFCB (Website)	£21,646.00	Open Tender
4	McCluskey International (Marketing and Public Relations)	£3,912.00	Open Tender
5	McCluskey International (Photography)	£28,250.00	Open Tender

Having regard to the abovementioned contracts, the OCG, by way of a Requisition dated June 19, 2013, required Mrs. Jennifer Griffith to provide further and better information as it relates to the basis upon which the said contracts were awarded. Mrs. Griffith in her response²²⁵ to the OCG appended a letter dated July 3, 2013, under the signature of Mr. Jason Hall, Deputy Director of Tourism, Cruise - Attractions and Events, and addressed to her. The referenced letter detailed the rationale for the award of same.

²²⁵ Response of Mrs. Jennifer Griffith to the OCG dated July 5, 2013.



Plantation Inn (PI)

Plantation Inn is a United Kingdom based catering company, which specializes in Caribbean cuisine.²²⁶ The OCG was advised by way of a letter dated July 3, 2013, that Plantation Inn was “...asked to assume role of caterer extending operation from the Proud to Jamaica House (Direct Contracting).”

Mrs. Jennifer Griffith appended a letter dated July 3, 2013, to her response of July 5, 2013, to the OCG. The attached letter which was addressed to Mrs. Griffith was under the signature of Mr. Jason Hall, wherein he rationalized the decision to award the contract for catering services to Plantation Inn. The referenced letter stated, *inter alia*, as follows:

“Plantation Inn - No contract for services, JTB undertook to purchase meals and hire wait staff from this entity...”

“Plantation Inn

Rationale:

*One key objective of Jamaica House was to provide patrons with authentic Jamaican culinary experiences, however, **the venue had neither kitchen facilities nor running water and preparation of meals therein was prohibited under fire safety regulations.***

Plantation Inn is a London based caterer specializing in Jamaican cuisine that had been granted concession to sell food at the “Proud”, another venue within the O2 Arena, independent of AEG/Barc Ash

²²⁶ Extracted from <http://www.plantation-inn.co.uk/content.php?p=93> on August 9, 2016.



Operating (operators of the O2 Arena) opposite Jamaica House.

On June 22, Plantation Inn (PI) had been granted the food concession for another venue at the O2 Arena, The Proud by their management. This venue was located opposite Jamaica House and operated under separate management, independent of AEG.

Given that PI; i) had the capacity to prepare and deliver meals, (ii) that their delivery truck and driver were already accredited by the LOCOG and could access Olympic Red Zone, (iii) that they had a known track record of being able to prepare Jamaican food, having catered numerous events at the Jamaican High Commission and for various other Jamaican Businesses staging functions in London and (iv) that they were willing to provide catering in Jamaica House, selling meals for the desired maximum of £7.50, they were asked to assume role of caterer extending operation from the Proud to Jamaica House (Direct Contracting).

Cognizant that this extension of operations would require additional staff, JTB undertook hiring of additional wait staff for the 12 days through PI. Additionally, JTB



were responsible for food and beverage in the VIP lounge and these were purchased from PI along with meals for JH staff and performers. **The total cost of staff and food & beverage for the period came up to £7,500.00.**²²⁷ (OCG Emphasis)

In support of the foregoing assertions, Mrs. Jennifer Griffith provided the OCG with an Invoice which was prepared by “Plantation Inn”, and directed to the attention of the ‘Jamaica Tourist Board’ “to provide staff for the Hospitality Suite at Jamaica and service areas”. The said Invoice detailed the services rendered for the period of August 3 through to August 12, 2012, which included, the provision of ten (10) staff members per day at a cost of £60 per staff member, amounting to £600.00 per day. The total amount for the period of ten (10) days was £6,000.00.²²⁸

Barc Ash Operating

‘Barc Ash Operating or AEG’ was the lessor of the ‘Bubble’; the venue at which ‘Jamaica House’ was sited during the London Olympics. ‘Jamaica House’ occupied a section of the O2 Arena, known as the iconic Millennium Dome, which is located in South East London. It is important to note that a section of the ‘Dome’ was being used to host selected Olympic events, and was located in close proximity to the main Olympic Park.²²⁹

Mr. Jason Hall sought to justify the decision of the JTB to award the referenced contract to ‘Barc Ash Operating’ in a letter dated July 3, 2013, to Mrs. Jennifer Griffith, which stated, *inter alia*, the following:

²²⁷ Response of Mrs. Jennifer Griffith dated July 5, 2013 to the OCG. Appended letter dated July 3, 2013, from Mr. Jason Hall to Mrs. Jennifer Griffith.

²²⁸ Invoice from ‘Plantation Inn to the Jamaica Tourist Board.

²²⁹ Jamaica Observer Online Article dated August 19, 2012, retrieved December 17, 2014, and entitled “***After the success of Jamaica House...***”



“Barc Ash Operating

Rationale:

The Jamaica House 2012 Project was a quadripartite co-sponsorship arrangement between; JTB, JAMPRO, Jamaica 50 Secretariat and Office of the Prime Minister/Ministry of Sport. The rental of the venue to stage Jamaica House was handled by the JTB given that agency’s partial VAT exemptions status in the UK. Barc Ash Operating, also known as AEG is the lessor of the venue for Jamaica House otherwise called “The Bubble”.²³⁰ (OCG Emphasis)

The OCG is in possession of a copy of a document entitled ‘**Agreement for Jamaica 50 Event at the O2**’, dated March 14, 2012, between “*Anschutz Sports Holdings Ltd*”, “*The Waterfront Limited Partnership*” and “*The Jamaica Tourist Board*” for the hireage and occupation of a section of the O2 Arena, for the period of July 30, 2012, through to August 15, 2012. The contract further stated, *inter alia*, as follows:

“Hire Fee:

£250,000.00 (two hundred and fifty thousand pounds) plus VAT, payable as follows:

- (a) £125,000.00 plus VAT as a non-refundable (subject to clauses 7.3 and*

²³⁰ Response of Mrs. Jennifer Griffith dated July 5, 2013 to the OCG. Appended letter dated July 3, 2013, from Mr. Jason Hall to Mrs. Jennifer Griffith.



7.4) deposit to be paid upon signature of this Agreement; and
(b) £125,000.00 plus VAT payable 3 months before the start of the Hire Period.”²³¹

The Contract Agreement was executed by Ms. Natasha Rosen on behalf of Anschutz Sports Holdings Ltd. and the Waterfront Limited Partnership and witnessed by Ms. Sarah Brooks; however, the JTB failed to execute same.

Time-Based Events Ltd.

The entity ‘Time-Based Events Ltd.’ was contracted by the JTB to ‘build-out’ and manage Jamaica House at the 2012 London Olympics. The foregoing entity is concerned with the production of events across the United Kingdom, Europe and Asia. These events ranged from launch events, fashion shows, pop-up experiences, charity auctions, film premieres, parties, awards ceremonies, amongst others.²³²

The said entity’s website, www.timebased.co.uk marketed its reputation as follows:

*“...During the London 2012 Olympic Games we also delivered a number of high profile, public facing events for international organizations visiting London. **These included the launch of the Omega London 2012 Olympic Games Countdown Clock in London’s iconic Trafalgar Square as well as the creation of both Jamaica***

²³¹ Agreement dated March 14, 2012, between Anschutz Sports Holdings Ltd, The Waterfront Limited Partnership and the Jamaica Tourist Board for rental of “The Bubble” for Jamaica 50 Event.

²³² www.timebased.co.uk extracted December 17, 2014.



**House and USA House for their respective
Olympic Committees.**”²³³

Mr. Jason Hall sought to justify the decision of the JTB to award the referenced contract to “Time-Based Events Ltd.” in a letter dated July 3, 2013, to Mrs. Jennifer Griffith, which stated, *inter alia*, the following:

“Time-Based Events Ltd.

Once approval was given by Cabinet to proceed with staging of Jamaica House a joint committee comprised of representatives from JTB, JAMPRO, Jamaica 50 Secretariat and the Office of the Prime Minister/Ministry of Sport set about business of finding companies that could design, build out and manage Jamaica House. Given extremely short time frame to execution, committee had to move quickly to get company in place.

***RFP’s were sent out to five companies;
Time Based Events, Smyle, Jack Morton,
Quintessentially Events Lt [sic] and RPM.
Given location of Jamaica House within an
Olympic Red Zone, JTB could only employ
companies approved by the Local
Organizing Committee of the Games
(LOCOG).***

²³³ <http://www.timebased.co.uk/international.php>. Accessed on 12/17/2014 at 10.54 am



Only Time Based Events, Smyle, and Jack Morton reverted with proposals which were reviewed on April 12, 2012.

The review panel was comprised of; Robert Bryan- Jamaica 50 Secretariat/ Project Director
Laurence Jones-JAMPRO
Jason Hall, Torrance Lewis, Elizabeth Fox-JTB
Judy McCluskey- McCluskey International²³⁴.

Procurement Methodology Employed for the Award of the Contract.

The contract that was awarded to “*Time Based Events*” for the “*Event Design, Fit-Out and Operational Event Cost for Jamaica House 2012, O2 Bubble 3rd -12th August 2012*”²³⁵ was awarded by way of the Limited Tender procurement methodology.

Budget Quotes Received

In response to the Request for Bids (RFB) issued by the JTB, the following Estimates were received:

1. **Time Based Events**

The captioned entity provided two (2) ‘ESTIMATES’, the details of which are as follows:

²³⁴ Letter dated July 3, 2013 from Mr. Jason Hall, Deputy Director of Tourism, Jamaica Tourist Board to Mrs. Jennifer Griffith.

²³⁵ Letter dated September 1, 2012, from Mrs. Jennifer Griffith to the OCG,



- i. ***“ESTIMATE JAMAICA HOUSE 2012 O2 BUBBLE, 3rd -12th August 2012 Pre-Production”***. The proposed ***“Production budget total Sterling GBP (ex VAT)”*** was in the amount of £516,556.00. Of note, the referenced document was unsigned.
 - ii. ***“ESTIMATE JAMAICA HOUSE 2012 O2 BUBBLE, 3rd -12th August 2012 Design and Fit-Out”***. The proposed ***“Production budget total Sterling GBP (ex VAT)”*** was in the amount of £467,187.00, and the ***“Production budget limit”*** was in the amount £450,000.00 Sterling GBP (ex VAT). The referenced document was executed by Mr. Jason Hall on July 13, 2012.
2. Smyle Events Management
- The total production budget presented by ***“Smyle Events Management”*** was Four Hundred and Sixty Four Thousand, Twenty Two Pounds and Ninety Five Pence (£464,022.95) (price excluded VAT).
3. Jack Morton
- Based on the document entitled ***“JACK MORTON Cost Estimate”***, dated April 11, 2012, the total production budget presented by ***‘Jack Morton’*** was in the amount of Three Hundred and Ninety Seven Thousand, Four Hundred and Thirty Four Pounds and Seventy Seven Pence (£397,434.77).

Of note, Items 11,12 and 13 on the instant cost estimate of ‘Jack Morton’ contemplated the following:

<i>11. Project Management-Core team</i>	<i>94,520.00</i>
<i>12. Project Management On-site</i>	<i>39,570.00</i>
<i>13. Project Management Post-production</i>	
<i>1,220.00...²³⁶</i>	

²³⁶ Document entitled ***“JACK MORTON Cost Estimate”*** dated April 11, 2012.



Design and Event Management Evaluation for Time Based Events, Smyle Events Management, and Jack Morton

The OCG was provided with a total of six (6) sheets entitled “**JAMAICA TOURIST BOARD DESIGN & EVENT MANAGEMENT EVALUATION FORM 2012 Jamaica House, O2 Arena**” as it relates to the three (3) quotations that were received from Time Based Events, Smyle Events Management, and Jack Morton. The Evaluation Sheets were dated April 12, 2012, and bore the signatures of the respective Evaluators. The following table reflects the score allocated to each entity upon evaluation of the respective Quotations:

TABLE 49

Name of Company	Evaluator (1)	Evaluator (2)	Evaluator (3)	Evaluator (4)	Evaluator(5)	Evaluator (6)	Total Score
Time Based Events	85/120	92/120	96/120	97/120	88/120	87/120	545
Smyle Events Management	69/120	78/120	84/120	86/120	84/120	77/120	478
Jack Morton	64/120	81/120	69/120	85/120	70.5/120	74/120	443.5

Having regard to the foregoing, Mr. Jason Hall provided the following information regarding the evaluation methodology that was utilised in the award of the referenced contract:

“...Proposals were evaluated based on the following criteria weighted as indicated;

Experience in Major Event management -10 points

Cost-15 points

Understanding of Product (Jamaica) and our needs-15 points



Overall Design-10 points

Functionality of Design -10 points

Creative Ability/Flair- 10 points

Full Service P.R. In House capabilities & Management capabilities-15points

Crisis Management ability- 5 points

Stable, reliable, experienced account management team- 10 points

Relationship with Trade Media Authorities- 10 points

Track Record- 10 points

Authenticity of Jamaican Experience- 10 points

Time Based Events showed best interpretation of brief, the most suitable design as well as ability to execute within required time frame. They also were willing to undertake Event Management aspect of the activation.²³⁷(OCG Emphasis)

Award of the Contract-Time Based Events Ltd.

The OCG is in possession of a copy of the Contract Agreement for the provision of management services which was executed on June 19, 2012, between the Jamaica Tourist Board and Time Based Events Ltd. The referenced company agreed to provide equipment and event management services for the, “*Jamaica House project*” that was to be staged at the O2 Arena in London, in relation to the said Celebrations.

²³⁷ Letter dated July 3, 2013 from Mr. Jason Hall, Deputy Director of Tourism, Jamaica Tourist Board to Mrs. Jennifer Griffith.



Mrs. Hermine Lattibeaudierre, by way of her response dated September 16, 2014, to the OCG, provided two (2) Invoices that were prepared by the JTB and addressed to Mr. Robert Bryan, Project Director, Jamaica 50 Secretariat. The details are as follows:

TABLE 50

Invoice	Date	Description	Amount	Observation
119	6/14/2012	<i>“First payment of four scheduled payments to Timebased Events (UK) for ‘Jamaica House 2012’ design, build out, operate/ event managed during the period August 3-12, 2012”.</i>	£160,000.00	Inscribed ‘Approved 14/6/2012’ and Stamped “Paid Jamaica 50 Secretariat”
120	6/20/2012	<i>“2nd. Payment of Four Scheduled Payments to Timebased Events (UK) for ‘Jamaica House 2012’ design, build out, operate/ event managed during the period August 3-12, 2012.”</i>	£170,000.00	Inscribed ‘On hold (1888*****)’

Payments made to Time Based Events Ltd.

The OCG is in possession of Invoices and the attendant “Request for Telegraphic Transfers” from the National Commercial Bank Ltd. (NCB) which indicates the sums which were transferred to Time Based Events Ltd.

The following Invoices were prepared by Time Based Events:

1. **Invoice No. P1419**

Invoice, dated June 19, 2012, in the amount of One Hundred and Sixty Five Thousand Pounds (£165,000.00) to the JTB. In response to same, the JTB requested a Telegraphic Transfer of One Hundred and Sixty Five Thousand Pounds (£165,000.00) to Time Based Events Ltd.

2. **Invoice No. P1426**



Invoice dated June 27, 2012, in the amount of One Hundred and Sixty Five Thousand Pounds (£165,000.00) to the JTB. The JTB's request for Telegraphic Transfer in the amount of One Hundred and Sixty Five Thousand Pounds (£165,000.00) to Time Based Events Limited on July 20, 2012.

3. Invoice No. P1469

Invoice dated August 28, 2012, in the amount of Two Hundred and Forty Thousand Pounds (£240,000.00) to the JTB. The request for transfer was done by way of a letter to the National Commercial Bank, Foreign Exchange Department, and directed to the attention of Mrs. Jacqueline Harrison, requesting *“wire-transfer funds as a charge against the Board's account #351-***** to the following.”* The letter further stated that Two Hundred and Forty Thousand Pounds (£240,000.00) should be made payable to Time Based Events Limited. The OCG notes that the letter was under the signatures of Mrs. Maxine Saunderson, Chief Financial Officer, JTB, and Mrs. Carol Samuel Johnson, Secretary, JTB. The referenced letter bore the stamp of the Knutsford Boulevard Branch of the National Commercial Bank and bore the date August 3, 2012.



Transfers from the Jamaica 50 Secretariat to the JTB for payments to Time Based Events Ltd.

TABLE 51

Type of Document	Preparing Entity	Receiving Entity	Date	Description	Amount	Remarks
Payment Voucher	MOYC- authorized by S. Jarrett and signed by Programme Manager on June 14, 2012.	JTB	June 14, 2012	Payment to Jamaica Tourist Board for Jamaica House 2012 design, build out, event managed during the period of August 3-12, 2012.	J\$22,080,000.00	Stamped Paid
Email from Lisa Adelle-Jondeau	JTB Lisa Adelle-Jondeau	MOYC- Mr. Robert Bryan	June 14, 2012 at 10.01 am	The email advised of the Invoice for £160,000.00, which represented the first payment to Time based Events Limited.		Attachment indicated on email.
Receipt-General Form (CCRS No 888947)	JTB	-	June 14, 2012	Payment to Time Based Event (UK) for Jamaica House 2012 – August 3-12, 2012-first payment	J\$22,080,000.00	
Copy Cheque	Jamaica 50 Secretariat	JTB	June 14, 2012		J\$22,080,000.00	Bore the stamp of the NCB and was dated June 15, 2012 ²³⁸

²³⁸ Response of Mrs. Hermine Lattibeaudierre dated September 16, 2012, to the OCG. Response #2.



DraftFCB (Advertising)

Mr. Jason Hall sought to justify the decision of the JTB to award a contract to “DraftFCB (Advertising)” by way of correspondence which was provided under cover of letter dated July 3, 2013. The letter was addressed to Mrs. Jennifer Griffith and stated, *inter alia*, the following:

“Draft FCB (Advertising)

Draft FCB is JTB contracted advertising agency of record worldwide. The open tender referred to in matrix is for the appointment of an advertising agent for JTB...

As it relates to the purchase of advertising, DraftFCB being JTB advertising agency of record were asked to secure advertising for Jamaica House to promote the activation in London, as per contract. Based on limited time to activation of Jamaica House, budgetary constraints and available options during the London Olympics, DraftFCB were authorized by the Director of Tourism to secure; 71 poster panels in the London Underground (Tube), printed ads in the London Metro (twice daily edition Monday-Friday for 3 weeks), and printed ads in The



*Voice and the Gleaner (UK) for 2 weeks.*²³⁹
(OCG Emphasis)

By way of letter dated March 2, 2012, Mr. Raymond McIntyre, Chairman, NCC, advised Mrs. Jennifer Griffith, *inter alia*, as follows:

“The JTB requested approval to extend the existing contracts for a period of eight (8) months to facilitate a new tender process and noted that although the incumbents did not respond to the Expression of Interest, they submitted bids and were evaluated and scored.

The team from JTB was advised to submit details of the tender process which led to a short listing of contractors including the proposals submitted by the three (3) agencies and all related information used in the selection process.

*The matter was again considered at the NCC’s meeting of **2012 February 29** when a letter dated 2012 February 27 from Mr. John Lynch, Director of Tourism with the following attachments were tabled.*

- 1. Completed National Contracts Commission Transmittal Form*

²³⁹ Letter dated July 3, 2013, from Mr. Jason Hall, Deputy Director of Tourism, Jamaica Tourist Board to Mrs. Jennifer Griffith.



2. *Tender Report with attachments*
3. *A copy of each creative proposal submitted by the agencies*
4. *A copy of each agency's Financial Proposal*
5. *Additional information requested by the Sector Committee*

Having carefully reviewed the documentation in respect of the pre-qualification and short listing to be satisfactory and that the process was fair and transparent, the NCC offered 'no objection' to the request from the Jamaica Tourist Board to award the following contracts:

- (a) **Ruder Finn, Inc.-US\$996,000 per annum**
- (b) **DraftFCB- US\$1,170,000 per annum**
- (c) **McCluskey International Ltd.- £144,000 per annum**²⁴⁰ (OCG Emphasis)

The OCG was provided with an approved copy of a 'Buy Authority Request Form' which was directed to DraftFCB and dated June 22, 2012. The Form was signed on June 26, 2012, authorizing 'Jamaica House Advertising', in the amount of Fifty Thousand Pounds (£50,000.00) or the equivalent amount of Seventy Seven Thousand, Nine Hundred and Sixty Five United States Dollars (US\$77,965.00).

²⁴⁰ Letter dated March 2, 2012, from Mr. Raymond McIntyre to Mrs. Jennifer Griffith.



Additionally, DraftFCB prepared an Invoice for the JTB which was dated September 24, 2012, and bore the number 9045001632, for the provision of media and miscellaneous services for ‘Jamaica House’, in the amount of Forty Nine Thousand, Five Hundred and Seventy Eight Pounds and Eighteen Pence (£49,578.18) or Seventy Seven Thousand, Seven Hundred and Fifty Seven United States Dollars and Fifty Cents (US\$77,757.50).

Contract- DraftFCB

The Contract Agreement dated April 1, 2012, entered into between DraftFCB and the JTB for the provision of advertising services, was executed on June 28, 2012, by the JTB and on August 13, 2012, by DraftFCB.

The attendant fee and payment structure was set out in Exhibit C (A) 1 of the Contract Agreement as follows:

“AGENCY COMPENSATION TERMS

...

Based on Agency’s cost estimates, Client [sic] will compensate Agency at an annual rate of \$1,170,000 per year for the global core team for the period commencing April 1, 2012 and ending March 31, 2017²⁴¹ (the “Initial Period”). Such fee is earned and payable in equal monthly installments of \$97,500.00 on the first of each month (the “Monthly Fee”).²⁴²

²⁴¹ Section 14 A, of the Contract between DraftFCB and the JTB for the provision of exclusive advertising Agent of the JTB provides that, “the term of this Agreement shall be for a period of five (5) years commencing as of the Effective Date first stated above and continuing in full force and effect from that date until March 31, 2017 unless terminated by either party as provided herein.”

²⁴² Contract Agreement dated April 1, 2012, between DraftFCB and the JTB.



Based on the agreed fee and payment structure, the monthly subscription which was paid by the JTB to DraftFCB did not include the cost of producing advertisement campaigns. As a result, the JTB was billed separately for producing Jamaica House advertising campaigns, as those services were billable subject to the approval of the JTB.

Exhibit C (C) (1) of the referenced contract, entitled “**Production and Presentation Materials**”, further stated that:

*“The costs of preparation of copy and rough layouts are included in the Monthly Fee. The costs for comprehensive layouts, publication-ready electronic composition, finished art, tightly rendered storyboards, animatics and/or other digital video materials, interactive prototypes, versioning and programming will be billable in accordance with paragraph C(2) below”.*²⁴³

Exhibit C (C) (2) stated as follows:

*“Once Client has approved the advertising concept and the campaign moves to the execution phase, Agency will complete an estimate of production costs for Client’s approval ...”*²⁴⁴

²⁴³ Ibid

²⁴⁴ Ibid



DraftFCB (Website)

Mr. Jason Hall sought to justify the decision of the JTB to award the referenced contract to “DraftFCB (Website)” by way of correspondence which was provided under cover of letter dated July 3, 2013. The letter was addressed to Mrs. Jennifer Griffith and stated, *inter alia*, the following:

“Draft FCB (Website)

In addition to advertising DraftFCB were [sic] also commissioned to design and manage a dedicated Jamaica House Website. Invoice for £21,646.00 covers; registration of website HTML development (front and back end), Testing, Deployment, Web Hosting set up and monthly hosting, digital production, daily updates and contingency.”²⁴⁵

In support of the foregoing, an approved copy of a document entitled “**JAMAICA Buy Authority Request Form**” was provided to the OCG by Mrs. Jennifer Griffith. The Request Form was directed to DraftFCB and dated March 30, 2011, to build a website, for Jamaica House in the amount of Twenty Thousand Pounds (£20,000.00) or Thirty One Thousand, Nine Hundred and Ninety Six United States Dollars (US\$31,996.00).

In addition to the foregoing Request Forms, the OCG was also provided with two (2) Invoices which were prepared by DraftFCB, and directed to the JTB, the details are as follows:

²⁴⁵ Letter dated July 3, 2013 from Mr. Jason Hall, Deputy Director of Tourism, Jamaica Tourist Board to Mrs. Jennifer Griffith.



Invoice number 9045001502

Invoice dated August 22, 2012, was prepared by DraftFCB to JTB for the construction of the ‘Jamaica House website’, in the amount of Nineteen Thousand, Nine Hundred and Ninety Six Pounds and Eight Pence (£19,996.08) or Thirty One Thousand, Two Hundred United States Dollars (US\$31,200.00).

Invoice number 9045001635

Invoice dated September 24, 2012, was prepared by DraftFCB to the JTB, was in the amount of One Thousand, Six Hundred and Fifty Seven Pounds and Seventeen Pence (£1,657.17) or Two Thousand, Five Hundred and Ninety Nine United States Dollars and Eight Cents (US\$2,599.08). The aforementioned payment was made to facilitate the pre-registration of the Jamaica House website.

McCluskey International (MCI)

McCluskey International (MCI) offers a range of marketing functions, which include public relations, trade representation, business travel consultancy, consumer promotions, advertising and online and social media networking and marketing.²⁴⁶ Of note, the referenced entity is the JTB’s Public Relations firm of record, for the United Kingdom, Ireland and Northern European markets.

Mr. Jason Hall sought to justify the decision of the JTB to award the referenced contract to MCI by way of correspondence which was provided under cover of letter dated July 3, 2013. The letter was addressed to Mrs. Jennifer Griffith and stated, *inter alia*, the following:

“MCI is JTB’s PR agency of record in the UK and they were commissioned to engage

²⁴⁶ <http://www.mccluskey.co.uk/> accessed on December 18, 2014.



public relations activities geared toward promoting Jamaica House. This necessitated hiring additional staff.

The procurement process followed and award of contract for McCluskey International is the same as that for DraftFCB...

- i. *The Marketing & Public Relations*
There was no contract awarded for this activity as McCluskey International were already contracted for this purpose as per retainer, an additional £3,000.00 was paid to McCluskey to cover hire of additional temporary staff and their attendant expenses (subsistence and transportation)
- ii. *Documentary*
A documentary was produced after staging of Jamaica House for post event Public Relations and this was done at a cost of £3,000.00...This was undertaken by McCluskey International.
- iii. *Photography*
Photography and video filming of Jamaica House was furnished by Endeavour, a company that works closely with Getty Images...

The JTB engaged Getty Images Worldwide to enable access to photo and video archive



and utilize content both in production of Jamaica House as well as for activations in Jamaica for the 50th Anniversary of Independence Celebrations...The expense item for £27,500.00 covered ;£15,000.00 for Getty Images and £12,500.00 for Endeavour... (OCG Emphasis)

The OCG considers it prudent to reiterate, at this juncture, that in the aforementioned letter of March 2, 2012, under the signature of Mr. Raymond McIntyre, which was addressed to Mrs. Jennifer Griffith, to the NCC offered 'no objection' to the request from the JTB to award the following contracts:

- a) Ruder Finn, Inc.- US\$996,000.00 per annum;
- b) DraftFCB- US\$1,170,000.00 per annum; and
- c) McCluskey International Ltd. - £144,000.00 per annum.

Contract -McCluskey International Holdings Limited.

The OCG is in possession of a copy of the Contract Agreement dated June 28, 2012, which was entered into between McCluskey International Holdings Ltd. and the JTB for the provision of public relations and marketing services. The contract was executed on June 28, 2012, by Mr. John D. Lynch, Director of Tourism, JTB and Ms. Judy McCluskey, Chairman, McCluskey International Limited:

Section 3(a) of the foregoing Contract Agreement stated as follows:

“Compensation

In consideration of the services to be rendered hereunder, the Board shall pay to McCluskey Int. £144,000.00 per annum in



equal installments on a monthly basis of £12,000.00. Billing of this fee will be on the first day of each month, in advance, and will be due 30 days after the invoice date.”²⁴⁷

Getty Images

The OCG is in possession of a copy of the Contract Agreement between Getty Images and the JTB which was executed on July 23, 2012, by Mr. Jason Hall, Deputy Director of Tourism, JTB, for, “...**ASSIGNMENT PHOTOGRAPHY & USE OF GETTY IMAGES WHOLLY-OWNED IMAGERY**”. The fees payable are set out hereunder:

“Fees: £15,000

-London Jamaica House x 3 events

-1 x Editor x 3 events

-Distribution of Imagery x 3 events

-Use of Wholly-owned imagery”²⁴⁸

The following table indicates the particulars of the Invoices and ‘**Estimate Work of Intent Approval**’ which were prepared by McCluskey International Holdings Limited and directed to the JTB:

²⁴⁷ Contract dated June 28, 2012, between ‘McCluskey International Holdings Limited’ and the Jamaica Tourist Board (JTB).

²⁴⁸ Contract dated July 23, 2012, between ‘Getty Images’ and the Jamaica Tourist Board (JTB).



TABLE 52

Invoice Date	Contract Details	Estimate Work of Intent Approval-JTB	Invoice Amount	Invoice Number
July 13, 2012	To supply Getty Media Platform at Jamaica House 2012, “including 5xdays of Video News Release, 3x days of Still Photography and digital treatment for wall of images; access to archives”.	£27,500.00	£27,500.00	I-8003
July 23, 2012	For additional staffing costs for Jamaica House.	£3,000.00	£3,000.00	I-8013
August 30,2012	For the filming of ‘shift documentary on August 11, 2012’, and for four (4) days of editing.	£2,500.00	£2,500.00	I-8027
September 3, 2012.	For additional and final film/edit of interview for Jamaica House documentary.	£500.00	£500.00	I-8034
TOTAL			£33,500.00	

Of note, the abovementioned ‘**Estimate Work of Intent Approval**’ were unsigned and undated.



Allegations Surrounding the GoJ's Spending in London for the 'Jamaica 50 Celebrations'

In an effort to ascertain the veracity of the allegations which were made by an anonymous caller to the OCG, who expressed disappointment with the GoJ's spending in London, the OCG, by way of its requisition dated August 19, 2014, required Dr. Wykeham McNeill, to provide a response to the following question:

"On August 4, 2012, at approximately 12.05 pm, the OCG received an anonymous call pertaining to the execution of the London-based component of the 'Jamaica 50 Celebrations'. The caller expressed disappointment with the Government of Jamaica's spending in London. The caller further stated that, the administrators of the events 'kept no proper records' of their spending. The caller pointed to an example of 'volunteers' being paid fifty pounds per day in cash for their assistance..."

Please indicate based on your awareness, whether there is any truth to the allegation detailed above. Additionally please indicate:

- (a) Whether there were any volunteers and explain the extent of their duties; and*
- (b) Provide any and all records in your possession pertaining to the assignment of*



*volunteers for the London-based Celebrations.*²⁴⁹

In relation to the foregoing allegation, Dr. Kenneth Wykeham McNeill, by way of his response dated September 8, 2014, to the OCG's requisition, stated, *inter alia*, as follows:

“As Minister I was not involved in administration. I have however been informed by the Jamaica Tourist Board that all documentations were in order and all funds under Jamaica Tourist Board's management were accounted for and the project was executed under the budgeted amount.

*As Minister of Tourism and Entertainment I am unable to say whether the allegation detailed by the anonymous caller on August 4, 2012 was true or not. **Further, I have been advised by the Jamaica Tourist Board that they did not recruit any volunteers and did not pay for any.***²⁵⁰ (OCG Emphasis)

²⁴⁹ Requisition dated August 19, 2014, to Dr. Wykeham McNeill, Minister, MOTE, Question 10.

²⁵⁰ Response dated September 8, 2014, from Dr. Kenneth Wykeham McNeil to the OCG. Response #10



Review of the Quarterly Contract Award (QCA) Reports

The provisions of Section 1.2.1 of the GPPH (2012) and Circular No. 35 (September 22, 2008), exempts procurement opportunities which are undertaken in furtherance of cultural activities, such as the ‘Jamaica 50 Celebrations’, from adhering to the standard GoJ procurement guidelines. Notwithstanding the foregoing exemptions, the OCG, pursuant to Section 4 (2) and 4(3) of the Contractor General Act (1983), requires that all Public Bodies, submit in the form of Quarterly Contracts Award (QCA) Reports, the particulars of all contracts which are awarded, above Five Hundred Thousand and One Dollar (J\$500,001.00) and upwards, as at July 1, 2012.

Section 4(2) of the Act provides as follows:

“For the purpose of the discharge of his functions under this Act a Contractor-General shall be entitled-

(a) to be advised of the award ... of any government contract by the public body responsible for such contract”.

Section 4(3) of the Act provides as follows:

“For the purposes of subsection (2), the Contractor-General shall have power to require any public body to furnish in such manner and at such times as may be specified by the Contractor-General, information with regard to the award of any contract and such other information in



relation thereto as the Contractor-General considers desirable.”

In recognition of the aforementioned, the OCG undertook a review of the QCA Reports, which were submitted by the MOYC, the JTB and the JCDC, in respect of the contracts that were awarded for the ‘Jamaica 50 Celebrations’, both locally and internationally.

The JTB

The OCG’s perusal of its QCA Consolidated Database, as well as the certified hardcopy submissions which were prepared by the JTB, revealed that the JTB failed to report to the OCG the following contracts:

TABLE 53

Rec. No.	Name of Contractor	Procurement Methodology	Date of Award	Contract Value
1	Plantation Inn	Direct Contracting	No Contract Document seen	£7,500.00
2	DraftFCB (Advertising)	Open Tender	August 13, 2012	£40,831.00
3	DraftFCB (Website)	Open Tender	August 13, 2012	£21,646.00
4	McCluskey International (Marketing and Public Relations)	Open Tender	June 28, 2012	£3,912.00
5	McCluskey International (Photography)-Getty Images	Open Tender	July 23, 2012	£28,250.00



The MOYC

The OCG’s perusal of its QCA Consolidated Database, as well as the certified hardcopy submissions which were prepared by the MOYC, revealed that the MOYC failed to report to the OCG the following contracts:

TABLE 54

Contracts awarded by the Jamaica 50 Secretariat ²⁵¹							
Rec No.	Contractors	Date of Award	Contract Value	Rec No.	Contractors	Date of Award	Contract Value
1	Waterworks Limited	27/07/12	\$40,000,000.00	16	Juice Production	21/05/12	\$1,879,500.00
2	Pauline Nelson	None Seen	600,000.00	17	Production Business Solution Limited	26/07/12	\$1,384,840.00
3	Creative Production Training Center (CPTC)	02/08/12	\$9,204,000.00	18	Panache Entertainment Limited	27/05/12	\$10,300,000.00
4	The Hynes Group	25/07/12	\$9,198,000.00	19	I print Digital Limited	29/05/12	\$4,002,466.52
5	Phase Three Production	04/07/12	\$19,592,500.0	20	DOJ Marketing Limited	03/08/12	\$1,279,425.00
6	Image One Limited	18/07/12	\$15,026,902.80	21	Duane Marzouca Equipment Co. Limited	19/7/12	\$2,266,350.03
7	Main Events Limited	25/07/12	\$8,350,000.00	22	XYZ Construction Limited	19/7/12	\$6,128,800.0
8	Visual Vibe Limited	16/7/12	\$6,000,000.00	23	Touch Caribbean Limited	25/07/12	\$2,778,000.00
9	Security Services	09/7/12	\$6,370,623.17	24	Telegens Limited	25/07/12	\$1,422,320.00
10	Caribbean Fencing Limited	11/07/12	\$5,652,290012	25	Jamaica Tourist Board (JTB)	None Seen	\$22,800,000.00
11	S.W. Neil Plumbing Sales and Services Limited	11/7/12	\$2,266,350.03	26	Jamaica Cultural Development Commission (JCDC).	None Seen	\$200,000,000.00
12	Charles Campbell	17/06/12	\$1,600,000.00	27	Manpower & Maintenance	26/07/12	\$7,473,234.70

²⁵¹ The referenced Contract Values are extracted from the document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” which was appended to the response of Mrs. Hermine Lattibeaudierre, Financial Director, MOYC, and dated September 16, 2014.

The dates of award of the contracts were extracted from the document entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**” at Appendix 6.



					Services Limited		
13	The Higher Intelligence Agency Limited	10/05/12	\$7,231,400.00	28	Time Code production	16/07/12	\$9,198,000.00
14	Logistics Management Services	25/07/12	\$8,000,000.00	29	Television Jamaica Group	29/07/12	\$20,000,000.00
15	Jamaica Information Service (JIS)	31/07/12	\$1,879,500.00				

Of note, the OCG was not provided with Contract Agreements for the engagement of the Contractors which are listed at numbers sixteen (16) through to twenty six (26) of the foregoing table. The OCG was, however, provided with payment details which included Invoices, copies of cheques and payment vouchers which were prepared by the referenced Contractors and procuring entities, respectively.

The JCDC

The OCG perused its QCA Consolidated Database, as well as the certified hardcopy submissions which were prepared by the JCDC, which revealed that the JCDC reported to the OCG fourteen (14) of the fifty four (54) contracts which were awarded for the 'Jamaica 50 Celebrations'. The contracts that were reported by way of QCA submissions are represented as follows:



TABLE 55

Rec. No.	Reported Contracts	JCDC's QCA Submissions Details
1	Juice Productions/ Delroy Thompson	The amount of \$1,300,000.00 was awarded on July 25, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology for the supply of performers and their management for a staged 'Jamaica 50 Celebration' event –Jubilee Village-Independence Park.
2	Premiere Entertainment	The amount of \$540,000.00 was awarded on September 18, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to provide technical effects including lighting, stage and sound reinforcement-Independence Jubilee Village, Burke Road, Spanish Town.
3	NARYSA Enterprise	The amount of \$900,000.00 was awarded on July 26, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to provide technical effects for the town's square Independence Celebration at Burke Road, Spanish Town.
4	CVM TV	The amount of \$600,000.00 was awarded on June 2, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology for part sponsorship: re advertisement of the Gospel Song and Festival Song Finals and Road Shows-Blaise Industrial Park, Constant Spring Road, Kingston 10.
5	'Lithographic' ²⁵²	The amount of \$1,273,505.00 was awarded on August 6, 2012, to the referenced contractor by way of the Limited Tender procurement methodology for co-sponsorship arrangements at the JCDC head office.
6	Guardsman Limited	The amount of \$872,200.00 was awarded on July 11, 2012, by way of the Direct Contracting procurement methodology to provide security coverage from July 7-28, 2012- Independence Park
7	Party Time Services	The amount of \$2,327,100.00 was awarded on July 7, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to supply event infrastructure-Independence Park.
8	Advertising Specialities Limited	The amount of \$1,000,000.00 was awarded on July 19, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to supply Jamaica 50 memorabilia pins and gift items-Jubilee Village-Independence Park and the JCDC head office.
9	Headline Entertainment Co. Ltd.	The amount of \$4,544,181.00 was awarded on July 27, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology for the provision of performers and their and management for staged event during the Jamaica 50 celebrations at the Jubilee Village, Independence Park.
10	Image Matters	The amount of \$715, 600.00 was awarded on July 12, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology, for the provision of Memorabilia Pins and gift

²⁵² Mr. Delroy Gordon indicated by way of his response dated February 27, 2015, to the OCG that a contract was awarded to 'Xpress Litho limited' by the JCDC in 'August 2012', in the amount of \$1,346,588.75, for the 'printing of Magazines and brochures'.



		items-JCDC.
11	Television Jamaica	The amount of \$750,000.00 was awarded on June 18, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology for Part Sponsorship re: advertisement for Best of Festival Series and Festival Queen Coronation Show- 32 Lyndhurst Road, Kingston 5.
12	Creative Production and Training Center	The amount of \$1,530,000.00 was awarded on July 30, 2012, to the referenced contractor by way of the 'Government to Government' procurement methodology for the provision of technical, production and multimedia services for the Best of Festivals at the Independence Park Ltd./National Indoor Sports Center.
13	Touchline Industries	The amount of \$1,195,294.00 was awarded on July 11, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology for the provision of Memorabilia Pins and gift items-JCDC head office.
14	GT Sounds	<ol style="list-style-type: none"> 1. The amount of \$1,015,000.00 was awarded on May 18, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to provide technical effects including lighting, stage and sound reinforcement for the National reinforcement for the National Children's Gospel Song Festival Finals-Ranny Williams Entertainment Center; 2. The amount of \$1,015,000.00 on June 1, 2012, to the referenced contractor by way of the Direct Contracting procurement methodology to provide technical effects including lighting, stage and sound reinforcement for the National Gospel Song Competition Road Shows in the parishes of Portland, Montego Bay, and Mandeville; and 3. The amount of \$800,000.00 was awarded to the referenced contractor on July 26, 2012, by way of the Direct Contracting procurement methodology to provide technical effects including lighting, stage and sound reinforcement for the Sligoville Emanci-Fest, Sligoville, St. Catherine.

The following table indicates the contracts that were not reported by the JCDC to the OCG, by way of its QCA Submissions²⁵³.

²⁵³ The OCG accounted for the contracts which fell within the QCA reporting threshold range of \$275,001 to \$10,000,000.00 and \$500,001 to infinity.

*Pursuant to the OCG's Requisition dated, November 20, 2008, to all Public Bodies, the applicable QCA reporting threshold ranged from \$275,001 to \$10,000,000.00.

*** Pursuant to OCG's Requisition dated, June 25, 2012, to all Public Bodies, the applicable QCA reporting threshold ranged from \$500,001 to infinity.



TABLE 56

Rec No.	Contractors	Actual payments Represented by the JCDC	Payment Date (s)	Rec .No	Contractors	Payment Date	Actual payments Represented by the JCDC
1.	Laribo Marketing and Consultants Limited	\$576,821.00	17/08/12	13	Love 101 FM	20/7/12	\$600,000.00
2.	Backstage and Rental	\$2,050,000.00	31/07/12; 22/08/12; 24/12/12; 16/10/13 07/11/13 07/03/14 04/10/14	14	Hitz FM	11/12/13	\$350,000.00
3.	Iprint Digital Limited	\$2,226,841.88	16/10/13; 07/11/13; 11/12/13; 24/03/14.	15	Fame FM	11/12/13	\$295,000.00
4.	LP Azar Limited	\$2,142,000.00	14/12/12; 02/03/13 03/04/13; 16/10/13; 07/11/13.	16	Irie FM	23/08/12	\$435,000.00
5.	Ewan Simpson	\$1,050,000.00	06/06/12 22/06/12; 04/07/12; 20/07/12.	17	Sun Bloc Awnings and Tents Limited	27/7/12	\$325,000.00
6	The Pantry Limited	\$1,842,800.00	03/08/12; 10/08/12; 17/08/12; 04/07/12.	18	Digital Video Concept	23/8/12	\$330,000.000
7	Paul Henton	\$806,040.00	27/04/12; 04/05/12;	19	Jamaica National Heritage Trust	27/06/12; 16/07/12;	\$6,000,000.00



			17/05/12; 14/06/12.			26/07/12; 31/07/12.	
8	Mother's Enterprise Limited	\$1,425,000.00	10/08/12	20	Rhon Matthison	02/08/12	\$500,000.00
9	Karleen Smith and Company Limited	\$340,500.00	10/08/12	21	Grace Kennedy Limited	13/07/12	\$278,000.00
10	Fireworks Explosive Effects Limited	\$1,311,000.00	10/8/12	22	Jambiz International Limited	10/07/12 ²⁵⁴	\$70,000,000.00
11	Jamaica Information Services (JIS)	\$950,000.00	26/7/12; 14/8/12.	23	Frederick Grant	17/07/12; 14/08/12.	\$924,480.00
12	Lubert Levy et. al	\$1,480,000.00	27/07/12				

The OCG was not provided with a copy of the contract documents for the procurements which appear in the aforementioned table. The OCG, however, notes the dates on which payments were made to the respective Contractors as well as the periods for which the services and goods would have been required.

Having regard to Section 4 of the Contractor General Act, and based upon the MOYC's, the JTB's and the JCDC's non-compliance and failure to report the referenced contracts, the OCG has found that Mr. John Lynch, the then Director of Tourism and Chairman of the JTB Board, Mr. Robert Martin, the then Permanent Secretary, MOYC, and Mr. Delroy Gordon, JP, former Executive Director, JCDC who were required to sign and submit the referenced QCA Reports, breached the provisions of Section 29(a) and (b)(ii) of the Contractor General Act.

²⁵⁴ The date on which the "**CONTRACT FOR CONSULTANTS SERVICE**" was entered into between Jambiz International and the JCDC was July 10, 2012.



Value for Money (VFM)

In the conduct of GoJ public sector procurement, securing value for money is of paramount importance. The Procurement Policy Statement of the Ministry of Finance & the public Service indicates, *inter alia*, as follows:

“The GOJ procurement policy is governed by the following key principles:

- 1) **Value for Money;**
- 2) *Economy;*
- 3) *Efficiency;*
- 4) *Equity;*
- 5) *Fairness;*
- 6) *Transparency/Accountability;*
- 7) *Reliability*

Value for Money: *Value for Money (VFM) is a measure of economy and efficiency with which the financial resources of the Government are converted. Value for Money is represented by a number of factors and not only the price paid for the goods.*

Typically these factors are:

The suitability of the goods/equipment/services purchased;

The useful life of the goods/equipment/services;



Operating, maintenance and servicing costs;
The administrative cost of the selected purchasing method;
The delivery/construction period;
Onwards transportation costs;
Storage costs;
The time taken to complete the procurement;
*Any other factor that is related to the procurement.*²⁵⁵ (OCG Emphasis)

The OCG sought to ascertain whether the procurements undertaken to host the ‘Jamaica 50 Celebrations’, both locally and internationally, resulted in the GoJ realizing value for money. In order to determine this, the Office employed the use of the ‘Three Es Framework’ in order to make this determination. This assessment framework was selected on the basis that it is a preferred method of assessment in various jurisdictions, inclusive of the United Kingdom.

The National Audit Office of the United Kingdom employs the ‘Three Es’ criteria to assess the VFM in government spending, to determine whether the resources expended achieved the intended outcomes.

The ‘Three E’s Framework’²⁵⁶ contemplates the following:

TABLE 57

1	Economy	Minimising the cost of resources (inputs) used or required in an effort to spend less.
2	Efficiency	The relationship between the output from goods or services and the resources to produce them; that is, spending well.
3	Effectiveness	The relationship between the intended and actual results of public spending (outcomes); that is, spending wisely. ²⁵⁷

²⁵⁵ The Procurement Policy Statement of the Ministry of Finance & the Public Service.

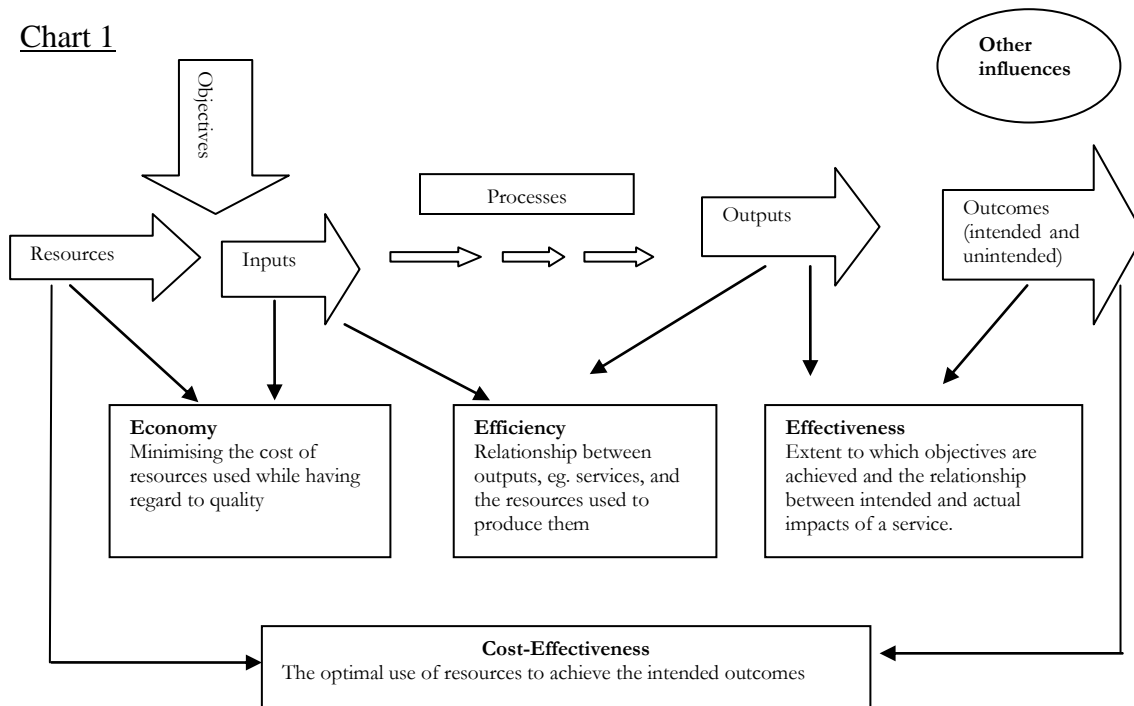
²⁵⁶ Assessing Value for money, accessed on January 20, 2015, on www.nao.org.uk.



Assessing Value for Money

The following chart²⁵⁸ depicts the assessment of VFM in public sector procurement using the ‘Three Es Framework’:

Chart 1



²⁵⁷ Assessing Value for money, accessed on January 20, 2015, on www.nao.org.uk.

²⁵⁸ Ibid



International (London based Celebrations)

The OCG utilised the ‘Three E’s Framework’ as a means of ascertaining whether the expenditure incurred for hosting the London based component of the ‘Jamaica 50 Celebrations’ reflected VFM.

Economy- The Cabinet of Jamaica had approved a budget of One Million Pounds (£1,000,000.00) to host the London component of the ‘Jamaica 50 Celebrations’. Of the One Million pounds (£1,000,000.00), a total of Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76) was expended. Consequently, the referenced celebration accrued savings of Eighty Nine Thousand, Two Hundred and Thirty Nine Pounds and Twenty Four Pence (£89,239.24).

Notwithstanding the foregoing, in the absence of certain procurement documents,²⁵⁹ and other variables, the OCG is unable to determine whether the referenced celebration was economical. The transparency of the process, *vis a vis* the availability of procurement documentation for review and scrutiny, would serve as a useful tool in assisting the OCG in determining whether the contracts were awarded on merit and whether the GoJ secured value for money in the procurements undertaken.

Efficiency- In order to assess efficiency in public spending, the relationship between the output from the procurement opportunities undertaken and the resources to produce them has to be considered. The JTB expended a total of Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76) on hosting the London component of the ‘Jamaica 50 Celebrations’.

²⁵⁹ such as, Bid documents, tender reports, Procurement Committee Minutes, evidence of payments, amongst others,



The following table depicts the major contracts that were awarded to host the London component of the mentioned Celebrations:

TABLE 58

Rec. No.	Contractor	Contract Amount	Purpose
1	Barc Ash Operating	£260,000.00	For the rental of a space in the O2 Arena in London for Jamaica House.
2	Plantation Inn	£7,500.00	To provide local cuisine to the patrons and visitors of Jamaica House.
3	Time Based Events Ltd.	£494,000.00	For the design, build out and management of Jamaica House
4	DraftFCB	£40,831.00	For the advertising for Jamaica House.
5	DraftFCB	£21, 646.00	To design and maintain the Jamaica House website.
6	McCluskey International (MCI)	£3,912.00	To provide Public Relations services for Jamaica House.
7	McCluskey International (MCI)	£3,000.00	To film and compile Documentary
8	Getty Images	£28,250.00	(Photography) For the use of “Getty Images”

Although the intended outcome of the London component of the ‘Jamaica 50 Celebrations’ was achieved²⁶⁰, the OCG is unable to determine whether the resources utilised were expended in a prudent manner, as the JTB failed to provide supporting documents in certain instances.

Effectiveness- In assessing effectiveness, the OCG sought to ascertain whether the intended outcome of public expenditure in London correlated with the actual results.

²⁶⁰ The successful staging of the ‘Jamaica House’ initiative in London.



The GoJ intended to showcase and celebrate Jamaica's cultural legacy, whilst marketing Jamaica's tourism product, in a bid to increase tourist arrivals from underserved markets in the United Kingdom. The foregoing was indicated in a letter dated December 23, 2011, under the signature of Ms. Kathleen Beckford, JTB, to Mr. David Thomas, Procurement Unit, Ministry of Finance and the Public Service, which stated, *inter alia*, the following:

“ ...
The primary objective is to provide an extra thrust to the important but waning UK and European markets in particular and the global market as a whole, by infusing the diverse, fiercely passionate Olympic setting with a memorable, impactful shot of the Jamaican culture and destination Jamaica,
*which communicates the strength and allure of the brand. Twenty twelve 2012 is a very important year as we celebrate the nation's 50th anniversary of independence and it is anticipated that the Olympics, which will coincide with our Independence Day, will be a major highlight of the genius of Jamaica and will present a number of unique Public Relations Opportunities.”*²⁶¹ (OCG Emphasis)

The question of whether the JTB's objective of boosting the island's tourism product was met is one which is more appropriately addressed by the requisite field experts and practitioners. The OCG, however, notes that Dr. Kenneth Wykeham McNeill, former

²⁶¹ Letter dated December 23, 2011, from Ms. Kathleen Beckford, JTB to Mr. David Thomas, Director, Ministry of Finance.



Minister of Tourism and Entertainment, by way of his response, dated September 8, 2014, informed the OCG, that the London component of the ‘Jamaica 50 Celebrations’ had achieved its intended objectives. Minister McNeill stated as follows:

“The “Jamaica House” promotion performance has been a resounding success for tourism and continues to bring positive returns to the country as demonstrated by the increase in arrivals from the United Kingdom. In fact Jamaica had four years of negative growth in stop over arrivals out of the United Kingdom leading up to 2012. Subsequent to that in 2013 we had growth of 4.7% and for the January to July period this year [2015] we have had a resounding 15% growth in stop over arrivals from the United Kingdom...”²⁶² (OCG Emphasis)

Local Component

The ‘Three E’s Framework’ was also employed in analyzing whether the procurement opportunities undertaken for the local component of the ‘Jamaica 50 Celebrations’ reflected VFM.

Economy- The local component of the ‘Jamaica 50 Celebrations’ was undertaken in excess of the budgeted amount. Based on the OCG’s calculations, the programme accrued costs overruns in the amount of Seventy Eight Million, Seven Hundred and Eighteen Thousand, Three Hundred Dollars and Eighty Six Cents (\$78,718,300.86) in an

²⁶² Response dated September 8, 2014, from Dr. Kenneth Wykeham McNeil to the OCG



attempt to meet the outcomes of the programme, that is, to host the planned events.²⁶³
 The aforementioned expenditure was shared between the Jamaica 50 Secretariat and the JCDC:

Expenditures of the Jamaica 50 Secretariat and the JCDC for the local component of the 'Jamaica 50 Celebrations'

TABLE 59

Entities	Budget Allocation	Expenditure	Cost Over run	Observations
Jamaica 50 Secretariat ²⁶⁴	\$553,500,000.00*	\$625,633,297.40**	\$72,133,297.40	The OCG noted: 1. Poor accounting and records management, and 2. In some instances, the referenced entity failed to prepare Contract documents for certain contracts that were undertaken.

*The amount of \$688,500,000.00 was the budgeted amount allocated for the 'Jamaica 50 Celebrations'. This sum includes £1,000,000.00 or the equivalent of \$135,000,000.00 (at an exchange rate of \$135: £1) which was allocated for the London based component of the Celebrations, with the remaining balance of \$553,500,000.00 being utilised for the local component.

** The amount of \$748,586,000.00 was the total sum expended for the 'Jamaica 50 Celebrations'. This sum includes the amount of £910,760.76 or the equivalent of \$122,952,702.60 (at an exchange rate of \$135: £1) which was expended on the London based component of the 'Jamaica 50 Celebrations', with the remaining balance of \$625,633,297.40 being expended on the local component.

NB: The total amount of \$225,000,000.00 was the budgeted allocation to the JCDC. Of this amount, the sum of \$225,247,385.44 was expended, resulting in a cost overrun in the amount of \$247, 385.44.

The OCG considers it prudent to point out at this juncture, that cost overruns and variances do not equate, in all instances, to a programme/project being uneconomical. However, the variations that resulted in the cost overruns must be justified, in that, the achievements must exceed the intended outcome of the project in order to account for the upward variation in costs. In the instant case, the absence of documentary evidence and a justification to account for the variations in

²⁶³ See Appendix 1 for Calculations.

²⁶⁴ The figure presented contemplated the \$200,000,000.00 which was issued to the JCDC to undertake certain activities for the local component of the 'Jamaica 50 Celebration'



the expenditure resulted in the OCG being unable to determine whether the local component of the ‘Jamaica 50 Celebrations’ was economical.

Efficiency- In order to assess efficiency in public spending, the relationship between the output from the procurement opportunities undertaken and the resources to produce them must be considered. In assessing same, a total of Six Hundred and Twenty Five Million, Six Hundred and Thirty Three Thousand, Two Hundred and Ninety Seven Dollars and Forty Cents (\$625,633,297.40) was expended on hosting the referenced celebrations.

In applying the ‘Three E’s Framework’ test for efficiency, the pertinent question to be answered is whether maximum value was obtained for the monies expended. Having regard to the absence of certain procurement documentation, the OCG is unable to determine the efficiency with which the local component of the ‘Jamaica 50 Celebration’ was executed.

Effectiveness- There is no dispute that Jamaica’s 50th Anniversary was widely celebrated by both Jamaicans at home and in the diaspora. There was a grand display of the country’s cultural legacy, coupled with the participation of a wide cross section of Jamaicans.

In assessing effectiveness, the OCG sought to ascertain whether the intended results correlated with the actual outcomes of public spending for the local component of the ‘Jamaica 50 Celebrations’. Additionally, the OCG also contemplated whether the outcome of the referenced celebrations was capable of justifying the cost overruns which accrued.

In the instant regard, the primary outcome of the programme was the celebration of Jamaica’s 50th anniversary as an independent state whilst showcasing Jamaica’s cultural legacy and achievements as indicated in the “*STATUS REPORT...JAMAICA 50*”, which stated, *inter alia*, as follows:



“The Celebrations will highlight, in various and meaningful ways, the rich and vibrant history and culture of Jamaica and its proud people.

It will trace Jamaica’s political evolution into an independent democratic state at the heart of the Caribbean Community and its economic and industrial development.”²⁶⁵

Based on the primary objectives of the celebrations, there is no dispute that through the hosting of events such as the Festival Song Competition, the Grand Gala Celebrations, the various Parish Celebrations, the Jamaica Festival Queen competition, amongst others, and the widespread participation of Jamaicans at home and in the diaspora, the celebration inspired national pride and increased cultural awareness.

²⁶⁵ “*STATUS REPORT...JAMAICA 50*” page 8



CONCLUSIONS

1. The 'Jamaica 50 Celebrations' was undertaken in commemoration of Jamaica's Golden Jubilee as a sovereign state, by the GoJ and with the support of private sector sponsorship, through the Ministry of Youth and Culture (MOYC) and the Ministry of Tourism and Entertainment(MOTE).

The 'Jamaica 50 Celebrations' consisted of two (2) components, the local and the international. The local component of the celebrations was undertaken by the MOYC/ Jamaica 50 Secretariat; while the international component, specifically, the London based events, were undertaken by the Jamaica Tourist Board (JTB) under the direction of the MOTE.

2. The OCG has found **no** act on the part of any Officer/Official of the MOYC and the JTB which constitutes a conflict of interest in the procurement opportunities undertaken to host the 'Jamaica 50 Celebrations', either locally or internationally.
3. Ms. Lisa Hanna, former Minister, MOYC, requested and was granted approval from the Cabinet of Jamaica on March 28, 2012, to restructure the 'Jamaica 50 Celebrations'. The Celebrations were thereafter executed under the leadership of Ms. Lisa Hanna.

The 'Jamaica 50 Celebrations' was initially conceptualized in 2009, under the stewardship of Minister Olivia Grange.

4. The MOYC/Jamaica 50 Secretariat failed to prepare and/or preserve documentation for several procurement opportunities which were undertaken with respect to aspects of the 'Jamaica 50 Celebrations', and which have been noted herein. This has had the effect of impairing the OCG's efforts in determining (a) whether all the contracts were awarded transparently and on merit, and (b) the



basis upon which certain contractors were selected to undertake aspects of the local component of the Celebrations.

Consequently, the foregoing failures of the MOYC/Jamaica 50 Secretariat contributed to the OCG's inability to determine whether value for money was obtained in all the procurement activities undertaken for the instant Celebrations.²⁶⁶

5. The MOYC, in certain instances, provided inaccurate and/or inconsistent accounting information of payments made to certain contractors for the 'Jamaica 50 Celebrations'. This has resulted in the OCG being unable to reconcile these payments with the information which was provided for consideration.

For example, the OCG noted discrepancies in (i) the Cheque Payments, (ii) Payment Vouchers and (iii) Invoices which were prepared in regard to the contract which was awarded to the Hynes Group Limited. The contract was awarded by the 'Jamaica 50 Secretariat' for the production of the Jamaica 50 song and video. The MOYC/'Jamaica 50 Secretariat' indicated that two (2) payments were made to the Hynes Group Limited totalling Nine Million, One Hundred and Ninety Eight Thousand Dollars (\$9,198,000.00).²⁶⁷ The OCG noted the following:

- (a) Three (3) Payment Vouchers authorizing payments to the Hynes Group Limited totalling Seven Million, Nine Hundred and Forty Nine Thousand, Forty Three Dollars and Sixty Four Cents (\$7,949,043.64);
- (b) Three (3) Cheques totalling Seven Million, Nine Hundred and Forty Nine Thousand, Forty Three Dollars and Sixty Four Cents (\$7,949,043.64); and

²⁶⁶ Response of Mr. Sydney Bartley, to the OCG, dated July 12, 2013. Response #1B . See page 82

²⁶⁷ The referenced Contract Values are extracted from the document entitled "**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**" which was appended to the response of Mrs. Hermine Lattibeaudierre, Financial Director, MOYC, and dated September 16, 2014.



- (c) Two (2) Invoices which were prepared by the referenced entity in the amount of Eight Million, Eleven Thousand, Two Hundred and Ninety Five Dollars and Eighty Five Cents (\$8,011,295.85).
6. The OCG accepts that under the stewardship of Minister Grange, the amount of Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars and Eighty One Cents (\$23,812,269.81) was expended on the 'Jamaica 50 Celebrations' up to December 2011.

The foregoing determination was made on the basis that the document entitled *"Jamaica 50 Secretariat...Cash Flow Statement as at December 31, 2011"* which was provided by Minister Grange indicated that the total amount expended on the Celebrations was Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars and Eighty One Cents (\$23,812,269.81).

It must be categorically stated that the acceptance of the referenced expenditure is being arrived at in the absence of documentary evidence to substantiate same. The OCG is therefore, unable to ascertain the manner in which the funds were expended and the purpose for which they were expended.

7. An anomaly exists between the expenditure stated by (a) the MOYC/ the Jamaica 50 Secretariat and (b) the OCG's calculations of the sums which were expended by the administrations of Minister Grange and Ms. Hanna with respect to the hosting of the 'Jamaica 50 Celebrations' during their respective tenure as Minister.

The MOYC/ the Jamaica 50 Secretariat indicated that the total amount expended on hosting the referenced Celebrations was Seven Hundred and Forty Eight Million, Five Hundred and Eighty Six Thousand Dollars (\$748,586,000.00). Ms.



Lisa Hanna indicated that the sum of Seven Hundred and Seventeen Million, Seven Hundred and Ninety Six Thousand Dollars (\$717,796,000.00) was expended under her stewardship. We reiterate that the amount of Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars, and Eighty One Cents (\$23,812,269.81) was expended by the administration of Minister Grange.

Based on the OCG's calculations, the cumulative value of the expenditure of both administrations amounts to Seven Hundred and Forty One Million, Six Hundred and Eight Thousand, Two Hundred and Sixty Nine Dollars and Eighty One Cents (\$741,608,269.81).²⁶⁸

Essentially, an amount of Six Million, Nine Hundred and Seventy Seven Thousand, Seven Hundred and Thirty Dollars and Nineteen Cents (\$6,977,730.19) represents the difference between the monies allegedly expended by (a) the MOYC/ Jamaica 50 Secretariat and (b) Minister Grange and Minister Hanna.

8. The OCG is unable to determine whether the GoJ received value for money in all the procurement opportunities undertaken to host the local component of the 'Jamaica 50 Celebrations'. This is as a result of the failure of the procuring entities (i.e. the MOYC and the JCDC) to maintain, in some instances, the requisite documentary evidence which would clearly identify the procurement process which was employed and the manner in which funds were expended.

²⁶⁸ Ms. Lisa Hanna indicated in a MOYC Press Release dated January 31, 2012, that the administration of Minister Olivia Grange expended Thirty Million Dollars (\$30,000,000.00) on the celebrations up to December 2011.

The "Jamaica 50 Secretariat...Cash Flow Statement as at December 31, 2012" indicated that the amount of Twenty Three Million, eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars, and Eighty One Cents (\$23,812,269.81) was expended on the 'Jamaica 50 Celebrations' up to December 2011.



The OCG highlights, with emphasis the fact that the MOYC was able to produce procurement related documentation for **only** eighteen (18) of the thirty two (32) contracts which were requested by the OCG. Remarkably, the MOYC advised that **no contract agreements/documentation were prepared for the remaining fourteen (14).**²⁶⁹

9. Notwithstanding the fact that variations do not equate, in all instances, to a programme/project being uneconomical, variations that result in the cost overruns must be justified. In this regard the achievement must exceed the intended outcome of the project in order to account for the upward variation in costs. In respect of the local component of the Celebrations, the absence of documentary evidence and a justification to account for the variations in the expenditure resulted in the OCG being unable to determine whether the local component of the 'Jamaica 50 Celebrations' was economical.
10. Based on the primary objectives of the 'Jamaica 50 Celebrations', there is no dispute that through the hosting of events such as the Festival Song Competition, the Grand Gala Celebrations, the various Parish Celebrations, the Jamaica Festival Queen competition, amongst others, and the widespread participation of Jamaicans at home and in the diaspora, the celebration inspired national pride and increased cultural awareness.
11. The Accountable Officers of the MOYC, the JTB and the JCDC acted in breach of Sections 29(a) and (b)(ii) of the Contractor General Act as a result of their failure to submit the requisite QCA Reports to the OCG advising of **all** contracts, within the specified threshold, that were awarded for the 'Jamaica 50 Celebrations'.

²⁶⁹ Response of Mr. Sydney Bartley, to the OCG, dated July 12, 2013. Response # 1B. See page 82



The total number of contracts which were awarded by the MOYC, the JTB and the JCDC for the ‘Jamaica 50 Celebrations’ are represented in the following table. The referenced table also depicts the number of contracts awarded that fell within the QCA reporting threshold, the number of contracts that were actually reported by the respective entities and the total number of contracts that were unreported:

TABLE 60

Entity	Total Number of Contracts Awarded	Contracts that fell within the QCA Reporting Threshold	Total Contracts Reported	Total Contracts unreported
MOYC	Fifty (50)	Twenty Nine (29)	Nil (0)	Twenty Nine (29)
JTB	Fourteen (14)	Five (5)	Nil (0)	Five (5)
JCDC	Fifty-Five(55)	Thirty Seven (37)*	Fourteen (14)	Twenty Three (23)*

*NB: Of the thirty seven (37) contracts noted by the JCDC, the OCG was only provided with payment dates, and not the actual contract award dates. Accordingly, the OCG is unable to appropriately determine the applicable threshold.

12. The London component of the ‘Jamaica 50 Celebrations’ was undertaken below the budgeted amount. The Cabinet approved an overall budget of One Million Pounds (£1,000,000.00) to host the referenced Celebrations. The JTB expended a total of Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76). Given the budget that was allocated and the expenditures undertaken, the GoJ realised **savings of Eighty Nine Thousand, Two Hundred and Thirty Nine Pounds and Twenty Four Pence (£89,239.24).** (OCG Emphasis)

In addition to the balance from the budgeted allocation for hosting the referenced Celebrations, the OCG acknowledges the benefits to the Tourist Industry, as indicated by Dr. Kenneth Wykeham McNeill, the former Minister of Tourism and Entertainment. Mr. McNeill stated that Jamaica’s presence at the 2012 London Olympics provided invaluable marketing opportunities for the island’s tourism product, which resulted in an increase in tourist arrivals from “underserved” European markets.



Having regard to the pronouncements of the then Minister, the OCG is of the considered view that, the question of whether the referenced expenditure amounted to value for money, is one which is more appropriately addressed by the designated field experts.

13. The local component of the ‘Jamaica 50 Celebrations’ reflected cost overruns in the amount of Seventy Two Million, One Hundred and Thirty Three Thousand, Two Hundred and Ninety Seven Dollars and Forty Cents (\$72, 133,297.40).²⁷⁰
 - a) The Cabinet had approved an overall budget of Six Hundred and Eighty Eight Million, Five Hundred Thousand Dollars (\$688,500,000.00) for hosting the local and international components of the ‘Jamaica 50 Celebrations’;
 - b) The sum of One Million pounds (£1,000,000.00) or the equivalent of One Hundred and Thirty Five Million Dollars (\$135,000,000.00) was budgeted for the London component of the ‘Jamaica 50 Celebrations’;
 - c) The sum of Five Hundred and Fifty Three Million, Five Hundred Thousand Dollars (\$553,500,000.00) was allocated for hosting the local component of the ‘Jamaica 50 Celebrations’; and
 - d) The overall cost of hosting the local component of the ‘Jamaica 50 Celebrations’ was Six Hundred and Twenty Five Million, Six Hundred and Thirty Three Thousand Two Hundred and Ninety Seven Dollars and Forty Cents (\$625,633,297.40).

14. The JTB awarded fourteen (14) contracts in relation to the London component of the ‘Jamaica 50 Celebrations’. Of the fourteen (14) contracts that were awarded, Five (5) fell within the OCG’s QCA reporting threshold. Four (4) of the aforementioned Five (5) contracts were undertaken by Contractors who were engaged using the Open Tender procurement methodology by the JTB to execute

²⁷⁰ See appendix 1 for calculations.



its core functions. Whilst one (1) was awarded by way of the Direct Contracting procurement methodology.

15. **The OCG has found no evidence to substantiate the allegation that there was any act of nepotism in the award of the contracts for the London based component of the ‘Jamaica 50 Celebrations’.**

16. The OCG has concluded that the Jamaica 50 Secretariat in its execution of the ‘Jamaica 50 Celebrations’, reported directly to the then Minister of Youth and Culture, Ms. Lisa Hanna.

17. Section 1.2.1 of the GPPH (2012) excludes procurement opportunities undertaken for “...*artistic and cultural performances... the staging of cultural productions and services in support of, and associated with the staging of cultural events...*”²⁷¹ amongst other things. **The OCG is of the opinion that the actions of the MOYC/Jamaica 50 Secretariat in undertaking the award of contracts for the ‘Jamaica 50 Celebrations’ displayed scant regard for certain established standards of accountability and transparency.** The Secretariat to whom public funds were entrusted, in noted instances, expended scarce public resources in the absence of written contracts and procurement documentation. (OCG Emphasis)

The foregoing conclusion is especially premised on the representations made by Mr. Sydney Bartley, the former Permanent Secretary, MOYC, in his response of July 12, 2013. In a point of fact, Mr. Bartley stated that no individual written contract was prepared for fourteen (14) of the thirty-two (32) contractual arrangements for the local component of the ‘Jamaica 50 Celebrations’.²⁷²

²⁷¹ Section 1.21 of the GPPH (2012)

²⁷² The MOYC awarded fifty (50) contracts in respect of the local component of the ‘Jamaica 50 Celebrations’, thirty two (32) of which fell within the OCG’s jurisdiction.



18. The OCG has found **no** evidence to substantiate the claim that the JTB paid ‘volunteers’ the amount of fifty pounds (£50) to participate in the London component of the ‘Jamaica 50 Celebrations’. The OCG, however, accepts that the JTB employed ten (10) additional ‘wait staff’ at a cost of sixty pounds (£60) per person, for twelve (12) days for Jamaica House.

19. The JTB was correct in its decision to exclude its co-sponsorship of the Jamaica House initiative at the O2 Arena in London, in the amount of Five Hundred Thousand Pounds (£500,000.00)²⁷³ from its Quarterly Contracts Award (QCA) submission to the OCG. The JTB was not required to report the mentioned expenditure on the basis that the amount exceeded the QCA reporting threshold at the time.²⁷⁴ The then applicable QCA reporting threshold ranged from Two Hundred and Seventy Five Thousand and One Dollars (\$275,001.000) to Ten Million Dollars (\$10,000,000.00).

Notwithstanding the foregoing, as at July 1, 2012, the threshold changed, and **all** GoJ procuring entities were mandated to report **all** contracts awarded with value thresholds exceeding Five Hundred Thousand dollars (\$500,000.00) to the OCG by way of its QCA submissions. Consequently, the JTB was required to report all procurement opportunities which fell within the aforementioned category. Nevertheless, the JTB failed to report five (5) of the fourteen (14) contracts which were awarded and which fell within the reporting threshold to the OCG, and as such, was in breach of Section 29 (a) and (b) (ii) of the Contractor General Act.

20. The JCDC indicated that the sum of Two Hundred and Twenty Five Million, Two Hundred and Forty Seven Thousand, Three Hundred and Eighty Five Dollars and

²⁷³ Or the equivalent of Sixty Seven Million, Five Hundred Thousand Dollars (\$67,500,000.00).

²⁷⁴ Letter dated March 19, 2012, from Mr. Roy Miller, Head Corporate Services, Jamaica Tourist Board to Mr. Raymond McIntyre, Chairman, NCC. In copy are Mrs. Jennifer Griffith, P.S, Ministry of Tourism and Entertainment, Mr. John Lynch, Director of Tourism, and Mrs. Maxine Saunderson, Chief Financial Officer.



Forty Four Cents (\$225,247,385.44) was expended on hosting certain events for the local component of the ‘Jamaica 50 Celebrations’²⁷⁵. Of note, the JCDC is only able to account, by way of documentary evidence, for One Hundred and Thirty Six Million, Six Hundred and Thirty Two Thousand, Seven Hundred and Twenty Five Dollars and Sixty Cents (\$136,632,725.60) of the amount stated to have been expended. Consequently, the OCG is unable to ascertain the manner in which Eighty Eight Million, Six Hundred and Fourteen Thousand, Six Hundred and Fifty Nine Dollars and Eighty Four Cents (\$88,614,659.84) was expended.²⁷⁶

21. The MOYC **incorrectly** stated to the OCG, that the JCDC expended the sum of Two Hundred Million Dollars (\$200,000,000.00) on hosting the “*JCDC Gala*” by way of the Limited Tender procurement methodology.²⁷⁷ There is, however, evidence to indicate that the JCDC expended a total of Two Hundred and Twenty Five Million, Two Hundred and Forty Seven Thousand, Three Hundred and Eighty Five Dollars and Forty Four Cents (\$225,247,385.44) on fifty five (55) contracts inclusive of the ‘Grand Gala’, for hosting certain events for the local component of the ‘Jamaica 50 Celebrations’.²⁷⁸

Having regard to the staging of the ‘Grand Gala’ Celebrations, Jambiz International Limited was awarded the contract by the JCDC to execute the aforementioned Celebrations in the amount of Seventy Million Dollars (\$70,000,000.00), by way of the Limited Tender procurement methodology. Of note, the ‘Grand Gala’ Celebrations was undertaken in the amount of Seventy

²⁷⁵ Response of Mr. Delroy Gordon, Executive Director, JCDC, dated February 27, 2015, to the OCG. Response #4.

²⁷⁶ The total reconciled payments of \$136,632,725.60 is the sum total of the \$70,000,000.00 payment which was made to Jambiz for the Grand Gala and the total Cheque Payments of \$66,632,725.62 which were observed by the OCG, in respect of disbursements which were made to the JCDC parish offices in addition to payments made to respective contractors.

²⁷⁷ The table entitled “**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS...**” was provided by Mrs. Hermine Lattibeaudierre by way of her response dated August 19, 2014, to the OCG. Additionally, the reference to the ‘JCDC’ is stated at Rec. No. 27 of the aforementioned table which is marked as Appendix 6.

²⁷⁸ Response of Mr. Delroy Gordon, Executive Director, JCDC, dated February 27, 2015, to the OCG. Response # 4 and 5. Page 135 to 137.



Eight Million, Nine Hundred and Fifty Six Thousand, Ninety Seven Dollars and Ninety One Cents (\$78,956,097.91), thus accruing a cost overrun of Eight Million, Nine Hundred and Fifty Six Thousand, Ninety Seven Dollars and Ninety One Cents (\$8,956,097.91).

22. In respect of the hosting of the 'Jamaica 50 Celebrations', the OCG has seen no evidence to account for One Hundred and Sixteen Million, Four Hundred and Seventy Thousand, Three Hundred and Sixty Six Dollars and Fifty Cents (\$116,470,366.50)²⁷⁹ of the Seven Hundred and Forty Eight Million, Five Hundred and Eighty Six Thousand Dollars (\$748,586,000.00)²⁸⁰ which was stated to have been expended on the hosting of the local and international component of the referenced Celebrations.

- a) Based upon the OCG's calculation of the information provided by the MOYC and the JCDC, the cumulative value of the total disbursements and Cheque payments amounted to Four Hundred and Eighty Five Million, Three Hundred and Fifty Thousand, Six Hundred and Sixty One Dollars and Nine Cents (\$485,350,661.09)²⁸¹;
- b) The total expenditure which accrued for hosting the International component of the referenced Celebrations amounted to One Hundred and Twenty Two Million, Nine Hundred and Fifty Two Thousand, Seven Hundred and Two Dollars and Sixty Cents (\$122,952,702.60) or Nine Hundred and Ten Thousand, Seven Hundred and Sixty Pounds and Seventy Six Pence (£910,760.76);
- c) The administration of Minister Olivia Grange expended Twenty Three Million, Eight Hundred and Twelve Thousand, Two Hundred and Sixty Nine Dollars and Eighty One Cents (\$23,812,269.81); and

²⁷⁹ Please See Table 44 on page 171.

²⁸⁰ The indications were made by Ms. Lisa Hanna, Mrs. Sherill O'Reggio Angus and Mrs. Hermine Lattibeaudierre in the respective responses to the OCG.

²⁸¹ The amount of \$485,350,661.09 is the total of \$348,717,935.49 and \$136,632,725.60 which were expended by the MOYC and the JCDC respectively, which can be accounted for by the OCG.



- d) The cumulative value of the aforementioned expenditure amounted to Six Hundred and Thirty Two Million, One Hundred and Fifteen Thousand, Six Hundred and Thirty Three Dollars and Fifty Cents (\$632,115,633.50).
23. The contract which was entered into between the MOYC/Jamaica 50 Secretariat and Logistics Management Services for the provision of 'Logistics works at Jubilee Village for the period July 23, 2012 to August 7, 2012', in the amount of Eight Million Dollars (\$8,000,000.00), was executed subsequent to its performance.

The referenced Contract Agreement was signed on behalf of the Jamaica 50 Secretariat by Mr. Robert Martin, the then Permanent Secretary, MOYSC, on August 30, 2012, and by Mr. Barrington Miller, Logistics Management Services, on August 12, 2012. **The OCG is of the view that this was irregular and improper.**



REFERRALS

The OCG, in the conduct of its investigation, is required to be guided by Section 21 of the Contractor General Act.

Section 21 of the Contractor General Act provides as follows:

“If a Contractor-General finds, during the course of his investigations or on the conclusion thereof that there is evidence of a breach of duty or misconduct or criminal offence on the part of an officer or member of a public body, he shall refer the matter to the person or persons competent to take such disciplinary or other proceeding as may be appropriate against that officer or member and in all such cases shall lay a special report before Parliament.”²⁸²

The MOYC, the JCDC and the JTB failed to report to the OCG, the particulars of certain contracts which were awarded for the ‘Jamaica 50 Celebrations’, by way of their respective QCA Reports. Having regard to foregoing, the OCG, pursuant to Section 29 of the Contractor General Act hereby refers a copy of its report of Investigation to the Office of the Director of Public Prosecution (ODPP) for such actions as the ODPP may deem to be applicable, against the then accountable officers of the following public bodies:

1. The former Permanent Secretary of the MOYC;
2. The former Executive Director, JCDC; and
3. The former Director of Tourism & Chairman of the JTB Board.

²⁸² Section 21 of the Contractor General Act (1983).



In furtherance of the OCG's Findings and Conclusions, Mr. John Lynch failed to report, in the respective QCA Report and submission, the award of the following contracts for the London based component of the 'Jamaica 50 Celebrations' in 2012:

TABLE 61

Rec. No.	Name of Contractor	Procurement Methodology	Date of Award	Contract Value
1	Plantation Inn	Direct Contracting	No Contract Document seen	£7,500.00
2	DraftFCB (Advertising)	Open Tender	August 13, 2012	£40,831.00
3	DraftFCB (Website)	Open Tender	August 13, 2012	£21,646.00
4	McCluskey International (Marketing and Public Relations)	Open Tender	June 28, 2012	£3,912.00
5	McCluskey International (Photography)-Getty Images	Open Tender	July 23, 2012	£28,250.00

Mr. Delroy Gordon, JP, former Executive Director, JCDC also failed to report in the respective QCA Report and submission, the award of the following contracts for the local component of the 'Jamaica 50 Celebrations' in 2012:



TABLE 62

Rec No.	Contractors	Actual payments Represented by the JCDC	Payment Date (s)	Rec No.	Contractors	Payment Date	Actual payments Represented by the JCDC
1.	Laribo Marketing and Consultants Limited	\$576,821.00	17/08/12	13	Love 101 FM	20/7/12	\$600,000.00
2.	Backstage and Rental	\$2,050,000.00	31/07/12; 22/08/12; 24/12/12; 16/10/13 07/11/13 07/03/14 04/10/14	14	Hitz FM	11/12/13	\$350,000.00
3.	Iprint Digital Limited	\$2,226,841.88	16/10/13; 07/11/13; 11/12/13; 24/03/14.	15	Fame FM	11/12/13	\$295,000.00
4.	LP Azar Limited	\$2,142,000.00	14/12/12; 02/03/13 03/04/13; 16/10/13; 07/11/13.	16	Irie FM	23/08/12	\$435,000.00
5.	Ewan Simpson	\$1,050,000.00	06/06/12 22/06/12; 04/07/12; 20/07/12.	17	Sun Bloc Awnings and Tents Limited	27/7/12	\$325,000.00
6	The Pantry Limited	\$1,842,800.00	03/08/12; 10/08/12; 17/08/12; 04/07/12.	18	Digital Video Concept	23/8/12	\$330,000.000
7	Paul Henton	\$806,040.00	27/04/12; 04/05/12;	19	Jamaica National Heritage Trust	27/06/12; 16/07/12;	\$6,000,000.00



			17/05/12; 14/06/12.			26/07/12; 31/07/12.	
8	Mother's Enterprise Limited	\$1,425,000.00	10/08/12	20	Rhon Matthison	02/08/12	\$500,000.00
9	Karleen Smith and Company Limited	\$340,500.00	10/08/12	21	Grace Kennedy Limited	13/07/12	\$278,000.00
10	Fireworks Explosive Effects Limited	\$1,311,000.00	10/8/12	22	Jambiz International Limited	10/07/12 ²⁸³	\$70,000,000.00
11	Jamaica Information Services (JIS)	\$950,000.00	26/7/12; 14/8/12.	23	Frederick Grant	17/07/12; 14/08/12.	\$924,480.00
12	Lubert Levy et. Al	\$1,480,000.00	27/07/12				

Additionally, Mr. Robert Martin failed to report in the respective QCA Report and submission, the award of the following contracts for the local component of the 'Jamaica 50 Celebrations' in 2012:

TABLE 63

Contracts awarded by the Jamaica 50 Secretariat²⁸⁴							
Rec No.	Contractors	Date of Award	Contract Value	Rec No.	Contractors	Date of Award	Contract Value
1	Waterworks Limited	27/07/12	\$40,000,000.00	16	Juice Production	21/05/12	\$1,879,500.00
2	Pauline Nelson	None Seen	600,000.00	17	Production Business Solution Limited	26/07/12	\$1,384,840.00
3	Creative Production Training Center (CPTC)	02/08/12	\$9,204,000.00	18	Panache Entertainment Limited	27/05/12	\$10,300,000.00

²⁸³ The date on which the "**CONTRACT FOR CONSULTANTS SERVICE**" was entered into between Jambiz International and the JCDC was July 10, 2012.

²⁸⁴ The referenced Contract Values are extracted from the document entitled "**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**" which was appended to the response of Mrs. Hermine Lattibeaudierre, Financial Director, MOYC, and dated September 16, 2014.

The dates of award of the contracts were extracted from the document entitled "**LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS**" at Appendix 6.



4	The Hynes Group	25/07/12	\$9,198,000.00	19	I print Digital Limited	29/05/12	\$4,002,466.52
5	Phase Three Production	04/07/12	\$19,592,500.0	20	DOJ Marketing Limited	03/08/12	\$1,279,425.00
6	Image One Limited	18/07/12	\$15,026,902.80	21	Duane Marzouca Equipment Co. Limited	19/7/12	\$2,266,350.03
7	Main Events Limited	25/07/12	\$8,350,000.00	22	XYZ Construction Limited	19/7/12	\$6,128,800.0
8	Visual Vibe Limited	16/7/12	\$6,000,000.00	23	Touch Caribbean Limited	25/07/12	\$2,778,000.00
9	Security Services	09/7/12	\$6,370,623.17	24	Telegens Limited	25/07/12	\$1,422,320.00
10	Caribbean Fencing Limited	11/07/12	\$5,652,290012	25	Jamaica Tourist Board (JTB)	None Seen	\$22,800,000.00
11	S.W. Neil Plumbing Sales and Services Limited	11/7/12	\$2,266,350.03	26	Jamaica Cultural Development Commission (JCDC).	None Seen	\$200,000,000.00
12	Charles Campbell	17/06/12	\$1,600,000.00	27	Manpower & Maintenance Services Limited	26/07/12	\$7,473,234.70
13	The Higher Intelligence Agency Limited	10/05/12	\$7,231,400.00	28	Time Code production	16/07/12	\$9,198,000.00
14	Logistics Management Services	25/07/12	\$8,000,000.00	29	Television Jamaica Group	29/07/12	\$20,000,000.00
15	Jamaica Information Service (JIS)	31/07/12	\$1,879,500.00				



RECOMMENDATIONS

Section 20(1) of the Contractor-General Act mandates that “*after conducting an Investigation under this Act, a Contractor-General shall, in writing, inform the principal officer of the public body concerned and the Minister having responsibility therefor of the result of that investigation and make such recommendations as he considers necessary in respect of the matter which was investigated.*” (OCG’s Emphasis)

In light of the foregoing, and having regard to the Findings and Conclusions that are detailed herein, the OCG now makes the following Recommendations:

1. Whilst the OCG is cognizant of the general provision, that activities of a cultural nature are exempt from adhering to the GPPH, the OCG, nonetheless, recommends and highly encourages Procuring Entities who undertake such procurement activities to employ processes and standards which will:
 - (a) enable the selection of the most economically viable bid;
 - (b) secure value for money in the procurement activities undertaken;
 - (c) ensure prudent public administration and management of public funds; and
 - (d) ensure accountability through transparent practices.

2. The OCG, also urges the Ministry of Finance & Public Service to review the limitations of the exemptions provided by Circular #35²⁸⁵, in an effort to prevent the recurrence and/or likelihood of a public body misinterpreting and/or abusing the exemptions facilitated therein to by-pass certain procurement requirements and their respective QCA reporting obligations to the OCG.

²⁸⁵ Circular 35 exempts artistic and cultural products, services, works of art, performance services and other cultural and creative products and services’ from adhering to standard GoJ procurement guidelines.



Further, the OCG encourages Public Bodies to apprise themselves of all the applicable policies, procedures and governing Legislation in the award of government contracts.

3. It is recommended that an immediate review of the accounting, procurement and public administration management practices at the Ministry of Culture, Gender, Entertainment and Sport (MCGES), JCDC and the JTB be undertaken by the Public Administration and Appropriations Committee of the House of Representatives, the Auditor General and the MOFPS. Greater vigilance and oversight is especially necessary where public procuring entities undertake large scale procurements or procurement activities which involve the award of numerous contracts.

This recommended review should be conducted to ensure that adequate procedures, systems, checks and balances are not only implemented, but are aggressively enforced to secure a radically improved level of compliance on the part of the named entities in accordance with the provisions, *inter alia*, of the Financial Administration and Audit Act, the Public Bodies Management and Accountability Act, the Contractor General Act, and the Public Sector Procurement Regulations.

4. The OCG recommends that Procuring Entities take due care in ensuring that there is timely planning and execution of procurement activities, in an effort to obtain the best value for the money spent, and to ensure that all procedural activities are observed in accordance with applicable Procurement Guidelines.

Proper procurement planning will ensure that the procuring entity has adequate time to award contracts by way of a competitive tendering process. This would better facilitate transparency and accountability, thus, ensuring that value for money is realized in the award of government procurements.



5. The OCG recommends that the MCGES, JTB and the JCDC implement an effective and efficient record keeping/filing system which will aid in maintaining proper documentation. This would further facilitate greater levels of transparency and accountability in the administration and management of entrusted public resources as this is paramount to dispel the perception of bias, delinquency, and or misfeasance on the part of Public Officers.

6. In an effort to ascertain value for money in public sector procurement opportunities, the OCG urges the MOFPS to invest in the inclusion of a ‘Value for Money assessment test’, that forms a part of the procurement process. This test **must** be administered when undertaking public sector procurements and will aid in ensuring that Public Bodies obtain the maximum benefits from the goods and services acquired with the resources available.

In assessing VFM the UK Treasury Department²⁸⁶ utilises the ‘Three Stage Assessment Test’, which entails (1) a Program Level Assessment, (2) a Project Level Assessment, and (3) a Procurement Level Assessment. The OCG, therefore, recommends that the aforementioned test be modified and implemented as follows:

- a) Program Level Assessment- ensures that only programmes which are necessary and likely to lead to good value for money are considered for implementation;
- b) Project Level Assessment - requires identification of every aspect in a project which are key to VFM (ability to modify the programme, depending on the nature of the circumstances); and

²⁸⁶ Value for Money Assessment Guidance, dated November 2006, and extracted on January 1, 2015 from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/252858/vfm_assessmentguidance061006opt.pdf, stated, *inter alia*, that “In August 2004, the Treasury released its Value for Money Assessment Guidance replacing Treasury Taskforce ‘Technical Note 5’ for Private Finance Initiative (PFI) procurements. This introduced a new three stage process to assess the Value for Money (VfM) of PFI schemes.



- c) Procurement Level Assessment- identifies market conditions and potential problems which could erode VFM; (bid evaluation process, which will determine the best value for money).
7. Finally, Public Bodies must be reminded that the Contractor General, pursuant to Section 4 of the Contractor General Act, has jurisdiction over the award and implementation of all government contracts, irrespective of whether such contracts are exempted from the GOJ procurement guidelines.



APPENDICES

Appendix 1

The following table details the basis upon which the OCG derived at the following figures.

TABLE 64

Description/Details	Formula	Calculation method	Total
Overall Budget for the 'Jamaica 50 Celebrations'			\$ 688,500,000.00
London Budget	£1:J\$135 ²⁸⁷	£1,000,000.00 x \$135	\$135,000,000.00
London Expenditure			£910,760.76
Jamaican Dollar equivalent of the amount expended on the London component the 'Jamaica 50 Celebrations'.	London expenditure less multiplied by J\$ exchange rate	£910,760.76 x 135	\$122,952,702.60
Savings accrued from the hosting of the London component of the 'Jamaica 50 Celebrations'	£1: J\$135 (Overall London budget less (-) the actual London expenditure)	£1,000,000.00- £910,760.76	£89,239.24 or J\$12,047,297.40
Budgetary allocation for the local component of the 'Jamaica 50 Celebrations'	Overall budget for the 'Jamaica 50 Celebrations' less (-) the J\$ equivalent of the budget for the London component.	\$ 688,500,000.00- \$135,000,000.00	\$ 553, 500,000.00
Cost of the local component of the 'Jamaica 50 Celebrations'	Overall cost of celebrations less (-) J\$ equivalent of London expenditure.	\$748,586,000.00- \$122,952, 702.60	\$ 625,633,297.40
Cost overrun associated with hosting the local component of the 'Jamaica 50 Celebrations'	Total local allocation less (-) Local component allocation	\$ 625,633,927.40 - \$553,500,000.00	\$ 72,133,297.40

²⁸⁷ Based on the overall approved 'Overall Jamaica 50 Budget inclusive of UK component' which provided by, Mr. Robert Martin, then Permanent Secretary, MOYC, by way of letter dated September 6, 2012, to the OCG.



Appendix 2

The following table entitled ‘**Overall Approved Budget Jamaica 50 Inclusive of UK Component**’ details the overall budget approved for hosting the ‘Jamaica 50 Celebrations’.

OVERALL APPROVED JAMAICA 50 BUDGET INCLUSIVE OF UK COMPONENT					
	135	BUDGET J\$	FUNDING SOURCE	SPONSORSHIP	
MARKETING					
Production		\$ 20,000,000.00	SPONSORSHIP	\$ 20,000,000.00	
Media		\$ 30,000,000.00	SPONSORSHIP	\$ 30,000,000.00	
Public Relations		\$ 17,000,000.00	SPONSORSHIP	\$ 17,000,000.00	
		\$ 67,000,000.00		\$ 67,000,000.00	
JAMAICAN EVENTS					
Jubilee Village		\$ 90,000,000.00	2012/2013 BUDGET		Includes entertainment content at all locations including London events
Jubilee Village		\$ 50,000,000.00	2012/2013 BUDGET	\$ 10,000,000.00	Sponsorship required to cover shortfall from 2012/2013 budget
Live Sites 5-6		\$ 20,000,000.00	2012/2013 BUDGET		To be provided to support JCDC at the parishes
JCDC GALA et al		\$ 200,000,000.00	2012/2013 BUDGET		
		\$ 360,000,000.00		\$ 10,000,000.00	
SECRETARIAT					
Operations		\$ 56,550,000.00	CHASE	\$ 56,550,000.00	
Technical Infrastructure broadcast		\$ 28,000,000.00	SPONSORSHIP	\$ 28,000,000.00	
Sponsorship AEG Live	£ 115,000.00	\$ 15,525,000.00	SPONSORSHIP	\$ 15,525,000.00	
Broadcast sponsorship RJR UK		\$ 13,000,000.00	SPONSORSHIP	\$ 13,000,000.00	RJR group agreement
Entertainment in the UK USD	\$ 100,000.00	\$ 8,900,000.00	SPONSORSHIP	\$ 8,900,000.00	
		\$ 121,975,000.00		\$ 121,975,000.00	
JAMAICA HOUSE					
Tourism Enhancement Fund to JTB	£ 500,000.00	\$ 67,500,000.00	*TOURISM ENHANCEMENT FUND		Deposits paid for 02 venue by JTB
JAMPRO to JTB	£ 100,000.00	\$ 13,500,000.00	*2012/2013 BUDGET		
MYC to JTB	£ 250,000.00	\$ 33,750,000.00	*2012/2013 BUDGET		
SPONSORSHIP from Private Sector	£ 150,000.00	\$ 20,250,000.00	PRIVATE SECTOR	\$ 20,250,000.00	
	£ 1,000,000.00	\$ 135,000,000.00		\$ 20,250,000.00	
CONTINGENCY					
		\$ 4,525,000.00	SPONSORSHIP	\$ 4,525,000.00	
TOTAL					
		\$ 688,500,000.00		\$ 223,750,000.00	
CASH SPONSORSHIP AMOUNT TO DATE					
				\$ 206,000,000.00	
IRKIND SPONSORSHIP					
				\$ 81,939,500.00	
APPROVED BUDGET					
		\$ 688,500,000.00			
* JTB Revenue budget for the London Segment of JASO Celebration					



Appendix 3

The following is a photograph of the O2 Arena/ 'the Bubble' in London, that housed 'Jamaica House' in 2012.





Appendix 4

The following depicts details of sponsorship/donations received from both private and public sector partners to host the 'Jamaica 50 Celebrations'.

Question 5a.

SPONSORSHIP/DONATIONS

SPONSOR	AMOUNT
Public Sector	
National Housing Trust	\$ 25,000,000.00
Airports Authority	\$ 5,000,000.00
National Housing Trust	\$ 1,200,000.00
Heart Trust/NTA	\$ 2,500,000.00
Heart Trust/NTA	\$ 2,500,000.00
	<u>\$ 36,200,000.00</u>
Private Sector	
Supreme Ventures	\$ 25,000,000.00
Unicomer & Co./COURTS	\$ 5,000,000.00
Advantage General Ins Co Ltd	\$ 1,025,000.00
J Wray & Nephew	\$ 10,000,000.00
Restaurants Of Jamaica	\$ 1,000,000.00
Norbrook Package Compan	\$ 37,500.00
Mailpac Services Ltd	\$ 37,500.00
Restaurants Of Jamaica	\$ 1,000,000.00
Best Dressed Foods	\$ 3,750,000.00
CB Foods	\$ 1,000,000.00
Sagicor	\$ 1,200,000.00
Lime	\$ 5,000,000.00
National Commercial Bank	\$ 5,000,000.00
Restaurants Of Jamaica	\$ 1,000,000.00
Red Stripe	\$ 10,032,620.00
Victoria Mutual	\$ 1,000,000.00
Pepsi Cola Jamaica	\$ 1,700,000.00
Jamaica National Building Society	\$ 9,600,451.60
Digicel	\$ 4,224,000.00
National Health Fund	\$ 1,000,000.00
Stewart Auto Sales	\$ 500,000.00
Victoria Mutual	\$ 5,000,000.00
Dev Bank Jamaica	\$ 5,000,000.00
	<u>\$ 98,107,071.60</u>
Grand Total	<u><u>\$134,307,071.60</u></u>



Appendix 5

The following table depicts details of the expenditure undertaken for the London based component of the 'Jamaica 50 Celebrations'.

Record #:	Name of Contractor	Contract Description	Initial Agreed Value of Contract £	Procurement Method	Principal Site of Contract Performance	Actual Expenditure £	Comment
CATERING							
1	Plantation Inn	Provide catering services for Jamaica House Event along with providing food for staff and VIP guests	7,500.00	Direct Contracting	London, England	7,500.00	
DESIGN, BUILD-OUT & EVENT MANAGEMENT							
2	Barc Ash Operating	Rental of Bubble (License Fee for Hire of the Ground Floor for the Jamaica 50th Event	300,000.00	Direct Contracting	London, England	260,000.00	Please note that amount is net of VAT
3	Time-Based Events Limited	Event Design, Fit-Out and Operational Event Cost for Jamaica House 2012, O2 Bubble 3rd-12th August 2012	570,000.00	Limited Tender	London, England	494,000.00	Please note that amount is net of VAT
MARKETING & PUBLIC RELATIONS							
4	DraftFCB (Advertising)	Provided service of print, Billboard, OOH, Shaggy Recording (Come to Jamaica House) & Outdoor media digital Production	50,000.00	Open Tender	London, England	40,831.00	JTB's Advertising Agent
5	DraftFCB (Website)	Provided service of Jamaica House Website Built, hosting, etc. along with additions to build a Pre register on JamaicaHouse2012.com website	21,650.00	Open Tender	London, England	21,646.00	JTB's Advertising Agent
6	McCluskey International	Online & Television Broadcast License 3 x Tracks - Collection Online and additional Staffing costs for Jamaica House	3,912.00	Open Tender	London, England	3,912.00	JTB's Public Relations Agent (UK/Europe)
7	Learprint	Provided service by printing Jamaica House fliers	215.00	Direct Contracting	London, England	215.00	
8	Brilliant Embroidery	Provided Uniforms for Jamaica House Project	816.93	Direct Contracting	London, England	816.93	
9	Ticket Alternative UK Ltd.	Provided Wristbands for Jamaica House Project	130.80	Direct Contracting	London, England	130.80	
10	Federal Express	Provide Shipping services Re: Transport promotional Items to London Re:Jamaica 50th celebration	1,746.66	Exempt	London, England	1,746.66	
DOCUMENTARY							
11	McCluskey International	Filming documentary, VNR TV footage of Jamaica House (4 edit days, filming shift and additional film edit and interview)	2,832.00	Open Tender	London, England	3,000.00	JTB's Public Relations Agent (UK/Europe)
LEGAL FEES							
12	Samuda & Johnson	Professional services rendered	2,306.00	Exempt	Kingston, Jamaica	2,306.00	
PHOTOGRAPHY							
13	McCluskey International	Coverage of Jamaica House Events 2.5 extra days of photography Evening Event/Press Coverage	750.00	Open Tender	London, England	750.00	JTB's Public Relations Agent (UK/Europe)
14	McCluskey International	Supplied Getty still photography services and endeavour TV services/providing exclusive content getty platform	27,500.00	Open Tender	London, England	27,500.00	JTB's Public Relations Agent (UK/Europe)
TOTAL AMOUNT			989,359.39			864,354.39	

LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS (Question 5a and 5c)

NO.	Entity Awarded Contract	Date of Award of Contract	Description of Contract	Total Value of Contract (JMD)	Amount paid to Contractor to Date (JMD)	Payment Dates were made	Procurement Method Used
1	Waterworks Limited	27/07/12	Marketing: Payment for Production and Media services	40,000,000.00	40,000,000.00	29/08/12; 10/01/12; 01/03/12; 06/03/12; 16/03/12; 23/03/12; 03/04/12; 20/04/12; 18/05/12; 31/05/12; 11/06/12; 14/06/12; 28/03/13; 07/11/12; 26/09/12; 27/07/12;	Direct Contracting
2	Angela Thame	10/05/12	Marketing: Payment for Marketing consultant services	500,000.00	500,000.00	04/07/12; 20/06/12; 05/07/12; 27/12/12; 24/12/12; 16/05/13;	Employment Contract
3	Pauline Nelson		Marketing: Payment for Media & Public Relations service	600,000.00	600,000.00	16/07/12; 04/09/12;	Direct Contracting
4	Creative Production Training Centre	02/08/12	Production: broadcast and audiovisual services	9,204,000.00	9,204,000.00	02/11/12; 12/04/12; 29/06/12; 02/11/12; 05/07/12; 05/08/13; 03/08/12; 26/08/12; 17/12/12; 20/08/13; 17/09/13;	Direct Contracting
5	Jamaica Information Service	31/07/12	Production: Advertisement during celebratory period	1,265,555.00	1,265,555.00	16/05/13	Direct Contracting
6	Production Business Solution	26/07/12	Production: Accreditation system for Jubilee Village	1,384,840.00	1,384,840.00	25/09/12; 24/12/12	Direct Contracting
7	The Hynes Group	25/07/12	Production: Jamaica 50 Song and video shoot	9,198,000.00	9,198,000.00	31/05/12; 10/09/12;	Direct Contracting
8	Image One limited	18/07/12	Production: lighting staging lighting, crew, generator, production and stage management package	40,387,983.00	40,387,983.00	18/07/12; 18/07/12; 18/07/12; 18/07/12; 18/07/12; 08/08/12; 08/08/12; 08/08/12; 15/11/12; 07/11/12; 08/08/12; 11/09/12; 30/11/12;	Direct Contracting
9	Paradise Entertainment Limited	27/05/12	Provision of entertainment, PA System and stage floor for the Jamaica Military Tattoo Village; Sign for Montage Bay Civic Centre; JAMPNO Press Conference	10,300,000.00	10,300,000.00	11/06/12; 11/06/12; 21/06/12; 29/06/12; 29/06/12; 17/07/12; 18/07/12; 18/07/12; 18/07/12; 29/11/12;	Direct Contracting



LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS (Question 5a and 5b)

							18/09/12; 15/08/12; 21/08/12; 24/12/12;	
10	Print Digital	29/05/12	Dress Royal Box, plant rental, presentation area - mounting brackets, banners, etc	4,002,466.52	4,002,466.52	01/06/12; 20/06/12; 20/06/12; 20/06/12; 20/06/12; 05/07/12; 16/07/12; 16/07/12; 16/07/12	Direct Contracting	
11	National Outdoor Advertising	19/07/12	Rental of billboard for Pin-in-the-Sun, Banner	205,947.55	205,947.55	17/07/12; 17/07/12; 24/07/12; 24/07/12; 02/08/12; 21/09/12;	Direct Contracting	
12	DOJ Marketing	03/08/12	Prepare banner and frame	1,279,425.00	1,279,425.00	18/09/12; 25/09/12; 06/11/12;	Direct Contracting	
13	Event 2 Event	19/06/12	Jubilee Village Payment for Events coordination services	47,846,861.76	47,846,861.76	20/06/12; 12/07/12; 12/07/12; 12/07/12; 12/07/12; 24/07/12; 24/07/12; 30/07/12; 30/07/12; 30/07/12; 30/07/12; 30/08/12; 21/09/12; 21/09/12; 15/11/12; 23/11/12; 14/12/12; 24/12/12; 21/2/13; 28/03/13; 16/05/13;	Direct Contracting	
14	Caribbean Fencing	11/07/12	Jubilee Village Fencing	5,652,290.12	5,652,290.12	11/07/12; 22/08/12; 29/08/12;	Direct Contracting	
15	Fencing Associates	03/08/12	Fence King's House, Park & Ride	204,000.00	204,000.00	15/08/12;	Direct Contracting	
16	S.Well Plumbing	11/07/12	Jubilee Village Plumbing Equipment & Services	2,266,350.03	2,266,350.03	20/07/12; 10/09/12; 19/09/12; 06/11/12;	Direct Contracting	
17	Charles Campbell	17/06/12	Services rendered for Jamaica 50 venues	1,600,000.00	1,600,000.00	17/07/12; 27/07/12; 15/08/12;	Direct Contracting	
18	The Higher Intelligence Agency	10/05/12	International Launch of Jamaica 50 Trademark	7,231,400.00	7,231,400.00	18/05/12; 04/06/12; 10/09/12; 25/09/12; 07/11/12;	Direct Contracting	
19	Logistics Management	25/07/12	Jubilee Village Logistics Works	8,000,000.00	8,000,000.00	20/08/12; 30/08/12; 10/09/12; 24/09/12; 06/11/12;	Direct Contracting	
20	Diane Marouca Equipment Co. Ltd	19/07/12	Jubilee Village Supplied equipment (standby generator, air-condition units, etc)	29,009,500.00	29,009,500.00	20/07/12; 23/07/12; 23/07/12; 23/07/12; 02/08/12; 02/08/12; 02/08/12; 02/08/12; 15/08/12;	Direct Contracting	



LIST OF CONTRACTS AWARDED FOR JAMAICA 50 CELEBRATIONS (Question 5a and 5b)

									15/08/12; 15/08/12; 15/08/12; 06/11/12; 19/04/12;	
21	ATL Construction	19/07/12	Jubilee Village: Asphaltting clear and level site	6,128,800.00	6,128,800.00	23/07/12; 23/07/12; 23/07/12				Direct Contracting
22	Manpower	26/07/12	Jubilee Village: Garbage Disposal and Sanitation	7,473,234.70	7,473,234.70	02/08/12; 03/08/12; 31/08/12; 10/09/12; 28/09/12; 26/10/12; 07/11/12;				Direct Contracting
23	Phase Three Production	04/07/12	Live Sites: Payment for the provision of LED screens	19,592,500.00	19,592,500.00	24/07/12; 24/07/12; 02/08/12; 02/08/12; 02/08/12; 29/08/12; 26/09/12; 10/10/12; 10/10/12;				Limited Tender
24	Inge One limited	16/07/12	Live Sites: Payment for the provision of LED screens	15,026,902.80	15,026,902.80	26/07/12; 26/07/12; 26/07/12; 14/08/12; 14/08/12; 14/08/12;				Limited Tender
25	Main Events limited	25/07/12	Live Sites: Payment for the provision of LED screens	8,330,000.00	8,330,000.00	07/11/12; 24/12/12; 17/01/13				Limited Tender
26	Visual Vibe	16/07/12	Live Sites: Payment for the provision of LED screens	6,000,000.00	6,000,000.00	30/07/12; 11/09/12; 26/09/12; 06/11/12;				Limited Tender
27	JCOC		JCOC Gala	200,000,000.00	200,000,000.00	13/06/12; 06/07/12; 18/07/12; 26/07/12; 21/09/12; 21/11/12;				Limited Tender
28	Security Services	09/07/12	Jubilee Village: Provided armed guards and dogs	6,370,623.17	6,370,623.17	29/08/12; 10/09/12; 10/09/12; 10/09/12; 06/11/12; 06/11/12; 06/11/12; 06/11/12;				Direct Contracting
29	Robert Bryan	16/04/12	Operations: Monthly Salary	636,000.00	636,000.00	01/03/12 to 20/06/12				Employment Contract
30	Jean Young Davis	16/04/12	Operations: Monthly Salary	250,000.00 500,000.00	250,000.00 500,000.00	01/02/12 to 15/04/12 16/04/12 to 21/02/14				Employment Contract
31	Hermine Lathaunderre	18/04/11	Operations: Monthly Salary	200,000.00	200,000.00	26/05/11 to 31/03/14				Employment Contract
32	Lisa Ann Ogilvie	01/05/12	Operations: Monthly Salary	550,000.00	550,000.00	24/05/12 to 28/08/12				Employment Contract
33	Tshay Taylor	06/04/12	Operations: Monthly Salary	100,000.00	100,000.00	26/05/11 to 18/09/12				Employment Contract





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34	Erica Behne	02/01/12	Operations: Monthly Salary	100,000.00	100,000.00	2/05/11 to 23/10/13	Employment Contract
35	Howard Forte	16/01/12	Operations: Monthly Salary	123,050.00	123,050.00	10/02/12 to 2/10/14	Employment Contract
36	Stephanie Campbell	01/05/12	Operations: Monthly Salary	625,000.00	625,000.00	01/10/11; 11/01/12; 11/05/12; 2/05/12; 20/06/12; 2/07/12; 27/08/12	Employment Contract
37	Danielle Stebel	01/05/12	Operations: Monthly Salary	285,000.00	285,000.00	2/05/12; 20/06/12; 17/07/12; 2/07/12; 27/08/12;	Employment Contract
38	Marvell Bambray	2/09/12	Operations: Monthly Salary	100,000.00	100,000.00	25/09/12 to 08/04/14	Employment Contract
39	Monique Valcott	06/06/12	Operations: Monthly Salary	130,942.00	130,942.00	20/06/12; 2/07/12; 27/08/12; 18/09/12;	Employment Contract
40	Time Code Production	16/07/12	Technical Infrastructure Broadcast	9,190,000.00	9,190,000.00	30/08/12; 10/09/12; 26/09/12; 06/11/12; 2/12/12;	Direct Contracting
41	Troun Caribbean Limited	25/07/12	Rental of imported radio and video equipment	2,770,000.00	2,770,000.00	27/07/12	Direct Contracting
42	Telegen Limbed	25/07/12	Live streaming equipment and technical support	1,422,320.00	1,422,320.00	28/03/13; 16/05/13;	Direct Contracting
43	Juce Production	21/05/12	Streaming of Jamaica 50 celebration worldwide	1,879,500.00	1,879,500.00	27/09/12; 06/11/12;	Direct Contracting
44	Television Jamaica Group	29/07/12	Broadcast sponsorship in UK	20,000,000.00	20,000,000.00	31/07/12; 31/07/12; 31/07/12; 31/07/12; 02/08/12; 02/08/12; 02/08/12; 27/09/12; 27/09/12; 27/09/12; 06/11/12; 06/11/12; 2/12/12; 02/04/13; 16/05/13;	Direct Contracting
45	Digital	04/11/11	Provide Telephone Services	162,500.00	162,500.00	Monthly	
46	Lesline Greene	03/07/12	Employment Contract	200,000.00	200,000.00	20/08/12; 10/09/12;	Employment Contract
47	The Higher Intelligence Agency	01/03/12	Register Trade Mark Overseas	850,153.25	850,153.25	06/02/12	Direct Contracting
48	Jamaica Tourist Board		Entertainment in the UK	22,800,000.00	22,800,000.00	1/16/12	Direct Contracting

