

**THE PASSPORT IMMIGRATION AND CITIZENSHIP AGENCY (PICA)  
ANNUAL REPORT FOR THE FINANCIAL YEAR 2009/2010**

**1.0 INTRODUCTION**

1.1 The matter for tabling in the Honourable Houses of Parliament is the Annual Report for the Passport, Immigration and Citizenship Agency (PICA,) for the financial year 2009/2010.

**2.0 OVERVIEW**

2.1 The Passport, Immigration and Citizenship Agency (PICA), was established as an Executive Agency of the Ministry of National Security, June 1, 2007, to be a self-financing, performance-based and a service oriented institution. The Agency evolved from the former Immigration, Citizenship and Passport Services Division of the Ministry, following a modernization programme, which commenced in 2005. PICA is governed by the Executive Agencies Act, 2002 and is required to submit an Annual Report in accordance with Section 14 (1) of the Act.

**3.0 DISCLOSURES**

3.1 As a result of the Agency's financial software being incompatible with the Financial Management Software (FINMAN) of the Ministry of Finance and the Public Service, the Agency was unable to produce the Financial Statements in the required format for the Auditor General's Department (AGD). The Agency therefore experienced significant delay in completing its Annual Reports.

**Auditor's Report**

3.2 The Auditor General's Department audited the financial statements for the financial year ended 2010. The auditors stated that the financial statements given were true and fair of the financial position of the Agency for the period under review and of its financial performance, changes in equity and its cash flows in accordance with International Public Sector Accounting Standards.

**Compensation of Senior Executives**

3.3 Pursuant to the Second Schedule (Part 1) of the Public Bodies Management and Accountability Act (2001) (amendment 2011), details of the compensation packages for the ten (10) Senior Executives for 2010 have been disclosed. The total compensation to the executives amounted to \$40,986,738.78 for 2010. (Appendix 1) During the period under review an Advisory Board was not appointed.

#### **4.0 OPERATIONAL REVIEW**

- 4.1 The Agency was tasked with implementing a number of initiatives during the 2009/2010 financial year. These initiatives were geared at meeting its objective of self-sufficiency. The initiatives were also geared towards benefitting clients, and to cushion the impact of the global financial crisis which began in 2009. These initiatives included the increase and introduction of fees, as well as the introduction of new services, such as expedited service for Passport to satisfy demand. Services which were subjected to new cost included Extension of Stay, Unconditional Landing and Permanent Residency.
- 4.2 The 2009/2010 financial year saw the unfolding of much of the vision and aspirations of the Agency. The Agency exceeded its target of financing sixty-three percent (63%) of its operational expenses from revenues and were able to finance eighty-six percent (86%) from the year's earnings.
- 4.3 Among the factors that contributed to the improved earnings was a higher than projected production of passports by more than sixteen percent (16%) for the year. In addition to the favourable performance of passport operation, the Citizenship Unit fared well, as a higher than projected number of applications for citizenship were received and processed during the year. The Agency processed close to fifteen percent (15%) more applications for Jamaican citizenship that was planned for the 2009/2010 financial year.
- 4.4 Another noteworthy accomplishment during the year was the introduction of new services to boost the Agency's offerings and satisfy the needs of clients. PICA Mobile began operating in August 2009 and brought the Agency's passport services directly to customers in communities and organizations in Kingston, St. Catherine, Clarendon and St. Thomas.
- 4.5 Additionally, the Agency introduced a Cost Reduction Strategy, which included energy conservation initiatives, rationalization of security services and rationalization of communication devices and services. The Agency was able to significantly reduce its energy usage, as well as its security cost by seventeen percent (17%) and telecommunications cost by forty percent (40%).
- 4.6 Other achievements of the Agency included partnerships with key stakeholders such as the Ministry of Labour and Social Security through the signing of a Memorandum of Understanding (MOU) to strengthen the cooperation in granting work permits to immigrants. In addition, partnership with the United Kingdom resulted in assistance with the verification of the identity of persons in detention centres. The partnership with the UK also included the establishment of a Documentation Archive Facility through the receipt of a grant of forty million dollars (J\$40,000,000.00). This activity served to build the Agency's investigative capacity.

## **5.0 FINANCIAL HIGHLIGHTS**

### **Income and Expenditure**

- 5.1 The Agency recorded revenue at six hundred and ninety-eight million, four hundred and thirteen thousand, four hundred and twenty-nine dollars (J\$698,413,429.00) which covered eight-five percent (85%) of the expenses incurred during the period with a total expenditure of eight hundred and thirteen million, two hundred and forty thousand, two hundred and eighty-five dollars (J\$813,240,285.00). The increase in revenue was due to a boost in revenues earned in the Third Quarter of the financial year from the introduction of new fees as well as the increase in the price of Passports.
- 5.2 Compensation accounted for approximately fifty-seven percent (57%) of the total expenses, with the purchasing of other goods and services accounting for twenty-one percent (21%), and travel expenses seventeen percent (17%). The total expense incurred for the financial period represents a five percent (5%) reduction in the expenses when compared to the 2008/2009 financial period.
- 5.3 The Agency reported an operating deficit of one hundred and fourteen million, eight hundred and twenty-six thousand, eight hundred and fifty-six dollars (\$114,826,856.00).

## **6.0 CONCLUSION**

- 6.1 PICA continues to be resolute in providing regulated services for passport, immigration and citizenship services on behalf of the Government of Jamaica. The Agency also remains committed to becoming a self-financing, performance-based and a service oriented institution.



**Dr. Horace Chang, MP**  
**Minister of National Security**

**May 30 2019**

**DIRECTORS COMPENSATION**

**Appendix I**

Name & Position of Director	Fees (\$)	Total Compensation	Motor Vehicle Upkeep/Traveling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Suzette Whyte-Boothe- Finance & Planning	1/4-15/6/09 \$3,169,768 16/6/09-31/3/10 \$3,282,974	\$660,368.33 <u>\$2,599,021.12</u> \$3,259,389.45	1/4/09-31/3/10 \$796,500			\$4,055,889.45
Erica Francis- Human Resource (assigned)	1/4-3/8/09 \$2,313,340 4/8/09-31/3/10 \$2,405,874	\$780,293.24 \$1,594,368.88 <u>\$2,374,662.12</u>	1/4/09-31/3/10 \$420,000			\$2,794,662.12
Sandra Logan Bruce Administration	1/4-1/6/09 \$2,830,150 2/6/09-31/3/10 \$2,943,356	\$482,411.93 <u>\$2,441,647.62</u> \$2,924,059.55	1/4/09-31/3/10 \$420,000			\$3,344,059.55
Keith Montaque- ICT Services	1/4-31/10/09 \$3,322,350 1/11/09-31/3/10 \$3,445,400	\$1,938,154.19 \$1,435,583.35 <u>\$3,373,737.54</u>	1/4/09-31/3/10 \$796,500			\$4,170,237.54
Carol Saunders Hammond- Citizenship	1/4-3/8/09 \$2,830,150 4/8/09-31/3/10 \$2,943,356	\$954,614.07 \$1,950,557.46 <u>\$2,905,171.53</u>	1/4/09-31/3/10 \$420,000			\$3,325,171.53
Leighton Wilson- Director Immigration Services	1/4-31/8/09 \$3,199,300 1/9/09-31/3/10 \$3,32,350	\$1,333,041.65 \$1,938,037.50 <u>\$3,271,079.15</u>	1/4/09-31/3/10 \$796,500			\$4,067,579.15
Amy Johnson-Lynch- Passport Services	1/4-30/11/09 \$2,141,070 1/12/09-31/3/10 \$3,322,350	\$1,427,380.00 \$1,107,405.00 <u>\$2,534,830.00</u>	1/4/09-31/3/10 \$796,500			\$3,331,130.00

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**SENIOR EXECUTIVE COMPENSATION**

Position of Senior Executive	Year	Salary (\$)	Total Compensation	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
<b>Jennifer McDonald- Chief Executive Officer</b>	<b>1/4/09-31/3/10</b>	<b>\$5,709,520</b>	<b>\$5,709,520.00</b>		<b>1/4/09-31/3/10</b> <b>\$398,250</b>				<b>6,107,770.00</b>
Cecil Bailey- Deputy Chief Executive Officer- Corporate Services	1/4/09-13/1/10	\$4,139,402	\$3,252,387.32		1/4/09-31/3/10 \$796,500				\$4,966,488.75
	14/1-31/3/10	\$4,282,140	<u>\$917,601.43</u> <u>\$4,169,988.75</u>						
Garth W. Williams Deputy Chief Executive Officer- Operations	1/4/09-13/1/10	\$3,996,664	\$3,140,235.97		1/4/09-31/3/10 \$796,500				\$4,823,750.69
	14/1-31/3/10	\$4,139,402	<u>\$887,014.72</u> <u>\$4,027,250.69</u>						

**Notes**

1. Where contractual obligations and allowances are stated in a foreign currency, the sum in that stated currency must be clearly provided and not the Jamaican equivalent.
2. Other Allowances (including laundry, entertainment, housing, utility, etc.)
3. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.