

**THE PASSPORT IMMIGRATION AND CITIZENSHIP AGENCY (PICA)  
ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 2010/2011**

**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 2010/2011.

**2.0 OVERVIEW**

2.1 The Passport, Immigration and Citizenship Agency (PICA), was established as an Executive Agency of the Ministry of National Security on 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 2011. 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 ten (10) executives amounted to \$42,960,813.20 for 2011. (**Appendix 1**) During the period under review an Advisory Board was not appointed.

#### **4.0 OPERATIONAL REVIEW**

- 4.1 The Agency continued to meet its targets, often surpassing them, and in so doing, offering quality customer service experiences. Accordingly, the Agency developed its Citizen Charter in December 2010. The Charter represented the Agency's commitment to providing maximum standards of service to satisfy its customers. This initiative included the distribution of the Charter to staff members and in-depth training to assist with the delivery of the agreed standards. Improvements in the Agency's performance are indicative of the fact PICA was successful in accomplishing 89% of the Key Performance Indicators (KPI) in comparison to 63% for the previous Fiscal year.
- 4.2 The Agency's revenue performance was positive and surpassed projection by eighteen percent (18%) with earnings of eight hundred and ninety-one million three hundred thousand dollars (\$891,300,000.00). The financial year 2010/2011 was the first full year of collecting the increased fees for passports since these were adjusted in November 2009. The expedited service, which was introduced in 2009 earned the Agency forty-two million dollars (J\$42,000,000.00) during the period under review. The Agency also continued with its Mobile Service initiative and a total of thirteen was successfully conducted around the island.
- 4.3 A number of partnerships were forged which were geared at improving the service delivery of the Agency and its reach to customers and stakeholders. This included customer service training courtesy of Sandals Resort International for over one hundred and fifty (150) Immigration Officers, Supervisors, Assistants and Investigators at the Sangster's International Airport. This was also in collaboration with the Jamaica Hotel and Tourist Association (JHTA).
- 4.4 Another partnership forged was in the form of a Memorandum of Understanding with the Inland Revenue Department, to provide passport services at their offices island wide. This was aimed at extending the Agency's reach to its clientele at their convenience.

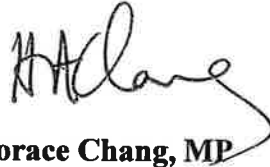
#### **5.0 FINANCIAL HIGHLIGHTS**

##### **Income and Expenditure**

- 5.1 The Agency received a twenty-seven percent (27%) increase in revenue in the sum of eight hundred and ninety-one million, two hundred and seventy-nine thousand, five hundred and seventy-one dollars (J\$891,279,571.00) which covered ninety-two percent (92%) of the expenses incurred during the period with a total expenditure of nine hundred and sixty-three million, seventy-six thousand, nine hundred and eleven dollars (J\$963,076,911.00).
- 5.2 The Agency reported a deficit of seventy-one million, seven hundred and ninety-seven thousand, three hundred and forty dollars (J\$71,797,340.00).

**6.0 CONCLUSION**

6.1 PICA remains committed 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 organization.



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

May 30, 2019

APPENDIX I

## DIRECTORS COMPENSATION

Name & Position of Director	Fees (\$)	Total Compensation	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Suzette Whyte-Boothe- Finance & Planning	1/4-15/6/10 \$3,282,974 16/6/10-31/3/11 \$3,396,180	\$683,952.92 <u>\$2,688,642.50</u> <u>\$3,372,595.40</u>	1/4/10-31/3/11 \$796,500.00			\$4,169,095.40
Erica Francis- Human Resource (assigned)	1/4-3/8/10 \$2,405,874 4/8/10-31/3/11 \$2,498,407	\$820,184.32 <u>\$1,646,677.34</u> <u>\$2,466,861.66</u>	1/4/10-31/3/11 \$420,000.00			\$2,886,861.66
Sandra Logan - Bruce Administration	1/4-1/6/10 \$2,943,356 2/6/10-31/3/11 \$3,056,562	\$501,708.41 <u>\$2,535,557.11</u> <u>\$3,037,265.52</u>	1/4/10-31/3/11 \$502,960.00			\$3,540,225.12
Keith Montaque- ICT Services	1/4-31/10/10 \$3,445,400 1/11/10-31/3/11 \$3,568,450	\$2,009,816.69 <u>\$1,486,854.15</u> <u>\$3,496,670.84</u>	1/4/10-31/3/11 \$796,500.00			\$4,293,170.84
Carol Saunders Hammond- Citizenship	1/4-3/8/10 \$2,943,356 4/8/10-31/3/11 \$3,056,562	\$1,003,416.82 <u>\$2,014,552.23</u> <u>\$3,017,969.05</u>	1/4/10-31/3/11 \$373,579.98			\$3,391,549.02
Leighton Wilson- Director Immigration Services	1/4-31/8/10 \$3,322,350 1/9/10-31/3/11 \$3,445,400	\$1,384,312.50 <u>\$2,009,816.67</u> <u>\$3,394,129.17</u>	1/4/10-31/3/11 \$921,570.00			\$4,315,699.17
Amy Johnson- Lynch- Passport Services	1/4-30/11/10 \$3,445,400 1/12/09-31/3/11 \$3,568,450	\$2,584,050.00 <u>\$ 892,112.50</u> <u>\$3,476,162.50</u>	1/4/10-31/3/11 \$796,500.00			\$4,272,662.50

**Notes**

- 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.

## 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 (\$)	Total (\$)
Jennifer McDonald- Chief Executive Officer	1/4/10-31/8/10	\$5,709,520	\$2,378,966.65				\$6,136,481.65
	1/9/10-31/3/11	\$5,758,740	<u>\$3,359,265.00</u> <u>\$5,738,231.65</u>		1/4/10-31/3/11 \$398,250.00		
Cecil Bailey- Deputy Chief Executive Officer- Corporate Services	1/4/10-31/3/11	\$4,282,140	\$4,282,140.00 <u>\$4,282,140.00</u>		1/4/10-31/3/11 \$796,500.00		\$5,078,640.00
Garth W. Williams Deputy Chief Executive Officer- Operations	1/4/10-31/8/10	\$3,996,664	\$1,665,276.67				\$4,876,427.84
	1/9/10-31/3/11	\$4,139,402	<u>\$2,414,651.17</u> <u>\$4,079,927.84</u>		1/4/10-31/3/11 \$796,500.00		

### 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.