

TRANSFORMATION OF THE FORESTRY DEPARTMENT

FRAMEWORK DOCUMENT



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1 **Ministerial Foreword**

I am very pleased to be establishing, with immediate effect, the Forestry Department of the Ministry of Agriculture as an executive agency in transition. It will continue to be known as the Forestry Department.

The Forestry Department has the lead responsibility for the management and conservation of Jamaica's forests, and, as such, it makes an important contribution to the development of Jamaica. Its functions are aimed at managing our forests on a sustainable basis to maintain and increase the environmental services and economic benefits that they provide. As an executive agency, it will be able to deliver its services more efficiently and effectively to its clients, thereby increasing its contribution to the attainment of the Government's economic and development policies.

This document sets out the framework within which the Forestry Department will operate as an executive agency. It outlines the managerial freedoms that I will extend to the Chief Executive Officer, who, as head of the agency, will be accountable for the organisation's day-to-day operations. It also sets out the arrangements that I am putting in place to monitor the agency's performance.

I am sure that the establishment of the Forestry Department as an executive agency will strengthen our joint efforts to maintain the development of what is one of Jamaica's major assets. I wish the new Chief Executive Officer and all the staff of the Forestry Department every success for the future.

Dr. the Honourable Christopher Tufton
Minister of Agriculture

2 Introduction

The Forestry Department will be transformed into an executive agency under the provisions of the Executive Agencies Act, 2002. This change forms part of the Government's Public Sector Modernisation Programme (PSMP), which is being co-ordinated by the Cabinet Office's Public Sector Reform Unit.

The Forestry Department is established as an executive agency within the Ministry of Agriculture with immediate effect. It will continue to use the title "Forestry Department". As an executive agency in transition, it will act in accordance with the Financial Instructions to Executive Agencies (FIEA). The Financial Instructions to Executive Agencies specify the systems, policies, procedures and controls that must be in place for full executive agency status to be granted. The modernisation plan for the agency envisages that these requirements will be fulfilled by 31st March 2009. Full executive agency status will be determined by the Cabinet Secretary in consultation with the Financial Secretary in accordance with these requirements.

This Framework Document sets out the basis upon which the Forestry Department and its Chief Executive Officer (CEO) will operate, and defines the relationship they will have with the Minister of Agriculture (and the Ministry's Permanent Secretary), the Ministry of Finance and the Public Service, and the Cabinet Office.

The Framework Document also sets out the key outputs and performance indicators that the CEO, through the agency, will deliver in return for the delegation of certain management, financial and human resource authorities and responsibilities. The standards of performance, or targets, required against each of those indicators will be part of a three year corporate plan which is agreed between the Minister and the CEO. The performance indicators are shown in Section 6.4 of this Framework Document. A glossary of terms used in the context of a performance-based institution is given in Appendix A.

3 **The Role of the Forestry Department**

3.1 **Legislation**

The Forest Act, 1996 provides the legal basis for the organisation and functions of the Forestry Department. Drafting instructions have been prepared for amendments to the Forest Act (1996), which will incorporate the transformation of the Forestry Department to an Executive Agency.

3.2 **Mission**

The Mission of the Forestry Department is:

“Manage all the Jamaican forest ecosystems according to national environmental policies.”

3.3 **Vision**

The Vision of the Forestry Department is:

“To become an effective executive agency in Jamaica; protecting and improving the forests of Jamaica and the first to ensure technology transfer to other Caribbean territories.”

3.4 **Goal**

The Goal of the Forestry Department is:

“Manage and conserve the forest resources of Jamaica for the benefit of present and future generations.”

3.5 **Mandate of the Forestry Department**

The mandate of the new agency was established from the results of the reviews and work done on the sector, current environmental challenges and considerations, Jamaica’s forestry profile and issues, and international best practices. These will guide all other objectives and policies and procedures of the agency. The mandate is as follows:

- Maintain the forest cover at not less than 30% of the country
- Increase forest cover to at least 2% over the next ten years
- Transfer the local experience and technology to two other territories in the region in the first five years.

3.6 **Strategic Objectives**

Strategic objectives are high-level statements of what the organisation plans to achieve in order to fulfil its mission. The agency's strategic objectives are to:-

- Develop and implement updated National and Local Forest Management and Conservation Plans
- Maintain forest cover on the Forest Estate
- Increase the participation of private sector and non-government organisations in conservation and reforestation
- Encourage well-informed and participative stakeholders
- Ensure that appropriate forestry activities are properly authorised
- Achieve compliance with forestry legislation
- Provide policy and technical advice of a high standard
- Build an efficient and effective service delivery organisation, with well trained and customer-focused staff

3.7 **Principles**

In conducting its operations, the agency will:

- Provide a safe and healthy environment for customers and staff
- provide a rewarding working environment for staff that enhances job satisfaction and rewards improved customer satisfaction levels
- Monitor customer needs with the aim of improving the reliability, quality and accessibility of services
- Discharge its functions with due regard to efficiency and economy, and the financial objectives and performance targets that it has been set

3.8 **Core Functions**

The core functions of the Forestry Department are as follows:

- National and Local Forest Management and Conservation Planning
- Management of the Forest Estate
- Authorisations – applications management
- Legal services and enforcement

- Communications
- Strategic Planning, policy guidance and project development
- Provide technical forestry/forestry related information and services
- Corporate Management
- Internal audit

4 Roles of Ministers and Ministries

4.1 The Minister of Agriculture

The Minister is responsible for determining the policy framework within which the Forestry Department operates and is also accountable to Parliament for the agency's operations and performance. The CEO reports directly to the Minister.

In conjunction with the Minister of Finance and the Public Service and the CEO, the Minister will agree the agency's performance targets, corporate plan, annual business plan and budget, and will monitor the agency's performance.

In relation to the agency, the Minister's main roles and responsibilities are to:

- Establish and revise the policy framework
- Establish and recommend amendments to legislation, regulations and delegated powers
- Establish governance arrangements
- Agree on corporate and annual plans and performance targets
- Agree on appropriate reporting and monitoring arrangements
- Approve the agency budget in the light of performance targets
- Approve the process for determining fees and charges
- Inform the CEO of relevant Ministry and Government financial, administrative and human resource policies and directives which will influence the operation of the agency

The Minister will make reasonable efforts to:

- Consult with the CEO on current and proposed legislation or policy which may impact on the agency
- Involve the agency in policy, legislative and other relevant review exercises
- Encourage Senators and Members of Parliament to write directly to the CEO on operational matters for which the CEO is responsible

The Minister will not otherwise become involved in the day-to-day operations of the agency.

4.2 **The Ministry of Agriculture**

The Ministry of Agriculture is the agency's portfolio Ministry in respect of the Executive Agencies Act, the Financial Instructions to Executive Agencies, and all other pertinent legislation, regulations and instructions.

4.3 **The Permanent Secretary, Ministry of Agriculture**

The Permanent Secretary may advise the Minister on the:

- Policy framework within which the agency will operate
- Performance of the CEO and of the agency, based on quarterly performance reports, and discussions with the CEO
- Agency's proposed corporate plan and annual business plans, budget, performance indicators and targets

The Permanent Secretary will also facilitate the achievement of the agency's objectives by developing and managing relevant Ministry policies, and by seeking advice from the CEO on the impact of policy on the agency and its customers.

Upon the direction of the Minister, the Permanent Secretary may also undertake other assignments relating to the agency.

The Permanent Secretary will not otherwise become involved in the day-to-day management of the agency.

4.4 **The Ministry of Finance and the Public Service**

The Ministry of Finance and the Public Service is the Government's financial authority for the agency. The Ministry of Finance and the Public Service will deal directly with the agency on financial matters. It will communicate budget information directly to the agency and copy such information to the Ministry of Agriculture.

4.4.1 **The Minister of Finance and the Public Service**

The Minister of Finance and the Public Service, under the Financial Administration and Audit Act, is responsible to Parliament for all matters relating to the approval of budgets and the allocation of financial resources to the agency.

4.4.2 The Financial Secretary

The Financial Secretary will determine (in consultation with the Cabinet Secretary) the time at which the Forestry Department is created as a full Executive Agency and its financial regime (Model A, B, or C) in accordance with the Financial Instructions to Executive Agencies.

The Financial Secretary, who is also responsible for issuing and updating the Financial Instructions to Executive Agencies, will provide advice to the Minister of Finance and Planning on all financial matters with respect to the operations of the agency.

5 Roles of the Chief Executive Officer and the Agency

5.1 The Chief Executive Officer

The CEO is accountable to the Minister of Agriculture for the performance and day-to-day running of the agency.

The CEO is appointed by the Minister in accordance with the Executive Agencies Act, 2002. The CEO is recognised by the Ministry of Finance and the Public Service as the accounting officer for the agency.

The CEO is also the ‘Conservator of Forests’.

5.2 Legislation, Regulations and Policy

The CEO will discharge the responsibilities delegated by the Minister of Agriculture in accordance with the law, and the policies of the Ministry.

The CEO will advise the Minister by proposing legislative and regulatory amendments, and participating in policy development exercises, as required.

5.3 Governance

The CEO reports to the Minister through a performance agreement, in accordance with the Executive Agencies Act, 2002 and other related legislation.

An Advisory Board, as required and defined by the Executive Agencies Act, 2002, will be established to advise the CEO on the strategic and business planning responsibilities of the agency. At the CEO’s request, the Advisory Board may also provide guidance from a commercial standpoint on the performance, operation and development of the agency across a range of issues, but it has no executive responsibilities. The Advisory Board will meet at least quarterly.

The chairman and members of the Advisory Board will be appointed by the Minister, who will also determine the number of members. All members of the Advisory Board will have relevant experience in the technical or management subject areas of the Forestry Department. The CEO will be an *ex officio* member of the Advisory Board. The reasonable operating costs and expenses of the Advisory Board will be met by the Ministry of Agriculture in accordance with criteria determined by the Minister from time to time.

The CEO will appoint the chairman and one other member of the Advisory Board to the Forestry Department’s Senior Management Committee (SMC). These two members will be non-executive members of the SMC. They will attend the principal quarterly meetings of the SMC at which the agency’s performance against targets set in respect of its key performance indicators will be considered, as well as such other meetings of the SMC, or its sub-committees, as determined by the CEO.

5.4 **Management**

The CEO is responsible for managing the Forestry Department so as to produce the expected results, with the degree of autonomy set out in this Framework Document, and in accordance with all applicable laws governing executive agencies.

The CEO will appoint a Senior Management Committee (SMC), the members of which will be engaged on individual fixed-term contracts for services, for between three and five years in duration, and which will specify individual performance targets. They will be accountable to the CEO for their performance.

The SMC will be responsible, *inter alia*, for the periodic review of corporate and annual business plans and for the preparation of annual budgets, subject to the approval of the CEO.

The management responsibility for the agency will be discharged by the CEO in consultation with the SMC, which will meet regularly to monitor and consider the performance of the agency against its financial and other targets, and to determine actions necessary to correct any under-performance. There will be four principal quarterly meetings of the SMC at which the agency's overall performance against its targets will be considered prior to signing off a formal quarterly report to the Minister.

The CEO will have sole authority for decisions regarding the dismissal of senior management and other staff and will exercise this authority in accordance with published disciplinary procedures, which will be incorporated within the contracts for services of senior management and other staff. Appeals against dismissal decisions will be dealt with under the procedure set out in the published disciplinary procedures.

5.5 **Accountability**

The CEO is responsible for:

- Achieving the objectives of the agency as reflected in the annual performance targets
- Developing corporate and annual business plans
- Preparing the agency budget
- Preparing interim quarterly reports for the Minister on the agency's performance against agreed targets
- Preparing an Annual Report for the Minister which will include an analysis of performance in respect of agreed targets
- Preparing other reports as required by the Minister
- Establishing and communicating fee structures
- Advising the Minister without delay on any matter for which it is proper that the Minister provide an initial reply
- Advising the Minister of emerging critical issues

- Giving evidence to the Public Accounts Committee on the discharge of those responsibilities that have been allocated to the CEO

5.6 **Financial Accountability**

The CEO is responsible for the propriety and regularity of the public finances for which (s)he is accountable and for the keeping of proper records as prescribed in the Financial Administration and Audit Act and subsidiary legislation and regulations, as amended by the Executive Agencies Act, 2002 and its subsidiary legislation and regulations. The CEO will also be responsible for the financial performance of the agency.

5.7 **Intra-governmental Relations**

The CEO will interact with other ministries, organisations and jurisdictions during the course of the Forestry Department's operations. The CEO will also participate in, or undertake, on behalf of the Ministry of Agriculture, intra-governmental activities at the request of the Minister.

6 **Planning and Budgeting**

6.1 **Corporate Plan**

The Forestry Department will prepare a corporate plan which will be submitted to the Minister for approval. The corporate plan will cover a period of three years and will be rolled forward on an annual basis to coincide with the start of the planning cycle leading up to the preparation of the annual business plan and budget for the agency.

The corporate plan will set out the agency's strategic objectives and performance targets, together with its broad plans for achieving those objectives and targets, including its marketing, operational, information technology, financial, and human resources plans. The corporate plan, when approved, will be made publicly available.

6.2 **Annual Business Plan and Budget**

The agency will produce an annual business plan for approval by the Minister containing detailed targets and proposals for the coming financial year. The preparation of the annual business plan and budget will meet the schedule and reporting requirements of the Government's annual budget cycle.

Each year, in consultation with the CEO, the Minister will set key performance targets for the agency for the coming three years. These targets will inform the annual business plan and budget and will provide the basis for the performance agreement between the Minister and the CEO.

The main financial objective for the agency is that it meets the net funding requirement. This will include accounting fully for the depreciation of assets and a return on capital employed in the agency at a rate to be agreed from time to time between the Minister and the CEO on the one hand and the Ministry of Finance and the Public Service on the other.

6.3 **Key Outputs**

In order to monitor success in achieving its mission and strategic objectives, the agency has identified the following key outputs:

- National and Local Forest Management and Conservation Plans agreed, published and actioned
- Increased stakeholder participation
- Forestry authorisations issued
- Forest legislation enforced
- Policy and technical advice delivered on time and accepted
- Forestry Department Modernisation Plan implemented to target.

6.4 Key Performance Indicators

This section sets out the proposed key performance indicators (KPIs) for the strategic management of the agency and for the management of the change to executive agency status during the transition period.

Key Output	Key Performance Indicator
National and Local Forest Management and Conservation Plans agreed, published and actioned	<ul style="list-style-type: none"> • National Forest Management and Conservation Plan reviewed and updated. • Number of Local Forest Management Plans approved by key stakeholders • Percentage increase in the “annual allowable cut”
Increased stakeholder participation	<ul style="list-style-type: none"> • Number of Local Forest Management Committees established • Number of collaborative Memoranda of Understanding agreed with private sector, NGO and government partners
Forestry authorisations issued	<ul style="list-style-type: none"> • Percentage of authorisations issued within target timescale
Forest legislation enforced	<ul style="list-style-type: none"> • Percentage of logging activities audited • Number of encroachment incidents reported and actioned • Number of successful prosecutions
Policy and technical advice delivered on time and accepted	<ul style="list-style-type: none"> • Policy advice provided on time • Policy advice accepted • Technical advice and information provided on time
Forestry Department Modernisation Plan implemented to target	<ul style="list-style-type: none"> • Timescales in Modernisation Plan achieved

7 Monitoring, Reporting and Audit

7.1 Reporting on the Corporate Plan

The Forestry Department will produce, at least on a quarterly basis, reports on progress against targets set in respect of its key performance indicators; these reports will form the core agenda for the relevant Senior Management Committee meeting. The reports at the half year and financial year end will be more complete and will complement the financial reports that are produced at the same time.

The annual report will outline gains in economy, effectiveness and efficiency and proposals to improve value for money in the delivery of services for the year ahead. This report will inform in large part the annual review and revision of the three year corporate plan. The agency will continue to seek best value for money, e.g. through the appropriate use of contracting out.

7.2 Reporting on the Annual Business Plan

The CEO will produce audited annual reports and accounts each year for the agency, which, with the approval of the Minister, will be laid before Parliament by the Auditor General.

The annual report and accounts will be published within four months of the financial year end. The format and content of the annual report and accounts will comply with such directions as may be given by the Ministry of Finance and the Public Service from time to time.

7.3 Quarterly Performance and Cash Reports

The CEO will produce a quarterly report on performance, no later than one month after the end of the quarter. The report will also project future performance. The format and content of the quarterly report will be as specified in the Financial Instructions to Executive Agencies.

No later than fifteen (15) days before the start of a quarter the CEO will produce a report which summarises the agency's cash position and projects its cash requirements for the next quarter. The format and content of the quarterly report will be as specified in the Financial Instructions to Executive Agencies.

7.4 Internal Audit

The CEO will be responsible for establishing effective and efficient internal audit services. The CEO will establish an audit committee in accordance with the requirements of the Financial Administration and Audit Act to assist and advise the CEO on finance and audit matters. It acts in an advisory capacity only and has no executive powers. Its functions are to:

- Provide a forum to discuss both internal and external audit matters

- Promote confidence in the agency's systems of financial management and control by continuing to provide an independent element in the consideration of audit matters
- Assist the Internal Auditor in defining the scope of coverage and assessing priorities
- Ensure the co-ordination of the internal audit programme and reviews undertaken by internal audit or other consultancy and inspection services
- Ensure that all internal audit activities are carried out in accordance with the objectives and standards laid down in the Financial Administration and Audit Act and the Financial Instructions to Executive Agencies, as appropriate

7.5 External Audit

The annual accounts are subject to audit by the Auditor General who is required to give an audit opinion on the agency as part of the certificate and report (s)he makes to Parliament.

The Auditor General may also review the procedures for estimating key performance indicators and carry out value for money studies of the use of resources by the agency.

Subject to the prior approval of the Auditor General, the services of a qualified and reputable audit firm may be employed to carry out the agency's external audit. In this case the Auditor General would be responsible for the work of the auditors and would receive their audit report.

8 Operational Management

8.1 Customer Orientation

The Forestry Department recognises that it has a responsibility to all its customers and will seek to provide them with high quality, value for money and readily accessible services.

The agency will actively consult with customers and consumer groups in the planning and conduct of its business and in the provision of improved levels of service delivery.

The agency will apply the principles of public service appropriate to the Citizen's Charter initiative, as determined by the Cabinet Office from time to time and set out in the Forestry Department's Citizen's Charter.

Customer complaints will be handled in accordance with the procedures published in the Citizen's Charter standard statement. Customers can refer their complaints to the Ombudsman if they have not been satisfactorily resolved through the Citizen's Charter procedures.

8.2 Financial Management

The CEO will be designated Accounting Officer for the Forestry Department. (S)he will ensure that financial systems are in place to comply with the requirements of the Financial Instructions to Executive Agencies and the Financial Administration and Audit Act.

The agency will introduce and operate a commercial-style accruals-based accounting system, which will provide a range of budgetary controls and management information as well as monthly, quarterly and annual accounts.

On becoming an Executive Agency on 1st April 2008, the value of the assets employed in the agency will be assigned to its financial accounts at the value agreed between the Ministry of Finance and the Public Service on the one hand and the Minister and the CEO on the other.

The CEO has the power to commit and certify expenditure, to authorise payments, and to accept receipts in respect of the agency, as set out in the annual business plan and budget. (S)he may also authorise write-offs, make special payments and waive certain claims. The power to authorise payments includes procurements, through an in-house procurement committee, up to an individual value assigned to Accounting Officers by the Financial Administration and Audit Act and the regulations and rules governing the contracting procedures of the Government. The full extent of the CEO's financial delegations is set out in Appendix B.

The Ministry of Finance and the Public Service will establish a bank account as a sub-account of the Consolidated Fund account, in accordance with the Financial Administration and Audit Act, and the agency will use this account for the depositing and drawing of funds in support of its business operations.

8.3 **Human Resources Management**

The CEO has responsibility to determine the terms and conditions of employment under delegated authority from the Governor General, in accordance with the provisions of the Executive Agencies Act. The staff of the Forestry Department, including the executive members of the Senior Management Committee, are public officers.

The CEO has responsibility for the human resource management of the Forestry Department's staff and members of the Senior Management Committee (apart from the non-executive members), including, but not limited to, training and development; performance management, including appraisal; recruitment, transfer and promotion; discipline and dismissal; equal opportunities; employee relations; health and safety; pay and grading; and terms and conditions of employment.

All the agency's staff, members of the Senior Management Committee, and members of the Advisory Board will be covered by the terms and provisions of any general rules or regulations regarding confidentiality and secrecy as may apply to the general Public Service.

From 1st April 2008, the agency will implement its own policies and procedures covering all aspects of the terms and conditions of employment of its staff. These policies and procedures will be set out overall in a detailed human resources policy manual which will be developed and agreed in the period prior to 1st April 2008.

The implications of the agency's human resources policies will be fully reflected in the corporate plan and the financial consequences arising from their implementation will be fully covered in the agreed annual business plan and approved budget.

The full range of the agency's human resource delegations are summarised in Appendix C.

8.4 **Information Technology**

The CEO has the authority for the development, operation and procurement of information systems and technology (IS/IT).

The CEO will ensure that the provisions of the various statutes, regulations and rules regarding (a) data and information that is in the public domain, and (b) data and information that is to remain confidential are adhered to.

The CEO is responsible for the proper operation of the agency's IS/IT security policy which includes a requirement for compliance with Government rules for IS/IT security.

Where the agency uses or connects to the Ministry or general Government networks and systems, or uses operational IS/IT services provided by the Ministry, the agency will comply with security requirements as defined by the Ministry for those facilities or services. The agency will appoint its own IS/IT Manager who is responsible for IS/IT security.

8.5 Records Management

The Government will delegate to the Forestry Department responsibility for compliance with the requirements of the Archives Act and the Record Office Act.

The agency will keep proper records as set out in the Financial Administration and Audit Act and regulations and as amended by the Executive Agencies Act.

8.6 Access to Information

The CEO will ensure that the Forestry Department complies with the relevant provisions of the Access to Information Act.

8.7 Facilities and Equipment

The CEO has full responsibility for all the buildings that the Forestry Department occupies and for all occupants. The agency is also responsible for all the equipment that it owns or leases.

The agency has responsibility to fully account for, and as far as is possible, recover appropriate costs.

8.8 Support Services

The CEO has authority to acquire all necessary support services including, but not limited to, matters such as building security and cleaning, catering services, and staff transport.

8.9 Insurance

Decisions on whether or not to insure the Forestry Department and/or the members of its Senior Management Committee, severally or jointly, against the risk of losses or claims from third parties, are to be taken by the CEO in consultation with the Minister.

9 **Review of Framework Document**

9.1 **Review**

This Framework Document will be reviewed jointly by the Minister and the CEO, in consultation with the Cabinet Office and the Ministry of Finance and the Public Service, no later than two years after its effective date and at least every three years thereafter.

The Forestry Department will also be evaluated annually against the targets set out in this Framework Document, and the reports on its performance which will be included in the annual report that the CEO will produce for the Minister.

9.2 **Amendments**

The Minister and the CEO may agree at any time to amend this Framework Document, following consultation with the Cabinet Office and the Ministry of Finance and the Public Service.

9.3 **Force Majeure**

In the event of any unexpected changes to the fundamental assumptions and conditionalities underlying this Framework Document that are outside the influence or control of the CEO and that have a direct causal effect on the ability of the CEO to deliver on performance (e.g. an environmental change, or a change to key policy or resource guarantees, or a change to any external commitments upon which performance is contingent), the performance terms of this Framework Document may be subject to review.

9.4 **Termination of Executive Agency Status**

The Government may at any time, within the provisions of the Executive Agencies Act, 2002, reorganise, re-assign or dissolve the agency.

If the agency is dissolved or reorganised such that a substantially different organisation is constituted, then a final report, covering the period from commencement of the financial year in question to the date that the agency's operations ceased or were reorganised, must be submitted to the Minister of Agriculture within four months of the cessation or reorganisation of operations.

9.5 **Termination of the CEO's Contract**

Where the performance of the CEO, the agency, or both is below standard, with due regard to the performance indicators and targets that are included in this Framework Document, the Minister may request that the Public Service Commission (PSC) terminates the CEO's contract for services. The PSC will expedite such a request in accordance with the procedure for executive agency CEOs as set out in the Executive Agencies Act, 2002.

10 **Agreement**

This Framework Document represents the enabling agreement, as established under the Executive Agencies Act, 2002, governing the delegation of responsibilities to the CEO by the Minister of Agriculture and the responsibilities of the CEO to the Minister for the performance of the Forestry Department.

The undersigned affirm the terms and conditions of this Framework Document and agree to uphold its aims and objectives in support of a sustainable and thriving Forestry Department.

Dated this of , 2008

Dr. the Honourable Christopher Tufton
Minister of Agriculture

Dr. the Honourable Carlton Davis, O.J., C.D.
Cabinet Secretary

Colin Bullock
Financial Secretary

Marilyn Headley (Miss)
Chief Executive Officer

Appendix A

Glossary of Terms

Glossary of Terms

Allowable cut	The volume of timber than can be harvested annually consistent with government regulations and sustained yield principles. The annual allowable cut is seen as part of the management model by which forests can be sustained from generation to generation.
Economy	Use of fewer resources to achieve the same results, or the same resources to achieve better results.
Effectiveness	The extent to which the objectives of a policy or programme or activity are achieved
Efficiency	The ratio of the output of an activity to the resources used to produce that output
Indicator	A proxy measure used when output or performance is not directly measurable
Measure	A direct qualification of output or some aspect of performance
Mission	The main purpose for which an organisation exists
Objective	A statement of what is planned to be achieved
Outcome	What actually happens as a result of specified outputs
Outputs	The things or conditions produced by an individual or organisation
Performance	An aspect of economy, efficiency or effectiveness
Target	Quantified objectives with definite timescales
Unit cost	The cost of producing a particular output, divided by the number of units in that output

Appendix B
Financial Delegation

Financial Delegation

The Ministry of Finance and the Public Service, then called the Ministry of Finance and Planning, appoints the CEO as the Accounting Officer for the Forestry Department. The Financial Secretary delegates to the CEO responsibility to commit and certify expenditure, to authorise payments, and to accept receipts in respect of the agency as set out in the annual business plan and budget. The CEO may also authorise write-offs, make special payments and waive certain claims. The CEO has the power to authorise payments, including procurements through an in-house procurement committee, up to an individual value of One Million Jamaican dollars (J\$1,000,000).

This authority is subject to the terms of the Ministry of Finance and the Public Service's delegated authority to the agency under the Financial Administration and Audit Act, and to the observance of any relevant requirements and other instructions issued from time to time as appropriate under that Act and as may be amended by the Executive Agencies Act.

The powers delegated to the CEO do not confer any authority to incur contingent liabilities. These are liabilities, which may arise if a particular set of circumstances occur and include guarantee indemnities. The CEO will consult the Minister of National Security and the Ministry of Finance and the Public Service on any proposal to issue a guarantee or indemnity, or on anything else, which may put the funds of the Ministry of Agriculture at risk and thus involve a contingent liability.

The CEO must consult the Minister of Agriculture and the Ministry of Finance and the Public Service if (s)he wishes to exercise or seek powers beyond those delegated. (S)he will also consult the Minister of Agriculture and the Ministry of Finance and the Public Service before authorising any expenditure or payments, or accepting any receipts, which may raise issues of propriety, regularity or prudent and economical administration, or which are novel or contentious.

The CEO may sub-delegate any of the powers outlined above to members of the agency's Senior Management Committee (apart from the non-executive members) or staff as may be considered necessary for the efficient management of the expenditure and receipts for which (s)he is responsible.

Appendix C

Human Resource Delegation

Human Resources Delegation

The staff of the Forestry Department, including members of the Senior Management Committee (apart from the non-executive members), are public officers. Their terms and conditions of employment, however, are entirely governed by human resource policies and procedures developed for the agency under delegated authority from the Office of the Civil Service Commission as described in the Executive Agencies Act, 2002.

The CEO has responsibility for the personnel management of the members of the Senior Management Committee (apart from the non-executive members) and the staff of the agency. The CEO will appoint a Human Resources Manager to whom the implementation of human resource policies and the operation of human resource procedures will be delegated.

The agency will:

- Maintain training and development activities to help staff realise their full potential, to carry out operations efficiently and to achieve published standards of service.
- Develop and maintain an equal opportunities policy and programme(s) of action taking into account legislation as well as best practice within Government and elsewhere.
- Ensure that the most appropriate staff are appointed to each post by transparent and fair methods of recruitment, promotion or transfer, and including the concept of open competition for all posts wherever practicable.
- Operate disciplinary and grievance procedures which are open and fair and adhere to the principles of natural justice and the business needs of the agency. The CEO alone will have authority for dismissal. Staff have the right to appeal against dismissal under general administrative and statutory provisions.
- Maintain equitable relationships, where this is with the consensus of the majority of the staff of the agency, with a recognised staff representative body and develop and maintain consultative and negotiating agreements with that body.
- Develop and maintain policies and procedures for the administration of pay, terms and conditions of employment, and performance management, including appraisal, that foster high productivity and which reward performance in pursuit of the agency's objectives and targets.