



GOVERNMENT OF JAMAICA

SOCIAL RESPONSIBILITY STRATEGY FOR
PUBLIC BODIES IN JAMAICA
(GENERAL GUIDELINES AND TEMPLATE)

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Part 1 – Overview

The Government of Jamaica Social Responsibility Strategy (General Guidelines and Template) outlines the standard that all public bodies need to adhere to in developing and revising their social responsibility strategies (“Strategy”) towards more sustainable practices. The development of a Social Responsibility Strategy by each public body is in keeping with the Government of Jamaica’s Social Responsibility Strategy for Public Bodies (GOJ’s Strategy) and the Corporate Governance Framework and is intended to show a commitment to social and environmental responsibility.

There are many ways to approach social responsibility and the Jamaican public bodies may differ in their specific approaches. These Guidelines present the required basic elements to ensure consistency across the public bodies sub-sector.

1. Basic requirements for the SR Strategy
 - a. Must exist in written format
 - b. Must incorporate the elements outlined in Part 2
 - c. Must include a vision statement around sustainability
 - d. Must be signed/endorsed by the Chairman of the Board and the Chief Executive Officer (CEO).
 - e. Must be posted on the website of the public body. If an entity does not have a website, the policies and related information may be hosted on the website of the entity’s responsible ministry.
 - f. Should include a high-level implementation plan
2. Other requirements which are not mandatory (but show further commitment) include:
 - a. A commitment to monitor and improve at least one major social or environmental impact (waste, energy use, water use, CO₂ emissions, etc.) at least annually
 - b. A commitment to social sustainability issues (e.g. community development, health and wellness, fair labour standards, non-discriminatory practices, etc.)

Table 1: Required Sustainability Strategy Criteria

	Required Elements	Element Importance	Performance Standard
1	Commitment: A Strategy must exist in written form	A written Strategy shows that the organisation took the time to formulate and document a plan/strategy/approach. It signifies a basic level of commitment.	<ul style="list-style-type: none"> a. A written document guided by the GOJ’s Strategy template. b. Evidence of active participation of board members, staff and key stakeholders.
2	Vision and Sustainability: The Strategy must include a vision statement around sustainability	A vision statement is a guiding image of success; it is a description that conjures up a similar picture for each member and stakeholder of the entity of the destination of the entity’s work. It answers the question, “What will success look like?” It is the pursuit of this image of success that motivates people to work together. There should be an indication of some forward-looking vision of sustainability in the operations of the public body. This gives context and explains why the public body is committed to sustainability. Sustainability is something that exists separately from the business strategy of the public body.	<ul style="list-style-type: none"> a. A general statement related to why sustainability is important to the organisation, its staff and stakeholders and how the entity will take action to support this goal. b. Minimum of two (2) actions to be taken periodically (monthly, quarterly, bi-annually or annually) to ensure the sustainable achievement of the vision.
3	Leadership: The Strategy must be signed/endorsed by the Board Chairperson and CEO	Having senior level staff involved in the Strategy increases the likelihood of full integration into the company’s operations.	<ul style="list-style-type: none"> a. Actual signature of the Board Chairperson and CEO on the statement.

4	Communication: The policy must be shared with the portfolio ministry and the public	Helps to foster a sense of accountability and transparency.	The signed Strategy is made publicly available on the website of the entity. Where the entity does not have a website, the responsible ministry may host the Strategy and related information
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Part 2 – The Strategy Elements

- a) Preamble
- b) Introduction
 - Purpose of the Strategy
- c) Definition of social responsibility
 - Aspects of social responsibility
- d) Principles that guide the Social Responsibility Strategy
- e) Current social responsibility situation and practices
- f) Social responsibility core subjects and priority issues for action
- g) Management and coordination
- h) Monitoring and evaluation
- i) Reporting social responsibility
- j) Periodic revision of the Strategy

A Preamble

The Strategy should have a section that notes the date of Approval of the Strategy and the approving body; an example is shown below.

Table 2: Sample of Preamble

NAME OF PUBLIC BODY	
NAME OF Strategy	Social Responsibility Strategy
APPROVED BY	Board Chairperson
APPROVED BY	CEO
DATE	
STATUS	
VERSION	
REVISION NUMBER	

B Introduction and purpose

The Strategy should introduce the issue of social responsibility, give a brief background on the entity and explain why social responsibility is important to the entity.

The Purpose should indicate why the organisation is developing the Strategy and how it will be used. Some of the purposes could be to:

- Communicate to stakeholders the commitment of the organisation to social responsibility
- Foster good will with stakeholders
- Be compliant with regulations or best practices
- Provide a tool for training new staff
- Serve as a reference a tool to standardize operations around social responsibility

C Defining social responsibility

The entity should either adopt the definitions in the GOJ's Strategy as is or make minor adaptations as necessary.

The GOJ's Strategy defines social responsibility as:

“Organisations being responsible for the impacts of their governance, decisions and activities on the society and the environment and integrating the principles throughout the organisation and practising them in its relationships.”¹

A brief description of the issues of social responsibility:

1. Environment – Identifying and improving environmental impacts of all aspects of operations, including resource use and waste disposal
2. Fair operating practices – Practicing accountability and fairness in all dealings, including dealings with suppliers and customers (including fair competition and anti-corruption)
3. Labour practices – Providing just, safe and healthy conditions for workers; engaging in two-way discussions to address workers' concerns
4. Consumer issues – Providing healthy and safe products, giving accurate information and promoting sustainable consumption and participation
5. Community involvement and development – Contributing to the wellbeing of the local communities and stakeholders impacted by operations

¹ ISO26000 definition used as the core of definition

D Vision statement and guiding principles regarding social responsibility

Vision

A vision statement is a guiding image of success; it is a description that conjures a similar picture for each member and stakeholder of the entity of the destination of the entity’s work. It answers the question, “What will success look like?” It is the pursuit of this image of success that motivates people to work together.

The entity needs to develop its vision statement for social responsibility activities.

Examples of Vision Statements include:

“Operating in a responsible and sustainable manner that earns the trust of all our stakeholders is important to [name of public body].”

or

“[Name of entity] operates in a responsible and sustainable manner and enjoys the trust of all stakeholders.”

or

“[Name of entity] is a leader in ethical and responsible business practices that have positively benefitted its staff, clients and stakeholders.”

Guiding Principles

The entity then needs to articulate the guiding principles that will underpin the Strategy and its implementation. At a minimum, the Strategy should include the principles stipulated in the GOJ’s Strategy ²:

Table 3: Guiding Principles of Social Responsibility for Public Bodies in Jamaica

Guiding Principles of Social Responsibility	Description
Respect for human rights and non-discrimination	Public bodies will show respect for all human rights, including non-discrimination as stated in our Constitution
Good Governance	Good governance, including respect for rule of law and sound practices in management and reporting in keeping with the Corporate Governance Framework
Respect for culture and	Respect, promotion and protection of cultural heritage,

² ISO260000 principles used as guide

societal norms	including customs and language as per the National Culture Policy
Transparent and Ethical Behaviour	Public bodies and their staff will show good faith in ensuring highest ethical standards and adherence to all protocols and procedures (in the policies developed to guide their operations).

Other principles can be added based on the entity’s mandate, mission, vision and the values articulated in the entity’s strategic plan.

For example, the entity can add some or all of the following values:

Table 4: Optional Guiding Principles of Social Responsibility

Integrity	Integrity is at the forefront of our approach to business and we are very proud of our ethical standards. We are committed to honesty and fairness in all of our business operations and have processes in place to help ensure that all of our business dealings – with customers, suppliers, associates and other stakeholders – are conducted in an honourable manner.
Respect for the environment	We at [name of public body] believe that we can achieve our mandate while reducing our impact on the environment and surrounding communities.
Respect for community	At [name of public body], we participate in, fostering and supporting community development programmes in line with the government’s policy position and the entity’s own mandate.

E Description of the current situation and practices

The Strategy should have a brief description of the current situation and practices around social responsibility. This situation analysis should be brief, stating what currently exists in the organisation in the five areas of social responsibility, including initiatives that have been conducted and a review of their efficacy.

This section should also include an overview of how social responsibility is currently managed in the organisation.

F Social responsibility core subjects and priority issues

The public body should conduct an exercise to determine its core subjects and priority issues. Those selected should be the areas that the entity will focus on for the next one (1) to three (3) years. It is important that the public body does not try to do activities under all the subjects and issues but select and focus on the priorities from the options below.

The issues and possible activities are:

Table 5: Social Responsibility Core Subjects and Priority Issues

Core Subjects	Priority Issues
Labour practices	Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection Issue 3: Social dialogue Issue 4: Health and safety at work Issue 5: Human development and training in the workplace
The environment	Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
Fair operating practices	Issue 1: Anti-corruption Issue 2: Responsible political involvement Issue 3: Fair competition Issue 4: Promoting social responsibility in the value chain Issue 5: Respect for property rights
Consumer issues	Issue 1: Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 4: Consumer service and support and complaint and dispute resolution Issue 5: Consumer data protection and privacy Issue 6: Access to essential services Issue 7: Education and awareness
Community involvement and development	Issue 1: Community involvement Issue 2: Education and culture Issue 3: Employment creation and skills development Issue 4: Technology development and access Issue 5: Wealth and income creation Issue 6: Health Issue 7: Social investment

G Management and coordination

The Strategy should outline the entity’s management procedures for social responsibility, usually by a simple statement which includes the following:

- persons responsible for implementing
- persons responsible for reporting
- persons responsible for decision-making
- person or office responsible for reviewing the Strategy
- the role of the board in selecting social responsibility priorities

Table 6: STRATEGY Implementation Plan (Template)

STRATEGY IMPLEMENTATION PLAN TEMPLATE				
KEY TASKS	ISSUES IDENTIFIED	ACTION TAKEN/PLANNED	LEAD	TIMESCALE
<p>Coordination of implementation</p> <ul style="list-style-type: none"> ▪ How will the implementation plan be coordinated and by whom? <p><i>Clear coordination is essential to monitor and sustain progress against the implementation plan and resolve any issues that may arise.</i></p>				
<p>Engaging Stakeholders</p> <ul style="list-style-type: none"> ▪ Who is affected directly or indirectly by the Strategy? ▪ Are the most influential stakeholders involved in the implementation? <p><i>Engaging primary stakeholders and developing strong working relationships will provide a solid foundation for changes to be made.</i></p>				
<p>Involving beneficiaries</p> <ul style="list-style-type: none"> ▪ Is there a need to provide information to beneficiaries regarding this Strategy? ▪ Are there beneficiaries, representative groups or civil society organisations who could contribute to the implementation of the Strategy? 				
<p>Communication</p> <ul style="list-style-type: none"> ▪ What are the key messages to communicate to the different stakeholders? ▪ How will these messages be communicated? <p><i>Effective communication will ensure that all those affected by the Strategy are kept informed, smoothing the way for any changes. Promoting achievements can also provide encouragement to those involved.</i></p>				
<p>Training</p> <ul style="list-style-type: none"> ▪ What are the training needs related to this Strategy? ▪ Who will train -internal or external <p><i>All stakeholders need time to reflect on what the Strategy means to their current practice and key groups may need specific training</i></p>				

STRATEGY IMPLEMENTATION PLAN TEMPLATE				
KEY TASKS	ISSUES IDENTIFIED	ACTION TAKEN/PLANNED	LEAD	TIMESCALE
<i>to be able to deliver specific requirements.</i>				
<p>Resources</p> <ul style="list-style-type: none"> ▪ Have the financial impacts of any changes been established? ▪ Are other resources required to enable the implementation of the Strategy, e.g. new documentation, increased staffing? <p><i>Identification of resource impacts is essential at the start of the process to ensure action can be taken to address issues that may arise at a later stage.</i></p>				

H Monitoring and evaluation

This section should capture how the entity will monitor social responsibility activities. It will also give an indication of how the CSR Strategy will be evaluated and how often.

I Reporting on social responsibility

This section should outline:

1. Who has responsibility to report on social responsibility?
2. To whom?
3. Within what time frames?
 - monthly
 - quarterly
 - annually in the Annual Report
4. Sources of data
 - data collection and monitoring of social responsibility

Each entity should report at least annually in its Annual Report.

J Periodic revision of the Strategy

This section should state the review time frame for the strategy. It is recommended that the strategy be reviewed at least every two (2) years.

K Concluding remarks

The completed Strategy should then be approved by the board and shared with the portfolio ministry and posted on the website of the entity. If the public body does not have a website, the responsible Ministry may host the strategy and related information.