



GOVERNMENT OF JAMAICA

SOCIAL RESPONSIBILITY STRATEGY FOR PUBLIC BODIES

August 2022

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Definition of Terms

Term	Definition
Best practice	Examples of procedures, policies and operational activities that are considered to be the attainable standard to which entities should strive.
Board	The Board of Directors of the public body as prescribed in law or constituent documents.
Chair, Chairman, Chairperson	The person charged with presiding over a meeting of an entity who ensures procedures are followed, sums up arguments and provides leadership/direction to the Board/committee/Corporate Secretary.
Chief Executive Officer (CEO)	The senior executive officer (by whatever name called) responsible to the organization's Board for ensuring that decisions of the Board are implemented and that the organisation functions effectively and efficiently.
Conflict of interest	<p>1. A situation in which:</p> <ul style="list-style-type: none"> a. the concerns or aims of two different parties are incompatible; or b. a person is in a position to derive personal benefit from actions or decisions made in their official capacity. <p>Something financial, familial or personal that could give rise to conflict/bias or the appearance of conflict/bias in their decision-making and by consequence, the work of the body.</p>
Corporate Governance	Refers to the laws, regulations, voluntary codes, principles, guidelines, management practices and leadership styles that independently or collectively serve to advance shareholders' wealth and stakeholders' welfare. It represents both the long-term survival and the effective and efficient performance of the public body.
Donations	A voluntary gift or contribution for a specific cause for a defined purpose with no expectation of a return. It does not include sponsorships of events or membership fees. A donation can be cash or in kind, such as service or a product, is usually relatively small and does not require the recipient to submit a report
Government	Government of Jamaica and may be otherwise construed to refer to governments of other countries depending on the context of usage.
Grants	Support given to an organisation towards a programme/project and is usually based on a proposal with defined costs. This could include cash transfers, payments to suppliers or in-kind contribution from the organisation. Grants are usually larger than donations, and often a report on how the grant was spent is provided at the end of the programme/project.
In-kind Giving	Voluntary contribution of goods or services of the organisation with no expectation of a return to the business.

Strategy (for the purpose of this document)	A broad course of action, principles or statement of guidance adopted, in pursuit of specific objectives and approved by the Cabinet.
Public body	A statutory body or authority or any government company, but does not include an executive agency designated under the Executive Agencies Act. A statutory body or authority means a body corporate established by an Act of Parliament over which the Government or an Agency of the Government exercises control. .
Stakeholder	A person who can affect, is affected by or has an interest in the operations of the public body. A stakeholder can also be a person or group with an interest, not necessarily financial, in an organisation, and would include employees, customers, suppliers, beneficiaries, clients, creditors and the local community who may, to a greater or lesser extent, depend upon the continuing success of the organisation.
Sponsorship	Payment for an event, activity, person or organisation with the expectation of a return to the business
Volunteerism	Staff volunteer efforts for a cause endorsed by the entity. The entity may allow the activity in work hours.

1. Introduction

The Government of Jamaica (GoJ), in its commitment to good governance, has developed this strategy and the related Guidelines and Templates to guide the corporate social responsibility and donation/grant making activities of public bodies (PBs) in Jamaica (see Appendix 1 - Methodology for Development). This is in keeping with Principle 20 of the Corporate Governance Framework for Public Bodies in Jamaica which states that “the Ministry of Finance and the Public Service is responsible for developing a Corporate Social Responsibility Framework which should include a donations strategy.” This strategy, accompanying Guidelines, Templates and list of public bodies are subject to change based on the ongoing rationalization efforts of the Government of Jamaica.

Notwithstanding the above, the term Social Responsibility (SR) is used instead of Corporate Social Responsibility (CSR) throughout this document, as the term is seen as more relevant for public bodies. The term “corporate” connotes private enterprise and many public bodies do not engage in commercial activities. All reference to SR includes donations and grant making activities, notwithstanding that there are specific guidelines for these activities.

A socially responsible approach to managing an organisation includes a desire to increase the positive impact and reduce the negative impact that such an organisation may have on the environment, its staff, consumers, people with whom it does business and people in the local communities. A socially responsible public body is seeking to contribute to Jamaica’s sustainable development as outlined in Vision 2030 Jamaica - National Development Plan.

In developing the Strategy, and the attendant guidelines and templates for social responsibility and donations/grants, broad stakeholder engagement was a critical factor to identifying the key activities and principles that would need to be adopted to provide a framework to strengthen the social responsibility practices of public bodies, including the governance and accountability system of the public bodies in these areas.

The Strategy, Guidelines and Templates for the public bodies are benchmarked against international best practices and were developed in keeping with the International Standard Organisational Guidelines for Social Responsibility (ISO 26000).

The Strategy, Guidelines and Templates are to be used in conjunction with the Corporate Governance Framework and all relevant laws, constituent documents, policies and guidelines that guide the activities and performance of public bodies in Jamaica.

1.1 The Purpose of the Strategy

The purpose of the Strategy and the attendant Guidelines and Templates is to articulate a comprehensive and transparent approach to social responsibility based on local and international best practices. The Strategy also speaks to the reporting and support mechanisms needed to create greater accountability around these processes. Adherence to, and reporting on this process will lead to greater confidence in public sector governance.

1.2 Users of the Strategy, Guidelines and Templates

The Strategy and accompanying Guidelines and Templates are for the boards and management of public bodies who are responsible for the development, implementation and oversight of social responsibility programmes and activities for the public bodies on behalf of the Government and people of Jamaica. The Strategy, Guidelines and Templates do not apply to ministries, departments and agencies of central government.

1.3 Guiding Principles

The Social Responsibility Strategy addresses the development and implementation of Social Responsibility (SR) and Donations/Grant making programmes in public bodies and is guided by four (4) principles¹:

Table 1: Guiding Principles for SR and Donations/Grants Strategy

Principle	Definition
Respect for Human Rights	Public bodies will show respect for all human rights, including non-discrimination as stated in our Constitution (Charter of Fundamental Rights and Freedom)
Good Governance	Good governance, including respect for rule of law, and sound practices in management and reporting in keeping with the governance framework for Public Bodies
Respect for Culture	Respect, promotion and protection of cultural heritage, including customs and language as per the National Culture Policy that would include ensuring communications are accessible to key stakeholders
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

1.4 Stakeholders in the Process

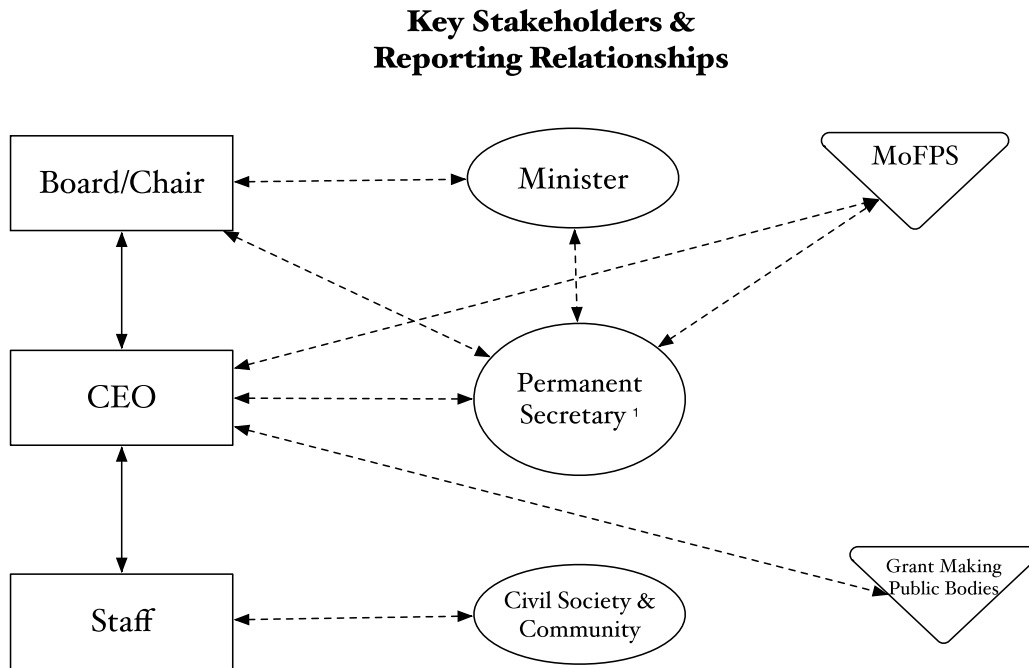
Public bodies, through their Boards, CEOs and staff, are ultimately responsible for the social responsibility activities (including donations and grants) of the entity. Other stakeholders such as the Cabinet, responsible Ministers, Permanent Secretaries, Ministry of Finance and the Public Service, however, play critical roles. For such programmes/activities to move smoothly and transparently, all involved need to understand the respective roles that may be prescribed by law or practice. These stakeholders and their roles in donations/grantmaking and other social responsibility processes are outlined in Table 2:

¹ ISO26000 principles used as guide

Table 2: Stakeholder Roles in social responsibility /donations/grants Processes

Stakeholder	Description
Board	<p>To approve and contribute to the development of social responsibility and donations/grants strategies and guidelines for the respective public body</p> <p>To receive and approve social responsibility plan of action</p> <p>To delegate authority of approval, including establishment of the limits of authority</p> <p>To approve donation/grants and activities above a certain threshold</p> <p>To provide periodic updates to the responsible Minister and Ministry on policy and strategy issues</p> <p>To monitor implementation (oversight) of the Strategy and Guidelines</p> <p>To review and revise the social responsibility activities</p>
CEO/Administrative Head	<p>To lead the process to develop and finalise social responsibility and donations/grants strategies and guidelines for the respective public body</p> <p>To implement the Strategy and Guidelines</p> <p>To approve donations/grants within the limits of authority</p> <p>To ensure timely reporting to relevant stakeholders</p> <p>To initiate the periodic review of the strategies</p>
Staff/Staff Committee	<p>To receive and review requests for donations and other activities under the social responsibility programme and make recommendations for approval</p> <p>To monitor and track progress on implementation of the Strategy and Guidelines</p> <p>To provide periodic reports to the CEO/ Administrative head</p>
Permanent Secretary	<p>To advise on policy and regulation issues, as required</p> <p>To ensure that an update on SR activities is included in the annual reports</p> <p>To ensure that public bodies within the portfolio have a social responsibility strategy on which they report annually</p>
Responsible Minister	<p>To receive annual reports which include a summary of donation/grant activities.</p>
Ministry of Finance and the Public Service (MoFPS)	<p>To undertake sensitisation sessions</p> <p>Provide guidance to public bodies on development of social responsibility and donations/grants strategies and guidelines</p> <p>To conduct periodic updates on the implementation of the Strategy</p> <p>To develop and review the Social Responsibility Strategy</p>
Community/public or Registered NGOs/ Civil Society	<p>To be aware of the priority areas of funding</p> <p>To apply based on the processes described by the public body</p> <p>To use funds in a responsible manner</p> <p>To report on the use of funds as requested</p>

Figure 1 – Relationship between key stakeholders



¹ The Permanent Secretary in the Ministry of Finance & the Public Sector is the Financial Secretary.

2. Strategy Elements

2.1 Categorization of Public Bodies

Jamaica’s public sector consists of (a) central government (Ministries, Departments, Agencies and others) and (b) public bodies which are statutory bodies or authorities (with body corporate status) or government companies². Public bodies fall within the purview of a ministry and are wholly owned and/or controlled by the government.

Currently, public bodies are categorized based on the function they perform and their source of funding:

² This is the definition of PBs by the Public Bodies Management and Accountability Act

Table 3: Types of Public Bodies

	Categories	Activities	Formed	Funded
1	Category 1 - Non-commercial	Engaged predominantly in government functions – regulatory, advisory, supervisory, research, administration and service delivery. They operate based on applicable government guidelines'	Mainly by statute	GoJ appropriations Non-income generating
2	Category 2 Non-commercial	Engaged in government functions. They operate based on applicable government guidelines'	Mainly by statute or Companies Act (but do not meet Commercial criteria)	Income primarily from fees and taxes, but may receive some subvention from the government'
3	Category 3 Commercial	Predominantly Commercial operations but do not meet the criteria to be certified by the Auditor General as being a Category 4 PB. They operate based on applicable government guidelines'	By Statute (if commercial criteria met) or the Companies Act	Business operations
4	Category 4 Commercial	Commercial with no fiscal, Human Resource or financial dependence on government. They also meet the transparency and governance criteria for a Category 4 entity	Companies Act	Business Operations

For the purposes of this Strategy, there are four (4) groups of public bodies which are classified based on their categorisation outlined in the Ministry of Finance and the Public Service’s Document on the Categorisation of Public Bodies in Jamaica. Consideration is also given to whether their core mandate is to provide grants/donations. Accordingly, it should be noted that there are some public bodies that have a mandate to provide grants and donations (Appendix 3). These entities include the National Education Trust, the CHASE Fund, the Sports Development Foundation, the Tourism Enhancement Fund, Jamaica Social Investment Fund and the Universal Service Fund. The Strategy does not cover the grant making and donation activities undertaken by these public bodies. However, their other SR activities (eg. matters related to staff, the

environment, reporting/disclosure) should conform with general principles of the Strategy and be in alignment with their strategic objectives.

The categories that will be covered in this Strategy are:

- Category 1** Fully-funded from the Consolidated Fund,
- Category 2** Receives some funding from the Consolidated Fund, receives funds on behalf of the Government such as user fees, and self-financed regulatory entities.
- Categories 3&4** Self-financed commercially-oriented entities that operate on a for profit basis without reliance on subventions from the Consolidated Fund

2.2 Defining Social Responsibility

For the purposes of this Strategy, social responsibility will be defined in keeping with the ISO26000 definition of social responsibility. Specifically, social responsibility will mean:

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

Five priority areas will be used to guide the focus of Social Responsibility for Jamaican Public Bodies. Please see Appendix 4 for details on these core subjects and issues.

- 1 **Environment** – Identifying and improving environmental impacts in all aspects of its operations, including resource use and waste disposal.
- 2 **Fair operating practices** – Practicing accountability and fairness in all dealings, including with suppliers and customers.
- 3 **Consumer issues** – Providing healthy and safe products, giving accurate information and promoting sustainable consumption and participation.
- 4 **Labour practices** – Providing just, safe and healthy conditions for workers; engaging in two-way discussions to address workers’ concerns.
- 5 **Community involvement and development** – Contributing to the wellbeing of the stakeholders and local communities in which they operate or which their operations may impact, including making donations/grants to interested groups.

2.3 Vision Statement

The Vision of this Strategy that

“all public bodies are meaningfully engaged in social responsibility and are ethical and transparent in the pursuit of these activities”

2.4 Goals

The five goals for the Strategy are:

- 1 All public bodies contribute to sustainable development, including the protection of the environment, as well as the health and welfare of communities in which they operate.
- 2 All public bodies conduct their social responsibility activities in compliance with applicable laws, regulations and strategies and consistent with globally accepted norms of behaviour.
- 3 All public bodies have a social responsibility strategy and, as applicable, donations/grants guidelines, which were developed and approved by the board and whose elements are integrated throughout the organisation and practised in its relationships.
- 4 All social responsibility and donations/grant making activities of public bodies are reported in a timely manner.
- 5 Public trust in the efficacy and transparency of public bodies is increased, taking into account the expectations/interest of stakeholders.

2.5 Key Strategies

1. **All public bodies contribute to sustainable development, including the protection of the environment, as well as the health and the welfare of society.**
 - i. Public bodies develop areas of focus that are in keeping with their mandate or the strategic objectives of the entity
 - ii. All areas of focus are in keeping with the priority areas expressed in Vision 2030 Jamaica – National Development Plan; and
 - iii. Where possible, public bodies can support or partner with other public bodies in keeping with national priorities
2. **All public bodies conduct their social responsibility activities in compliance with applicable laws, consistent with globally accepted norms of behaviour and GOJ’s strategy objectives.**
 - i. Public Bodies will reference this Strategy and the accompanying Guidelines and Templates for social responsibility and donations/grants to develop their organisational strategies

- ii. Public Bodies will report on their social responsibility activities, including donations/grants in their budget process;
- iii. Where a public body receives a request for a donation/grant that it is unable to fund, either because the entity does not make donations/grants or because it is not in keeping with the entity's mandate or strategic objectives then the public body should refer the applicant to the best suited GoJ grant making entity;
- iv. Where grant funding request exceeds the Tier 1 approval limit in the procurement law, public bodies may collaborate with designated GoJ grant making entities in selecting and delivering the related projects. In this regard, the PB may request that grant making entities manage and/or monitor grant funded projects on behalf of the donor PB. Grant making entities may charge a fee for undertaking the additional activities.

3. All public bodies have a Social Responsibility Strategy and (as allowed) a Donations/Grant Making Strategy. These are to be developed and approved by the board and their elements integrated throughout the organisation and practised in its relationships.

- Each public body will develop a Social Responsibility Strategy in keeping with this Strategy and related Guidelines and Template.
- The policies should be placed on the website of the public body. If an entity does not have a website, the policies and other related information may be hosted on the website of their responsible ministry.
- Public bodies that engage in donations/grant making activities will develop a Donations/Grants Strategy in keeping with this National Strategy and the related Donations/Grant Strategy Guidelines and Template.
- Public Bodies that do not make donations/grants should make a statement to this effect in their Social Responsibility Strategy.
- Public bodies will ensure that the elements in each strategy are communicated to staff and stakeholders and incorporated into the work plans of relevant staff members.
- Public bodies will undertake activities to promote and enhance awareness of board and staff on the requirements of the National Strategy, including knowledge of the applicable laws, regulations, policies and procedures.

4. All social responsibility, (including donations and grant making) activities of public bodies are reported on in timely manner.

- Public bodies shall report on their social responsibility and donations/grants at least annually in their Annual Report
- Public bodies may be required to report to parent ministry on a more frequent basis
- Public bodies shall also make the information available on their website, through traditional or social media, based on board directives

5. Public trust in the efficacy and transparency of public bodies is increased, taking into account the expectations/interest of stakeholders.

- Public bodies will hold periodic consultations with relevant stakeholders in keeping with the Consultation Code. These should be held at least annually and reported to the board and in the Annual Report.

All public sector entities which are beneficiaries of grants from public bodies will comply with GoJ procurement legislation for the funding of projects.

2.6 Developing Strategies for each Entity

As public bodies seek to fully operationalise the Strategy, they may use the accompanying Guidance Template as the minimum standard acceptable in the organisational strategy statements. However, each public body will need to determine the activities and approaches that are appropriate for its mandate and situation. The Guidelines and Template are to be used as guidance to develop the respective Strategies.

2.6.1 Social Responsibility Strategy

The key considerations for each public body for its social responsibility strategy should include:

- 1 Robust strategy that is developed through consultative process between board, senior management and key stakeholders
- 2 Use of the accompanying Guidelines and Template that entail, at a minimum
 - a. the purpose of the strategy
 - b. key terms used
 - c. current social responsibility situation and practices
 - d. the principles that guide the Social Responsibility Strategy (see S1.3, Table 1)

- e. the social responsibility activities to be pursued/implemented, guided by core subjects and issues (Appendix 4)
 - f. management and coordination
 - g. monitoring and evaluation
 - h. reporting of social responsibility
 - i. periodic review or revision of the strategy
- 3 The information in the social responsibility policy being available to key stakeholders and to the public

2.6.2 The Donations and Grants Strategy

The key considerations for each public body for its Donations/Grant Making Strategy should include:

- 1 A robust strategy that is developed through consultative process between board, senior management and key stakeholders, including representatives from potential beneficiaries
- 2 The Entity’s indication regarding whether it should make donations or grants (using the following guide):

Table 4: Limitations by Type of Public Body on Donations Practices

Type of public body	Ability to make donations/grants
Category 1	Cannot make donations/grants
Category 2	<p>Some entities self-financed and others partially funded entities (who receive no more than 60% funding). They may make donations/grants as approved by MoFPS based on justification provided.</p> <p>Justification criteria would include:</p> <ul style="list-style-type: none"> - No operational deficit - Alignment with mission vision and strategy - Not priority area for action for grantmaking entity <p>Such permission should be reviewed as the need arises.</p>
Categories 3 & 4	In keeping with Donations/Grants Strategy approved by board

Volunteerism is not covered under this Strategy; however entities may foster and promote volunteerism in projects and programmes.

2.7 Development of Donations and Grants Strategy

If the entity will make donations/grants, it should use the GoJ's Guidelines and Template to develop its own donations/grants strategy that entail, at a minimum:

- i. Introduction
 1. Background of public body – stating nature/type of public body
 2. Rationale for Donations/Grants Programme
 3. Vision for Donations/Grants Programme
 4. Guiding principles
 5. Priority areas for funding
 6. Limitations and Delimitations for donations/grants
- ii. Processes for approving and monitoring grants, including approval authorities
- iii. Mechanisms for grant making
- iv. Review of overall portfolio
- v. Review of the Donations/Grants Strategy

2.7.1 Considerations for the Donations and Grants Strategy

A Types of organisations that can be funded

Table 5: Limitations on organisations for public donation/grant funding

Able to fund	Not able to fund
<ul style="list-style-type: none"> - Formal or informal organisations with proof of registration and Annual Report (formal orgns.) - Registered NGOs - Known community groups – including PTAs, police youth clubs and service clubs - Groups with proof of activities undertaken in past two years 	<ul style="list-style-type: none"> - groups (making the request) not known in community that they reportedly operate - repeat groups that have not fulfilled previous obligations - political organisations

B Areas that can and cannot be funded

The GoJ's position is that:

- i. Support for community, social or environment development programmes of faith-based organisations can be considered.
- ii. Donations related to the purchase of tickets is limited to various purposes in support of staff requests or in keeping with the mandate or strategic objectives of the public body. In this regard, ticket purchases per annum should not exceed the following:
 - a. Where total donations/grant is \$1m or below - 20% of total donations/grants or \$200,000, whichever is less
 - b. Where total donations/grants are above \$1m but up to \$5m - 6% of total donations/grants or \$300,000, whichever is less
 - c. Where total donations/grants exceed \$5 million – 6% of total donation/grants or \$1,000,000, whichever is less
- iii. The areas which may be considered for funding are given in Table 6 below. The table also gives areas that cannot be funded. The areas that will be funded by the public body should be clearly articulated in the donations/grants strategy and shared in various settings with potential beneficiaries. These should be based on the nature of the organisation's mandate and community interests.

Table 6: Limitations on types of Activities for Public Body Funding

Can Fund	Do Not Fund
<ul style="list-style-type: none"> - health - education - youth development - early childhood development - community work - sports - environment - special needs/disability organisations 	<ul style="list-style-type: none"> - salaries - other recurring costs such as utilities - operating expenses for NGOs or religious/ faith-based organisations - purchase of land or buildings - political events - initiatives that are harmful to the environment of individual community - initiatives that are counter to GoJ priorities - initiatives that conflict with GoJ policies and legislation - individuals – for gain or profit <p>initiatives that risk GoJ's reputation or contribute to loss of public trust</p>

C Amounts of funding

- i. Annual donations/grants budget – without prejudice to governing legislation or constituent documents, should not exceed 0.2% annual operating expense budget or J\$20 million, whichever is less or as specified by enabling legislation. However, the cap does not include grant allocations to public institutions/entities where these are made at the request of the Government.
- ii. Maximum per donation/grant
- iii. Number of times an organisation can receive funds within specified time frame
- iv. Maximum amount (value) disbursed to any one organisation within specified time frame, usually annually

D Approval levels (subject to spending authority)

- i. Each entity needs to determine the levels of authority required for approvals; the upper limit must be within the cap outlined at C(i) above. Table 7 outlines an example.

Table 7: Examples of Limits of Authority for Approval

Level	Role	Example 1 – smaller entity	Example 2 – larger entity
Level 1	Individual officer with portfolio responsibility	< \$5000	< \$10,000
Level 2	Donations/Grants committee		\$10,001 – \$50,000
Level 3	CEO/management team	\$5001 – \$50,000	\$50,001 – \$250,000
Level 4	Board	> \$50,000	> \$250,000 but up to the limit outlined at C(i)

- see Appendix 5

- E Collaboration among public bodies in respect of grant funding
- i. The public body will need to determine whether it has the capacity to select, monitor and evaluate the use of grant money effectively and therefore may need to collaborate with relevant grant making entities.
 - ii. In respect of (i) above the relevant grant making entity must give consideration to indications at 2.5 (2)(iii)-(iv)
 - iii. The public body may also determine the possibility of entering into co-funding arrangements with other public bodies or grant making entities. However, the entity must have the capacity to do so.

3. Implementation Considerations

In order to fully operationalize the Strategy, the following may be required

3.1 Coordination and Collaboration

Public bodies can collaborate and coordinate their activities especially in the area of donations or grant making, particularly where they have an interest in adjacent communities. Two public bodies in the same community may choose to jointly fund a programme in order to reduce the individual cost to each entity and to maximise the impact of the resources spent.

Coordination of the activities of the public bodies will occur in two ways:

- A designated grant making entities may assist other public bodies to select, monitor and implement grant making activities as needed
- Public bodies may share information on both grants and grantees to reduce the likelihood of a civil society organisation approaching two entities for the same purpose, and to identify civil society organisations that are untrustworthy.

3.2 Public Education

The Ministry of Finance & the Public Service (MoFPS), the parent ministries as well as each public body will sensitise/educate stakeholders on SR related matters as follows:

- MoFPS - to inform parent ministries, public bodies and other relevant stakeholders of the new Strategy, Guidelines and Template, thus facilitating knowledge of the GOJ's position. The board chairs and members will also be informed of their roles and responsibilities around the development and approval of the social responsibility and donations/grants policies of the organisation on whose board they serve
- Parent Ministries – will liaise with the MoFPS in seeking to have new Boards and other relevant stakeholders informed.
- Public bodies – will communicate with stakeholders (including communities) on what they can and should expect from the public body in relation to SR activities. Communication with stakeholders must be accessible and comprehensive

3.3 Strategy Development and Programmes

The staff and management of public bodies should seek guidance (as necessary) on developing the social responsibility and donations/grants strategies for their organisation. These efforts should include using this Strategy and related Guidelines and Templates. Focus should also be placed on how the organisation will seek to resist undue influence. Programmes related to the Strategy should include:

- a. doing a social responsibility audit
- b. managing a donations/grant making programme

3.4 Data Collection and Dissemination

Public bodies will be required to collect data and report on their social responsibility programmes and donation/grant making activities. The data collected should be determined in the process of developing the social responsibility or donations/grant making programme, and should include at a minimum:

- # of donations/grants disbursed, # and types of organisations funded, total \$ amount for donations/grants, description of major activities funded
- # of lives affected, preferably by age and gender, particularly for grants;
- Contribution to organisation's Vision/Mission and social responsibility goals
- Contribution to Vision 2030 and health, education and the environment

Public Bodies will report at least annually but can make the data available more frequently. In addition, the management will conduct an annual review of these programmes and report to the board. An evaluation should be conducted at least every two years.

4. Review and Revision

The GoJ requires that all public bodies review their strategies at least every two years and make appropriate revisions as needed.

This National Strategy and accompanying Guidelines and Templates Strategy will be reviewed after three (3) years, using a participatory and consultative methodology including the public bodies and other relevant stakeholders. The process will be led by the Ministry of Finance & the Public Service. Thereafter, the Strategy, Guidelines and Templates will be reviewed every three (3) to five (5) years and the necessary revisions made.

Appendix 1 – Development Methodology

The process to develop the Social Responsibility Strategy involved three phases, a desk review of local and international documents relevant to Social Responsibility followed by a series of stakeholder consultations leading to an Options Report. Finally, the Strategy was developed and reviewed by different stakeholders.



The first stage of the Strategy development process consisted of a review of local and international literature on social responsibility, paying special attention to social responsibility in PBs. The purpose of the local review was to examine the existing legislative and regulatory infrastructure in Jamaica and policy statements related to public sector governance and CSR and the implications for PBs. The international literature gave information on best practices and models against which the strategy could be benchmarked. The local documents consulted included:

- Vision 2030 Jamaica: National Development Plan (2009)
- Corporate Governance Framework (2012),
- other documents and relevant programmes in MoFPS
- Legislation governing public boards such as:
 - The Public Bodies Management and Accountability Act (2001)
 - The Companies Act (2006)
 - Financial Administration and Audit Act
 - A selection of relevant legislation enacting the operations of PBs
- Articles of Incorporation and Memoranda of Association of select public companies
- Policy-relevant utterances of Cabinet Members

- CSR policies of select PBs and private sector companies in Jamaica

International documents reviewed included documents from International Standards Organization, the European Union, Global Corporate Governance Forum and documents produced on social responsibility in India, Australia, Canada, Great Britain, *inter alia*.

A situational analysis document was produced at this stage that was reviewed by the Implementation Oversight Committee’s sub-committee on Social Responsibility. The members of the Implementation Oversight committee and the social responsibility sub-committee were:

Implementation Oversight Committee	Social Responsibility Sub-Committee
Mrs Anne Marie Rhoden	Ms Greta Bagues
Mrs Terry-Ann Mills Finnikin	Ms Suzanne Ffolkes Goldson
Ms Yvette Brown	Mr Lenworth Taylor
Dr Carolyn Hayle	Dr Siddier Chambers
Ms Hyacinth Williams	Mr Dwayne Cargill
Mr Dennis Brown	Ms Carlene O’Connor
Mr Craig Foreman	Mrs Cheryl Sylvester-James
Ms Greta Bagues (deceased)	Ms Alicia Forrest (co-opted)
Ms Suzanne Ffolkes-Goldson	
Mr Lenworth Taylor	
Dr Siddier Chambers	
Mr Dwayne Cargill	
Ms Carlene O’Connor	
Mrs Cheryl Sylvester-James	

Once the situation analysis was presented to the IOC, the stakeholder consultations began and occurred over a two (2) month period. They took the form of focus group discussions, key informant interviews and case studies of select public bodies. The groups approached were:

Stakeholder Group
Potential Implementation Bodies
CEOs/staff from PBs
Board Representatives from PBs
Private Sector companies with CSR programmes
Civil Society
The Prime Minister and Ministers with responsibilities for PBs
Opposition members
PBs management and staff
Permanent Secretaries Board
Subject matter experts including Jamaica Stock Exchange and Academia

In total, thirteen elite interviews, two case studies with senior management team of public bodies, nine focus group meetings and two final meetings to ratify findings were conducted. A complete list of participants is given in Appendix 2

Once the consultation process was completed, the data were transcribed and analysed into thematic areas. An Options Report, giving the results of the consultations and the options for the strategy was presented to the IOC social responsibility sub-committee. Based on the feedback, the draft strategy was created, and shared with the sub-committee and subsequently, the full IOC for review. The Documents were also subject to internal reviews by the Ministry of Finance and the Public service. The process was led by Brigitte McDonald Levy, under the guidance of the Implementation Oversight Committee and the Programme Manager from the MoFPS.

Appendix 2 - List of Persons Consulted for SR Strategy

Consultancy undertaken May-July 2019; the draft document was subject to further reviews within MoFPS.

Name	Organization
Rohan Townsend	Clarendon Alumina Production
Marjorie McGrath	Jamaica Deposit Insurance Corporation
Sandra McLeary	SLB
Elva Richards	Port Authority
Dirkette Cooper	Factories Corporation of Jamaica
Claudette White	DBJ
Milverton Reynolds	DBJ
Charmaine Morris	Consumer Affairs Commission
Diana Cummings	OUR
Charmaine Hanson	Sports Development Foundation
Dr. Donna Powell Wilson	CCCJ
Jeanette Lewis	BGLC
Michelle Samuels	J. Wray and Nephew Ltd.
Charmaine Hanson	Sports Development Foundation
Keslyn Gilbert	JSIF
Francine Jones-Prince	TEF
Juliet Salmon Rhoomes	USF
Deleen Powell	USF
Carol Perry	JSIF
Latoya Aquart-Foster	CHASE Fund
Nicholas Brodber	Jamaican Network of Stereopositive (Jn+)
Alysia White	Sagicor Group Ja.
Amb. Clifton Whyms-Stone	Jamaica Bauxite Mining
David Miller	Fair Trading Commission
Janet Dyer	HEART Trust-NTA
Eleasia Charles	HEART Trust-NTA
Camille Facey	NSWMA
Duke Holness	NHF
Gregory Mair	NHF
Dr. Kamal Mars	NHF
Paul East	Jamaica Bauxite Mining
Coy Roache	Jamaica Bauxite Mining
Mr. Winston Watson	General Manager, PetroJam
Ms. Nordia Stanford	Acting HR Manager/HRD Officer, PetroJam
Ms. Latoya Pennant	Public Relations Officer, PetroJam
Dr. Canute Thompson	UWI

Dr. Damien King	
Mr. Douglas Orane	
Mrs. Caroline Mahfood	Chair, GK Foundation
Mrs. Kim Mair	JMMB Joan Duncan Foundation
Ms. Anna Ward	C.B. Facey Foundation
Ms. Naketa West	Victoria Mutual Foundation
Ms. Karen Zacca	Sandals Foundation
Mrs. Onyka Barrett-Scott	JN Foundation
Mrs. Jamilia Crooks-Brown	NCB Foundation
Mrs. Christine Scott-Brown	National Baking Company Foundation
Ms. Lisa D'Oyen	Seprod/Musson Foundation
Ms. Melissa Davies	Seprod/Musson Foundation
Ms. Annette Atkinson	Guardian Life Foundation
Prof. Rosalea Hamilton	Lasco Chin Foundation
Ms. Ruth-Ann Woolcock	CVSS
Mrs. Elethia Gordon-Bartley	CVSS
Dr. Indianna Minto-Coy	MSBM
Ann Vidal	Senior Admin Manager, NHT
Lanie Oakley Williams	Senior General Manager, NHT
Helen Pitterson	Asst. General Counsel, NHT
Lisa Davis	Chief Internal Auditor, NHT
Errol Thompson	Senior General Manager Finance, NHT
Neil Miller	Senior General Manager, Corporate Services, NHT
Martin Miller	Managing Director, NHT
Donald Moore	SSM, C&D, NHT
Suzanne Stanley	Jamaica Environment Trust
Karlene Dawson	Digicel Foundation
Elecia Bethune	G2K
Carlene Sharpe	NSWMA
Michelle Grant	CHASE
Wendy-Jo Williams	National Housing Trust
Tamara Myrie	The Betting Gaming and Lotteries Commission
Mrs. Marlene Street-Forrest	The Jamaica Stock Exchange
Hon. Andrew Holness	The Prime Minister
Ms Carlene O'Connor	Deputy Financial Secretary, MoFPS
Dr. Peter Phillips	Leader of the Opposition
Imani Duncan	Office of the Leader of the Opposition
The Permanent Secretaries at the PS board meeting on June 17, 2019	

Appendix 3: List of Grant Making Public Bodies

A. Grant making entities

Ministry	Public Body	Funding	Type
OPM	C.H.A.S.E Fund	FF	Ltd.
OPM	Jamaica Social Investment Fund	PF	Ltd.
MSET	Universal Service Fund	SF	Stat
MOT	Tourism Enhancement Fund (TEF)	FF	Stat
MOH	National Health Fund (NHF)	SF	Stat
MLSS	Jamaica Council for Persons with Disabilities	FF	Stat
MCGES	Sports Development Foundation	SF	Ltd.

FF – Fully funded (from the Consolidated Fund); PF – Partially Funded; SF – Self-Financed

Appendix 4 – Core Subjects and Issues

Core subject: 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

Core subject: 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

Core subject: 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, support, and complaint and dispute resolution

Issue 5: Consumer data protection and privacy

Issue 6: Access to essential services

Issue 7: Education and awareness

Core subject: 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

Core subject: 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

Appendix 5:

Criteria for Large vs Small Public Bodies

	Large (\$)			Small (\$)
	Group 1	Group 2	Group 3	Group 4
Expenses	Over 2 Billion	500 Million – 2 Billion	250 - 500 Million	Less than 250 Million
Current Revenue		500 Million – 2 Billion	250 - 500 Million	Less than 250 Million
Capital Budget	Over 2 Billion	500 Million – 2 Billion	250 - 500 Million	Less than 250 Million
Loan Portfolio	Over 2 Billion	500 Million – 2 Billion	250 - 500 Million	Less than 250 Million
Assets	Over 2 Billion	Over 1 Billion	Over 500 Million	Less than 500 Million
Number of employees	Over 1000	Over 250	Over 100	100 or less

Compiled from the MoFPS categories for Board Fees, 2019