



**Office of the Prime Minister  
Jamaica Archives and Records Department**

Project Budget Number:  
 Project Title: International Telecommunication Union - Jamaica Archives and Records Department Facilitating Improved Public Sector Service through Increased Access to Government Records and Information Management (RIM)  
 Project Short Title: Records & information Management (RIM) for the Public Sector  
 Start Date: July 2012  
 Estimated End Date: June 2013  
 Government Coop. Agency: Ministries of Information & Communications Technology Regulatory bodies, Office of the Prime Minister.  
 Implementing Agency: Office of the Prime Minister  
 Project Site: Jamaica Archives & Records Department  
 Beneficiary: Jamaica  
 Country:  
 Project Manager: Mrs. Claudette Thomas – Government Archivist

SUMMARY OF CONTRIBUTIONS	
<b>A) Project Budget</b>	
Description	US\$
Project Personnel	592,881
Equipment	49,214
Training of Trainers	51,977
Fellowships	33,824
Monitoring & Evaluation	17,363
Miscellaneous & Contingency	154,219
<b>Total:</b>	<b>899,478</b>
<b>B) Cost Sharing</b>	
Partners	
<b>Participating countries Contribution (in kind)</b>	
– Trainers	
– Training Room / Business Centre	
– Communication Facilities	
– Infrastructure	

**Brief Description:**  
*This project aims to mobilize human, financial and technical resources for human capacity building in ICT by implementing an enhanced Records and Information Management (RIM) system in the public sector. We seek technical assistance through the attachment of a consultant to provide expertise in this field. This person should possess experience in developing and implementing records and information management strategies. He/she is expected to review, assess and develop comprehensive and coherent records management systems (based on physical and electronic) documents and files. He/ she must analyze the current records management systems across government and conduct a gap analysis with a view to identify the best practices and the practical needs of records units in government entities. Additionally the expert will consolidate and enhance RIM systems into a national policy which will act as a sustainable guide to RIM protocols and procedures. A validation, sensitization and training programme is expected at the end of the assignment to stakeholder groups. To achieve this objective, ITU shall collaborate jointly with the Government of Jamaica (GOJ) and the Office of the Prime Minister - **Jamaica Archives and Records Department (JARD)** to fund, support and implement this project.*

For the	Signature	Date	Name/Position
ITU:	_____	___/___/___	
Partner(s)	_____	___/___/___	
	_____	___/___/___	

## **Background & Context**

### **▪ General introduction**

Well managed records serves both to document the policies, transactions and activities of governments and provides a trusted source of information to support decision-making and accountability. Good records management is the solid foundation on which good governance is built.

Many government operations traditionally depended on information derived from paper records that have become partially or wholly automated. As governments migrate to online environment, records in electronic form are providing the basis for conducting business, serving the public, managing the country's resources, measuring process and outcomes and protecting the rights of its citizens. Records management has now become increasingly dependent on technology. It is important therefore to assess the strengths and weaknesses of the nation's records system and determine our capability to capture, maintain and provide access to records over time.

### **▪ Present situation/context**

Government systems are established to exercise authority over the human and economic resources of the country. Large quantities of documents or information is generated by these systems which shape the lives of citizens and mould the societies in which they reside. Information produced and collected during the activities of government is a vital asset to these entities, which are the creators and to the society as a whole.

Most government information is captured and maintained as records. According to the International Organization of Standardization (ISO) 15489 definition of records, "It is documented information which is created, received and maintained as evidence of an organization or person as a legal obligation or in transacting business". Records do not only form evidence for the performance of government but are also a subset of the overall information management strategy.

Jamaica Archives and Records Department (JARD) is comprised of three units (namely Archives Unit, Audio-visual Unit and the Government Records Centre). It is the centralised government entity with responsibility to protect the 'memory of government', and by extension the "Memory of Jamaica" as the keeper of official records. The protection of our national documentary heritage therefore, is the responsibility of the Jamaican government since official records are considered public property.

Globally, the mandate to foster records and archives management (RAM) in any country is captured in its archival legislation, policies, mission statements and surveys which are used as indicators to determine the role played by such a national entity. The specific functions of JARD are dictated in the Archives Act, 1982, and Official Regulations, 1988 which speaks to records management, archival administration, an advisory board and enforcement. This legislation and regulations are however of a custodial nature, which limits the functions of JARD taking into consideration the global practice of a continuum approach where records and archival management are dependent on each other.

Information contained in official records created by the nearly 300 government Ministries, Department and Agencies (MDA's) is the concern of every citizen in Jamaica. The management of these official records are archives are entrusted to JARD to preserve and promote the importance of records and archives management in the public sector and to ensure that all government agencies adhere to international best practices such as ISO 15489, JA 2001. (International Standard Organization)

### **▪ Problem statement/ Description of the problem**

The Jamaica economy has also been severely impacted by the current global economic recession and turbulence in the international financial market. Vision 2030 Jamaica – National Development Plan

establishes the roadmaps by which Jamaica will be able to enjoy sustainable prosperity within the next two decades. The National Goals, Outcomes and Strategies provide the long-term planning framework for aligning the full range of economic, social, environmental and governance sectors. Competing development needs in the context of major resource constraints create the necessity to prioritize the implementation of strategies in the short run.

Records management is becoming increasingly important to Government of Jamaica entities of all sizes. The interest is being driven primarily because of increased government regulations and significant increases that organizations are seeing in the volume of their electronic and manual records and data.

Presently it is difficult to manage records in the electronic environment. This major challenge is due in part to the computer base information systems which are now revolutionizing the way business is being carried out. This therefore affects the way government electronically captures, create, processes and stores data, records and information relating to business activities. Since information in electronic format is a fragile resource, if this information is fragmented and incomplete, programmes and service delivery are placed at risk.

JARD is particularly concern with record management challenges which presently affect Ministries, Departments and Agencies (MDAs) of Government. These include:

- a. Lack of or limited access to relevant data and records to aid decision making.
- b. Insufficient resources to preserve the national memory and facilitate access.
- c. Storage of documents and records
- d. Linkage to documents common to various business processes or a particular project.
- e. Integration of physical records with other records stored in government entities.
- f. Effective and efficient retrieval of documents and records to satisfy business activities.
- g. Classification and management of records and documents and the compilation of classification scheme that provides information on organizing the various records and files to effectively supports business process. Incorporate due recognition of compliance with auditing, financial, legal and other regulatory requirements.
- h. Unique identification of documents and records.
- i. Control of records, in order to facilitate controlled access and the preservation of records from deletion or modifications.
- j. Limited use or access to New Records Management Technologies.
- k. Weak legislations and regulations – high litigation risk, lack or compliance and monitoring a regime.

- National/Government Commitment

JARD has the potential to organize and preserve for public access national audio-visual documentation collections, but lacks a current legal and regulatory framework to easily access and better exploit these collections to facilitate innovation and improve the competitiveness of the country. By providing the requisite resources and institutional strengthening opportunities, a national coordination for all government records and archives management strategies will be aligned to the 2030 vision making.

- Process followed in Project identification/formulation
- Relationship to other past and current BDT programs/activities

## **Strategy**

### ▪ **Overall Project Objective**

The overall objective of this project is to strengthen public institutions to deliver efficient and effective joined-up services.

### ▪ **National/Regional Strategy**

JARD seeks your technical assistance to enhance the current records and information system of government by assessing, reviewing and designing a new and relevant policy direction for this records and information management across the public sector.

We seek to:-

- ✓ protect and preserve the official memory of the government of Jamaica by overseeing the records management in accordance with international best practises;
- ✓ authorize disposal; and
- ✓ provide access to those records which have significant impact on the development of Jamaica, its government and the lives and liberty of its citizens.

### ▪ **Project Strategy**

It is expected that in fulfilling the objectives and deliverables of this assignment the consultancy will be conducted using a phased approach that will proceed in the following three sequential stages:-

- a. Data gathering – details of the current records management/keeping situation across government entities;
- b. Assess and analyse current RM practises; and
- c. Design and document improved RM systems

Developed a standardized records management policy across government entities and provide training for trainers externally; complete with subject classification schemes, document creation, record retrieval, distribution, indexing, and tracking protocols (physical and electronic)

## **Outputs**

An appropriate integrated Records Management system which includes the use of ICT rolled out across government entities.

- (1) Online access by government users of government records
- (2) Digitized vital and archival paper records
- (3) National Records Management policies and guidelines in developed;
- (4) Standardized RM system across government
- (5) RM Training manual completed
- (6) Stakeholder sensitization sessions and training workshops conducted;
- (7) Assessment audits of Government entities are meeting records management standards conducted.

## **Indicators**

- Information Architecture;
- Use of Information Communication Technologies (ICT) to expand records and information management services;
- Records Management Score card concept to be adopted to allow for the introduction of Strategic indicators which will be made applicable across government entities;
- A transformation of the government's RM system which monitors human resources records, pension records and programme records  
A structured information architecture that supports records and information management in government does not exist.

### **▪ Expected results (details of measurable achievements)**

- Months 1 - 3      Conduct survey within three ministries (Ministry of Finance and the Public Service, the Ministry of Justice and the Office of the Prime Minister), to inspect and analyse their RIM practises.
- Month 4 – 6      Draft Records and Information Management (RIM) policy document. Design the electronic RIM system to address gaps and inefficiencies.
- Month 7 – 9      Implement the RIM policy. Take the policy through the pilot phase by testing and refining the system for weakness, completeness and accuracy.
- Month 10 – 12    Full implementation of policy and give visibility to project achievement.

### **▪ Activities**

#### **▪ Key project activities that will be carried out to achieve results.**

- Hold consultations/meetings with stakeholders such as Information managers, librarians, archivists, documentalists, curators etc. to bring to them an awareness of the initiative and to solicit their cooperation;
- Collect data from MDA's to determine their RIM capacity and readiness;
- Analyse data and present findings;
- Develop and Monitor compliant tools and introduce to the ministries , departments and agencies;
- Draft RIM Policy and present to stakeholders;
- Evaluation and follow up of operations;
- Give visibility to project achievements.

## **Inputs**

- Contribution from Jamaica Archives and Records Department (JARD) will include the pre-defined funds from staff input, existing equipment, communication facilities, the required infrastructure, training programme, cost of training of trainers.
- Contributions from partners will represent ICT equipment, software and funds required to pay consultant/s for service rendered:
- Contributions from other Government Entities the implementing country will include pre-defined funds from staff input, existing equipment.

## **Risks**

The lack of suitable enabling RM technology across government that could support implementing a common records management approach for both physical and electronic records may constraint the consultant in recommending more modern policies and procedures that require such automation.

The input of registry staff in government in the deliberations and fact finding of the consultant is critical to the quality of the exercise and also in meeting the aggressive timelines. JARD will be expected to devote significant input from their RM staff in advising of the consultant's efforts, particularly during activities for inventorying and appraising records.

The execution of this project will rely on the resources available at the project site. The lack of control over the local resources may represent a risk for the success of the project. The collaboration of the relevant Government agency is essential to reduce any implementation risk at this level.

## **Sustainability**

Jamaica Archives and Records Department (JARD) assist other government ministries, departments, statutory bodies and public corporation by providing advice and training in the effective management and use of official records. These records are critical to the support of public sector activities, government accountability and transparency; in addition, they sustain the corporate memory. The Government of Jamaica is totally committed to the sustainability of this Project and will continue through budgetary allocations to provide the necessary infrastructure to complete this project.

## **Management**

- The Office of the Prime Minister OPM will provide overall supervision of the project.
- The project will be managed by a team comprising the Government Archivist, Senior Archivist of the Government Records Centre, the Information Technology Manager, Facilities Manager for carrying out the Project
- Overall description of Project management
- Management Committee (if applicable, terms of reference)
- Accountability for project implementation

## **Monitoring and Evaluation**

- Description of mechanisms and procedures for periodic monitoring, measurement and evaluation.

The establishment and operations of the Jamaica Archives and Records Department is seen as a complementary exercise to support this project; as the department will have as its raison d'être, in completing the work. The Records Analyst of the Government Records Centre a unit of the department will closely monitor this project.

## **Work plan**

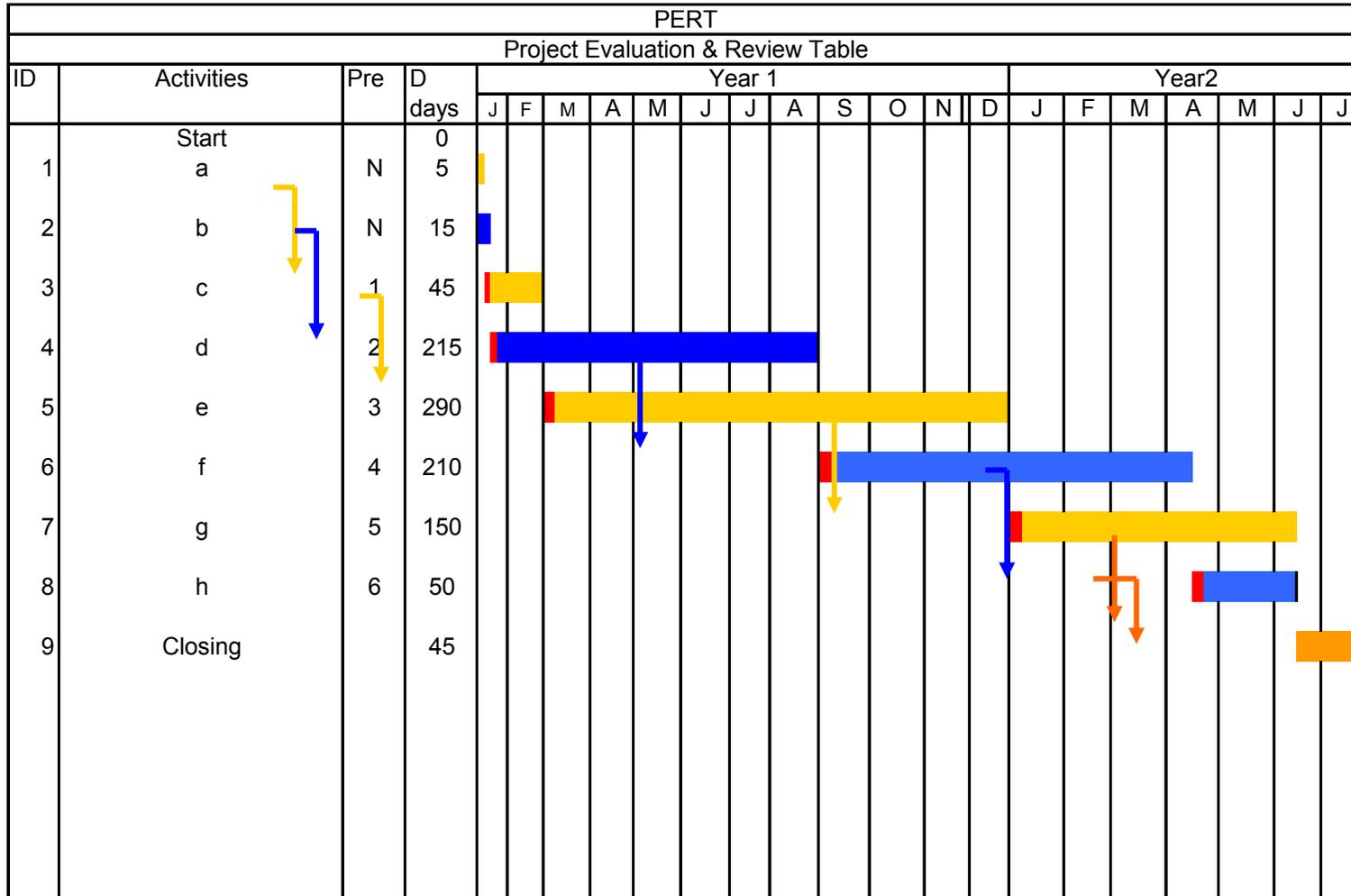
A RIM Policy will be established by June 2013. The work plan for the project is prepared at the beginning of the project and reviewed during project implementation, as required. A Gantt chart of the project implementation plan is attached as Annex 1.

## **Budget**

The estimated budget is attached as Annex 2.

**Annex 1**

GAANT CHART (Project Evaluation & Review Table)



*Note A:* At the end of each period of activity the performance of activity carried out will be reviewed before starting successor activity; Quarterly<sup>9</sup> based progress report by project manager. *Note B:* GAANT is based on the MS Project framework.

## Annex 2

### Overall Budget

<b>Sp class</b>	<b>Short text</b>	<b>Description</b>
<b>reviewed</b>		<b>Costing posted in Jamaican Dollars in Annex 2</b>
<b>3000</b>		<b>STAFF COSTS</b>
3001	PERM Staff - base salaries	45,953,760.00
3002	TEMP Staff - base salaries	2,500,000.00
3003	INTERP. - base salaries	Interpreters - Base salaries
3004	SSA - Consulting	1,000.000.00 (20,000.00 per day over 60 working days)
3005	SSA - Translation	100,000.00
3006	NPPP - Salaries	National professional project personnel - salaries
<b>3100</b>		<b>MISSION EXPENSES</b>
3111	DSA - Staff	10,000.00
3112	Transportation - Staff	Mission expenses transportation staff
3113	Misc. Mission - Staff	Other mission expenses staff
3131	DSA - Fellowship	Fellowship mission expenses daily subsistence allowance
3132	Transportation - FEL	Fellowship mission expenses transportation
3133	Misc. Mission - FEL	Fellowship other mission expenses
3141	DSA - SSA Consulting	200,000.00 (Daily subsistence)
3142	Transportation - SSA Consult.	External services consulting - transportation
3143	Misc. Mission - SSA Consult.	600,000 miscellaneous
3161	DSA - NPPP	National professional project personnel - DSA
3162	Transportation - NPPP	400,000 TKT
3163	Misc. Mission - NPPP	National professional project personnel - misc.
<b>3200</b>		<b>TRAINING</b>
3201	Fellowship training	3,000,000.00
<b>3300</b>		<b>EXTERNAL SERVICES</b>
3310	Ext. Serv. - Misc.	3,000,000.00
3320	Ext. Serv. - Printing costs	1,000,000.00
3330	Rental - Office space	Rental - Office space
3331	Rental - Photocopiers	

3332	Rental - Computer Software	
3333	Rental - Audiovisual equipment	410,000.00
3334	Rental - Conference rooms	200,000.00
3335	Rental - Shuttle, bus, cars	Rental - Shuttle, bus, cars
3340	Cleaning of premises	Maintenance - Cleaning of premises
<b>3400</b>		<b>PURCHASE OF EQUIPMENT AND SUPPLIES</b>
3410	Office supplies	2,080,293.00
3420	Purchase equipment	3,200,000.00
3430	Purchase IT equipment	5, 000,000.00
3440	Purchase office furniture	Purchase office furniture
3450	Purchase computer software	3,000,000.00
<b>3500</b>		<b>COMMUNICATIONS SERVICES</b>
3510	Shipping costs	Postage and expedition charges
3520	Fixed phone costs	270,000.00
3521	Mobile phone costs	\$270,000.00
3530	Insurance contracts	External services - Insurance contracts
<b>3600</b>		<b>BANK CHARGES AND EXCHANGE LOSSES</b>
3610	UNDP service charges	UNDP service charges
3620	Bank charges	20,000.00
3630	Exchange losses realized	200,000.00
3640	Exchange losses not realized	Exchange losses not realized
<b>3700</b>		<b>OTHER CHARGES</b>
3710	Audit costs	External auditing of accounts
3720	Misc	2,020,000.00
3730		
3740	ITU Services (DPS)	Internal invoicing (DPS)
	Total	88,693,587 Ja.
3800	15 % Contingency	11,438,294