



Institute of Jamaica Corporate Plan 2012 - 2015

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Mission and Vision

The Institute of Jamaica established in 1879 for “*the encouragement of Literature, Science and Art*” is a Statutory Body operating as an agency of the Ministry of Youth, Sports and Culture. The following expounds its mandate:

Mission

To enhance the awareness of our Jamaican cultural heritage; develop policies and manage programmes for the collection, research, preservation, protection, documentation, analysis, display and dissemination of our literature, science, history and material culture.

Vision

An organization sensitive to the educational needs of the Jamaican people consistent with the role as the primary institution dedicated to the preservation of Jamaica’s cultural heritage.

Divisions of the Institute of Jamaica

The Divisions/Departments include:

- **African Caribbean Institute of Jamaica/ Jamaica Memory Bank (ACIJ/JMB)**
- **Central Administration Division**
- **Jamaica Music Museum (JAMM)**
- **Liberty Hall: The Legacy of Marcus Garvey (LH)**
- **Museums of History and Ethnography of Jamaica (MHEJ)**
- **Natural History Museum of Jamaica (NHMJ)**
- **National Gallery of Jamaica (NGJ)**
- **Programmes Coordination Division (Junior Centres)**

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African Caribbean Institute of Jamaica/ Jamaica Memory Bank (ACIJ/JMB)

The African Caribbean Institute of Jamaica was established in 1972 as a division of the Institute, to deepen public awareness of the contribution of African cultural retention to the Jamaican social ethos. The ACIJ has developed systematic research and documentation programmes that have contributed a body of material on Jamaica's cultural heritage. In 1990, the Jamaica Memory Bank was incorporated into the ACIJ, to form the ACIJ/JMB. The Jamaica Memory Bank programme documents Jamaica's social history by way of audio-visual recordings of the memories of senior citizens throughout the country. These interviews are catalogued and transcribed, creating an archive of oral history on several aspects of Jamaica's culture.

Central Administration Division

This Division has responsibility for the Institute of Jamaica's support functions including Strategic Planning and Corporate Performance Monitoring, Human Resource Management and Development, Finance and Accounts, Public Relations and Business Development, Information Technology, Assets Management, Office Management, Internal Audit and other internal controls.

Jamaica Music Museum

The Jamaica Music Museum is the archive, research facility and exhibition space for Reggae and other Jamaican musical forms. It showcases an array of formats from rare musical recordings and oral histories of reggae, Jamaican music greats and the lesser known figures to musical scores, photographs, films, research files, business records, personal correspondence and musical instruments that belonged to eminent Jamaican musicians.

Liberty Hall: The Legacy of Marcus Garvey

The legacy of Marcus Garvey, Liberty Hall is the former Headquarters of the Kingston Division of Marcus Garvey's Universal Negro Improvement Association and African Communities League (UNIA-ACL). This division has responsibility for the Marcus Mosiah Garvey Multimedia Museum, Garvey Research/Reference Library and Multimedia Centre, and provides educational outreach programmes for children and adults.

Museums of History and Ethnography of Jamaica

The Museums of History and Ethnography Division is the repository of more than 15,000 historic, ethnographic and archaeological artefacts germane to Jamaica's history from the prehistoric to the contemporary era. It administers six (6) historic and ethnographic museums; Taino Museum of the First Jamaicans, the Peoples' Museum of Craft and Technology, Museum of St. James, Hanover Museum, Fort Charles Museum, and the Military Museum.

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Natural History Museums of Jamaica

The Natural History Division is one of the first Divisions of the Institute. The mandate of the Museum is to conduct research on the natural history of Jamaica, to build-up and maintain the national collections for research and reference purposes, and to provide educational outreach to adults and children through museum displays, publications, lectures and other forms of communication. The collections house over 130, 000 plant specimens, 100,000 animal specimens, and over 10,000 reference books. The Museum serves as the National Focal Points for the Jamaica Clearing-House Mechanism (biodiversity information network affiliated with the U.N. Convention on Biological Diversity) and the Inter-American Biodiversity Information Network (IABIN).

National Gallery of Jamaica

The National Gallery charts the growth and development of Jamaica's greatest artistic endeavours, from Taino Indian artefacts, to Spanish and English colonial art, from the early pioneers to the latest contemporary works by Jamaican artists and some international artists. The Permanent displays of the National Gallery include works of Mallica 'Kapo' Reynolds, Barrington Watson, Albert Huie, Carl Abrahams, John Dunkley, and Edna Manley.

Programmes Coordination Division (Junior Centres)

The first Junior Centre was opened in 1940 at East Street, and is Jamaica's first lending library for children. The Junior Centre provides programmes for young people ages 6-18 years and their parents, to develop and foster their creative and life skills. The programmes include Art, Craft, Papermaking, Music, Speech, Drama, Dance, Needlework, Storytelling, Drumming, Sign Language, Reading, Computer Skills, Personal Development, Guidance and Counselling, and Heritage Studies. Two (2) centres are operated at East Street, and Greater Portmore.

EXECUTIVE SUMMARY

Over the period 2012- 2015 the Institute of Jamaica will continue to deliver programmes in fulfilment of its mandate and the national priorities including the National Cultural Policy, the Vision 2030 plan, and the Public Sector Transformation.

The previous FY 2011- 2012 presented severe budgetary challenges that inhibited the roll out of some programmes. Programmes most affected are the Junior Centre activities for the engagement of children between ages 6- 15 years, and the Jamaica Music Museum both of which have not received direct programme funding (*Object 24 & 25*) over the last two (2) years. All Divisions of the Institute of Jamaica were forced to drastically modify or reduce programme offerings given the heavy reliance on external funding agencies, many of which have reduced the levels of donations and corporate sponsorship. The main outstanding expenses for the period include rental for the National Gallery of Jamaica and the African Caribbean Institute of Jamaica/ Jamaica Memory Bank, utilities, insurance, security costs, and goods/services for the mounting of Exhibitions for all Divisions.

The budgetary crisis has resulted in the rescheduling of the Barrington Watson and Art in High Schools exhibitions. Additionally, a number of interagency requests for outreach and small displays could not be facilitated given the Institute's emphasis on using the limited resources for regional outreach/displays with wider participation. The Junior Centres were forced to reduce the number of children entered in the national visual and performing arts competitions, after-school and Saturday programmes primarily as a result of the compulsory reduction in the number of tutors, contact hours, and unavailability of basic materials. Field visits for the collection of specimens were drastically modified resulting in researchers remaining in the field for extended periods under adverse conditions as a means of reducing the number of trips to collect specimens. Acquisitions for the national collection were hindered by the availability of funds, and reluctance of donors to provide artefacts that will be held in storage given inadequate permanent exhibition spaces. Re-branding and promotion of the services of the Institute is severely affected by inadequate funding (*Object 25*), which resulting heavy reliance on the goodwill of the media.

Coupled with the budgetary constraints, lack of capital funding over the last 15 years has contributed to the rapidly deteriorating fleet inhibiting field work and outreach, and poorly maintained physical structures that house the National Collection of Jamaica.

In recognition of the challenges, the Council and management of the Institute of Jamaica has taken the decision to utilize some financial reserves for urgent infrastructural repairs, payment of inescapable expenses including rental, and delivery of key programmes. This option proves unsustainable given the rapid depletion of the Institute's reserves, a matter that is before the Minister of Youth Sports and Culture.

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The Institute through the combination of efforts of the Council and staff, despite the mentioned challenges, successfully delivered the following programmes in 2011/2012:

- a) The Musgrave Awards Ceremony 2011 recognizing twelve (12) recipients for outstanding contribution in the fields of literature, science, the arts, and the special youth award.
- b) Launch of three (3) publications including Endemic Trees of Jamaica book and compact disc, Journal of 76 King Street, and the Jamaica Journal Vol. 33 no. 3 special music issue
- c) Mounting of seven (7) temporary exhibitions and a number of divisional displays in support of interagency initiatives. The exhibitions included GUZZUM Power: Obeah in Jamaica funded by UNESCO, From War to Windrush funded by DeLaRue Corp. London and the Jamaica Producers Group, John Pringle Exhibition funded by the John Pringle Foundation, and the Guy McIntosh Exhibition facilitated by Guy McIntosh and other corporate sponsors.
- d) The IOJ Researchers Symposium was held, and five (5) Divisional Lectures/ Symposia including the National Gallery Paul Bogle Symposium and Barrington Watson Retrospective, Museums of History and Ethnography West Indian Contribution to World Wars I and II, Jamaica Music Museum Wilton “Bra” Gaynair reflection, and Liberty Hall SANKOFA.
- e) Two (2) significant international links were strengthened; the Jamaica/ Colombia bilateral agreement on culture through IOJ leadership of strategic committees, and the IOJ project with the Inter-American Biodiversity Information Network (IABIN) relating to zoological species and specimens.
- f) Six (6) children programmes namely Afternoon with a Scientist, Art in the Streets, Junior Centre after-school and Saturday sessions, Art on the Waterfront, IOJ summer programmes, and the Garvey After-school sessions.
- g) Launch of the Friends of the Museums and the Our Story Foundation with several associated fundraising initiatives resulting in monetary and non-monetary support.
- h) Re-opening of the Hanover Museum, and Liberty Hall completed acquisition of Odd Fellows Hall which is the proposed site of the Amy Jacques Library.
- i) Two (2) programmes were awarded. The Junior Centre received three (3) JCDC national awards and the IOJ received an award for excellence from the Digital Library of the Caribbean (DLOC) for the Jamaica Journal as the most accessed publication in Spring 2011.
- j) Waning Skills Exposition at People’s Museum, Spanish Town. This was funded by IDB and several skills especially those of post Emancipation were on show including: basketry, embroidery, ceramics, etc.
- k) The media launch of Akwatanu- the Journey by Jamaican Hollywood Actor Roy Anderson in preparation for premier 2012.
- l) The Executive Director was awarded the Gleaner Honour Award for Heritage especially for the role of IOJ.

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As Jamaica celebrates the 50th year of Independence the Institute of Jamaica will recognize this milestone through its integral involvement with the planning committees, and the following Jamaica 50 branded activities:

- Liberty Hall Sunday Groundings – **Jan**
- **Barrington: A Retrospective** (confirmed, January 8-April 14) a major exhibition of paintings and work on paper by Jamaican Master artist Barrington Watson from the 1950s to the present, shown at the NGJ with smaller satellite exhibitions at the Bank of Jamaica and the Olympia Art Centre
- Launch of the Norman Manley International Airport/ Jamaica Music Museum gallery: ***Musical Journey: People, Voice, Song*** - **Feb**
- **“The Man and his Music”**- Bob Andy and Kay Osbourne discussion, and artefact presentation - Feb
- ACIJ/JMB Open House and Jamaica 50 Exhibition – **Feb**
- Re-installation and re-launch of **Kapo Gallery (February*)**: the gallery will feature a selection of paintings and sculptures by Mallica “Kapo” Reynolds from the Larry Wirth and John Pringle Collections, combined with other works by this artist from the NGJ collection. The launch will be accompanied by a panel discussion on Kapo’s work and cultural significance.
- Display 50 pieces of Independence Museums: East Street
- Launch IOJ Virtual Museum – March
- Jamaica Music Museum Exhibition at Waterlane Gallery - **April Exhibition Musical Journey: People Voice Song, Norman Manley International Airport**
- Liberty Hall Sunday Groundings – **April**
- Junior Centre Evening of Excellence: The Concert- Jamaica Music Museum Exhibition at Waterlane Gallery - **April**
- Anancy Exhibition – **May**
- NDTC 50 an exhibition of photographic and audiovisual work to celebrate the 50th anniversary of the NDTC - **May-June***
- Re-installation and re-launch of post-Independence section of Jamaican Art in the 20th Century permanent exhibition (may-June*) this section will feature work by major Jamaican artists of the 1960s to 199s period.
- Childrens’ Symposium- **May** Junior Centre
- Exhibition of 50 plants and animal specimens native to Jamaica/ International Biodiversity Day – **May**
- Concert – Evenings of Excellence – **June**
- **2012 National Visual Arts Competition & Exhibition** (confirmed, **mid July-mid August** + travelling showcase to select Parish capitals, **September-December***): annual collaboration with JCDC

*Note: Dates marked with * are subject to confirmation*

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Overseas:

- **Circa 1962/Circa 2012 (confirmed, July 12-September 9), Mississauga Art Gallery, Canada; a juxtaposition of art in Jamaica around Independence with contemporary Jamaican Art.**

The opening of each of these exhibitions will be a major public function. These exhibitions will also be accompanied by an illustrated catalogue publication and at least one major educational event, such as a panel discussion or lecture.

- Junior Centre- Mural Unveiling Ceremony – **August**
- Exhibition on plants and animals used as Jamaica’s National Symbols – **August**
- Annual Garvey Birthday Lecture- **August**
- Liberty Hall HARAMBEE Workshop - **August**
- Liberty Hall Sunday Groundings - **September**
- IOJ Research Symposium- **Oct** East Street
- Waning Skills Workshops- **Nov**, Spanish Town
- 2012 National Biennial (confirmed, mid December 2012- mid March 2013*)
- Museums Exhibition of “50 Independence Pieces”.
- Museums Exhibition “Anancy: Jamaican Folklore”
- Jamaica Journal Special Issue

Other medium-term priorities are to:

1. Complete the renovation and opening of the Natural History Museum of Jamaica Exhibition Gallery
2. Continue to collaborate with the Fairchild Tropical Botanic Gardens on the Plant Conservation Strategy for the Cockpit Country
3. Revive the Scientific Publications of the Natural History Museum of Jamaica
4. Establish the “Our Story Foundation” – Museums of History & Ethnography’s Project
5. Establish the IOJ East Street gift shop
6. Increase Access to the Archival holding of the ACIJ/JMB through the use of Information Technology
8. Re- launch the Institute of Jamaica Website

Policy Priorities¹

This planning period the Institute of Jamaica operates with the following policy priorities:

1. Achieving sustainability through improving socio-economic integration by putting communities at the centre of Jamaica's planning process and by helping preserve Jamaica's rich heritage of the natural and built environment and its unique history and culture – *Master plan for Sustainable Tourism Development 2001- 2010*
2. Creating an enabling environment for the development of culture – *National Cultural Policy*
3. Developing capacities to foster and promote cultural diversity and identity – *National Cultural Policy*.
4. Developing mechanisms and resources for culture in education – *National Cultural Policy*
5. Encourage the development of programmes that reinforce the attitudes and values relevant and necessary for social cohesion and peaceful co-existence - *Vision 2030: MFP 2009 - 2012*
6. Enhance visitor experience (including tourists) through developing and diversifying the Product – *Master plan for Sustainable Tourism Development 2001- 2010*
7. Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people – *National Cultural Policy*
8. Identifying, protecting and developing Jamaica's culture and heritage – *National Cultural Policy*
9. Implementing plans for increased collaboration between culture agencies and agents, including the portfolio Ministry, in order to promote the IOJ and by extension our cultural identity – *National Cultural Policy*.
10. Promote greater coordination and coherence between the culture, education, and tourism policies - *Vision 2030: MFP 2009 - 2012*
11. Improve public access to information on cultural heritage, including technological advancement - *Vision 2030: MFP 2009 - 2012*

¹ The numbering of these Policy Priorities is solely for ease of reference, and is not to be interpreted as ranking in terms of importance.

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12. Rationalizing systems and structures for human resource management and development, giving effect to investment in people to enable them to perform at the highest professional level – *Government at your Service: Vision 2012, Staff Orders, Public Sector Regulations*
13. Strengthen Management of Financial resources including donations, grants and sponsorship - *Public Bodies Management and Accountability Act, Financial Administration and Accountability Act, IMF Agreement 2010- 2012*
14. Strengthen Assets Management and other internal controls - *Public Bodies Management and Accountability Act, GoJ Procurement Guidelines, Financial Administration and Accountability Act, IMF Agreement 2010- 2012*
15. Implementation of cost containment measures - *IMF Agreement 2010- 2012*

Key Performance Indicators

In keeping with the Institutes mandate Divisions in the 2012- 2013 FY will be engaged in:

a. Research

The Institute of Jamaica will continue oral history research and documentation, recording at least **twenty-two (22)** interviews conducted annually by the Jamaica Memory Bank. It will document festivals and conduct research on Diwali (Nov), Buru (Dec), and the Nyabingi festivals. On-going research will be undertaken on the History of Liberty Hall, the genealogical study of Marcus Garvey and his life. The Institute will participate in research and information exchange on Jamaican music, and will continue to research Itinerant visual artists of the 18th and 19th centuries to provide scholarship to users of the National Gallery of Jamaica. Continuous research will be undertaken for data gathering on Jamaica's endemic and native flora and fauna as well as introduced species.

To achieve this objective, the Institute recognizes the importance of well trained staff capable of conducting original research of the highest standard, geared towards disseminating findings to local and international audiences. The Institute of Jamaica will therefore work to ensure that proper and adequate resources are available for research, and access to research.

b. Publication

The Jamaica Journal remains the primary publication of the Institute. Other publications include ACIJ/JMB Research Reviews, 76 King Street: Journal of Liberty Hall, The Legacy of Marcus Garvey, Endemic Trees of Jamaica, booklets, pamphlets and a Jamaica Clearing-House Mechanism web page on biodiversity geared at school curricula, as well as the compilation and publication of calendars featuring musical events, and special dates for musicians of Jazz, Ska and Reggae.

c. Exhibitions and Symposia

Permanent and Temporary exhibitions will include the ACIJ/ JMB's "*Grand Jamaica 50 Exhibition*"; Jamaica Music Museum's showcase of "*Reggae and Equal Rights: Reggae and Social Change*", "*50 Years of Popular Music*", "*Jamaica Music Museum Sunday Grounations*", Norman Manley International Airport/ Jamaica Music Museum Gallery of Jamaican Music; Junior Centres "*Hush Symposium*", "*Art in Schools Competition*"; Natural History Museum of Jamaica's Earth Day Competition, World Wetlands Day celebration, Annual Research Symposium, and Biodiversity Day activities; Museums of History and Ethnography "*50 Independence Pieces*", "*Anancy: Folklore in Jamaica*" and International Museums Day activities, "*Waning Skills Festival- Spanish Town*"; National Gallery Barrington Watson Exhibition, 2012 National Visual Arts Competition and Exhibition and Selections from the Aaron and Marjorie Matalon Collection, Re-launch of the KAPO Gallery, 2012 Biennial Exhibition; Liberty Hall Marcus Mosiah Garvey Multimedia Museum. The Musgrave Awards remains the premier event of the Institute.

In keeping with the mandate to encourage greater awareness of culture the Institute will stage the annual instalment of SANKOFA, activities to commemorate Independence Day, Emancipation Day, Heritage Week, the IOJ's Anniversary, Institute special science related dates, and a music symposium. Workers Week

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activities will be held across Divisions in May. Special Activities involving the IOJ, will be arranged island-wide and in the diaspora for the celebration of Jamaica's 50th year of independence.

d. Education and Outreach

The Institute is committed to broadening its reach to impact the lives of as many Jamaicans as possible. To this end it will conduct in-house outreach sessions for children and teachers within primary, secondary and tertiary institutions targeting 6000 participants annually, in addition to its external outreach sessions. The Institute has continued to capitalize on its location in the heart of downtown Kingston and has a vibrant community outreach initiative in inner-city communities. Work with inner-city communities are achieved through the programmes of the Junior Centres including “*Lunch Hour Concerts*”; Liberty Hall’s “*HARAMBEE Open Day*”, “*Annual Marcus Garvey Birthday Lecture*”; Museums of History “*School-based Heritage Clubs*”; the Natural History’s “*Afternoon with a Scientist*”, and “*Natural History Clubs –Mason River, Clarendon*”, the National Gallery’s “*Art on the Waterfront*” and “*Art in the Streets*” programme, summer camps, after-school, Saturday classes, proposed “*Street Concerts*”, and other inter-agency initiatives.

e. National Collection

The Institute of Jamaica will continue to protect and preserve the National Collection, and will continue to update its inventory using the PastPerfect database that stores images and description of objects. The natural history collection is uploaded to the Biolink database for geo-referencing under IABIN, while its Science Library collection is available on the WINISIS database. The National Collection is continuously updated through donations, mandatory deposits, and the Natural History Division’s field research. The Collection Management policies across the Institute of Jamaica will be reviewed and harmonized. Acquisitions will be guided by Divisional acquisition plans and general needs.

f. Upgrade and Expansion of physical facilities

In keeping with the infrastructural development needs, the Institute is committed to the formulation of strategies for TPDCo certification of the Hanover Museum, installation of dioramas and re-opening of the Natural History Exhibition Gallery, upgrade of the Mason River Ramsar Site, and upgrade and lease of Green Hills. It will commence planning and implementation of infrastructural work on the Natural History Discovery Room, Odd Fellows Property, Peoples Museum of Craft and Technology, 8 East Street Museum complex, Junior Centres East Street and Portmore, as well as the relocation of the Taino Museum. Efforts for the acquisition of 1 ½ Georges Lane, an adjoining property will be continued to facilitate the establishment of the Institute of Jamaica Square. Preliminary plan for the development of the Institute of Jamaica Square will be completed.

g. Access

Greater access to the programmes and material culture will be bolstered through technological upgrade to build capabilities for the creation of virtual tours and museums, mobile museums, and will facilitate greater interaction with subscribers and visitors globally. While committed to the protection of the National Collection, the Institute is committed to an equal access policy for all Jamaicans and will implement appropriate measures to protect Intellectual Property. In recognition of the limitations to access that our buildings presently offer, plans will commence for the creation of greater access for persons with disabilities.

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h. External Funding Support, Membership and Institute of Jamaica Friends

The Institute has received donor support from the Culture, Health, Arts, Sports and Education (CHASE) Fund, the Tourism Enhancement Fund (TEF), USAID, American Friends of Jamaica, the Development Bank of Jamaica, De La Rue Corporation (UK Based), UNESCO, Environmental Foundation of Jamaica (EFJ), IABIN/OAS, UNDP/GEF, McAurthur Foundation, RBC Bank, MultiCare Foundation, Digicel Foundation as well as private donations. Grant funding has been vital for the implementation of some programmes including the National Visual Arts Competition and the Saturday Art programme. Continued funding from donor organizations will be required to support programme implementation, given limited resources from Government Subvention.

The Membership and Friends programmes will be revived for its multiple mutual benefits for the Institute and clients. The Friends of the Liberty Hall, Friends of the Museums of Ethnography, and Friends of the National Gallery/ Good Neighbour programme, and the Cultural Heritage Fund are amongst the channels to be utilized. These channels facilitate donor support, voluntary service, and active community involvement. With this in mind the Institute will attract new membership and broaden its community and client base. There are presently 214 active subscribers to the Institute, which is targeted for annual increase of 30%.

i. Revenue-Earning Activities

Revenue earning activities presently include the rental of IOJ facilities, the sale of memorabilia, the Jamaica Journal and other publications, as well as gate receipts and fees for research and documentation services. Within this planning period a schedule of new rates will be implemented ensuring affordability and basic cost recovery. The IOJ operates gift shops at the National Gallery, and Liberty Hall, and intends to re-open the East Street and Hanover Museum Gift Shops. The Natural History Exhibition Gallery will be re-opened. Additional payment gateways will be introduced including Point-of-Sale debit and credit card payment, and internet payment options. Public Private Partnerships will be explored for the effective promotion and marketing of the programmes and services of the Institute of Jamaica.

j. Visitorship

The re-branding of the services and products of the IOJ will continue with greater emphasis on compliance with TPDCo and other international standards. The planned developments Downtown Kingston, in the Spanish Town Heritage District, and according to the Greater Montego Bay Development Plan provides opportunities for visitorship once the internal development of the Institute of Jamaica is apace and aligned to these overall city development efforts. The re-branding of the IOJ products and services will involve the introduction of lunch tours and greater marketing of exhibitions and family and group entertainment including corporate lunch tours, and weekend openings. Niche markets including schools, tour operators, hoteliers, conference organizers, professional and civic groups will be introduced to special IOJ attraction packages.

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In 2009/ 2010 the IOJ recorded 41, 070. The overall aim is to attain the target of 300,000 visitors annually by 2016. The incremental increase translates into a target of 110,000 visitors for the 2012/2013 financial year, as follows:

Division	Annual Visitor Target
African Caribbean Institute of Jamaica/ Jamaica Memory Bank	2,000
Jamaica Music Museum- Sunday Grounations and Norman Manley Int'l Airport Gallery	10,000
Junior Centres – Lunch Hour Concerts and Musgrave Awards	1,500
Liberty Hall	13,000
Museums of History and Ethnography <ul style="list-style-type: none"> • East Street Complex • Fort Charles – Port Royal • Hanover Museum • Peoples Museum –Spanish Town • St. James 	20,000 20,000 3,000 5,000 5,000
Natural History Museum- Mason River & Green Hills	500
National Gallery of Jamaica	30,000

k. Staffing

In recent years the Institute has managed to attract and keep highly qualified staff particularly in technical areas. While mindful of this commitment, the Institute remains challenged in attracting and retaining specialist staff given the fiercely competitive international market for specialist skills.

l. A Green Institute of Jamaica

In keeping with the Government policy which encourages a green environment, the Institute will continue to implement recycling initiatives, energy saving mechanisms, waste reduction, and minimize the use of non-degradable, hazardous materials.

These Performance Indicators have been formulated in an environment where certain factors may adversely affect the timing of achievements. These factors include:

1. Inadequate government subvention to fund the activities of the Institute;
2. Memorandum of Understanding between the Government of Jamaica and Public Sectors workers that restrains salaries and recruitment of new staff.

The following matrix provides the detailed Plan for the 2012 – 2015 FY.



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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TAKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/2015
<p>Achieving sustainability through improving socio-economic integration, by putting communities at the centre of the Jamaica’s planning process and by helping to preserve Jamaica’s rich heritage of the natural environment and its unique history and culture</p>	<p><u>Natural History Museum of Jamaica</u> Environmental sustainability: contribute to the preservation of the natural habitat</p>	<p>Increase and update information on Jamaica’s biodiversity</p>	<p>Acquiring additional field equipment and curatorial supplies</p>	<p>Equipment acquired to support research activities.</p>	<p>Acquire new equipment and curatorial supplies to support research projects. Utilise existing resources.</p>	<p>Implement projects and seek additional funding.</p>	<p>Implement projects and seek additional funding</p>
			<p>Continued research of Jamaican flora and fauna</p>	<p>Data are gathered and analysed for research projects.</p>	<p>Field trips, library research, GIS, etc.</p>	<p>Field trips, library research, GIS, etc.</p>	<p>Field trips, library research, GIS, etc.</p>
			<p>Producing scientific publications and contribute to the IOJ research symposium</p>	<p>At least two (2) papers are produced for publications.</p>	<p>Two (2) research papers published per year</p>	<p>Two (2) research papers published per year</p>	<p>Two (2) research papers published per year</p>
			<p>Disseminating information through lectures via the internet and other available forms of media Continued networking with local and foreign research institutions e.g. NEPA, UWI, Forestry Dept.</p>	<p>Information on Jamaican biodiversity disseminated through available media. Research projects, publications, etc. implemented through collaborative projects.</p>	<p>Continue to implement projects and explore new initiatives with local and overseas collaborators.</p>	<p>Continue to implement projects and explore new initiatives with local and overseas collaborators.</p>	<p>Continue to implement projects and explore new initiatives with local and overseas collaborators.</p>
			<p>Participating in local and international initiatives to fulfil obligations under national and international programmes, conventions, etc</p>	<p>NHMJ and the IOJ actively represented on the relevant local and international committees</p>	<p>Represent the NHD, IOJ on the committees dealing with Jamaica’s natural heritage, biodiversity and science & technology</p>	<p>Represent the NHD, IOJ on the committees dealing with Jamaica’s natural heritage, biodiversity and science & technology</p>	<p>Represent the NHD, IOJ on the committees dealing with Jamaica’s natural heritage, biodiversity and science & technology</p>

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/2015
Achieving sustainability through improving socio-economic integration, by putting communities at the centre of the Jamaica's planning process and by helping to preserve Jamaica's rich heritage of the natural and built environment and its unique history and culture	Liberty Hall Sensitize communities to Garveyism and racial pride	Organize cultural and intellectual events aimed at publicizing Liberty Hall, and to mark historical occasions	Hold public fora, symposia and cultural activities	One public fora per quarter	Quarterly Sunday Groundings Lecture Series 	Quarterly Sunday Groundings Lecture Series	Quarterly Sunday Groundings Lecture Series
			Marcus Garvey Birthday Celebration	Annual Marcus Garvey Birthday celebrations.	3rd Annual Marcus Garvey Birthday Lecture – August  HARAMBEE –Open Day at Liberty Hall on Marcus Garvey's Birthday	4th Annual Marcus Garvey Birthday Lecture – August HARAMBEE –Open Day at Liberty Hall on Marcus Garvey's Birthday	5th Annual Marcus Garvey Birthday Lecture – August HARAMBEE –Open Day at Liberty Hall on Marcus Garvey's Birthday
	Collaborate with MultiCare Foundation and CHASE (JAM Art Fund) for community art programmes	Stage Art on the Waterfront summer programme	Annual Art on the Waterfront summer programme targeting 80 -100 children.	Art on the Waterfront programme staged for participants from varied background	Art on the Waterfront programme staged for participants from varied background	Art on the Waterfront programme staged for participants from varied background	Art on the Waterfront programme staged for participants from varied background
		Stage Saturday Art Time children's programme during academic year	Saturday Art programme targeted at 20 children/session between ages 8 to 15 years.	Continue programme with renewed or alternative source of funding.	Continue programme with renewed or alternative source of funding.	Continue programme with renewed or alternative source of funding.	
Create an enabling environment for the development of culture	Executive Office/ Central Administration Implement mechanisms to facilitate strategic planning and decision-making within the IOJ	Secretariat support for the IOJ Council	Facilitate Council Meetings and implement council decisions	Bimonthly status reports presented to Council. Council retreat.	Secretariat support for bimonthly Council meetings, quarterly status and special reports provided to Council.	Secretariat support for bimonthly Council meetings, quarterly status and special reports provided to Council.	Secretariat support for bimonthly Council meetings, quarterly status and special reports provided to Council.

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Create an enabling environment for the development of culture	<u>Executive Office/ Central Administration</u> Implement mechanisms to facilitate strategic planning and decision-making within the IOJ	Implement Government sectoral polices/objectives.	Budget, Corporate and Operational Plans provided to the portfolio Minister.	Budget, Corporate and Operational Plans, and Quarterly performance reports.	Develop Annual Estimates of Expenditure, Corporate and Operational Plan. Provide quarterly status reports to MYSC and technical support to interagency meetings.	Develop Annual Estimates of Expenditure, Corporate and Operational Plan. Provide quarterly status reports to MYSC and technical support to interagency meetings.	Develop Annual Estimates of Expenditure, Corporate and Operational Plan. Provide quarterly status reports to MYSC and technical support to interagency meetings.
		Implement mechanisms for a coordinated approach to support Access to Information and Intellectual Property.	Continue observance of the GOJ Access to Information guidelines, and definitive approach to Intellectual Property.	IOJ Access to Information (ATI) procedures. IOJ Intellectual Property (IP) Policy	Continued implementation of the ATI and IP policies. Continue implementation of the new IOJ records management policy	Continued implementation of the ATI and IP policies. Implementation of the records management policy and digitization of records	Continued implementation of the ATI and IP policies. Implementation of the records management policy and digitization of records
		Corporate performance monitoring and reporting	Annual performance reporting	Annual Reports submitted to portfolio Minister.	2011/2012 Annual Report submitted along with Audited Financial Statements.	2012/2013 Annual Report submitted along with Audited Financial Statements.	2013/2014 Annual Report submitted along with Audited Financial Statements.
		Review mechanisms for records, inventory, and general office management.	Implement electronic inventory management system	Electronic inventory management system piloted.	Implement modified electronic inventory management system. Quarterly inventory and office mgmt reports.	Implement modified electronic inventory management system. Quarterly inventory and office mgmt reports.	Implement modified electronic inventory management system. Quarterly inventory and office mgmt reports.
			Implement automated call management system	Automated call management system available across IOJ	Maintain automated call management system.	Maintain automated call management system.	Maintain automated call management system.




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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Create an enabling environment for the development of culture	<u>Executive Office/ Central Administration</u> Implement mechanisms to facilitate strategic planning and decision-making within the IOJ	Review mechanisms for records and inventory, and general office management.	Establish Records Management Committee.	Records Management Committee established.	Record Management Committee monitor storage and disposition of records at the IOJ and JARD.	Record Management Committee monitor storage and disposition of records at the IOJ and JARD.	Record Management Committee monitor storage and disposition of records at the IOJ and JARD.
	<u>National Gallery of Jamaica</u> Review the institutional framework of the NGJ to determine the best fit for its operational needs.	Examine autonomy options to facilitate the operational need of the NGJ.	Draft relevant proposal for institutional framework and pursue implementation through legislative and organizational change	Autonomy is sought under enabling legislation designed to facilitate operational and developmental needs of the NGJ	Submit proposal to NGJ Board, IoJ Council and portfolio Ministry	Continue institutional review and initiate implementation	Complete implementation of ratified institutional arrangements
Developing capacities to foster and promote cultural diversity and identity.	<u>ACIJ/JMB</u> Continue the documentation of Jamaica's cultural diversity through research	Research and document aspects of Jamaican cultural heritage	Conduct oral history research through the Jamaica Memory Bank	Twenty-four (22) interviews annually	Interviews conducted, transcribed and Annual publication of select interviews	Quarterly publication of interviews	Quarterly publication of interviews
			Document cultural festivals and practices to increase awareness of folk forms	Three (3) per year	Document Folk Forms: (1) Diwali –November (2) Buru – December (3) Nyabingi	Document folk forms: (1) Maroon Ceremony- Moore Town – Oct (2) Revival- Watt Town- March (3) Pagwa – Indian Festival - February	Document folk forms (1) Hosay – August (2) Accompong – Jan (3) Moore Town- Oct


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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Developing capacities to foster and promote cultural diversity and identity.	<u>ACIJ/JMB</u> Continue the documentation of Jamaica's cultural diversity through research	Research and document aspects of Jamaican cultural heritage	Conduct thematic research and prepare research papers	Four (4) papers per year	Determine thematic areas and preparation of papers. Seek donations and grants	Determine thematic areas and preparation of papers. Seek donations and grants	Determine thematic areas and preparation of papers. Seek donations and grants
	<u>Ja. Music Museum</u> Become the hub or main reference on Jamaica's musical forms and experiences as it relates to the cultural context.	Develop responsive Thematic Exhibitions & Convene symposium and other outreach programmes.	Ongoing exhibitions and contributions to Publications, Journals and Magazines	Mount at least one (1) exhibition and conduct one (1) symposium annually	<p>Mount "Equal Rights Reggae and Social Change" Exhibition at Waterlane Gallery </p> <p>Mount "People Voice and Song Exhibition at NMIA in collaboration with AAJ. Grand Opening of the Jamaica Music Museum – Norman Manley Int'l Airport </p> <p>"The Man and his Music" Bob Andy and Kay Osbourne discussion and presentation of poster.</p> <p>50 Years of popular Jamaican music – Herbie Miller </p>	Explore new partnerships with tertiary institutions including the Reggae Studies Unit., UWI and Music programme, NCU.	Explore new partnerships with tertiary institutions including the Reggae Studies Unit., UWI and Music programme, NCU.


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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/ 2015	
Developing capacities to foster and promote cultural diversity and identity.	Liberty Hall Promote a greater awareness of programmes and works of Liberty Hall; The Legacy of Marcus Garvey	Expose Jamaica's youth to the philosophy and opinions of Marcus Garvey and enlightened scholarship on Africa and the African Diaspora	Organize instalments of educational symposium: SANKOFA targeted at secondary and tertiary level students. Produce DVD lecture series on Marcus Garvey, and other topics related to Black history	Annual instalments of SANKOFA all-day symposium-	Organize 8th instalment of SANKOFA educational symposium with targeted attendance of 500	Organize 9 th instalment of SANKOFA with targeted attendance of 600	Organize 10 th instalment of SANKOFA with targeted attendance of 600	
				Held Fourth Quarter with at least four presentations of history related themes and book sale				
				At least one new educational DVD annually featuring lectures and symposia organized by Liberty Hall.	Begin authoring (1) All SANKOFA DVDs and lectures since 2005 – SANKOFA 1-6 (2) Garvey Lecture Series with Rupert Lewis (3) Sunday Groundings Lecture Series Volume 1	Authoring of: (1) SANKOFA (2) LH Public Lectures since 2005 (50% of total number) (3) At least two SANKOFA DVDs and Rupert Lewis Garvey Lectures available for sale	Begin Authoring Liberty Hall Sunday Groundings Series Volume 2.	
				Target 250 children in After school programme by 2013	Maintain After School programme- Literacy programme for children, and summer art programme for with total enrolment of 250 children	Maintain After School programme- Literacy programme for children, and summer art programme for with total enrolment of 250 children	Maintain After School programme- Literacy programme for children, and summer art programme for with total enrolment of 250 children	
	Organize Reading Competition 2012 targeting 50 children.	Organize Reading Competition 2013 targeting 70 children.	Organize Reading Competition 2014 targeting 80 children					

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/2015
Developing capacities to foster and promote cultural diversity and identity.	Liberty Hall Promote a greater awareness of programmes and works of Liberty Hall; The Legacy of Marcus Garvey	Plan and implement Community Projects and Programmes to facilitate the educational and social development of adults in the communities surrounding Liberty Hall.	Implement an 18-week adult computer literacy programme	Train at least 300 adults annually in Computer literacy.	Maintain an 18 week Adult Computer Literacy Programme involving instruction in basic computer skills; word processing, use of Microsoft Office, and the internet.	Maintain an 18 week Adult Computer Literacy Programme involving instruction in basic computer skills; word processing, use of Microsoft Office, and the internet.	Maintain an 18 week Adult Computer Literacy Programme involving instruction in basic computer skills; word processing, use of Microsoft Office, and the internet.
				Hold two (2) parenting workshops annually on various topics related to childcare and development	Hold two (2) parenting workshops	Hold two (2) parenting workshops	Hold two (2) parenting workshops
	Museums of History and Ethnography The development and implementation of temporary and permanent exhibitions	Mount temporary exhibitions and prepare accompanying brochures /catalogues to support public programmes	Temporary exhibitions with public programmes	At least one (1) temporary exhibition with public programmes	Maintain 2 major exhibitions “50 Independence Pieces” and “Anancy: Jamaican Folklore”. 	Mount 2 major exhibitions. (Exhibitions titles to be determined)	Mount 2 major exhibitions. (Exhibitions titles to be determined)
Developing capacities to foster and promote the greater appreciation for culture and the programmes of the Museum	Establish a framework to support programmes and activities of the Division through Corporate sponsorship and endowment	Revive the defunct Friends of the Museum	Terms of Reference established and official launch hosted with at least thirty (30) members/ organizations registered.	Friends of the Museum activity planned and implemented	Two (2) Friends of the Museum activity planned and implemented	Two (2) Friends of the Museum activity planned and implemented	

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Developing capacities to foster and promote cultural diversity and identity.	<u>National Gallery of Jamaica</u> Promote a greater awareness and appreciation for Jamaican art.	Stimulate the development of art through exhibitions and art competitions	Publish and distribute colour-illustrated exhibition and collection catalogue and other publications related to Jamaican art.	Three (3) Catalogues published annually. Guide book to NGJ permanent exhibition produced.	Publish catalogue to accompany each exhibition Produce and distribute guide book to NGJ permanent exhibition	Publish catalogue to accompany each exhibition Produce and distribute guide book to NGJ permanent exhibition	Publish catalogue to accompany each exhibition Produce and distribute guide book to NGJ permanent exhibition
			Stage lectures, panel discussions, film showing linked to programmes	One (1) event per quarter	Quarterly lecture/ panel discussion/ film showing	Quarterly lecture/ panel discussion/ film showing	Quarterly lecture/ panel discussion/ film showing
			Mount exhibitions on Jamaican and non-Jamaican art and artists.	At least three (3) exhibitions on Jamaican art and artists and one (1) on non-Jamaican art annually.	Mount at least four (4) exhibitions.	Mount at least four (4) exhibitions.	Mount at least four (4) exhibitions.
			Hold biennial and annual juried exhibitions/ competitions.		Collaborate with JCDC for staging of National Visual Arts Competition and Exhibition	Collaborate with JCDC for staging of National Visual Arts Competition and Exhibition	


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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Developing capacities to foster and promote cultural diversity and identity.	<u>Natural History Museum of Jamaica</u> Promote greater awareness of indigenous fauna and flora.	Increase NHMJ's interaction with schools and the general public.	Host public exhibitions and mount temporary displays.	At least four (4) temporary displays mounted annually.	Temporary exhibits mounted on Jamaica's biodiversity and environmental matters.	Temporary exhibits mounted on Jamaica's biodiversity and environmental matters.	Temporary exhibits mounted on Jamaica's biodiversity and environmental matters.
Developing mechanisms or resources for culture in education	<u>Natural Gallery of Jamaica</u> Promote the use of existing national collection by schools (primary, secondary and tertiary levels), local and international researchers.	Expand the archival and documentary material on Jamaican art and culture.	Continuously acquire and maintain the archival material on Jamaican art and culture.	Relevant biographical and archival material available to students, educators, and researchers.	Pursue acquisition of biographical and archival material	Pursue acquisition of biographical and archival material	Pursue acquisition of biographical and archival material
			Develop library and AV resources on Jamaican art and related subjects.		Seek funding to catalogue library	Catalogue library and make available to Education Department users on database.	Regularly update library catalogue and make available to Education Department users on database.
			Organize teachers workshops	Three (3) workshops per year.	Teachers workshop on a subject relevant to current needs (Edna Manley College)	Teachers workshop on a subject relevant to current needs (Edna Manley College)	Teachers workshop on a subject relevant to current needs (Edna Manley College)
			Host internship students including overseas students from North American and European colleges with Jamaican background.	Average of four (4) local tertiary students and three (3) international interns annually. Summer workers and school leaving interns accommodated.	Accommodate interns	Accommodate interns	Accommodate interns

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/2014	2014/2015
Developing mechanisms or resources for culture in education	Museums of History and Ethnography The development and implementation of temporary and permanent exhibitions	Update museums within the Institute of Jamaica's network of Cultural History Museums	Permanent exhibitions with public programmes	Refurbish two (2) permanent exhibition spaces	Community programmes for Museum of St. James and Hanover Museum Community programmes for Peoples Museum Waning Skills Festival- Peoples Museum 	Community Programmes for Fort Charles Museum, Hanover Museum, and Peoples Museum of Craft and Technology	Community Programmes for Fort Charles Museum, Hanover Museum, and Peoples Museum of Craft and Technology
	Natural History Museum of Jamaica Promote and encourage the use of existing public resources such as museums, libraries and national collections by school children (secondary and tertiary level), researchers and environmental conservationists.	Increase IOJ's interaction with schools and the general public to foster cultural and scientific awareness.	Implement Educational/ Outreach Programmes	Increase in the number of teachers and young persons who participate or express an interest in programmes.	Implement collaborative biodiversity educational project with TransJamaican Highway at Chandler's Pen.	Implement collaborative biodiversity educational project with TransJamaican Highway at Chandler's Pen. Seek funding to develop and maintain a Mobile Museum.	Implement collaborative biodiversity educational project with TransJamaican Highway at Chandler's Pen. Secure funding to develop and maintain a Mobile Museum. Host special activities for: Biodiversity Day 2013 Earth Day Activities, Environmental Awareness Week or other significant science-related dates
		Increase interaction with the schools and the general public to foster cultural and scientific awareness.	Conduct Afternoon with a Scientist programme	At least one (1) Afternoon with a Scientist hosted bi-monthly.	Host special activities for: Biodiversity Day 2012 Earth Day Activities, Environmental Awareness Week or other significant science-related dates	At least 8 sessions hosted.	Host special activities for: Biodiversity Day 2013 Earth Day Activities, Environmental Awareness Week or other significant science-related dates

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/2014	2014/2015
<p>Developing mechanisms or resources for culture in education</p>	<p><u>Natural History Museum of Jamaica</u></p> <p>Promote and encourage the use of existing public resources such as museums, libraries and national collections by school children (secondary and tertiary level), researchers and environmental conservationists.</p>	<p>Increase IOJ's interaction with the schools and the general public to foster cultural and scientific awareness.</p>	<p>Participate in IOJ's outreach activities to primary, secondary and tertiary level institutions in urban and rural areas.</p>	<p>NHMJ represented at the monthly meetings of the IOJ Outreach Committee and involved in at least 80% of IOJ Outreach activities implemented.</p>	<p>Attend monthly meetings of the IOJ Outreach Committee and participate in at least 8 activities.</p>	<p>Attend monthly meetings of the IOJ Outreach Committee and participate in at least 8 activities.</p>	<p>Attend monthly meetings of the IOJ Outreach Committee and participate in at least 8 activities.</p>
			<p>Organize/Conduct presentations/seminars/workshops on natural history and other scientific themes for target groups at the basic, primary, secondary and tertiary levels as well as for community groups and organizations.</p>	<p>At least five (5) presentations/seminars/workshops organized/conducted annually.</p>	<p>Presentations / seminars/workshops organized/conducted on Natural History and other scientific themes to target groups at the basic, primary, secondary and tertiary levels as well as for community groups and organizations.</p>	<p>Presentations / seminars/workshops organized/conducted on Natural History and other scientific themes to target groups at the basic, primary, secondary and tertiary levels as well as for community groups and organizations.</p>	<p>Presentations / seminars/workshops organized/conducted on Natural History and other scientific themes to target groups at the basic, primary, secondary and tertiary levels as well as for community groups and organizations.</p>
			<p>Produce educational material.</p>	<p>Educational materials produced on natural history and other environmental themes.</p>	<p>Produce at least two booklets and pamphlets, or on topics related to Natural History, biodiversity relevant to the GSAT and high school syllabi.</p>	<p>Produce at least two booklets and pamphlets, or on topics related to Natural History, biodiversity relevant to the GSAT and high school syllabi.</p>	<p>Produce at least two booklets and pamphlets, or on topics related to Natural History, biodiversity relevant to the GSAT and high school syllabi.</p>

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/ 2014	2014/ 2015
Developing mechanisms or resources for culture in education	<u>Jamaica Music Museum</u> Encourage studies and research for greater documentation of Jamaica's musical forms.	Establish partnerships with colleges, universities, and the private sector for the presentation of musical forms.	Partner with the UWI, UTECH, Edna Manley College for the Visual and Performing Arts, and Northern Caribbean University for lectures and demonstrations.	One (1) major lecture/ demonstration annually.	Lecture/ Demonstration theme TBA	Lecture/ Demonstration theme TBA	Lecture/ Demonstration theme TBA
			Public education through musical demonstrations in partnership with the Private Sector and other stakeholders.	At least one (1) collaborative event with the Private Sector annually	Themes and partners: TBA	Themes and partners: TBA	Themes and partners: TBA
			Participate in Global Reggae conference at the UWI				

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Develop mechanisms and resources for culture in education	<u>Programmes Coordination Division Junior Centre</u> Increase collaboration with schools through the Junior Centre activities.	Implement training programmes for children and adults through the East Street, and Portmore Junior Centres.	Develop and implement programmes in literacy, the performing and visual arts for children and adults.	Accreditation of two (2) training programmes annually.	Review curriculum and obtain accreditation for the computer literacy, speech and drama programmes.	Develop a curriculum for the dance programme.	Review curriculum and obtain accreditation for the dance programme.
				Annual reading competition targeting 50 children.	Host Reading competition 2012	Host Reading competition 2013	Host Reading competition 2014
				Target 300 children for annual summer camps.	Conduct two (2) high quality summer camps at East Street, and Portmore Junior Centres.	Conduct two (2) high quality summer camps at East Street, and Portmore Junior Centres.	Conduct two (2) high quality summer camps at East Street, and Portmore Junior Centres.
				Daily after-school programme and weekly Saturday programme targeting 200 new participants annually	Conduct after-school and Saturday programme at the Junior Centres.	Conduct after-school and Saturday programme at the Junior Centres.	Conduct after-school and Saturday programme at the Junior Centres.
				At least two (2) assessments are conducted for 80% of participants annually.	Conduct pre and post training assessment for participants in the after-school and Saturday programmes.	Conduct pre and post training assessment for participants in the after-school and Saturday programmes.	Conduct pre and post training assessment for participants in the after-school and Saturday programmes.
				Annual survey of library users	Conduct survey amongst library users	Conduct survey amongst library users	Conduct survey amongst library users
				Outreach to three (3) schools annually to attract at least 30 new library users annually.	Conduct library outreach within schools in Downtown and surrounding areas.	Conduct library outreach within schools in Downtown and surrounding areas.	Conduct library outreach within schools in Downtown and surrounding areas.
				Two (2) displays annually.	Mount temporary displays on topics of interest to primary and secondary schools.	Mount temporary displays on topics of interest to primary and secondary schools.	Mount temporary displays on topics of interest to primary and secondary schools.

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/ 2014	2014/ 2015
Develop mechanisms and resources for culture in education	<u>Programmes</u> <u>Coordination</u> <u>Division Junior</u> <u>Centre</u> Increase collaboration with schools through the Junior Centre activities.	Implement training programmes for children and adults through the East Street, and Portmore Junior Centres.	Develop and implement programmes in literacy, the performing and visual arts for children and adults.	Collaborate with Multicare for annual “Art in the Street” programme.	Participate in “Art in the Street” programme 2012	Participate in “Art in the Street” programme 2013	Participate in “Art in the Street” programme 2014
				Three (3) cultural enrichment classes at least twice per month.	Expand Junior Centre programmes through cultural/outreach awareness activities at Hanover Street Baptist, St. Paul’s United and Sylvia Foote Basic Schools.	Expand Junior Centre programmes through cultural/outreach awareness activities at Hanover Street Baptist, St. Paul’s United and Sylvia Foote Basic Schools.	-
				Two (2) entries annually, at least (1) entered in Parish finals	Prepare participant(s) to enter the Gleaner’s Spelling Bee competition.	Prepare participant(s) to enter the Gleaner’s Spelling Bee competition.	Prepare participant(s) to enter the Gleaner’s Spelling Bee competition.
				Monthly parent focused activity and annual workshop	Conduct parent activities and workshop	Conduct parent activities and workshop	Conduct parent activities and workshop
				Host annual Children’s Symposium on topic of interest	Symposium 2012 planned and implemented	Symposium 2013 planned and implemented	Symposium 2014 planned and implemented
				Heritage Clubs established in 4 schools in Hanover	Heritage Clubs established	Heritage Clubs established	-

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/ 2014	2014/ 2015
Encourage the development of programmes that reinforce the attitudes and values relevant and necessary for social cohesion and peaceful co-existence	Jamaica Music Museum Promote social cohesion by facilitating the work of visiting musicians/performers.	Establish a Jamaica Music Museum Band for repertory and back-up ensemble.	Engage the voluntary services of a pool of musicians with competencies in Orchestra, Combo and Strings	Six (6) member JAMM band established. At least three (3) performances annually.	Repertory and Back-up ensemble provided for at least three (3) events annually featuring guest performers.	Repertory and Back-up ensemble provided for at least three (3) events annually featuring guest performers.	Repertory and Back-up ensemble provided for at least three (3) events annually featuring guest performers.
	Programmes Coordination Division – Junior Centre Promote the recognition of individuals that have contributed to the advancement of culture.	Stage Musgrave Award Ceremony in October	Facilitate the Musgrave Awards Committee.	Musgrave Ceremony	Coordinate the selection of awardees, plan and implement the Musgrave Awards ceremony.	Coordinate the selection of awardees, plan and implement the Musgrave Awards ceremony.	Coordinate the selection of awardees, plan and implement the Musgrave Awards ceremony.
		Collaborate with the ACIJ/JMB to document testimonials from past members of the Junior Centre	Identify past member(s) of interest	At least one (1) testimonial annually.	Conduct interviews and document testimonials	Conduct interviews and document testimonials	-
		Encourage and develop young artists	Host “Art in School Competition”	Annual National “Art in Schools Competition”	Coordinate and stage “Art in High Schools’ Competition”	Coordinate and stage “Art and Craft in Preparatory Schools’ Competition”	Coordinate and stage “Art in High Schools’ Competition”
		Create advanced training opportunities for outstanding Junior Centre participants	Partnerships with professional associations for advance training	Two (2) new partnerships per year	Award outstanding participants and seek partnership with professional group	Award outstanding participants and seek partnership with professional group	Award outstanding participants and seek partnership with professional group
		Encourage greater appreciation of the performing arts	Stage lunch hour concerts for public education and entertainment	Quarterly concerts	Lunch Hour concerts – Lecture Hall	Lunch Hour concerts – Lecture Hall	Lunch Hour concerts – Lecture Hall

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Enhance visitor experience (local and international tourists) through development and diversifying the Product.	<u>PR & Business Development</u> Monitor visitorship of IOJ sites, services and interest in products to ensure customer satisfaction.	Periodically review the standard of IOJ products and services as per TPDCo standards and other relevant guidelines.	Annual Survey of visitorship and customer satisfaction across the IOJ.	Gradually attain target of 300,000 visitors annually by 2016.	Increase visitorship to 110,000	Increase visitorship to 170,000.	Increase visitorship to 250,000.
				Customer feedback assessed per tour, visitor numbers logged.	Annual survey of customer satisfaction.	Annual survey of customer satisfaction.	Annual survey of customer satisfaction.
			Ensure compliance with standards and requirements for operation of tour sites.	TPDCo standards maintained	Maintain TPDCo. Standards and facilitate routine attraction audits	Maintain TPDCo. Standards and facilitate routine attraction audits.	Maintain TPDCo. Standards and facilitate routine attraction audits.
				Point of Sale system introduced	Encourage use of non-cash payment options.	Encourage use of non-cash payment options.	Encourage use of non-cash payment options.
				Hanover and East Street Gift Shops	Partner with HEART Trust for the renovation of East Street gift shop, operate Hanover Museum gift shop.	Operate East Street and Hanover Museum gift shop. Establish snack/gift shop at Peoples Museum	Operate East Street and Hanover Museum gift shop. Lease gift shop at Peoples Museum
				New fee structure introduced and niche marketing	Niche marketing for special tour packages including lunch time tours.	Niche marketing for special tour packages including lunch time tours.	Niche marketing for special tour packages including lunch time tours.
			Manage Enterprise Fund	Fund invested in IOJ income generating activities	Fund gift shops, expansion of memorabilia line, promotional material and programme proposals Monitor Return on Investment	Fund gift shops, expansion of memorabilia line, promotional material and programme proposals Monitor ROI	Fund gift shops, expansion of memorabilia line, promotional material and programme proposals Monitor Return on Investment
			Ensure public awareness of IOJ events including Telephone Directory listing	Calendar of Events published “Whats On At IOJ”	Develop and communicate IOJ calendar of events.	Develop and communicate IOJ calendar of events.	Develop and communicate IOJ calendar of events.
					Yellow page listing of IOJ activities for 2013.	Yellow page listing of IOJ activities for 2014.	Yellow page listing of IOJ activities for 2015.

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/ 2015
Enhance visitor experience (local and international tourists) through development and diversifying the Product.	<u>Ja. Music Museum</u> Develop permanent and temporary thematic exhibitions	Mount exhibition to respond and relate to schools, community and general public programs.	Mount temporary/ travelling exhibitions in resort areas.	Mount one major and two secondary thematic exhibitions within hotels, resort areas, and pursue development of memorabilia	Mount one major and two secondary thematic exhibitions	Mount one major and two secondary thematic exhibitions	Mount one major and two secondary thematic exhibitions
			Create JAMM memorabilia	Calendar of musical events	Annual calendar of musical icons (photographs, special dates and artist bio-data) for Jazz, Ska and Reggae.	Annual calendar of musical icons (photographs, special dates and artist bio-data) for Jazz, Ska and Reggae.	Annual calendar of musical icons (photographs, special dates and artist bio-data) for Jazz, Ska and Reggae.
			JAMM Compact discs	JAMM Compact discs	Annual production of compact discs exclusive to the Jamaica Music Museum	Annual production of compact discs exclusive to the Jamaica Music Museum	Annual production of compact discs exclusive to the Jamaica Music Museum
			Two (2) live sessions and two (2) screenplays monthly.	Two (2) live sessions and two (2) screenplays monthly.	Ongoing monthly Saturday series	Ongoing monthly Saturday series	Ongoing monthly Saturday series
		Promote a series of events featuring an expert presenter or lecturer.	Saturday events featuring a presentation/ lecturer on the current thematic exhibition.	Scheduled weekly programmes, and special TV/radio shows	Pursue IOJ collaboration with News Talk 93 FM.	Pursue IOJ collaboration with News Talk 93 FM.	Pursue IOJ collaboration with News Talk 93 FM.
		Establish IOJ radio/TV programme (expanding on current JIS concept)	Scheduled programmes Reggae Month Media presentations				

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people.	Jamaica Music Museum Strengthen the existing institutions engaged in research on the National Cultural History, Traditional Folk and Contemporary Cultural Practices, Heritage Preservation and Popular Cultural Forms.	Continue the development of the Jamaica Music Museum	Formulate Medium-Term Museum Infrastructure Development Plan	Approved Medium-Term Museum Infrastructure Development Plan	Seek funding for the Medium-Term Museum Infrastructure Development Plan	Seek funding and commence implementation of the Museum Infrastructure Development Plan	Seek funding and commence implementation of the Museum Infrastructure Development Plan
		Establish JAMM Advisory Committee	Develop TOR for JAMM Advisory Committee and convene meeting of the Committee.	TOR, Schedule of Meetings, Action Items completed.	Facilitate the appointment of and meetings of the Committee.	Facilitate the appointment of and meetings of the Committee.	Facilitate the appointment of and meetings of the Committee.
	Expand JAMMs physical resources	Expand physical facilities in Downtown Kingston	Internal arrangement for use MHEJ exhibition space	Additional exhibition space secured		-	-

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people.	Liberty Hall Expand Liberty Hall's physical resources	Expand to physical facilities to Odd Fellows property at 78 King Street A state of the art Garvey Research/ Reference Library, an exhibition gallery and multipurpose recreational area	Acquire and renovate Odd Fellows property at 78 King Street into a major resource centre	Acquire and renovate 5005.38 sq ft of additional space at Odd Fellows property 78 King Street	Commence design phase and seek funding support	Continue design phase and commence first phase of construction; continue to seek funding support	First phase of construction; continue to seek funding support
		Expand collection of books and audio visual material in the Liberty Hall Library	Acquire books and audio visual materials suitable for adults and children	Acquisition and cataloguing of at least 250 new materials annually	Cataloguing of the Cecil Gutzmore collection- 10,000 materials including books and periodicals donated in 2010 Acquire 50 additional materials and software from the National Library	Cataloguing of the Cecil Gutzmore collection- 10,000 materials including books and periodicals donated in 2010 Acquire 50 additional materials and software from the National Library	Acquire 50 additional materials and software from the National Library
	Programmes Coordination Division – Junior Centre Upgrade library collection to promote and facilitate research	Review cataloguing, and physical collection to respond to the changing needs of students.	Increase rates of recording and accessing cultural heritage	At least 20 entries monthly At least 20 new titles acquired monthly. At least 20 items accessioned per month 90% of reference queries satisfied	Update card cataloguing system in Junior Centre Library. Acquire new library material Accession and record items acquired for library Satisfy reference queries	Update card cataloguing system in Junior Centre Library. Acquire new library material Accession and record items acquired for library Satisfy reference queries	Update card cataloguing system in Junior Centre Library. Acquire new library material Accession and record items acquired for library Satisfy reference queries

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people.	Programmes Coordination Division – Junior Centre Upgrade equipment and physical facilities for training programmes	Facelift for Portmore and East Street Junior Centres	Expansion/ extension of training facilities	Minor works completed Computers procured	Minor repairs and aesthetical improvements to the Computer Room	Seek HEART/NTA accreditation of computer training facility.	HEART/NTA accreditation of computer training
	National Gallery of Jamaica Improve and expand the physical facilities of the NGJ	Upgrade galleries, storage space for collection, and NGJ gift shop.	Establish a satellite gallery in one North Coast community	Satellite/Virtual gallery established	Seek funding to implement proposal for satellite/ virtual gallery.	Implement proposal for satellite/ virtual gallery.	Maintain satellite gallery
			Refurbish and reinstall permanent collection.	Two (2) collections refurbished and reinstalled annually.	Refurbish collections	Refurbish collections	Refurbish collections
			Increase the number and suitability of storage space for NGJ collection.	Routine maintenance of storage spaces.	Maintain suitably equipped storage spaces.	Maintain suitably equipped storage spaces.	Maintain suitably equipped storage spaces.
			Make sustainable arrangements for long-term tenure of the NGJ in the Roy West Building, review options.	Lease agreement/NGJ Development Plan	Implement sustainable solution for the accommodation of NGJ.	Implement sustainable solution for the accommodation of NGJ.	Implement sustainable solution for the accommodation of NGJ.
			Develop and maintain NGJ Coffee and Gift Shop	Increased visitorship and revenue generated from NGJ Coffee and Gift Shop.	Expand product range, improve service delivery, and enhance visitorship.	Expand product range, improve service delivery, and enhance visitorship.	Expand product range, improve service delivery, and enhance visitorship.

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
<p>Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people.</p>	<p><u>Museums of History and Ethnography</u> Maximize opportunities to promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole.</p>	<p>Upgrade museums within the Institute of Jamaica's network of Cultural History Museums</p>	<p>Upgrade the Peoples Museum, Hanover Museum and St. James Museum</p>	<p>Three (3) museums upgraded</p>	<p>Commence upgrading of Museum of St. James</p>	<p>Continue upgrade of Museum of St. James</p>	<p>Continue upgrade of Museum of St. James</p>
					<p>Continue upgrading of Hanover Museum and mount temporary exhibitions</p>	<p>Maintain the Hanover Museum and mount temporary exhibitions</p>	<p>Maintain the Hanover Museum and mount temporary exhibitions</p>
					<p>Continue upgrading of Peoples Museum, Emancipation Square, Spanish Town</p>	<p>Re-position Peoples Museum on TPDCo list of attractions</p>	<p>Re-position Peoples Museum on TPDCo list of attractions</p>

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES INDICATORS	2012/2013	2013/2014	2014/ 2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people through national museums, libraries and archives development programme.	Natural History Museum of Jamaica Expand and upgrade the biological and print collections of the Natural History Museum of Jamaica.	Ensure that the national biological collections are maintained according to international standards.	Acquire preservation and laboratory supplies.	Sufficient preservation and collection supplies acquired for curating the collections at international standards.	Purchase preservation and collection supplies, binding material and efficiently utilise existing stocks of supplies.	Purchase preservation and collection supplies, binding material and efficiently utilise existing stocks of supplies.	Produce at least two booklets and pamphlets, or on topics related to Natural History, biodiversity relevant to the GSAT and high school syllabi.
			Acquire and utilise equipment to conduct environmental monitoring.	Temperature and humidity maintained at standards specific to natural history collections.	Monitor and maintain temperature and humidity control units ensuring that these units are operational.	Monitor and maintain temperature and humidity control units ensuring that these units are operational.	Monitor and maintain temperature and humidity control units ensuring that these units are operational.
			Maintain storage facilities for the biological collections	Implement strategies for regular upgrades and maintenance of the storage facilities	Utilise available resources to maintain and continue upgrading the storage facilities.	Utilise available resources to maintain and continue upgrading the storage facilities.	Utilise available resources to maintain and continue upgrading the storage facilities.
		Ensure that the national biological collections are expanded.	Acquisition of specimens and documentation of specimen data.	Increase in the number of specimens/database accessioned in the botanical and zoological collections	Conduct at least 16 collecting activities including collaborative field exercises.	Conduct at least 16 collecting activities including collaborative field exercises.	Conduct at least 16 collecting activities including collaborative field exercises.
		Ensure the collections are more accessible	Digitize the collections.	Increase in the portion of the collections digitized.	Continue to digitize the collections utilising acquired resources.	Continue to digitize the collections utilising acquired resources.	Continue to digitize the collections utilising acquired resources.
		Ensure that Science Library collections are expanded and updated.	Acquire publications for the science reference library	Continued Increase in the number of new publications in the Science Library.	Secure funding or assistance to procure publications. Add at least 16 new books and periodicals to the Science Library collections.	Secure funding or assistance to procure publications Add at least 16 new books and periodicals to the Science Library collections.	Secure funding or assistance to procure publications Add at least 16 new books and periodicals to the Science Library collections.

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES INDICATORS	2012/2013	2013/2014	2014/ 2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people through national museums, libraries and archives development programme.	Natural History Museum of Jamaica Maximize opportunities throughout the Ministry's purview that promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole.	Ensure that Science Library collections are expanded and updated.	Acquire new computers for the Science Library	Computers acquired for online public access catalogue and other services	Acquire funding and procure computer for the Science Library	Acquire funding and procure computer for the Science Library	Acquire funding and procure computer for the Science Library
			Acquire new storage cabinets and shelving for the print collections, priority rare books collection.	Collections housed in archival quality storage cabinets and shelves.	Seek funding to procure storage cabinets for the rare book collections and shelving for botanical print collection.	Seek funding to procure storage cabinets for the rare book collections and shelving for botanical print collection.	Seek funding to procure storage cabinets for the rare book collections and shelving for botanical print collection.
		Develop accurate and comprehensive databases on biodiversity with special emphasis on Jamaican Flora and Fauna	Update biological specimens and publications databases	Increase in the amount of data recorded from the specimens in the collections to the NHMJ's biological databases.	At least 800 specimens entered in the biological databases.	At least 800 specimens entered in the biological databases.	At least 800 specimens entered in the biological databases.
				Increase in the numbers of entries in the Science Library databases.	At least 750 entries made to the Science Library databases	At least 750 entries made to the Science Library databases	At least 750 entries made to the Science Library databases
				Increase in the numbers of entries in the Jamaica Clearing-House Mechanism (JA CHM) databases.	Activate the content management feature of the alien invasive species database for data entry by collaborating entities on at least 6 species.	At least 8 photographs collected and added to the Alien Invasive and Photo databases.	Addition of map data to the Alien Invasive species of Jamaica database.
					At least 6 new entries in the Biodiversity Publications Database	At least 6 new entries in the Biodiversity Literature Database	At least 6 new entries in the Biodiversity Literature Database


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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES INDICATORS	2012/ 2013	2013/2014	2014/2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people through national museums, libraries and archives development programme.	Natural History Museum of Jamaica Maximize opportunities throughout the Ministry's purview that promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole.	Maintain and upgrade exhibition and storage spaces to encourage visitorship and increase the use of the facilities.	Renovate the Exhibition Gallery and Discovery Room	Improve the biological Databases and GIS capabilities of the NHMJ.	Source project funds in order to continue implementation and improvement of GIS capabilities of the division.	Continue to train staff and improve GIS capabilities of the division.	Produce GIS map capabilities and continue maintenance of the GIS software.
			Refurnish the Science Library spaces	Over 6,000 visitors per year to NHMJ Exhibition Gallery	Continue to support fund raising efforts and plans to renovate and open NHMJ Exhibition Gallery.	Build and maintain exhibitions of the NHMJ Exhibition Gallery and the Discovery Room in order to attract visitors.	Build and maintain exhibitions of the NHMJ Exhibition Gallery and the Discovery Room in order to attract visitors.
			Contribute to the development of the NHD and CHM websites.	Over 1500 users per year to the NHMJ Science Library.	Upgrade the facilities of the Science Library in order to improve the service to users.	Upgrade the facilities of the Science Library in order to improve the service to users.	Upgrade the facilities of the Science Library in order to improve the service to users.
			Information on Jamaica's plants and animals available on the NHMJ and JA CHM websites and print media	Upload information on Jamaica's plants and animals to the NHMJ website.	Upload information on Jamaica's plants and animals to the NHMJ website.	Upload information on Jamaica's plants and animals to the NHMJ website.	
			JA "Article of the Month" uploaded on the JA CHM website	Upload 10 articles to the JA CHM website	Upload 10 articles to the JA CHM website	Upload 10 articles to the JA CHM website	

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES INDICATORS	2012/ 2013	2013/2014	2014/2015
Expanding and upgrading the country's museums, archives and libraries based on an approach that rationalizes the present offerings to the greater benefit of the Jamaican people through national museums, libraries and archives development programme.	<u>Natural History Museum of Jamaica</u> Maximize opportunities throughout the Ministry's purview that promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole.	Upgrade I.T. Infrastructure to facilitate new requirements from NHMJ	Conduct periodical need assessment to determine and make recommendations of appropriate IT solutions that will facilitate any project within the division	Information on Jamaica's plants and animals provided to the general public, researchers, students and members of staff. Completeness and accuracy of the recommendation	Provide information to the public, researchers, students and members of staff with information on plants, animals and biodiversity conservation Provide complete recommendations .	Provide information to the public, researchers, students and members of staff with information on plants, animals and biodiversity conservation Provide complete recommendations .	Provide information to the public, researchers, students and members of staff with information on plants, animals and biodiversity conservation Provide complete recommendations .
		Attract and increase the numbers of visitors to the field stations managed by the Division.	Upgrade both Mason River and Green Hills field stations	Upgraded facilities and an increase in visitors and revenue.	Seek funding to upgrade the facilities at Mason River and Green Hills.	Promoting the use of the facilities for research to local and foreign researchers	Utilize the facilities to generate income and promoting their existence
			Seek to engage the community and other stakeholders to promote and conserve the protected area	Community more aware of the facilities and engaged in its promotion.	Develop and pilot initiatives to engage the community.	Implement projects and programmes to engage the communities	Implement projects and programmes to engage the communities
			Participate in Jamaica 50 activities	Events and exhibits executed to commemorate Jamaica 50 	Plan events and mount exhibitions to commemorate the role of biodiversity to Jamaica 50	Exhibitions or publications created from events and exhibitions for Jamaica 50	Exhibitions or publications created from events and exhibitions for Jamaica 50

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Identifying, protecting and developing Jamaica's culture and heritage	<u>Jamaica Music Museum</u> Strengthen the existing institutions engaged in research on the National Cultural History, Traditional Folk and Contemporary Cultural Practices, Heritage Preservation and Popular Cultural Forms.	Establish a collections management policy and acquire artefacts.	Identify secure funding to acquire critical objects and artefacts.	Collections Management policy established. Artefacts acquired.	Pursue the acquisition of artefacts through donations, purchases and bequeaths.	Pursue the acquisition of artefacts through donations, purchases and bequeaths.	Pursue the acquisition of artefacts through donations, purchases and bequeaths.
					Identify Short-Term accommodation for storage and mounting of music artefacts.	Storage and mounting of music artefacts.	Storage and mounting of music artefacts.
					Cataloguing of artefact	Cataloguing of artefact	Cataloguing of artefact
			Establish the legal framework for the proper utilization of the collection without infringing on the intellectual property rights of the creator.		Develop collections management policy	Develop collections management policy	Develop collections management policy
			Identify collectibles through connections with other Museums, individuals and collectors who may contribute to the JAMM.		Secure funding to acquire critical objects and artefacts.	Secure funding to acquire critical objects and artefacts.	Secure funding to acquire critical objects and artefacts.

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Identifying, protecting and developing Jamaica's culture and heritage	Liberty Hall Sensitize Jamaicans to the life and work of Marcus Mosiah Garvey	Sensitization through the Marcus Mosiah Garvey Multimedia Museum, Garvey Research/ Reference Library, Educational Outreach Programmes, Publications, Cultural and Intellectual Events.	Provide tours, free public lectures, printed documents, and access to research material.	At least 3,500 visitors to the Museum annually 200 visitors to the Garvey Research/Reference Library 10 % Visitorship increase	4,235 visitors to the Museum, 242 users of the Library 240 users of the Library Reprint 1000 copies of catalogue	4,658 visitors to the Museum, 266 users of the Library 300 users of the Library Two free public lectures Reprint 1500 copies of catalogue	5125 visitors to the Museum, 300 users of the Library 330 users of the Library Two free public lectures Reprint 1500 copies of catalogue
			Maintain physical standards of the MMGMM	Routine and special maintenance work on the MMGMM	Repair damaged walls repaired and Museum repainted	Scheduled physical Maintenance of MMGMM	Scheduled physical Maintenance of MMGMM
					Explore cost and seek funding to: (1) replace eight (8) wood Kiosks made of metal/ pest resistant material. (2) Replace defective multimedia equipment (3) Acquire one additional artefact	Contract company to replace Kiosks Explore up-to-date multimedia touchscreen technology to replace 8 current systems Acquire one additional artefact	
			Curate new self-identity exhibition	Permanent exhibition update annually	Investigate multimedia aspects and seek funding Acquire images of Garveyites worldwide and biological information to create a collage	Install self-identity exhibition and print catalogues Acquire images of Garveyites worldwide and biological information to create a collage	Update permanent exhibition Install collage of Garveyites worldwide and biological information

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Identifying, protecting and developing Jamaica's culture and heritage	Liberty Hall Sensitize Jamaicans to the life and work of Marcus Mosiah Garvey	Sensitization through the Marcus Mosiah Garvey Multimedia Museum, Garvey Research/ Reference Library, Educational Outreach Programmes, Publications Cultural and Intellectual Events.	Mount small Temporary Exhibition at Liberty Hall	At least three (3) temporary exhibitions annually	Three (3) exhibitions, including: - Kwanzaa Exhibition - Black History Month Exhibition	Three (3) exhibitions, including: - Kwanzaa Exhibition - Black History Month Exhibition	Three (3) exhibitions, including: - Kwanzaa Exhibition - Black History Month Exhibition
			Ongoing Research on Garvey's Life	One (1) major research presentation annually; information and documentation on Garvey updated	One major Research Presentation. Update information and documentation on Marcus Garvey's life and work	One major Research Presentation. Update information and documentation on Marcus Garvey's life and work	One major Research Presentation. Update information and documentation on Marcus Garvey's life and work
			Publish 76 King Street annual academic journal	76 King Street published each year with at least five articles, one interview and one book review. Themes covered are: Marcus Garvey, Pan-Africanism and the history, culture and current affairs of Africa and the African Diaspora	Third volume of King Street launched in October; 300 copies printed	Fourth volume of King Street launched in October; 400 copies printed Placed in Digital Library of the Caribbean (DLOC)	Fifth volume of King Street launched in October; 400 copies printed Placed in Digital Library of the Caribbean (DLOC)


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Identifying protecting and developing Jamaica's culture and heritage	Museums of History and Ethnography Strengthening existing institutions engaged in research	Development of a New National Museum of History and Ethnography at 8 East Street, Kingston	Museum development plans formulated and finalized	Museum Development Plan	Fundraising and Architectural competition for Museums Sensitization programmes for museums	Museum exhibition space design finalized	Seek funding for 8 East Street building
		Improving and maintaining the National Collection	Ongoing strengthening of National Collection through Active and Passive Acquisitions as well as implementation of Preservation Programmes .	Acquisitions as per acquisition guidelines	Acquisitions proceed from guidelines and based on exhibition/research needs	Acquisitions proceed from guidelines and based on exhibition/research needs	Acquisitions proceed from guidelines and based on exhibition/research needs
		Improving and maintaining the National Collection	Ongoing strengthening of National Collection through Active and Passive Acquisitions as well as implementation of Preservation Programmes.	Objects stabilized according to need as well as conservation plan	Identify and treat objects with conservation needs. Preventive conservation for objects in storage and on exhibition Ongoing housekeeping and environmental management	Identify and treat objects with conservation needs. Preventive conservation for objects in storage and on exhibition Ongoing housekeeping and environmental management	Identify and treat objects with conservation needs. Preventive conservation for objects in storage and on exhibition Ongoing housekeeping and environmental management

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Identifying protecting and developing Jamaica's culture and heritage	<u>Museums of History and Ethnography</u> Strengthening existing institutions engaged in research	Improving documentation for material and intangible heritage	Continuous research and documentation of objects in the National Collection	Objects researched and information made available	At least sixty (60) objects researched and documented from the National Collections Display at least 100 objects annually Establish Exhibition Fabrication workshop	At least seventy (70) objects researched and documented from the National Collections Display at least 150 objects annually Operate exhibition Fabrication workshop	At least seventy (70) objects researched and documented from the National Collections Display at least 200 objects annually Operate exhibition Fabrication workshop
	<u>National Gallery of Jamaica</u> Regularly update and verify collections inventory, using PastPerfect software.	Institute annual inventory verification schedule	Catalogue new acquisitions	Collections database maintained	Conduct prompt, error free cataloguing of new collections	Conduct prompt, error free cataloguing of new collections	Conduct prompt, error free cataloguing of new collections
	Improve security of assets/National collection	Upgrade security procedures and equipment	Expand 24 hr surveillance within the NGJ. Train staff in security procedures	Adequate safeguards against losses from the National Collection.	Maintain adequate security coverage	Maintain adequate security coverage	Maintain adequate security coverage
Implement plans for increased collaboration between culture agencies and agents, including the portfolio Ministry, in order to promote the IOJ and by extension our cultural identity	<u>ACIJ/ JMB</u> Participate in Inter-Agency cultural outreach activities	Participate with cultural agents and agencies to stage outreach activities such as exhibitions, lectures and seminars where the work of the ACIJ/JMB is presented to the public	Stage activities to celebrate February programme, Independence, Heritage Week and Open House	Mount at least one (1) exhibitions, 1 Display and at least two (2) lectures for Open House, February Programme, and Emancipation/ Independence	Promote and maintain exhibition set up for Jamaica 50 celebrations- attract audience of 550  Mount one (1) exhibition, one (1) lecture for open house- attract an audience of 450	Mount at least one (1) exhibitions, 1 Display and at least two (2) lectures for Open House, February Programme, and Emancipation/ Independence	Mount at least one (1) exhibitions, 1 Display and at least two (2) lectures for Open House, February Programme, and Emancipation/ Independence



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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Implement plans for increased collaboration between culture agencies and agents, including the portfolio Ministry, in order to promote the IOJ and by extension our cultural identity	ACIJ/ JMB Participate in Inter-Agency cultural outreach activities	Participate with cultural agents and agencies to stage outreach activities such as exhibitions, lectures and seminars where the work of the ACIJ/JMB is presented to the public	Presentations based on research at academic/ conferences/ seminars	At least two (2) presentations per year	Attendance and presentation at external conferences and IOJ Research Conference	Attendance and presentation at external conferences and IOJ Research Conference	Attendance and presentation at external conferences and IOJ Research Conference
			Conduct Outreach sessions in primary and secondary schools and at public cultural events	3 IOJ sessions 12 ACIJ/JMB sessions Audience of 450 secondary/primary students annually.	Primary and Secondary schools targeted for total 450 students	Primary and Secondary schools targeted for total 450 students	Primary and Secondary schools targeted for total 450 students
	Jamaica Music Museum Strengthen relations between the agencies and agents of the music industry, including the media.	Develop a policy in respect of intellectual property rights for printed, audio and video presentations by staff of the IOJ.	Establish agreements with media houses that allows IOJ access to all printed, audio, and visual material presented by staff, and rights to use such material in the promotion of the IOJ.	IOJ Intellectual Property Policy piloted	Review implementation of IOJ intellectual property policy	Review implementation of IOJ intellectual property policy	Review implementation of IOJ intellectual property policy
	Liberty Hall Strengthen relations between the agencies to promote the life and work of Marcus Garvey.	Work with other Divisions and Agencies on exhibitions of the life and work of Marcus Garvey.	Participate as booth holder	Four (4) inter-agency exhibitions annually	Mount booths at least four (4) inter-agency events	Mount booths at least four (4) inter-agency events	Mount booths at least four (4) inter-agency events

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Implement plans for increased collaboration between culture agencies and agents, including the portfolio Ministry, in order to promote the IOJ and by extension our` cultural identity	Programmes Coordination Division – Junior Centre Strengthen relations between the agencies to promote the involvement of the general public in the performing arts and related programmes	Facilitate the staging of events in Downtown, Kingston and Portmore	Coordinate Rental of IOJ Lecture Hall and Greater Portmore facilities for public functions	Rental revenue from IOJ Lecture Hall and Greater Portmore facilities	Schedule usage and maintenance of Lecture Hall and Greater Portmore facilities.	Schedule usage and maintenance of Lecture Hall and Greater Portmore facilities.	Schedule usage and maintenance of Lecture Hall and Greater Portmore facilities.
		Participate in JCDC Visual and Performing Arts Festival Competition	Participants of Junior Centres entered in JCDC Performing Arts Competition	At least 90% of all performing art entrants advance to Parish level	Prepare entrants for JCDC Performing Arts Competitions	Prepare entrants for JCDC Performing Arts Competitions	Prepare entrants for JCDC Performing Arts Competitions
		Participate in JCDC Visual Arts Festival Competition	Participants of Junior Centres entered in JCDC Visual Arts Competition	Visual art entries from 2 Centres submitted and at least 2 pieces achieving a medal	Participate in JCDC Visual Arts Competition	Participate in JCDC Visual Arts Competition	Participate in JCDC Visual Arts Competition
		Facilitate the showcasing of Junior Centre talents in the celebration of Jamaica’s 50 th year of independence	Host Evening of Excellence Concert	Evening of excellence successfully held	Host Event Jamaica 50 Junior Centre Evening of Excellence		-
Painting of mural on East Street Junior Centre Wall	Mural painted		Paint mural on wall				
Promote greater coordination and coherence between the culture, education, and tourism policies	Liberty Hall Share institutional experience in the local and international fora.	Participate in local and international conferences, meetings of professional groups, participate in steering committees	Attend annual conferences and meetings of professional groups Participate in steering committees.	Maintain membership in at least two (2) professional groups and attend at least two (2) events annually.	Attend Caribbean Studies Association Conference and Museum Associations Conference.	Attend Caribbean Studies Association Conference and Museum Associations Conference.	Attend Caribbean Studies Association Conference and Museum Associations Conference.

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
<p>Improve public access to information on cultural heritage, through public education and technological advancement.</p>	<p><u>PR & DEV UNIT</u> Continue the re-branding of the IOJ – its programmes, products and services</p>	<p>Implement Communications Plan for the IOJ to strengthen communications across the IOJ to increase public access and awareness</p>	<p>Create website content and brochures on the activities, cultural events and Jamaican heritage/culture</p>	<p>IOJ Website updated monthly featuring events of all Divisions, and other PR information</p>	<p>Calendar of events 2012, report on events and research articles, new brochures featured</p>	<p>Calendar of events 2013, report on events and research articles, new brochures featured</p>	<p>Calendar of events 2014, report on events and research articles, new brochures featured</p>
		<p></p>	<p>Liaise with media to provide coverage for IOJ events</p>	<p>Level of print, radio, internet and television coverage of events</p>	<p>Media coverage for all major IOJ events</p> <p>Annual Media tour as a prelude to anniversary to create awareness of newsworthiness of the IOJ events</p>	<p>Media coverage for all major IOJ events</p> <p>Annual Media tour as a prelude to anniversary to create awareness of newsworthiness of the IOJ events</p>	<p>Media coverage for all major IOJ events</p> <p>Annual Media tour as a prelude to anniversary to create awareness of newsworthiness of the IOJ events</p>
		<p></p>	<p></p>	<p></p>	<p>Exhibition/promotional support through media relations-interviews with Curators/resource personnel.</p>	<p>Promotional support through media relations-interviews with Curators/resource personnel.</p>	<p>Promotional support through media relations-interviews with Curators/resource personnel.</p>
		<p></p>	<p></p>	<p></p>	<p>Collaborate with media for cultural programming – specific to the work of IOJ through designated weekly programme with Roots FM</p>	<p>Collaborate with media for cultural programming – specific to the work of IOJ through designated weekly programme with Roots FM</p>	<p>Collaborate with media for cultural programming – specific to the work of IOJ through designated weekly programme with Roots FM</p>

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	<u>PR & DEV UNIT</u> Continue the re-branding of the IOJ – its programmes, products and services	Implement Communications Plan for the IOJ to strengthen communications across the IOJ to increase public access and awareness	Establish media arrangements for scheduled features on the work of all IOJ divisions.	Regular features on JIS and PBCJ	Features with Jamaica Information Service (JIS) and Public Broadcasting Corporation of Jamaica (PBCJ).	Features with Jamaica Information Service (JIS) and Public Broadcasting Corporation of Jamaica (PBCJ).	Features with Jamaica Information Service (JIS) and Public Broadcasting Corporation of Jamaica (PBCJ).
			Scheduling special commemorative events and activities to mark cultural related anniversaries Independence celebration – coordinate IOJ involvement in the event .	IOJ Activities coordinated for significant events	Implement Jamaica 50 Activity Schedule Schedule public lecture or cultural related activity for: Tourism Awareness Week Tourism Awareness Day August 23, African Liberation Day – UNESCO designated Day to remember victims of the Transatlantic Trade in Africans - October 14, Morant Bay Rebellion. Re-opening ceremony for Hanover Museum, Workers Week & Labour Day activities	Schedule public lecture or cultural related activity for: Tourism Awareness Week Tourism Awareness Day August 23, African Liberation Day – UNESCO designated Day to remember victims of the Transatlantic Trade in Africans - October 14, Morant Bay Rebellion. Re-opening ceremony for Hanover Museum, Workers Week & Labour Day activities	Schedule public lecture or cultural related activity for: Tourism Awareness Week Tourism Awareness Day August 23, African Liberation Day – UNESCO designated Day to remember victims of the Transatlantic Trade in Africans - October 14, Morant Bay Rebellion. Re-opening ceremony for Hanover Museum, Workers Week & Labour Day activities

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Improve public access to information on cultural heritage, through public education and technological advancement.	PR & DEV UNIT Continue the re-branding of the IOJ – its programmes, products and services	Translate public awareness into tangible support for the Jamaica Journal and other IOJ programmes	Develop a comprehensive membership programme for IOJ	Increase number of subscribers to Jamaica Journal by at least 30% annually	Increase number of subscribers from 314 to 434 members	Increase number of subscribers from 434 to 554 members	Increase number of subscribers from 554 to 720 members
			Publish and market Jamaica Journal	Publish 3000 copies of the Best of Jamaica Journal	Publish Jamaica Journal Organize an event to promote each new issue. (1) Jamaica 50 SPECIAL Issue (2) 50 Years of Foreign Service Special Issue in collaboration with Min. of Foreign Affairs	Publish Jamaica Journal Organize an event to promote each new issue.	Publish Jamaica Journal Organize an event to promote each new issue.
				10% increase in Jamaica Journal sales per issue.	Increase Jamaica Journal sales from \$602,232.33 to \$662,455.57	Increase Jamaica Journal sales from \$662,455.57 to \$728,701.13	Increase Jamaica Journal sales from \$728,701.13 to \$802,000
				Percentage of Jamaica Journal back issues sold	Partner with Sangsters Book shop and other entities for sale of Jamaica Journal back issues, sell 539 copies	Partner with Sangsters Book shop and other entities for sale of Jamaica Journal back issues, sell 539 copies	Partner with Sangsters Book shop and other entities for sale of Jamaica Journal back issues, sell 600 copies
			Contact with President of association of local tour operators as well as individual operators.	Increased number of tour to the IOJ organized by local tour operators.	Organize tour of IOJ's exhibitions for local tour operator.	Organize tour of IOJ's exhibitions for local tour operator.	Organize tour of IOJ's exhibitions for local tour operator.

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	PR & DEV UNIT Continue the re-branding of the IOJ – its programmes, products and services	To enhance the organizations profile as a cultural repository resource with marketable heritage products and programmes.	Develop promotions plan for the IOJ services and products	Marketing Plan developed, implemented and monitored	Marketing Plan and monitoring mechanism developed for 2011- 2012	Marketing Plan and monitoring mechanism developed for 2012- 2013	Marketing Plan and monitoring mechanism developed for 2013- 2014
		IOJ Memorabilia Sale/promotion	Sale of IOJ Memorabilia	IOJ’s Memorabilia sales increase by 35%.	Increase IOJ memorabilia sale from \$175,000 to \$236,250.	Increase IOJ memorabilia sale from \$236,250 to \$318,937.50	Increase IOJ memorabilia sale from \$318,937 to \$430,565
		Placement of collateral material in hotels and other entities through strategic links with Jamaica Hotel Tourist Association (JHTA) area Chapters and the Jamaica Library Service.	Material distributed to hotels	Number of participating hotels and branch libraries Number of leaflets distributed	To Place brochures in twenty-five (25) hotels islandwide. Pursue collaborate with Jamaica Library Service for distribution of brochures.	To Place brochures in twenty-five (25) hotels islandwide. Pursue collaborate with Jamaica Library Service for distribution of brochures.	To Place brochures in twenty-five (25) hotels islandwide. Pursue collaborate with Jamaica Library Service for distribution of brochures.
	Information Technology Unit Provide electronic data security, back-up and recovery options for critical data	Acquire cloud storage for mission critical data sets, in addition to network storage.	Determine critical data sets and identify suitable cloud storage	Recovery of servers take 1 to 2 hours with acquisition of cloud storage	Determine critical data and provide continuous cloud storage	Determine critical data and provide continuous cloud storage	Determine critical data and provide continuous cloud storage
Develop and support application software used in IOJ-wide business processes	Align software requirements to specific business needs	Implement HRM 2001 DBMS, Turbo Pay, Assets Inventory Mgmt System, Inventoria, and ACCPAC	98% average availability	Software procure, installed and maintained	Systems maintained	Systems maintained	

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	Information Technology Unit Expand network access to off-site locations	Increase remote monitoring and management of servers for off-site divisions	Setup wired LAN for NGJ and Liberty Hall, remote access 'log Me In' on ACIJ and NGJ servers	Remote Divisions able to connect to servers, and to access help desk for 24 hours support.	Merge workgroups at the NGJ into one active directory driven network Upgrade NGJ server and assist with the procurement of a server for Liberty Hall.	Setup server and active directory for Liberty Hall	Manage active directories, computers of ACIJ, NGJ and Liberty Hall remotely from East Street.
	Create a robust and scalable wireless network infrastructure	Stabilize wireless LAN network at East Street, NGJ, ACIJ and Liberty Hall.	Setup active directory for NGJ, upgrade Server functionality and setup security for wireless network.	Reduction in the number of dropped connections to the Internet and network devices.	Procure network devices to increase network stability Implement spice works on NGJ and ACIJ server Review ACIJ network to switch to Windows platform.	Procure network devices to increase network stability Implement spice works at Liberty Hall Procure and implement new enterprise anti-virus and malware software.	Procure network devices to increase network stability Monitor network activities
	Create alternative access to network resources via wireless technologies.	Implement secured wireless hotspots in strategic locations.	Move/ rewire wireless routers to strategic locations. Purchase wireless repeater devices and PCI wireless cards.	Users able to connect via wireless network at specified locations.	Review institution-wide need for wireless access Procure equipment for ACIJ, NGJ, Museums, Junior Centre and Liberty Hall.	Review institution-wide need for wireless access	Review institution-wide need for wireless access
	Administer and manage one Web Hosting plan to facilitate all divisions of IOJ.	Eliminate each division having its own web hosting plan.	Administer Virtual Private Web server (external web hosting plan) Set up static IP webserver locally.	Consolidate to one (1) Web Hosting service for the IOJ. Extend online storage capacity by 500 GB.	Procure 500 GB scsi hard drive for HP Proliant Server Host IABIN species and specimen online database Establish local webserver Administer VPS	Administer VPS	Administer VPS

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	Information Technology Unit Expand and restructure/ redesign of the IOJ's Website and functionality	Utilize modern web authoring tools and content management system to integrate website in IOJ business operation.	Develop interface for better access and management of content. Re-develop and / redesign web pages to meet divisions' requirements.	Each division having web pages / website to reflect its unique look and feel. Ability to add more content monthly Enable IOJ to accept credit card payments	Continue web development Implement mobile ready plugin for wordpress, and secure wordpress site Implement payment gateway pending funding	Monitor payment gateway Procure game software to build customizable educational tools	Monitor payment gateway Set up customized educational tools
	Administer and maintain Jamaica Journal subscription online application.	Systematically revise and update online interface and backend database to better track data and align to current business process.	Update and create new reports and functionalities Relocate DBMS to application server.	Greater ability to generate more accurate reports of IOJ subscription activities.	Continue to update and create new reports.	Continue testing and improvement strategies.	Continue testing and improvement strategies.
	Facilitate communication through the email system.	Manage Google Apps Email Solution.	Administer all divisional GMAIL and train users.	99% availability of GMAIL accounts.	Administer GMAIL	Administer GMAIL	Administer GMAIL
	Create Virtual Museum	Establish an online platform for education, exhibition and community-based outreach functionalities	Creation of virtual tours, and online searchable collections database, and live steaming	80% of national collection introduced online over the next three (3) years	Continue creation of virtual tours and create short video clip of outreach activities and symposia	Implement game engine and continue creation of virtual tours, video clips of outreach activities and symposia	Continue creation of virtual tours and create short video clip of outreach activities and symposia
	ACIJ/JMB To increase access to information on Jamaica's cultural heritage	Digitisation of the Jamaica Memory Bank Archive	Digitization of material from 5' and 7' reel-to-reel tapes. Digitization of audio cassettes Digitization of video tapes	32 reel-to-reel tapes digitized annually 88 audio cassettes digitized annually 32 video tapes digitized annually	Digitize 32 Reel-to-reel tapes Digitize 88 audio cassettes Digitize 32 video tapes	Digitize 32 Reel-to-reel tapes Digitize 88 audio cassettes Digitize 32 video tapes	Digitize 32 Reel-to-reel tapes Digitize 88 audio cassettes Digitize 32 video tapes

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	ACIJ/JMB To increase access to information on Jamaica's cultural heritage	Cataloguing of library materials (including audio-visual materials)	Transfer existing records onto ACIJ Library databases	Up-to-date catalogue of audio visual materials, books, pamphlets and journal articles Up to date catalogue of Newspaper article	600 entries posted to databases 216 entries posted to database	600 entries posted to databases 216 entries posted to database	600 entries posted to databases 216 entries posted to database
			Transfer journal index cards to database and addition of abstracts to complete entry	840 entries annually	840 entries	840 entries	840 entries
			Revise books, pamphlet and journal article catalogue	Duplications/ omissions corrected 100%	Correct duplications/ omissions	-	-
			Prepare video accessions sheets.	60 video accessions sheets prepared annually and Audio visual records updated	60 video accessions sheets prepared and audio visual records updated	60 video accessions sheets prepared and audio visual records updated	60 video accessions sheets prepared and audio visual records updated
			Cataloguing and indexing of books , pamphlets and journals	All new materials received catalogued or indexed within 30 days	New materials received catalogued or indexed.	New materials received catalogued or indexed.	New materials received catalogued or indexed.
			Increase use of Library for research	Mobilize persons through outreach sessions.	1000 users of library annually.	Mobilize library usage through 4 outreach sessions.	Mobilize library usage through 4 outreach sessions.
		Public access to library catalogue and its content	Make CPU web accessible and create new publications.	On-line access to catalogue and publications	Maintain on-line access to catalogue. Publish Research Review #6	Maintain on-line access to catalogue. Publish Community History	Maintain on-line access to catalogue.

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Improve public access to information on cultural heritage, through public education and technological advancement.	ACIJ/JMB To increase access to information on Jamaica's cultural heritage	Increase public access of information by use of internet	Post articles on Anngel.com website	Post at least 12 articles annually	12 articles on Jamaican and Caribbean culture posted to website	12 articles on Jamaican and Caribbean culture posted to website	12 articles on Jamaican and Caribbean culture posted to website
		Develop communications to increase public access and awareness	Redevelop ACIJ/JMB Web Page	Web Page developed and maintained	Web content developed and tested	Continued testing of web page Web Page launched	Web page maintained
			Post Information on ACIJ/JMB Facebook page	Information prepared and posted according to ACIJ/JMB calendar Target at least 500 Facebook friends/ active fans	Information prepared and posted according to ACIJ/JMB calendar Increase Facebook friends/ active fans by 125 fans	Information prepared and posted according to ACIJ/JMB calendar Increase Facebook friends/ active fans by 125 fans and establish links to other social networks	Information prepared and posted according to ACIJ/JMB calendar Increase Facebook friends/ active fans by 125 fans
		Sale and distribution of ACIJ/JMB Publications	Market ACIJ/JMB publications	Fifteen (15) copies of the research review sold annually	Fifteen (15) copies of the research review sold annually	Fifteen (15) copies of the research review sold annually	Fifteen (15) copies of the research review sold annually
		Create readily available support materials for students and the general public	Produce fact sheets	Four (4) fact sheets prepared and distributed annually	Four (4) fact sheets prepared and distributed annually	Four (4) fact sheets prepared and distributed annually	Four (4) fact sheets prepared and distributed annually

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/ 2014	2014/ 2015
Improve public access to information on cultural heritage, through public education and technological advancement.	Jamaica Music Museum To increase access to information on Jamaica's cultural heritage	Establish Information Technology initiatives to improve and facilitate worker efficiency and also greater public access to information resources.	Create web access to information, education, and to facilitate interaction with the JAMM.	Web Link established	Updating of web pages, monitoring of information exchange with bloggers.	Updating of web pages, monitoring of information exchange with bloggers.	Updating of web pages, monitoring of information exchange with bloggers.
			Create a database system to catalogue the JAMM artefacts collections	Database operational.	Maintain current database	Maintain current database	Maintain current database
	Liberty Hall Increase access to information on material in Liberty Hall Library	Create an online catalogue of material in the Garvey Research Reference Library on website	Design online catalogue	Catalogue designed and uploaded to Liberty Hall/IOJ website	Design and upload catalogue	Maintain catalogue on IOJ website	Maintain catalogue on IOJ website
	Promote a greater awareness of programmes and works of Liberty Hall; The Legacy of Marcus Garvey	Utilize the internet as a publicity mechanism Utilize mass media to publicize Liberty Hall	Maintain Liberty Hall's website and other internet-related publicity organ .Seek out and facilitate publicity through the print and electronic media	Liberty Hall's website and Facebook page established and updated every two (2) months	Website and Facebook page updated every two (2) months	Website and Facebook page updated every two (2) months	Website and Facebook page updated every two (2) months
				Expand reach from the 76 King Street location	Create the Marcus Mosiah Garvey Mobile Museum	Islandwide service through mobile museum	Transform Schomburg donation into MMG Mobile Museum. Seek funding support. Launch MMG Mobile Museum on Garvey's 125th
			Outreach Sessions held annually	At least three(3) outreach sessions	At least four (4) outreach sessions	At least five (5) outreach sessions	

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
<p>Improve public access to information on cultural heritage, through public education and technological advancement.</p>	<p><u>Liberty Hall</u> Promote a greater awareness of programmes and works of Liberty Hall; The Legacy of Marcus Garvey</p>	<p>Develop and distribute promotional material</p>	<p>Distribute brochures, leaflets, and newsletters.</p>	<p>Liberty Hall’s e-mail list expanded by at least 100 persons annually.</p>	<p>100 persons added to email list Website and Facebook page maintained</p>	<p>100 persons added to email list Website and Facebook page maintained</p>	<p>100 persons added to email list Website and Facebook page maintained</p>
				<p>Liberty Hall positively featured in mass media at least ten (10) times annually.</p>	<p>Ten (10) positive features of programmes, events, material of Liberty Hall over quarterly intervals on radio, TV and print.</p>	<p>Ten (10) positive features of programmes, events, material of Liberty Hall over quarterly intervals.</p>	<p>Ten (10) positive features of programmes, events, material of Liberty Hall over quarterly intervals on radio, TV and print.</p>
				<p>Leaflets, brochures and fact sheets available to visitors and potential visitors.</p>	<p>Promotional literature distributed to visitors and at events, and outreach sessions 1000 fact sheets, 100 leaflets, and 20 brochures.</p>	<p>Promotional literature distributed to visitors and at events, and outreach sessions 1500 fact sheets, 200 leaflets, and 30 brochures.</p>	<p>Promotional literature distributed to visitors and at events, and outreach sessions 1500 fact sheets, 200 leaflets, and 30 brochures.</p>
				<p>Quarterly newsletter “Liberty Hall Speaks” circulated to at least 500 persons annually; circulation to increase with additions to e-mail list.</p>	<p>Newsletter distribution maintained with at least 550 persons/ organizations.</p>	<p>Newsletter distribution maintained with at least 600 persons/ organizations.</p>	<p>Newsletter distribution maintained with at least 650 persons/ organizations.</p>
	<p><u>Museums of History and Ethnography</u> Improve output and public access to the Museums of History and Ethnography collections</p>	<p>Establish information technology initiatives and system reviews</p>	<p>Virtual museums on-line. Improve web-base accessibility. Transfer of data from old database to Past Perfect</p>	<p>800 objects inputted into the database and at least one virtual exhibition mounted</p>	<p>Virtual exhibition on-line at all outstations Ongoing transfer of data. Access to 800 objects online Virtual exhibition mounted online</p>	<p>Virtual exhibition on –line at all outstations Transfer and updated information inputted to the database. Access to collection via web. Virtual exhibition mounted online</p>	<p>Virtual exhibition on –line at all outstations Transfer and updated information inputted to the database. Access to collection via web. Virtual exhibition mounted online</p>

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	Plan and implement Special and Community-based projects	Develop programmes to raise the awareness of Jamaica's cultural Heritage	Educational programmes for primary and secondary schools	CSEC and Primary school curricula lectures planned, staged and reviewed	8 Primary school Outreach sessions (3 presentations /outreach packages for Heritage Month) 3 CSEC lectures	8 Primary school Outreach sessions (3 presentations /outreach packages for Heritage Month) 3 CSEC lectures	8 Primary school Outreach sessions (3 presentations /outreach packages for Heritage Month) 3 CSEC lectures
	<u>National Gallery of Jamaica</u> Increase visitorship to the NGJ and improve visitor experience.	Collaborate with community organizations and other stakeholder groups to bring new audiences to the NGJ and its programmes.	Introduce community based groups and stakeholders to the programmes of the NGJ particularly groups that operate in surrounding communities Accommodate requests for school tours	Target increased visitorship of 50, 000 persons annually by 2015 School/group tours accommodated.	Maintain Good Neighbour programme and outreach sessions to increase visitorship to 30,000 persons. Host school/group tours, and provide age appropriate content	Maintain Good Neighbour programme and outreach sessions to increase visitorship to 40,000 persons. Host school/group tours, and provide age appropriate content	Increase visitorship to 50,000 persons. Conduct regular visitor surveys and target under-represented groups for visitor expansion NGJ open Tuesday to Sundays, outreach programme maintained
	Enhance international identity and visibility of Jamaican art through publications and internet presence.		Maintain internet presence	Increased international audience.	Update website and maintain Facebook and blog presence, publish and facilitate articles on the NGL and Jamaican art for international journals and books.	Update website and maintain Facebook and blog presence, publish and facilitate articles on the NGL and Jamaican art for international journals and books.	Update website and maintain Facebook and blog presence, publish and facilitate articles on the NGL and Jamaican art for international journals and books.

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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/2014	2014/2015
Improve public access to information on cultural heritage, through public education and technological advancement.	<u>National Gallery of Jamaica</u> Increase visitorship to the NGJ and improve visitor experience	Enhance international identity and visibility of Jamaican art through publications and internet presence.	Loan artworks and otherwise support the representation of Jamaican art in international exhibitions	Increased international partnerships and audience.	Collaborate with overseas galleries and exhibition organizers, for the presentation of Jamaican art in international exhibitions.	Collaborate with overseas galleries and exhibition organizers, for the presentation of Jamaican art in international exhibitions.	Collaborate with overseas galleries and exhibition organizers, for the presentation of Jamaican art in international exhibitions.
		Enhance visitor experience through addition facilities	Increase use of AV	Text Panels and Interactive devices introduced	Use text panels, AV and interactive devices for visitors.	Use text panels, AV and interactive devices for visitors.	Use text panels, AV and interactive devices for visitors.
		Develop visitor services such as coffee and gift shop and disabled access	Suitable range of products and services available NGJ is fully disabled accessible	Expand range of products and services available at NGJ Coffee and Gift Shop Collaborate with UDC to construct disabled-accessible bathrooms and disabled access to second floor.	Expand range of products and services available at NGJ Coffee and Gift Shop Collaborate with UDC to construct disabled-accessible bathrooms and disabled access to second floor.	Expand range of products and services available at NGJ Coffee and Gift Shop Collaborate with UDC to construct disabled-accessible bathrooms and disabled access to second floor.	
	Increase awareness of the programmes of the NGJ through the media.	Enhanced visibility of the NGJ in the public domain.	Collaborate with the media on cultural programming and coverage of NGJ/IOJ programmes and events.	Monthly column in the newspaper/ TV series. Media coverage of NGJ/IOJ events	Maintain monthly NGJ column in the Observer newspaper. Monthly TV series on PBCJ featuring 30 mins Art Programme related to the content of the Observer article.	Maintain monthly NGJ column in the Observer newspaper. Monthly TV series on PBCJ featuring 30 mins Art Programme related to the content of the Observer article.	Maintain monthly NGJ column in the Observer newspaper. Monthly TV series on PBCJ featuring 30 mins Art Programme related to the content of the Observer article.
	<u>Natural History Museum of Jamaica</u> Increase public access to publications of the IOJ/NHMJ.	Increase IOJ's interaction with the schools and the general public to foster cultural and scientific awareness.	Produce educational material for public distribution.	Prepare at least three (3) electronic newsletters annually.	Produce newsletters containing information on Natural History and general environmental themes and events to the uploading to the NHMJ website.	Produce newsletters containing information on Natural History and general environmental themes and events to the uploading to the NHMJ website.	Produce newsletters containing information on Natural History and general environmental themes and events to the uploading to the NHMJ website.
					Submit educational articles for publication .	Submit educational articles for publication	Submit educational articles for publication

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/2014	2014/2015
<p>Improve public access to information on cultural heritage, through public education and technological advancement.</p>	<p><u>Natural History Museum of Jamaica</u> Increase public access to publications of the IOJ/NHMJ.</p>	Update websites to keep abreast with new technologies, increase web presence and viewership	Periodical revisions of website conducted	Development of a webpage for the Science Library	Web presence for the Science Library and bibliographic databases made accessible via the Internet	Web presence for the Science Library and bibliographic databases made accessible via the Internet	Web presence for the Science Library and bibliographic databases made accessible via the Internet
		Update websites to keep abreast with new technologies increase web presence and viewership	Respond to queries/blogs on Jamaica's biodiversity.	Feasibility of recommendations	Provide feasible recommendations	Provide feasible recommendations	Provide feasible recommendations
	<p><u>Programmes Division –Junior Centre</u> Increase access to facilities and programmes of the Junior Centres.</p>	Extended opening arrangements	Promote weekday and Saturday opening	Accommodate visitors six (6) days per week	Computer Rooms available 9:00 a.m – 2:00 p.m Mondays – Fridays for public use and 2:00 p.m. - 5:00p.m Mondays – Thursdays for after-school programme activities	Computer Rooms available 9:00 a.m – 2:00 p.m Mondays – Fridays for public use and 2:00 p.m. -5:00p.m Mondays – Thursdays for after-school programme activities	Computer Rooms available 9:00 a.m – 2:00 p.m Mondays – Fridays for public use and 2:00 p.m. - 5:00p.m Mondays – Thursdays for after-school programme activities
		Increase public access to information on the programmes and achievements of the Junior Centres.	Impact assessment of the services of the Junior Centres.	Annual survey and article on the impact of Junior centre programmes.	Conduct annual impact assessment survey. Publish article in newsletter on the impact of Junior Centre programmes.	Conduct annual impact assessment survey. Publish article in newsletter on the impact of Junior Centre programmes.	Conduct annual impact assessment survey. Publish article in newsletter on the impact of Junior Centre programmes.
			Produce Divisional publications	Two (2) Divisional newsletters annual	Publish and distribute Junior Centre newsletter	Publish and distribute Junior Centre newsletter	Publish and distribute Junior Centre newsletter
			Collaborate with various agencies that promote child welfare	Attend and participate in at least 80% of National Child Month and related activities	Participate in activities of NCMC and other agencies	Participate in activities of NCMC and other agencies	Participate in activities of NCMC and other agencies


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POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/2013	2013/2014	2014/2015
Rationalizing systems and structures for human resource management and development, giving effect to investment in people to enable them to perform at the highest professional level.	<u>Human Resource Development and Management</u> Strengthening of Performance Management System	Ensure that members of staff maximize their potentials under PMAS system.	Continued sensitization on PMAS	Members of staff attend training on PMAS PMAS executed in accordance with guidelines	Training of staff Monitoring the PMAS system	Training of staff Monitoring the PMAS system	Training of staff Monitoring the PMAS system
	Maintain highly qualified and motivated staff	Identify and facilitate suitable training & development opportunities based on training needs	Provide opportunities for members of staff to attend training and development seminars and workshops	Training opportunities are effectively used to upgrade staff skills	Seek donor support and strategic partnerships for in-house and external training in areas related to administration, care and conservation of the national collection, biodiversity information management and field research techniques.	Seek donor support and strategic partnerships for in-house and external training in areas related to administration, care and conservation of the national collection, biodiversity information management and field research techniques.	Seek donor support and strategic partnerships for in-house and external training in areas related to administration, care and conservation of the national collection, biodiversity information management and field research techniques.
	Develop and effect strategies for staff welfare	Implement Wellness Programme	Conduct information sessions and implement the Wellness Programme	Implementation of Wellness Programme	Conduct scheduled Wellness activities	Conduct scheduled Wellness activities	Conduct scheduled Wellness activities
	Maintained adequately staffed organization	Constant review of organizational needs in line with the Institutes priorities	Recruit suitable persons/ best fit to fill vacant positions	Vacant positions filled in accordance with Government guidelines	Recruit suitable staff to fill vacant posts as required	Recruit suitable staff to fill vacant posts as required	Recruit suitable staff to fill vacant posts as required
	Review organizational structure and JDs		Organizational structure aligned to business needs	Conduct IDTT Meetings Review current structure and identify mission critical positions, and review JDs	Conduct IDTT Meetings and assess impact of realigned organizational structure	Conduct IDTT Meetings and assess impact of realigned organizational structure	

INSTITUTE OF JAMAICA CORPORATE PLAN

2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Rationalizing systems and structures for human resource management and development, giving effect to a policy of investment in people to enable them to perform at the highest professional level.	<u>Human Resource Management and Development</u> Collaborate with training institution to host interns, and students on practicum and work	Partner with external organizations to facilitate practicum, work experience, internship for local and international researchers	Host interns, facilitate practicum and work experience for students of Universities, Colleges, HEART-NTA and the National Youth Service programme	Host at least thirty (30) students annually for internship, work experience or practicum/desk and field research	Host students and participate in career expos, and academic expos. Participate in student evaluation as required.	Host students and participate in career expos, and academic expos. Participate in student evaluation as required.	Host students and participate in career expos, and academic expos. Participate in student evaluation as required.
			Continue placement of UNESCO interns	Annual internship programme agreed with UNESCO	Facilitate UNESCO Interns and Jamaica/ Colombia Exchange programme 	Facilitate UNESCO Interns	Facilitate UNESCO Interns
			Volunteer tour guide system for the NGJ and Museums is developed and maintained	NGJ and Museums Volunteer tour guide system is developed and maintained	Pilot Implementation of Volunteer tour guide system in the NGJ and Museums Division	Continued implementation of Volunteer tour guide system across the IOJ	Continued implementation of Volunteer tour guide system across the IOJ


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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Strengthen Management of Financial resources including donations, grants and sponsorship	<u>Finance and Accounts Dept</u> Continued upgrade of financial management systems as per FAA Act, Public Bodies Management and Accountability (PBMA) and other MFPS guidelines.	Implement electronic transfer system across the IOJ and cashless payment system.	Implement e-salary transfer system	100% employee participation in e-salary payment system.	Continue implementation of e-salary payment system	Continue implementation of e-salary payment system	Continue implementation of e-salary payment system
			Point-of-Sale payment system for IOJ products and services. Establish admission ticket counter at East Street	Point-of-Sale payment system implemented	Operate point-of-sale system, explore online payment solutions.	Operate point-of-sale system, pilot implementation of online payment solution.	Operate point-of-sale system, pilot implementation of online payment solution.
		Prudent management of public resources	Financial statements prepared	Annual Financial statements prepared and submitted for external audit	Monthly and annual financial statements prepared. Annual financial statements submitted to the Auditor General's Dept, arrangement to clear backlog of audited reports.	Monthly and annual financial statements prepared. Annual financial statements submitted to the Auditor Gen. Dept.	Monthly and annual financial statements prepared. Annual financial statements submitted to the Auditor Gen. Dept.
		Compliance with statutory obligations	Monthly submission of statutory deductions	Annual returns filed	Statutory deductions filed within current guidelines and schedule.	Statutory deductions filed within current guidelines and schedule.	Statutory deductions filed within current guidelines and schedule
		Implement accrual accounting system	Commence reporting on an accrual basis/IFRS	Accrual/IFRS accounting system in place	Financial reporting on accrual/IFRS basis	Financial reporting on accrual/IFRS basis	Financial reporting on accrual/IFRS basis
Strengthen Assets Management and other internal controls	<u>Assets Management</u> Ensure the prudent management of the Governments assets, and effective internal control mechanisms	Routine reporting on the use, maintenance, acquisition and disposal of assets. Maintenance of required records.	Explore the use of renewable energy within the IOJ	Alternate energy programme piloted	Seek funding for proposal on wind/solar energy for the I.O.J.	Pilot implementation of recommend renewable energy source	Pilot implementation of recommend renewable energy source
			Implement Organizational Safety and Security Measures.	Security Plan Disaster Management Plan	Commence implementation of Disaster Management Plan and simulation exercises.	Simulation exercises. Review of security arrangements/contracts	Simulation exercises. Review of security arrangements/contracts


INSTITUTE OF JAMAICA CORPORATE PLAN

2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Strengthen Assets Management and other internal controls	<u>Assets Management</u> Ensure the prudent management of the Governments assets.	Routine reporting on the use, maintenance, acquisition and disposal of assets. Maintenance of required records.	Implementation of Vehicle management policy	Vehicles management policy develop in accordance with Government Policy	Continued enforcement of Vehicles Management Policy.	Continued enforcement of Vehicles Management Policy.	Continued enforcement of Vehicles Management Policy.
			Implement disability access in accordance with the Disabilities Act.	Construction of disability access	Seek funding for the contraction of ramps or installation of elevator for disabled access- East Street	Ramp/elevator commissioned and maintained- Museums islandwide.	Install disable friendly signage at all IOJ locations
			Develop and implement Institute of Jamaica Square development plan	Council approval of development and implementation plan	Submit draft plan and budget for Council approval. Seek special Capital Support from GOJ, TEF and other funding sources for Phase 1	Seek special Capital Support from GOJ, TEF and other funding sources for Phase 1 and 2	Seek special Capital Support from GOJ, TEF and other funding sources for Phase 2
			Phased implementation- Milestones established	Commence Phase 1: (1) Erect Paul Bogle Statue in Alfresco Lounge – East St and unveiling ceremony 	Continue Phase 1 implementation: (6) Commence space rationalization in 14- 16 East Street (main building and Cundall Room)	Commence Phase 2: (1) Construct connecting bridge	
				(2) Demolish #8 East St building and establish car park	(7) Identify alternate space and relocate some Central Admin. Offices		

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Strengthen Assets Management and other internal controls	<u>Assets Management</u> Ensure the prudent management of the Government's assets.	Routine reporting on the use, maintenance, acquisition and disposal of assets. Maintenance of required records.	Develop and implement Institute of Jamaica Square development plan	Phased implementation- Milestones established	(3) Erect IOJ Square Road Marker – East St and unveiling ceremony 	Continue Phase 1 implementation: (7) Commence space rationalization in 14- 16 East Street (main building and Cundall Room)	(2) Reallocation of office space in the NHMJ and relocate NHMJ Education Dept.
					(4) Establish endemic garden –East Street	(8) Identify alternate space and relocate some Central Admin. Offices	(3) Redesign and expand NHMJ Discovery Room
					(5) Construct Gift Shop- East Street	(9) Establish permanent display galley	(4) Facilitate the relocation of display of specimens
					(6) Erect signage for Jamaica Music Museum – Waterlane - Out Stations	(10) Secure designs for connecting bridge between 14- 16 East Street and Tower Street buildings	(5) Facilitate re-organization and redesign of Basement- NHMJ Storage Area (6) Establish Café at the Alfresco Lounge
			Lease 24 Hanover Street	24 Hanover Street Lease agreement in place	Monitor Car park arrangements	Terminate Lease arrangement and commence parking at 8 East Street	-

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015	
Strengthen Assets Management and other internal controls	<u>Assets Management</u> Ensure the prudent management of the Governments assets.	Routine reporting on the use, maintenance, acquisition and disposal of assets. Maintenance of required records.	Enter into lease and rental arrangements for IOJ property Routine	Ensure that rental and utilities are paid on time	Monitor Lease Arrangement at Malabre House Lease Green Hills Field Station Sub-let Taino Museum	Monitor lease arrangements for Malabre House, Green Hills Field Station and Taino Museum Lease restaurant areas at Hanover Museum Construct and Lease Snack Shop at Peoples Museum	Monitor lease arrangements for Malabre House, Green Hills Field Station, Taino Museum, restaurant areas at Hanover Museum, and Snack Shop at Peoples Museum Construct and Lease Café at the Alfresco Lounge	
					Terminate utilities for Odd Fellows Hall and implement security measures	Maintain security measures and establish direct access from Liberty Hall compound. Expand Liberty Hall Parking on Odd Fellows property	Commission design for Renovation and Expansion of Odd Fellows Hall as Liberty Hall Library and activity Centre	
				Seek property tax waivers	Property Tax waived	Property Tax waived	Property Tax waived	
				Maintenance of IOJ property	Quarterly inspections and work schedules	Quarterly inspection report and report of work undertaken	Quarterly inspection report and report of work undertaken	Quarterly inspection report and report of work undertaken
				Routine Audit of Assets and inventory	Assets and inventory registers maintained	Bi-monthly reports generated from Assets and Inventory registers	Bi-monthly reports generated from Assets and Inventory registers	Bi-monthly reports generated from Assets and Inventory registers
				Routine Maintenance of fleet	100% Operational Fleet and fleet log maintained	Rationalize fleet- pursue repair and disposal options	Acquire new fleet vehicle and maintain existing	Maintain existing fleet

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2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Strengthen Assets Management and other internal controls	Internal Audit Unit Ensure that internal activities are in keeping with the Institute of Jamaica Act, Financial Audit and Accountability (FAA), Staff Orders, Public Bodies Management and Accountability (PBMA) Act and other GOJ guidelines.	Internal audit of financial management and accounting systems, management of Government assets, procurement, and performance and feedback to management on audit concerns and irregularities.	Develop and execute a comprehensive audit programme for the evaluation of management control of IOJ activities.	Audit conducted as per Audit General requirements	Conduct risk assessment and ensure internal controls are adequate in relation to contracts, procurement, corporate governance, fixed assets, records management, technology, financial management, physical and electronic security. Monitor compliance with government guidelines and regulation FAA Act, Public Bodies Management and Accountability Act, and Institute of Jamaica Act Maintain liaison with Auditor General's Department	Conduct risk assessment and ensure internal controls are adequate in relation to contracts, procurement, corporate governance, fixed assets, records management, technology, financial management, physical and electronic security. Monitor compliance with government guidelines and regulation FAA Act, Public Bodies Management and Accountability Act, and Institute of Jamaica Act Maintain liaison with Auditor General's Department	Conduct risk assessment and ensure internal controls are adequate in relation to contracts, procurement, corporate governance, fixed assets, records management, physical and electronic security. Monitor compliance with government guidelines and regulation FAA Act, Public Bodies Management and Accountability Act, and Institute of Jamaica Act Maintain liaison with Auditor General's Department
			Develop annual workplan	Annual Audit Plan approved by Audit Plan approved by Audit Committee	Examination of records and site visits	Examination of records and site visits	Examination of records and site visits
			Prepare Audit Reports and conduct follow-up audit	Risk Assessment Instruments applied in compliance and performance audits	Performance and Compliance Audits conducted and reports submitted to Audit Committee	Performance and Compliance Audits conducted and reports submitted to Audit Committee	Performance and Compliance Audits conducted and reports submitted to Audit Committee

INSTITUTE OF JAMAICA CORPORATE PLAN

2012-2015

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURES/ INDICATORS	2012/ 2013	2013/2014	2014/2015
Implement cost containment measures	Central Administration Implement I.O.J cost savings measures.	10% reduction in expenditure on utilities, fleet operation, fleet maintenance, security, procurement of office supplies and stationery.	Monitor compliance with the I.O.J cost saving plan. Monitor usage and expenditure patterns, track and report cost savings.	Quarterly status reports on the impact of cost saving measures.	Monitor compliance with the I.O.J cost saving plan. Monitor usage and expenditure patterns, track and report cost savings. Maintain at least 10% reduction in Utility, Office Supplies and Fuel consumption. Base rate 2008/ 2009 usage	Monitor compliance with the I.O.J cost saving plan. Monitor usage and expenditure patterns, track and report cost savings. Maintain at least 10% reduction in Utility, Fuel consumption, mileage payments Purchase of Goods and Services. Base rate 2008/ 2009 usage	Monitor compliance with the I.O.J cost saving plan. Monitor usage and expenditure patterns, track and report cost savings. Maintain at least 10% reduction in Utility, Fuel consumption, mileage payments Purchase of Goods and Services. Base rate 2008/ 2009 usage