

**AUDITOR GENERAL'S DEPARTMENT  
PERFORMANCE AUDIT REPORT  
RESOURCE MANAGEMENT AND GOVERNANCE OF  
OFFICE OF DISASTER PREPAREDNESS AND EMERGENCY MANAGEMENT (ODPEM)**

The Auditor General is appointed by the Governor General and is required by the Constitution, Financial Administration and Audit Act, other sundry acts and letters of engagement, to conduct audits at least once per year of the accounts, financial transactions, operations and financial statements of central government ministries and departments, local government agencies, statutory bodies and government companies.

The Department is headed by the Auditor General, Pamela Monroe Ellis, who submits her reports to the Speaker of the House of Representatives in accordance with Section 122 of the Constitution of Jamaica and Section 29 of the Financial Administration and Audit Act.

This report was prepared by the Auditor General’s Department of Jamaica for presentation to the House of Representatives.



Auditor General of Jamaica  
 Auditor General’s Department  
 40 Knutsford Boulevard, Kingston 5  
 Jamaica, W.I.  
[www.auditorgeneral.gov.jm](http://www.auditorgeneral.gov.jm)

**Vision**  
 A better country through effective audit  
 scrutiny

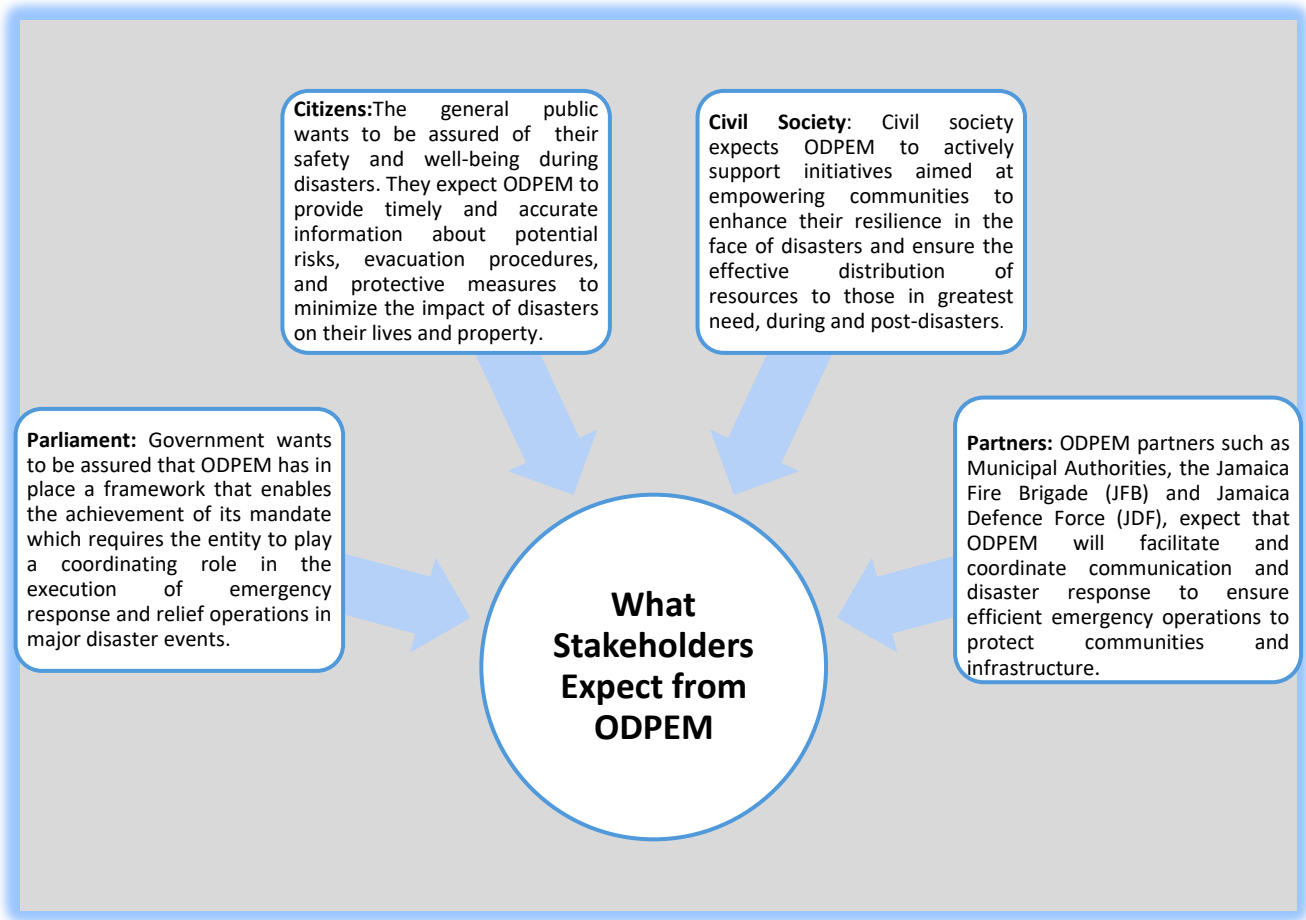
Document No.:	Date Submitted
AuGD 381 – 1602.95.2	2024 December, 02



## Table of Contents

TABLE OF CONTENTS.....	3
EXECUTIVE SUMMARY .....	8
WHAT WE FOUND .....	8
KEY FINDINGS .....	8
WHAT SHOULD BE DONE .....	9
PART ONE .....	10
INTRODUCTION.....	10
<i>Establishment of the Office of Disaster Preparedness and Emergency Management (ODPEM)</i> .....	10
<i>Mission and Vision Statements</i> .....	10
<i>Audit Rationale</i> .....	12
<i>Audit Objective, Scope and Methodology</i> .....	12
PART TWO .....	13
CORPORATE GOVERNANCE PRACTICES .....	13
OVERSIGHT AND STRATEGIC DIRECTION.....	13
PART THREE .....	15
HUMAN RESOURCE MANAGEMENT.....	15
ORGANIZATION AND STAFFING .....	15
PART FOUR .....	18
PHYSICAL RESOURCE MANAGEMENT.....	18
INVENTORY MANAGEMENT .....	19
BUSINESS CONTINUITY.....	21
FLEET MANAGEMENT .....	21
<i>Appendix 1- Summary of Board Deliberations regarding the strategic direction and goals of ODPEM</i> .....	24
<i>Appendix 2- Posts recommended by consultant and obtained by ODPEM for the period 2018-19 to 2022-23</i> ...	25
<i>Appendix 3- ODPEM Technical Staff as at March 2024</i> .....	26
<i>Appendix 4- ODPEM Technical Staff Vacancy as at March 2024</i> .....	27
<i>Appendix 5- Review of Correspondence</i> .....	28
<i>Appendix 6- Observations at Inventory Warehouses Site Visits</i> .....	29
<i>Appendix 7-Photographs of Inventory Warehouse Visits</i> .....	30

This report contains the  
findings from the performance audit  
of the Office of Disaster Preparedness and Emergency Management





## AT A GLANCE



### Performance Audit Report Office of Disaster Preparedness and Emergency Management (ODPEM)

#### KEY DATA

- ODPEM is governed by the Disaster Risk Management Act of 2015.
- A total annual budget of \$1.946 billion for the period 2018-19 to 2022-23.
- ODPEM formerly ODIPERC Office of Disaster Preparedness and Emergency Relief Coordination (ODIPERC) was established in July 1980.
- ODPEM's mandate is aligned to (SDG) 13, which promotes urgent action to combat climate change and its impacts.

#### MAIN FINDINGS

Weaknesses in ODPEM's management of its financial, human and physical resources, undermined its ability to achieve, key deliverables that accord with its mandate, in an efficient, timely and cost-effective manner.

- **Governance & Oversight:** Strategic and operational plans for 2020-21 to 2022-23 were not approved by the Board leading to a misalignment of operational budgets. Annual reports and financial statements for the period 2018-19 to 2022-23 were not presented in keeping with the Disaster Risk Management Act and PBMA Act.
- **Physical Resource Management:** The absence of timely decision making regarding the acquisition of resources contributed to increased costs and delays in the upgrade of key infrastructure and implementation of an effective inventory management system for relief supplies.
- **Human Resource Management:** Recruitment challenges and high staff turnover impacted ODPEM's capacity to deliver effective disaster preparedness and emergency management.



#### Conclusion & Recommendations

ODPEM should ensure adherence to the relevant acts while strengthening its strategic, budgetary, and inventory management processes.


## Auditor General's Overview

The Office of Disaster Preparedness and Emergency Management (ODPEM) is the national disaster organization established by statute, responsible for disaster management in Jamaica and for taking action to reduce the impact of disasters and emergencies on Jamaica's population and economy. As the secretariat of the National Disaster Risk Management Council, ODPEM plays a coordinating role in the execution of emergency response and relief operations in major disaster events.

I commissioned a performance audit to determine whether ODPEM was effectively managing its resources to advance Jamaica's disaster preparedness and emergency management capabilities. The audit also sought to assess whether ODPEM's governance and resources management practices were aligned to its strategic objectives.

The audit revealed that for the period 2018-19 to 2023-24, ODPEM experienced some challenges in the management of its financial, human and physical resources that posed a risk to its ability to effectively plan and respond to emergencies and natural disasters. Since the submission of my draft report to ODPEM and the Portfolio Ministry, the entity has taken steps to address some of the gaps identified. However, some deficiencies remain, and I encourage ODPEM to consider my recommendations aimed at strengthening the effectiveness of its emergency management systems.

I take this opportunity to thank the Management and staff of ODPEM for the cooperation and assistance given to the audit team, especially during the period when their offices were closed due to challenges with the physical condition of the facilities.

  
Pamela Monroe Ellis FCCA, FCA  
Auditor General

# Executive Summary

Jamaica’s geographic location and geology, makes it vulnerable to natural disasters such as hurricanes, floods, and earthquakes. Jamaica’s “Vision 2030” National Development Plan (NDP) calls for the development and implementation of strategies and actions towards “Hazard Risk Reduction and Adaptation to Climate Change” (National Outcome #14).

The National Disaster Risk Management Council (NDRMC) is responsible for overall coordination of disaster management activities in Jamaica. The Office of Disaster Preparedness and Emergency Management (ODPEM) which is a statutory body under the Ministry of Local Government and Community Development, acts as the secretariat and is the agency with overarching responsibility for Disaster Risk Management. The Disaster Preparedness and Emergency Management Act mandates ODPEM to advance disaster preparedness and emergency management measures in Jamaica by facilitating and coordinating the development and implementation of integrated management systems. ODPEM’s mandate is also aligned to the Sustainable Development Goal (SDG) 13, which promotes the taking of urgent action to combat climate change and its impacts.

Our audit sought to determine whether ODPEM was effectively managing its resources to advance Jamaica’s preparedness for disasters and coordinating response to emergencies and disasters. In this regard, we sought to determine whether ODPEM’s governance and resource management practices were aligned to its strategic objective “To build organizational capacity through organizational restructuring and re-engineering”.

## What we Found

Our review of ODPEM’s operations uncovered inefficiencies that jeopardized its ability to fulfil its mandate. Moreover, we identified a disconnect between management and the Board which adversely affected approval of ODPEM’s strategic direction. Given ODPEM’s pivotal role in coordinating Jamaica’s preparedness and response to natural disasters and emergencies, alignment between management and the Board is essential to ensure timely implementation of Board decisions in support of its mission and the Government’s policy framework. However, ODPEM’s records revealed some weaknesses in corporate governance practices and the management of financial, human and physical resources, that could undermine its operational capacity to meet its mandate.

## Key Findings

### 1. Governance and Oversight

**The ODPEM Board, at the time, did not approve the 2020-21 to 2022-23 Strategic and Operational Plans that were submitted by the leadership. This impacted the timely delivery of key projects, critical to disaster mitigation and response efforts.** Additionally, ODPEM’s management failure to submit to the Board annual reports and audited financial statements for 2018-19 to 2022-23, as required by the Disaster Risk Management Act and the PBMA Act, limited the Board’s effectiveness and ability to hold the management to account. The reports, which



were eventually submitted in 2024, are essential to transparency in public financial management and support the Board and Ministry's oversight of ODPEM's operations. The absence of these reports posed a risk to effectively monitoring the entity to determine whether it was fulfilling its mandate.

## 2. Human Resource Management

**ODPEM's experienced recruitment challenges, high staff turnover, and health hazards within its premises which undermined operational efficiency.** During 2018-19 to 2023-24, ODPEM experienced 36 staff separations, with 14 occurring in 2022-23; twenty-two new employees were hired in the period under review. Thirty-five per cent of its 23 technical positions remained vacant, with two temporarily filled. Recruitment was further halted on September 13, 2022, following the discovery of mould in ODPEM's building, stemming from inspections in 2022. This pause in hiring had a direct impact on ODPEM's ability to meet key operational targets, including the development of Disaster Risk Management Plans at the parish level, due to unfilled regional coordinator positions.

## 3. Physical Resource Management

**Despite identifying the need to replace the central air conditioning (AC) unit at its head office in 2019 and receiving \$32.84 million for its procurement, ODPEM failed to replace the unit. This resulted in funds remaining unused for more than five years and the Head Office closed for approximately two months in 2023 due to air quality challenges.** Further, delays in the replacement of the main server which useful life ended in 2019, left its off-site IT backup arrangements with the service provider inactive, given frequent service disruptions. Additionally, failure to replace defective storage units affected the preservation of relief supplies from mould and pests, a problem observed by the AuGD team during site visits from October 2023 to January 2024. ODPEM subsequently reported \$3.9 million in losses of relief items in April 2024.

## What should be done

ODPEM should ensure adherence to the relevant acts while strengthening its strategic, budgetary, and inventory management processes.

# PART ONE

## Introduction

### Establishment of the Office of Disaster Preparedness and Emergency Management (ODPEM)

**1.1.** The Office of Disaster Preparedness and Emergency Relief Coordination (ODIPERC) was established in July 1980. It was set up on the advice of the United Nations Disaster Relief Office (UNDRO), the Office of Foreign Disaster Assistance (OFDA) of the United States' State Department and the League of Red Cross Societies (LRCS), following their joint review of Jamaica's vulnerability and the status of the current national emergency management capacity. In 1993, the name ODIPERC was changed to the Office of Disaster Preparedness and Emergency Management (ODPEM), under the provisions of the new Disaster Preparedness and Emergency Management Act 1993 which was subsequently repealed and replaced by Disaster Risk Management Act 2015. The objectives of the Office as outlined by the Disaster Risk Management Act are to:

- Advance disaster preparedness management measures in Jamaica by facilitating and coordinating the development and implementation of integrated disaster management systems and
- Institute measures as may be necessary for mitigating disasters.

## Mission and Vision Statements

**1.2** ODPEM's mission reads "ODPEM is committed to leading the process of reducing the impact of disaster on Jamaica through Comprehensive Disaster Management."

**1.3** ODPEM's vision is to be "a proactive world-class agency building a disaster-resilient nation." Vision 2030 NDP Goal 4 recognizes the importance of the natural environment, harmony among development activities, environmental sustainability, and conservation of the country's natural resources. National Outcome 14 outlines the overall strategic approach in ensuring that the country is on par with this aspect of Vision 2030. The National Strategies are: improve resilience to all forms of hazards; improve emergency response capability; develop measures to adapt to climate change and contribute to the effort to reduce the global rate of climate change.

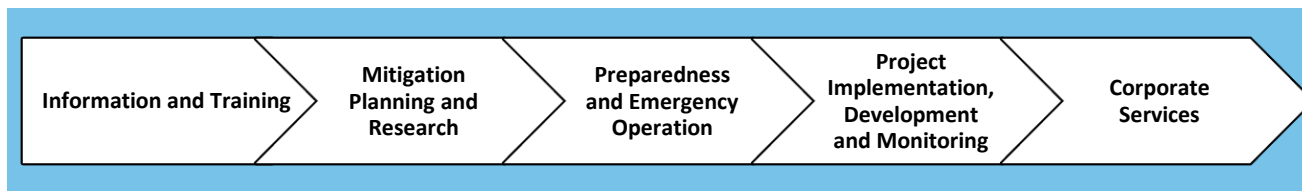
**1.4** ODPEM's mandate is also aligned to Sustainable Development Goal (SDG) 13, which promotes taking urgent action to combat climate change and its impacts. SDG 13 brought to light that Jamaica's vulnerability to climate impacts, rapid shifts in key climatic variables, and heightened exposure of critical sectors and resources to climate impacts, increases the urgency to act. Jamaica has been experiencing a warming trend in recent years with average minimum temperatures increasing faster than maximum temperatures. Jamaica's geography and high concentration of economic assets and activities in coastal areas heighten the risks posed.

**1.5** In addition to Vision 2030 and the Disaster Risk Management Act 2015, there are several policies and pieces of legislation that lay the groundwork for and support comprehensive disaster risk management in Jamaica that focus on areas including climate change, disaster risk financing, physical

development and land use, national security, poverty reduction, social protection and cyber security among others. Institutionally, the National Disaster Risk Management Council is responsible for overall coordination of disaster management activities in Jamaica. The ODPEM acts as the secretariat and is the agency with overarching responsibility for Disaster Risk Management.

**1.6** ODPEM functions under the oversight of a Board of Management responsible for appointing a Director General to lead the organization. ODPEM consists of five divisions, outlined below:

**Figure 1: ODPEM Divisions**



Source: ODPEM Records

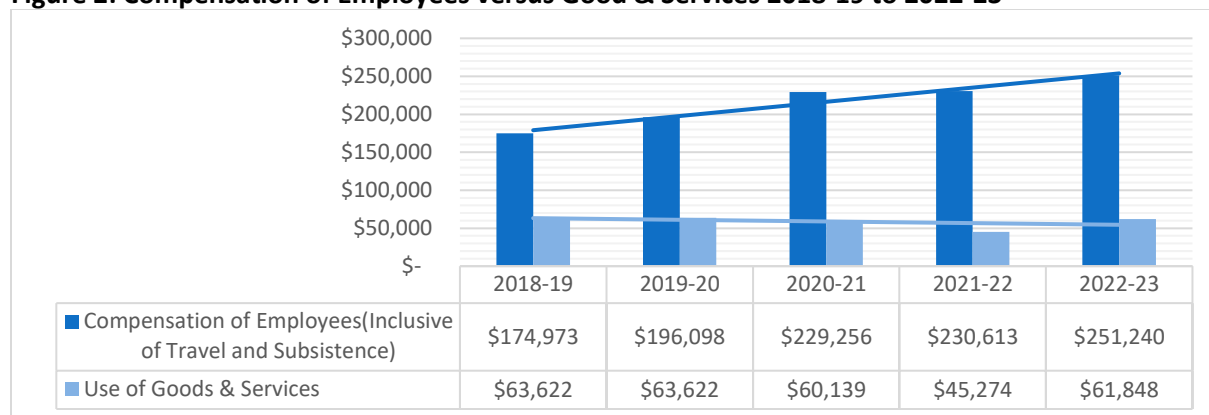
**1.7** ODPEM is funded from the Consolidated Fund, with a total allocation of \$1.946 billion spanning from 2018-19 to 2022-23. For the five-year review period employee compensation accounted for \$931 million or 48 per cent of the total budget, meanwhile, goods and services received \$295 million or 15 per cent of the total budget. These categories of expenditure were the primary areas that supported the logistical and operational needs, essential to ODPEM’s disaster management and coordination activities. (Table 1 and Figure 2).

**Table 1: Budgetary Allocation**

ODPEM						
Budget from 2018 to 2023						
Components of Allocations	2018-19	2019-20	2020-21	2021-22	2022-23	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
21-Compensation of Employees	142,739.00	160,349.00	187,129.00	196,387.00	244,101.00	930,705.00
22-Travel Expenses & Subsistence	32,234.00	35,749.00	42,127.00	34,226.00	7,139.00	151,475.00
23-Rental of Property & Machinery	5,516.00	5,516.00	4,855.00	4,855.00	8,623.00	29,365.00
24-Utilities and Communication Services	24,250.00	24,250.00	34,856.00	34,856.00	36,598.00	154,810.00
25-Use of Goods & Services	63,622.00	63,622.00	60,139.00	45,274.00	61,848.00	294,505.00
27-Grants, Contributions & Subsidies	15,086.00	15,086.00	17,000.00	17,000.00	17,850.00	82,022.00
29-Awards and Social Assistance					1,000.00	1,000.00
32-Fixed Assets (Capital Goods)	13,655.00	13,655.00	8,761.00	8,761.00	7,645.00	52,477.00
41- Financial Investment	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00
<b>TOTAL RECURRENT BUDGET</b>	<b>347,102.00</b>	<b>368,227.00</b>	<b>404,867.00</b>	<b>391,359.00</b>	<b>434,804.00</b>	<b>1,946,359.00</b>

Source: GoJ’s Estimates of Expenditure

**Figure 2: Compensation of Employees versus Good & Services 2018-19 to 2022-23**



Source: GoJ's Estimates of Expenditure

## Audit Rationale

**1.8** Jamaica is highly susceptible to natural disasters, in a context where approximately 82 per cent of the population and 70 per cent of major industries, including tourism and agriculture, are situated in coastal areas vulnerable to environmental hazards. Over 300 of the 947 communities on the island are considered highly vulnerable<sup>1</sup>. According to Jamaica Hurricanes and Earthquakes Risk Profile, World Bank, 2016, Jamaica's exposure to hurricane risk is notably high, with average annual losses estimated at US\$67.3 million, or 0.5 per cent of the Gross Domestic Product (GDP). The audit will contribute to achieving the Auditor General's strategic priorities by assessing the effectiveness of ODPEM's resources in supporting the achievement of its mandate.

## Audit Objective, Scope and Methodology







**1.9** The audit sought to assess ODPEM's effectiveness in managing and coordinating Jamaica's response to emergencies and disasters and whether its financial, human, and material resources are efficiently and effectively managed to enable adequate disaster preparedness, emergency response, and recovery initiatives. Additionally, the audit aimed to evaluate the effectiveness of ODPEM's governance and leadership structure in providing oversight and direction for disaster management endeavours in Jamaica.

**1.10** We planned and conducted our performance audit in accordance with the Government Auditing Standards, which are applicable to Performance Audits, our Performance Audit Manual (2017), as well as standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Our assessment covered the period April 2018 to March 2023, augmented by updated information received up to June 2024. Our findings and conclusions are supported by evidence garnered by way of various qualitative and quantitative analyses conducted, with specific focus on Corporate Governance and Resource Management with special emphasis on Human and Financial Resources, as well as Asset Management.

<sup>1</sup> Jamaica Comprehensive Disaster Risk Management Policy and Strategy 2020-2040

# Part Two

## Corporate Governance Practices

 <b>At A Glance</b>			
Systems and Practices	Criteria	Key Findings	Assessment Against Criteria
Strategic Business Plan	The Board is responsible for the strategic direction of the Public Body ensuring alignment with the policy direction of government.	ODPEM Strategic and Operational Plans were not approved by the Board of Management for the period 2020-21 to 2022-23.	
Accounts of Public Bodies	As soon as possible after the end of each fiscal year, but not more than four months thereafter, the board of a public body, shall submit the annual report including audited financial statements of the public body to the responsible Minister.	ODPEM failed to submit Annual Reports within the stipulated time to its parent ministry, for 2018-19 to 2022-23 contravening the Disaster Risk Management and PBMA Acts.	
 <b>MET the criteria</b>	 <b>Partially met</b>	 <b>Did not meet the criteria</b>	

### Oversight and Strategic Direction

**2.1 ODPEM’s Strategic and Operational Plans for the 2020-21 to 2022-23 period were not approved by the Board of Management.** These plans were intended to support its mandate as well as its coordinating role in emergency response and relief operations. Further, the budgets did not fully support the operational plans as capital projects were not included therein. A review of board meeting minutes for the period 2018-19 to 2022-23 revealed that the Board, held discussions on ODPEM's plans however, the approval process for the 2020-21 to 2022-23 plans was not concluded as the Board cited the need for adjustments and stressed the urgent need for timely submission of key deliverables, for which the management team is accountable (**Appendix 1**).

#### Management Response

The Ministry provided oversight and support to the Management Team of the ODPEM to ensure alignment of the Strategic Plan and Operational Plan to ensure key outputs were delivered for 2020 to 2023. In the national interest, in case of a disaster, the Ministry made submissions for budgetary provisions for the ODPEM after consultation with the agency. The Ministry of Finance and the Public Service and ODPEM were advised accordingly. The ODPEM was also advised to mitigate the recurrence of the issues. The Ministry has advised ODPEM to ensure the Strategic and Operational Plans for 2024- 25 are completed, reviewed and amended and presented to the new Board for approval before the end of the first quarter, fiscal year 2024-25.

**2.2 ODPEM failed to submit to its Parent Ministry, Annual Reports and Audited Financial Statements for the period 2018-19 to 2022-23.** The Disaster Risk Management Act (Section 13 (1)) mandates the submission of annual reports by public bodies, within three months after each fiscal year, while the PBMA Act (Section 3 (2)) requires submission within four months after the financial year's end. Correspondence from the Permanent Secretary dated November 7, 2023, highlighted concerns regarding the continued delay of annual reports for the period 2016-17 to 2021-22. The Ministry indicated it received annual reports for the period under review in March 2024; however, adjustments were required. In correspondence dated July 26, 2024, the Ministry advised that ODPEM resubmitted said annual reports which the Ministry's Strategic Planning Unit confirmed are in order. As a result, the relevant Cabinet Notes will now be prepared to facilitate tabling in accordance with the legislation.

**2.3 Funding for ODPEM, through the Consolidated Fund, totalled \$1.946 billion for the period 2018-19 to 2022-23.** These funds primarily covered salaries, use of goods and services, utilities, travel and rental of property. We noted that in April 2019 the financial subcommittee of the Board expressed concerns about ODPEM's budget, with the committee chairman revealing that the allocated funds were inadequate for disaster response and were primarily allocated for housekeeping. Given the limited budgetary allocation, critical programs not covered by the approved budget were listed in the Permanent Secretary Memorandum. Over the periods 2018-19 and 2020-21 to 2022-23, the Ministry requested a total of \$328 million in supplementary funding through its Permanent Secretary Memorandum for ODPEM.





#### **Management Response**




The Ministry provided oversight and support to the Management Team of the ODPEM to ensure alignment of the Strategic Plan and Operational Plan to ensure key outputs were delivered for 2020 - 23. In the national interest, in case of a disaster, the Ministry made submissions for budgetary provisions for the ODPEM after consultation with the agency. The Ministry of Finance and the Public Service was advised accordingly. Strategic and Operational Plans for 2024-25 are required to be completed, reviewed and are expected to be presented to the new Board for approval before the end of the first quarter.

To adequately fulfil its responsibility the ODPEM may also access the National Disaster Fund established for the country for additional budgetary support should the need arises.

# Part Three

## Human Resource Management

 At A Glance			
Systems and practices	Criteria	Key Findings	Assessment Against Criteria
To build organizational capacity through organisational restructuring and re-engineering.	A revised organizational structure designed to better serve the Human Resource needs of the organization.	Consultants were engaged on July 2, 2018, at a total cost of \$7.96 million, to review ODPEM’s organizational structure. The consultants recommended 34 additional positions and the redesigning of five existing positions to improve efficiency and effectiveness in carrying out some functions.	
To build organizational capacity through organisational restructuring and re-engineering.	Streamline the organization’s structure to support its mission and mandate.	ODPEM increased its staff establishment by 20 permanent posts, and 2 temporary posts during the period 2018-19 to 2022-23 with seven of the new posts recommended by the consultants.	
To build organizational capacity through organisational restructuring and re-engineering.	Improve the Human resource capacity in achievement of the mandate.	There were 36 separations between 2018-19 to 2023-24, with 14 occurring in 2022-23 while 22 persons were hired. At March 2024, ODPEM had 23 technical positions, with 8 (35%) vacant and two temporarily filled.	

 MET the criteria     
  Criteria partially met     
  Did not meet the criteria

### Organization and Staffing

**3.1** The Disaster Risk Management Act requires ODPEM to provide timely and authoritative information concerning the conditions and trends in the quality of the natural and physical environment as these related to the risk of natural disasters. Additional functions also include:

- analyse and interpret such information,
- periodically prepare and review the disaster risk assessment maps of each parish; and
- liaise with local authority for exchanging information, among other activities.

Consistent with its strategic objective "building organizational capacity through organizational restructuring and re-engineering, ODPEM engaged a consultancy firm on July 2, 2018, on a nine-month contract valued at \$6.76 million to perform an organizational structure review. The review exercise which aimed to strengthen ODPEM’s technical capabilities, was extended from April 16 to June 15, 2019, to cover additional tasks of amending job descriptions, at an additional cost of \$1.2 million bringing the total to \$7.96 million. The terms of reference defined the scope of work as:

- Reviewing the current organizational structure.



- Recommending changes to align with the Disaster Risk Management Act, Medium-Term Socio-Economic Policy Framework, Thematic Working Group documents, and ODPEM's sub-regional obligations.
- Identifying areas for structural adjustments to improve cost-effectiveness and human resource efficiency.
- Creating new job descriptions for recommended positions and updating job descriptions for redesigned roles.
- Developing an implementation strategy for the restructured organization.

Based on their review, the consultants recommended a new functional structure with 34 additional positions and the redesigning of five existing posts to improve the efficiency and effectiveness of some functions. Accordingly, between 2018-19 to 2022-23, ODPEM expanded its staff establishment by 20 permanent posts and 2 temporary posts, with seven of the new posts recommended by consultants (**Appendix 2**). However, the consultants subsequently observed that rather than adding staff to carry out additional tasks or responsibilities, these tasks were tacked to the current staff population who at times were not able to effectively and efficiently deliver on the mandate of the agency as well as their respective divisions.

#### **Management Response**

To fulfil the country's obligation under the contingent credit facility with the IDB, the ODPEM sought approval from the MOFPS for temporary posts to be established as the then existing structure would not guarantee the deliverables being met. This was necessary to ensure the deliverables were met while the review of the organisation was underway as opposed to being considered as tacked to the existing structure. The MOFPS subsequently approved the temporary posts to be made permanent while the review of the report by the consultants continued. It should be noted that the temporary posts proved difficult to fill. To carry out the national priorities, the existing staff carried out the most critical tasks.

**3.2** As of March 2024, ODPEM had 23 technical positions of which 8 (35%) were vacant and two were temporarily filled (**Appendix 3 and 4**). The positions included two Regional Coordinators who were responsible for executing emergency management programs, conveying information to Parish Disaster Committees, coordinating resource access among parishes, and conducting on-the-spot assessments of disaster preparedness. In its quarterly report for October to December 2023, ODPEM indicated that it was unable to support the development of Disaster Risk Management Plans and Standard Operating Procedures at the Parish level as two Regional Coordinator positions remain unfilled, contributing to the constraints faced in achieving the target. At the same time, we noted that functions of the regional coordinator for the Eastern Region were undertaken by the Acting Senior Director (PEOD) who during 2022-23 continued to perform substantive responsibilities as Regional Coordinator. This challenge was also highlighted by the Consultants who noted the adverse impact on ODPEM in efficiently and effectively carrying out its mandate.



### **Management Response**

The Ministry provided support to the ODPEM to ensure the document developed by the consultants (private) was executed consistent with GOJ's guidelines to ensure value for money. The process requires the document to be reviewed for accuracy and relevance of proposed posts consistent with the needs of the organisation and subsequent submission to the MOFPS for review, assessment and approval. In some cases, experience has demonstrated that the process may extend to years as the consultant's report puts forwards recommendation and is not final. This is not inconsistent with GOJ's approach where private consultants do organisational review. The report was finalised and submitted to the MOFPS in 2023 and is presently subject of the MOFPS' review. It is to be noted that the new proposed structure considers the ratio to technical to administrative staff. The implementation of new proposed posts cannot commence before the approval of the MOFPS, as the MOFPS is the responsible Ministry for the public sector.

Through the Director, Organisational Development, the Ministry continues to provide oversight to the process by engaging with and dialoguing with the MOFPS and the ODPEM.

The recruitment and selection processes are now in progress for all vacant posts including for the two regional coordinators. Also, the workplan and PER for the acting senior director has been adjusted to reflect the current realities pending the completion of the processes.

**3.3** ODPEM's ability to effectively manage disaster preparedness and relief operations, was also affected by its inability to attract new recruits at existing salaries and high employee turnover. ODPEM's Recruitment activities for the financial years 2018-19 to 2022-23, resulted in the hiring of 22 new employees. Additionally, ODPEM's Succession Plan, established in 2003 and revised in 2007, aimed to facilitate smooth leadership transitions, assessing organizational needs and competencies through demand, supply, and gap analysis. However, between financial years 2018-19 to 2023-24, there were 36 separations, of which 14 occurred in 2022-23. Of note ODPEM's recruitment activities were temporarily stalled by the Board on September 13, 2022 due to the identification of mould based on air quality tests conducted on May 12, 2022, by representatives from the Ministry of Health and Wellness. In correspondence dated June 26, 2024, the Ministry of Health and Wellness advised that the areas previously affected by mould were now safe for full habitation.










### **Management Response**

The Ministry also embarked on assessment/engagement to ascertain reasons for high staff turnover. Various factors were identified. The main factors identified were:

1. Leadership
2. Better Job Opportunities due to compensation

# Part Four

## Physical Resource Management

 <b>At A Glance</b>			
Strategic Objective	Criteria	Key Findings	Assessment Against Criteria
To build organizational capacity through organizational restructuring and re-engineering	Limit spoilage and obsolescence by conforming with First in First out method of distribution.	Despite employing Sage 300 for its perpetual inventory system, ODPEM failed to adhere to the FIFO inventory method, due to challenges such as limited storage space and manpower shortages.	
To build organizational capacity through organizational restructuring and re-engineering	Maximize the capabilities of the Sage 300 software.  Proficiency in use of Sage 300 strengthened.	Visits to five warehouses between October 2023 and January 2024 revealed issues such as duplicated inventory coding, insufficient segregation of items, and discrepancies from inventory transfers.	
To build organizational capacity through organizational restructuring and re-engineering	Warehouse inspections and repairs	Based on limited resources, ODPEM reduced its target for acquiring storage containers from 13 to 7, with an estimated cost of \$8.31 million. These were yet to be acquired at the time of the audit.	
Internal fleet management system	Schedule and monitor maintenance to proactively prevent breakdowns.	Maintenance schedules from 2018-19 to 2022-2023 indicated that budgetary constraints prevented regular servicing.	
To build organizational capacity through organizational restructuring and re-engineering	Acquisition of an air conditioning unit and the replacement of servers were identified as key deliverables in ODPEM’s 2019–2023 Strategic Plan.	ODPEM requested \$32.84 million on March 18, 2019, to address the deteriorating air conditioning unit, however the amount requested was increased to \$60 million in ODPEM’s 2024-25 budget.	
 <b>MET the criteria</b>	 <b>Partially met</b>	 <b>Did not meet the criteria</b>	

## Inventory Management

**4.1** Based on the Disaster Risk Management Act, the ODPEM is required to prepare and maintain inventories of services and supplies in preparation for and in response to emergency situations and disasters. ODPEM was expected to limit spoilage and obsolescence by conforming with the First in First out (FIFO) methodology of distribution and ensuring proper storage. The FIFO methodology was expected to allow for the distribution of relief items before they reached their life span percentage. However, ODPEM failed to adhere to the FIFO Inventory methodology due to challenges such as limited storage space and manpower shortages. During visits to ODPEM's five inventory warehouses between October 2023 and January 2024, our audit team observed the storage of obsolete and damaged items among the relief supplies (**Appendix 6**).

### Management Response

The ODPEM via letter dated June 21, 2024, has been requested to provide biannual reports on its inventories on relief items (To include condition of items and items deemed invalid or unusable and the value of the items, maintenance schedules and service contracts for the inventory warehouses for relief supplies.) Further the ODPEM has been reminded to comply with the GOJ's standards for assets and inventories. The ODPEM will be required to provide evidence of same and copies of the relevant plans.

The work plans for the SD PEOD (Acting) and the Logistics Manager (Acting) have been amended to introduce the activity for the labelling of the inventory items and stock rotation to facilitate FIFO method of inventory management. The ODPEM also wishes to advise that in pursuit of a new warehouse location, attempts to identify a suitable site in northeast Jamaica were unsuccessful. Through dialogue with the JCF, the ODPEM has made in runs for a new site to be located at Twickenham Park, St Catherine.

**4.2** ODPEM utilised the Sage 300 software (formerly Accpac Accounting Software) to manage its perpetual inventory management system. ODPEM's Strategic Plan for 2021-25 highlighted as an objective the need to maximize the capabilities of the Sage 300 software and improve proficiency in its use, as well as limit variance between perpetual and physical inventory. As far back as 2018, ODPEM's internal auditor and logistics officer identified the presence of duplicated stock numbers, and inventory count discrepancies pointed to inaccuracies in the perpetual inventory management system. The problem was also confirmed by Management Letters related to audited financial statements for the years ending March 31, 2019, and March 31, 2020. To address these challenges with the perpetual inventory management system, ODPEM indicated plans to streamline the stock numbers and provide additional staff training. However, during our visits to five inventory warehouses between October 2023 and January 2024, we identified the existence of duplicated inventory coding, insufficient segregation between GOJ and donated items, and discrepancies caused by the transfer of inventory items to other warehouses (**Appendix 6 and 7**). The persistence of these problems demonstrated that recommendations for improvement were not fully implemented. ODPEM indicated plans to implement a web-based inventory management software, the CDEMA Logistics System, in parallel with the existing SAGE 300 System by the end of the second quarter of 2024-25. Training for this system was conducted between November 6 and 17, 2023.

### **Management Response**

The Ministry (MLGCD) will ensure that the recommendations are completely implemented and will require the ODPEM to simplify stock numbers. These activities will be monitored jointly by the Director of Asset Management and Director of Hazard Mitigation, MLGCD within the period 2024-25.

**4.3** Collaborative warehouse inspections of inventory undertaken by ODPEM, the Jamaica Fire Brigade and the Ministry of Health and Wellness in July and September 2020 revealed that items were stored in inappropriate conditions. Many of the inventory items were soiled and exhibited varying degrees of mould growth due to exposure to excessive humidity levels and water damage due to leaking. The AuGD's site visit to the Montpelier Warehouse in October 2023 also identified mould on damaged items stored in garbage bags, as well as pest control issues. Following our inspection in October 2023, ODPEM enlisted pest control services in November 2023. ODPEM confirmed that pest control activities were carried out in November and December 2023 at Montpelier. In correspondence dated April 19, 2024, approximately four years after the initial 2020 inspection, ODPEM informed the Auditor General that the estimated loss for relief items amounted to \$3.9 million.

### **Management Response**

A warehouse maintenance plan has been completed. The work plan will reflect the performance indicator "limited spoilage and obsolescence through proper storage to support activities in respect warehouse repairs and inspections". Routine cleaning of the warehouses is currently carried out by short term contract workers. Pest control services and routine maintenance of equipment (chain saws and generators) are also carried out annually. However, the issue of annual service contracts is a recommendation that the ODPEM will now seek to implement with a view to ensuring that arrangements for these services and the requisite maintenance is completed at the highest standard.

The work plans of the Logistics Manager and Administrator will be adjusted to include the development of a Warehouse Maintenance Plan for implementation by June 30, 2024, outlining procedures including a maintenance schedule for servicing of equipment, building inspections and cleaning and repairs. The Warehouse Maintenance Plan is now completed.

**4.4** ODPEM through a board submission dated September 21, 2021 proposed a \$19 million budget for the rehabilitation of 13 Storage Containers to enhance disaster preparedness capabilities. The justification centred around ODPEM's crucial role in disaster preparedness and mitigation, collaboration with various entities which necessitated the storage of relief supplies in ideal conditions and alignment with established codes of practice and standards. However, due to the limited availability of financial resources ODPEM rescope the project in October 2023 from 13 to 7 Storage Containers based on a \$10.69 million dollar budget reduction to \$8.31M. The memorandum outlined the scope of work, which included acquisition two (2) 40ft containers for Mount Salem, St. James, two (2) 40-foot containers for Central Food Organization, Marcus Garvey Drive, Kingston, and three (3) 20-foot containers for Central Food Organization, Marcus Garvey Drive, Kingston. At the time of our audit the containers had not been acquired.

### Management Response

It is to be noted that the approved budget for repairs to Warehouse Facilities were as follows:

Financial Year	Amount
2022/2023	\$9.1M
2023/2024	\$10M

The \$19M was to be provided over the last two financial years given budgetary constraints.

## Business Continuity

**4.5** ODPEM Strategic Plan 2021-25 also identified as an objective, the need to ensure that data recovery systems are at full readiness, which is essential to business continuity. However, ODPEM's offsite backup arrangements with the service provider were inactive due to server disruptions at least once per week with the main blade-server reaching the end of its useful life on December 31, 2019. ODPEM subsequently provided the signed contract for the data server replacement dated July 18, 2024.

**4.6** The replacement of the central air conditioning unit was identified in ODPEM's 2019-23 Strategic Plan as a key deliverable. However, ODPEM failed to achieve this objective and hence the \$32.84 million allocated by the Ministry was not spent. In its Financial Year 2024-25 budget submission, ODPEM requested \$60 million to replace the outstanding air conditioning unit citing its critical condition and the unavailability of serviceable parts. The \$60 million requested represented an increase of 83 per cent above the \$32.84 million provided by the Ministry in 2019. ODPEM attributed the delay in procuring the air conditioning unit to technical problems; however, the funds remained unused for over five years. The delay in replacing the air conditioning system subsequently necessitated staff being accommodated in a tent within its car park and at the National Emergency Operations Centre (NEOC) in 2023. Work on the central air conditioning unit was completed on January 14, 2024. Of note, the closure of the building from November 27, 2023, to January 14, 2024, also hindered access to critical documentation, causing delays in our audit process.

### Management Response

The Ministry provided support to the ODPEM by requesting \$60 million in the Permanent Secretary memorandum for budget year 2024/2025 for replacement of the air conditioning unit, however this request was not supported. Continued representation will be made.

## Fleet Management

**4.7** The effective management of ODPEM's motor vehicle fleet is also essential to the timely delivery of its relief services during emergencies and disasters. We noted that ODPEM's fleet comprised a total of 13 vehicles which included eleven motor trucks, one motorcycle, and one motor car (Table 2). As at March 2023, the age of the vehicles spanned 24 years to 1 year.

**Table 2: ODPEM Fleet Listing for the period 2018 – 2023**

Type of Vehicle	Make	Year	Body Type	Model Type	Age (Years)
Motor Truck	Mitsubishi	1999	Stake	Canter	24
Motor Truck	Isuzu	2004	Box	NPR	19
Motor Truck	Isuzu	2004	Box	NPR	19
Motor Truck	Nissan	2006	Pickup	Frontier	17
Motor Truck	Toyota	2007	Stake	Fuso	16
Motor Car	Toyota	2008	Station Wagon	Land Cruiser	15
Motor Truck	Toyota	2011	Pickup	Hilux	12
Motor Truck	Toyota	2012	Minibus	Hiace	11
Motor Truck	Toyota	2012	Pickup	Hilux	11
Motorcycle	Honda	2012	Solo	CR125-Storm	11
Motor Truck	Toyota	2020	Pickup	Hilux	3
Motor Truck	Toyota	2020	Pickup	Hilux	3
Motor Truck	Toyota	2022	Bus	Hiace	1

Source: ODPEM Records

**Management Response**

The agency has been making requests for budgetary allocation for its fleet. A request was made for two trucks and one executive vehicle for financial year 2024-25. Approval was received for one truck which is to support the JICA project in 2024-25. The most recent purchase was a media bus in 2022 and two pick-up trucks in 2020 under the JICA project.

**4.8** Some of ODPEM's vehicles were not maintained for extended periods which could hinder ODPEM's ability to respond promptly and effectively to disasters and emergencies. In addition, ODPEM's maintenance schedule revealed that due to budgetary constraints, some vehicles were only serviced once for the period under review or with limited provisions for servicing unless usage increased (**Table 3**).

**Table 3: ODPEM vehicles with limited servicing between the period 2018-19 to 2022-23**

Vehicle Type	Make	Registration No.	Maintenance Periods	Comments/Reasons
Motor Truck	2006 Nissan Frontier	0981 ET	April 2020 - July 2020, August 2020 - November 2020	Used primarily for assignments around town due to unreliability, serviced only once during the year. Limited servicing due to budget constraints, serviced only once during the year.
Motor Truck	1999 Mitsubishi Canter	CD9448	April 2018 - July 2018, August 2018 - November 2018, December 2019 - March 2020	Vehicle was parked for a few months, and there was uncertainty about when it would be operational again. Limited servicing due to budget constraints, with provision for servicing once unless usage increased.
Motor Truck	2004 Isuzu NPR	303208	April 2020 - July 2020, December 2020 - March 2021	Vehicle was in the garage for repairs during the period, with parts sourcing required. Limited servicing due to budget constraints and based on the expected delivery time of the vehicle.



Vehicle Type	Make	Registration No.	Maintenance Periods	Comments/Reasons
Motor Truck	2008 Toyota Land Cruiser (Prado)	6580 FH	April 2019 - July 2019, August 2019 - November 2019	Limited servicing due to budget constraints.
Motor Truck	2008 Toyota Land Cruiser (Prado)	6580 FH	April 2021 - July 2021	Limited servicing due to budget constraints.

Source: ODPEM Records

**Management Response**

For the financial years prior to 2022/23, the Office of Disaster Preparedness and Emergency Management (ODPEM) fleet management budget was approximately Six Million Dollars (\$6M). The ODPEM’s budget for 2022/2023 and 2023/2024 was \$7.5 M and \$6.2 M respectively.

Funding support within budget was utilised as outlined below for the period under review:

- a) vehicle maintenance
- b) licences and registration
- c) fuel and lubricant
- d) toll passage for both highways
- e) batteries
- f) tyres
- g) pre and post Inspection costs for each vehicle repair to the Island Traffic Authority
- h) other required vehicle incidental(s).

Despite the monetary challenges faced by the ODPEM regarding fleet management, efforts were made to always have the vehicles used during emergencies functional with focus that ODPEM should always be in a state of readiness. Accordingly, more attention has been placed on the repairs and maintenance of trucks and pickup trucks as these vehicles are used during emergencies/disasters. The maintenance schedule will be reviewed and amended as may be required to guide the maintenance of vehicles. The Ministry through its Facilities and Administrative Management Unit will be assigned to monitor and provide oversight to ODPEM in this regard.





## APPENDICES

### Appendix 1- Summary of Board Deliberations regarding the strategic direction and goals of ODPEM

Date	Meeting	Discussion
Mar 14, 2023	Board	The Board is awaiting the submission of ODPEM Strategic Plan, Operational Plans, and Budgets for the 2021-2024 Financial Years. Various versions sent are not in alignment with the Letter of Corporate Expectation and additional objectives. The Acting Director General's opinion on some objectives is discussed, and the Chairman suggests expressing concerns in writing for further discussion with the Minister.
Feb 14, 2023	Board	The Corporate Secretary reviews submitted documents, finding misalignment with the Letter of Corporate Expectation. If submissions remain unsatisfactory, the Board contemplates writing to the Financial Secretary, seeking Ministry of Finance and Public Service intervention due to the inability to approve plans for over three years.
Dec 13, 2022	Board	The Board facilitates the presentation of ODPEM's Strategic Plan, Operational Plan, and Budget. The Chairman expresses disappointment with the time taken to present a comprehensive document. Expectations based on policy directives and additional objectives issued in 2021 are emphasized. The Acting Director General presents, but discrepancies prompt the Chairman to seek clarification from the Permanent Secretary. Fundamental issues in the relationship between the Board and Management Team are highlighted. The Board directs the Management Team to align documents with the Letter of Corporate Expectation and Minister's objectives, submitting updated documents through the Corporate Secretary.
Jan 16, 2022	Board	The Director of Finance notes the submission of the Operational Plan for the 2022-2023 Hurricane Season to the Ministry but not yet to the Board.
Jul 12, 2022	Board	The Chairman reminds the Board that the management has not yet submitted the Strategic Plan and Operations Plans for the new fiscal year.
Sep 13, 2022	Board	The Corporate Secretary confirms the circulation of a soft copy of the Strategic Plan, Operational Plan, and Budget to all Board Members. The Chairman informs about a meeting with the Minister regarding IDB (Inter-American Development Bank) (Inter-American Development Bank) deliverables and urges the Ex-Officio MLGCD to update the Board. Deliverables are discussed, and the Management Team is directed to ensure updated documents' timely submission through the Corporate Secretary.
Nov 8, 2022	Board	The Chairman invites the Ex-Officio MLGCD to give an update on IDB deliverables. The Ex-Officio MLGCD informs about the October 15, 2022, deadline for two IDB deliverables, and adjustments were made and submitted to the Ministry of Finance. The Acting Director General commits to responding to emails and delivering requisite documents. The Ex-Officio MLGCD reports that IDB deliverables for year 4 have been approved, awaiting formal confirmation from the Ministry of Finance.
Jul 13, 2021	Board	The Chairman notes the management's failure to submit the amended Strategic Plan, Operational, and Budget for approval.
Aug 10, 2021	Board	The Board is still awaiting the Strategic Plan, Operational Plan, and Budget for the fiscal year 2021-22 from ODPEM's senior management.
Sep 21, 2021	Board	The Chairman highlights the outstanding matter of staff performance, directly related to the Strategic Plan, and seeks clarification and revision requested months ago.

Source: ODPEM Records



Appendix 2- Posts recommended by consultant and obtained by ODPEM for the period 2018-19 to 2022-23

New post recommended by Consultant		New posts obtained by ODPEM based on consultant recommendation	
Title	No. of new post	Title	No. of new post
Director Emergency Operations	1	-	-
Director ITC	1	-	-
Telecommunications Officer	2	-	-
Senior ICT Officer	1	-	-
ICT Officer	1	-	-
DRM Officer (EOC)	2	-	-
Warehouse Staff	3	-	-
GIS Specialist	1	GIS Specialist	1
Junior Planning Analyst	1	-	-
Junior Disaster Mitigation Officer	2	-	-
Manager Preparedness Program Management (Regional Coordination)	1	-	-
Regional Coordinator	4	-	-
Monitoring & Evaluation Officer (change status from contract to permanent)	2	-	-
DM Policy Analyst	1	Policy Analyst	1
DRM Specialist	1	-	-
Administrator – DRM Council Secretariat	1	Administrative Officer	1
Administrative Assistant	1	Administrative Officer	1
Public Relations Officer	1	-	-
Corporate Executive Assistant	1	-	-
Corporate Planner	1	Corporate Planner	1
Procurement Manager	1	Director, Public Procurement	1
Senior Procurement Officer	1	-	-
Procurement Officer	1	-	-
HR Officer	1	HRM Administrator	1
Budget & Bank Reconciliation Officer	1	-	-
<b>Total</b>	<b>34</b>		<b>7</b>

Source: ODPEM Records

### Appendix 3- ODPEM Technical Staff as at March 2024

No of Post	Post Name	Post No.
1	Director General	250425
1	Policy Analyst	TMP8790SB
1	Deputy Director General	250426
1	Senior Director PEOD	250445
4	Regional Coordinator (West)	262683
	Regional Coordinator (East)	262684
	Regional Coordinator (North)	250446
	Regional Coordinator (South)	262685
1	Telecommunications Engineer	250451
1	Telecommunications Officer	250452
1	Assistant Telecommunications Officer	250453
1	Audio Visual Technician	250435
1	Senior Director Mitigation Planning and Research	250440
1	Research Analyst	250442
1	Mitigation Program Officer	250443
1	Senior Planner	33566
1	Planning Analyst	250444
1	GIS Analyst	TMP12388SB
1	Subdivision Officer	TMP12387SB
2	Systems Technician	262682
	Systems Technician	250419
1	Manager, Information Systems	260417
1	Telecommunications Engineer JICA Project	Contract
<b>Total Technical Staff</b>		23

Source: ODPEM Records

## Appendix 4- ODPEM Technical Staff Vacancy as at March 2024

Number of Post	Post Name	Post Number	Status	Remarks	
1	Director General	250425	Vacant	Deputy Director General is acting in the post	
1	Policy Analyst	TMP8790SB	Vacant		
1	Senior Director PEOD	250445	Vacant	Regional Coordinator East is acting in the post	
2	Regional Coordinator (North)	250446	Vacant		
	Regional Coordinator (South)	262685	Vacant		
1	Telecommunications Officer	250452	Vacant		
1	Senior Planner	33566	Vacant		
1	Planning Analyst	250444	Vacant		
1	GIS Analyst	TMP12388SB	Vacant		
1	Subdivision Officer	TMP12387SB	Vacant		
<b>Total Vacant Technical Posts</b>			<b>10</b>		

Source: ODPEM Records

## Appendix 5- Review of Correspondence

Correspondence Date	Sender/Recipient	Summary
<b>May 17, 2021</b>	Ministry of Finance to ODPEM	<p>As it relates to the loss to GOJ, the ODPEM should cause a report of the full details to be submitted to the Auditor General and the Financial Secretary as required in section 3 (vii) (e) of the Comprehensive Asset Management Policy.</p> <p>(3) Custodianship</p> <p>Viii (e) Whenever any deficiency, loss, damage, or destruction occurs in respect of government property assets, whether by misappropriation, theft, fire, accident, or damage caused completely or partially by rain, flood, or any other agency either directly or indirectly, it shall be the duty of the Accounting Officer/ Head of Entity/ Chief Executive Officer to report the full details of the loss at once, to the Financial Secretary and to the Auditor General, even when such loss has been made good by this person responsible for it.</p>
<b>July 15, 2021</b>	ODPEM's Board of Management to Acting Deputy Director General	<p>Ongoing failure to comply with Board directives related to relief supplies, including the following:</p> <ol style="list-style-type: none"> <li>1. Clear demonstration of an understanding of the Government of Jamaica Comprehensive Asset Management Policy for the Public Sector in relation to the lost to GOJ.</li> <li>2. Outline what was done with respect to write off the items.</li> <li>3. Outline of a plan and indicative budget that would ensure the establishment of proper storage facilities island wide to demonstrate a clear understanding of what is required to properly maintain inventory items.</li> <li>4. An indication with justification of the cost to replenish the National Inventory In order to meet minimum requirements.</li> <li>5. Changes that will be made to the management of the national inventory to ensure that there is no recurrence.</li> </ol>
<b>August 22, 2022</b>	ODPEM's Board of Management to Minister of Local Government and Community Development	<p>The Board's decision not to approve further expenditure related to relief supplies due to ODPEM's non-compliance with directives:</p> <ol style="list-style-type: none"> <li>1. Resolve the accounting inconsistencies related to the inventory of the relief supplies to remove the distortion of ODPEM's financials.</li> <li>2. Provide a proper inventory of the relief supplies and the systems of distributing the relief supplies.</li> <li>3. Provide a comprehensive plan and budget for the management of the relief supplies inclusive of the proper facilities required island wide for their proper storage,</li> <li>4. Submit the reports requested by the Ministry of Finance and the Public Service related to the damaged/ spoilage/ destruction of relief items.</li> <li>5. Submit an action plan to the Board in response to the Management Letter issued by the external auditors. Segregate the newly purchased relief supplies from those purchases and in storage.</li> <li>6. Respond to the audit committee of the Board when inquiries are made.</li> </ol>

Source: ODPEM Correspondenc

## Appendix 6- Observations at Inventory Warehouses Site Visits

Warehouse	Observation
Shalimar Avenue	<ul style="list-style-type: none"> <li>● Outdated fire extinguisher last serviced in July 2017.</li> <li>● Inadequate ventilation, relying solely on entrance doors for airflow.</li> <li>● Lack of electricity, resulting in no lighting within the facility.</li> <li>● Absence of clear segregation between donated items and GOJ items.</li> <li>● Obsolete and Damaged items stored with regular inventory supplies.</li> <li>● One discrepancy between ODPEM records and physical count.</li> <li>● An item listed as obsolete was not present; reported to be at Pimento warehouse.</li> </ul>
Montpelier, St. James	<ul style="list-style-type: none"> <li>● Outdated fire extinguisher last serviced in July 2017.</li> <li>● Inconsistent labelling of inventory items, leading to discrepancies.</li> <li>● Equipment had last been serviced in 2020/2021.</li> <li>● Obsolete items covered in garbage bags with mould observed, hindering verification.</li> <li>● Pest Control baits.</li> </ul>
Haining Road, Kingston	<ul style="list-style-type: none"> <li>● Discrepancies between ODPEM's records and physical counts due to lack of segregation.</li> <li>● Identification of duplicated stock numbers.</li> <li>● Transfer of inventory items to other warehouses causing discrepancies.</li> <li>● Obsolete and Damaged items stored with regular inventory supplies.</li> </ul>
Central Food Organization, Kingston	<ul style="list-style-type: none"> <li>● Verification of some items was hindered due to a shared location with the Ministry of Labour and Social Security. The items were stored outside the designated enclosed area assigned to ODPEM, which was fenced and accessible by a padlock, leading to obstruction by MLSS items.</li> <li>● Obsolete and Damaged items stored with regular inventory supplies</li> </ul>
Pimento Board, Kingston	<ul style="list-style-type: none"> <li>● Identification of duplicated stock numbers.</li> <li>● Transfer of inventory items to other warehouses causing discrepancies.</li> <li>● Obsolete and Damaged items stored with regular inventory supplies.</li> </ul>

Source: AuGD Site Visits

## Appendix 7-Photographs of Inventory Warehouse Visits

**Location Shalimar (Kingston): Outdated fire extinguisher last serviced in July 2017**



**Location Pimento Board (Kingston): Obsolete and Damaged items stored with regular inventory supplies**



**Location Montpelier (St. James): Obsolete items covered in garbage bags with mould observed**

