



**THE OFFICE OF
THE PUBLIC DEFENDER**

2024 ANNUAL REPORT

Empowering Dignity | Ensuring Equality | Upholding Justice for All

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ANNUAL REPORT YEAR 2024

Public Defender's Message

The past year has been one of purposeful growth, institutional strengthening, and forward momentum for the Office of the Public Defender. As we continue to fulfil our mandate to investigate acts of maladministration and violations of citizens' rights by the State, my focus has been on steering the Office through a period of transformation – modernizing legacy systems, strengthening institutional capacity, and positioning the organization to safeguard the rights of the people of Jamaica more effectively.

A key milestone during this period has been the modernization and strengthening of our Information and Communication Technology (ICT) systems. An audit of our ICT infrastructure was conducted to assess our readiness to meet evolving privacy and data security standards, to align with modern privacy protocols and the requirements of the 2020 Data Protection Act. In keeping with these obligations, the Office is now registered with the Office of the Information Commissioner and has gotten approved the post of Data Protection Officer to oversee compliance. These steps represent not only legal adherence but also our continued commitment to accountability, transparency, and maintaining the public's trust.

Institutional expansion has also been a defining feature of the year. The organization has grown with the addition of a Data Protection Officer, as mentioned before, and other key posts, such as that of a Legal Officer, a Public Relations Officer, a Driver, and administrative support staff, enabling us to better serve the public and manage increasing operational demands.

Access to justice remains at the heart of our mission. In this regard, the National Works Agency has been engaged to manage the retrofitting of new office spaces in Kingston and Montego Bay. These upgraded facilities will allow us to deliver services more efficiently while accommodating our growing team and expanded functions. As part of a broader effort to make justice more accessible to marginalized and under-served communities, we also launched a new mobile office unit equipped with a robust team of investigators. This unit has been scheduled to visit and serve parishes that currently do not have a physical OPD presence. These outreach efforts, undertaken in collaboration with the Social Development Commission and supported by the Jamaica Constabulary Force, underscore our commitment to ensuring that no community is left without access to administrative redress.

Equally important has been our focus on transparency and good governance. The Office sought and obtained support from the Ministry of Justice for an internal audit.

These measures reflect our resolve to operate with the highest standards of accountability, efficiency, and fiscal responsibility.

Collectively, these developments reflect an organization in transition – modernizing its systems, broadening its impact, and positioning itself to better respond to the evolving needs of the public. By strengthening our institutional framework, expanding access to our services, and upholding the principles of accountability and fairness, we are laying the groundwork for a more just and responsive system of administrative redress.

The progress achieved this year is not merely operational; it speaks to our enduring responsibility to stand with the people of Jamaica in the pursuit of justice and fairness. Every upgrade made, every community reached, and every audit undertaken is ultimately about strengthening the trust between citizens and the State. On behalf of the Office of the Public Defender, I extend my deepest gratitude to our dedicated staff, partners, and, most importantly, the Jamaican people who continue to place their confidence in us. Your voices, your stories, and your resilience are at the heart of why we exist. Together, we will continue to build an institution that not only investigates injustice but also embodies the principles of accountability, dignity, and hope for every Jamaican.

MISSION STATEMENT

The Office of the Public Defender will, in accordance with the principles of Natural Justice and the Jamaican Constitution, investigate complaints brought by any member of the public against the State, seek redress for Constitutional and Administrative injustice and provide, where necessary and possible, the attorney's fees needed to pursue Constitutional remedies in Court.

THE MOTTO

“A voice of the voiceless ... to loose the chains of injustice”

NOTICE

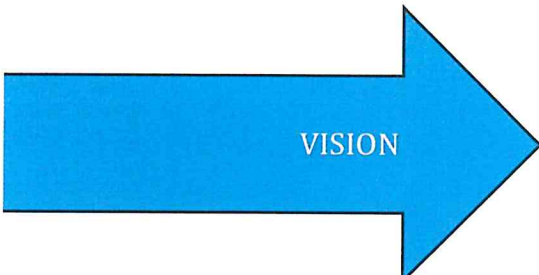
To: All complainants and visitors to the Office of the Public Defender

“You have a RIGHT to prompt, courteous and
efficient attention and service.

INSIST on it, POLITELY.

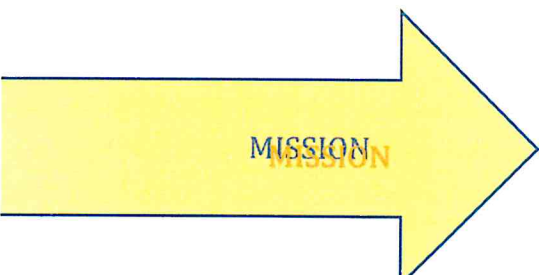
– The Public Defender

VISION, MISSION & CORE VALUES



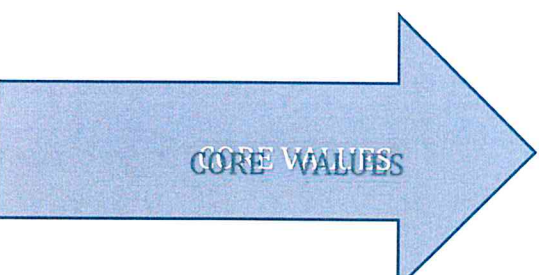
VISION

To be the premier investigating institution, seeking redress for all, where appropriate, for acts of maladministration and violations of constitutional rights, whilst striving to build social justice, social cohesion and equity for all.



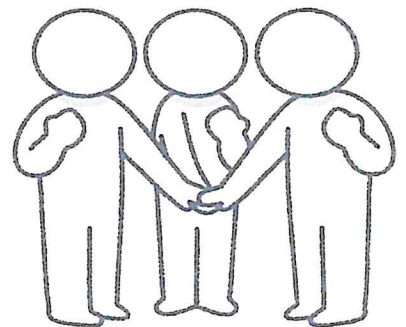
MISSION

To investigate allegations of constitutional rights violations, and complaints of maladministration and to seek redress where appropriate.



CORE VALUES

R	Respect and Responsibility
I	Integrity
G	Goal-Oriented
H	Honesty
T	Transparency
S	Stewardship

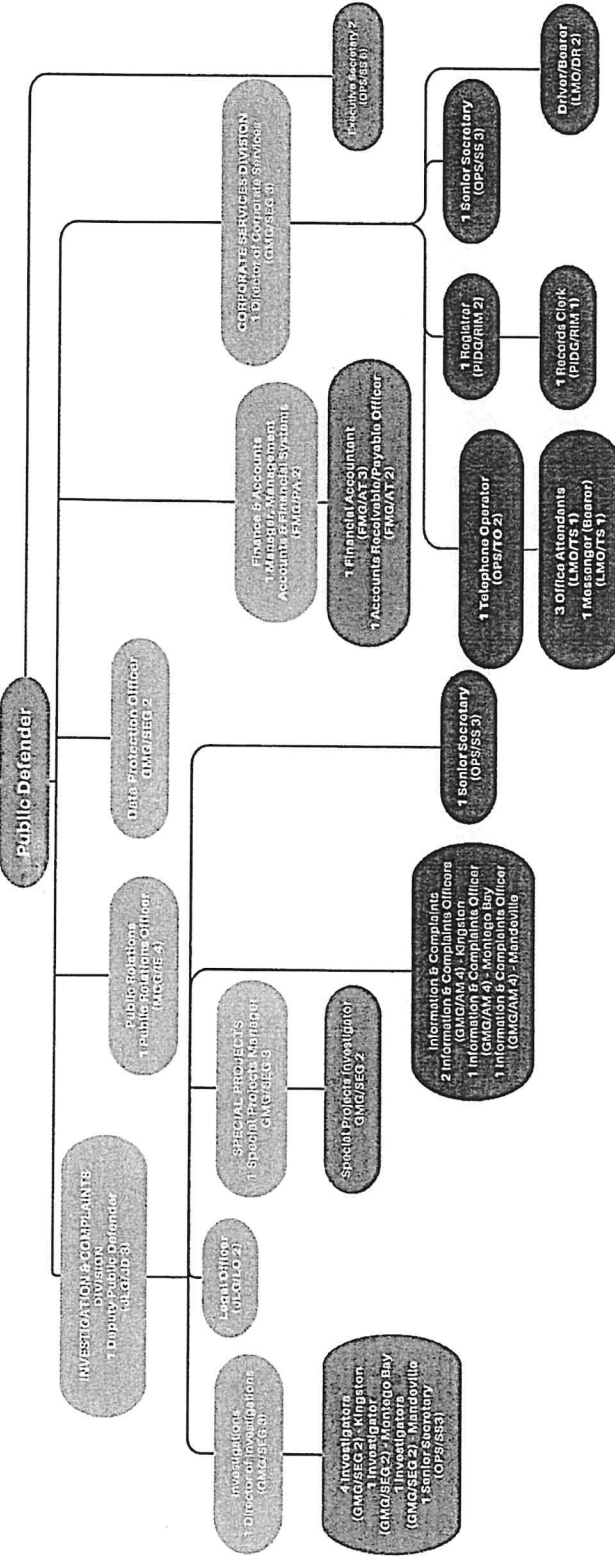


OFFICE OF THE PUBLIC DEFENDER

Organizational Structure

June 2024 - December 2025

Public Defender Commission



SENIOR MANAGEMENT



Mrs. Carolyn Reid Cameron KC, NP
Public Defender



Mr. Herbert McKenzie
Deputy Public Defender



Mrs. Audry Jones Chong
Director, Corporate Services



Mrs. Kayla Beckford Harrison
Director of Investigations



Mr. Victor Hemmings
Special Projects Manager



Mrs. Nicolette Tucker-Byfield
Manager - Management Accounts
& Financial Systems



Mr. Jonville Berry
Registrar



Mr. David Clarke
Investigator in charge
Western Regional Office



Mr. Gregory Simms
Investigator in charge
Central Regional Office

Office of the Public Defender

We are:

An independent Commission of Parliament that investigates citizens' complaints about services provided by public bodies and breaches of Constitutional rights by State entities.

These public bodies include government ministries, departments or agencies of government; parish councils (Municipal Corporations); statutory bodies or authorities; companies registered under the companies Act in which the Government holds not less than 51% of the ordinary shares.

The Institution of the Public Defender

The Office traces its roots to the Ombudsman Act of 1978, which created Jamaica's first Parliamentary Ombudsman to investigate complaints of maladministration by ministries, departments, and statutory authorities.

In 1999, Parliament enacted the Public Defender (Interim) Act, which came into force on April 16, 2000, repealing the Ombudsman Act and formally establishing the Office of the Public Defender.

The Public Defender is appointed to investigate complaints from citizens who believe they have suffered maladministration, unfair treatment, or breaches of their constitutional rights by public authorities. As a Commission of Parliament, the Office is independent of government and political parties, and is accountable only to Parliament.

Our mandate is to promote fairness, accountability, and transparency in the public sector by investigating complaints and, where possible, resolving matters within our jurisdiction. Importantly, the Act requires that all complaints to the Office are treated with strict confidentiality, and investigations are conducted in private.

Role

The Public Defender serves as an independent and impartial investigator of complaints brought by individuals who believe they have been unfairly treated by public authorities or providers of public services.

For the purposes of the Act, a public authority includes:

- Ministries, departments, or agencies of Government
- Parish Councils and the Kingston & St. Andrew Municipal Corporation (KSAMC)
- Statutory bodies or authorities
- Companies incorporated under the Companies Act in which the Government holds at least 51% of the ordinary shares

The Office exists to safeguard citizens against potential abuse, negligence, or unfairness arising from the workings of public administration. Its services are free of charge and available to any member of the public who cannot otherwise secure redress for grievances with government or public sector bodies.

After conducting investigations, the Public Defender may issue recommendations, seek corrective action, or where appropriate, help facilitate resolution of the matter. In certain circumstances, the Office may also provide financial support, in whole or in part, for constitutional matters pursued through the courts.

Guided by the principles of natural justice, the Constitution of Jamaica, and other laws, the Public Defender's mandate is to ensure that citizens are protected from administrative injustice and constitutional breaches, and that government authorities remain accountable in the exercise of their powers.

2024 AT A GLANCE



*Operational Budget Allocation
\$351, 542, 000.00*



*\$283, 163, 000.00
Expenditures*



*117 Cases carried
over from 2023/2024*



*356 Cases Received
2024*



*204 Cases finalized
through Advice/Assistance
2024*



*35 Cases finalized
through Investigations
2024*



15 Radio Slots



*87 Outreach/Public Awareness
Projects*

KEY ACTIVITIES

Service Delivery Environment (Relocation)

Overall, the OPD's annual report for the year 2024 offers a comprehensive review of the challenges which have given cause to the contemplation of relocation. The dedication and resilience of the OPD's staff have been critical in overcoming obstacles and achieving set targets. There was a special focus on creating a work environment conducive to capacity building, the contributions of individuals were recognized and also them working in comfort.

For a number of reasons, we have had to address relocating both the Kingston office and the Western Regional Office (Montego Bay), not the least of which were:

- Inaccessibility to the elderly, indigent and the disabled
- Sewerage issues
- Lack of parking
- Elevated heat levels...

...just to name a few. The OPD's imperative of being accessible to all peoples and communities finds expression in suitable locations that will accommodate office locations for both the Kingston Office and the Western Regional Office. The 5th Floor UDC Building, Ocean Boulevard and Harbour City Mall, Montego Bay respectively have been identified as suitable spaces and we have embarked on the journey to making these spaces home. The National Works Agency (NWA) has been contracted to manage the retrofitting and making both spaces suitable for the office. Since being contracted the NWA has taken us through the relevant procurement processes, and we look forward to re-locating in 2025.

Human Resources

The Organizational structure of the institution provided for 28 posts.

The institution was established initially through secondment of staff from other government organizations and persons who were employed to the Office of the Ombudsman were absorbed by the OPD.

There is a standardized performance assessment to ensure transparency and fairness, and all employees have signed performance reviews for the year under consideration.

The investigative work of the institution is demanding and has affected staff over the years. To treat with this, we have contracted external players, service providers who offer interventions at both individual and team levels.

Organizational Structure/Expansion

The organization has expanded with the addition of four (4) new posts to the Organizational Chart which were approved by the Ministry of Finance and the Public Service. The four posts were that of Driver, Legal Officer, Public Relations Officer and a Data Protection Officer. We now boast 32 posts on the Organizational Chart with plans of adding more.

With the post of driver being filled, the office was able to roll out its Mobile Office on scheduled runs to parishes which do not have an OPD plant. Venues to which the Mobile Office travels are determined in collaboration with the Social Development Commission and with support from the Jamaica Constabulary Force.

Interns

Regionally, there was hurricane *Beryl* in early July. It spooled up in the east Atlantic and smashed into the Caribbean via Barbados. Though *Beryl* tracked south of the island with a downgraded strength to category – 4, it did substantial damage to Jamaica, especially in the southern parishes.

Notwithstanding the onslaught of *Beryl*, OPD fulfilled its commitment to educational enrichment and throughout the year welcomed and mentored a total of 25 (twenty-five) interns various educational levels from institutions - Norman Manley Law School, Faculty of Social Sciences UWI, HEART Trust/NTA and High Schools.

Health and Safety Environment Issues

The OPD appointed an operational health and safety officer, who was tasked with the responsibility to monitor health and safety measures. During the year under review, a number of issues impacting the safety and health of the employees were identified and resolved in collaboration with the landlord.

Training

The OPD in staying true to its core mandate of service, has seen it fit to continue to train its staff and keep them sensitized to a wide cross section of subject matters. The Office is staffed with a large cadre of Justices of the Peace who serve the island of Jamaica. There were two sensitization sessions staged in-house for the Justices of the Peace who work with the Office of the Public Defender.

Other training sessions for the staff facilitated by external partners included Data Protection, Major Organized Crime (Scamming), Constitutional Affairs and Accounting.

Policies

Over the year in review, we have improved upon and developed policy frameworks which have been put in place. Listed below are but a few: -

- Data Protection Policy
- Privacy Policy
- Protected Disclosure Policy
- Workplace Anti-Sexual Harassment Policy
- Information Technology Policy
- CUG Policy
- Records Information Management Policy
- Reimbursement of tuition fees Policy

We continue to be transparent and streamline operations.

Internal Audit

An internal audit provides independent objective assurance and consulting services designed to add value and improve the OPD's operations. It also elevates the level of compliance with policies, the effectiveness of internal controls and advises of any corrective actions where weaknesses are identified.

We sought and obtained support from the Ministry of Justice in having an internal audit done. Auditors from the Ministry of Justice commenced audit activities with a site visit at the Office of the Public Defender in August 2024. The internal audit commenced thereafter.

We are currently engaged in an audit for the financial year 2019/2020. It is intended to bring all the relevant years under review.

We have also had an internal audit conducted on the electronic/technological aspect of the operations. The ultimate objective of the latter audit is to upgrade our systems so as to meet data privacy standards and effect efficiency. We await that report.

Data Protection

The Office of the Public Defender is now registered with the Office of the Information Commissioner, which means that we have met the Data Protection Act deadlines in being compliant. With the post of Data Protection Officer now approved by the Ministry of

Finance and the Public Service, it is to be filled so as to have a smooth transition on the road to full compliance. As investigators we are in fact Data Controllers who process data and therefore have an obligation to the public that we serve.

Engagement/Outreach

During the period under review, the OPD embarked on various collaborative initiatives, as well as on its own accord to sensitize the public and specialized groups on the work of the Public Defender, as well as to promote and support stakeholders in respect of their role and functions as far as it touches the rights of citizens.

To this end, there were 85 outreach engagements. These engagements were conducted in all 14 parishes of the island. Groups targeted were Parents, Children, Disabled, Teachers, Young persons on a whole, Senior Citizens. All in all, our outreach and interventions were non-discriminatory and all embracing.

Table 2 – Outreach Engagements

Communities	Parish	Activity	Confirmed Dates
1. Independence City	Portmore, St. Catherine	Citizens Association Meeting	January 27, 2024
2. Kingston- The Summit	St. Andrew	MoJ-Annual Restorative Justice Conference	February 7, 2024
3. Lucea	Hanover	Securing Your Legacy Roadshow- Admin Gen. (contact T. Ramgeet- 876-290-1402)	February 9, 2024
4. Boston Primary School	Portland	Career Day (Grades 4-6)	February 13, 2024
5. St. Catherine	Keystone	Presentation to Citizens Association	February 18, 2024
6. Portland	CASE	Presentation to students and Staff	February 20, 2024
7. Portland	CASE	Presentation to students and Staff	February 21, 2024
8. UTECH	Kingston	Farmer's Forum Display (Jamaica Blue Mountain Coffee Festival)	February 29, 2024
9. Mount Zion Primary	St. Ann	Presentation to PTA	March 4,

	and Infant School		2024
10.	Boston Primary School	Portland	PTA meeting @ 1 pm March 12, 2024
11.	Montego Bay Conference Centre	St. James	Presentation to the JPs March 13, 2024
12.	Kingston	Kingston	Jamaica 4-H Clubs March 15, 2024
13.	Jamaica Agricultural Commodities Regulatory Authority (JACRA)	St. Thomas	Woburn Lawn Primary School March 20, 2024
14.	Edmund Ridge Association	Montego Bay	Community Meeting March 24, 2024
15.	Hewitt's View Baptist Church	St. Elizabeth	Presentation to Church and community March 24, 2024
16.	Port Morant Primary	St Thomas	Devotion exercise on the rights and responsibilities of a child . April 15, 2024
17.	Duckenfield Primary	St. Thomas	Presentation to Parents April 16, 2024
18.	Dupont	Kingston	Jamaica 4-H Clubs (Dupont Primary School) April 18, 2024
19.	Manchester	Knockpatrick-Anna Miller Sports Ground	Manchester Justice Fair April 18, 2024
20.	St. Elizabeth Parish Court	Black River	CAD- Public Education Day April 25, 2024
21.	Mona High School	Kingston	Girls' Day April 26, 2024
22.	Jericho Primary School	Linstead, St. Catherine	Read & Win School Tour May 3, 2024
23.	Corinaldi Ave. Primary	St. James	Read Across Jamaica May 7, 2024
24.	Mount Zion Primary	St. James	Read Across Jamaica May 7, 2024
25.	Chetwood Memorial Primary	St. James	Read Across Jamaica May 7, 2024
26.	Clan Carthy Primary	Kingston	Read Across Jamaica May 7, 2024

27. St. Catherine Primary	St. Catherine	Read Across Jamaica	May 7, 2024
28. New Green Primary	Manchester	Read Across Jamaica	May 8, 2024
29. Mandeville Primary	Manchester	Read Across Jamaica	May 8, 2024
30. St. Catherine Primary	St. Catherine	Teachers' Day	May 8, 2024
31. Bob Marley Primary & Junior High	St. Ann	Teacher's Day	May 8, 2024
32. St. Hugh's Prep	Kingston	Read Across Jamaica	May 9, 2024
33. Port Morant Primary & Junior High	St. Thomas	PTA Lavern Graham	May 9, 2024
34. Crescent Primary School	St. Catherine	Read & Win School Tour	May 10, 2024
35. Santa Cruz Primary	St. Elizabeth	Boys Day	May 15, 2024
36. Santa Cruz Primary	St. Elizabeth	Career Day	May 17, 2024
37. Tulloch Primary School	Bog Walk	Read & Win School Tour	May 17, 2024
38. Mandeville Primary	Mandeville	Career Day	May 17, 2024
39. Whithorn Police Station	Westmoreland	Launch of Whithorn Police Youth Club	May 19, 2024
40. Ewarton Primary School	Ewarton	Read & Win School Tour	May 21, 2024
41. Mount Zion Primary	St. James	PTA	May 29, 2024
42. St. Catherine Primary	St. Catherine	Child's Day	May 31, 2024
43. Sun City Read and Win Tour Grand Finale	Congreve Park, Portmore	Read & Win School Tour	June 1, 2024
44. New Broughton Primary			June 7, 2024
45. Kemps Hill High School	Clarendon	Presentation to Teachers	June 11, 2024
46. Sanguinetti Primary School	Clarendon	Presentation to Parents	September date to be confirmed
47. Harry Watch	Manchester	Presentation- Roles & Functions of the	June 14,

Primary School		OPD	2024
48. Lucea Circuit of Baptist Churches	Hanover	Parent Day	June 15, 2024
49. Ja. Enrolled Nurses Assoc.	Manchester	Annual Health Fair - Ja. Enrolled Nurses Assoc.	June 19, 2024
50. Legal Aid Council	Emancipation Park	Disabilities Fair	June 21, 2024
51. Ardenne Prep & Extension High School	Kingston 10	Annual Prize Giving & Luncheon	June 27, 2024
52. Ministry of Labour & Social Security	Trelawny	Training- Industrial relations Practices	July 8-10, 2024
53. JN+	Trelawny-Ocean Coral Springs	Strategic Planning Retreat-OPD redress Partner	July 10-12, 2024
54. Old Harbour & Friends Association	Old Harbour Primary School/ St. Catherine	Wellness Fair (Back to School Health Fair)	JULY 10, 2024
55. Seventh Day Adventist Church	Manchester	Back to School & Social Intervention Fair	August 15, 2024
56. Sam Sharpe Square	Montego Bay, St. James	Legal Fair-JASL	July 19, 2024
57. Lauriston & Thompson Pen 4H	St. Catherine	Back to School Health Fair	August 9, 2024
58. Lauriston & Thompson Pen 4H	St. Catherine	Anniversary Function	August 10, 2024
59. Gorden Pen Community	St. Catherine	Back to School Fair	August 31, 2024
60. Montego Bay	St. James	Request for Presentation to Teachers	August 26, 2024
61. St. Ann Parish Library	St. Ann	Coffee & Conversations Senior Citizens Day	September 27, 2024
62. Claude Stuart Park	St. Mary	Legal Aid Council Legal Fair	October 23, 2024

63. Harbour City	St. James	Afresh Marketplace Grand Opening	October 26, 2024
64. Lauriston/Thompson Pen	St. Catherine	4H Club	November 2, 2024
65. Ministry of Justice	Kingston- UWI Mona	Social Justice Conference	November 13-14, 2024
66. Jamaica Enrolled Nurses Association	St. James- Iberostar	51st Anniversary	Oct-29
67. Suncity Campus Invasion	UTECH	Campus Invasion	November 7, 2024
68. Suncity Campus Invasion	GC Foster	Campus Invasion	November 8, 2024
69. National Council on Drug Abuse	Terra Nova Hotel	National Drug Prevalence Survey Results	November 11, 2024
70. Suncity Campus Invasion	EXCED	Campus Invasion	November 12, 2024
71. JP Sensitization session	St. Mary- Casa Maria Hotel	MOJ-Face to Face JP Sensitization	November 14, 2024
72. Suncity Campus Invasion	MICO	Campus Invasion	November 15, 2024
73. Suncity Campus Invasion	CASE	Campus Invasion	November 19, 2024
74. Ministry of Justice	AC Hotel	Revision of the Restorative Justice Policy - Forum	November 20, 2024
75. JP Sensitization session	St. Catherine - Bethel Baptist, Bog Walk	MOJ-Face to Face JP Sensitization	November 21, 2024
76. Suncity Campus Invasion	CMU	CAMPUS INVASION	November 22, 2024
77. Suncity Campus Invasion	Mobay Com. Coll.	Campus Invasion	November 26, 2024
78. Kingston- Clan Carthy High School	Kingston	Business Workshop	November 26, 2024
79. JP Sensitization session	Portland- New Testament Church- Port	MOJ-Face to Face JP Sensitization	November 27, 2024

	Antonio		
80. Suncity Campus Invasion	PCC	Campus Invasion	November 29, 2024
81. Hanover Parish Court	Hanover	Judiciary of Jamaica Public Education Day	November 26, 2024
82. JN+	Kingston	World Aids Day Breakfast Forum	December 2, 2024
83. St. Catherine 4H Clubs	St. Catherine	Careers Expo	December 4, 2024
84. Legal Aid Council	Manchester	Legal Aid Disabilities Fair	December 12, 2024
85. Visions of the Heartz	St. Catherine	Saluting Our Seniors	December 22, 2024

Special attention was also given to the Justices of the Peace (JP). The fundamentals of the Bail Act and the JPs role were addressed. Also, the general role and functions of the JP as it affects the rights of the citizen were explored. Two sensitization sessions were hosted by the OPD in Montego Bay and the Public Defender accepted invitations to participate in JP Sensitization Sessions at the Bethel Baptist Church in Bog Walk, St. Catherine, and again at another such session at the New Testament Church in Port Antonio, Portland.

Number of sponsored radio segments 2024

From January to April 2024 on Bridge FM : 15 times.

Mello FM- 1 Time.

FINANCIAL MATTERS FOR FINANCIAL YEAR 2024/2025

An overview of the OPD's financial operations for the 2024-2025 fiscal year is provided in this annual report. The year under review had its challenges; in examining our accounting systems, it was deemed necessary to improve efficiency. This demonstrates our commitment to transparency and accountability.

To address legacy problems resulting from earlier practices, the decision was made to engage auditors and improve internal control mechanisms. This is a work in progress, and we anticipate continued engagement to review and overhaul existing policies and procedures, which will ultimately enhance monitoring mechanisms.

Among key activities identified for the financial year was the decision to relocate the Western Regional Office in Montego Bay and the Head Office in Kingston, to strengthen our reach and accessibility to the public.

This Office continues to help complainants in matters concerning constitutional breaches through our legal assistance program for those who are unable to afford legal representation. Among these cases in the Court system, there are a few key matters of national relevance that are currently before the Supreme Court.

The original total budgetary (recurrent and statutory) provision for the financial year April 2024 - March 2025 was \$394,357,000.00 and was revised to reflect a total of \$351,542,000.00 in the passing of the Third supplementary Estimates. This reduction was due to unforeseen delays with the Kingston office renovation project.

STATUTORY

The initial Statutory budgetary provision for the financial year was \$27,251,000.00. There was no change to budgetary allocation, thus, the approved provisions remained

the same. Budgetary savings in this fiscal year are due to unspent sums for employee compensation.

Original Budget	Revised Budget	Expenditure	Savings
(M\$)	(M\$)	(M\$)	(M\$)
27,251	27,251	26,630	621

RECURRENT

The original Recurrent Budgetary Provision for the Financial Year 2024/2025 was \$367,106,000.00; this was reduced by \$42,815,000.00 in the Third Supplementary Estimates to reflect a Revised Budget amount of \$324,291,000.00.

Original Budget	Third Supplementary	Revised Budget	Expenditure	Savings
(M\$)	(M\$)	(M\$)	(M\$)	(M\$)
367,106	324,291	182,915	258,533	65,758

The recurrent budget savings were mainly due to unexpected delays with the Kingston office renovation project, unfilled vacancies throughout the year, for which suitable candidates were not identified in a timely manner, and gratuity and salary in lieu of vacation leave projected for payment during the financial year were not realized.

COMPLAINTS AND INVESTIGATIONS

The Office of the Public Defender is committed to ensuring equal access to justice for all individuals. Our mission established as early as 1978, “was to investigate and remedy complaints made by members of the public, of maladministration by the Jamaican government, or its agencies or departments.” In April 2000, the Public Defender (Interim) Act was passed, redefining our earlier mission and authority, and expanding our jurisdiction, “to thus investigating circumstances in which it is alleged that an individual or individuals’ constitutional rights have been breached.”

Our mission, which is a pillar of human rights advocacy, continues to protect the rights of individuals who have been wronged, advocating for equality in society, and striving for reform where necessary. Our operations stem from the belief that everyone has a right to a fair and just legal system, regardless of their background.

Methods of Receiving Complaints

The Office of the Public Defender provides numerous accessible channels for persons to seek assistance and lodge complaints pertaining to violation of constitutional rights or issues of maladministration. These methods are designed to ensure that every person—regardless of location, circumstance, or ability—has a clear and convenient way to engage the Office. By offering both traditional and modern routes for communication, the Office attempts to promote justice, openness, and speedy resolution of problems.

These Methods are:

1. Mail

It is necessary to formalize and document complaints. A physical written record of the complaint is provided by mail, which may be required for procedural or legal reasons. It guarantees that complaints are appropriately recognized and handled in a manner that can be tracked. Digital communication tools like email and online complaint forms might not be available to everyone. By mail, everyone can communicate their complaints or concerns to the OPD, regardless of their level of technological competence or access.

2. Walk In

A complainant has the chance to talk with an OPD’s Information & Complaints Officer or employee in person when they physically visit the office. More thorough and individualized conversation is made possible by this in-person encounter, guaranteeing that the Complainant’s issues are completely comprehended and appropriately recorded.

In-person meetings guarantee that the Complainants' issues are handled in a confidential way, even though correspondence by mail and other channels can be safe. By meeting in a private space, they can avoid the possibility of sensitive data being handled improperly via electronic methods. Complainants may feel better at ease speaking in person when discussing sensitive topics. People may feel more trusting and reassured that their complaint will be taken seriously and handled properly if they can see and talk to someone face-to-face.

3. Telephone/Call in

The Complainant and the OPD can communicate quickly and in real time over the phone. This makes the process more effective and quicker by allowing the Complainant to express their issues without having to wait for a written response or an in-person appointment. Many people may find it challenging to mail or come in person to the OPD, particularly if they live far from the office or are in immediate need of assistance. For complainants who do not have easy access to the internet or physical transportation, a phone call provides a quick and easy means of communication. Although initial contact is made this way, the complaint must ultimately be documented.

4. Email

Email makes communication rapid and nearly instantaneous. Without having to wait for mail delivery or call the OPD, Complainants can voice their complaints immediately to the office. This speedy transmission helps speed up the resolution of crucial issues. Complainants can use email as a convenient method to file complaints from any location with an internet connection. This is particularly helpful for people who might not be able to call or visit the office during regular business hours. Email can still be a safe way to communicate even though it's not as private as in-person meetings, especially if the right encryption and security measures are in place. Complainants don't have to worry about the risks of sending private correspondence by physical mail.

5. Outreach

It is possible that many people are unaware that they can get in touch with the OPD if they have complaints or concerns. Public service announcements, informational flyers and community activities are examples of outreach initiatives that assist to spread the word about the office's mission and how the public may become involved. This guarantees that individuals are aware of their rights and know how to express their concerns. Contact can be made directly with officers on these occasions.

6. Mobile Unit

Face to face complaints are also facilitated via this means, as complainants are interviewed face to face where the mobile unit travels.

Special Investigations

In our 2023 Report we mentioned that there were two complex environmental impact investigations which were in progress. One of the two investigations concerned the Hummingbird community in Clarendon.

Residents of the mostly farming community of Bird's Hill (Hummingbird) in Clarendon complained about the impact the Hummingbird Estate, a housing development of the National Housing Trust was having on them. According to the Complainants, their roads were being flooded and sidewalk and curb walls built by the trust denied them access to their homes, among other things. The complaint was that there was a breach of the Constitutional right of the Residents to 'enjoy a healthy and productive environment free from the threat of injury or damage from environment abuse', guaranteed by Section 13(3)(l) of the Jamaican Constitution.

The OPD obtained the services of an expert to assist with the investigation. Investigations included many site visits and data gathering. Our findings were that the complaint was justified. Meetings with Residents and correspondence with State Agencies to include the National Works Agency and the National Environment and Planning Agency achieved success. Most if not all the issues which formed the basis of the complaint, at our urgings, were rectified by the National Housing Trust as residents regained access to their homes and there were no further reports of flooding.

Complaints

A total of Three Hundred and Fifty-Six (356) complaints were received. Of the lot, One Hundred and Fifty-Two (152) complaints required full investigation. Of the total complaints received Two Hundred and Four (204) were considered advisories and were resolved. Thirty-five (35) of these complaints were investigated and closed during the year. Complaints pending totaling One Hundred and Seventeen (117) were carried over to the year 2025. A detailed breakdown of complaints received, investigated, and closed, along with those carried over to 2025, is attached as ***APPENDIX 1***.

UNFIT TO PLEAD PROJECT

The OPD continued its work with partners like the Department of Correctional Services (DCS) and the Legal Aid Council on the Unfit to Plead project. We are particularly proud to mention that we were instrumental in the release of one inmate (SD), into the custody of his family.

In this instance, the subject was detained at the Court's Pleasure on May 7, 1980. Through the OPD's intervention with the assistance of the Legal Aid Council, the matter was brought before the Court. Our investigative capabilities were put to use, and we managed to identify and make contact with the relatives of the inmate. Through discussions and mediation with them, they agreed to receive their relative. This put the Supreme Court in a position to make formal orders regarding this inmate. A Formal Order was made on October 26, 2023, and the subject was released from the custody of the DCS on January 4, 2024, into the care of his legal guardian under certain conditions.

While at home with his family, the subject was visited, observations made and a report compiled by the Probation Officer. Unfortunately, as it turned out the family was not equipped to care for the psychological health of the inmate. In the result, the matter had to be brought back before the Court, as the conditions of the Court order were being breached. Reports from the Probation Officer recognized this inability and as such, recommendations were made for the inmate to be returned to the DCS.

Arising from this experience, the OPD supports the recommendation for the establishment of a forensic psychiatric facility/institution. It is anticipated that this facility would care for inmates with mental disorder who come in contact with the justice system, as this allows the Court to employ all the options open under the Criminal Justice (Administration) Act.

Referrals

The Public Defender (Interim) Act, 2000 empowers the Public Defender to make referrals to Counsel in assisting complainants with breaches of their constitutional rights. During the period under review 10 cases were referred to Counsel.

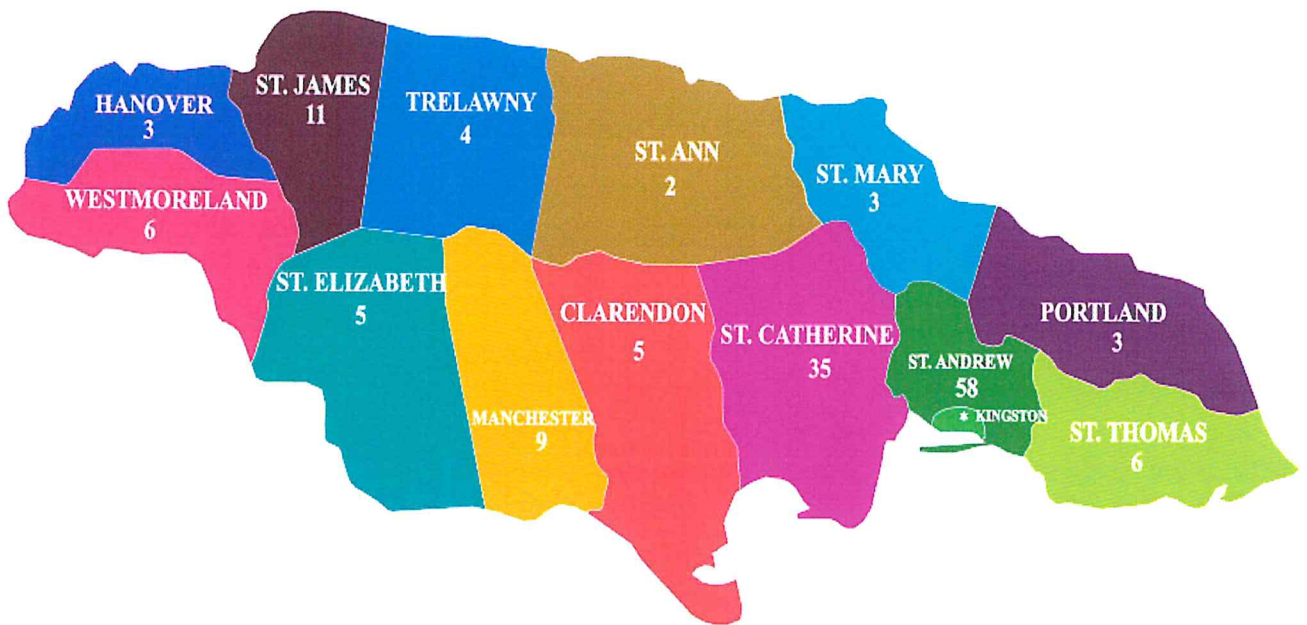
**OFFICE OF THE PUBLIC DEFENDER
CALENDER YEAR 2024**

**COMPLAINTS HANDLED BY THE OFFICE OF THE PUBLIC
DEFENDER 2000 - 2024**

Particulars	Figures	Total
Number of complaints received from 2000 - 2023	14,664	
Number of complaints received in 2024	356	
Total number of complaints received from 2000 - 2024		15,020
Number of complaints closed from 2000 - 2023	9777	
Number of complaints closed in 2024	35	
Total number of complaints closed from 2000 - 2024		9812
Number of complaints pending as of 2023	2665	
Number of complaints pending for 2024	117	
Total number of Complaints pending as of 2024		2782
Total Non-Investigatory and Consultation Cases for 2024	204	
Total Number of Cases Closed for 2024 including Consultations .		239

Please note that the figure representing the total number of cases pending represents cases since the year 2000. Those arising during the existence of the Office of the Parliamentary Ombudsman were not considered.

**A MAP OF JAMAICA SHOWING COMPLAINTS
RECEIVED BY EACH PARISH**



This Chart is a color-coded map of Jamaica showing the number of Complaints received by the Office of the Public Defender from each parish. Parishes such as St. Andrew and Kingston share the same number of Complainants as they are considered by our Records of Filing and Distinction as the “**Corporate Area**” thus they are treated as one section.

N.B – This does not include complaints emanating from overseas (numbering 2).

Outcome: Resolution of Complaints

The OPD exists to ensure that injustices suffered by communities and individuals are redressed. We buffer the chasm between the organs of state and those who are dependent on the services of the organs of state. Three hundred and fifty-six complaints were received in the year under review in which members of the public resorted to reporting these organs of state entrusted with the resolution of their complaints to the OPD. Below are illustrations of some success stories for 2024 which have changed the lives of ordinary people. These sample cases, for the most part, involved service delivery challenges from ministries and the Jamaica Constabulary Force.

Table 1

INSTITUTION	SUMMARY OF COMPLAINT	IMPACT OF THE INVESTIGATION
Jamaica Constabulary Force (JCF)	Complainant stated that her husband succumbed to his injuries sustained in an accident. Despite several efforts the family was unable to obtain death certificate as RGD had no record of his death from the police.	Through the intervention of the OPD, contact was made with the SSP at the Greater Portmore Police Station. Follow-up was done with the Government Forensic Lab. Visits were also made to the Court Office. In the final analysis, the requisite documents were signed and Complainant confirmed being in receipt of the death certificate on October 10, 2024.
Ministry of Labour & Social Security (NIS)	Complainant stated that her mother had not received her NIS pension for the month of August. Despite visiting the Ministry, the matter was unresolved.	The OPD initiated investigations into the matter. It was confirmed that payment was outstanding. Through dialogue between the OPD and the Ministry, the result was that payment was processed and dispatched by way of cheque on November 13, 2024.
Ministry of Labour & Social Security (NIS)	Complainant stated that on attaining age 65 years, he applied for his NIS benefits, only to be told that his NIS number belonged to someone else. His original number was discarded and another number assigned to him. He sought the intervention of the OPD to have the matter resolved.	Santa Cruz NIS Office was contacted, and an investigation was initiated. OPD assisted Complainant in obtaining a contributions statement from the MOE where he worked for decades. OPD continued to monitor the progress of the matter. Confirmation was received on November 6, 2024, that arrears were lodged to Complainant ' s account (he receive same) and his

		monthly pension was calculated and would be dispatched monthly.
Ministry of Finance	Complainant retired from the MOE in 2022, ad up to 2024 when he visited the OPD, he was not in receipt of his pension. When he checked with his former employer, he was advised that the required documents were being prepared to be sent off to the pension' s office at the Ministry.	Immediate contact was made with the MOE by the OPD. The Complainant' s file was identified as being part of a batch sent to the Ministry of Finance for processing. Follow-up by the OPD through visits and calls resulted in finalization of pension benefits. This was confirmed as same was received by Complainant.
Jamaica Constabulary Force (JCF)	An elderly father complained that his son died tragically from injuries sustained in a motor vehicle accident. He claims that the Investigating Officer did not submit the file to the Coroner' s Court, making it difficult for him to obtain a death certificate.	Direct contact was made with the alleged Investigating Officer by the OPD. Pertinent information was received, and he assisted in obtaining documents to advance the matter. The file was submitted and Complainant was satisfied with the assistance offered/given by the OPD.
Jamaica Constabulary Force (JCF)	Complainant advise the OPD that his father was the victim of a traffic accident that involved a serving member of the JCF. His father succumbed to injuries and efforts to have the matter properly investigated proved futile, hence the intervention and assistance of the OPD was sought.	The intervention of the OPD resulted in IPROB being contacted. Consequently, a ruling was handed down by the DPP. The Officer involved was charged and brought before the Court.
Negril & Green Island Area Local Planning Authority	Resident complained that construction was being done adjacent to his property which did not comply with the planning permissions granted by the Authority.	OPD was in contact with the Authority. Correspondence was received from them advising that they examined the construction and in fact it did not meet the approval guidelines. However, the Complainant had exaggerated the extent of the breach. Recommendations were made by the Authority, and a further plan was resubmitted for approval. In the final analysis, the breach complained of was corrected and the necessary steps taken to correct same.

DECISION/EVENTS IMPACTING OPD

Throughout 2024, the Zones of Special Operations (ZoSOs) previously declared, remained in force in the following areas:

- (a) Mount Salem (in St. James)
- (b) Denham Town
- (c) Greenwich Town
- (d) August Town
- (e) Norwood (in St. James)
- (f) Parade Gardens (I Central Kingston) and
- (g) Savanna-la-mar (in Westmoreland)

On the 13th September, the Prime Minister announced the declaration of a State of Emergency (SoE) in Clarendon. This was in the wake of a fatal shooting of multiple victims in the community of Palmer's Cross in the parish.

During the year under review the Office conducted lock-up visits/inspections for which the findings have been documented. The inspection entailed visits to lock-ups at police stations in Manchester, St. Elizabeth, Westmoreland, Hanover St. James and Clarendon in particular:-

- ❖ Four Paths
- ❖ Black River
- ❖ New Market
- ❖ Santa Cruz
- ❖ May Pen
- ❖ Lionel Town
- ❖ Savanna-la-mar
- ❖ Bethel Town
- ❖ Whithorn
- ❖ Negril
- ❖ Barnett Street
- ❖ Freeport
- ❖ Lucea
- ❖ Mandeville

Despite efforts at improving the lock-up situation in police stations throughout the island, our findings have revealed that much more needs to be done. This is true for, in particular, the named police stations. If we continue along the current trajectory/path, people will become subject to breaches of their Constitutional rights.

COURT, TRIBUNALS AND COMMITTEES

In 2024 the Office of the Public Defender continued to monitor litigation in which the Office had an interest, particularly those related to the rights of citizens. These were cases pending in the various courts.

Court of Appeal

The environmental/constitutional issues which arose in *The Attorney General of Jamaica v Southern Trelawny Environment Agency et al* made its way to the Court of Appeal. One collateral but major matter resulted in significant jurisprudence emanating from the Court of Appeal in a Judgement [2024] JMCA Civ 24. The issue to be determined was whether an artificial or legal person can seek constitutional redress in its own right under the Charter of Fundamental Rights and Freedoms. It was in fact determined that a legal entity was/is a person within the meaning of the Charter of Fundamental Rights and Freedoms and could enforce breaches of any guaranteed rights. This has never before been declared by our Courts.

Supreme Court

The Office continued to support the two major constitutional matters involving the Charter of Fundamental Rights and Freedoms. The long-running case challenging the grant of SML 17 for the mining of bauxite in the Cockpit Country in the area of Trelawny, continued in the Supreme Court. Similarly, the case concerning environmental issues arising from conduct permitted by the government in the Dry Harbuor Mountain the Rio Bueno, continued. The trial in both matters has in fact started and has been going for several months having been consolidated.

Internal Hearings

As the Office continued its investigations into the various complaints, the Public Defender had occasions to issue summonses, in order to secure the attendance of heads of organizations and or/to compel the production of documents. The actors summoned during the calendar year 2024 were: -

- a. Southern Regional Health Authority
- b. Ministry of Economic Growth & Job Creation
- c. Ministry of Education
- d. Department of Correctional Services
- e. ODPEM Director
- f. NEPA
- g. Pharmaceutical Council

OTHER ACTIVITIES

The OPD submitted comments on Review of National Correctional Services Policy Green Paper.

External/Stakeholder Engagement

In furtherance of fulfilling our mandate, we engaged stakeholders so as to achieve resolution in relation to complaints brought to our attention and address systemic issues. Some of the more notable meetings include:

- A meeting with the management of the DCS to discuss files at the OPD concerning unresolved complaints.
- Multiple meetings with National Works Agency representatives.
- Meeting with the management of NEPA to discuss national environmental issues.
- Meeting with Mr. Robert Hill CEO of the KSAMC to discuss unresolved complaints against the KSAMC.
- Representatives of the OPD attended the Accountant General's Department to further discuss Pension issues and pension verification.
- The NGO human rights entity, JFJ, paid a courtesy call on the Public Defender on the 11th November.
- The OPD was represented in attendance at the Ministry of Justice's Forum on *Restorative Justice – Rehabilitation post-Sentence*.

CONCLUSION

The 2024 reporting year signifies a crucial stage in the development of the Office of the Public Defender (OPD), marked by institutional consolidation, increased national presence, and a purposeful enhancement of governance frameworks in response to public demand and constitutional duty. Amid infrastructure limits, economic restrictions, national emergencies, and increased scrutiny of State responsibility, the Office has shown resilience, adaptation, and a steadfast dedication to its role as an independent Commission of Parliament.

Throughout the year, the OPD fulfilled its primary duty: to examine claims of maladministration and violations of constitutional rights, to secure redress for individuals and communities who might otherwise have remained unheard. The receipt of three hundred fifty-six (356) complaints in 2024, encompassing police accountability, pension administration, environmental protection, detention conditions, and access to essential public services, highlights the ongoing significance of the Office and the enduring structural challenges within public administration. The resolution of a significant number

of matters, including complex investigations and advisory interventions, demonstrates the tangible impact of the Office's work on the lives of ordinary Jamaicans.

A defining feature of the year was the Office's deliberate shift toward greater accessibility and public engagement. The deployment of the Mobile Office Unit and the execution of eighty-five (85) outreach engagements across all parishes reinforced the principle that access to justice must not be limited by geography, physical mobility, or socio-economic status. These efforts, particularly those targeting children, senior citizens, persons with disabilities, and under-served rural communities, reflect a practical application of the constitutional promise of equality before the law.

In 2024, there was a concerted effort for institutional fortification. The growth of the organization, the authorization of essential new positions, and the proposed relocation of the Kingston Head Office and the Western Regional Office indicate a commitment to long-term institutional viability and service excellence. Complementing this was a focused emphasis on staff development, occupational health and safety, and professional training—recognizing that effective rights protection depends on a supported, skilled, and resilient workforce.

Equally significant were the advances made in governance, accountability, and compliance. The initiation of internal audits, improvements to financial management systems, and concrete steps toward full compliance with the Data Protection Act, 2020 reflect an institution consciously aligning itself with modern public-sector standards. Registration with the Office of the Information Commissioner and the approval of a Data Protection Officer position signal a recognition that public trust is inseparable from transparency, data integrity, and ethical stewardship of sensitive information.

The Office's work in 2024 also highlighted critical systemic issues requiring sustained national attention. Findings arising from lock-up inspections, the continued prevalence of complaints against law-enforcement and correctional authorities, and the challenges exposed through the Unfit to Plead Project underscore the ongoing tension between public-order imperatives and constitutional safeguards. The Office's advocacy for structural reforms, including the establishment of a forensic psychiatric facility, reflects its role not only as an investigator of injustice but as a contributor to informed policy discourse.

As the OPD transitions into 2025, it does so with a clear understanding that institutional progress and rights protection are continuous processes rather than finite achievements.

Planned infrastructural upgrades, enhanced ICT systems, deeper stakeholder collaboration, and sustained public-education initiatives will be essential to meeting rising public expectations. At the same time, the persistence of long-standing complaints and systemic delays serves as a reminder that vigilance, independence, and moral clarity must remain central to the Office's work.

In conclusion, the accomplishments of 2024 signify more than a mere year of endeavours; they document an institution deliberately fortifying its foundations while remaining attuned to the human realities underlying each grievance. Informed by the Constitution, anchored in the tenets of natural justice, and dedicated to equity, dignity, and accountability, the Office of the Public Defender concludes the year better equipped to execute its mandate and steadfast in its obligation to uphold administrative justice for the citizens of Jamaica.

APPENDICES

APPENDIX 1

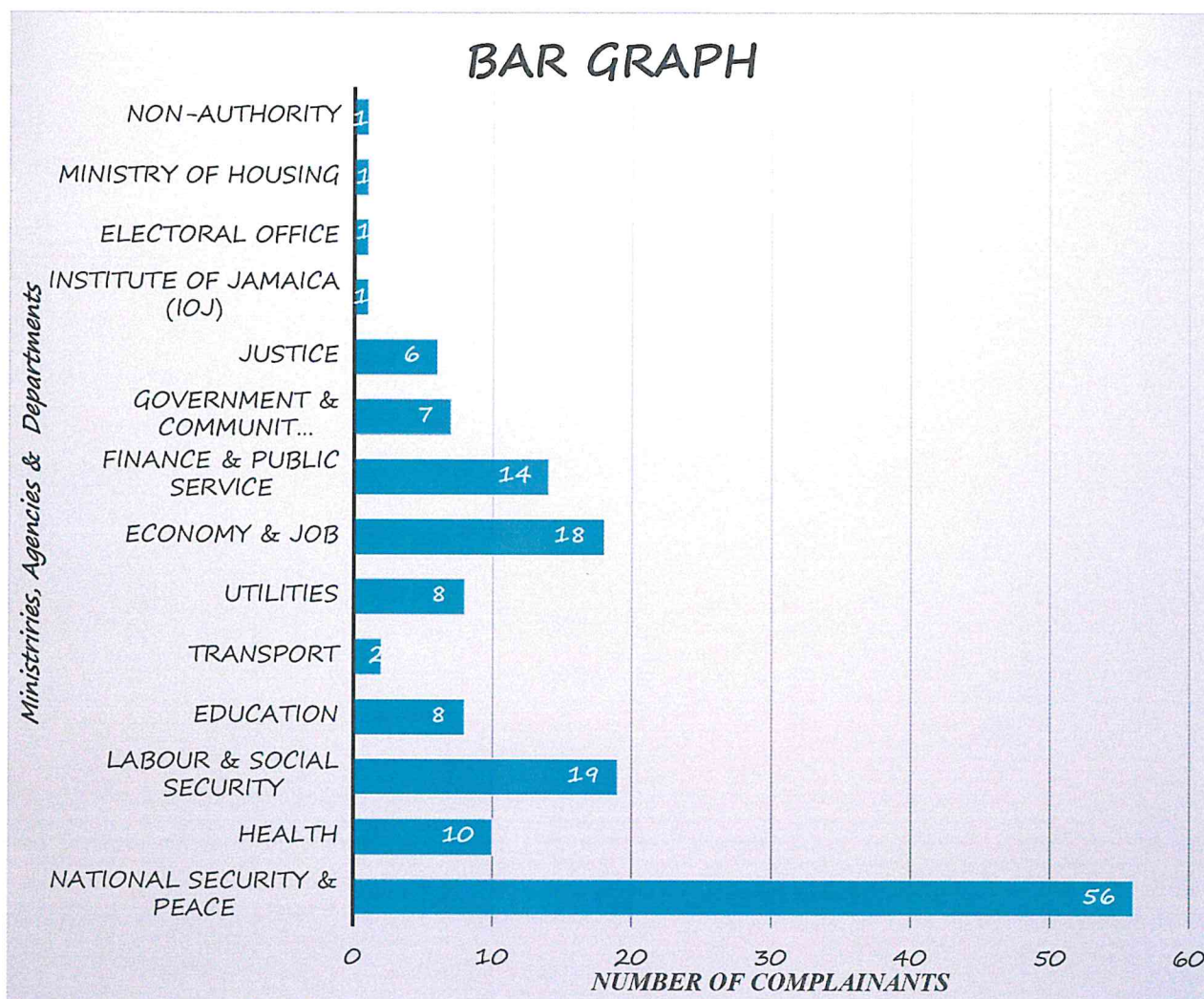
Complaints Received/Closed for the Year 2024

Complaints received during the year	152
Advisories	204
TOTAL	356
Complaints closed/disposed of during the year	35
Pending Complainants (Being Investigated)	117

Advisories, although originating as complaints, are considered consultations and non-investigatory interventions by the investigating staff, offered to both walk-in complainants and via telephone or email. These matters are usually resolved without full scale investigations and thus require less time and resources.

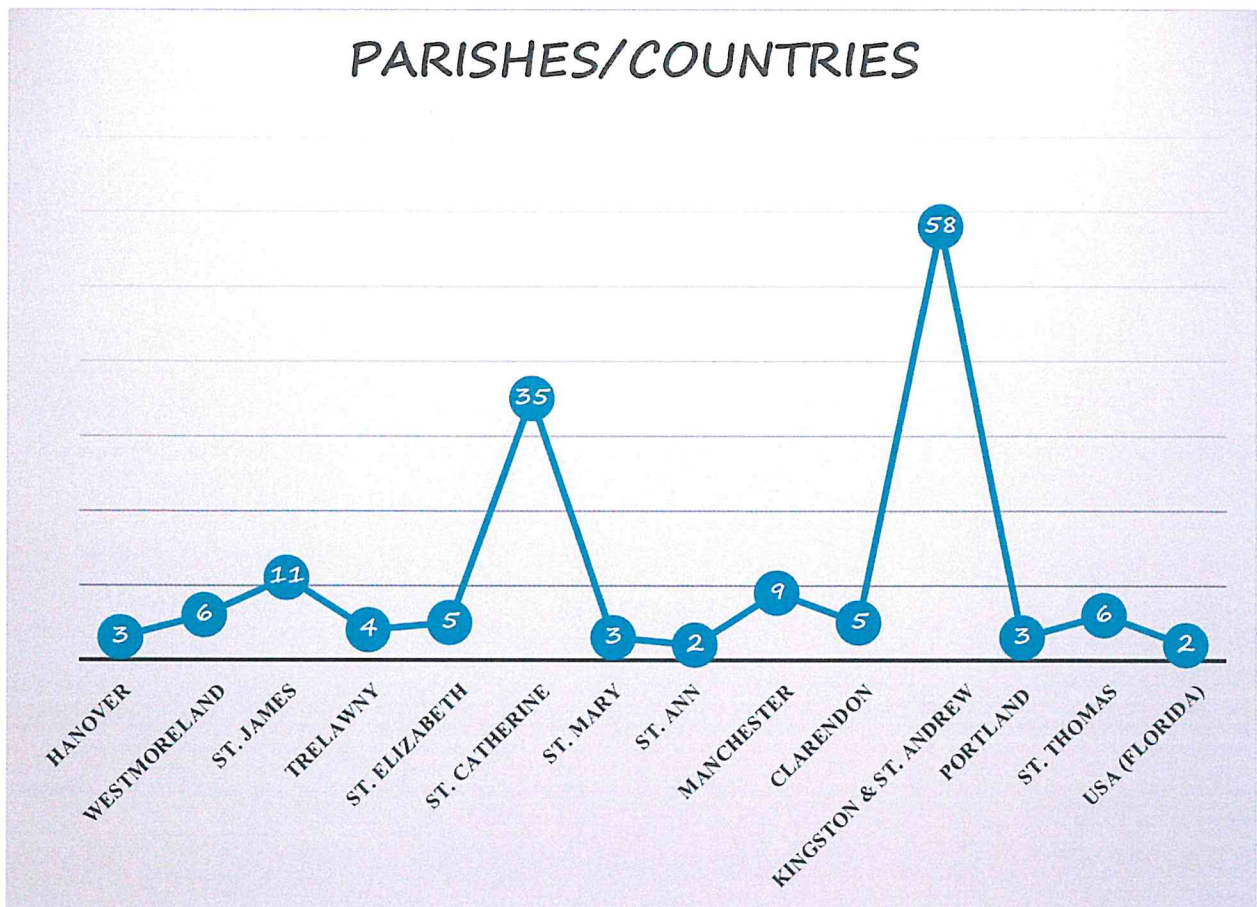
APPENDIX II

BAR GRAPH SHOWING THE MINISTRIES, AGENCIES & DEPARTMENTS COMPLAINED AGAINST FOR THE YEAR 2024



APPENDIX III

PARISHES/COUNTRIES THAT RECEIVED COMPLAINTS FOR THE YEAR 2024



APPENDIX IV

AGENCIES/MINISTRIES COMPLAINED AGAINST **FOR THE YEAR 2024**

Housing Agency of Jamaica (HAJ)	1
National Land Agency (NLA)	5
NON-Authority (NONE)	1
The Accountant General's Department (AGD)	4
Ministry of Health (MOH)	2
Court Administration Division (CAD)	3
Jamaica Constabulary Force (JCF).	26
Department Of Correctional Services (DCS)	16
Kingston and St. Andrew Municipal Corporation (KSAMC)	3
National Housing Trust (NHT)	2
Ministry of Education (MOE)	6
Ministry of Finance (MOF)	6
Ministry of Labour and Social Security (MONS)	1
Office of Disaster Preparedness and Emergency Management (ODPEM)	1
National Water Commission (NWC).	8
Ministry of Economic Growth and Job Creation (MOE&JC)	2
Passport, Immigration and Citizenship Agency (PICA)	8
Trelawny Municipal Corporation	1
Ministry of Housing	1
Manchester Municipal Corporation	1
National Works Agency (NWA)	4
Jamaica Urban Transit Company (JUTC)	1
Western Regional Health Authority (WRHA)	2
Administrator-General's Department	1
South East Regional Health Authority (SERHA)	2
Firearm Licensing Authority (FLA)	1
The National Environment and Planning Agency (NEPA)	4
St. Elizabeth Parish Council	1
Jamaica Defence Force (JDF)	1
Land Administration and Management Division (LAMd)	1
Tax Administration	3
Nation Insurance Scheme (NIS).	15
South Camp Road Adult Correctional Facility	1
Ministry of Labour and Social Security (MOL&SS)	4

The Registrar General's Department (RGD)	4
Electoral Office	1
Tarrant Primary School	1
Supreme Court	1
Inspectorate and Professional Standards Oversight Bureau (IPROB)	2
Transport Authority	1
St. Ann' s Bay Regional Hospital	1
Linstead Public Hospital	1
The Statistical Institute of Jamaica (STATIN)	1
Jonathan Grant High School	1
The Institute of Jamaica (IOJ)	1
The Office of Justice of the Peace	1
National Road Operating and Constructing Company Limited (NROCC)	1
TOTAL	156

EVALUATION OF DATA:

Jamaica Constabulary Force (JCF)

A significant number of Complaints arise from claims that police officers used unnecessary force or subjected individuals to physical abuse or improper treatment. Concerns are also frequently raised about persons being arrested or detained without lawful cause. In other instances, complainants report that the police failed to respond in a timely manner to situations where their personal safety was at risk, or that reports made to law enforcement were disregarded.

Additionally, Complaints often involve individuals who were held in custody without valid legal grounds, including cases where persons were detained for extended periods without being formally charged or brought before a court.

The Office of the Public Defender (OPD) examines these matters to ensure the protection of citizens' rights and to promote accountability within the police force. Where appropriate, the OPD may pursue further legal action, seek suitable legal remedies, or facilitate mediation between complainants and the Jamaica Constabulary Force (JCF).

Department Of Correctional Services (DCS)

Inconsistent disciplinary measures, claims of nepotism and favoritism, and unfair treatment by superiors are also included in complaints. A toxic work environment may result from employees reporting that management has harassed or mistreated them. The alleged inadequate pay and benefits for the labor performed by correctional employees are the subject of multiple complaints.

National Water Commission (NWC)

Complaints about the National Water Commission pertaining to billing, service delivery, and water supply are frequently sent to the Office of the Public Defender. A trend is customers frequently complain about inaccuracies in meter readings, overcharging, and estimated rather than actual readings on their water bills. Complaints about low water pressure, frequent or extended outages, or supply disruptions that could interfere with daily operations and activities. Disconnection of water services frequently results in complaints, especially when customers believe the disconnection was unfair or the debt was disputed.

Passport, Immigration and Citizenship Agency (PICA)

A range of issues pertaining to the Passport, Immigration, and Citizenship Agency are handled by the Office of the Public Defender. Delays in passport processing and issuance are among the most commonly cited problems, frequently leaving applicants irritated with protracted wait times that exceed the specified deadlines. Applications for Jamaican citizenship are occasionally delayed or difficult to process, and the decision-making process's lack of transparency raises concerns.

National Insurance Scheme (NIS)

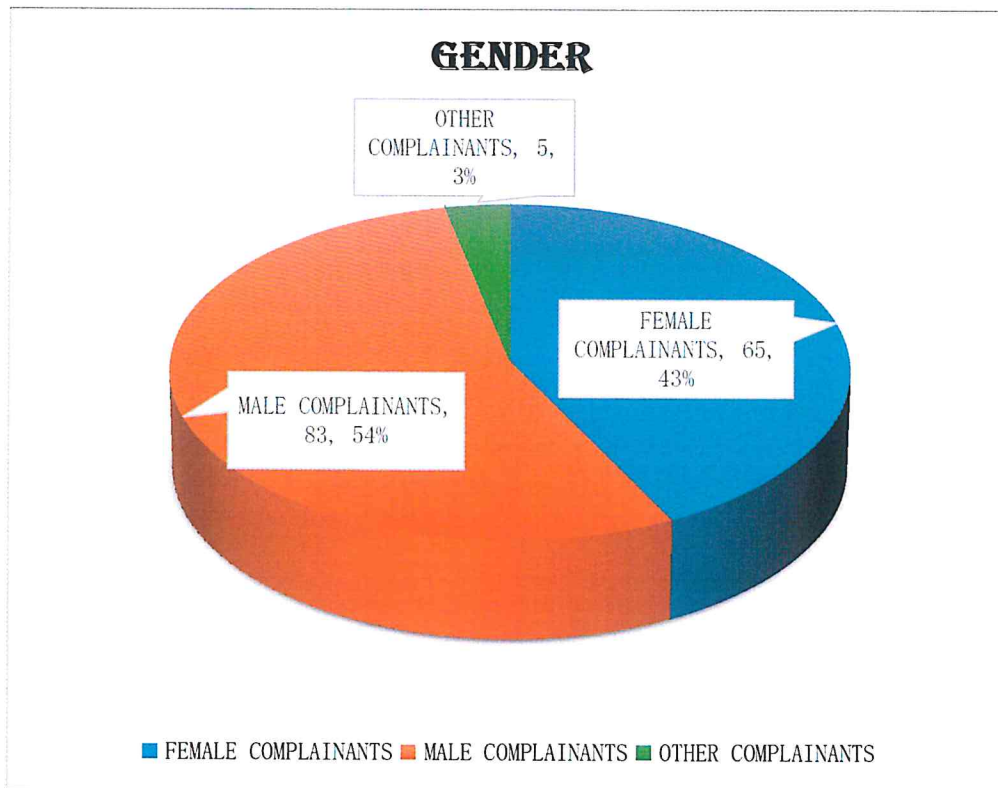
A number of issues have raised concerns about elderly pension claims in the corporate sector in Jamaica. One major problem is that employees are not properly financially literate or informed of their pension rights and entitlements. Many employees might not fully comprehend the existing pension plans or the procedure for claiming their benefits, particularly those employed in non-unionized or informal sectors. The inconsistent and ineffective management of pension funds is another problem. Elderly people have had trouble receiving their pensions due to a number of factors, including poor communication between retirees and pension providers, delays in processing pension claims, and the lack of transparency of pension fund management.

For the Office of the Public Defender to identify regional disparities, allocate resources effectively, comprehend local concerns, monitor trends, improve accountability, increase client satisfaction, and advocate for systemic change, it is essential to record the location from which complaints are received as it helps guarantee that all clients, regardless of where they are situated, receive fair, effective, and equitable support and enables the OPD to better customize its services to fit the requirements of particular areas.

APPENDIX V

BY GENDER

The Office of Public Defender often assists a diverse group of Complainants. The OPD assists a diverse group of Complainants and Gender plays a significant role in shaping experiences that lead citizens to seek help from our office. Females are more likely to come forward with complaints relating to pension and Males are more likely to have complaints of Victimization at the hands of police. In recognition of these matters, the Public Defender's Office ensures that our job is more equitable and attentive to the distinct issues faced by different genders by incorporating gender analysis into our work. It addresses fundamental gender disparities and advocates for a more proficient approach to safeguarding and preserving Complainants' rights.

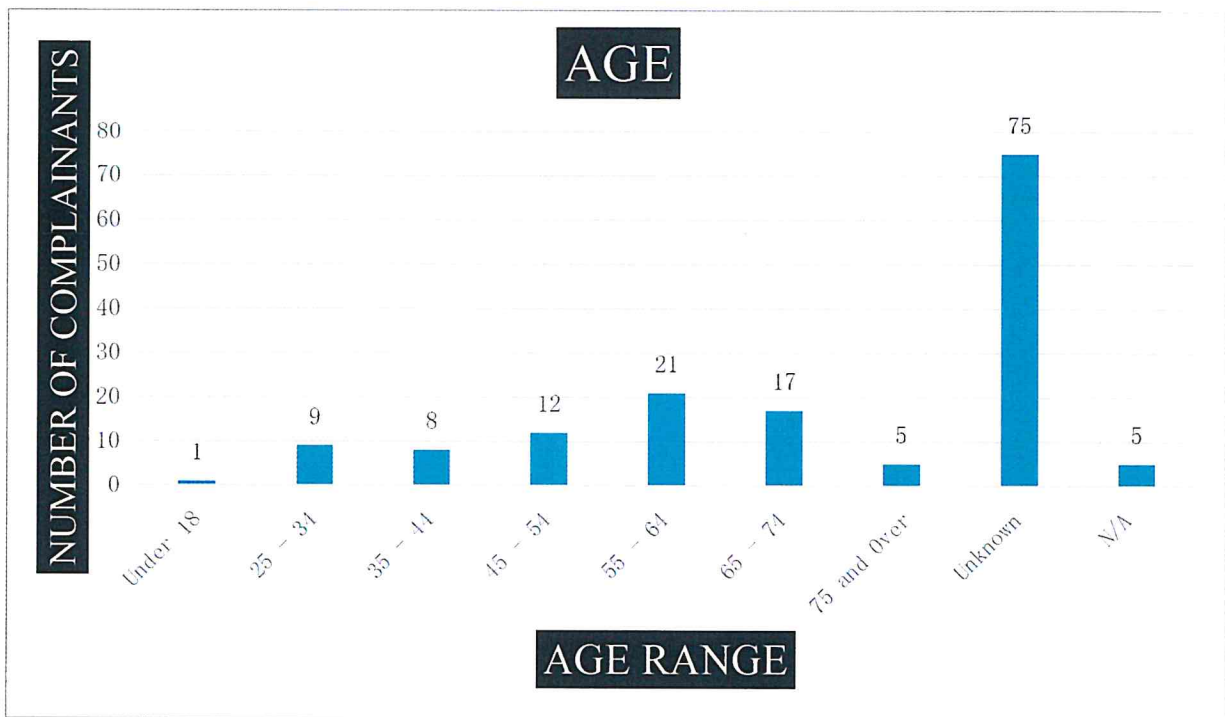


N.B. The categories of “Other” refers to complaints that are Special Projects, meaning they are not focused on one specific person but a community or an organization.

APPENDIX VI

BY AGE

Age analysis in relation to the types of complaints received by the Office of the Public Defender reveals the diverse and complex challenges faced by clients at different stages of life. By understanding the specific issues that arise for juveniles, young adults, and elderly complainants, we can better tailor our approach to meet the needs of the clients.



N.B. “Unknown” refers to Complainants’ reports that were received and investigated, but it was not necessary to capture date of birth (D.O.B) information to facilitate giving the complainant the necessary help and achieving optimal outcome. “N/A” refers to complaints that arise pursuant to an investigation of Special Projects, thus this refers to a community or an organization rather than a specific person.