



# Vision 2030 Jamaica

## **NATIONAL DEVELOPMENT PLAN**

*Planning for a Secure and  
Prosperous Future*

Draft  
January, 2009

*“Jamaica, the place of choice to live, work,  
raise families, and do business”*

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

|           |  |
|-----------|--|
| AAJ       | Airports Authority of Jamaica                      |
| ACID      | Anti-Crime Investigation Department                |
| ACP       | African, Caribbean and Pacific States              |
| ACS       | Association of Caribbean States                    |
| AEROTEL   | Aeronautical Telecommunications Limited            |
| AIDS      | Acquired Immune Deficiency Syndrome                |
| BCI       | Business Competitiveness Index                     |
| BIS       | Beneficiary Identification System                  |
| BOJ       | Bank of Jamaica                                    |
| BRIC      | Brazil, Russia, India and China                    |
| BSJ       | Bureau of Standards Jamaica                        |
| CAC       | Consumers Affairs Commission                       |
| CAP       | Community Access Points                            |
| CARIBCAN  | Caribbean-Canada Trade Agreement                   |
| CARICOM   | Caribbean Community                                |
| CARIFORUM | Caribbean Forum of ACP States                      |
| CBET      | Competency Based Education and Training            |
| CBO       | Community Based Organization                       |
| CDA       | Child Development Agency                           |
| CDC       | Community Development Community                    |
| CDM       | Clean Development Mechanism                        |
| CERE      | Centre for Excellence in Renewable Energy          |
| CIC       | Construction Industry Council                      |
| CITO      | Central Information Technology Office              |
| CMA       | Caribbean Maritime Authority                       |
| CMU       | Crime Management Unit                              |
| CNG       | Compressed Natural Gas                             |
| COSPROD   | Correctional Services Production Company           |
| CPI       | Corruption Perception Index                        |
| CPI       | Consumer Price Index                               |
| CREAM     | Clear, Relevant, Economical, Adequate, Monitorable |
| CRNM      | Caribbean Regional Negotiating Machinery           |
| CSWP      | Caribbean Research Statistical Work Programme      |
| CSEC      | Caribbean Secondary Education Certificate          |
| CSME      | Caribbean Single Market and Economy                |
| CSOs      | Civil Society Organizations                        |
| CTO       | Caribbean Tourism Organization                     |
| CVSS      | Council for Voluntary Social Services              |
| CXC       | Caribbean Examinations Council                     |
| DAC       | Development Area Committee                         |
| DBJ       | Development Bank of Jamaica                        |
| DCS       | Department of Correctional Services                |

|                 |  |
|-----------------|--|
| DEVINFO         | Development Information  |
| DFID            | Department of International Development (UK)                             |
| ECC             | Early Childhood Commission   |
| ECE             | Early Childhood Education  |
| EDC             | Economic Development Committee (Cabinet)                                 |
| EEZ             | Exclusive Economic Zone  |
| EIA             | Energy Information Agency  |
| EIU             | Economic Intelligence Unit   |
| E-Learning      | Electronic Learning  |
| EPA             | Economic Partnership Agreement   |
| EPI             | Environmental Performance Index  |
| ESSJ            | Economic and Social Survey of Jamaica                                    |
| EU              | European Union   |
| EVI             | Environmental Vulnerability Index  |
| FAMPLAN         | Jamaica Family Planning Association                                      |
| FBO             | Faith Based Organization   |
| FDI             | Foreign Direct Investment  |
| FINSAC          | Financial Sector Adjustment Company                                      |
| FOSS            | Free Open-Source Software  |
| FSC             | Financial Services Commission  |
| FTC             | Fair Trading Commission  |
| GCI             | Global Competitiveness Index   |
| GCI             | Global Competitiveness Index   |
| GCT             | General Consumption Tax  |
| GDP             | Gross Domestic Product   |
| GES             | Government Employment Services   |
| GIS             | Geographical Information Systems   |
| GMP/HACCP       | Good Manufacturing Practices/Hazard Analysis and Critical Control Points |
| GOJ             | Government of Jamaica  |
| GSAT            | Grade Six Achievement Test   |
| HDI             | Human Development Index  |
| HEART Trust/NTA | Human Employment and Resource Training/National Training Agency          |
| HIV             | Human Immunodeficiency Virus   |
| HRD             | Human Resources Development  |
| IBM             | International Business Machines  |
| ICL             | International Computers Limited  |
| ICCPR           | International Covenant on Civil and Political Rights                     |
| ICESCR          | International Covenant on Economic, Social and Cultural Rights           |
| ICT             | Information and Communications Technology                                |
| ICT4D           | Information and Communications Technology for Development                |
| IDB             | Inter-American Development Bank  |
| IDP             | International Development Partners                                       |
| IEA             | International Energy Agency  |
| INSPORT         | Institute of Sport   |
| IOJ             | Institute of Jamaica   |

|          |   |
|----------|---|
| IOSCO    | International Organization of Securities Commission |
| IP       | Intellectual Property                               |
| IPP      | Independent Power Producers                         |
| IPR      | International Property Rights                       |
| ISCF     | Island Special Constabulary Force                   |
| ISO      | International Standards Organization                |
| IT       | Information Technology                              |
| ITU      | International Telecommunication Union               |
| JADEP    | Jamaica Drugs for the Elderly Programme             |
| JAMSTATS | Jamaica Statistics                                  |
| JAMVAC   | Jamaica Vacations                                   |
| JASPEV   | Jamaica Social Policy Evaluation Project            |
| JBA      | Jamaica Bankers Association                         |
| JBI      | Jamaica Bauxite Institute                           |
| JBDC     | Jamaica Business Development Corporation            |
| JBM      | Jamaica Bauxite Mining Limited                      |
| JCAA     | Jamaica Civil Aviation Authority                    |
| JCC      | Jamaica Chamber of Commerce                         |
| JCDC     | Jamaica Cultural Development Commission             |
| JCF      | Jamaica Constabulary Force                          |
| JCPD     | Jamaica Council for Persons with Disabilities       |
| JCTU     | Jamaica Confederation of Trade Unions               |
| JDIC     | Jamaica Deposit Insurance Corporation               |
| JEA      | Jamaica Exporters Association                       |
| JEF      | Jamaica Employers' Federation                       |
| JFFL     | Jamaica Foundation for Lifelong Learning            |
| JIPO     | Jamaica Intellectual Property Office                |
| JIS      | Jamaica Information Service                         |
| JHTA     | Jamaica Hotel and Tourist Association               |
| JLI      | Jamaica Limestone Institute                         |
| JMA      | Jamaica Manufacturers Association Limited           |
| JNHT     | Jamaica National Heritage Trust                     |
| JPC      | Jamaica Productivity Centre                         |
| JPSCo    | Jamaica Public Service Company Limited              |
| JRC      | Jamaica Railway Corporation                         |
| JSE      | Jamaica Stock Exchange                              |
| JSLC     | Jamaica Survey of Living Conditions                 |
| JTA      | Jamaica Teachers Association                        |
| JTAT     | Jamaica Trade and Adjustment Team                   |
| JTB      | Jamaica Tourist Board                               |
| JTI      | Jamaica Trade and Invest                            |
| JUTC     | Jamaica Urban Transit Corporation                   |
| KMA      | Kingston Metropolitan Area                          |
| KMR      | Kingston Metropolitan Region                        |
| KRA      | Key Results Areas                                   |
| LCEP     | Least Economic Cost Expansion Plan                  |

|        |   |
|--------|---|
| LFS    | Labour Force Survey   |
| LMIS   | Labour Market Information System                                |
| LSDP   | Local Sustainable Development Planning                          |
| LSDPF  | Local Sustainable Development Planning Framework                |
| MAJ    | Maritime Authority of Jamaica                                   |
| MDAs   | Ministries, Agencies and Departments                            |
| MDGs   | Millennium Development Goals                                    |
| MGD    | Mines and Geology Division                                      |
| MIND   | Management Institute for National Development                   |
| MIS    | Management Information System                                   |
| MLSS   | Ministry of Labour and Social Security                          |
| MFAFT  | Ministry of Foreign Affairs and Foreign Trade                   |
| MMT    | Ministry of Mining and Telecommunications                       |
| MOA    | Ministry of Agriculture   |
| MOE    | Ministry of Education   |
| MOE    | Ministry of Energy  |
| MOFPS  | Ministry of Finance and the Public Service                      |
| MOHE   | Ministry of Health and Environment                              |
| MOICYS | Ministry of Information, Communication, Youth and Sports        |
| MOIIC  | Ministry of Industry, Investment and Commerce                   |
| MOJ    | Ministry of Justice   |
| MONS   | Ministry of National Security                                   |
| MOTW   | Ministry of Transport and Works                                 |
| MOU    | Memorandum of Understanding                                     |
| MPDD   | Mineral Policy and Development Division                         |
| MSE    | Micro and Small Enterprises                                     |
| MSME   | Micro, Small and Medium Enterprises                             |
| MTBE   | Methyl Tertiary-Butyl Ether                                     |
| MTEF   | Medium Term Expenditure Framework                               |
| MTF    | Medium Term Socio-Economic Framework                            |
| MTSEF  | Medium Term Sectoral Expenditure Framework                      |
| NBC    | National Broadcasting Commission                                |
| NCR    | National Cash Register  |
| NCSI   | National Coalition of Service Industries                        |
| NCST   | National Commission on Science & Technology                     |
| NCTVET | National Council on Technical Vocational Education and Training |
| NDP    | National Development Plan                                       |
| NEPA   | National Environment and Planning Agency                        |
| NFPB   | National Family Planning Board                                  |
| NGO    | Non Governmental Organizations                                  |
| NIC    | National Irrigation Commission                                  |
| NIGOLD | National Insurance Gold Health Plan                             |
| NIP    | National Industrial Policy                                      |
| NIS    | National Insurance  |
| NLA    | National Land Agency  |
| NMIA   | Norman Manley International Airport                             |

|          |  |
|----------|--|
| NPC      | National Planning Council                                |
| NQF      | National Qualification Framework                         |
| NROCC    | National Road Operating and Construction Company         |
| NSWMA    | National Solid Waste Management Authority                |
| NWA      | National Works Agency                                    |
| NWC      | National Water Commission                                |
| OCG      | Office of Contractor General                             |
| ODPEM    | Office of Disaster Preparedness and Emergency Management |
| OPM      | Office of the Prime Minister                             |
| OUR      | Office of Utilities Regulations                          |
| PAB      | Planning and Budgeting Network                           |
| PAG      | Plan Advisory Group                                      |
| PAHO     | Pan American Health Organization                         |
| PAJ      | Port Authority of Jamaica                                |
| PATH     | Programme Advancing through Health and Education         |
| PBCJ     | Public Broadcasting Commission of Jamaica                |
| PCJ      | Petroleum Corporation of Jamaica                         |
| PDC      | Parish Development Committee                             |
| PET      | Polyethylene Terephthalate                               |
| PETROJAM | Petroleum Corporation of Jamaica                         |
| PIOJ     | Planning Institute of Jamaica                            |
| PPCC     | Population Policy Coordinating Committee                 |
| PSOJ     | Private Sector Organization of Jamaica                   |
| PWD      | Persons with Disabilities                                |
| R&D      | Research and Development                                 |
| RADA     | Rural Agricultural Development Authority                 |
| RBM      | Results Based Management                                 |
| RBMS     | Results Based Management System                          |
| REER     | Real Effective Exchange Rate                             |
| RMF      | Road Maintenance Fund                                    |
| S&T      | Science and Technology                                   |
| SBAJ     | Small Business Association of Jamaica                    |
| SDC      | Social Development Commission                            |
| SIA      | Sangster International Airport                           |
| SIDS     | Small Island Developing States                           |
| SLC      | Survey of Living Conditions                              |
| SMA      | Spectrum Management Authority                            |
| SMART    | Specific, Measurable, Achievable, Realistic, Time-bound  |
| SRC      | Scientific Research Council                              |
| STATIN   | Statistical Institute of Jamaica                         |
| STD      | Sexually Transmitted Disease                             |
| STI      | Science, Technology and Innovation                       |
| T21      | Threshold 21 Model                                       |
| TA       | Transport Authority                                      |
| TCC      | Tax Compliance Certificate                               |
| TEF      | Tourism Enhancement Fund                                 |

|          |  |
|----------|--|
| TGCC/JTI | Target Growth Competitiveness Committee/Jamaica Trade and Invest |
| TPDCO    | Tourism Product Development Company                              |
| TRN      | Taxpayer Registration Number                                     |
| TWGs     | Thematic Working Groups  |
| UK       | United Kingdom   |
| UN       | United Nations   |
| UNFCC    | United Nations Framework Convention on Climate Change            |
| UNFPA    | United Nations Population Fund                                   |
| UNICEF   | United Nations Children Fund                                     |
| UNSTAT   | United Nations Statistics Division                               |
| USA      | United States of America   |
| UTECH    | University of Technology   |
| UWI      | University of the West Indies                                    |
| VOIP     | Voice over Internet Protocol                                     |
| VSC      | Vital Statistics Commission                                      |
| WEF      | World Economic Forum   |
| WHO      | World Health Organization  |
| WIPO     | World Intellectual Property Organization                         |
| WRA      | Water Resource Authority   |
| WSIS     | World Summit on the Information Society                          |
| WTO      | World Trade Organization   |

DRAFT



## **A VISION FOR JAMAICA**

### **National Vision Statement**

*“Jamaica, the place of choice to live, work, raise families, and do business”*

#### **The Vision**

*From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below*

#### **As a united family at home and abroad, we commit to a vision in which:**

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children’s children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

#### **We especially seek to create a secure future for our vulnerable population in ensuring that:**

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

**“One love. one heart. one Jamaica”**

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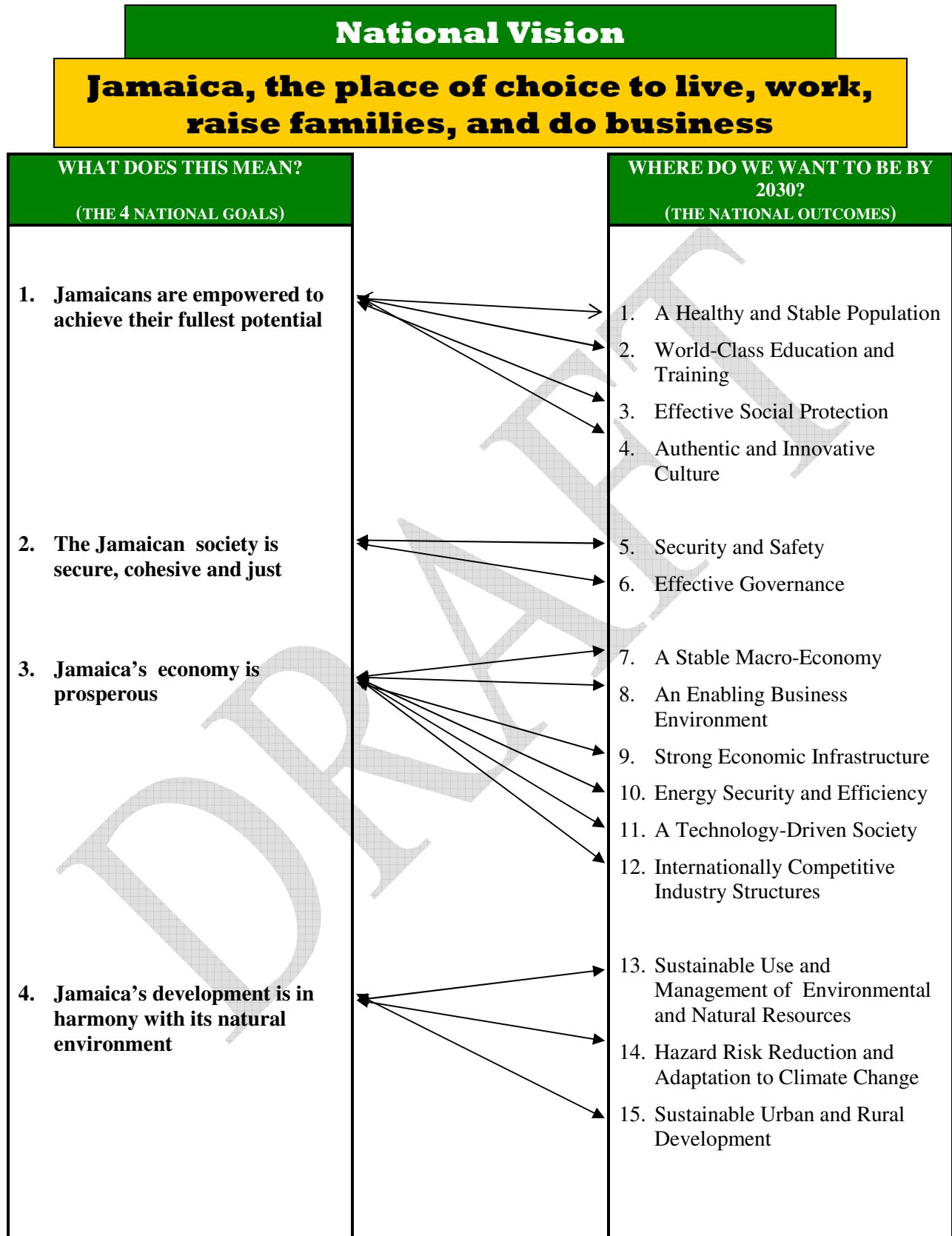


Figure 1: Vision, Goals & Outcomes

Table 1: National Strategies Linked to Goals and Outcomes

| <b>WHAT DO WE HAVE TO DO?</b><br><b>(THE NATIONAL STRATEGIES LINKED TO GOALS &amp; OUTCOMES)</b>  |  |   |   |
|---|--|---|---|
| <b>Jamaicans are empowered to achieve their fullest potential</b>   | <b>The Jamaican society is secure, cohesive and just</b>   | <b>Jamaica's economy is prosperous</b>  | <b>Jamaica's development is in harmony with its natural environment</b>   |
| <p><b>National Outcome 1:</b><br/><i>A Healthy and Stable Population</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system</li> <li>Strengthen the Health Promotion Approach</li> <li>Strengthen and emphasize the primary health care approach to service delivery</li> <li>Establish and implement a sustainable mechanism for human resources</li> <li>Establish effective governance mechanisms for the Health sector</li> <li>Support national food security for vulnerable groups</li> <li>Strengthen the linkages between health and the environment</li> <li>Enable a stable population</li> </ul> <p><b>National Outcome 2:</b><br/><i>World Class Education and Training</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Ensure that children 0-8 years old have access to adequate early childhood education and development programmes</li> <li>Enable satisfactory learning at the primary level</li> <li>Accelerate the process of creating and implementing a</li> </ul> | <p><b>National Outcome 5:</b><br/><i>Security and Safety</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Strengthen the capacity of communities to participate in creating a safe and secure society</li> <li>Reform and modernize the law enforcement and justice systems</li> <li>Improve the security of the border and territorial waters</li> <li>Strengthen the anti-crime capability of law enforcement agencies</li> <li>Implement programmes to integrate unattached youth in mainstream society</li> </ul> <p><b>National Outcome 6:</b><br/><i>Effective Governance</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Strengthen the process of citizen participation in governance</li> <li>Reform the justice system</li> <li>Ensure tolerance and respect for human rights and freedoms</li> <li>Engage in constitutional reform</li> <li>Strengthen public institutions to deliver efficient and effective public goods and services</li> <li>Foster gender equity in all areas of the society</li> </ul> | <p><b>National Outcome 7:</b><br/><i>A Stable Macro-Economy</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Ensure fiscal and debt sustainability</li> <li>Develop efficient and equitable tax system</li> <li>Maintain financial system stability</li> <li>Maintain price stability</li> </ul> <p><b>National Outcome 8:</b><br/><i>Enabling Business Environment</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Ensure a facilitating policy, regulatory and institutional framework for business development</li> <li>Increase access to capital</li> <li>Use trade and foreign relations to create an enabling external environment for economic growth</li> <li>Strengthen investment promotion and trade facilitation</li> <li>Develop an efficient labour market</li> <li>Improve the labour environment to enhance labour productivity and worker satisfaction</li> <li>Develop the capabilities of Micro, Small and Medium-Sized Enterprises (MSMEs)</li> </ul> <p><b>National Outcome 9:</b><br/><i>Strong Economic Infrastructure</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Expand and rationalize the road network and</li> </ul> | <p><b>National Outcome 13:</b><br/><i>Sustainable Use and Management of Environmental and Natural Resources</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Integrate environmental issues in economic and social decision-making policies and processes</li> <li>Develop and implement mechanisms for biodiversity conservation; and ecosystems management</li> <li>Develop efficient and effective governance structures for environmental management</li> <li>Manage all forms of waste effectively</li> </ul> <p><b>National Outcome 14:</b><br/><i>Hazard Risk Reduction and Adaptation to Climate Change</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Improve resilience to all forms of hazards</li> <li>Develop measures to adapt to climate change</li> <li>Contribute to the effort to reduce the global rate of climate change</li> <li>Improve emergency response capability</li> </ul> <p><b>National Outcome 15:</b><br/><i>Sustainable Urban and Rural Development</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>Create a comprehensive and efficient planning system</li> </ul> |

| <b>WHAT DO WE HAVE TO DO?</b><br>(THE NATIONAL STRATEGIES LINKED TO GOALS & OUTCOMES)  |  |   |  |
|--|--|---|--|
| <b>Jamaicans are empowered to achieve their fullest potential</b>  | <b>The Jamaican society is secure, cohesive and just</b> | <b>Jamaica's economy is prosperous</b>  | <b>Jamaica's development is in harmony with its natural environment</b>  |
| <p>standards-driven and outcomes-based education system</p> <ul style="list-style-type: none"> <li>• Develop and establish financing and management mechanisms for schools</li> <li>• Ensure a physical environment in all schools that is safe and conducive to learning</li> <li>• Ensure that the secondary school system equips school leavers to access further education, training and/or decent work</li> <li>• Ensure that adequate and high quality tertiary education is provided with an emphasis on the interface with work and school</li> <li>• Expand mechanisms to provide access to the out-of-school population</li> <li>• Promote a culture of learning among the general populace</li> <li>• Establish a competency-based national qualification framework</li> <li>• Increase access to formal training</li> <li>• Strengthen mechanisms to align training with demands of the labour market</li> </ul> <p><b>National Outcome 3:</b><br/><i>Effective Social Protection</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>• Infuse considerations of vulnerable groups in all public policies</li> <li>• Expand opportunities for the poor to engage in sustainable livelihoods</li> <li>• Establish mechanisms for creating an effective, efficient transparent and</li> </ul> |  | <p>land transport services</p> <ul style="list-style-type: none"> <li>• Develop a modernized public transport system</li> <li>• Expand domestic and international air transport infrastructure and services</li> <li>• Expand and diversify maritime infrastructure and services</li> <li>• Develop Jamaica as a regional logistics hub</li> <li>• Expand the broadband network island-wide</li> <li>• Ensure adequate and safe water supply and sanitation services</li> </ul> <p><b>National Outcome: 10</b><br/><i>Energy Security and Efficiency</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>• Diversify the energy supply</li> <li>• Promote energy efficiency and conservation</li> </ul> <p><b>National Outcome 11:</b><br/><i>A Technology-Driven Society</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>• Integrate science and technology into all areas of development</li> <li>• Create a dynamic and responsive National Innovative System</li> </ul> <p><b>National Outcome 12:</b><br/><i>Internationally Competitive Industry Structures</i></p> <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>• Develop company sophistication and productivity</li> <li>• Develop economic linkages and clusters</li> <li>• Develop economies of</li> </ul> | <ul style="list-style-type: none"> <li>• Create an appropriate framework for sustainability planning</li> <li>• Create sustainable urban centres, including urban renewal and upgrading</li> <li>• Create vibrant and diversified rural areas</li> <li>• Ensure safe, sanitary and affordable shelter for all</li> </ul> |

| WHAT DO WE HAVE TO DO?<br>(THE NATIONAL STRATEGIES LINKED TO GOALS & OUTCOMES)   |   |  |  |
|--|---|--|--|
| Jamaicans are empowered to achieve their fullest potential   | The Jamaican society is secure, cohesive and just | Jamaica's economy is prosperous  | Jamaica's development is in harmony with its natural environment |
| <p>objective system for delivering social assistance services and programmes</p> <ul style="list-style-type: none"> <li>• Promote greater participation in, and viability of Social Security schemes</li> <li>• Promote family responsibility and community participation for the protection of vulnerable groups</li> <li>• Create an enabling environment for persons with disabilities</li> </ul>                             |   | <p>scale and scope through collaboration among enterprises in the region</p> <ul style="list-style-type: none"> <li>• Enhance the framework for competition among enterprises</li> <li>• Promote eco-efficiency</li> </ul> |  |
| <p><b>National Outcome 4:</b><br/><i>Authentic and Innovative Culture</i></p>  |   |  |  |
| <p><b>National Strategies</b></p> <ul style="list-style-type: none"> <li>• Promote core / transformational values</li> <li>• Promote the family as the central unit of human development</li> <li>• Preserve, protect and promote Jamaica's cultural heritage</li> <li>• Integrate Jamaica's nation brand into developmental processes</li> <li>• Strengthen the role of sport in all aspects of national development</li> </ul> |   |  |  |



**EXECUTIVE SUMMARY**

**VISION 2030 JAMAICA  
NATIONAL DEVELOPMENT PLAN**

DRAFT

## **Executive Summary**

*“...I know the plans I have for you. Plans to prosper you and not to harm you. Plans to give you the future you hope for ...”*  
*(Jeremiah 29:11)*

### **Introduction**

**J**amaica, the largest English-speaking island in the Caribbean, is known worldwide for its vibrant culture and physical beauty; boasts of its political stability, favourable climate and geographic location and significant natural resources.

We have made significant strides in a number of our key social indicators, including high life expectancy, near universal enrollment in primary and junior secondary education, and widespread access to water and sanitation services. Additionally, we will achieve many of the Millennium Development Goals by 2015, including targets for poverty, child nutrition, universal primary education, and access to safe drinking water.

In spite of these achievements, since gaining independence in 1962, our country’s development has been characterized by paradoxes and potential: periods of expansion have alternated with periods of poor economic performance; growth has occurred alongside social issues of equity including inequalities in wealth and opportunity; we have experienced major social and political reforms; structural adjustment processes; and a full-blown crisis in the financial sector from 1995 to 1997.

In addition, we have recorded relatively low rates of economic growth that compare unfavourably with our regional and international counterparts, low productivity in most sectors, lack of national consensus on critical issues, environmental degradation, and high rates of violent crime. One profound impact of this has been the sustained outward migration of many Jamaicans, including the highly educated, who have chosen other countries in which to live and dedicate their talents. Our quest for economic development has recently been affected by a series of external shocks including hurricanes, the impact of the terrorism attack in the USA in September 2001, an international recession, and rising oil prices.

Nonetheless, we have seen consolidations of the previous structural adjustment and liberalization processes, reductions in poverty levels, and dynamic expansion in the tourism, financial services, telecommunications, entertainment, and distribution sectors.

Within the context of our country's growth and prosperity, therefore, we are forced to examine the factors that limit decisive progress towards higher levels of development, and strategically and explicitly address these in order to prevent further decline in the well-being of our nation. Importantly, we must chart a new direction for achieving our hopes and aspirations for a brighter tomorrow which forges an irreversible path to sustainable prosperity for all.

For decades we have relied upon our natural endowments and short- and medium-term national development plans to realize our national development objectives. Our planning efforts have failed in part, due to inherent weaknesses that included a relatively short-term planning horizon, inadequate resources to support implementation, an inadequate monitoring and evaluation framework, limited involvement of non-state actors and weak synergies between targets, indicators and budgets.

The present status of Jamaica's national development reflects the accumulation of choices it has made in the past. To change this path we have to make new choices.

## **Vision 2030 Jamaica, National Development Plan - Jamaica's Road to Prosperity**

**Vision 2030 Jamaica** is our country's first long-term national development plan which aims at enabling Jamaica to achieve developed country status by 2030. It is based on a comprehensive vision:

*"Jamaica, the place of choice to live, work, raise families, and do business".*

This envisages a major transformation from a middle income developing country to one which affords its citizens the highest quality of life and world class standards in some absolutely critical elements including education, health care, nutritional status, basic amenities, access to

environmental goods and services, civility and social order. These are needed for progress towards a more sustainable society which integrates and balances the economic, social, environmental, and governance components of national development - a development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>1</sup>

### **The New Paradigm**

Vision 2030 Jamaica introduces a new paradigm which redefines the strategic direction for Jamaica and puts us on a different path – a path that will lead to sustainable prosperity.

Our old paradigm for generating prosperity has focused on exploiting the lower forms of capital – our sun and sand tourism and exporting sub-soil assets and basic agricultural commodities. These “basic factors” represent the most easily imitated advantages on which a nation can compete and not create the levels of prosperity required for sustained economic and social development.

The central challenge is to create the conditions in which Jamaica’s productive enterprises are able to generate greater levels of wealth and in which the social and environmental conditions and general well-being of the society are enhanced. We must as a nation make an urgent yet bold decision to develop the country’s higher forms of capital – our cultural, human, knowledge and institutional capital stocks that will move us into higher stages of development.

Making this choice requires strong and decisive leadership at all levels of the society to champion this transformation; and partnership among the various institutions of government, the private sector, civil society and International Development Partners (IDPs). It also requires a vision that is shared and embraced by all citizens who fully participate in its implementation process.

This new paradigm for Jamaica also must intentionally seek to change the mindset of our nation and address any traits that are likely to inhibit progress. Core values such as respect, honesty and truthfulness, forgiveness and tolerance and attitudinal values such as trust, honour, discipline,

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<sup>1</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press. 1987.

responsibility, cooperation, good work ethic and punctuality, are essential for transitioning this society to a prosperous one.

Vision 2030 Jamaica is based on six guiding principles which put people at the centre of Jamaica's development. These give priority attention to elements that are critical for enhancing the quality of life of all Jamaicans.

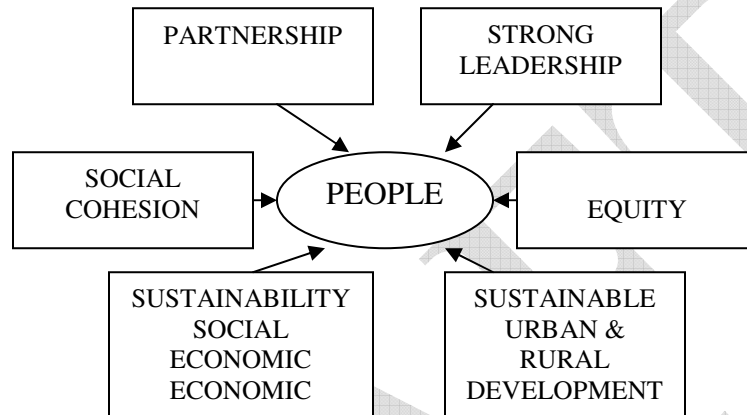


Figure 2: Guiding Principles

### National Goals

Vision 2030 Jamaica is built on four strategic goals for our country's development. They give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica's sustainable prosperity rests. These goals are:

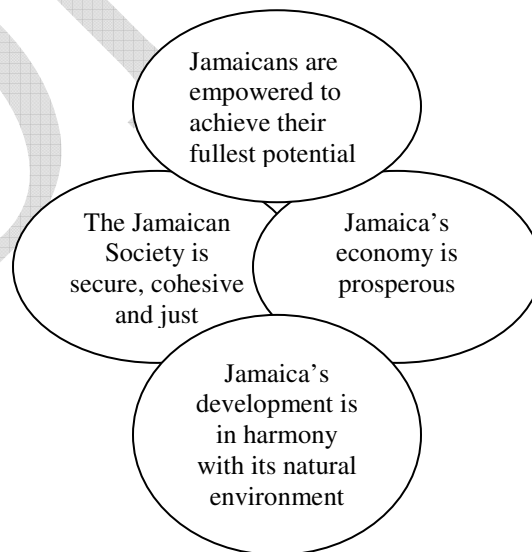


Figure 3: National Goals

Operationally, the four national goals are mapped into fifteen national outcomes, which in turn will be pursued through national strategies.

### **National Outcomes and Strategies**

Cascading from these goals are fifteen National Outcomes which reflect the desired changes in development conditions and, when accomplished, leads to the achievement of the National Goals. Each goal is aligned to a number of these outcomes which provide the roadmap for achievement and success under Vision 2030 Jamaica.

**Table 2: National Outcomes linked to Goals**

| <b>NATIONAL GOALS</b>  | <b>NATIONAL OUTCOMES</b>  |
|--|---|
| <i>1. Jamaicans are empowered to achieve their fullest potential</i>       | 1. A Healthy and Stable Population  |
|  | 2. World Class Education and Training                                     |
|  | 3. Effective Social Protection  |
|  | 4. Authentic and Innovative Culture                                       |
| <i>2. The Jamaican society is safe, cohesive and just</i>                  | 5. Security and Safety  |
|  | 6. Effective Governance   |
| <i>3. Jamaica's economy is prosperous</i>                                  | 7. A Stable Macro-Economy   |
|  | 8. An Enabling Business Environment                                       |
|  | 9. Strong Economic Infrastructure   |
|  | 10. Energy Security and Efficiency  |
|  | 11. A Technology-Driven Society   |
|  | 12. Internationally Competitive Industry Structures                       |
| <i>4. Jamaica's development is in harmony with its natural environment</i> | 13. Sustainable Use and Management of Environmental and Natural Resources |
|  | 14. Hazard Risk Reduction and Adaptation to Climate Change                |
|  | 15. Sustainable Urban and Rural Development                               |

These outcomes will be achieved through the implementation of a range of national strategies, which seeks to address the development challenges facing Jamaica and takes full advantage of our strengths and opportunities. The national strategies in turn guide the implementation of the sector plans which contain detailed sector strategies and action plans for the development of Jamaica's economic, social, environmental and governance sectors to 2030.

## **Implementation Process**

The success of Vision 2030 Jamaica depends on the effectiveness of its implementation. This process will involve the efforts of a wide range of stakeholders (ministries, departments and agencies of government, civil society bodies – NGOs, CBOs, the private sector and the IDPs) over the short-, medium- and long-term. The main mechanism for translating the long-term national goals and outcomes of Vision 2030 Jamaica into action is the Medium-Term Socio-Economic Policy Framework (MTF), through 3-yearly plans which summarize the priorities and targets for the country and the key actions to achieve those targets. The MTF recognizes other planning instruments and processes such as the new 3-yearly *Whole of Government Business Plan*, to be prepared for the public sector under the coordination of the Cabinet Office, the corporate and operational plans of MDAs and the annual national budgets.

The Results-Based Management System (RBMS) methodology, on which Vision 2030 Jamaica has been designed, will facilitate the tracking of performance against agreed goals and targets as outlined in the MTF.

## **Resource Allocation**

One weakness of previous national plans was the inadequacy of resources for implementation. Vision 2030 Jamaica therefore places great emphasis on ensuring that resource allocation mechanisms are successfully aligned and integrated with the implementation phase of the plan. The Ministry of Finance and the Public Service plays a direct role in resource allocation within the public sector, primarily through the fiscal budget, as well as an indirect role in broader resource allocation across sectors through the impact of its policies relating to taxation, incentives and other macro-economic instruments.

Three key requirements to ensure resource allocation for implementation will be:

1. *Alignment of the Whole of Government Business Plan, public sector agency plans, donors, private sector and civil society organization plans with the Medium-Term Socio-economic Policy Framework and by extension, the National Development Plan.*<sup>2</sup>

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<sup>2</sup> For the years 2008-2011 existing priorities of the Corporate and Operational Plans of public sector entities have been incorporated as the key actions for years 1-3. From 2009 to 2012 and beyond, the NDP/MTF will form the overarching guide for the business plans that will replace Corporate and Operational Plans of public sector MDAs in 2009/2010.

2. *Coherence between the various agency plans with the National Budget*
3. *Introduction of a Medium Term Expenditure Framework (MTEF) to complement the Medium-Term Socio-Economic Policy Framework (MTF)*

The Ministry of Finance and the Public Service will play a key role in ensuring that resources are allocated and used effectively for implementation of Vision 2030 Jamaica National Development Plan. In addition, public private partnerships will be developed to secure participation by the private sector in funding relevant aspects of plan implementation.

### ***Responsibility for Implementation and Coordination***

The Cabinet, as the highest executive body in the Government of Jamaica, has ultimate responsibility for implementation of the Vision 2030 Jamaica. Through the use of existing and/or new arrangements, the Office of the Prime Minister and Cabinet Office will drive the implementation of Vision 2030 across Government and ensure that essential complementary reforms within the public sector are made.

Each ministry and agency will be accountable for implementing Vision 2030 national strategies through various policies, programmes, and interventions. The proposed Whole of Government Business Plan will ensure full alignment of the government wide strategic priorities with the goals and outcomes of Vision 2030 Jamaica.

### **Stakeholder Participation**

The involvement of stakeholders will be fundamental to the successful implementation of Vision 2030 Jamaica, National Development Plan. The main mechanisms for securing participation of stakeholders in the process include stakeholder representation on inter-agency and inter-sectoral committees, participation in monitoring and review of the progress of plan implementation, and public education campaigns to raise awareness of Vision 2030 Jamaica, and mobilize ongoing stakeholder involvement.

### **Monitoring and Evaluation**

The progress of implementation of Vision 2030 Jamaica will be monitored and evaluated through a Results-Based Management Systems (RBMS) framework that focuses on key results areas, performance indicators and targets, and allows for adjustments to the Plan's



implementation based on international and domestic developments. The Vision 2030 Jamaica monitoring and evaluation regime will provide information on the implementation status of MTF policies and programmes and will also determine the degree to which set targets and expected outcomes/impacts are being realized.

When signals from the monitoring processes suggest that the Plan is going off-track, the evaluation function will help to point out the causes and suggest corrective measures. The Vision 2030 Jamaica monitoring and evaluation system will be highly participatory and include the government, private sector, civil society and international development partners (IDPs). The institutional framework defines roles and responsibilities at three levels: political, technical and consultative. At the highest level is the political, which comprises the Parliament and Cabinet.

#### *Institutional Arrangement for Monitoring and Evaluation*

The institutional framework for monitoring and evaluation involves a number of institutions and bodies including the Economic Development Committee (EDC), the National Planning Council (NPC), Vision 2030 Jamaica Technical Monitoring (Steering) Committee, the Vision 2030 Jamaica Technical Secretariat and Thematic Working Groups (TWGs).

The high level Economic Development Committee (EDC) is a sub-committee of Cabinet chaired by the Prime Minister. The EDC will review and deliberate on the recommendations made by the monitoring and evaluation system and subsequently inform Cabinet and Parliament on progress and emerging policy implications.

The Vision 2030 Jamaica Technical Monitoring Committee, chaired by the Office of the Prime Minister, will provide management and oversight for the coordination and monitoring of Vision 2030 Jamaica goals and outcomes. It is ultimately responsible for reporting on the progress of implementation, on challenges faced, actions taken and remaining constraints that require the attention of the Cabinet. Members of this body will include the Deputy Financial Secretary of the Ministry of Finance and the Public Service, the Director General of the Planning Institute of Jamaica, select Permanent Secretaries, and the Director General of the Statistical Institute of Jamaica (STATIN).

The Vision 2030 Jamaica Technical Secretariat, a highly technically competent unit located in the Office of the Director General of the Planning Institute of Jamaica, is the essential support mechanism for the overall monitoring and evaluation regime and in particular the Vision 2030 Jamaica Technical Monitoring Committee and the. The Secretariat will be staffed by qualified professionals equipped to systematically analyse and interpret social and economic data and information and to monitor and appraise public and private sector programmes and activities based on Vision 2030 Jamaica goals and outcomes. This unit will play a leading role in coordinating the efforts of both public and private sector stakeholders in the day to day monitoring and evaluation operations.

Thematic working Groups (TWGs) are consultative bodies comprising representatives from government, the private sector and other civil society bodies and the international development community. Their functions include providing feedback on monitoring performance relative to set targets and the facilitation of effective partnerships towards the achievement of Vision 2030 goals and outcomes.

The progress of Vision 2030 Jamaica implementation will be monitored and evaluated on an annual basis and the Vision 2030 Jamaica Progress Report will be produced and delivered by the Vision 2030 Jamaica Technical Monitoring Committee to the Prime Minister and the Parliament. The Report will provide an analysis of the indicators and progress towards achievement of the targets. The report will identify strengths and weaknesses and proposed corrective actions to help the successful implementation of the Plan.

## **INTRODUCTION**

*Well, it's all about Jamaica,  
And our vision to gain first world status  
So Jamaicans one and all,  
Come on, and join us!...  
...Come join in, join in, join in,  
Vision 2030 Jamaica Plan!*

**Vision 2030 Jamaica Song**  
**Composed and arranged by: Grub Cooper, CD**

This Vision 2030 Jamaica, National Development Plan, presents a strategic road map by which the country will progress to becoming a developed country over the next 22 years – a society in which our people here and in the Diaspora, will make the “...place of choice to live, work, raise families, and do business”.

For us to be successful in achieving our goal, we must all become excited about this challenging opportunity, transform our hearts and minds through a shared vision that is realistic and relevant to us as individuals, our families and the society; and in changing our mindset towards positive action.

As declared by Dr. Wesley Hughes, Director General of the Planning Institute of Jamaica, the organization charged with the responsibility of leading the Plan development process, “...2030 is not a magic number, we won't wake up overnight and see development...” As such, the Plan outlines a vision for our country in which we can all have a stake in the present as well as the future, through a process of transformation involving our collective participation and involvement.

This draft National Development Plan is a strategic document that is an integration of 32 draft Sector Plans prepared by Task Forces, comprising over 600 people from public and private sector bodies, civil society and International Development Partners. It outlines how we will achieve economic, social, and environmental well-being by:

- identifying long-term goals and outcomes
- presenting national and sector strategies for achieving the outcomes
- proposing some outcome indicators to measure performance over the long-term

- identifying key strategies and actions for years 1 – 3
- presenting the framework for the implementation of the Plan
- presenting the monitoring and evaluation framework

Importantly, the Plan reflects feedback and opinions of a wide cross-section of the society, obtained through extensive islandwide consultations with key stakeholder groups, including the public and the youth.

To ensure the highest quality, the Plan has been rigorously reviewed by small multi-disciplinary teams comprising critical thinkers and key experts in the society, led by the Director General of the Planning Institute of Jamaica (PIOJ). This has enabled the incorporation of issues, where feasible, and identification of duplications and in-consistencies.

The Plan will be implemented through a series of 3-year medium-term policy frameworks which contain a monitoring and evaluation mechanism that establishes specific targets and indicators to measure and track performance in the 3-year period.

Given the time-span of this Plan, it does not identify costs or all the quantitative targets although some broad qualitative targets are provided. These will be established through the 3-year medium-term frameworks, prepared in collaboration with the relevant implementing agencies.

Once approved by Cabinet, this draft of Vision 2030 Jamaica will be discussed and reviewed by the society to ensure national input and ownership before being finalized.

## **Structure of the Document**

This document contains five chapters and eight Appendices, as follows:

- **Chapter 1 – Context for Vision 2030 Jamaica, National Development Plan** - Provides the rationale for such a Plan at this time. It gives us a glimpse into Jamaica's journey to nationhood, presents an overview of our socio-economic development, takes a comparative look at where we are now in terms of this development within the context of our Caribbean counterparts as well as globally. The Chapter also provides a synopsis of the history of

planning in Jamaica, and presents the new paradigm: the road we have to travel to achieve our overall goal of developed country status by 2030.

- Chapter 2 – **National Goals** – Outlines the strategic goals for the country’s development over the next 22 years, and establishes the links with the National Vision and National Outcomes.
- Chapter 3 – **National Outcomes** – Presents the fifteen National Outcomes that reflect the actual or intended changes in the country’s development conditions that are required for achieving the National Goals. It presents a rationale for each Outcome along with national strategies for achieving these.
- Chapter 4 – **Key Strategies and Actions for Years 1- 3** - This Chapter sets out key medium term strategies and actions to implement programmes for overcoming and resolving the issues and challenges over the first three years, and ultimately attain the overall results outlined in Chapter III.
- Chapter 5 – **Implementation, Monitoring and Evaluation Framework** - This Chapter describes the mechanisms through which the Plan will be transformed into action and the main institutions that will be involved in its implementation. It also sets out the framework through which progress against indicators and targets are to be monitored and evaluated.
- Appendices

## CHAPTER 1

# CONTEXT FOR VISION 2030 JAMAICA NATIONAL DEVELOPMENT PLAN

### Nationhood

Jamaica, the largest English-speaking island in the Caribbean, is approximately 1 million hectares in size – 82 km wide by 234 km long – and is more than 2,195 metres at its highest point, Blue Mountain Peak. Its varied terrain allows for a diversity of habitats and growing conditions. The population is approximately 2.7 million with an average annual growth rate of 0.5 per cent and is projected to reach 3.1 million by 2030. A commonly held view is that the size of the populace of Jamaicans living in the Diaspora approximates that of the resident population.

As a nation, we are known worldwide for our strong sense of self identity expressed through our music and rich cultural mix which enables Jamaica's influence to extend far beyond its shores. Our island is also known for its beauty, political stability and significant natural resources such as bauxite and good potable water supply. It boasts of a climate which is favourable to tourism and agricultural production, and a geographic location in close proximity to the largest developed country which proves advantageous for sustained capital investments and trade.

On August 6, 1962, Jamaica celebrated the culmination of decades of advocacy for independence. On that day, the Jamaica National Flag was first raised, signifying the birth of our nation. The nation watched as the vestiges of colonial rule, the Royal Air Force and the British Navy and Army gave way to a *Jamaican defense force, with an air wing and a coast guard*. Our prayerful National Anthem reverberated throughout the hallways of schools and public edifices. Our nation was filled with hope and pride as it became the first in the English-speaking Caribbean to gain independence from Britain and to begin the journey of nationhood. Our vision, then, was to stand as a proud and successful country in the United Nations with a happy, free and prosperous population under a unifying national motto, "*Out Of Many, One People*."

## **Overview of Socio-Economic Development**

Between independence and the year 2000, Jamaica's development was characterized by paradoxes and potential. During the decade following Independence (1962-1972), economic sectors including mining, tourism, manufacturing and construction grew, resulting in Jamaica being one of the leading countries in the Caribbean in economic development. However, the challenges of economic dependence, including marked inequalities in wealth and opportunity, and resource constraints, prevented the development of the economy from reaching its full potential.

Consequently the steady economic growth experienced in this decade occurred alongside many unresolved social issues of equity, including limited inclusion and access of the broad base of society to public goods and services such as education and health care. Economic infrastructure such as roads, water and electricity were less than satisfactory. Labour market conditions and industrial relations were at best volatile, and there was a fledgling institutional reform and legislative framework. Despite weak social cohesion in some areas, the society was relatively peaceful, orderly and secure, and the economy was growing with a stable exchange rate.

During the following twenty years, Jamaica experienced periods of poor economic performance followed by relatively short periods of economic growth. Major social and political reforms also characterized this period, particularly in the areas of education and industrial relations. Structural adjustment processes were implemented including liberalization of the trade and foreign exchange regimes and privatization of government assets in key sectors including tourism, telecommunications and banking<sup>3</sup>. However the rapid liberalization of trade and foreign exchange regimes along with inadequate oversight and regulation of the financial sector contributed to inflationary pressures in the early 1990s and a full-blown crisis in the financial sector from 1995 to 1997.

Since 1997, the financial sector recovered at a substantial cost to the government and resulted in a strengthened regulatory regime, but economic development during this period was affected by a series of external shocks including hurricanes in 2001, 2004, 2005 and 2007, the impact of the terrorism attack in the USA in September 2001 on tourist arrivals, an international recession

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<sup>3</sup> During this period however the government also acquired the oil refinery and assets in the bauxite industry, consequent on the decision of foreign companies to leave Jamaica.

between 2000 and 2001, and rising oil prices from 2004 to 2007. Nonetheless, there have been consolidations of previous structural adjustment and liberalization processes, reductions in poverty levels, and dynamic expansion in the tourism, financial services, telecommunications, entertainment, and distribution sectors.

## **Where We Are Now**

Jamaica has made significant strides in a number of its key social indicators since Independence. For example, life expectancy is comparable to that of high income countries (72 years in 2007). Enrollment in primary and junior secondary education is near universal and access to water and sanitation services has improved considerably with over 93% and 80% respectively having access.

Jamaica will also achieve many of the Millennium Development Goals by 2015, including targets for poverty, child nutrition, universal primary education, and access to safe drinking water, though the targets on infant and maternal mortality remain challenging.

Several of Jamaica's health indicators have improved significantly over the last two decades, reflecting the epidemiological transition observed in other Caribbean countries (although HIV/AIDS, a communicable disease, has become a serious public health concern). However, there is an increased prevalence of lifestyle-related chronic diseases, such as cardio-vascular diseases, diabetes and obesity<sup>4</sup>.

The question frequently asked is why are we not succeeding in fulfilling the hopes of our nation, despite the unquestionable potential of our people and impressive achievements in pockets of our society.

Forty-five years after Independence, we stand at a crossroads in our development with disappointing economic growth, a lack of national consensus on critical issues, and violent crimes threaten our country's survival. (Jamaica now has one of the highest murder rates in the world.) Some of the other challenges we continue to face include the high public debt, low

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<sup>4</sup> Food and Agricultural Organization, 2002



growth, fiscal imbalance, weak export performance, unemployment among youth (ages 15-24 years) as high as 26%<sup>5</sup>, weak institutions, poor educational performance and weak infrastructure.

Productivity is low in most sectors. One profound impact of this has been the sustained outward migration of many Jamaicans, including the highly educated, who have chosen other countries as the place of choice to live and unfold their talents. In addition, scant regard is being paid to the environment: the Kingston Harbour is heavily polluted; the forests and watersheds are being degraded; and the beaches and coral reefs are threatened by pollution.

The factors that continue to militate against decisive progress towards higher levels of development must be strategically and explicitly addressed in order to prevent further decline in the well-being of the nation and to forge an irreversible path to sustainable prosperity.

### **Jamaica – a Comparative Analysis**

Measured by the Human Development Index (HDI), the UNDP report (2006)<sup>6</sup> considers Jamaica as a medium level developing country, ranking 104<sup>th</sup> out of 177 countries. This was below the level of Barbados, St. Kitts and Nevis, the Bahamas, and Trinidad and Tobago which ranked 31<sup>st</sup>, 51<sup>st</sup>, 52<sup>nd</sup> and 57<sup>th</sup> respectively.

Additionally, the 2007 Global Competitiveness Index (GCI) ranks Jamaica 78<sup>th</sup> out of 131 countries, whereas Puerto Rico, Barbados and Trinidad and Tobago rank 36<sup>th</sup>, 50<sup>th</sup> and 84<sup>th</sup> respectively. The GCI report characterizes Jamaica as a country in the *efficiency-driven* stage of development<sup>7</sup> which means that although we have all the forms of capital<sup>8</sup> and some elements of the pillars of competitiveness, in most cases they are not efficiently or effectively supporting Jamaica's transition to the third stage of development: that is, an *innovation-driven* economy.

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<sup>5</sup> Jamaica Survey of Living Conditions

<sup>6</sup> Human Development Report 2006, UNDP

<sup>7</sup> The GCI report utilizes three main categories to characterize a country. A *factor-driven* economy competes on the basis of factor endowments, unskilled labour, natural resources and price. Countries in the second tier are *efficiency-driven* and have to begin to improve both their productivity and product quality in order to increase their competitiveness. This requires that they invest more in higher education and training, promote more efficiency in goods and labour markets, increase the sophistication of their financial markets and increase their application of existing technologies. At the highest level, countries characterized as *innovation-driven* economies are able to sustain higher wages and standards of living by offering new and unique products. This is only possible through innovation and increasing the extent to which they add-value to basic products.

<sup>8</sup> There are seven forms of capital that include the natural, manmade, financial, knowledge, human, institutional and cultural forms of capital.

The choice for Jamaica to become a prosperous society is to intentionally address those deficiencies which undermine our productivity and international competitiveness. These include the inadequacies in the fundamental operations of our institutions, soundness of the infrastructure, degree of macroeconomic stability and quality of public goods and services such as health care and primary education.

According to Transparency International, Jamaica's rank in transparent and good governance has slipped from 57<sup>th</sup> in 2003 to 84<sup>th</sup> out of 132 countries in 2007. In order to correct this, the Government instituted measures to strengthen the required levels of accountability and facilitated the scrutiny of government institutions by the public, particularly in the contracting and procurement processes. In 2002, the Government instituted the Access to Information Act<sup>9</sup> that facilitates public access to official documents.

With respect to the environment, Jamaica ranks 54<sup>th</sup> out of 147 countries in the 2008 Environmental Performance Index (EPI). On the EPI, we outperformed many developed countries, and along with the Dominican Republic and Cuba, are the leaders in the Caribbean with respect to environmental protection and sustainability. The Environmental Vulnerability Index (EVI) ranks Jamaica as extremely vulnerable. Despite the many improvements in environmental management, many challenges remain and need to be addressed.

### **Development Planning in Jamaica**

Development planning has had a long tradition in Jamaica, with the first national development plan prepared as early as 1947, and the most recent prepared for the period 1990-1995. Other national development planning exercises have included the preparation of the National Industrial Policy (NIP) for 1996-2001 and a series of Medium Term Economic Policy Frameworks (MTFs), each of which articulated and established a framework for implementation on a three-year basis.

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<sup>9</sup> The act states that every person shall have a right to obtain access to an official document, other than an exempt document. An application for access to an official document shall not be required to give any reason for requesting access to that document. The request for access to information can be made verbally or in writing. A public authority shall respond to an application as soon as practicable but not later than thirty days after the date of receipt of application.  
[http://www.justiceinitiative.org/db/resource2?res\\_id=102488](http://www.justiceinitiative.org/db/resource2?res_id=102488)

However, after decades of engaging in short- and medium-term plans, Jamaica's development objectives have not been fully realized. While these exercises have built capacity for medium- and long-term planning in the public sector, review of this development planning tradition has suggested that there have been weaknesses. These included a relatively short-term planning horizon which did not have a strategic focus on long-term development, lack of continuity, inadequate resources to support implementation, an inadequate monitoring and evaluation framework, limited involvement of non-state actors and the wider society and weak synergies between targets, indicators and the budget.

Vision 2030 Jamaica is the nation's first **long-term** national development plan which aims at enabling Jamaica to achieve developed country status by 2030. It is people-centred in its approach, giving priority attention to the elements that are absolutely critical for enhancing the quality of life of all Jamaicans and for the country's achievement of world class standards in areas such as education, health care, safety and national security.

### **Developed Country Status**

There is no single definition of a developed country. The generally accepted concept refers to countries that:

- have achieved relatively high levels of per capita GDP
- possess advanced productive sectors
- enjoy high quality infrastructure and social services
- undertake relatively high levels of research and innovation

In addition to these broad characteristics, the Human Development Index (HDI) combines measures of life expectancy, literacy, school enrollment and per capita GDP into a single index to measure relative human development among nations.

### **What does Developed Country Status mean for Jamaica?**

In the Jamaican context, there are some absolutely critical elements needed to enhance the quality of life for all Jamaicans and for which Jamaica can achieve world class standards. As depicted by the Figure below, these include education, health care, nutritional status, basic amenities, access to environmental goods and services, civility and social order. These elements are fundamental for progress towards a more sustainable society which integrates and balances

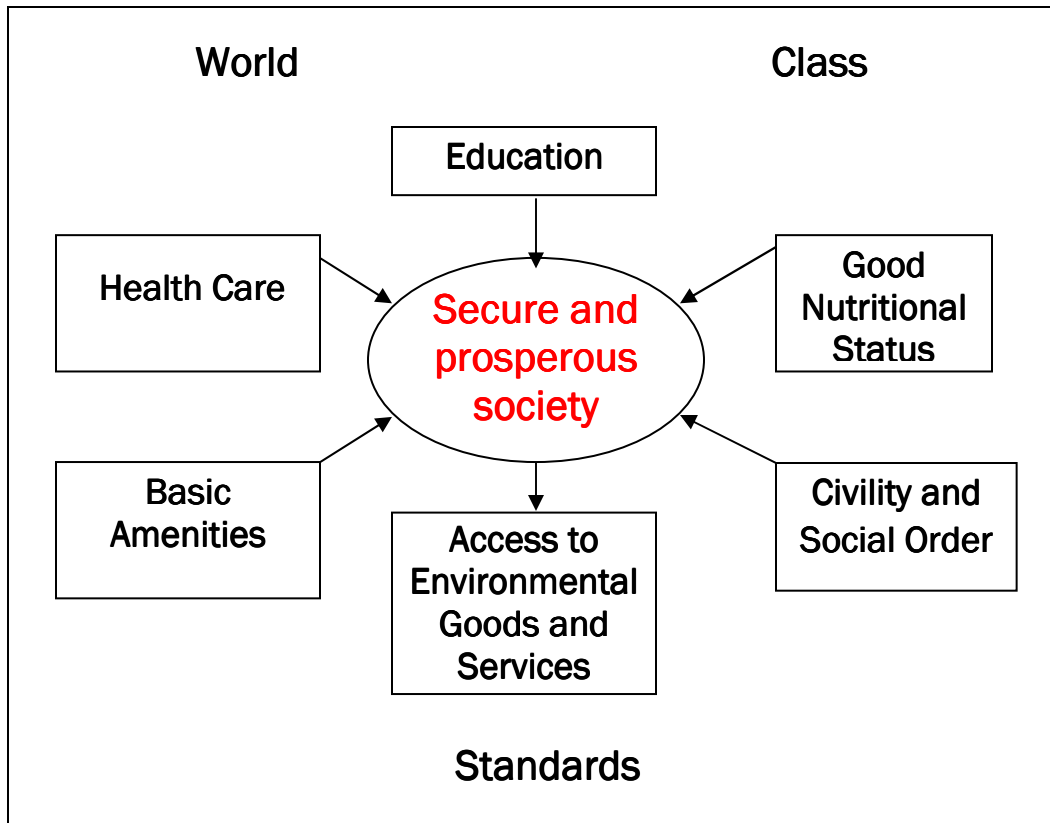
the economic, social, environmental and governance components of national development. This sustainable approach has been defined as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>10</sup>

However, in the initial period of implementation, deliberate steps must be taken to change the mindset of the nation. This change is vital if we are to significantly reduce crime and violence, improve education and training outcomes, advance the development of our infrastructure, increase productivity and manage our national debt.

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<sup>10</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press. 1987.

Figure 4: Defining a Secure and Prosperous Society for Jamaica



### Jamaica’s Road to Prosperity - The New Paradigm

The present state of our national development reflects the accumulation of choices Jamaica has made in the past. Continuing along the path we have followed will simply produce more of the same. This is unsatisfactory. Jamaica deserves more. We

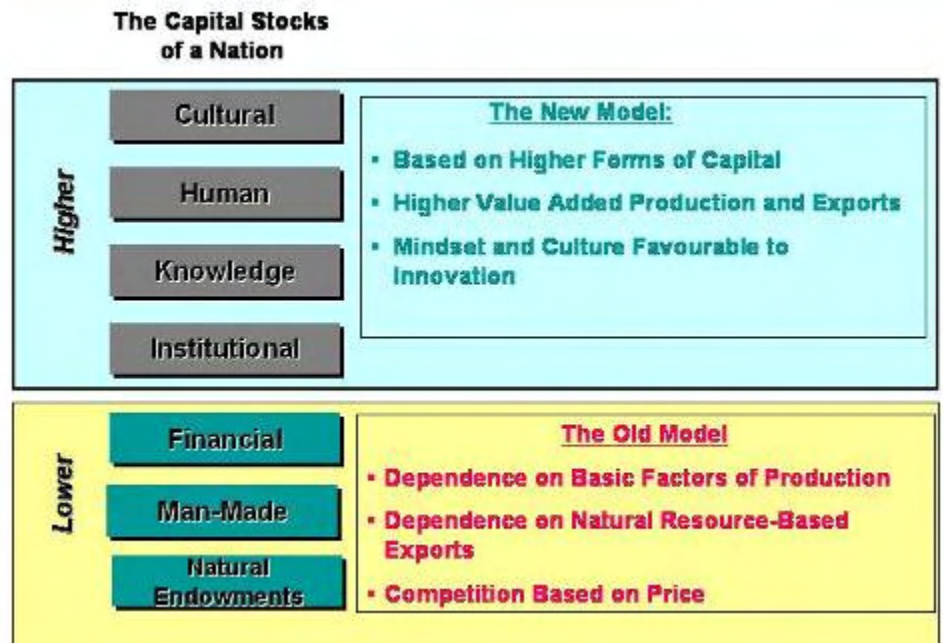


Figure 5: Jamaica’s Road to Prosperity - The New Paradigm

social development. Although we cannot forego the use of the lower forms of capital, sustained levels of prosperity will only be generated when we begin to effectively develop and use the higher forms of capital.

The central challenge for our country's national development is to create the conditions in which our productive enterprises are able to generate greater levels of wealth and in which the social and environmental conditions and the general well-being of the society are enhanced. We must as a nation make an urgent yet bold decision to develop the country's higher forms of capital – our cultural, human, knowledge and institutional capital stocks that will move us into an innovation driven stage of development. This implies that as a country we will be able to sustain higher wages and standards of living through higher levels of productivity, development of new and unique products, and addition of value to the lower forms of capital made possible by the application of science and technology.

## **Key Pillars of Change**

### **Leadership**

Making this choice requires strong and decisive leadership at all levels of the society to champion this transformation for achieving Vision 2030 Jamaica. Champions of change and accountability within the various institutions of government in partnership with the private sector, civil society and International Development Partners (IDPs) must assist in achieving the desired result. Ownership of Vision 2030 Jamaica and the process must reverberate at every level of the society. We all must have a sense of the roles we must play and take responsibility for the successful implementation of the plan

### **Partnership**

Attaining the new world of opportunities envisaged under Vision 2030 Jamaica requires the promotion of the common good over vested interests and significant technical and financial resources both of which are beyond the scope of the government. We enter the Plan implementation period heavily indebted and with limited scope of borrowing to finance the “infrastructure” which must drive the planned development. As a result, an alternative strategy is

needed to bridge this deficiency, which if not remedied early, could stymie the success of this National Development Plan.

A number of countries have looked to partnership - the coming together of two or more groups or organizations to achieve some common objective as a development strategy (Bernard 2000)<sup>11</sup>. The success of these countries highly recommends the partnership approach to a country such as Jamaica which has huge needs in technology and resources. The success of the Plan is thus predicated on the conscious collaboration of the Government (central and local), citizens, and the private sector (local and external); the pooling and use of their expertise and resources in public private partnerships in pursuit of the objectives of the Plan. Such partnership will span the spectrum from the input of the voluntary sector in creating the mindset for success and deploying the core values of the National Development Plan; to private sector capital investments in social and economic infrastructure; and citizen monitoring to ensure accountability, and to extract value -for money from public investments. In short, Vision 2030 Jamaica calls for every citizen to participate in both the costs and benefits of national development and hinges this on **partnership** as both a fundamental value and strategy of Vision 2030 Jamaica.

Choosing the path for sustainable prosperity ensures a more promising future. Time is short. The challenges are great. The choice is clear – sustainable prosperity for all – as embodied in our new vision:

***“Jamaica, the place of choice to live, work, raise families and do business.”***

### **Changing the Mindset**

At the heart of this vision for Jamaica is the transformation of the society. This new paradigm for Jamaica must intentionally seek to change the mindset of the nation and to address any traits that are likely to inhibit progress towards development. We must recapture the respect for and give prominence to societal values and attitudes.<sup>12</sup> Core values such as respect, honesty and truthfulness, forgiveness and tolerance are the *sine qua non* of any civilized society. Attitudinal values such as trust, honour, discipline, responsibility, cooperation, good work ethic and punctuality are essential for transitioning this society to a prosperous one.

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<sup>11</sup> Caribbean Journal of Public Sector Management Vol. 1No.2, May 2000

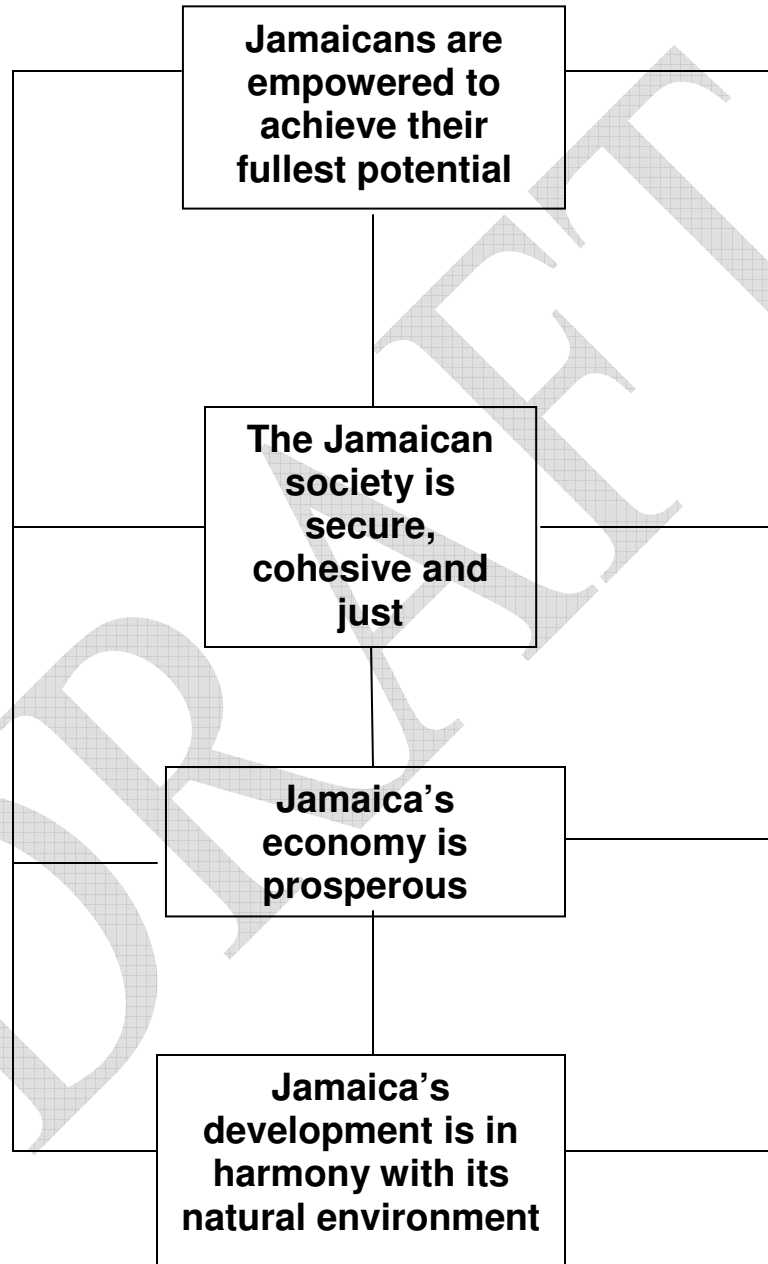
<sup>12</sup> Amartya Sen (2001) identifies the critical role that culture, values and attitudes contribute to the development of a country.

The Jamaican economy must be recast through the adoption and infusion of the transformative values that will change the current attitude of the workforce towards authority, work, punctuality and trust. Workers and employers must adopt transformative values that improve their abilities to work together in order to increase productivity. These values are found to be strongly correlated with higher levels of productivity and therefore higher levels of income.

The dynamics of the long-term horizon impacting Vision 2030 Jamaica will necessitate its periodic adjustment. The Medium-Term Framework is the vehicle through which the monitoring and evaluation will be achieved.



## **CHAPTER 2 NATIONAL GOALS**



**Figure 6: The National Goals**

## **Overview of the National Goals**

The key underlying objective of Vision 2030 Jamaica is to secure sustained and broad-based improvement in the quality of life of our people by transforming Jamaica into “the place of choice to live, work, raise families and do business. In order to achieve this objective the National Development Plan articulates a comprehensive and integrated strategy around four basic goals:

**Goal 1:** Jamaicans are empowered to achieve their fullest potential

**Goal 2:** The Jamaican society is secure, cohesive and just

**Goal 3:** Jamaica’s economy is prosperous

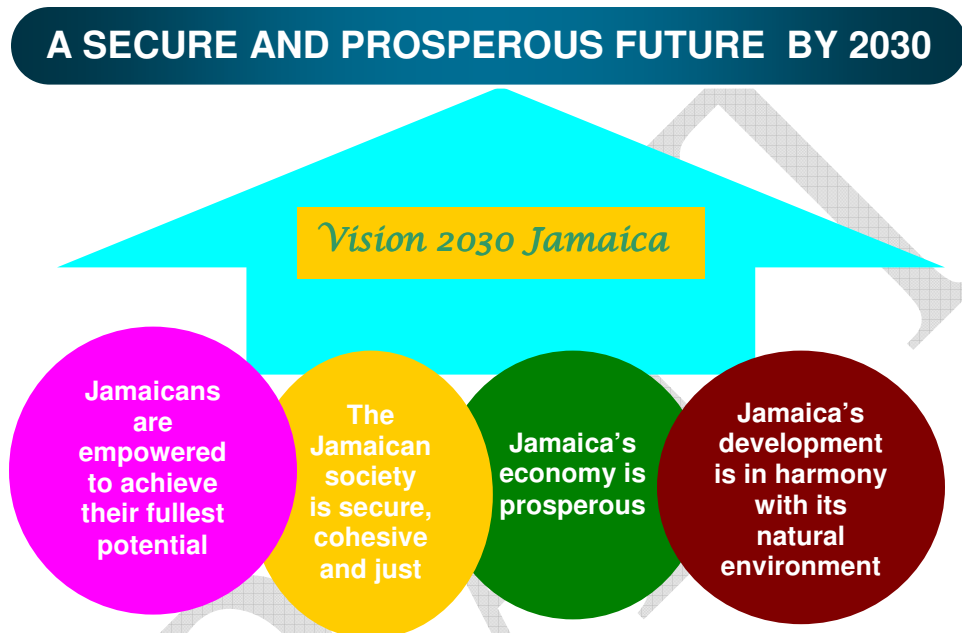
**Goal 4:** Jamaica’s development is in harmony with its natural environment

These goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. In effect, the selection of these goals, and the design of the associated outcomes, strategies and programmes collectively comprise a new approach to development in Jamaica. This approach is broad in scope, participatory in design and intended implementation, long-term in reach and transformational in character. The Plan thus provides a comprehensive framework in which the linkages among economic, social, environmental and governance sectors are made, and presents a broad strategic thrust for the transformation of the Jamaican economy and society towards sustainable development and prosperity for the Jamaican people.

Vision 2030 Jamaica recognizes that economic growth – while necessary – is not sufficient to engender the establishment of sustainable prosperity for the Jamaican people. For this to be achieved, sustained economic growth must be complemented with measures that ensure broad participation in the benefits of growth, and an environment that fosters creation of a society in which citizens feel empowered and secure enough to pursue a high quality of life. Indeed, enhanced empowerment, improved security and fairness, and greater attention to environmental quality are not only ends in themselves, but are also essential ingredients in the attainment of sustainable prosperity.

In the broadest sense, the new paradigm contained in the Plan seeks to achieve the four goals by developing, preserving and deploying the nation’s capital stock, with a concerted effort to create

In the broadest sense, the new paradigm contained in the Plan seeks to achieve the four goals by developing, preserving and deploying the nation's capital stock, with a concerted effort to create conditions conducive to a shifting from the employment of lower forms of capital to activities driven by higher forms of capital which would boost productivity and establish the basis for a higher standard of living.



**Figure 7: The Path to a Secure and Prosperous Future for Jamaica**

These four goals give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica's sustainable prosperity rests. Cascading from these goals are fifteen national outcomes which reflect the actual or intended changes in development conditions. When accomplished, these conditions will lead to the achievement of the goals. Each goal is aligned to a number of these outcomes which provide the roadmap for success.

## **GOAL 1: Jamaicans are empowered to achieve their Fullest Potential**

Vision 2030 Jamaica will create a society in which all Jamaicans are empowered to participate fully in the development of the country and to elevate our standard of living and quality of life.

From now to 2030 Jamaica will reap a dividend from its demographic transition. As a percentage of its total population, Jamaica's working age population will reach a maximum of 69% by 2024, up from 65% in 2006. This increase in the working-age population represents a unique one-off opportunity that will not be repeated in the foreseeable future, to increase the size and productive potential of Jamaica's human capital. However, the country also faces the higher costs associated with an ageing population and increased longevity and must use the opportunity for economic growth presented by its demographic dividend to prepare for these long-term trends.

While virtually all our citizens would like to attain a high standard of living, and indeed many have, too many are hindered from doing so due to a wide range of obstacles that pervade our society. This is a critical development challenge facing the country. The real purpose behind economic development is to improve the well-being of individuals. We know also that increased well-being of individuals fuels their ability to be productive contributors to economic development. Thus the empowerment of Jamaicans should be seen as both a contributor to their future development as well as a result of the economic development that is being pursued – a veritable virtuous cycle.

What are the tools needed to empower individuals? The Human Development Report<sup>13</sup> highlights a number of variables as indicative of the level of development of a society. These are wide-ranging but include economic and social variables such as health, gender equity, population parameters and education. The Global Competitiveness Report<sup>14</sup> also points to other variables such as workforce development and training as important social factors that contribute to economic development. Other areas highlighted that contribute to human capital formation include culture, innovation and values and attitudes. These perspectives echo wider sentiments that support the themes of education and training, health, culture and values and population control as essential areas of focus for enabling individuals and society in general to develop.

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<sup>13</sup> Human Development Report, UNDP.

<sup>14</sup> Published by the World Economic Forum and covering 131 economies.

It must be recognized, however, that there are some who may be in need of higher levels of support than the majority in the society. These include subgroups such as the poor, the elderly and persons with disabilities. In this regard, the society must ensure that provisions are made to enable these subgroups. These may be provided through appropriate social protection programmes.

The society must also be cognizant of the differences that exist between the two population subgroups, males and females. In this regard, it must be recognized that each gender is affected and responds differently to the same policies and programmes. There are numerous examples of societal issues arising from differences in gender. For example, in Jamaica, the participation rate and performance of individuals in the school system differ significantly between males and females. Similarly, the labour force participation and employment rates are markedly different by gender. Most notably, the high propensity for males to be the perpetrators and victims of violent crimes, such as murder, clearly points to the need for a gendered approach to development planning and implementation. Under this approach, each policy and programme should be evaluated for its differential impact on men and women. The gender lens should also be used to evaluate societal issues such as crime and poverty to support the development of appropriate policies and programmes.

Jamaica's relative standing regarding its social development may be assessed by its performance on the Human Development Index (HDI) and progress towards achieving the Millennium Development Goals (MDGs). When last reported in 2006<sup>15</sup> Jamaica placed 104<sup>th</sup> out of 177 countries, below most of the other Caribbean countries measured on the index. Barbados, the highest-placed Caribbean country was at number 31 while Cuba, the next highest, was placed at 51. St. Kitts and Nevis, the Bahamas and Trinidad and Tobago followed at positions 51, 52 and 57, respectively.

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<sup>15</sup> Human Development Report 2006, UNDP.

In other areas such as life expectancy, Jamaica was on par with most of its Caribbean neighbours and ahead of many developed countries. Life expectancy was estimated in 2007 to be 73.25 years (70.94 years for males and 75.58 years for females).<sup>16</sup>

The MDGs “underscore the importance of *sustainable development*.”<sup>17</sup> “Of the more than 50 goals detailed in the Millennium Declaration (comprising 18 targets), 8 are defined as the MDGs. With respect to achieving the MDGs, Jamaica has had mixed but largely favourable results. For example, in areas such as poverty reduction, primary education enrollment and female empowerment, the country has done well, exceeding the targets for poverty and enrolment in primary schools. However, despite relatively good health for the population, progress towards achieving the goals relating to reproductive and perinatal health and control of HIV/AIDS has been unsatisfactory<sup>18</sup>. Nonetheless, the prognosis is that Jamaica is likely to meet its MDG targets by 2015.

Vision 2030 Jamaica seeks to build on the mixed progress made to date in the social areas in order to empower our people by focusing on achievement of a high level of human resource development (education, training and health system reform), fostering of innovation, cultural preservation, and strengthening of systems geared to protecting vulnerable groups in the society.

## **GOAL 2: The Jamaican Society is Secure, Cohesive and Just**

Vision 2030 Jamaica recognizes that in an environment characterized by high levels of crime and violence and one in which justice is inequitably dispensed, citizens are alienated and less productive than they might be, and are more likely to engage in destructive behaviour thereby fuelling a vicious cycle that militates against achievement of positive social, economic and cultural outcomes. Vision 2030 Jamaica seeks to drastically improve the overall situation in the country with regard to crime, violence and governance.

This goal establishes the importance of a society that is safe, respects the rights of all, operates with a sense of shared values and offers justice and fair play in the eyes of its members. Security

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<sup>16</sup> Economic and Social Survey Jamaica, 2005.

<sup>17</sup> Millennium Development Goals, Jamaica, 2004.

<sup>18</sup> *ibid*

and justice may only be attained and sustained in an environment in which the rights of all are respected and where there is consensus around a set of common values.

Jamaica is globally recognized as a country that has had a strong democratic tradition. The World Bank speaks of the country as a “stable democracy” with a high calibre bureaucracy, a good regulatory framework, strong institutions and a well-developed public sector staffed by highly qualified individuals.

Notwithstanding this good tradition and high quality infrastructure, the World Bank notes that these advantages have not translated into public perception of good governance. It has been noted that there is a high level of public discontent and a perception of poor quality service. This perception is accompanied by real deficiencies in the regulatory and institutional frameworks that include outdated regulations and excessive bureaucratic processes. Alongside these negatives is a growing sense of insecurity influenced by a high murder rate that has continued to climb, unabated, despite fluctuations between years.

This goal will seek to address these broad concerns through outcomes targeting security and safety as well as effective governance. The first outcome includes those strategies that will be implemented under the heading of national security, including the functions of the Jamaica Constabulary Force and the Correctional Services Department. The second outcome is addressed by focusing on the national justice system and other matters relating to areas such as social inclusiveness and rights.

“Crime and violence” has become one of the most pressing concerns for Jamaicans. It has had a negative impact on all spheres of society and has been cited as being a significant factor in the low levels of GDP that has been achieved by Jamaica over the years. It has also left segments of our society crippled by fear and has resulted in the diversion of significant resources into crime prevention and control. Private firms are forced to pay large sums for security and many of them that operate in certain communities also pay significant amounts of extortion “fees.” Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities.

Governance has become central to development discourse in recent decades. This is largely founded on the recognition that strong and accountable institutions, political commitment to effective management of the state, and a vibrant and organized civil society are fundamental to development. Governance is, therefore, most effective when it reflects partnership between the state and non-state actors (private sector and civil society).

Jamaica faces governance challenges that transcend and cut across various developmental spheres. On the surface, Jamaica has strong formal institutions. It has a well-established parliamentary democracy and a vibrant civil society. It also possesses a strong and competent civil service. However, society shows signs of social and political polarization, which makes it difficult to form consensus on policies that are in the broad public interest and entail a long planning horizon. There is a history of political violence and, in recent decades, growing violence associated with organized crime.<sup>19</sup>

Elements contributing to the weakening of governance in Jamaica include:

- Apathy towards, and alienation from, existing political institutions and processes and increasing disregard for the norms of civil society by a growing number of persons, especially the young.
- Poor performance of the economy and the persistence of poverty.
- Increased criminal activity, including drug trafficking.
- The inability of the State to sustain levels of welfare that were put in place in the post-independence era.
- The redefined position of the state from its previous function as a development agency to that of a facilitator of market-driven policies.

Jamaica has made some strides towards improving governance. Many of these initiatives are being led by Government and involve the private sector and civil society, individually and collectively, seeking to meet the benchmarks of good governance. Examples of these initiatives include the Reform of the Public Sector, Access to Information Act, Local Government Reform, Local Sustainable Development Planning Framework and the Medium Term Framework and Strategy. Yet, much remains to be done to enhance governance in Jamaica; the Plan is designed to address the key obstacles to good governance in the country.

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<sup>19</sup> From IDB Country Strategy with Jamaica (2006 – 2009).



### **GOAL 3: Jamaica's Economy is Prosperous**

Economic prosperity is the ability of an individual, group, or nation to provide shelter, nutrition, and other material goods that enable people to live a good life, according to their own definition.<sup>20</sup>

Prosperity matters because it helps to free people's hearts and minds so that they may develop a healthy and rich emotional and spiritual life. For Jamaica, economic prosperity is a particularly important goal because it has proven elusive for the majority of our people throughout the island's history.

The starting point in creating a prosperous future for Jamaica is to understand the wellspring from which economic prosperity flows. Prosperity is determined by the productivity with which a nation uses its resources to produce goods and services. The more efficiently a nation creates products and services that are highly valued and desired by its own citizens and by the world, the more prosperous it will be.

As barriers to the movement of goods, services, capital, people and information throughout the world have fallen, nations and firms strive increasingly to achieve international competitiveness. Competitiveness is determined by the relative levels of productivity between nations. Individuals around the world have vastly different purchasing power, and countries possess stocks of wealth in different proportions. Recent reports by the World Bank indicate that the standard of living in many regions in Africa, Latin America and the Caribbean is threatened by declining productivity. This is certainly true for Jamaica. Growth accounting studies<sup>21</sup> indicate that, despite positive contributions from accumulation of physical and human capital from 1960 to 2000, Jamaica has suffered from an overall decline in total factor productivity, which is significantly below the average levels achieved globally and within Latin America over the same period.<sup>22</sup>

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<sup>20</sup> Debraj Ray, *Development Economics*, Princeton Press 1998, p. 9.

<sup>21</sup> IMF 2006a, Penn World Tables (Version 6.2), Jamaica Productivity Centre, Bartelsman (2002). For example, one study indicates that unit labour productivity in Jamaica fell by a total of 27.5% from 1972 to 1998, while real unit labour costs rose by 32.5% over the same period.

<sup>22</sup> World Bank (2003), IMF (2006a).

The issue of productivity is fundamental to Jamaica's long-term economic prospects and, in particular, to competitive performance by local companies. While limited systematic research on the factors affecting productivity in Jamaica has been undertaken to date, the main contributors to low productivity have been identified as including the following<sup>23</sup>:

- Relatively lower levels of worker education and skill levels
- Relatively lower levels of technology and capacity utilization of machinery
- Constraints resulting from inadequate physical infrastructure including roads and public transport systems
- Absence of a productivity culture
- Firm-level factors including inferior production practices, plant organization, management systems and employee incentive programmes
- Low levels of social capital and trust leading to increased transaction costs and unproductive use of resources in resolution of adversarial labour relations
- Levels of uncertainty in the macro-economic environment including high public debt
- Impact of crime and violence
- High levels of employment in micro and small enterprises (MSEs) and the informal sector which exhibit relatively lower levels of productivity

Vision 2030 Jamaica therefore has a clear and compelling mission in guiding the nation to a prosperous future – to prepare the conditions and means by which firms and individuals in the country will create wealth with ever-increasing levels of productivity that eventually compare favourably with the most productive nations in the world.

Despite its favourable endowments of natural and human resources, Jamaica has recorded disappointing economic performance over the period since its independence in 1962, notwithstanding some early progress, with relatively low rates of economic growth that compare unfavourably with regional and international counterparts. In 2006, Jamaica's GDP per capita stood at US\$3,823 (100<sup>th</sup> among 210 nations of the world). By contrast GDP per capita in the developed countries was in the range US\$20,000 – US\$100,000, while regional counterparts Trinidad and Tobago and Barbados enjoyed GDP per capita levels of US\$13,661 (57<sup>th</sup>) and US\$11,765 (60<sup>th</sup>), respectively.<sup>24</sup>

Nonetheless, Jamaica has recorded many significant economic achievements over past decades. Macro-economic gains include the reduction of inflation from an all-time high of 80.2% in 1991

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<sup>23</sup> See for example the review carried out in Downes, 2002.

<sup>24</sup> United Nations Statistics Division National Accounts Main Aggregates Database.

to an average of 10.8% per annum over the five years from 2002 to 2006.<sup>25</sup> A number of economic sectors have experienced relatively sustained growth throughout the entire post-Independence period, including tourism, the bauxite industry, financial services, distribution, energy, transport, and communications. The Jamaican economy has seen a significant increase in the contribution of the services sectors and the number of professional and other knowledge-based occupations since Independence.

However, despite these achievements, we confront profound challenges on the road to prosperity. These exist at many levels, ranging from constraints in the macro-economy and business environment to weaknesses in the productive sectors. Many of the factors that affect economic development in Jamaica are outside the economic sectors, hence the need to simultaneously address the issues raised with regard to the other three goals.

The economic development challenges that Jamaica faces in seeking to achieve a more prosperous future include persistent fiscal deficits, very high levels of public debt, high dependence on imported petroleum and inefficient use of energy, poor performance of the formal education system, low levels of innovation and investment in research and development, high levels of violent crime, the economic cost of AIDS and other diseases, environmental pressures generated by the productive sectors, and the impact of natural and man-made hazards on the economy.

We are engaged in an historic process of regional integration, driven by the progressive implementation of the Caribbean Single Market and Economy (CSME), which will see a profound deepening of regional integration, including free movement of people, free trade in services, and capital market integration. While the CSME offers Jamaica the opportunity to participate more fully in expanded regional markets, and to benefit as a member state of CARICOM from stronger regional unity in hemispheric and global trade negotiations, regional integration also opens our economy to greater competition from companies and producers throughout the region, and will require a wide range of fundamental supporting measures on our part and on other member states, that ultimately will challenge our existing concepts of national sovereignty.

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<sup>25</sup> Annual percentage change in CPI as measured from December to December.

Globalization brings both opportunities and threats to the economies of developing nations – opportunities for competitive enterprises to access global markets, and threats to inefficient industries and firms from increased competition in domestic and export markets, as well as risks of exposure to crises in global capital, currency and commodity markets. We can choose to respond to the challenges of globalization by seeking to achieve global competitiveness through the development of world-class industries and enterprises and improvement in productivity levels.

Prosperity depends on the choices made by a nation on how it develops and uses its capital stocks to generate high levels of productivity and flows of income. Nations that depend on exploiting natural resources, using physical infrastructure and financial assets, can be said to be competing on the lower forms of capital. Sun and sand tourism, and exporting sub-soil assets and agricultural commodities are typical examples of this model. Despite significant diversification of the economy since independence, it may be concluded that this is Jamaica's current model of competition.

We face a growing trade deficit on goods and services. The main sources of foreign exchange earnings for the past half-century continue to be tourism and exports of bauxite and alumina, along with growing inflows of remittances. Even though the share of total exports represented by non-traditional exports has risen in recent years, this growth is largely accounted for by the categories of crude materials and mineral fuels. The productive sectors that account for the largest shares of the country's labour force are those with the lowest levels of productivity, namely agriculture, distribution and construction. The large informal sector constitutes a further drag on national productivity, as the levels of productivity in the informal sector are generally lower than in the formal sector. It is clear that we have not yet succeeded in diversifying our economy into higher value-added production and exports.

As described above, our economic development faces many challenges including low growth, debt load and budget constraints, crime, weak export performance, poor education performance, brain drain, weak institutions, energy dependence, and obsolete infrastructure. However, these challenges may be seen as the symptoms or outcomes of a deeper challenge: that the underlying

basis for the productivity of the nation is obsolete. We are a nation whose prosperity historically has been based on sub-soil assets, location, sunshine and cheap labour.

Competing on these “basic factors” is the most easily imitated form of advantage that a nation can possess. In fact, the research is now clear: the higher the percentage of exports that are based on raw materials, the greater the percentage of poverty that exists in a nation.<sup>26</sup> There are many regional economic units, nations and states that are as close to major markets as Jamaica, and that speak English, many of whom enjoy over three hundred days of sunshine, and have beaches, fertile soil, and mineral resources.

Dependence on these basic factors in a globalizing environment forces the nation and its firms to compete primarily on price. In the “Era of Total Global Competition,” this model has become rapidly more unsustainable, and cannot represent a path to developed country status for Jamaica.

There is another model. Competing on the so-called higher forms of capital means using assets that are hard to measure, hard to see, but very important. This model depends on the protection of tangible and intangible property rights so that firms may invest in innovation with little fear of someone stealing their ideas; have access to a judicial process that is quick and inexpensive administering justice; and spend significant amounts of their revenue on new product and market knowledge, training their employees, and developing trusted partnerships and unique brands. This allows long lead times to develop complex products that meet the unique needs of demanding and sophisticated customers who have little price sensitivity for paying for perceived value. It also allows for part of the economic surplus to be used in the compensation and training of employees. This model is where revenue expansion and high and rising wages intersect, where economic growth and social equity converge. But it is possible only when the higher forms of capital are present and developed.

Vision 2030 Jamaica creates a new paradigm for economic prosperity. We will transform our economic model from dependence on natural, financial and man-made capital to development based on the higher forms of capital - institutional capital, knowledge resources, human capital and cultural capital. To do this, we must create a strategic vision of the country that helps us to

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<sup>26</sup> Fairbanks 1997, Sachs and Warner

change the mindset, upgrade the economy, and create greater prosperity, measured by improvements in purchasing power, for all of us. In so doing, we also will improve the stock of progressive human values, including interpersonal trust, civic engagement, self-esteem, and tolerance across the population, which, in turn, will strengthen our society and quality of life.

Vision 2030 Jamaica provides the opportunity to choose economic prosperity. To change its economic trajectory we will make the choices to transform our economic model to achieve increased levels of productivity and competitiveness based on the higher forms of capital.

The GCI clearly delineates the importance of understanding the particular stage of development of each country:

*“... almost everything matters for competitiveness. Universities matter, the roads matter, financial markets matter, the sophistication of customer needs matters, and so on. Many of these influences are deeply rooted in a nation’s institutions, people, and culture. Improving competitiveness is a special challenge, because no single policy or grand step can create competitiveness. Ultimately all dimensions of the business environment must be improved. In any given country at a particular point in time, however, there will be a few elements that represent the most pressing barriers keeping companies from reaching higher levels of productivity.<sup>27</sup> These barriers can be identified only by understanding the specific circumstances in a country or region. Improvements in some areas of the business environment will have little or even negative effects unless the binding constraints to productivity are removed.”<sup>28</sup>*

Consequently, to develop the pillars of competitiveness of our economy and ultimately achieve high levels of economic development, we will accomplish the following three fundamental steps in transforming our economic model based on its particular stage of development and specific circumstances:

- Fix the remaining constraints in the basic factors of production (Basic Factor Stage)
- Improve the efficiency enhancers of our economy to world-class levels (Efficiency Stage)
- Invest in the long-term transition to an innovation-based economy (Innovation Stage)

#### **GOAL 4: Jamaica’s Development is in Harmony with its Natural Environment**

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<sup>27</sup> This notion is very similar to the “bottlenecks” to economic development identified by Hausman (2006).

<sup>28</sup> The Global Competitiveness Report 2007-2008 p. 54

Our quality of life depends on the quality of our natural environment, because a healthy environment is the foundation for a healthy population and for economic activities and livelihoods. Ecosystems such as forests, mangroves and coral reefs, provide essential services which support human life, including providing oxygen, water, and food. Jamaica's main industries, including agriculture, tourism, manufacturing, and mining and quarrying rely on the country's beaches, sea, land, mountains and fresh water, but also have a negative impact on the natural environment.

The natural resources on which we depend are deteriorating due to some of our actions such as using renewable resources faster than they can replenish themselves and exceeding the capacity of the air, land and water to cleanse itself of pollution.

Vision 2030 Jamaica recognizes the importance of the natural environment and ensures harmony among development activities, environmental sustainability and conservation of the country's natural resources and biological diversity for future generations.

Over the past three decades, concern for environmental issues has greatly increased in Jamaica, and many new institutions, policies, pieces of legislation and standards have been put in place by the Government geared solely towards the proper management, conservation and protection of natural resources within the context of sustainable development.<sup>29</sup> However, inconsistent enforcement and monitoring of these laws and policies, lack of financial and human resources, improper planning for development, and the general lack of awareness on the part of the citizenry have hindered the effective conservation and management of the island's natural resources<sup>30</sup>.

We are increasingly acknowledging the importance of climate change, the consequences of which are profound, particularly on Jamaica and other highly vulnerable Small Island Developing States (SIDS) which are characterised by a high concentration of development and critical infrastructure along their coasts. Climate change impacts will include sea-level rise and

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<sup>29</sup> "Jamaica's Commitment to the Conservation and Management of Natural Resources: Ten Years in Retrospect" (2002). Laleta Davis Mattis, NEPA

<sup>30</sup> Jamaica National Environmental Action Plan (JaNEAP) 2006 – 2009. National Environment and Planning Agency

the accelerated erosion of coastal zones, increased frequency and intensity of hurricanes, more flooding of coastal areas, coral reef destruction, and the spread of vector-borne diseases.

Thus, while we have made substantial improvements in environmental management, many challenges still remain and need to be addressed. Recent evaluations of the state of the environment indicate a number of worrying trends. Among these are: deteriorating air and water quality; poor management of solid, liquid and hazardous wastes; loss of biodiversity; watershed degradation; net loss of forest cover and increasing incidence of fires. Additionally, while data and analysis of environmental problems have improved in recent years, serious gaps and a lack of time-series data hamper efforts to use quantitative indicators to spot emerging problems, assess policy options and gauge the effectiveness of environmental programmes.<sup>31</sup>

With respect to physical planning in the country, while some benefits have been derived from the pattern of development, they have left the country with a myriad of problems including fragmented subdivisions, unbalanced regional development, urban sprawl, availability of affordable housing, squatting, inequity and poverty, environmental degradation; and congested towns due to the increasing dependence on automobiles.

All of these problems are all inter-related. Even though some effort has been made to address them, it is clear that current development policies are not sufficiently comprehensive and far-reaching. What is also known is that these problems will not be tolerated in a modern society which Jamaica is striving to become. Innovative urban and regional planning (based on sustainability principles) can play a great role in developing such a development framework. In particular, urban and regional planning is important to the sustainable development of Jamaica in several ways, as it promotes the development of clear-cut policies, programmes and plans; the decentralization of power and decision-making; and the optimization the use of resources. In addition it facilitates the development of multi-sectoral and spatial linkages; it identifies the growth potential of areas and the most effective means of harnessing this potential; and informs market decisions by revealing trends in the economy, society and the natural environment.

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<sup>31</sup> 2008 Environmental Performance Index. World Economic Forum



Vision 2030 Jamaica, therefore, proposes to have urban and regional planning play its true role of improving the welfare of Jamaicans “creating more convenient, equitable, healthful, efficient and attractive places for present and future generations”.

This goal has three outcomes which focus on issues related to the use and management of natural resources; reducing risks due to natural hazards and adapting to climate change; and ensuring sustainable rural and urban development.

### **From Goals to Outcomes**

Operationally, the 4 goals discussed above are mapped into 15 key outcomes which are, in turn, pursued through national and sector strategies, and ultimately in the form of specific programmes and projects. This is illustrated in the Figure below.



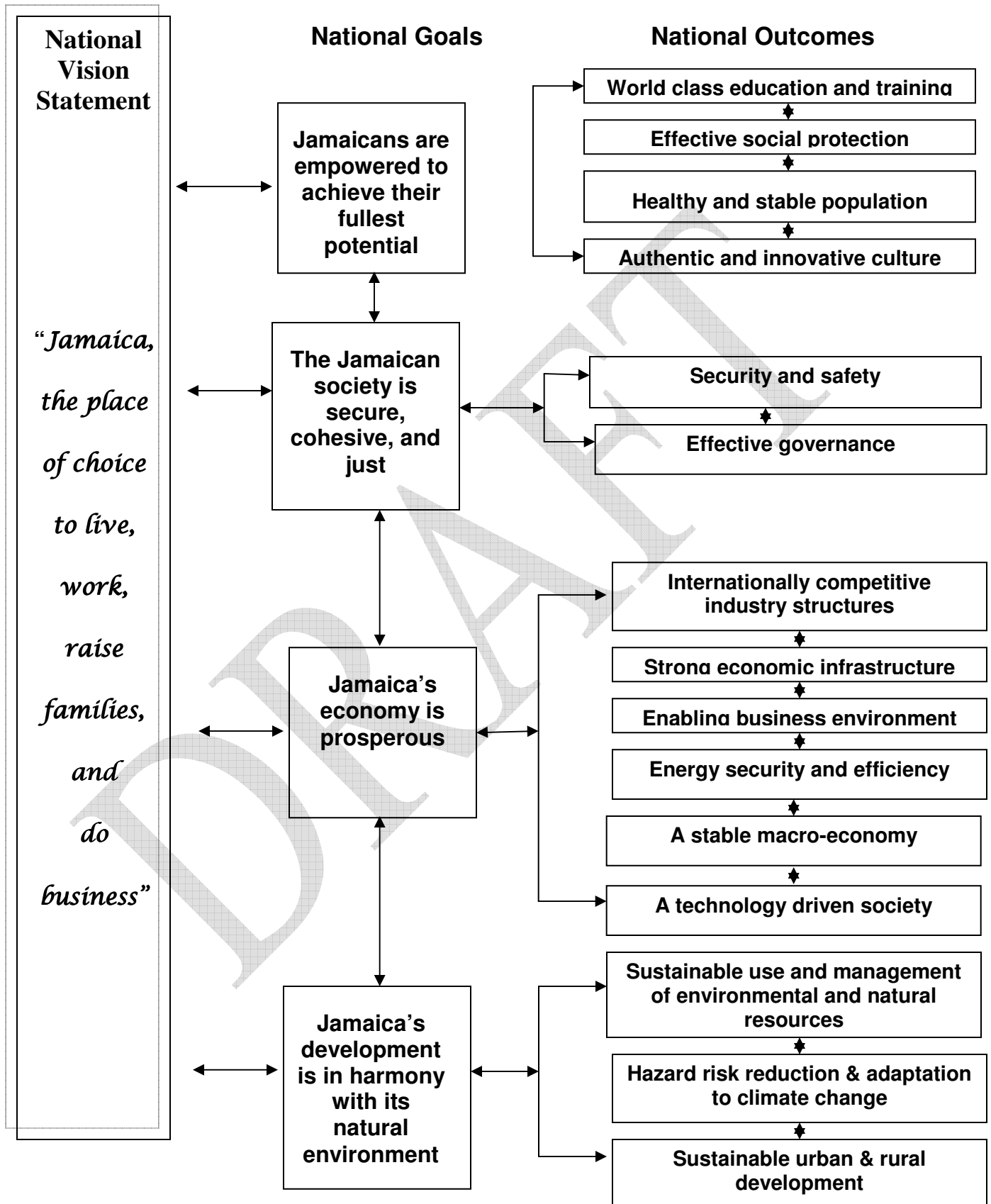


Figure 8: Linkages among Vision, Goals and Outcomes

## **CHAPTER 3 NATIONAL OUTCOMES**

### **National Outcomes**

- 1. A Healthy and Stable Population**
- 2. World Class Education and Training**
- 3. Effective Social Protection**
- 4. Authentic and Innovative Culture**
- 5. Security and Safety**
- 6. Effective Governance**
- 7. A Stable Macro-economy**
- 8. An Enabling Business Environment**
- 9. Strong Economic Infrastructure**
- 10. Energy Security and Efficiency**
- 11. A Technology Driven Society**
- 12. Internationally Competitive Industry Structures**
  - a. Agriculture**
  - b. Construction**
  - c. Creative Industries**
  - d. Sport**
  - e. Information and Communications  
Technology (ICT)**
  - f. Manufacturing**
  - g. Mining and Quarrying**
  - h. Services**
  - i. Tourism**
- 13. Sustainable Use and Management of  
Environmental and Natural Resources**
- 14. Hazard Risk Reduction and Adaptation to  
Climate Change**
- 15. Sustainable Urban and Rural Development**

## **National Outcome # 1** **A HEALTHY AND STABLE POPULATION**

### **Overview**

**U**nder this outcome, Vision 2030 Jamaica builds on the positive results that have been achieved for our population and in our health profile over the years and ensures that where the health and other population outcomes are weak (such as the maternal mortality rate and the infant mortality rate) they will be improved to acceptable levels. It further seeks to ensure that the delivery of health care is at a standard that compares with the best in the world and explores prospects for options such as health tourism.

Prior to the 1980s, our population policy was synonymous with reduction in fertility and population growth. In this regard, the Jamaica Family Planning Association (FAMPLAN) pioneered programmes for fertility reduction in the non-government sector while the National Family Planning Board (NFPB) played the dominant role for similar interventions in the public domain.

In the early 1980s, Jamaica formulated a comprehensive population policy in response to agreements reached at the 1974 United Nations World Population Conference held in Bucharest, Romania. The agreements stipulated that countries should develop explicit population policies as integral components of development policy. The policy, which was adopted by Parliament in 1982, gave full recognition to fertility issues but also focused on mortality, international migration, internal migration, urbanization and settlement. A multi-agency Population Policy Coordinating Committee (PPCC) for monitoring the implementation of the Policy was established with its secretariat located in the Planning Institute of Jamaica.

The National Population Policy was revised by the PPCC and adopted by Parliament in 1996. The revised Policy included all areas in the earlier policy but incorporated others which were considered relevant in light of the changing demographic conditions. These additional areas are:

gender, children, the aged, and population and the environment. The time-frame for the policy was extended to the year 2020.

This Policy has provided a useful framework for guiding national and sectoral development planning and programme monitoring and evaluation for the country. The institutional arrangements for policy review and monitoring have also provided a focal point for collaboration with the international and regional bodies involved in the review and appraisal of the Programme of Action of the International Conference on Population and Development and other similar international agreements. Jamaica, however, lacks a national instrument/mechanism and an established time-frame for monitoring the review and appraisal of the policy. The implementation of the different policy areas and goals has also not been proceeding at any agreed pace. The fertility and contraceptive targets may be the most closely monitored. Policy areas, such as, international migration, internal migration and settlement and population and environment are poorly monitored.

### **Population Profile**

Jamaica's population was estimated to be 2,682,100 at the end of 2007<sup>32</sup>. Just over 50% of the population was female. The population growth rate was estimated at 0.5% in the same year. This rate has been the same for the preceding 4 years. By 2030, it is projected that the population will have increased by approximately 7.1% to 2,872,600 based on 2008 projections from the Statistical Institute of Jamaica. Approximately 51% of the population will be female. However, the age composition of our population will be notably different. This will be the result of declines in fertility and mortality rates aligned with international migration, particularly emigration of our working age and younger population. The process is commonly referred to as "ageing". This has led to our country now being classified as one with a "moderately" ageing population but it will enter into a phase of rapid ageing within the next three decades. Evidence of ageing is seen when increases in the median age over time are observed. The Median age for men and women moved from 16.4 years and 17.9 years in 1970 to 23.7 and 25 years in 2005 respectively. The ageing of the population, particularly the growth of the elderly and the working age will emerge as two of the most significant demographic challenges to face the country. The

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<sup>32</sup> Economic and Social Survey Jamaica, 2007

changing profile points to the need for greater concentration on programmes for the elderly and eventually, a levelling in the requirements for infrastructure for children and youth.

### ***The Child Population***

The proportion of children in our population (0-14 years) was estimated at 782,600 (29.4 % of the total population) in 2005. This age group is expected to decline to 753,694 in 2030 (22.1 per cent). It should be noted that males are more highly represented in this age group than in the wider population.

### ***The Working Age Population***

Our working age population (15-64 years) was estimated at 1,699,300 in 2007 (63.4%) and is expected to increase to 2,254,400 (66.2%) in 2030. The current and expected “bulge” in the population of working age is regarded by demographers as a “window of opportunity”. This means that there is an excess of persons in the working age relative to the dependent ages (child 0-14 years and old age 65 and over). The society is therefore, optimally positioned demographically to utilize its surplus population for development. It should be noted that the working age will reach its maximum in 2025 at about 67.0 per cent of the total population. The bulge in the working age, thereafter, will start to shrink. The large proportion of youth in our current population presents an opportunity for the development of our country and in the furtherance of Vision 2030 Jamaica. They will be the group that should see the fulfilment of the plan. It is therefore critical that we build the capacity of this group and ensure that they are integral to development planning and implementation.

### ***Elderly Population***

Our elderly population (defined as the 60 years and over) is the fastest growing age group. Over the period 2005 to 2030, it is estimated that those in this cohort of our population will be increasing at 2.8 per cent annually. The dependent elderly, 65 years and over, was estimated at 207,700 (7.8%) in 2005 and is expected to increase to 394,839 (11.6%) in 2030.

### ***Persons with Disabilities***

The proportion of our population that reported at least one disability was 6.3 per cent (163,206) of the total population in 2001. It should be noted however, that this figure is based on individual reporting and was not medically or scientifically determined. For this reason, it is generally presumed that censuses usually tend to understate the level of disability, particularly the milder forms, in any given population. Internationally, the World Health Organization (WHO) has estimated that the level of disability for most countries would be about 10 per cent of their total population. If this is correct for Jamaica, then the level of disability as revealed by the censuses would grossly understate the extent of the problem.

In spite of the problems of data and measurement, it may be safely concluded that persons with disabilities (PWDs) comprise a large segment of our population and have been grossly marginalized from the main streams of development in the society. They have been generally characterized as persons with low levels of formal education and training who face hostile labour market conditions and employment relations. They are also severely undermined with respect to their sexual and reproductive health and well-being. This is therefore a subgroup whose rights and capacity to contribute will have to be addressed under Vision 2030 Jamaica in all spheres of our activities.

### **Health Issues**

The health of a population is not only a reflection of the level of development of the society but is also a contributor to the capacity of the society to develop. This is supported by the fact that the unhealthiest populations are found in the world's least developed countries. For example, sub-Saharan Africa, which is one of the poorest regions in the world, has the highest level of HIV/AIDS in the world and also accounts for high rates of infection from diseases such as



tuberculosis and leptospirosis. This compares with countries such as the USA which, although among the first to have identified the HIV/AIDS virus as present in their society, has maintained relatively low levels of infection.

### ***Life Expectancy***

Jamaica ranks high among developing countries with respect to the health status of the population. This status is the result of improvements that occurred in the last century (20<sup>th</sup> century). Life expectancy at birth increased from 38 years in 1900 to 72 years in 2000 while the infant mortality rate, which measures child survival and is a good indicator of a country's health status, declined from 174.3 deaths per 1,000 live births to 24.4 over the same period. The improvements in life expectancy apply to both men and women. There has always been a female advantage in life expectancy and the disparity is growing. However, while the life expectancy for women is higher, health adjusted life expectancy after the age of 60 shows that women spend more time in illness and disease than men. Women suffer more from other conditions such as diabetes and hypertension.

Nonetheless, by these achievements, the Human Development Index ranked the nation above the average life expectancy of developing countries, which stood at 65.0 years in 2006. The Human Poverty Index that measures deprivation in three basic dimensions such as a long and healthy life, knowledge and a decent standard of living, ranked Jamaica at 21<sup>st</sup> of 103 developing countries in 2006. Jamaica is one of four CARICOM countries ranked in the top 25 of the Index<sup>33</sup>.

The key health indicators for Jamaica as stated by the Economic and Social Survey, Jamaica, 2006, are listed below:

- Life expectancy (at birth) – 73.3 years
- Infant Mortality – 21.1 per 1,000 live births
- Crude birth rate – 17.0 per 1,000 mean population
- Total fertility rate – 2.5 per 1,000 women in 15-49 age group
- Maternal mortality rate – 106.2 per 100,000
- Immunization coverage: DPT,OPV,BCG<sup>34</sup> 0-11 months – 87%; MMR<sup>35</sup> 12-23 months – 87.2%

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<sup>33</sup> UN Human Development Report 2005, pp. 229

<sup>34</sup> diphtheria, pertussis, tetanus (DPT), Oral Polio Vaccine (OPV), bacille Calmette Guérin (BCG)

<sup>35</sup> Mumps, Measles, Rubella

A comparison with five other countries in the region shows that Jamaica's births per 1,000 women (15-19 years) were higher than those five countries (see Table below). However, the infant mortality rate compares well with these same countries.

**Table 3: Regional Comparisons using select Indicators**

| Country                   | Infant Mortality Rate (IMR)/1,000 Live Births | Life Expectancy M/F | Births/ 1,000 women aged 15-19 | Contraceptive Prevalence (any method) | HIV Prevalence Rate % (15-49 Years) M/F | Maternal Mortality Rate (MMR) |
|---------------------------|---|---------------------|--------------------------------|---------------------------------------|---|-------------------------------|
| Bahamas                   | 12  | 68.7/75.0           | 58                             | 62                                    | 2.6/4.0                                 | 60                            |
| Barbados                  | 10  | 72.9/79.1           | 42                             | 55                                    | 2.3/0.8                                 | 95                            |
| Cuba                      | 5   | 76.7/80.2           | 50                             | 73                                    | 0.1/0.1                                 | 33                            |
| Haiti                     | 57  | 52.6/53.8           | 58                             | 28                                    | 3.5/4.1                                 | 680                           |
| Jamaica                   | 14  | 69.3/72.7           | 74                             | 66                                    | 2.2/0.8                                 | 87                            |
| Trinidad and Tobago (T&T) | 13  | 67.5/72.5           | 34                             | 38                                    | 2.3/3.0                                 | 25                            |

Source: State of World Population 2007, UNFPA

### *Causes of Death and Morbidity*

The leading causes of death in Jamaica during the first half of the 20<sup>th</sup> century were infectious diseases. In the 21<sup>st</sup> century, the main causes of mortality and morbidity are now chronic non-communicable lifestyle diseases, injuries and mental illness. The Table shows Jamaica's morbidity data as captured by the public health sector for the year 2006.

**Table 4: Leading causes of visits to health facilities by Health Region<sup>36</sup>, 2006 (January-September)**

| DIAGNOSIS                               | SERHA          | NERHA         | WRHA          | SRHA          | Jamaica        | % of top 6 visits |
|---|----------------|---------------|---------------|---------------|----------------|-------------------|
|   | No. Visits     | No. Visits    | No. Visits    | No. Visits    | No. Visits     |                   |
| Hypertension                            | 35 786         | 16 987        | 19 416        | 20 456        | 92 645         | 24.7              |
| Diseases of the Respiratory Tract       | 44 619         | 12 425        | 8 512         | 14 282        | 79 843         | 21.3              |
| Skin Disease                            | 31 777         | 13 982        | 10 263        | 11 268        | 67 290         | 17.9              |
| Genito-Urinary Diseases (including STD) | 36 596         | 8 444         | 9 812         | 8 385         | 63 237         | 16.9              |
| Musculoskeletal                         | 14 608         | 8 783         | 6 567         | 9 423         | 39 381         | 10.5              |
| Psychiatry                              | 15 024         | 5 017         | 7 475         | 4 960         | 32 476         | 8.7               |
| <b>TOTAL</b>                            | <b>141 814</b> | <b>65 638</b> | <b>62 945</b> | <b>68 774</b> | <b>374 872</b> | <b>100.0</b>      |

Economic and Social Survey, Jamaica, 2006

<sup>36</sup> SERHA -South East Regional Health Authority; NERHA-North East Regional Health Authority; WRHA-Western Regional Health Authority; SRHA-Southern Regional Health Authority

The Table below shows the leading causes of death among men and women in Jamaica ranked in order of frequency. Diseases of the circulatory system – hypertension, stroke and heart, together with diabetes are leading causes of morbidity and mortality. When differentiated by gender there are similarities in some of the types of illnesses manifested but clear differences in the ranking of these illnesses between the either sexes.

**Table 5: Leading causes of Death – Jamaica 2002**

| Male                        | Female                      |
|-----------------------------|-----------------------------|
| 1. Malignant neoplasms      | 1. Malignant neoplasms      |
| 2. Homicides                | 2. Cerebrovascular diseases |
| 3. Heart disease            | 3. Diabetes                 |
| 4. Cerebrovascular diseases | 4. Heart disease            |

Economic and Social Survey, Jamaica, 2006

There were also differences in the rate of occurrence between males and females which are not indicated in the table. For example:

- the rate for malignant neoplasms was 39 percent higher in males than in females
- the rate for cerebrovascular diseases was 14 percent higher in women than in men
- the death rate from diabetes was 60 percent higher in women than in men
- the rate for homicides among men was 8 times that of women

With respect to HIV/AIDS, the male: female infection ratio in the 10 to 19 age group was 1 male to 2.84 females. Adolescent females in the 10 to 14 age group face twice the risk and those in the 15 to 19 age group, three times the risk of acquiring the infection when compared to males in the same age groups. In general, male to female transmission is easier than the reverse. There are also myths that give greater exposure of young girls to risk. Additionally many women are not sufficiently empowered to insist on safe sex practices.

Standardized for age, Jamaica has one of the highest rates of cervical cancer in the world. Like prostate cancer it is preventable and mortality from both can be prevented by better knowledge of screening, early diagnosis, better laboratory facilities, and more prompt recall when tests are positive.

Men and women (but especially older women) with disabilities are at risk of several health problems, for example, depression, urinary tract infection, restricted lung disorder. Women with disabilities are also at risk of coercive sterilization, abortion and a denial of custody of children. Inadequacies of reproductive health care and education and ignorance of contraception make them vulnerable to sexual abuse. Often they fail to report physical and sexual abuse because they are dependent on carers. Attention must be paid to these problems as well as the social experiences that impact on their health.

Regarding mental health, women predominate among depression and anxiety complaints (70.3 percent) while drug dependence is more common among men (96.7 percent) and men are more likely to suffer from schizophrenic/psychotic disorders (59.7 percent). Social and economic factors that impinge on men and women's mental health are single parenting, poverty, violence, and caring responsibilities. Violence-related mental health is poorly identified because women are reluctant to disclose spousal abuse.

A number of mechanisms have been put in place by the state to ensure that the most vulnerable would have access to care.

In the PATH programme which guarantees beneficiaries' health benefits and certain health and education benefits to their children, women access benefits more than men. The Jamaica Drug for the Elderly Programme (JADEP) initiated in 1996, targets citizens 60 years and over with specified chronic diseases, the majority of whom are women. Under this programme, the elderly pay nominal prices for prescribed drugs which are available at public and some private sector pharmacies. Like JADEP, the National Health Fund targets all persons with specified chronic diseases. Its guiding principle is universal coverage.

***Expenditure in Health and private delivery of health services***

The UNFPA State of the World Population 2007 indicates that Jamaica's expenditure on health as a percentage of GDP was 2.7% compared with 6.3% for Cuba, 2.9% for Haiti and 1.5% for Trinidad and Tobago. These expenditures must be understood against the background of the total estimated population which was 11.3 million for Cuba, 8.8 million for Haiti, 2.7 million for Jamaica and 1.3 million for Trinidad and Tobago. This estimate excludes the contribution of the

private health sector. Private health care providers contribute to primary health care mainly through the plethora of health centres and private doctors who operate throughout the island. They also contribute significantly to specialized medical services and secondary health care.

There are approximately eight private hospitals and some 2,000 practicing physicians. A significant portion of the ambulatory and primary care is delivered in the private sector. The private hospital sector only handles about 5 percent of the total hospital services; the public hospitals handle the most complicated and costly cases, particularly for patients who are not insured. There are no formal relationships between the public networks and the private sub-sector. Sector reform has sought to promote public private partnerships in a number of areas such as hospital care, pharmaceutical and diagnostic services. The plan envisages a greater role for collaboration between the public and private sector in financing and delivering health services.

Notwithstanding Jamaica's relatively good positioning with respect to most health indicators, there is some dissatisfaction with the delivery of health care particularly as relates to the public health care system. In addition, areas such as the infant and the maternal mortality rates which have not moved significantly in the recent past, is cause for concern.

Some of the major issues and challenges that must be addressed to see improvements in our health are summarized below.

## **Issues and Challenges**

### ***Under-resourced Facilities***

Several of our health care institutions at all levels are under-equipped and under-staffed with respect to some categories of staff. The ability of these institutions to deliver the required level of service is severely restricted by these shortcomings. This is the case with respect to many of our primary health care facilities.

### ***Growth in Chronic and Lifestyle Diseases***

Chronic and lifestyle diseases have become the major cause of illness among the population. This highlights the need for the population to take greater responsibility for the preservation of their health as well as for early interventions at the primary level to prevent the onset of chronic illnesses.

***Overburdening of the Emergency Rooms and Secondary Health Care Institutions***

The accident and emergency rooms at most of our secondary health care institutions are constantly overcrowded dealing with primary health care concerns. In contrast, many of our primary health care institutions which should serve the needs of most of the outpatients are under-utilized in part due to the absence of key health personnel and equipment in these institutions.

***HIV/AIDS***

HIV/AIDS continues to be a threat to the society (although significant progress has been reported in areas such as reduction in the level of mother to child transmission), and sexually transmitted infections and diseases persist at a higher than desirable rate. It is therefore important to continue and strengthen the ongoing measures to fight HIV/AIDS and STDS.

***Quality of Service Delivery***

Although recent surveys commissioned by the Ministry of Health and Environment suggest that the level of satisfaction with service delivery by health personnel is high, complaints from the public on the poor quality of service in the health sector still persist. This has been mainly associated with a shortage of medical personnel.<sup>37</sup> This demands greater accountability by the staff, better training, and a higher level of staffing to reduce the burden on certain categories of staff.

***Under-resourcing and Uneven Distribution of Tertiary Care Institutions***

Tertiary level institutions are unevenly distributed around the island, thereby reducing access to intensive health care opportunities for large segments of the population. This sometimes results in unnecessary loss of life. Additionally these institutions sometimes have vital equipment that is non-functional or are completely lacking in vital tertiary care equipment. This situation must be reversed under the plan.

***Migration of Health Personnel***

The local health sector competes with the developed world for the highly trained personnel serving the local health sector. Because of the inability of our local institutions to offer

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<sup>37</sup> Economic and Social Survey Jamaica 2007, p. 23.4

competitive salaries and benefits, there is a high level of migration of our highly skilled health care personnel without adequate replacement.

### ***Food and Nutrition***

Nutrition plays an important role in the health of the Jamaican population. The evidence is that in recent years Jamaica has moved increasingly toward a higher fat, more refined diet,<sup>38</sup> and these dietary changes contribute to obesity and nutrition-related chronic diseases. Nutrition is particularly important to the health of certain population groups, including children, adolescents, pregnant and lactating women, and the elderly. Despite significant progress in recent years, Jamaica has not achieved the objectives of the Food and Nutrition Policy to provide adequate food and nutrition for all. Jamaica remains at risk with respect to the supply of adequate nutrition to vulnerable segments of our population, and therefore the long-term health of the population is at risk.

### **National Strategies**

In response to these concerns, the national focus will be multifaceted. On the one hand under Vision 2030 Jamaica, we will seek to ensure that the population takes greater responsibility for the maintenance of their health. We will increase the focus on the primary health care system, ensuring that they are better equipped and staffed and are able to open at more flexible times to allow greater access to the public. This will free the secondary and tertiary care institutions to focus on the higher levels of care and allow them to be better resourced and equipped for this purpose. The strategies will also seek to improve the governance of our health care system to ensure effective management and delivery at all levels of the system. The National Strategies and selected sector strategies are outlined below.

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<sup>38</sup> Turner-Pitt, Marchelle and Sharmaine Edwards (2006). Situational Analysis of Food and Nutrition in Jamaica. Ministry of Health, Kingston.

**Table 6: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES  | RESPONSIBLE AGENCIES  |
|--|---|
| 1-1 Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system        | Ministry of Health and Environment  |
| 1-2 Strengthen the Health Promotion Approach   | Ministry of Health and Environment<br>Private Sector Partners, NGOs, FBOs, CBOs                           |
| 1-3 Strengthen and emphasize the primary health care approach to service delivery                                  | Ministry of Health and Environment<br>Private Sector Partners   |
| 1-4 Provide and maintain an adequate health infrastructure to ensure efficient and cost effective service delivery | Ministry of Health and Environment<br>Private Sector Partners   |
| 1-5 Establish and implement a sustainable mechanism for human resources  | Ministry of Health and Environment  |
| 1-6 Establish effective governance mechanisms for the Health sector  | Ministry of Health and Environment  |
| 1-7 Support national food security for vulnerable groups   | Ministry of Health and Environment<br>Ministry of Agriculture<br>Office of the Prime Minister (Lands)     |
| 1-8 Strengthen the Linkages between Health and the Environment   | Ministry of Health and Environment<br>National Environment and Planning Agency<br>Ministry of Agriculture |
| 1-9 Enable a stable population   | PIOJ, MOH, STATIN   |

### **1-1 Strengthen Disease Surveillance, Mitigation, Risk Reduction and the Responsiveness of the Health System**

Globalisation has increased the threat of infectious diseases. The recent outbreak of malaria provides a graphic example of this. Additionally, our society is still grappling with HIV/AIDS which continues to be a threat to our population. On the other hand, the increasing prevalence of chronic and lifestyle illnesses as well as environmentally induced illnesses emphasizes the need to maintain a focus on these types of illnesses. This strategy focuses on the prevention of the spread of diseases of all types. This includes transmissible diseases such as HIV/AIDS and other



STDS as well as lifestyle and chronic illnesses. It will emphasize the institutional responsiveness to these illnesses.

### ***Selected Sector Strategies***

- Enhance early screening/detection programmes
- Prioritize national epidemiology issues
- Introduce a research agenda and programme
- Strengthen primary, secondary and tertiary prevention programmes
- Improve risk/disaster mitigation through prevention, preparedness and response
- Ensure conformity to international health regulations/requirements

## **1-2 Strengthen the Health Promotion Approach**

In the face of the increasing impact of lifestyle choices and environmental factors that are especially significant to the development of children (the 2005 case of lead poisoning that affected several children in the August Town area provides an example) individuals will be encouraged to seek safe environments and practice healthy lifestyles. This includes attention to mental health under which mental health care will adopt a more community-based rather than institution-based approach. The strategy focuses on a holistic approach to health preservation including the maintenance of the reproductive health of our citizens.

### ***Selected Sector Strategies***

- Formulate/Implement healthy public policies
- Empower communities
- Develop personal skills of individuals
- Reorient the health system to support the healthy lifestyle approach
- Build healthy alliances to support healthy lifestyles such as:
  - Modifying Building codes to ensure the introduction of green space and recreational facilities
  - Encouraging physical activities in all spheres
  - Ensuring that a healthy environment is encouraged (e.g. a smoke-free environment)
  - Support adequate nutrition – school and home
  - Ensure support for mental health
- Mainstream demographic considerations – such as gender differentials in health conditions and health seeking behaviour and to address issues such as the reluctance of men to seek health care
- Strengthen and improve policies, plans, programmes and other relevant capacities for fertility management and the provision of reproductive health services and commodities for all who need them

### **1-3 Strengthen and Emphasize the Primary Health Care Approach**

Under this strategy, the primary health care institutions and personnel will be strengthened to ensure improved delivery and greater access to this level of services. This will remove the burden from the secondary and tertiary level care institutions. Measures such as the lengthening of opening hours will be implemented and efforts will be made to ensure that the requisite facilities are available to ensure seamless transition through all levels of health care.

#### *Selected Sector Strategies*

- Ensure efficient allocation of resources to support primary health care strategy
- Build adequate support services and mechanisms to ensure seamless transition throughout the care pathway – from primary to tertiary level care
- Strengthen the capacity of secondary health care facilities to provide critical services

### **1-4 Provide and Maintain an Adequate Health Infrastructure to Ensure Efficient and Cost Effective Service Delivery**

The public health sector has been engaged in a programme of improvement of the physical infrastructure for several years. Notwithstanding this improvement, much of the health infrastructure is below acceptable standards (particularly the health centres). In order to maintain a population in optimal health, the infrastructure must be improved. This strategy will focus on the improvement of the infrastructure.

The strategy also seeks to identify and implement measures that will increase the resources available to the health sector to achieve the standards visualized under Vision 2030 Jamaica.

Presently, the public health system operates with a fragmented information database. This reduces the effectiveness of administration of the system and efficiency of allocation of staff. In this regard, the strategy also seeks to establish a central database that will be accessible to health administrators and those who deliver services.

#### *Selected Sector Strategies*

- Establish standards and ensure that they are observed in the construction and maintenance of health facilities (emphasis on health centres)
- Ensure the provision and equitable access to appropriate and cost-effective health technology
- Mainstream health technology assessment

- Build adequate support services to ensure seamless transition throughout the care pathway up to the tertiary level
- Foster public private partnerships in financing health care
- Harmonize/Integrate health care and social protection systems
- Strengthen existing programmes that will improve and facilitate access to health care (e.g. National Health Fund, NIGOLD)
- Formulate and implement a national health information policy and regulatory framework to guide stakeholder participation
- Promote the use and application of information in planning management and health care delivery

### **1-5 Establish and Implement a Sustainable Mechanism for Supporting Human Resources**

There can be no improvement in service delivery without a corresponding improvement in the quality and capacity of staff. This strategy seeks to accomplish these improvements and to increase efficiencies with respect to allocation of staff.

#### *Selected Sector Strategies*

- Establish a Human Resources strategic plan to ensure a sustainable supply of skills and competencies for the sector
- Strengthen the performance-based management system
- Review the required competencies for the health workforce
- Establish a system to manage migration
- Apply skills mix deployment and task shifting of human resources for maximum efficiencies

### **1-6 Establish Effective Governance Mechanisms for the Health sector**

The governance structure of the health care system is weak and reduces the effectiveness and efficiency of health care delivery. This strategy seeks to improve on this area by amending the regulatory framework and facilitating wider stakeholder participation.

#### *Selected Sector Strategies*

- Facilitate social participation in health care delivery
- Modify/develop the regulatory framework for optimal health care

### **1-7 Ensure National Food Security for vulnerable groups**

The need for food security has emerged as a national priority, as global economic and environmental forces combine to threaten long-term food supply and prices. Food security has been defined as ensuring that “All people at all times have both physical and economic access to

sufficient food to meet their dietary needs for a productive and healthy life.”<sup>39</sup> The national strategy for food security integrates actions across a range of sectors including health, environment, agriculture, foreign trade and hazard mitigation. Food security for Jamaica will require provisions for adequate, safe food supplies for proper dietary requirements, access to basic food items for the population, informed food choices for a healthy lifestyle, and mitigation against food shortages resulting from natural and man-made hazards and emergency situations.

### *Selected Sector Strategies*

- Design food policy from a nutrition/health perspective and support the production of safe foods
- Align food import and local production policies with recommended dietary goals
- Promote appropriate technology to increase efficiency of food production at lower costs and prices
- Promote efficient distribution system for consistent supplies and price stability (storage)
- Encourage home food production including backyard gardening
- Promote consumption of legumes, ground provisions, fruits, vegetables and low fat foods to meet recommended dietary goals through education and public awareness programmes
- Establish a comprehensive recovery system to mitigate the effects of emergency situations (immediate and long-term)

## **1-8 Strengthen the Linkages between Health and the Environment**

Over the last 20 years, there have been major gains in life expectancy, but there are widening gaps in health. Any serious effort to improve the health of the nation and reduce health inequities must tackle the key determinants of health, which include environmental factors.

Vision 2030 Jamaica recognizes that various environmental conditions can affect human health. Human-induced changes in the environment such as climate change and land use change have also resulted in the emergence of diseases and driven the recent epidemiological transition. For example, changes affecting water resources can influence health via the distribution of disease transmitting insects or pollutants in water. The World Health Organization (2006) estimates that one quarter of all diseases are caused by environmental changes. Activities such as agricultural run-off, industrial discharges, mining, and incineration have resulted in heavy metal contamination of water bodies and soil and are a major health concern as these results in heavy

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<sup>39</sup> See Turner-Pitt, Marchelle and Sharmaine Edwards (2006) p. 9.

metal accumulation in the tissues of humans and other organisms contributing to health disorders such as cancers.

This strategy has been designed to ensure that as a nation we aggressively and continuously identify and assess the linkages between the health of our population and the state of the environment and define appropriate long term strategies to anticipate changing environmental conditions.

*Selected Sector Strategies*

- Create appropriate frameworks to strengthen health security
- Identify and assess the linkages between the health of Jamaicans and the state of the environment, and define appropriate long-term strategies to anticipate changing environmental conditions
- Generate and sustain action across sectors to modify environmental determinants of health

## **1-9 Maintain a Stable Population**

The maintenance of a stable population with a sustainable balance between the various demographic groups is the ideal situation for any population. While countries around the globe pursue the goal of controlling the population growth rate, several developed countries have moved beyond the point of stability, to a declining population. This is not a desirable outcome, so it is important that the population policies of our country support the maintenance of a stable population. This is the aim of this strategy

*Selected Sector Strategies*

- Strengthen and improve policies, plans, programmes and other relevant capacities for the provision of reproductive health services and commodities for all who need them
- Strengthen policies, systems and programmes for mortality reductions and improvement in health status
- Ensure development of new and strengthening existing systems and mechanisms for the measurement of international migration flows for monitoring demographic characteristics

**Table 7: Outcome Indicators and Targets for Outcome #1**

| <b>Outcome #1 - A Healthy and Stable Population</b> |                             |                         |             |             |   |
|---|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>                           | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|   | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>Human Development Index</b>                      | 0.736                       | 0.745                   | ≥ 0.754     | ≥ 0.800     | In 2000 the score was 0.737. There has been no real improvement since. In order for the country to achieve high human development its score must be at least 0.80; this is the target for 2030. The 2012 and 2015 targets are set at the average 3-year incremental improvements required to achieve this projection. |
| <b>Life Expectancy at Birth</b>                     | 72                          | 72.8                    | 73.4        | 76.4        | Life expectancy targets are based on comparable levels in Caribbean countries that are in the High Development range of the HDI, and accepted rates of possible improvement in life expectancy of 2 years per decade.   |
| <b>Life Expectancy of Males</b>                     | 69                          | 69.8                    | 70.4        | 73.4        |   |
| <b>Life Expectancy of Females</b>                   | 75                          | 75.8                    | 76.4        | 79.4        |   |
| <b>Healthy Life Expectancy Index:</b>               | 65                          | 65.7                    | 66.4        | 69.1        | These targets are set using a ratio of life expectancy to number of healthy years. In the case of males the ratio was 1:0.93 and for females it was 1:0.88. These ratios are applied to the projected life expectancy.  |
| <b>Males</b>  | 64                          | 64.9                    | 65.5        | 68.3        |   |
| <b>Females</b>                                      | 66                          | 66.7                    | 67.2        | 69.9        |   |
| <b>Population Growth Rate</b>                       | 0.50                        | 0.45                    | 0.35        | 0           | Targets based on National Population Policy-1992  |

## **National Outcome # 2**

### **WORLD CLASS EDUCATION AND TRAINING**

#### **Overview**

**E**ducation and Training are universally agreed to be linchpins behind the development process. As earlier indicated, the level of education and training of a society is one of the key indicators used in the Human Development Report to determine the level of development of a country<sup>40</sup>. Additionally, countries such as Ireland, Singapore, Japan and Malaysia have all used education and training as drivers for their long-term development.

Under Vision 2030 Jamaica, our country will develop an education and training system that produces well- rounded and qualified individuals who will be empowered to learn for life, able to function as creative and productive individuals in all spheres of our society and be competitive in a global context.

We will build on the excellent foundation of the Education Transformation process which is currently progressing in the improvement of the education system at all levels and will be completed in 2015 and on the outstanding achievements of the HEART Trust/NTA in the development and delivery of technical, vocational education and training. Initially, Vision 2030 Jamaica will incrementally strengthen our capacity to support the holistic development of the child and provide opportunities for remediation and development of our under-trained out-of-school population. We will incrementally strengthen our tertiary institutions to ensure that we have world-class graduates who are able to lift our production of goods and services up the value chain beyond simple processes and products. In this regard, we recognise the important role of the Management Institute for National Development (MIND) as the primary agency with responsibility for the professional development of public sector employees. They will continue to play an integral role in providing professional development training.

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<sup>40</sup> Human Development Report, UNDP

We will also continue the process of transformation of our secondary school system to ensure that it delivers well prepared individuals. At the very minimum, the average beneficiary of our education and training system will have completed the secondary level of education, acquired a vocational skill, be proficient in the English Language, a foreign language, Mathematics, a science subject, Information Technology, be exposed to sports and the arts, be aware and proud of our local culture and possess excellent interpersonal skills and workplace attitudes.

## **Education**

Education in Jamaica is administered primarily by the Ministry of Education (MOE), through its head office and six regional offices. Formal education is provided mainly by the government, solely or in partnership with churches and trusts. Formal education is also provided by private schools. Based on the stipulation of the Education Act (1980), the education system consists of four levels: early childhood, primary, secondary, and tertiary.

The current education system is governed by seven strategic objectives<sup>41</sup>, namely to:

- Devise and support initiatives striving towards literacy for all in order to extend personal opportunities and contribute to national development
- Secure teaching and learning opportunities that will optimize access, equity and relevance throughout the education system
- Support student achievement and improve institutional performance in order to ensure that national targets are met
- Maximize opportunities throughout the Ministry's purview that promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole
- Devise and implement systems of accountability and performance management in order to improve performance and win public confidence and trust
- Optimize the effectiveness and efficiency of staff in all aspects of the service in order to ensure continuous improvement in performance
- Enhance student learning by the greater use of information and communication technology as preparation for life in the national and global communities

Funding for education is provided primarily by the Government of Jamaica through allocations from the budget.

The education system of Jamaica has had a mixture of successes and failures. On the positive side, in areas such as enrolment in schools at the pre-primary (early childhood) level, our system

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<sup>41</sup> Whiter Paper on Education, 2001



compares favourably with other countries (see Table 8). Similarly, tertiary level enrolment as a percentage of the eligible cohort, although lower than developed countries such as Japan and the UK, is higher than countries such as Singapore and Trinidad and Tobago.

**Table 8: Educational Indicators for Selected Countries, 2005**

| <b>Indicators (2005)</b>                                 | <b>Countries</b> |                  |                 |              |           |                 |
|--|------------------|------------------|-----------------|--------------|-----------|-----------------|
|  | <b>Jamaica</b>   | <b>Singapore</b> | <b>Barbados</b> | <b>Japan</b> | <b>UK</b> | <b>Trinidad</b> |
| Enrolment (Gross)  |                  |                  |                 |              |           |                 |
| Pre-Primary  | 95%              | 43%              | 93%             | 85%          | 59%       | 87%             |
| Primary  | 95%              | 110%             | 108%            | 100%         | 107%      | 100%            |
| Secondary  | 90.7%            | 74%              | 113%            | 102%         | 105%      | 81%             |
| Tertiary   | 29%              | 24%              | 46%             | 55%          | 60%       | 12%             |
| % of Gov't spending that goes to education <sup>42</sup> | 10%              | 18.2%            | 16.4%           | 9.8%         | 12.1%     | 13.4%           |
| Length of School Year (Days)                             | 190              | 280              | 200             | 243          | 192       | 195             |
| Pupil/Teacher Ratio                                      | 28               | 26               | 15              | 19           | 17        | 17              |

Source: UNESCO

On the other hand, in areas such as the percentage of the government's budget spent on education, up to 2005, Jamaica was spending less than the countries highlighted in Table 6. Also notable is that in the crucial area of pupil/teacher ratio, Jamaica had a ratio of 28/1, higher than all the countries shown in Table 8.

## **Issues and Challenges - Pre-Tertiary Level**

### **Early Childhood Development**

Many Early Childhood Development institutions are inadequate. They lack equipment, trained personnel, and appropriate physical and social environments. Additionally, some parents are ill equipped for their roles as caregivers and to provide a supporting environment for the development of their children. As a result, many children attain primary school age without the necessary preparation for undertaking that level of work. The result is that they under perform at higher levels of the school system. In recognition of this, the Early Childhood Commission has spearheaded the implementation of requirements that all Early Childhood Institutions be registered to ensure that they meet a prescribed set of minimum standards. Other measures are being introduced under the Vision 2030 Jamaica Development plan.

<sup>42</sup> Spending is expressed as a percentage of the total budget.

### ***Poor, Performance of Children at the Primary Level***

The outputs of the public primary and secondary institutions have been the subject of intense criticism. These criticisms stem from the apparent under-performance of children at crucial stages in their development. For example, at the Grade four level the performance of children on the literacy test has in general been less than satisfactory. In the three-year period 2003 - 2005, the percentage of children who had mastered literacy in each year was 58%, 58% and 62%, respectively (see Table 9).

**Table 9: Distribution of Students Achieving Mastery of Literacy at Grade 4 by Year 2005-2006**

| <b>YEAR</b>                  | <b>2003</b> | <b>2004</b> | <b>2005</b> |
|------------------------------|-------------|-------------|-------------|
| <b>No. of Entries</b>        | 77,784      | 105,820     | 95,478      |
| <b>No. Achieving Mastery</b> | 44,886      | 61,474      | 59,244      |
| <b>% Achieving Mastery</b>   | <b>58%</b>  | <b>58%</b>  | <b>62%</b>  |

### ***Poor Performance at the Secondary Level***

Similarly, at the secondary level, the performance of students has been relatively poor. For example, in 2006 the percentage of children who passed the CSEC<sup>43</sup> English Language examination fell to 50.1 per cent from 60.2 per cent in 2005. Students also continued to perform poorly at CSEC Mathematics with the percentage of students attaining passing grades falling to 35.7 per cent from 39.4 per cent. The basic entry requirement for tertiary institutions is five CSEC subjects including English Language and Mathematics. In this regard, only 28.4% of those sitting CXC CSEC examinations in 2006 had passed five or more subjects.

### ***Poor Attendance in Schools***

The average attendance across the various school levels and types has also not been as high as it should have been. Over the three-year period 2003 - 2006, the combined male/ female average attendance ranged from a low of 75.1% for All Age Schools in 2004/05 to a high of 92.9% for the Agricultural High School in 2003/04. By 2005/06, the combined attendance rate had fallen to 84.4% for the agricultural high. Over the same period, the average male attendance rate was consistently lower than the rate for females.

### ***Gender Differentiation in Performance***

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<sup>43</sup> Caribbean Secondary Examination Certificate

Another performance and participation issue relates to the glaring disparity between males and females with respect to performance and participation at all levels of the education system. For all school types (public and private) and at all levels, girls consistently do better than boys. For example, on the Grade 4 Literacy Test, there is a significant performance gap for those who are in the “non-mastery” group, putting a significantly higher percentage of boys at risk of being functionally illiterate by the end of Grade 6.<sup>44</sup>

### **Issues and Challenges - Tertiary Level**

With respect to the tertiary level, this refers to programme offerings that are both post-secondary and university level. As at the secondary level, tertiary education is provided through a mixture of private and public institutions, both local and foreign-based. The Government provides support to public institutions through subsidies distributed as follows: The University of the West Indies - 80 per cent of total costs, teachers’ colleges and community colleges - 65 per cent and University of Technology - 45 per cent. Higher education and training is crucial for economies that want to move up the value chain beyond simple production processes and products<sup>45</sup>. The issues at the tertiary level are varied and some of the main concerns are outlined below.

#### ***Inadequate Access***

Access to university level education is restricted by insufficient spaces and the inability of many individuals to afford the fees that are charged and achieve the matriculation requirements for gaining access to our premier institutions. Although the number of local-based institutions has doubled to four and the number of foreign-based programmes and delivery modalities have increased and are still growing, these access problems remain.

#### ***Variations in the Standard of Delivery***

Several new institutions – local and foreign – are operating without meeting the standards of the University Council of Jamaica. This has called into question the quality of output of these institutions. The result is that some of our tertiary level graduates are not at the standard desired for this level.

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<sup>44</sup> MOE, presented in JASPEV Progress Report 2006

<sup>45</sup> The Global Competitiveness Report 2007-2008, World Economic Forum

***Poor Representation of Males***

Males are poorly represented at the tertiary level when compared to females (approximately 66% females to 34% males overall). At the premier local institution, UWI, the level of differentiation is more pronounced with over 70% females to less than 30% males. This mirrors the pattern of differentiated performances of boys and girls in the school system.

***Misalignment with Labour Market Demands***

A final concern is that the universities, particularly the premier institutions are not sufficiently responsive to the demands of the labour market. Increasing the linkages between these institutions and the private sector, particularly in the development of delivery programmes and in their research agenda, offers prospects for changing this situation.

**Challenges**

Debates on how resources should be apportioned for education have raised suggestions that the government should redirect its support to the lower levels of education and allow the tertiary level to be largely self-financing. However, it has been argued in the Jamaican context that the numerous public benefits of higher education continue to justify substantial government support, despite competing priorities such as health care; early childhood, primary and secondary education; housing and infrastructure. So the challenge remains on how to allocate the resources among the different levels in view of competing priorities and increase the level of funding to education and training.

Some of the other challenges include: how to retain and attract high quality teachers given the resource constraints and competing global demands for them; how to modernize and adequately resource learning institutions given the financial constraints; and how to galvanize the society for parents to provide a supporting and nurturing environment for their children at home and in the community.

All considered, the government has recognized the responsibility to ensure that every Jamaican child has access to education to the level and extent possible within the resources of the State. Demands on education are growing – rapid technological change and the move towards a knowledge-based society has meant a reassessment of the content and delivery of education to

better face the challenges of the 21<sup>st</sup> century. Demands for educational opportunities are also growing. Participation in education has been increasing steadily due to population growth, higher rates of primary completion, demands from industry for a **more highly trained** workforce and a **positive perception of the gains to be made** from progressing to and completing secondary- and tertiary-level programmes.

## **Training**

Training is differentiated from pure education by its focus on imparting occupational skills to the individual as compared with the broader theoretical learning objective of pure education.

Training is delivered at all levels of the Education /Training System and at the tertiary level, educational and training boundaries are often blurred as is the case with occupations such as Medicine, Teaching and Management. Educated and trained individuals are inextricably linked to the labour market by the education and training institutions that are available to prepare them for effective engagement in the workforce.

The primary aim of such institutions is to impart to individuals the skills that will allow them to be placed in jobs or career tracks that lead to jobs. In an increasingly knowledge-based global economy, one of the key advantages that a country can offer is the quality of its human capital. A well-trained workforce is emerging as one of the key drivers of a country's prosperity and competitiveness<sup>46</sup>. Increased investment in training and workforce development is therefore essential for raising economic competitiveness, productivity and capacity for technological progress. Additionally, vocational and continuous on-the-job training increases both the efficiency and productivity of individual workers and consequently the workforce.<sup>47</sup>

The institutional framework that has been created to support training and workforce development in Jamaica is built on three main modalities as outlined below:

- **Workplace-based Training:** This is designed for the specific needs of workplaces and can be offered on-site, off-site or online. Customized programmes are designed and offered by a variety of training institutions, enterprises and individual consultants.
- **Institution-Based Training:** Formal and non-formal programmes are offered by training entities in both the public and private sectors and participants may be from either sector.

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<sup>46</sup> Global Competitiveness Report and Index

<sup>47</sup> Ibid

- Community-Based Training – Delivered by NGOs, FBOs and CBOs<sup>48</sup>.

To coordinate and implement programmes on behalf of the government, Jamaica has managed to develop a training system that is regarded as a standard bearer for the Caribbean and other developing countries of the world. This system is embodied in the operation of the HEART Trust/NTA which was created in 1982 by the government.

Technical and vocational education and training is regulated through the National Council on Technical Vocational Education and Training (NCTVET), financed through the HEART Trust Fund and is largely delivered by HEART Trust/NTA-supported institutions and programmes distributed throughout the island. In 2006, the number of trainees enrolled in the system was approximately 84,000 with some 55,000 graduating.

Another premier institution, The Management Institute for National Development (MIND), was established to provide management and leadership training to support the human resource capacity of the public sector, to respond effectively to the priorities of Government, consistent with the reform and modernization of the Jamaican public sector. Since its inception, it has trained a wide cross section of public and private sector workers. Over the period 2005/06 – 2007/08 the Institute trained an annual average of 4582 per year from the public sector and private sectors in 11 areas of study ranging from Accounts and Auditing to Environmental subject matters.

A growing number of private institutions also deliver training in areas such as management, banking and vocational/technical areas. Additionally, training and workforce development programmes are provided by community colleges, teachers' colleges, universities and a host of other public and private post-secondary institutions and programmes.

Government allocations to training outside of the teachers colleges and universities are largely financed through the HEART Tax that is paid by employers directly to the HEART Trust Fund. Government allocated J\$15.3 billion to the provision of training in 2007. Additionally, J\$ 219 million is spent by the private sector on training and workforce development annually<sup>49</sup>.

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<sup>48</sup> NGO (Non-Governmental Organisation); FBO (Faith-Based Organisation); CBO (Community-Based Organisation)

<sup>49</sup> JEF, State of the Industry Report on Training and Development 2001.

## **Issues and Challenges**

Notwithstanding the gains that have been made in the delivery of training in Jamaica, there are some issues that undermine the successes to date. Broadly speaking, the more major of these may be outlined as follows:

### ***Largely Untrained Workforce and High Levels of Illiteracy***

Estimates suggest that close to 70.0 per cent of the labour force, or over 700,000 workers, are in need of training. A 2003 study<sup>50</sup> revealed that of first-time job seekers, 70.2 per cent had received no vocational, technical or professional qualifications. Close to 20 per cent of Jamaican adults were illiterate, 15.0 per cent possessed only basic numeracy skills and some 142,000 youth were outside of the education system and labour force. Of this number, 5.0 per cent had not gone beyond Grade 9<sup>51</sup>. However, experts from the Heart Trust/NTA suggest that the methodology used to collect this data might have resulted in an overstatement of the number of people who are untrained.

### ***Inadequate Access to Training Programmes***

While Jamaica applies international standards and skill competencies in its workforce development and training, the capacity of learners to fully access the learning process is often hampered by the quality of the outputs of the education system. In addition, the geographical location of some institutions restricts access to individuals from other regions of the country.

### ***Poor Labour Market Alignment***

Another notable issue is the need to increase the degree of congruence between the training programmes offered by training institutions and the demands of the labour market. Training is often not relevant to new demands and is inadequate in some cases to quickly address the changing needs in the workplace. There is also need to place more emphasis on training for job growth, especially in hospitality, construction, information, communication and technology.

HEART has tried to grapple with this problem through a raft of measures such as a regularly conducted tracer and impact study and the establishment of industry lead groups. However,

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<sup>50</sup> Fox, Kristin, 2003, Mapping Unattached Youth in Jamaica (Draft) IADB.

<sup>51</sup> Fox, Kristin, 2003, Mapping Unattached Youth in Jamaica (Draft) IADB.

labour market analyses are still not effectively utilized by training and workforce development institutions to adequately influence the development of training programmes.

***Inadequate Funding for Supporting Labour Force Training***

While it is recognized that over 70% of the labour force remains untrained, the level of funding available is inadequate to finance training for all who will need it. Partnerships with the private sector are being explored as a means of addressing this.

***Entrepreneurship not Sufficiently Promoted as an Employment Option***

The training system does not sufficiently promote a culture of entrepreneurship. New employment opportunities and growth in the economy are mostly created by new businesses. It is therefore important that the training system presents entrepreneurship as a possible and desirable outcome of training.

***Fragmented Delivery of Training***

Although the National Council on Technical and Vocational Education and Training (NCTVET) operates as a regulatory body to set standards, develop curricula, register training institutions and certify programmes among other functions, delivery and development of training programmes remain fragmented and differentiated in standard. In addition, tertiary level programmes are not now operating within a standardized certification scheme. This indicates a need for the NCTVET to strengthen and widen its role as a central coordinating body.

***Absence of a Culture of Lifelong Learning***

In a world that is dynamic in which the boundaries are constantly moving, our society must be flexible and given a labour force that is largely untrained, there is a need for us to adopt a culture of lifelong learning. This will move the society to a 'cradle-to-the-grave' approach of learning.

***Inadequate Career Guidance***

Career education and guidance is limited in scope and needs to be better integrated into the education and training systems. There is also need for a careful mapping of new and emerging careers, and the identification of opportunities for new entrants to the labour market.

***Need for Stronger Partnerships***



While the training system has already forged meaningful partnerships with the private sector and other segments of the society, these partnerships need to be strengthened in order to secure a supporting framework in the management, financing and delivery of training in our country.

### **National Strategies**

In the development of our National Strategies, careful consideration has been given to the issues and challenges outlined above and to the underlying factors contributing to the poor outcomes at some levels of the education system. The philosophy underpinning the National Strategies is outlined below followed by the strategic framework and a listing of the National Strategies along with select sector strategies.

As a starting point, we recognize that the poor quality of primary and secondary school graduates poses a substantial challenge to the competitiveness, development and progress of the country. The education and training systems must be advanced to ensure that graduates are able to produce world-class goods and services. This will require the infusion of transformative values from the first to the last contact that students have with the education system. These values provide students with the fundamental attitudes that are required for their active engagement in innovative and productive activities.

Initially, the focus should be on the early childhood and primary levels to ensure that children are given a solid foundation for progressing to higher learning and reduce the likelihood of failure in higher examinations. This will allow the secondary system to focus less on remediation and more on the delivery of secondary level education. Simultaneously, those who have left the formal school system without achieving an acceptable level of basic education will need to be provided with appropriate avenues for upgrading themselves. There is also the need to increase access to tertiary level education and to make it more relevant to the labour market.

School and training plants will require updating in order to provide appropriate and adequate space and facilities. These facilities should be inspiring and support the inculcation of habits of enquiry and reasoning as well as the growth of cognitive skills. They should also facilitate teaching and training efforts.

Central to this transformation is the capability of the teaching staff. Existing and new staff must be trained to acquire the knowledge, classroom practices and philosophy consistent with current and emerging worldwide education and training practices. This demands higher entry requirements to the profession and the introduction of proficiency requirements for student-centred and technology-assisted teaching by all practitioners.

The role of parents in this process is critical. Parents have to be sensitized and accepting of their central role in the education of their children. The role of mothers cannot be over-emphasized. It is well established in the literature that literacy and other fundamental educational building blocks are developed in the womb. This has implications for the content and extent of support services offered to women, and in particular teenage mothers, who may not be cognizant or may lack the emotional maturity to offer their infants such exposure. The role of the father must also be highlighted. The failure of many fathers to assume their responsibilities in the lives of their children has also been linked to the failure of children to perform, particularly boys. Parenting must therefore be encouraged in the context of a balanced family setting as far as possible.

The primary aim of training institutions is to impart skill areas that are relevant to existing and emerging jobs or career tracks. In an increasingly knowledge-based global economy, one of the key sources of a country's competitiveness resides in the quality of its human capital. Training focuses on imparting occupational skills to the individual and links educated individuals to the labour market by preparing them for effective engagement in the workforce. The correction of the shortcomings in the education system will in the main address the poor quality of matriculants to the training system. Finally, the training system should prepare workers and potential workers for viewing entrepreneurship as a preferred option as the economy may only meaningfully increase its capacity to absorb new entrants into the labour market if the stock of businesses is increased.

While the Government has always assumed the major role in the delivery of education and training, the private sector has also played a role. The Plan envisages greater collaboration between the private and public sectors and civil society in the delivery and financing of education.

**Table 10: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES  | RESPONSIBLE AGENCIES   |
|--|--|
| 2-1 Ensure that children 0-8 years old have access to adequate early childhood education and development programmes          | Ministry of Education (MOE)<br>Early Childhood Commission                |
| 2-2 Satisfactory learning at the primary level   | MOE  |
| 2-3 Accelerate the process of creating and implementing a standards-driven and outcomes-based education system               | MOE in collaboration with schools, boards and international partners     |
| 2-4 Develop and establish financing and management mechanisms for schools  | MOE in partnership with the schools, private sector, NGOs, CBOs and FBOs |
| 2-5 Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system   | MOE in partnership with the schools, private sector, NGOs, CBOs and FBOs |
| 2-6 Ensure that the secondary school system equips school leavers to access further education, training and/or decent work   | MOE<br>HEART Trust /NTA  |
| 2-7 Ensure that adequate and high quality tertiary education is provided with emphasis on the interface with work and school | MOE<br>University Council<br>Tertiary Institutions                       |
| 2-8 Expand mechanisms to provide access to all, including the out-of-school population                                       | HEART<br>MOE<br>MIND<br>private sector partners                          |
| 2-9 Promote a culture of learning among the general populace   | HEART<br>MOE<br>JFLL   |
| 2-10 Establish a competency-based national qualification framework   | HEART Trust/NTA alongside partners                                       |
| 2-11 Increase access to formal training  | MOE<br>HEART Trust/ NTA<br>MIND, JFLL, other partners                    |
| 2-12 Strengthen the mechanisms to align training with demands of the labour market.  | MOE<br>training institutions<br>employers                                |

## **2-1 Ensure that Children 0-8 Years Old Have Access to Adequate Early Childhood Education and Development Programmes**

This strategy recognizes the importance of ensuring that the foundation for the development of the child is sound and sufficient to prepare the child for a wholesome and well-rounded development process that includes a solid education. The strategy focuses on ensuring that the structures and programmes geared towards early childhood development meet specified standards with respect to the quality of facilities and delivery of services. It includes programmes to increase the involvement of parents in the creation of a supportive learning environment. Measures will be implemented at the pre-school, pre-primary and primary levels.

### *Selected Sector Strategies*

- Strengthen school/home relationships and parental involvement in early education
- Put mechanisms in place to address the psycho-social needs of children
- Create a framework for establishing, legislating and enforcing standards in all early childhood education institutions
- Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes

## **2-2 Enable Satisfactory Learning Environment at the Primary Level**

The psycho-social needs of children are often unmet due to factors such as poor parental support. Under Vision 2030 Jamaica, work already begun in this area will be built upon to ensure that all Primary Schools meet acceptable standards with respect to the learning environment inclusive of the psycho-social needs of children.

### *Selected Sector Strategies*

- Promote developmentally appropriate involvement of parents at all levels
- Develop programmes to influence the development of emotional, moral, and social skills and attitudes of students.
- Institutionalise diagnostic testing and provide support for teachers and students
- Develop an inclusive system that addresses children's varying capabilities
- Promote an enquiry-based approach to learning
- Cultivate the skills and attitudes of reflective learning and self-disciplined study
- Integrate into school activities new and emerging issues at both local and global levels
- Institutionalize a system of support addressing any deficiencies or challenges faced by students

## **2-3 Accelerate the Process of Creating and Implementing a Standards-Driven and Outcomes-Based Education System**

Our educational facilities and human resources are of mixed quality. Some are at the highest standard but the majority of them vary between acceptable and sub standard. This strategy seeks to improve the quality of delivery of local educational institutions to meet the best global standards and to ensure that all schools of a similar level are similarly resourced and capable of delivering to a similar standard. Apart from the establishment of common national standards, this will include the provision of infrastructure and staff throughout the educational system, as appropriate. The strategy also addresses the problem of inadequate compensation to keep the best teachers from migrating.

### *Selected Sector Strategies*

- Improve the quality of life of teachers within the work environment, including the improvement of the terms and conditions of service for the teaching workforce.
- Establish frameworks for improving the quality stock of teachers
- Promote and encourage teaching as a viable profession
- Introduce a competency-based approach to education at all levels.
- Develop curricula at all levels that create well-rounded, eager to learn self-driven students with enquiring minds
- Ensure more efficient use of the school year

## **2-4 Develop and Establish Financing and Management Mechanisms for Schools**

Public funded educational institutions are often under-resourced. There are also inadequacies in the management of these institutions. This strategy seeks to ensure that financing mechanisms are in place to support the resourcing of the educational system to the levels required for world class delivery. It includes considerations for partnerships with the private sector and other entities. It also focuses on improving capacity in the management of schools.

### *Select Sector Strategies*

- Create a mechanism that will establish a dedicated pool of funds for education.
- Forge new public/private sector partnerships and expand existing ones
- Build the capacity of school management systems to support effective and sustained school-based management, paying attention to ISO<sup>52</sup> quality management systems.
- Introduce results-based management systems within education and strengthen capacity for the collection and analysis of relevant data to support continuous improvement.
- Create platforms to facilitate effective parental involvement at all levels of the education system and in school governance and decision-making.
- Strengthen and enforce systems that facilitate accountability in school management.

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<sup>52</sup> International Standards Organisation

## **2-5 Ensure a Physical Environment in all Schools that is Safe and Conducive to Learning**

The physical and social environments of schools are sometimes unsafe and often not conducive to learning. In addition, threats of physical violence are increasingly becoming real. Under this strategy, efforts will be made to preserve the safety of students and staff in educational institutions and to create a physical environment that is conducive to learning (for example, lighting and spatial arrangements).

### *Select Sector Strategies*

- Ensure that all school plants meet international standards
- Develop and establish mechanisms to ensure equitable distribution of resources for maintaining and improving schools
- Promote and facilitate community involvement in schools' operations
- Promote and establish mechanisms for accountability at all levels of the system
- Ensure that all regulations and legislation governing operations of institutions are enforced
- Create a positive, healthful, resource-efficient and environmentally-friendly physical environment at all school plants
- Create and replicate a standardized prototype physical environment to be replicated in all schools nation-wide
- Establish a framework for improving and maintaining the quality of school plants (minimum standards for classroom sizes, playing fields, green spaces etc.)

## **2-6 Ensure that the Secondary School System Equips School Leavers to Access Further Education, Training and/or Decent Work**

Many students leave the secondary school system under-equipped for work or further learning. The primary aim of this strategy is to ensure that all students who exit the secondary school system have skills that are relevant to the labour market or for matriculation to programmes of higher learning.

### *Select Sector Strategies*

- Ensure an adequate number of secondary school places for all students
- Ensure that schools are gender sensitive
- Encourage greater gender balance in the teaching profession
- Foster partnerships with industry and other key stakeholders to generate cooperative education opportunities.
- Widen curricula to expose all students to academics, vocations, a foreign language,

sports, and the arts

- Create opportunities and programmes to enable students to be responsible and caring and recognize the importance of contributing to the community, committing to service in the wider community in which they live

## **2-7 Ensure that Adequate and High Quality Tertiary Education is Provided with Emphasis on the Interface with Work and School**

This strategy focuses on ensuring that the quality of tertiary level education in Jamaica is internationally competitive and that there is greater relevance to the workplace. The strategy will seek to ensure that Jamaican universities will collaborate with private institutions in areas such as research and in the development of programme offerings to maintain relevance and effectiveness of its programme offerings and research programmes.

### *Select Sector Strategies*

- Use curricula that are broad-based and relevant, that capture new and emerging trends and enable the student to readily access the labour market.
- Enforce a National Quality Assurance Mechanism via legislation
- Increase use of cooperative education
- Create mechanisms for the provision of cost-sharing in higher education.
- Institutionalize entrepreneurship training.
- Target international students and faculty for participating in the local system.

## **2-8 Expand Mechanisms to Provide Access to the Unattached Youth**

This strategy recognizes that there are individuals who are unable to gain access to regular institutional training and educational programmes. Increasing access will involve increasing the capacity of existing schools and institutions as well as developing and implementing new modalities such as technology-based educational and training programmes (e.g. E-Learning).

### *Select Sector Strategies*

- Ensure adequate numbers of school places for children at all levels
- Expand access through varying methods/modalities, for example, Community Colleges, e-learning, life-long learning institutions and programmes
- Provide mechanisms that would facilitate all students being able to take advantage of educational opportunities (e.g. student loans).
- Create the environment for all children 0-8 years to access developmentally appropriate programmes
- Create partnerships with other government entities (for example, in the transportation sector) to facilitate access to schools

## **2-9 Promote a Culture of Learning among the General Populace**

In a rapidly changing society where new information and new methods of doing things are constantly emerging, the society needs to develop a culture of lifelong learning. This strategy seeks to promote a culture of lifelong learning that will not see issues such as age or socio-economic status as barriers to further learning. New modalities will also be created to facilitate this culture.

### *Select Sector Strategies*

- Infuse career education programmes in school curricula at all levels
- Increase public education programmes emphasizing lifelong learning
- Expand mentorship programmes - (Big Brother/Little Brother; Big Sister/Little Sister) at all levels
- Establish career development centres and train persons to effectively guide individuals
- Establish work-based programmes for students in schools
- Expand technical vocational education and training programmes in all schools
- Promote broad-based education
- Emphasize and implement programmes targeting higher level training

## **2-10 Establish a Competency-Based National Qualification Framework**

This strategy recognizes that delivery of training programmes is still somewhat fragmented despite the continuing interventions of the HEART Trust/NTA and also that the various training programmes offered outside of the ambit of HEART do not necessarily conform to an established standard. Additionally, the varying levels and types of qualifications that are offered up to the tertiary level have not been evaluated to determine how they should be positioned relative to each other. Under this strategy, a single national qualifications framework is to be established that will ensure that all training programmes in Jamaica conform to established standards and may be clearly located in relation to each other and established global standards.

### *Select Sector Strategies*

- Create and implement an appropriate policy paper
- Institutionalize a National Qualification Framework (NQF) within a broader range of disciplines.
- Institute a public awareness programme about the framework
- Seek the involvement and buy-in of stakeholders in the development of training programmes and increase competencies.
- Ensure that local standards are aligned with international norms and accepted globally.
- Promote competency-based education and training (CBET)
- Seek membership with internationally accredited bodies.



- Increase articulation between providers through mechanisms such as MOUs.
- Establish the policy framework to enable seamless articulation among providers.

## **2-11 Increase Access to Formal Training**

Despite the plethora of training programmes and institutions including the many HEART-supported initiatives, many individuals are unable to gain access to training for a number of reasons, including failure to achieve the required academic base, inability to fit into the regular training schedule due to constraints such as work demands, having disabilities, and the geographical location of training institutions. This strategy expands the modalities of delivery, types of programme offerings, criteria for entry and opportunities for individuals to improve their basic education. Special attention will be given to persons with special needs.

### *Select Sector Strategies*

- Conduct labour market analysis of the needs of persons with special needs
- Create appropriate infrastructure to accommodate persons with special needs
- Increase the provisions for training of special needs practitioners
- Provide incentives to stakeholders to offer special needs programmes
- Increase the mechanisms for providing financial assistance to the poor/needy trainees
- Increase opportunities to create a more literate population
- Improve the capacity for remedial education
- Increase the use of technology-driven training programmes.
- Provide incentives for public and private sector companies to create learning opportunities
- Promote distance education /training programmes
- Introduce programmes to cater to the social skills of trainees to be productive and successful human beings
- Introduce programmes to retain displaced workers

## **2-12 Strengthen Mechanisms to Align Training with Demands of the Labour Market**

Many training programmes do not conform to the demands of the labour market. This leaves trainees frustrated in their quest for employment. The aim of this strategy is to ensure that training programmes are in conformity with labour market demands and thereby better support both industry and the employment-seeking objectives of trainees.

### *Select Sector Strategies*

- Establish additional lead groups for the identification of job competencies
- Integrate competency-based education and training into all human resource development

functions – recruitment, evaluation, etc.

- Facilitate collaboration between HRD in firms and training institutions
- Implement cooperative education and work-based learning including summer internships
- Integrate career education in all subjects
- Infuse career development programmes in universities and colleges
- Make greater use of technology to create access to career development
- Improve and increase career development services

**Table 11: Outcome Indicators and Targets for Outcome #2**

| <b>Outcome #2 – World Class Education and Training</b>                   |                 |                             |             |             |  |
|--|-----------------|-----------------------------|-------------|-------------|--|
| <b>OUTCOME INDICATORS</b>  | <b>BASELINE</b> | <b>PROPOSED TARGETS</b>     |             |             | <b>COMMENTS</b>  |
|  |                 | <b>2007 or Most current</b> | <b>2012</b> | <b>2015</b> |  |
| <b>Adult Literacy Rate (15+):</b>  | 85.8%           | 89.7%                       | ≥91.6%      | ≥ 98.3%     | Targets are based on regional literacy rate projections for 2015 by UNESCO and on the average literacy rates for the Caribbean countries that have high HDI. |
| <b>Males</b>   | 80.5%           | 84.4%                       | ≥88.2%      | ≥ 98.3%     |  |
| <b>Females</b>   | 91.1%           | 93%                         | ≥94.9%      | ≥ 98.3%     |  |
| <b>% of population with tertiary level certification (24+ year olds)</b> | 10.10%          | 15%                         | 18.7%       | 37%         | The proposed targets are set to match the level of Barbados by 2012 and to be at the level of top ten OECD countries by 2030.                                |
| <b>% of labour force (14+) that is certified</b>                         | 18.7%           | 50%                         | 60%         | 90%         | Locally set target by taskforce on Labour Market. HEART has targeted increasing the % of labour force that is certified to 50% by 2008-10.                   |

## **National Outcome # 3**

### **EFFECTIVE SOCIAL PROTECTION**

#### **OVERVIEW**

People are the focus of the Vision 2030 Plan. As such, the theme of Effective Social Protection, which centres on mitigating the vulnerabilities that can leave persons at risk, is integral to the Plan. Social protection involves the provision of opportunities for cushioning citizens against losses in income and threats to their economic security, however these originate. Age, incapacity, difficult circumstances, and shocks of various kinds can create temporary or permanent impact on the ability of persons to provide for their own basic needs. Social protection therefore imposes an important role on Government, particularly where the very vulnerable are concerned. A mix of financial provisions, facilitatory regulations, safety nets and comprehensive policies are needed in the context of providing social protection for the citizenry.

The three broad areas articulated in the Plan under this theme are: Social Assistance (including welfare) and the protection of Vulnerable Groups; Social Insurance; and Poverty Reduction. Special attention is given to persons with disabilities, in the broader context of the need for enabling environments, as well as in relation to their prominent position among households living in poverty.

In the context of Social Assistance and the protection of Vulnerable Groups, the Plan acknowledges a clear role for the State. Given the human rights perspective and people-centred remit of the Plan, Jamaica intends to ensure that all citizens who are unable to provide and care for themselves will be supported through the resources of the State. This means that in the first instance, adequate and appropriate provisions will be put in place for physical care and safety, in accordance with global standards. Care will be provided without compromising dignity, and emphasis will be on support and rehabilitation. In light of scarce resources, it is imperative that objective means of selecting beneficiaries be maintained, so that benefits of the social assistance system are targeted to the neediest members of the population. The selection mechanisms and

several other aspects of social assistance delivery are currently being enshrined in new legislation to repeal the Poor Relief Law of 1886.

From time to time, the social assistance system is called upon to respond to emergency situations, natural or man-made shocks or other events. Additionally, under the Social Safety Net Reform Programme initiated in 2000, there are projects ongoing and pending, which require a responsive and capable social assistance system. In this regard, strategies to further strengthen the institutional capacities within the key Ministries and agencies, as well as within non-governmental and community organizations are included as short to medium term imperatives in the Plan. The use of modern technologies, enhancement of human resources and the building of case management capacities are all integral to the direction being taken in the modernization of social assistance delivery.

Several vulnerable groups are already identified in social development practice and programming within the country. Largely, these include children, the elderly, persons with disabilities, persons impacted by HIV/AIDS, women, and poor families. This list is a demographic characterization in the main, and is not exhaustive. The reform process envisages further identification and targeting of vulnerable groups requiring social assistance, and the Vision 2030 Plan seeks to promote appropriate services and infrastructure for these groups. For example, the Plan seeks to identify and address the unique needs of children through the protection of their rights and promoting adequate family and State support for their care and security.

Other aspects of social assistance to vulnerable groups include health subsidies through the Jamaica Drugs for the Elderly Programme, the National Health Fund and Drug Serv for the purchase of medication. In this regard, Government has been responsive to important changes in the population structure, and in life expectancy and morbidity rates. This is also critical for social protection, since the elderly and persons with chronic illnesses are vulnerable to financial distress.

The strategies involve not mere alleviation of circumstances, but rather, a careful analysis of different vulnerabilities, how these can be prevented or diffused, and in general, the levels of social infrastructure that must be established for the enhancement of quality of life. The Plan addresses such vulnerabilities as: homelessness, youth at risk, impact of natural disasters, deportee and refugee status, human trafficking, and chronic illnesses. The aim is to create within the various arms of the social assistance network, the capacity to treat with a variety of needs, be they temporary or permanent. The Plan recognizes a critical role for public education and raising awareness among families in the recognition of the rights of vulnerable persons, as well as in many of the other issues in social protection.

Social insurance coverage is essential for limiting personal risk, and for cushioning families against poverty. These types of provisions are expected to extend some level of income security for old age or incapacity for work. The Plan recognizes in this context two broad levels of provisions: The National Insurance Scheme (NIS), and Occupational (public and private) pension schemes.

The NIS is a contributory scheme managed by the Government, which has had its own legal standing since 1966. All employed and self-employed persons are eligible to contribute to the scheme, which offers a range of benefits during working life, and after retirement. The NIS provides a minimum guaranteed pension, which citizens need to supplement with other income sources. Medical Insurance is also available to NIS pensioners through the NI Gold Health Plan.

There are also occupational pensions that are offered within the public sector to different groups of professionals, e.g. police, teachers, judiciary, nurses. Additionally, private sector organizations in some instances offer their employees private pension packages negotiated with various financial bodies.

Significant reforms in the regulation of the pensions industry have been undertaken since 1999. The first phase of this reform introduced a regulatory framework for the management and administration, and fiduciary integrity of these schemes, embodied in the Pensions Act of 2005. A second Phase to these reforms is focusing on strengthening existing legislation for

safeguarding the adequacy of pension benefits (portability, vesting, indexation, protection of benefits). These reforms are expected to encourage private savings, long term investments and the development of creative retirement products.

The Plan for development in the area of social insurance includes an emphasis on greater participation among the citizenry, greater coverage particularly within the informal sector, significant public education and awareness, and the strengthening of viable fund capacity. Addressing the challenges of the plethora of public pension schemes with their separate legislations, as well as the need for fully funded schemes, will require public consultation and legal reform.

Strategies to address the long-term reduction of poverty are also embodied in effective social protection. Poverty has been seen to contribute in negative ways to social cohesion and social justice. While social assistance measures will support those families and individuals that have limited capacity to help themselves, other initiatives have to be taken to provide households with opportunities for economic empowerment.

The Vision 2030 Plan endorses education and training as important vehicles for poverty reduction, as they concentrate on the development of the human capital. In the context of Jamaica's poverty profile, work opportunities and rural development will have significant impacts on poverty reduction.

Support to small-scale agriculture, land tenure issues, access to credit and venture capital, access to basic amenities, transportation and marketing systems, are some of the challenges addressed by the Plan. Above all is the recognition that a responsible institutional framework and a well-resourced National Poverty Plan are essential foundations for progress.

### **Issues and Challenges**

The main issues that challenge the realization of effective social protection for Jamaica include:

1. Sustained availability of budget resources to ensure institutional capacities to deliver programmes, and provide for adequate benefit levels; e.g. need for more social workers for meaningful case management

2. The need for legislative changes to accommodate and ensure protection of vulnerable persons, in particular, persons with disabilities
3. Risk to the financial viability of public sector pension funds, due to the un-funded nature of many schemes
4. The need for greater coverage and participation of the eligible population in social insurance
5. Targeting of welfare benefits to the neediest households and individuals
6. The need for efficient, technology-driven and effective social assistance delivery systems at the local level
7. Inadequate economic base in rural areas
8. Discrimination against, and social exclusion of, vulnerable groups
9. Relatively low level of public knowledge and awareness of programmes
10. Issues of personal responsibility

## **NATIONAL STRATEGIES**

The National Strategies outlined here encapsulate the measures that address the key issues identified for effective social protection. They attempt to pull together in a summary statement, the over-arching imperatives which embody the major elements of sector level strategies and activities. The six National Strategies identified speak to the creation of the necessary policy and programming environment to enable all citizens, and especially vulnerable persons, to access social services and opportunities, provided equitably and efficiently through capable institutions. The Strategies are outlined in the Table below.

**Table 12: National Strategies and Agencies responsible for their Implementation**

| <b>NATIONAL STRATEGIES</b>  | <b>RESPONSIBLE AGENCIES</b>   |
|---|---|
| 3.1 Infuse considerations of vulnerable groups in all public policies   | Cabinet Office<br>Jamaica Council for Persons with Disabilities<br>Ministry of Labour and Social Security |
| 3.2 Expand opportunities for the poor to engage in sustainable livelihoods  | Ministry of Labour and Social Security<br>Various private sector entities                                 |
| 3.3. Establish mechanisms for creating an effective, efficient transparent and objective system for delivering social assistance services and programmes. | Ministry of Labour and Social Security  |
| 3.4. Promote greater participation in, and viability of social security schemes.  | Ministry of Labour and Social Security  |
| 3.5 Promote family responsibility and community participation for the protection of vulnerable groups.  | Ministry of Labour and Social Security<br>Non-government groups such as NGOs, FBOs, CBOs etc.             |

| NATIONAL STRATEGIES   | RESPONSIBLE AGENCIES  |
|---|---|
| 3.6. Create an enabling environment for persons with disabilities | Cabinet Office<br>Jamaica Council for Persons with Disabilities<br>Ministry of Labour and Social Security<br>Private sector entities<br>Master Builders Association |

Outlined below are descriptions of the National Strategies for Effective Social Protection and selected sector strategies aimed at achieving these national strategies.

### **3.1 Infuse Consideration of Vulnerable Groups in all Public Policies**

The aim of this strategy is to ensure that in the design and implementation of public policies, consideration is given to the policies' potential impact on vulnerable groups. The policy development process should therefore include identifying the vulnerable groups that are likely to be affected (directly or indirectly), minimize potential negative impacts while maximizing efforts to improve the lives of the poor and other vulnerable groups. Gender differences should also be taken into consideration.

#### *Selected Sector Strategies*

- Identify and target vulnerable groups
- Mainstream poverty concerns in all public life
- Mainstream gender concerns in poverty policies
- Ensure adequate public services to the poor
- Enforce policies that support decent work
- Foster multi-sector partnerships between state and non-state sectors to address the needs of the poor
- Create and/or improve public awareness of issues relating to the rights of children and other vulnerable groups

### **3.2 Expand Opportunities for the Poor to Engage in Sustainable Livelihoods**

This strategy identifies mechanisms whereby the Government and its partners can assist the poor to break the intergenerational cycle of poverty. This will involve *inter alia*: addressing various barriers to employment and entrepreneurship, such as low skill and education levels, better positioning of the poor to withstand shocks, while expanding employment opportunities and



access to resources (tangible and intangible). Human capital development and personal responsibility are major principles embodied in this strategy.

### *Selected Sector Strategies*

- Promote human capital development
- Promote and support entrepreneurship
- Design and implement programmes that support the ability of poor households to seek and retain employment
- Utilize public works projects to boost employment of the poor
- Create and strengthen economic opportunities for persons with disabilities
- Promote asset creation among the poor
- Give high priority to rural development projects
- Establish mechanisms for increasing resilience of the poor and most vulnerable

### **3.3. Establish Mechanisms for Creating an Effective, Efficient, Transparent and Objective Social Assistance System**

Strengthening the social assistance system, effective targeting of vulnerable groups and designing and implementing adequate benefits are the main objectives of this strategy.

The selected sector strategies are outlined below:

### *Selected Sector Strategies*

- Ensure the development and maintenance of appropriate systems of identification of beneficiaries of assistance programmes
- Increase awareness of the availability and eligibility criteria of social assistance programmes
- Develop and/or strengthen databases of the vulnerable groups and welfare beneficiaries
- Establish a reliable fund for sustained financing of the requisite range of welfare support programmes
- Promote and encourage social partnerships with the business community
- Address the unique needs of specific vulnerable groups (including children)
- Strengthen customer service capacity
- Provide for adequate human resources to administer and deliver programmes

### **3.4. Promote Greater Participation in and Viability of Social Insurance Schemes**

This strategy seeks to identify mechanisms to increase the proportion of the population covered by social insurance and occupational pension schemes, in order to mitigate the negative effects associated with loss of income due to incapacity or retirement. The working poor and members of the informal sector are primary target groups for greater inclusion. Contribution levels, as well as levels of benefits are critical aspects to the viability and relevance of social insurance and pension funds, and strategies have to be put in place to address these issues.

#### *Selected Sector Strategies*

- Increase public awareness of social security provisions
- Promote personal responsibility and planning for retirement
- Expand coverage of occupational pension schemes
- Expand range of benefits
- Promote NIS participation in the informal sector
- Advance public awareness and knowledge of provisions.
- Establish funded schemes in the public sector

### **3.5. Promote Family Responsibility and Community Participation for the Protection of Vulnerable Groups**

The care of vulnerable persons should rest primarily with families and by extension communities. The role of the State should therefore be a supportive one. This strategy proposes the need for the enforcement of legislations to ensure that families take greater responsibility for their vulnerable members. It also highlights the need for establishment or strengthening of support services for families, especially at the community level.

#### *Selected Sector Strategies*

- Promote and encourage social partnerships between the government and the business community
- Strengthen families' capacity to care for their vulnerable members

### 3.6. Create an Enabling Environment for Persons with Disabilities

This strategy seeks to improve access for persons with disabilities by removing barriers and educating the public on the rights of persons with disabilities. Modifications to buildings and public spaces, as well as the enforcement of appropriate policies and legislations will be required. Persons with disabilities will therefore have a greater chance to participate in all spheres of life, on an equal basis with others. The heterogeneity of the group requires age- and gender-sensitive responses, and an almost case-by-case appreciation of needs.

#### *Selected Sector Strategies*

- Establish definition and categorization of persons with disabilities
- Deliver specialized training to human service personnel to enable them to serve persons with disabilities (PWDs)
- Promote public awareness on the rights of PWDs
- Strengthen linkages between agencies that serve the needs of PWDs
- Strengthen the regulatory framework to ensure compliance with Articles 29 and 30 of the UN Convention on the Rights of PWDs
- Ensure that appropriate technologies are in public service institutions
- Ensure compliance with the building codes as they relate to PWDs

**Table 13: Outcome Indicators and Targets for Outcome #3**

| <b>Outcome #3 – Effective Social Protection</b>   |                             |                         |             |             |   |
|---|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>   | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>ADDITIONAL INFORMATION</b>   |
|   | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>National Poverty Rate</b>  | 14.3%                       | 12.1%                   | 10.5%       | ≤ 10%       | Targets for poverty reduction are based on achievement of the MDG target by 2015 and on the average rate of poverty decrease during periods in which there was no “unusual occurrence”. |
| <b>% of eligible population benefiting from social assistance programmes (PATH)</b>               | 92%                         | 95%                     | 100%        | 100%        | National Targets - MLSS   |
| <b>% of eligible population contributing to the National Insurance Scheme (NIS) (18-59 years)</b> | 32%                         | 50%                     | 60%         | 85%         | Average pension coverage rate is between 70 and 100% for industrialized countries   |

## **National Outcome # 4 AUTHENTIC AND INNOVATIVE CULTURE**

### **Overview**

**C**ulture has been defined as “the way of life of a people”<sup>53</sup>. “A country’s culture is the dynamic reservoir of the ways of thinking and doing accumulated over time, which has come to be agreed upon and transmitted across generations. It includes the knowledge, experience, beliefs, values, customs, traditions, foods, distinctive institutions and its ways of making meaning in life.”<sup>54</sup> It is expressed in areas such as language, the arts and the various arenas of interaction, including business, religion and other social relations. Culture, inherently, affects all aspects of human life and forms the basis for our values, objectives and outlook for the future.

This outcome recognizes the uniqueness of our Jamaican culture, its impact on the world stage particularly with respect to the visual and performing arts and sports, the importance of having a shared sense of identity, wholesome values and attitudes and of ensuring that the industries that emanate from our natural way of life redound to the benefit of our people. The outcome seeks to ensure that our heritage is respected and preserved by our people and all who come to our shores and that the material value of our culture as expressed through our creative industries contribute meaningfully to the development of our society. Additionally, we recognize that a positive sense of self and pro-social and transformative values such as respect for others and their rights, punctuality, honesty and tolerance for the differences between us are essential to the maintenance of harmony and a productive environment.

The priorities we set, choices and decisions we make, are based on the values we uphold. This is inclusive of the personal values of the individual as well as the collective values of a community.

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<sup>53</sup> Division of Culture, *The National Cultural Policy of Jamaica: Towards Jamaica the Cultural Superstate* (Kingston: Ministry of Education, Youth and Culture, March 2003), page 9

<sup>54</sup> *ibid*, page 9.

The formation and promotion of wholesome values is, therefore, inextricably linked to the promotion of our cultural expressions, the construction of identity and the capacity of our people to sustain themselves economically through their cultural creations. The construction of values in a country as diverse or plural as Jamaica must be based on a conscious and institutional framework of valuing who we are.

In Jamaica, culture and values have been shaped by a number of experiences resulting from the presence of various nationalities (Africans, Asians, Europeans and others) through conquest of the indigenous inhabitants; forced migration of Africans, Asians and other peoples; slavery; and colonialism. People from varying backgrounds were combined and recombined into a common geographic boundary. These experiences formed the background of Jamaica's cultural diversity. Symbolic of our heritage and history, Jamaica's culture was fashioned around these mixtures of influences and peoples. This is aptly expressed by our motto "Out of Many, One People" which perfectly defines and provides insight into our culture. The onus is upon the Government and the decision-makers to strengthen the role of culture in building a socially cohesive society and capitalize on our cultural strengths to drive our development.

In crafting the development of the country, culture and wholesome values are strategic pillars on which to build social capital. The social capital of a society includes "the institutions, the relationships, the attitudes and values that govern the interactions among people and contribute to economic and social development. Social capital, however, is not simply the sum of institutions which underpin society; it is also the glue that holds them together. It includes the shared values and rules for social conduct expressed in personal relationships, trust and a common sense of civic responsibility..."<sup>55</sup> Social capital is an evolving concept which can generate benefits including enhanced health, better educational outcomes, improved child welfare, lower crime rates, reduced tax evasion and improved governmental responsiveness and efficiency. These are among the goals we strive for as a developed country. Conversely, a lack of social capital may encumber our daily lives and limit our social and economic opportunities.

Cultural capital becomes increasingly important to economic development as a nation ascends to higher levels of productivity. Cultural capital includes core and transformational beliefs,

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<sup>55</sup> Social Capital, World Bank 1998

behavioural norms, and the manifestations of culture articulated through the full range of artistic and creative forms. Culture is important because there are sets of beliefs and attitudes that are pro-innovation and create the conditions for prosperity, or those that are anti-innovation. There is a long and rich literature in the field of behaviour that links mental models<sup>56</sup> with results. There also appears to be strong correlations between certain “pro-innovation beliefs”<sup>57</sup> and prosperity. Jamaican attitudes, beliefs, goals, values, and assumptions about the world inform our actions and, therefore, influence outcomes and our experiences. An innovative vision, a new national narrative, of Jamaican success has to emerge from, and be presented to, the citizenry.

The Culture and Values Sector Plan states:

*“The priorities we set, choices and decisions we make are based on the values we uphold. This is inclusive of the personal values of the individual as well as the collective values of a community. ...The formation and promotion of values is, therefore, inextricably linked to the promotion of our cultural expressions, the construction of identity and the capacity of our people to sustain themselves economically through their cultural creations. The construction of values in a country as diverse or plural as Jamaica must be based on a conscious and institutional framework of valuing who we are.”*

Innovation represents the highest rung in the ladder of national productivity. As nations improve the quality of all factors of production and the efficiency with which they are used, they approach the maximum combination of goods and services they can produce with their given resources.

In this regard, countries can achieve significant progress by improving their use of natural, man-made, financial, and institutional capital. However, these factors eventually confront diminishing returns, as nations approach the limits of productivity based on existing technology. Ultimately, long-term increases in productivity and prosperity can only be achieved by innovation.

Innovation depends on a complex interaction between the highest forms of capital – the knowledge, human and cultural assets of a nation. An authentic and innovative culture fosters

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<sup>56</sup> Kenneth Craik 1948, Chris Argyris 1980, Peter Senge 1985, Michael Fairbanks 1997, Douglas North 1998

<sup>57</sup> Harrison

collaboration between the public sector, private sector and universities, high-quality research and development, protection of intellectual property and promotion of entrepreneurship.

An important aspect of Jamaica's cultural capital is the relatively high level of international awareness and reputation that the country enjoys throughout the world, perhaps unequalled by any other country of similar size. A Nation Brand, reflecting the image and reputation of a country, is largely formed through six channels, namely: tourism, exports, government policies, investment promotion, culture and the people themselves.<sup>58</sup> Jamaica's Nation Brand (sometimes referred to as "Brand Jamaica") is based on the global "share of mind" enjoyed by Jamaica as the cumulative result of the recognition earned from the island's achievements in creative industries, sport and other areas.

Managing and building its nation brand means that Jamaica will consciously engage in a process of improving the most important aspects of its economy and society and communicating these improvements to the world. Building the nation brand therefore parallels and supports the process of national transformation envisaged by the Vision 2030 Jamaica National Development Plan. The creative use of the nation brand also offers Jamaican producers a competitive advantage in accessing international export markets.

An important component of Jamaica's cultural capital is represented by sport. The successes of Jamaica's sportsmen, sportswomen and national sporting teams at the highest levels of international competition have been among the greatest contributions to national pride and the fame of Jamaica. Sport also has important social benefits including contributions to physical and mental health, socialization of children and adolescents, and community development.

In the Jamaican context sport has particularly important roles in building unity at the national and community levels, including bridging divisions created by political tribalism. There are currently policy initiatives that seek to expand and broaden the participation in sport, including policies on healthy lifestyles, the disabled, youth and the elderly.

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<sup>58</sup> Anholt (2006)

## Issues and Challenges

- ***Aspects of Jamaican Culture*** - There are aspects of Jamaica's culture that are not conducive to innovation and increased productivity. These include inadequate attention to punctuality, declining appreciation and respect for civic rights and responsibilities, and disturbingly low levels of inter-personal and institutional trust. These represent aspects of Jamaica's social capital that must be built up to create an innovative culture.
- ***Identification, Protection and preservation of our local culture including heritage sites*** – Much of our culture - visible and invisible - and material and non-material (including artefacts and sites) stand at risk of being lost. We have not built a strong framework for identifying protecting and preserving these aspects of our heritage. Additionally, much of our population is ignorant of what these may be and of their importance to our society. It is therefore crucial that we strengthen our capacity to and the process of unearthing, promoting and preserving our cultural heritage.
- ***Inadequate Facilities and Human Resource Development for Sport*** - While Jamaicans have demonstrated abundant human talent in sports there is limited construction and maintenance of infrastructure for sports at the parish and community levels, including in schools. This inhibits broad participation in recreational and competitive sport. There is also inadequate capacity for training the increased numbers of sport administrators, coaches, managers and other personnel needed to support the expansion of sport and its role in national development.
- ***Breakdown in the family structure*** – Many Jamaicans are born into situations where little or no family support is provided. This has led to a breakdown in the transmission of wholesome values and has contributed to the relatively large number of unattached and otherwise “at risk” youth in our society. We believe that this is at the centre of many of the behavioural problems that are manifested in our society ranging from delinquency among the youth to hardcore crimes.

## National Strategies

This outcome addresses seven broad areas:



- Individual and National Identity
- Institutions and Infrastructure
- Promoting Cultural Expression
- Agents of Socialization
- Culture and Education
- Culture and Development
- Heritage Preservation and Development.

Our plan will be underpinned by the promotion of a set of national core values. In this regard, in 2002, the Values and Attitudes Secretariat undertook a national consultation process which identified a range of 15 **core values including concepts such as respect, honesty, punctuality personal responsibility and truthfulness.** (The Work of the Values and Attitudes task Force has now been entrusted to FRESH START under the leadership of the Reverend Al Miller.) A subset of these will be selected through consultations as the core values of the country. The national strategies will seek to support this framework to build awareness of, respect for and visibility for our culture.

**Table 14: National Strategies and Agencies responsible for their Implementation**

| <b>NATIONAL STRATEGIES</b>  | <b>RESPONSIBLE AGENCIES</b>  |
|---|--|
| 4-1 Promote core / transformational values                              | Office of the Prime Minister<br>Ministry with responsibility for Culture/FRESH START                                   |
| 4-2 Promote the family as the central unit of human development         | Ministry with responsibility for Culture<br>Ministry of Health and Environment<br>Ministry of Education<br>FRESH START |
| 4-3 Preserve, protect and promote Jamaica's cultural heritage           | Ministry with responsibility for Culture<br>Institute of Jamaica<br>Jamaica Cultural Development Commission            |
| 4-4 Integrate Jamaica's nation brand into developmental processes       | Office of the Prime Minister<br>Ministry with responsibility for Culture<br>Jamaica Trade and Invest                   |
| 4-5 Strengthen the role of sport in all aspects of national development | Ministry with responsibility for Sport<br>INSPORT  |

#### **4-1 Promote Core / Transformational Values**

This strategy recognizes the need for the nation to identify and accept a set of core values that through their practice will lead to wholesome attitudes that are able to support the development of individuals and the nation. These will be selected from the core values earlier identified.

##### *Selected Sector Strategies*

- Establish mechanism for continuous review of core values of the country
- Equip Families to embody their roles and responsibilities as members of society.
- Conduct national/target/interest focus group consultations to determine how core values should be defined within the Jamaican context and communicated/inculcated.
- Influence the youth and education system
  - Infuse core values in all areas of school activities
  - Introduce standardized teaching of Citizenship Education
  - Support and strengthen guidance counselling in all levels up to the secondary level
- Support and strengthen co-curricular and mentorship programmes at all levels of the education system.
- Mainstream core values in the context of all community engagements

#### **4-2 Promote the Family as the Central Unit of Human Development**

The importance of a stable and supportive family environment is accepted as a basic premise for the wholesome development of society. The absence of a wholesome family environment has had negative impact across the society affecting areas such as our educational and national security outcomes. This strategy will seek to promote the family as the cornerstone of society. (Outcome 2: World Class Education and Training, also targets improvement in parenting and family support through the Ministry of Education's Early Childhood Development Programme.)

##### *Selected Sector Strategies*

- Build parenting capacity (including responsible sexual behaviour, values, family participation, parental involvement in cultural/school activities, protection of vulnerable groups)
- Develop programmes to include parents in children's development
- Develop parenting education programmes with special emphasis on fatherhood
- Support initiatives targeting men to enhance their parenting capabilities through employment and other economic opportunities

#### **4-3 Preserve, Protect and Promote Jamaica's Cultural Heritage**

The cultural heritage of our country, as represented in our artifacts, music and history, is in danger of being lost and degraded at the very least. This strategy will seek to prevent the degradation and unfair use of our culture and the illegal exportation of our artifacts. It will also seek to preserve and promote our culture through activities such as the development and promotion of “culture yards.”

***Selected Sector Strategies***

- Strengthen the process of identification, monitoring, maintenance and promotion of protected heritage sites
- Involve the private sector in the development and preservation of culture at the community and national level
- Invest in acquiring and producing knowledge to support the creative industries.

**4-4 Integrate Jamaica’s Nation Brand into Developmental Processes**

Jamaica possesses a treasure-trove of natural brand equity, created from its cultural, historical, physical and human capital. The value of this brand equity can be increased by consciously building Jamaica’s nation brand and integrating this asset into all aspects of national development. A properly managed national brand is a real asset to all stakeholders, helping to attract investment and talent, give a competitive advantage to producers and exporters, provide inspiration to Jamaicans at home and abroad, contribute to a culture of innovation, and safeguard national identity. The process of developing Jamaica’s nation brand has several well-structured steps, including building a brand team, conducting a brand asset audit, defining and testing the brand, and implementing and monitoring the brand. The implementation of the brand will involve promoting Jamaica’s culture, creativity and intellectual property.

***Selected Sector Strategies***

- Develop ICT capabilities to support the availability and expansion of cultural products and creativity
- Improve policy framework to support Jamaica’s Nation Brand
- Establish institutions to undertake key roles in implementation of the Nation Brand
- Increase the capacity of existing organizations to monitor and regulate the use of the Nation Brand
- Market and promote the Nation Brand
- Undertake comprehensive National Branding for Jamaica
- Define and develop the role of the cultural and creative industries in promoting the Nation Brand
- Promote and use IP as a tool for economic development to convey values, images and

reputation of Jamaica, including designs, music, trademarks, copyright, collective marks, geographic indications and certification marks

- Coordinate implementation of the Nation Brand Strategy with Core Values campaign
- Ensure strong enforcement and protection of intellectual property aspects of the Nation Brand
- Use ICT to build and develop Brand Jamaica/Jamaica's Nation Brand
- Promote media literacy and the positive use of media as change agent and source of empowerment

#### **4-5 Strengthen the Role of Sport in All Aspects of National Development**

Vision 2030 Jamaica seeks to strengthen the role of sport in national development by broadening opportunities for participation in recreational and competitive sports for persons of all age groups, increasing facilities at the national, community and school levels, increasing the number of trained coaches, administrators, and other personnel, strengthening the institutions for sport education and administration, and establishment of appropriate and effective policies, legislation and regulations to promote sport participation.

In charting the future for the development of sport in Jamaica it will be necessary to learn from the experiences of other countries that have successful sport sectors. For example, Australia offers a model with aspects that may be considered for Jamaica, including establishment of the Australian Institute of Sport as a centre for the development of elite athletes, investment in sport facilities, research and development including sport science and medicine, and capacity development of clubs and sport associations.

##### ***Selected Sector Strategies***

- Increase physical education and sports programmes in schools
- Increase organized sport activities in communities
- Encourage gender equality in all aspects of sport
- Design / upgrade community facilities for multi-use recreational and competitive sport
- Ensure a mini-stadium in each parish
- Adopt international best practices for training of sports personnel including certification
- Develop sport administration at primary, secondary, tertiary and national levels
- Establish a Sport Academy in Jamaica
- Update Sport Policy and align with other policies that affect sport

**Table 15: Outcome Indicators and Targets for Outcome #4**

#### **Outcome #4 – Authentic and Innovative Culture**

*Vision 2030 Jamaica, National Development Plan (Draft)*  
*January, 2009*

| OUTCOME INDICATORS  | BASELINE | PROPOSED TARGETS     |       |           | COMMENTS   |
|---|----------|----------------------|-------|-----------|--|
|   |          | 2007 or Most current | 2012  | 2015      |  |
| Incidence of public order infractions per capita                                | 5.4      | 5.1                  | 4.6   | 3         | Projected 5% reduction every/three years   |
| % of Single parent households (calculated as % of all households with children) | 43.2%    | 42.2%                | 40.7% | 33.2      | Target is to move towards the average for developed countries at a rate of 0.5 point reduction per annum except for the two first years. |
| "Use of cultural resource" Index (Tourism Competitiveness Index)                | (1.66)   | 2.1                  | 2.5   | 4.73 (35) | Target is to be in the top 25% of countries by 2030.   |

**Goal 2:**

## **National Outcome # 5** **SECURITY AND SAFETY**

### **Overview**

**T**his outcome seeks to restore a sense of safety and cohesion to our society by significantly reducing the level of crime and violence as well as civil disturbances (in some communities) in our country and by providing adequate security and rehabilitation for individuals who are inmates in correctional institutions and restitution to those who have been victimized. Vision 2030 Jamaica will not be realized while our nation operates under a cloud of fear and without cohesion.

“Crime and violence” has become one of, if not the most, pressing concern for Jamaicans. It has had a negative impact on all spheres of society and has been cited as a significant factor in the low levels of GDP that have been achieved by Jamaica over the years. It has also left segments of our society crippled with fear and has resulted in the diversion of significant resources into crime prevention and control. Private firms are forced to pay large sums of money for security and many of them that operate in certain communities also pay large sums in extortion “fees.” Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities.

Reports from international agencies and the media suggest that this problem extends beyond our shores to the wider English-speaking Caribbean. A UN/World Bank report<sup>59</sup> notes that murder rates of 30 per 100,000 persons in the Caribbean is higher than for any other region of the world. This has created an image of high crime in the region notwithstanding the fact that other types of crime have been in decline.

A multitude of measures have been implemented over time to attempt to arrest the murder rate in particular. Some of the more successful measures include community interventions in areas such as Grants Pen, the interdiction of the drug trade through international collaboration between Jamaica and countries such as the United Kingdom (UK) and the United States of America

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<sup>59</sup> Jamaica: The Road to Sustained Growth, The World Bank, 2003

(USA) and Operation Crime Stop which has resulted in the capture of hundreds of illegal weapons.

On the other hand, a plethora of special departments and operations in the police force such as Operation King Fish, Anti Crime Investigation Department (ACID) and the Crime Management Unit (CMU) have had little or no lasting impact on the rate of murders. Although King Fish has successfully captured a number of major gang leaders and suspected drug lords, this has not resulted in any major decrease in the rate of murders. The conclusion here is that a more targeted and intelligence-driven approach is required.

Globally, the fear of crime has been heightened by international upsurges in terrorism that now poses a threat to all regions of the world. Crime has affected the way we travel and cross borders and has resulted in severe restrictions on what we may or may not do during travel. Since the 2001 attacks on the World Trade Centre, countries that interact in a friendly way with the United States have become potential and real targets for international terrorists.

Trafficking in persons has also become a major international issue that has affected our nation. The USA maintains an international watch on Trafficking in persons. Countries are rated on a three tier system with one being the best rating and three being the worst. Jamaica is currently ranked at tier two, an improvement on the tier three at which Jamaica had been ranked within the last five years.

The trafficking of human beings may be regarded as the recruitment, transportation, harbouring, or receipt of people for the purpose of exploitation. It is estimated to be a US\$5 to US\$9 billion-a-year global industry. Victims may be persuaded to consent to exploitation through threats, violence, and economic leverage. Some of the forms of exploitation include forcing people into prostitution or other forms of sexual services, forced labour, slavery or practices similar to slavery, servitude and the removal of organs. The US report on Jamaica cites cases of males and females being coerced into sexual exploitation and sometimes forced labour as the major infractions committed in this country.



Another global concern is the proliferation of international criminal networks and the international drug trade. These issues have had great impact on both the developing and developed world, with profound impact on Jamaica.

A final point of note is the emergence of cyber crimes and intellectual property crimes. Responses to these areas require modernization of the laws particularly in developing countries such as Jamaica. The growing importance of the Internet lends further importance to this point.

## **Issues and Challenges**

### ***High Murder Rate***

While Jamaica's total crime rate has been in decline over the last ten years, violent crimes have been increasing at a disconcerting rate. The murder rate, in particular, has virtually doubled in every decade since Independence. In 2000, the country's murder rate stood at approximately 33 per 100,000 persons. By 2006, it had risen to 63 per 100,000<sup>60</sup>, giving Jamaica the dubious distinction of being one of the three countries in the world with the highest murder rates. This fact has had a crippling effect on the society over the past decade and has fuelled a strong sense of victimization and fear of crime in Jamaica.

As earlier indicated, in contrast to the trends in murder, the general crime rate has been steadily declining. In 1996, the rate was 2,256 offences per 100,000. By 2006, this rate had declined to 1,069. This clearly focuses the concern on violent crimes and murder in particular.

The society has puzzled over the factors that have led to the high murder rate. In some quarters, poverty and unemployment have been named as the main causes. However, while links have been established between the incidence of poverty and unemployment and certain types of crimes<sup>61</sup>, there is little or no evidence to support the notion that the murder rate is the direct result of these factors. The fact is that while the rate of poverty has been trending downwards (the 2006 Survey of Living Conditions (SLC) indicates that poverty has fallen to the lowest level over the last ten years), the murder rate has been trending in the opposite direction. This and other factors suggest that addressing poverty and unemployment, though essential, will not necessarily result in significant reductions in the murder rate.

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<sup>60</sup> Jamaica: The Road to Sustained Growth, The World Bank, 2003 and the Economic and Social Survey Jamaica, 2006.

<sup>61</sup> IBID

### ***Guns, Gangs and the Transnational Drugs Trade***

The question is what then are the underlying factors that may be most closely associated with the murders? There are two main factors that have been pinpointed. These are the easy availability of guns (in 2006 over 75% of murders were committed with guns) and the rise in criminal gang networks or organised crimes (33% of murders committed in 2006 were associated with gang activities). The transnational drug trade is another factor that has been associated with the proliferation of gangs and thus, indirectly, with the murder rate. In this regard, it has been suggested that successes in stemming the movement of drugs across borders has resulted in an implosion of the gangs as they seek to compensate through competition over local turf for income lost in the interdiction of the drug trade.

### ***“Dons” and Garrison Communities***

The advent of political “Garrisons” and the attendant rise of the community “Dons” have also contributed to the proliferation of community gangs and murders. A Garrison community may be regarded as “a veritable fortress completely controlled by elements in a political party”<sup>62</sup> Garrison communities arose as outcomes of a polarised political culture. This type of polarization culminated in the death of over 800 people during the 1980 General Elections. Many of these communities have evolved into havens for criminal gangs with the “Dons” operating as leaders of criminal networks.

### ***Gender Based Violence***

#### ***(a) Domestic Violence***

A relatively high number of murders and injuries are regarded as having stemmed from domestic disputes. In the main, women are the victims of this type of violence, however, anecdotal evidence suggests that there is a higher than reported rate of victimization of men as well (abuse of women on men is rarely reported). This type of violence points to psychosocial factors that might be influencing societal behaviour. The absence of meaningful family relations and an internalised value system that supports dysfunctional behaviour are two of the possible factors that might be influencing these and other types of violence.

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<sup>62</sup> Balls, Patricia. Garrisons and Corruption

***(b) Rape, Carnal Abuse and other Types of Crime***

Crimes such as rape and carnal abuse that have been on the increase require special attention.

Rape as defined by the law may only be committed on females. Thus in all recorded cases of rape and carnal abuse females are the victims. However, sexual abuse of males is not uncommon but it is less reported and recorded as buggery or indecent assault. Boys are the main victims of this type of assault.

***Geographical Distribution of Violence***

Another dimension to the violent crime problem is the distinctive pattern in the geographical distribution of murders. In this regard, murders have been most pronounced in certain communities such as St Andrew South in the Corporate Area and sections of St. James and Clarendon among rural parishes. This suggests the need for a community-based approach in the analysis and response to these crimes.

***High Percentage of Youth Involvement***

There is also an age dimension to the commission of crimes. In this regard, youth are the largest subgroup (15-24) associated with violent crimes and murder in particular. Youth are both the primary victims and perpetrators of these crimes. The obvious conclusion is that an age dimension to the analysis and treatment of these crimes is also very important.

***High Percentage of Males in Criminality***

The final dimension that merits attention is the marked differentiation between males and females in their participation in criminal acts and as victims. This may be illustrated in the fact that over the period 2002 to 2006, the ratio of males to females who committed major crimes was 98% to 2%. This clearly points to the need to take a gendered approach to the analysis and fight against crime.

***Inadequate Institutional Framework***

The institutional framework for maintaining law and order, including the Jamaica Constabulary Force (JCF) the Island Special Constabulary Force (ISCF) and the Department of Correctional Services (DCS), has had incremental improvements over time including the gradual acquisition of equipment, the infusion of technical support from overseas (JCF), new leadership at the top (JCF), infusion of new methodology, improved infrastructure and training.

Nonetheless, the JCF and the DCS operate under constraints that include an inadequate number of personnel for monitoring and policing, old dilapidated infrastructure (particularly the Adult Correctional Institutions and police stations in rural areas), lack of modern crime fighting equipment, inadequate levels of training in modern methods of policing and control of inmates and in investigation and crime solving, inadequate programmes for inmates and inadequate after care and counseling services for ex-inmates.

***Low Level of Trust in Society and Lack of Mobility and Appropriate Equipment***

The work of the security forces is also hampered by a lack of trust between themselves and the communities they serve. Accusations of police excesses, particularly from inner city communities, and a relatively high level of fatalities caused by police attacks have not served to strengthen public confidence in the JCF and ISCF. This has been exacerbated by documented cases of police involvement in criminal enterprise and an exaggerated perception in segments of the public that this is a widespread characteristic of the JCF.

Additionally a lack of mobility and appropriate equipment has hampered the ability of the security forces to respond to crimes and social unrest. To this may be added the absence of a modern legal framework that would allow the JCF to be more effective in the detection and prosecution of offenders.

The above represents only a simplified, compressed representation of some of the main issues relating to the institutions of law and order. However, it is clear that despite the improvements already made to the security forces, much more needs to be done to improve their effectiveness in maintaining law and order.

**National Strategies**

Taking cognizance of the issues raised, the plan has sought to give consideration to the multiplicity of complex issues surrounding national security. It has sought to ensure sensitivity to social and demographic dimensions such as gender and age and to the relationships between law enforcement agencies and communities. It has also sought to address the varying dimensions of crime such as the role of criminal gangs, the drug and gun trade and “donmanship” and border security.

Issues such as the modernization of the law enforcement agencies (including the Correctional Services) and the improvement of the operational capacity of these agencies are also addressed under the plan.

While it is recognized that the solution to crime, particularly murder, is complex, there are some areas of focus that are suggested based on the foregoing discussion. In this regard, the plan recognizes that the long-term solutions require gradual intervention in targeted communities that are most vulnerable and among population segments such as young males. It also recognizes the need for targeting the gun trade and criminal gangs as priority areas of focus. But it also recognizes that in the short run, the security forces must have the capacity to contain outbreaks of criminal violence especially in communities through training in modern methods, acquisition of modern and effective non-lethal equipment for controlling community unrest, the modernization of the legal framework to facilitate modern and effective policing, greater mobility and improved capacity for investigation and prosecution of offenders. The Plan will seek greater collaboration between civil society, the private sector and the Government in creating a secure environment and financing the strategies.

The framework of National Strategies and select Sector Strategies below provides a summary of some of the main elements under the National Plan.

**Table 16: National Strategies and Agencies responsible for their Implementation**

| 5-4 NATIONAL STRATEGY   | RESPONSIBLE AGENCIES  |
|---|---|
| Strengthen the anti-crime capability of law enforcement agencies                                | Ministry of National Security<br>Ministry of Justice<br>DCS, JCF  |
| 5-1 Strengthen the capacity of communities to participate in creating a safe and secure society | Ministry of National Security Non Government Organisations (NGOs)   |
| 5-5 Implement programmes to integrate unattached youth into mainstream society                  | Ministry with responsibility for youth, Ministry of Education (MOE)<br>Faith Based Organisations (FBOs)<br>Community Based Organisations (CBOs) Civil Society |
|   | Department of Correctional Services (DCS), Jamaica Constabulary Force (JCF)   |
| 5-2 Reform and modernize the law enforcement system   | Ministry of National Security<br>Ministry of Justice<br>DCS, JCF  |
| 5-3 Improve the security of the border and territorial waters                                   | Ministry of National Security<br>JCF, the Military  |

## **5-1 Strengthen the Capacity of Communities to Participate in Creating a Safe and Secure Society**

Under this strategy, the plan seeks to implement measures that will empower communities to become independent of the criminal gang networks and participate fully in mainstream society. This will include greater conformity to the laws and values of the wider society, training, resocialisation, and the identification of opportunities for entrepreneurship. Initiatives will also facilitate increased positive ties between communities and law enforcement agencies.

### *Selected Sector Strategies*

- Strengthen police-citizen relations through targeted interventions such as the Institutionalisation and effective implementation of community policing
- Promote community conformity to formal requirements such as legal utility connections, building codes, ownership issues, taxation
- Collaborate with relevant agencies to facilitate physical access to amenities such as roads, street lighting, and other utilities
- Facilitate ongoing training and re-socialisation of community residents for them to become more aware and supportive of security and safety considerations as well as civic rights and responsibilities
- Increase the number of law enforcement personnel available to support these communities
- Implement holistic programs focusing on gang prevention, intervention and suppression to counter gang activities
- Strengthen programmes linking juvenile offenders to community-based sentencing
- Implement programmes and community support groups for teen parents and families with history of domestic violence
- Strengthen programmes for improving family life, inter-personal skills, parenting and conflict resolution skills

## **5-2 Reform and Modernize the Law Enforcement System**

This strategy will seek to infuse new equipment and methods of operations alongside training and re-socialisation of officers to ensure conformity to enlightened and modern methods of policing. It recognises that the appropriate framework needs to be developed to deal with modern crimes such as cyber crimes and intellectual property crimes. It includes the building of new accommodations and refurbishing of some existing ones.

### *Selected Sector Strategies*

- Equip law enforcement agencies with appropriate tools
- Ensure that law enforcement officers are trained in appropriate techniques for policing

informal and garrison communities

- Improve and integrate management information systems to enable rapid information sharing
- Strengthen legislation and penalties to discourage corrupt practices among law enforcement officials
- Introduce mandatory ethics training to all public sector workers and public contractors
- Strengthen the capacity of watch dog agencies to monitor and enforce conformity to good ethical standards
- Re-socialize officers through methods such as mandatory counselling following the use of lethal force by or against the police
- Increase the emphasis on training in non-violent or non-lethal responses to perceived threats
- Ensure accountability for use of violence, particularly lethal force by JCF officers
- Improve and ensure appropriate tools for the management of situations of social disorder
- Improve the communication linkages between law enforcement agencies and the public
- Modernise and increase the capacity of the JCF Training College to meet the changing and increasing demands for police personnel
- Ensure adequate housing and recreational facilities in all police stations for duty officers and inmates taking into account gender and disability considerations
- Build and improve work, worship/spiritual and recreational facilities in correctional institutions for inmates/wards and staff
- Acquire sufficient modern furnishings and equipment for all operations of the correctional services
- Review the organizational structure and modify the establishment (including the employment of additional staff and retraining to ensure adequate numbers and quality of staff in correctional institutions
- Develop and improve the system of inmate/ward assessment at entry, through-care, release and after-care
- Design and implement new systems and enhance current systems of rehabilitation to ensure employment of the most effective and modern methods and approaches
- Develop prison industries to generate revenue for DCS and inmates and as avenues for training inmates
- Re-integrate the Correctional Services Production Company (COSPROD) into the Correctional Services' rehabilitation programmes
- Develop appropriate community structures to facilitate reintegration
- Improve and broaden the scope of the offender management system to include offender database system throughout the Criminal Justice System
- Build capacity for accommodating special groups such as the disabled
- Expand and improve the re-integration process of inmates into their communities

### **5-3 Improve the Security of the Border and Territorial Waters**

This strategy seeks to reduce the movement of contraband, particularly drugs and illegal weapons but also to respond to the illegal movements of people and possible external threats of

terrorism. One hope is that by reducing significantly the influx of illegal guns, and the trade in drugs, the murder rate will be significantly reduced.

**Select Sector Strategies**

- Strengthen the mechanisms for detection at the ports of entry and for surveillance of unmanned areas of the coast and airspace
- Collaborate with local and international partners in dealing with cross-national issues such as the movement of weapons
- Implement measures to eliminate illegal importation of drugs and guns

**5-4 Strengthen the Anti-Crime Capability of Law Enforcement Agencies**

This strategy seeks to implement measures that will strengthen the capacity of law enforcement agencies to contain crime and reduce the opportunities for its occurrence

**Select Sector Strategies**

- Increase the capability of law enforcement agencies to investigate crimes and prosecute suspected criminals
- Establish a framework for recognising and collaborating with private security firms
- Implement measures to eliminate illegal importation of drugs and guns
- Expand and improve the re-integration process of inmates into their communities

**5-5 Implement Programmes to Integrate Unattached Youth into Mainstream Society**

**Select Sector Strategies**

- Implement holistic programmes focusing on intervention and suppression of youth involvement in crime
- Support disciplinary efforts of other socializing agents
- Collaborate with the Ministry of Education and other relevant partners to strengthen the educational programmes to ensure that youth (especially boys) leave school literate.
- Enhance learning among youth by improving school safety and fostering a more secure community environment

Table 17: Outcome Indicators and Targets for Outcome #5

| Outcome #5 – Security and Safety |                              |                  |      |      |   |
|----------------------------------|------------------------------|------------------|------|------|---|
| OUTOME INDICATORS                | BASELINE                     | PROPOSED TARGETS |      |      | COMMENTS  |
|                                  |                              | 2012             | 2015 | 2030 |   |
| Crime rate/100,000               | 2007 or Most current<br>1244 | 1095             | 922  | 218  | Targets established by doing analysis starting from projected murders as a % of major crimes, then major crimes as a % of total crimes. |



| <b>Outcome #5 – Security and Safety</b>             |                      |                  |       |       |   |
|---|----------------------|------------------|-------|-------|---|
| OUTOME INDICATORS                                   | BASELINE             | PROPOSED TARGETS |       |       | COMMENTS  |
|   | 2007 or Most current | 2012             | 2015  | 2030  |   |
| <b>population</b>                                   |                      |                  |       |       |   |
| <b>Crime rate/100,000 population (Major Crimes)</b> | 271                  | 216              | 182   | 43    | The average of murders as a % of major crimes for 2005-2007, is 23.1%. This average is used to develop targets for incidence of major crimes.                         |
| <b>Murder rate/100,000 population</b>               | 59                   | 50               | 42    | 10    | According to the Geneva Declaration on Armed Violence global average murder rate is 8/100,000 (04) <sup>63</sup> . Our target is to fall to not more than 10 by 2030. |
| <b>% Recidivism</b>                                 | 20.8%                | ≤ 20%            | ≤ 15% | ≤ 10% | The target is to have a rehabilitation system that minimizes recidivism, and a rate of 10% is proposed as a leeway to accommodate sociopaths.                         |

<sup>63</sup> [http://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_murder\\_rate](http://en.wikipedia.org/wiki/List_of_countries_by_murder_rate)

## **National Outcome # 6** **EFFECTIVE GOVERNANCE**

### **Overview**

“**G**overnance is the exercise of power in the economic, political and administrative management of the country’s resources. Governance comprises the traditions, institutions and processes that determine how power is shared and exercised, how decisions are made and how authority responds on issues of public concern.”<sup>64</sup>

Governance not only applies to government and the private sector, but to citizens’ organizations in all spheres of society. Governance looks beyond the issues of institutions and forms of government. It also encompasses the social coordination mechanisms that contribute to political action. It looks at the decision-making process in all political and social bodies (States, businesses, local communities, non-governmental organizations, etc.) and at all levels of government, from local to global.

Governance is therefore not a set of rules or an activity; it is a process. The task is not simply a matter of providing assistance to reform the State; it is also a matter of helping a society to rethink its own management procedures and define models that best suits the challenges that it faces.

To achieve effective governance, Vision 2030 Jamaica proposes a strengthening of the current model of governance to overcome the various challenges that transcend and cut across the country’s developmental spheres. The Plan gives credence to the fact that strong and accountable institutions; political commitment to effective management of the state; a justice system that is available, accessible, and accountable; tolerance and respect for human rights and freedoms; a vibrant and organized civil society all represent the key tenets of good governance and are fundamental for the development of the Jamaican society at large.

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<sup>64</sup>Government at your Service - Public Sector Modernization Vision and Strategy 2002-2012

Key areas of focus of this National Plan include an independent judiciary and a free press, and a vibrant civil society that would balance the power of the government and hold it accountable for delivering better services, creating jobs and improving the well-being of all. The Plan also presents a framework for the achievement of social transformation through a new paradigm of local governance which will give local communities greater scope for their own local self-management and enable them to actively participate in policy decisions at the national level.

### **Issues and Challenges**

In Jamaica we continue to make strides towards improving the face of governance. Many of these initiatives/programmes are being led by the Government and include the active participation of the private sector and civil society, individually and collectively – all seeking to meet the benchmarks of good governance. Examples include:

- Reform of the Public Sector as reflected in white paper 56/2002 “Government at Your Service: Public Sector Modernization 2002 – 2012”, improving among other things the delivery of services in public sector institutions as well as improving the accountability framework of these institutions
- Improved access to information facilitated by the Access to Information Act
- Modernization of Jamaica’s Justice System
- Establishment of the framework for Local Government Reform
- The development and implementation of a Local Sustainable Development Planning Framework
- The development and implementation of the Medium Term Socio-Economic Framework and Strategy

On the surface, we have strong formal institutions, a well-established parliamentary democracy and a vibrant civil society. Jamaica also possesses a strong and competent civil service.

Notwithstanding the development and implementation of the initiatives above, there are several governance issues and challenges that we must address including:

#### **Accountability**

- Weak accountability mechanisms in public institutions

#### **Government Effectiveness**

- The effectiveness of Government with respect to its delivery of goods and services to the Jamaican people
- The quality of government regulations and policies
- Perception by the public that some public sector institutions are not effectively carrying

out their stated functions/mandates

### **The Justice System**

- An inefficient justice system
- Delays in the administration of justice

### **Rule of Law**

- Slow pace of development of appropriate guidelines/laws/procedures for adherence to effective governance principles
- Lack of resources to monitor and enforce the implementation of laws, policies etc.
- Lack of appropriate sanctions
- Escalating crime and violence
- Persistence of garrison communities

### **Corruption**

- Control of corruption - Corruption in perception and reality is an important concern and public policy issue and is now one of the main priorities of government, with various measures being put in place.
- Perception of corruption – Jamaica’s Corruption Perception Index (CPI) Score has been consistently low and falls into the group of countries identified as highly corrupt.<sup>65</sup>
- Corruption in the Police Force

### **Human Rights and Freedoms**

- Infringement of and lack of respect for human rights and freedoms, evidenced by issues such as child prostitution, trafficking in persons<sup>66</sup>, police excesses etc.

### **Citizen Participation**

- Narrowly defined mechanisms for citizen participation in decision-making processes
- Lack of internal capacity of some NGOs/CBOs to effectively facilitate community participation

### **Gender Inequality and Inequity**

- Males enjoy a higher rate of employment, higher positions in the labour force and higher average wages than females but they are performing significantly below the females at all levels of the school system, except for the Primary level, where the degree of differentiation is less pronounced (see Outcome 2: World Class Education and Training).
- Males are the main perpetrators of crimes, particularly violent crimes (see Outcome 5: Greater Security and Safety). They are also the main victims of these crimes. However, females are the main victims of gender-based violence including rape and carnal abuse.
- Males and females are also differentiated in the types of illnesses to which they are susceptible and in their life expectancy. While women live longer than men, they suffer from more illnesses than males in their older years.

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<sup>65</sup> Jamaica 2015. National Progress Report 2004-2006 on Jamaica’s Social Policy Goals

<sup>66</sup> See Goal 5 for additional information

### **Constitutional Reform**

- The need for Constitutional Reform as the current Westminster System of Government is confrontational and does not readily lend itself to consensus and power sharing

### **National Strategies**

The following table identifies six national strategies that will take Jamaica onto the path of good governance, bearing in mind that for many years in the past, some segments of the Jamaican society have suffered from poor levels of service at public agencies, abuse of power, violation of human rights, corruption and negligence of many state agencies in carrying out their mandates. These strategies are designed to reflect the important roles civil society, the private sector and the state collectively have to play in effecting a state of governance that embodies participation, transparency, accountability, efficiency and promotion of the rule of law in our country.

**Table 18: National Strategies and Agencies responsible for their Implementation**

| <b>NATIONAL STRATEGIES</b> | <b>RESPONSBLE AGENCIES</b> |
|----------------------------|----------------------------|
|----------------------------|----------------------------|

| NATIONAL STRATEGIES   | RESPONSBLE AGENCIES  |
|---|--|
| 6-1 Strengthen the process of citizen participation in governance                               | Cabinet Office<br>Local Government Department<br>Office of the Prime Minister<br>Social Development Commission<br>Ministry of Justice            |
| 6-2 Reform the Justice System   | Ministry of Justice  |
| 6-3 Ensure tolerance and respect for human rights and freedoms                                  | Ministry of Justice  |
| 6-4 Engage in constitutional reform   | Ministry of Justice<br>Houses of Parliament  |
| 6-5 Strengthen Public Institutions to Deliver efficient and effective public goods and services | Cabinet Office<br>Government Ministries,<br>Departments and Agencies   |
| 6-6 Foster gender equity in all spheres of society  | Office of the Prime Minister<br>Bureau of Women’s Affairs<br>Ministry of Labour & Social Security<br>Govt. Ministries, Agencies, and Departments |

### **6-1 Strengthen the Process of Citizen Participation in Governance**

Today, throughout the world there is a broad-based movement towards greater decentralization and the deepening and broadening of the democratic process. Decentralization and local governance are recognized as basic components of democratic governance, providing the enabling environment in which decision-making and service delivery can be brought closer to local people. Whilst Jamaica has a strong tradition of parliamentary democracy, it must be noted that Jamaica has a declining voter turnout.

The formal parliamentary system allows for citizens’ input and engagement through the Parliamentary Committees, however, it is the current process of local government reform in Jamaica which presents a new approach to governance. This new approach will empower citizens and communities to have a real say in the management of their own affairs and in national policy/decision-making processes that affect their quality of life and life chances. Vision 2030 Jamaica responds and builds on this approach by:

- Utilizing and fully recognizing the Parish Development Committee (PDC) Model as a principal partner in respect of local governance and which features Development Area Committees (DACs) and Community Development Committees (CDCs) for facilitating participatory local governance for sustainable development; the empowerment of communities and civil society; and the forging of real partnerships between the central government and all stakeholders
- Mainstreaming gender in all aspects of local and community governance, and the empowerment of all marginalized or underserved groups

The process of citizen participation in governance must respond to the current realities and emerging trends of the twenty-first century society. This national strategy proposes a model by which democracy, participation and accountability at the local level are to be pursued.

### *Selected Sector Strategies*

- Give constitutional recognition and protection to the local government system
- Fully implement Local Government Reform
- Create a platform to improve the effectiveness of the people's representatives
- Effectively infuse participatory processes in government business, the national policy framework, and investment processes
- Strengthen the capacity of local organizations/bodies to facilitate citizen participation ensuring that all have access to participate
- Create frameworks to ensure that information is accurate and accessible to all
- Institutionalize a culture of openness and accountability to institutions and citizens

## **6-2 Reform the Justice System<sup>67</sup>**

Economic and social development can hamper by an inefficient justice system which has direct impact on investor confidence. The system of justice is a generic platform on which all other sectors of the society depend and build on. An inability to sustain and secure justice has implications for the strength of a country's democracy. In contrast, an efficient justice system sustains the society and facilitates its peaceful evolution.

There have been increasing demands on the justice system in Jamaica as a result of changing social, technological and economic conditions. The fragmentation of some communities, lack of social and economic progress and the sharp rise in violent crimes are significant factors contributing to inordinate pressure on the justice system.

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<sup>67</sup> Information taken from the Jamaica Justice System Task Force Report

The rule of law and the effective functioning of the courts and justice system underwrite the wealth and prosperity of Jamaica by providing the legal certainty, clarity and predictability which are the essential pre-conditions of successful investment, commerce and finance.

Currently, however, many Jamaicans perceive the legal system and the lawyers and judges that administer the system as a hindrance to the operation of a fair and just society rather than an essential component of the society.

Additionally, the need for an efficient and effective justice system has strongly been reinforced by the increasing levels of crime. This is particularly the case with violent crime which has burgeoned at an increased rate over the past three decades fuelled by an increase in the number of illegal guns; expansion in the illegal drug-trafficking trade through the island; and low levels of peaceful conflict resolution mechanisms especially at the lower levels of the society.

Vision 2030 Jamaica seeks to provide a Jamaican justice system that is available, accessible, accountable and affordable on a timely, courteous, respectful, flexible, fair and competent basis for all.

#### *Selected Sector Strategies*

- Strengthen the culture within the legal profession to respect human rights
- Provide timely justice to encourage early resolution of matters at reasonable cost
- Present a high standard of justice to promote transparent administration of the law
- Provide a physical environment that facilitates the efficient administration of justice
- Enhance the court administration systems

### **6-3 Ensure Tolerance and Respect for Human Rights and Freedoms**

Chapter III of the Jamaican Constitution outlines the fundamental rights and freedoms of Jamaicans which bear substantial similarity to provisions on civil and political rights listed in the Universal Declaration on Human Rights, and given legal force and effect in the International Covenant on Civil and Political Rights (ICCPR). Some these include the right to life, freedom from inhuman and cruel conditions, the rights to health, education and work. At the same time, although the more aspirational provisions of human rights law contained in the economic and social rights set out in the Universal Declaration on Human Rights and in the International Covenant on Economic, Social and Cultural Rights (ICESCR), have not been given



constitutional status in Jamaica, they have served as broad indicators for social and economic policy in the domestic sphere.

The State has generally followed policies designed to show deference to the main civil and political rights, and to encourage human development through policies meant to increase access to and availability of health care and educational services, and improve employment opportunities. In the case of the right to life and freedom from inhuman and degrading treatment, there are, however, some noted weaknesses in the performance of the State (for example, the level of police killings and the murder rate in the society generally). This national strategy therefore defines a framework for improving Jamaica's performance level concerning human rights.

***Selected Sector Strategies***

- Entrench a new Charter of Rights in the Constitution that guarantees the fundamental rights of every Jamaican citizen
- Create a platform for dispute-settlement procedures across all spheres of the society
- Build capacity across the society to facilitate respect for diversity and privacy towards creating an atmosphere of tolerance

## **6-4 Engage in Constitutional Reform**

Engaging in constitutional reform at this time in the country's history will begin the process of removing from the Constitution the last remaining vestiges of colonial status. The current process of constitutional reform dates back to 1991. Firstly, the Constitution is not legally rooted in any act on the part of the Jamaican people but in a statute of the United Kingdom Parliament – The Jamaica Independence Act. Secondly, the Head of State is the hereditary monarch of the erstwhile colonial ruler. Thirdly, the judicial system is still headed by the same institution that governed it while we were a colony, namely, the Judicial Committee of the Privy Council.

***Selected Sector Strategies***

- Amend the Constitution to replace the Queen as the Head of State
- Rewrite the Charter of Fundamental Rights and Freedoms entrenched in the Constitution
- Substitute the Caribbean Court of Justice for the Judicial Committee of the Privy Council as Jamaica's final court of appeal
- Prepare procedures with appropriate sanctions for parliamentary oversight of the executive; and changes in the composition of the Senate

## 6-5 Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services

This national strategy will address four main areas of good governance commonly known as public sector governance, namely:

- Government effectiveness
- Regulatory Quality
- Equity in the distribution of goods and services
- Decentralized model of good governance to facilitate the meaningful participation of people in the processes of governance

The environment in which the public service now operates has changed over the past several decades. Clients of the public service are now more educated and have higher expectations of the quality of service, and the efficiency and effectiveness of public services delivered. The public is now more aware than ever before of their rights to a fair and reasonable service from government entities. There is need for precise information on the requirements and conditions that are needed for a particular service including the time required for processing of applications. On the other hand, the Government has long recognized that an efficient public service is important to the development of the country.

Government effectiveness is critical within the Jamaican context as it is tied to several issues such as rule of law and corruption which have direct consequences for the governance in the country. There has been a greater focus in the last couple of years on the transparency and accountability of public bodies, through Ministry Paper 56/ 2002 - *'Government at Your Service'* - under public sector reform, and through a number of bills including the Public Bodies Management and Accountability Act, the Corruption Prevention Act, the Financial Audit and Administration Act, the Contractor General's Act and the Access to Information Act. In a number of instances, however, the actual performance of public bodies indicates an unacceptably wide variation in standards.<sup>68</sup>

Whilst progress has undoubtedly been made, it is however not fast, nor comprehensive enough to enable the Government to cope with the challenges of the modern era, such as the newest wave of globalisation, reducing the fiscal deficit and, and meeting the rising expectations of the society for better services from the State.

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<sup>68</sup> Jamaica Social Policy Evaluation Project, Status Report 2006

Tied to government effectiveness is the quality of public institutions and the efficiency of its operations – excessive bureaucracy and red tape, overregulation, corruption, dishonesty in managing government contracts, lack of transparency and accountability impose significant economic costs to business and slow down the process of economic development, thereby affecting a country's competitiveness and growth<sup>69</sup>. Many of these issues impact at the business level.

The experience of our citizens with government services, as elaborated in National Strategy 8-1, is a key indicator of the quality of governance. A frequent theme emerging from reviews of the functions of a range of different organizations in the public sector is the difficulty of dealing with large numbers of clients with limited resources. This scenario produces frustration for citizens due to long lines and multiple visits to public offices to obtain goods and services, often coupled with poor treatment by public officials. On the other hand, public officials are often demotivated by the difficulties, which impacts on the quality of the customer service rendered. Increasing use of technology is improving the quality of citizens' experience of government in a number of agencies, making services faster, more convenient and user-friendly and with more accessible information, while lowering transaction costs<sup>70</sup>.

This national strategy will address many of the current challenges by developing and implementing the following selected sector strategies below.

### ***Selected Sector Strategies***

- Foster world-class customer service and professionalism in all public institutions
- Create mechanisms for efficient and effective delivery of services
- Create a platform for state agencies to track the progress of projects and programmes using specific indicators which not only denote expenditure but measure impacts against stated objectives
- Create an efficient and effective regulatory environment that is responsive to change and dynamic
- Build capacity of public sector entities to effectively implement stated mandates
- Strengthen corruption prevention authorities
- Build openness and accountability into practices and organizational principles

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<sup>69</sup> GCI Report 2007-2008

<sup>70</sup> Jamaica Social Policy Evaluation Project, Status Report 2006

- Build an ethical framework to diminish both the practice and perception of corruption
- Ensure access by all to fair treatment and equality in the distribution of goods and services
- Develop transformative leadership in public officials

## 6-6 Foster Gender Equity in all Spheres of the Society

This strategy seeks to ensure that gender related inequities in the society and the imbalances that result are corrected and mitigated as far as is possible. Some of the relevant strategies will be implemented under the various outcomes as outlined in the Plan.

### Selected Sector Strategies

- Create a psychological & structural environment in all labour sectors that facilitates equal access by both sexes, including vulnerable groups
- Ensure that health services esp. in rural areas caters to health care needs of both men & Women
- Develop a multi-sectoral and integrated plan to transform structural barriers which
- impede greater involvement by women and the youth in representational politics and private & public sector decision-making entities
- Develop a protocol to promote gender equality in all levels & stages of the electoral process

Table 19: Outcome Indicators and Targets for Outcome #6

| Outcome #5 – Effective Governance  |                      |                  |       |       |   |
|--|----------------------|------------------|-------|-------|---|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |       |       | COMMENTS  |
|  | 2007 or Most current | 2012             | 2015  | 2030  |   |
| <b>Voice and Accountability Index:</b><br>- Participation of citizenry in selecting government and policies<br>- Freedom of media<br>- Freedom of Expression<br>- Freedom of Association | 0.61                 | 0.78             | ≥0.88 | ≥1.37 | <a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a><br>Average score for top 15 HDI countries is 1.37, with the highest being 1.57. The target is to regain our best position (1996), by 2012, and to achieve the average score for the top 15 HDI countries by 2030. The target for 2015 is set by apportioning the 2030 target over the 18 year period. |
| <b>Rule of Law</b><br>- Violation of human rights<br>- Trust in justice system<br>- Effectiveness of Courts<br>- Extent to which   | -0.63                | -0.30            | ≥0.04 | ≥1.75 | <a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a><br>Average score for top 15 HDI countries is 1.75, with the highest being 2.01. The target is to regain our best position (1996), by 2012, and to achieve the average score for the top 15 HDI countries by 2030. The target for 2015 is set by apportioning the 2030 target over the 18 year period. |

| <b>Outcome #5 – Effective Governance</b>   |                      |                  |       |             |  |
|--|----------------------|------------------|-------|-------------|--|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |       |             | COMMENTS   |
|  | 2007 or Most current | 2012             | 2015  | 2030        |  |
| <i>agents abide by rules of country</i><br><i>- Quality of contract enforcement</i>  |                      |                  |       |             |  |
| <b>Government Effectiveness Index</b><br><i>- Quality of public service.</i><br><i>- Capacity of civil servants</i><br><i>- Independence of civil service from political interference</i><br><i>- Effectiveness of Government policies</i> | 0.12                 | 0.18             | ≥0.45 | ≥1.78       | <a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a><br>Average score for top 15 HDI countries is 1.78, with the highest being 2.24. The target is to regain our best position (2006), by 2012, and to achieve the average score for top 15 HDI countries by 2030 The target for 2015 is set by apportioning the 2030 target over the 18 year period. |
| <b>Control of Corruption</b><br><i>- Extent to which public power is used for private gain</i><br><i>- Extent to which the state is “captured” by private elite interest.</i>  | -0.49                | -0.24            | ≥0.13 | ≥1.96       | <a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a><br>Average score for top 15 HDI countries is 1.96, with the highest being 2.42. The target is to regain our best position (1998), by 2012, and to achieve the average score for top 15 HDI countries by 2030. The target for 2015 set by apportioning the 2030 target over the 18 year period.   |
| <b>Female to male wage ratio at managerial level</b>   |                      |                  |       | 1:0.72-0.77 | The equal work equal pay policy is to ensure a 1:1 ratio. However, while the disparity in male: female wage rate has been improving, the 1:1ratio has not been reached. Private-owned companies display more disparity than government enterprises. The global ratio is about 1:0.72-0.77. Not knowing the current value of this indicator, impedes targeting  |

## **Goal 3:**

**Figure 11: Goal 3 – National Outcome**

## **National Outcome # 7**

### **A STABLE MACRO-ECONOMY**

#### **Overview**

**E**conomic development benefits from stable and predictable macro-economic conditions. Sustainable fiscal and debt policies enable governments to finance the provision of adequate levels of public goods and services over the long-term without adversely affecting the availability of resources to fuel private sector growth.

A stable macro-economy reduces risk and uncertainty in decision-making by economic actors. Jamaica has significant macro-economic problems that constrain its economic prospects. These include levels of public debt that are among the highest in the world, high and persistent levels of fiscal deficits, and a tax system that is complex and cumbersome. Jamaica must, and will address these challenges to create macro-economic conditions that produce high and sustained growth in the standard of living of the Jamaican people.

The following aspects of the macro-economy are addressed below:

- Fiscal and Debt Sustainability
- Tax Reform
- Price Stability

#### **Fiscal and Debt Sustainability**

Jamaica had a history of deficit financing as a feature of fiscal policy during the decades of the 1970s and 1980s. However, the government produced small fiscal surpluses from 1989 to 1995, before the onset of the financial sector crisis forced a return to fiscal deficits to help meet the costs of government intervention. It has been estimated that the cost of restructuring the financial sector was equivalent to 40 percent of GDP.<sup>71</sup> While the government has successfully generated primary surpluses in recent years,<sup>72</sup> fiscal deficits have continued, representing 3.3% of GDP for 2006/07. Persistent high levels of fiscal deficits are a source of macro-economic instability,

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<sup>71</sup> IMF, 2006

<sup>72</sup> The primary budget surplus of a government is the surplus before interest payments on its outstanding debt. Jamaica recorded a primary surplus of 10.4% for 2006/07.

generating inflationary pressures and raising uncertainties about future levels of government taxation and borrowing.

The public debt has become a dominant factor in the macro-economy of the island over the past two decades. The total public debt reached a peak of 212% of GDP in 1984 and then declined relative to the overall economy to a low of 80% in 1996. Subsequently, however, the public debt increased dramatically in both absolute and relative terms as a consequence of the government intervention to resolve the crisis in the financial sector during the period 1996-1999.

Jamaica's public debt had risen to a total of \$925.8 billion (US\$13.8 billion) in current dollars by the end of 2006, leading to a per capita debt of over US\$5,000 and representing 135.7% of GDP, one of the highest debt ratios in the world. Two trends have characterized the structure of Jamaica's public debt: increased reliance on borrowing from private creditors (primarily commercial banks and bond markets) versus multi-lateral and bilateral sources; and the relative increase in the internal debt, consisting primarily of local registered stock and treasury bills. The internal debt presently accounts for 58% of the total debt (2006), while the external debt accounts for 42%.

The long-term economic development of Jamaica will benefit from sustainable reduction in the relative level of the public debt. The national debt impacts Jamaica's prospects for economic development in manifold ways. Firstly and most simply, debt service payments reduce the funds available to the government to address development challenges in areas such as education, health and infrastructure, affecting both recurrent and capital expenditure. Debt service payments accounted for 59% of the total government budget for the fiscal year 2006/2007, compared to 11% for education, 7% for national security and 4% for health. All other sectors combined received 19% of the budget.

The debt also forces the government to raise capital at unprecedented levels to finance its budget, leading to the "crowding out" of the private sector in access to resources available in the local capital market to finance investment in productive ventures. Higher debt service payments also contribute to fiscal deficits. Moreover, cross-country analysis indicates a significant and negative



relationship between total public debt and productivity growth, whereby higher levels of public debt reduce the ability of countries to achieve positive economic growth.<sup>73</sup>

## **Issues and Challenges**

### ***High Public Wage Bill***

The government has consistently generated primary surpluses in recent years, through expansion of revenue and compression of non-debt expenditure. However the government's ability to increase its primary surplus is constrained by the need for expenditure on social programmes and the high public sector wage bill which represented 62% of annual non-debt recurrent expenditure in 2006/07.

### ***Loss-Making Public Enterprises***

Another source of pressure on fiscal expenditure is the cost of loss-making public enterprises, including Air Jamaica, the Jamaica Urban Transit Authority and the Sugar Company of Jamaica.

## **Tax Reform**

Jamaica has undertaken some reforms of its system of taxation in recent years to broaden the tax base, improve tax collection and control tax evasion, and facilitate voluntary compliance.

Reforms since 1991 include introduction of the General Consumption Tax (GCT), taxpayer registration number (TRN) and tax compliance certificate (TCC) system, removal of taxation on dividends, improvement of tax collection facilities, and introduction of electronic and online payment of taxes. However, extensive studies of Jamaica's tax system<sup>74</sup>, have suggested that more profound reforms are needed to provide a tax environment with the characteristics to promote long-term economic growth, including simplicity, transparency, efficiency, predictability and equity.

## **Issues and Challenges**

### ***Complexity of Tax System***

The Jamaican tax system has evolved over many decades, and has become increasingly complex and cumbersome. The most recent global assessment indicates that Jamaica has one of the worst

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<sup>73</sup> See World Bank (2003) and International Monetary Fund (2006a).

<sup>74</sup> See Bahl and Wallace, 2004 and 2007

tax systems in the world, ranking 170<sup>th</sup> out of 178 countries in the ease of paying taxes and number of required annual tax payments, 144<sup>th</sup> in the time required to pay taxes, and 128<sup>th</sup> in the total tax rate.<sup>75</sup> For example, tax compliance is estimated on average to take a total of 414 hours each year in Jamaica, compared to only 76 hours per year in Ireland and 71 hours in St. Lucia.

### ***Effects of Incentives System***

Jamaica possesses a multiplicity of incentives many of which have accumulated over a period of more than half a century. Typically they provide relief from income tax on earnings as well as concessions on import taxes and duties to eligible enterprises for a period of time that may range up to fifteen years, while some incentives provide other benefits such as capital allowances.

Many incentives are specific to particular sectors such as agriculture, tourism and manufacturing, while others are available to any eligible applicant. An argument made in favour of incentives is that Jamaica competes with other countries that offer incentives in seeking to attract investment. However some studies have suggested that incentives may distort the allocation of resources, discriminate against small and labour-intensive firms, reduce government revenue, create lasting inequities in the tax burden across sectors and firms, and encourage informality in the business sector.<sup>76</sup>

### **Price Stability**

A major policy goal of the Jamaican government since 1991 has been to reduce inflation, which had been an endemic feature of the domestic economy since the early 1970s.<sup>77</sup> Inflation has negative effects on economic growth by increasing uncertainties about future savings, investment and pricing decisions, and reducing the value of fixed incomes. In pursuit of price stability, the government has used both fiscal and monetary tools.

The government produced small fiscal surpluses in the first half of the decade of the 1990s but returned to fiscal deficits to help meet the costs of government intervention in the financial sector crisis. The monetary authorities have also contained growth of the money supply. These and

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<sup>75</sup> Paying Taxes 2008 (PricewaterhouseCoopers and the World Bank 2007)

<sup>76</sup> See for example Enterprise Research Institute (2005), *Jamaica – A Private Sector Assessment*

<sup>77</sup> See for example Lattie (2000)

other measures succeeded in reducing the annual inflation rate in Jamaica from an all-time high of 80.2% in 1991 to an average of 11.4% per annum over the five years from 2002 to 2006.<sup>78</sup> Price stability will remain the long-term objective of monetary policy, and it is important to ensure that the measures taken to achieve this objective are as consistent as possible with other policy objectives for economic growth.

## Issues and Challenges

### *Interest Rate Policy*

Despite a downward trend in nominal interest rates over the past decade, real interest rates have remained high relative to rates in other regional and international capital markets. While high real interest rates have served to absorb liquidity in the domestic market and sustain high levels of public sector borrowing,<sup>79</sup> they also have raised the cost of financing to productive enterprises, increased the cost of interest payments on the public debt, and diverted capital from investment in production to low-risk high-return financial instruments.

### *Open Economy*

As a small, open economy Jamaica is particularly vulnerable to the impact of external shocks, such as increases in oil prices and international commodity prices, on price levels in its domestic economy.

### *Exchange Rate Management*

Allowing the foreign exchange rate to adjust to domestic inflation may result in a more competitive real effective exchange rate (REER) but would also increase the cost of debt service payments on the external debt.

## National Strategies

**Table 20: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES | RESPONSIBLE AGENCIES |
|---------------------|----------------------|
|---------------------|----------------------|

<sup>78</sup> Annual % change in CPI as measured from December to December.

<sup>79</sup> Despite a subsequent decline in nominal interest rates, real interest rates have continued to average 10.8% over the period from 1997-2003 (Real treasury rates taken from King in PIOJ *Jamaica Human Development Report 2005*)

| <b>NATIONAL STRATEGIES</b> |  | <b>RESPONSIBLE AGENCIES</b>   |
|----------------------------|--|---|
| 7-1                        | Ensure fiscal and debt sustainability      | Ministry of Finance   |
| 7-2                        | Develop efficient and equitable tax system | Ministry of Finance   |
| 7-3                        | Maintain financial system stability        | Ministry of Finance, Bank of Jamaica, Financial Services Commission |
| 7-4                        | Maintain price stability                   | Bank of Jamaica   |

### **7-1 Ensure Fiscal and Debt Sustainability**

Fiscal and debt sustainability represent necessary conditions for future macro-economic stability and economic growth.<sup>80</sup> To achieve fiscal sustainability, the Jamaican government will continue to maintain relatively high primary surpluses; improve the efficiency and effectiveness of non-debt government recurrent and capital expenditure through public sector modernization and prioritization of public sector investment; remove loss-making public enterprises from the budget through rationalization and privatization; and improve public sector planning and budgeting processes and capacity.

Given the size and composition of the public debt, there is a narrow range of options for long-term debt reduction and management. To achieve debt sustainability, the Jamaican government must reduce the pressure for debt financing through greater fiscal prudence; lower the cost of borrowing by improving credit ratings, increasing the efficiency of markets for government securities and accessing lower-cost multilateral funding sources; and reduce the cost of debt servicing by superior treasury management. In the long-term, the debt-to-GDP ratio may be reduced by economic growth. However, in the medium-term, the reduction of the debt-to-GDP ratio also will require reducing the absolute size of the public debt stock through positive net amortization. The design of macro-economic policy also must take into account the potential differential impact on males and females, and on vulnerable groups including the poor, as well as the implications for the natural environment.

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<sup>80</sup> In the public debt context, a sustainable debt position is often viewed as one where the government (or public sector) is solvent. To be deemed solvent, a government must be expected to honor current and future financial obligations, including the implicit commitment to continue providing certain public goods, services, and transfers in the future.

Also relevant in the modernization of the public service is the role which the private sector should play in the delivery of public services. While some countries have experimented with privatization of social services such as health, education and correctional services, Jamaica focused mainly on privatization of infrastructural services such as telephone and electricity that previously had been provided by state-owned companies, and has initiated private sector involvement in road construction and operation through Highway 2000 (Jamaica's first modern toll road). It is likely that further options for the role of the private sector will be explored during the long-term process of public sector modernization to achieve fiscal sustainability.

### ***Selected Sector Strategies***

- Reduce the fiscal deficit towards a balanced budget
- Ensure alignment of revenue and expenditure projections with planned Government priority objectives
- Reduce the budgetary cost of Public Bodies and Public Sector Entities
- Manage the composition of the Public Debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs taking account of risk
- Reduce public debt stock in medium term
- Increase transparency and predictability of primary market debt issues
- Develop a liquid and efficient market for government securities including expansion of the secondary market

## **7-2 Develop Efficient and Equitable Tax System**

The Report of the Jamaica Tax Reform Committee (2004), which drew on previous studies of Jamaica's tax system, made a number of recommendations for tax reform including:

- Increasing the General Consumption Tax (GCT) rate<sup>81</sup>
- Unification of GCT rates and elimination of special exemptions on certain categories of goods
- Reform of property taxes
- Elimination of stamp duty and reduction in transfer tax
- Increase and indexation of individual income tax threshold
- Elimination of education and HEART taxes
- Harmonization of corporate income tax and personal income tax rates
- Simplification of payroll taxes
- Commissioning of an independent study on the costs and benefits of incentives to the productive sectors

The government already has adopted some of these recommendations, including an increase in the GCT rate. Fundamental tax reform will involve reducing the complexity of the system,

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<sup>81</sup> Jamaica's value-added tax

reducing the time and number of payments required, and ensuring that horizontal and vertical equity is achieved. It will be necessary also to determine the optimal incentives system that will contribute to the successful achievement of the long-term economic development goal under Vision 2030 Jamaica, taking into account global and regional considerations including the implications of the WTO Agreement on Subsidies and Countervailing Measures and the CARICOM harmonization of incentives under the implementation of the CSME.

### ***Selected Sector Strategies***

- Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system
- Improve and rationalize tax administration and payment processes
- Improve tax compliance of the informal sector by shifting burden of taxation to consumption
- Carry out reform of incentives system to the productive sectors

## **7-3 Maintain Financial System Stability**

The maintenance of financial system stability is particularly important to Jamaica, given the recent history of its financial sector. As has been well-documented,<sup>82</sup> after riding a wave of liberalization and rapid expansion during the period 1990-1995, the sector underwent a traumatic adjustment from 1995 to 1997, with a contraction in the total number of financial institutions and a fall in the contribution of the financial sector to GDP from 7.8% in 1995 to 7.0% in 1998. The Jamaican government responded to the financial sector crisis by fully protecting all deposits, replacing non-performing loans with government-backed securities, and selling the restructured institutions. The restructuring of the sector was largely completed by 2001 at a total cost equivalent to some 40 percent of GDP and significant increase in the public debt<sup>83</sup>.

The rehabilitation of the financial sector also saw strengthening of the regulatory institutions and framework including the establishment of the Financial Services Commission (FSC) in 2001, and amendment of the Bank of Jamaica Act, Banking Act and Financial Institutions Act. This period of restructuring also saw increased penetration of the domestic financial sector by regional competitors, and sale of the government's share of National Commercial Bank (NCB) to a Canadian company. Following this restructuring, the financial sector has regained some

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<sup>82</sup> See for example Wint in PIOJ *Jamaica Human Development Report 2005*.

<sup>83</sup> IMF (2006)

buoyancy which has seen its share of GDP climb to 7.8% by 2007 and the total assets of the financial sector increasing from J\$238.9 billion in 1999 to J\$657 billion by the end of 2007.

The issues that are relevant to the stability of the financial sector include the regulatory challenges posed by the rapid growth of securities dealers and the increased risks and complexities of financial instruments and transactions, the need to strengthen the consolidated approach to supervision of financial conglomerates which dominate the sector, the emergence of a number of unregulated financial operations in recent years, and the threats posed by money-laundering and other financial crimes. Vision 2030 Jamaica therefore places emphasis on strengthening the regulatory framework for the financial system to ensure its long-term stability.

***Selected Sector Strategies***

- Strengthen the legislative and regulatory framework for the financial system
- Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes

**7-4 Maintain Price Stability**

Jamaica's monetary policy is primarily conducted through the tool of open-market operations involving trading in government securities and reverse repurchase transactions between the Central Bank and authorised money market dealers. This tool is used to manage the growth of the monetary base and money supply and to influence changes in interest rates and foreign exchange rates to achieve the desired outcome of price stability. The national strategy to maintain price stability therefore seeks to enhance the effectiveness of the primary monetary policy tool of open market operations, and to bring fiscal policy into closer alignment with monetary policy.

***Selected Sector Strategies***

- Control operating targets to influence money supply and exchange rates in line with monetary policy targets
- Evaluate effectiveness of the monetary policy framework over time and modify accordingly based on evolution of the monetary transmission mechanism
- Align domestic inflation with that of Jamaica's major trading partners consistent with desired macro-economic outcomes

**Table 21: Outcome Indicators and Targets for Outcome #7**

| <b>Outcome #7 – A Stable Macro-Economy</b> |                             |                         |             |             |  |
|--|-----------------------------|-------------------------|-------------|-------------|--|
| <b>OUTCOME INDICATORS</b>                  | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>  |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |  |
| <b>Real GDP/Capita</b>                     | \$US4,100                   | 5,444.0                 | 6,847.9     | 24,112.2    | National Targets- PIOJ   |
| <b>Real GDP Growth Rate</b>                | 0.90%                       | 3%                      | 5%          | 6.5%        | Set Locally  |
| <b>Debt to GDP Ratio</b>                   | 126.1                       | ≤100                    | 90          | 75          | National Targets   |
| <b>Fiscal Balance as % of GDP</b>          | -4.70%                      | 0                       | 0           | 0           | National Targets   |
| <b>XXVI- Inflation rate (CPI)</b>          | 19.90%                      | ≤10%                    | ≤10%        | 6%          | Average inflation rate for emerging markets was 5.9%, Set by PIOJ. |



## **National Outcome # 8: AN ENABLING BUSINESS ENVIRONMENT**

### **Overview**

**E**conomic development benefits from a competitive and enabling business environment. Efficient and transparent public institutions reduce transaction costs for businesses, and diminish the diversion of resources from productive purposes, while well-functioning markets promote efficient resource allocation. Jamaica has made progress in improving aspects of its bureaucracy, including creating a streamlined process for registration of new companies that is among the best in the world. The ongoing process of Public Sector Modernization also has contributed to improving customer service throughout the government.

However, other aspects of Jamaica's bureaucracy are inefficient and represent unnecessarily burdensome processes that increase transaction costs and reduce competitiveness. These include customs, tax administration, land titling and transfer, and the process for land development approvals and granting of environmental permits and licences. The necessary improvements to the bureaucracy and other aspects of the business environment will be addressed systematically under Vision 2030 Jamaica to ensure an efficient bureaucracy, adequate access to capital, supportive trade relations, a well-functioning labour market and improved opportunities for micro and small businesses.

The following aspects of the business environment are addressed below:

- Bureaucracy
- Access to Capital
- Trade and Foreign Relations
- Labour Market
- Micro, Small and Medium-Sized Enterprises (MSMEs)

### **Bureaucracy**

The business environment is affected by the efficiency and responsiveness of the public sector entities that relate to productive enterprises at various stages of their business operations. The Public Sector Modernization Programme has led to improvements in many aspects of bureaucracy, including business registration. However, bureaucratic institutions and regulations

continue to be cited by numerous studies as sources of problems that affect the ability of businesses to operate competitively in Jamaica.<sup>84</sup> A business environment that is unduly difficult also may increase the tendency of entrepreneurs to operate in the informal economy.

### ***Issues and Challenges***

- ***Delays in licensing process*** - Development projects in Jamaica face delays in the licensing process for building and environmental approvals that add significantly to transaction costs and reduce the competitiveness of the business environment. For example, it is estimated to take over three times longer to complete all the licenses and approvals associated with building a standard warehouse in Jamaica than in St. Vincent and the Grenadines (236 days compared to 74 days).<sup>85</sup>
- ***Other bureaucratic constraints*** - Other areas of particular concern in which Jamaica compares poorly with best practices in other countries include problems in acquisition, titling and transfer of land, a complex and inefficient court system for resolution of commercial cases, and lengthy and costly import and export procedures.

### **Access to Capital**

Increased access to capital will play an important role in the island's long-term economic development. Efficient capital markets allocate financial resources to their most productive uses. A modern well-functioning financial sector also plays important roles in supporting innovation and entrepreneurship, assessing and managing risk, and ensuring transparency in financial markets. These roles are particularly important for Jamaica, given the effect of high levels of public sector borrowing on limiting the availability of capital for private sector investment.

### ***Issues and Challenges***

- ***High Levels of Lending to the Public Sector*** - The rapid increase in the public debt following the financial crisis of 1995-1997 led to increased lending to the government by commercial banks and financial institutions. The stock of government securities held by financial institutions peaked at \$97 billion at the end of 2000, but has declined in following years. An important challenge for the financial sector will be to continue to shift the structure of their assets in favour of loans and advances to the productive sectors and away from non-productive investment in government paper.
- ***High Interest Rates*** - Another challenge will be to ensure that lending rates to the productive sectors are competitive. While interest rates have trended downward over the past decade, the spreads between deposit and lending rates averaged over 12% in 2006, compared to spreads of 5-7% in other highly-indebted Caribbean countries such as St. Kitts and Grenada.<sup>86</sup>

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<sup>84</sup> For example, Enterprise Research Institute (2005), Tanzi (2007), and Bahl and Wallace (2007)

<sup>85</sup> Doing Business 2008 Jamaica

<sup>86</sup> IMF, 2006

- **Lack of Credit Bureau** - Jamaica currently lacks a credit information bureau which can provide greater information on borrowers and reduce lending risks while respecting privacy and confidentiality concerns. Jamaica was ranked 115<sup>th</sup> of 178 countries in access to credit in 2007, based largely on this factor.<sup>87</sup>

## **Trade and Foreign Relations**

Jamaica is a small island with an open economy that has long been relatively integrated with the global economy. Indeed, by one index that measures degrees of economic, social and political globalization, Jamaica ranked 66<sup>th</sup> of 123 countries, ahead of all other countries in the Caribbean region except Costa Rica.<sup>88</sup> Jamaica also has a relatively high trade ratio (total imports and exports divided by GDP) of approximately 100%.<sup>89</sup>

The Global Competitiveness Index (GCI) suggests that the size of the market available to domestic producers is important because large markets enable firms to exploit economies of scale and increase productivity.<sup>90</sup> As barriers to trade fall, nations with small domestic markets, such as Jamaica, are able increasingly to achieve economies of scale through access to large international markets. The trade relations between Jamaica and the rest of the world therefore become important in creating the conditions for firms to benefit from increased market size.

The main multi-lateral components of Jamaica's international trade relations are governed by the WTO Agreement and its annexes,<sup>91</sup> the Convention establishing the World Intellectual Property Organization (WIPO), and the Lomé Convention between the European Union (EU) and African, Caribbean and Pacific (ACP) countries and its successor, the Cotonou Agreement. The EU recently has concluded Economic Partnership Agreements with the Caribbean Forum of ACP states (CARIFORUM) including Jamaica. The main bi-lateral trade relations include the Caribbean Basin Initiative (CBI) with the United States of America (USA), and the Caribbean-Canada Trade Agreement (CARIBCAN). As a member of CARICOM Jamaica also is engaged in the establishment of the Caribbean Single Market and Economy (CSME), which will integrate

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<sup>87</sup> Doing Business 2008 Jamaica

<sup>88</sup> KOF Index of Globalization presented by Dreher, Axel (2006): Does Globalization Affect Growth? Evidence from a new Index of Globalization, *Applied Economics* 38, 10: 1091-1110.

<sup>89</sup> By contrast the United States has a trade ratio of less than 50%

<sup>90</sup> Global Competitiveness Report (2007) p.6

<sup>91</sup> Trade-Related Aspects of Intellectual Property Rights (TRIPS), Trade-Related Investment Measures (TRIMs) and General Agreement on Trade in Services (GATS)

regional markets and economies. In addition, CARICOM has established bilateral agreements with a number of regional trading partners including Colombia, Venezuela, Cuba, Costa Rica and the Dominican Republic. The further development of regional integration also included the establishment of the Association of Caribbean States (ACS), formed to promote consultation, cooperation and concerted action among all the countries of the Caribbean.

Another important external factor is the existence of the Jamaican Diaspora formed by the trend of net outward migration from the island over the past half-century, particularly to the United Kingdom, the USA and Canada. The size of the present-day Jamaican Diaspora is estimated at 2.0 million to 2.5 million persons.<sup>92</sup> This group represents a major resource that can play a strategic role in the long-term economic development of the island similar to the important role that, for example, the Chinese and Indian Diaspora are now playing in the economic development of their respective countries. This role goes beyond being a source of remittances, important as these have become as a source of foreign exchange and livelihood support to the local economy.

The Diaspora can play a strategic role in the economic development of Jamaica in a number of ways, including as a source of investment and entrepreneurship for business ventures in Jamaica, by providing support for lobbying on Jamaica's behalf in international fora, as a source of academic and technical expertise, as a market for tourism and exports of Jamaican goods and services, and as a network for advancement of Jamaicans in international businesses and other endeavours.

### ***Issues and Challenges***

- ***Balance of Payments and Trade Deficits*** - Jamaica has seen its current account balance of payments deficit increase from US\$256 million in 1991 to US\$1,097 million in 2006. The trade deficit on goods and services has grown even more from US\$509 million in 1991 to US\$2,143 million in 2006. Of concern is that the share of imports accounted for by consumer goods has risen, while the percentages of total imports represented by intermediate and capital goods have fallen over the period, representing a bias away from production toward consumption.
- ***Dependence on Primary Exports*** - Earnings from tourism and exports of bauxite and alumina have remained the largest sources of foreign exchange earnings estimated at

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<sup>92</sup> Based on discussions with Diaspora and Consular Affairs Department of the Ministry of Foreign Affairs and Foreign Trade

US\$1,613 million and US\$1,154 million, respectively, in 2006. While non-traditional exports have risen from 25% of total exports in 2001 to 31% in 2006, this growth is largely accounted for by the categories of crude materials and mineral fuels, indicating that Jamaica has not yet been successful in diversifying into higher value-added exports. The other main inflow of foreign exchange earnings that has helped to offset the growing deficit on goods and services has come from private transfers (remittances) which have increased from US\$153.3 million in 1991 to US\$1,596 million in 2006.

- **International Agreements** - It will be important for Jamaican foreign and trade policy negotiations to ensure that the interests of developing countries and small and vulnerable economies including Jamaica are robustly defended in international negotiation processes and reflected in final agreements, particularly during the current Doha Round of negotiations under the WTO for liberalization of world trade in areas such as agriculture, non-agricultural market access and services. It is important also to consider the gender implications of trade agreements including their potential impact on industries in which women are disproportionately employed, such as services and free zone manufacturing.
- **Private Sector Involvement in Trade Negotiations** - An ongoing concern is to ensure that Jamaican firms are not disadvantaged as a result of unfair trading practices or the outcomes of international trade negotiations. It will be important therefore to strengthen the partnership between the public sector and private sector in foreign trade policy development and negotiations through existing mechanisms such as the Jamaica Trade and Adjustment Team (JTAT) within the Ministry of Foreign Affairs and Foreign Trade (MFAFT) and the Caribbean Regional Negotiating Machinery (CRNM).
- **Regional Integration and Economic Partnership Agreements** - Jamaica will face particular challenges in implementing the measures required for full establishment of the CSME as well as for implementation of the economic partnership agreement (EPA) with the EU. These processes will open the Jamaican economy to greater competition from Caribbean and European companies and producers. The CSME also will require Jamaica and other member states to bring about unprecedented convergence on common support measures such as research and development, intellectual property rights, macro-economic policies and legal infrastructure.
- **Investment Promotion and Trade Facilitation** – As Jamaica seeks to expand its economic space through greater integration with the global economy its ability to mobilize investment from foreign and domestic sources and the ability of its companies to compete in international markets for goods and services will be critical to sustainable growth. While Jamaica has experienced relatively high inflows of foreign direct investment over the past decade its trade deficits have continued to grow, and investment promotion and trade facilitation resources in key overseas markets have been cut back in recent years.

## **Labour Market**

The reform of the labour market will be an important aspect of the long-term economic development of the country. Improvement in labour productivity is fundamental to improving the competitiveness of productive enterprises in Jamaica, while the efficiency and flexibility of the labour market will contribute to optimal allocation of an important and abundant factor of production. Efficient labour markets establish meaningful relationships between worker remuneration and output that provide incentives for increased productivity.

The relations between private sector employers and their employees whether unionized or non-unionized are also important for economic production and development. Jamaica earned a relatively favourable estimate of its labour market from the GCI report in 2007, with the weakest areas identified as low cooperation in labour-employer relations, firing costs, pay and productivity, and migration of skilled labour.

Employment in the goods-producing sectors fell from 44.7% of the total employed labour force in 1991 to 35.1% in 2006, while the share of the services sectors rose from 54.6% to 64.8% of the total employed labour force during the same period. Total employment has grown from 907,900 persons in 1991 to 1,123,700 in 2006, while the unemployment rate has fallen from 15.4% of the labour force in 1991 to 10.3% in 2006. However the youth unemployment rate of 23.6% in 2006 was more than three times the adult unemployment rate of 7.6% in the same year. The female unemployment rate continued to be more than twice that of the male rate at 14.5% and 7.0%, respectively in 2006.

In 2006, Jamaica's inactivity rate (which refers to the proportion of persons of working age who are outside of the labour force) was approximately 35%. This is slightly higher than the average for the Latin America and Caribbean region, which recorded a rate of 34.4% over the same period.

### ***Issues and Challenges***

- ***Labour Market Rigidities*** - There are a number of factors that reduce the efficiency and flexibility of Jamaica's labour market, which must be addressed in planning for a more competitive economy. These include lack of flexible work times, high levels of redundancy payments in the case of staff reductions, outdated laws governing various

aspects of the local labour market (e.g. opening hours), weak linkages between labour supply and demand, and inadequate labour dispute settlement mechanisms.

- **Gender Equity** - To extend equal rights to all Jamaicans and take advantage of the talents of the entire population it will be important to address the existing inequalities between genders in the levels of remuneration and employment and conditions of labour.
- **Harmonization of Labour Laws and Standards with CARICOM** - As part of the implementation of the CSME, Jamaica will be required to harmonize its labour laws and standards with other CARICOM states
- **Labour Migration** - As with many other developing countries, Jamaica continues to suffer from net outward migration of many of its most skilled and educated workers and professionals.<sup>93</sup>

### **Micro, Small and Medium-Sized Enterprises**

Micro, Small and Medium-Sized Enterprises (MSMEs) represent a particularly important sector of the Jamaican economy, and include the sub-set of Micro and Small Enterprises (MSEs).<sup>94</sup>

Labour force data indicates that the “Own Account” category (representing sole traders) accounted for 367,500 persons or 33.7% of the total employed labour force in 2006. There is also a strong linkage between MSEs and the informal sector, as many MSEs operate informally.

A recent study suggests that the ratio of the size of the informal sector to the size of registered GDP in the formal sector was in the range 40%-44% in 2000-2001.<sup>95</sup> In addition, MSEs make an important contribution to gender equity in the local economy, with women representing 56% of the labour force in MSEs.<sup>96</sup> Micro, Small and Medium-Sized Enterprises (MSMEs) play an important role in the economic development of many countries, and it is recognized that MSMEs represent an important source of new business start-ups with the potential to contribute to economic growth and innovation.<sup>97</sup> Almost half of all MSEs and informal enterprises are

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<sup>93</sup> It has been estimated that Jamaica suffers a “brain drain” of 34 - 59% of its tertiary educational graduates (Knight, Pauline, Easton Williams and Steven Kerr (2006) PIOJ (unpublished).

<sup>94</sup> A micro-enterprise in Jamaica is defined as one with less than 10 employees and less than US\$0.125 million in annual sales, while a small business in Jamaica is defined as one with less than 10 employees and between US\$0.125-1.0 million in annual sales.

<sup>95</sup> This informal economic activity goes unreported in formal estimates of GDP.

<sup>96</sup> Informal Sector Study for Jamaica.

<sup>97</sup> Perhaps the best example of the importance of MSEs is their role in the transformation of Taiwan, where economic planning was based on fostering the growth of small enterprises (firms with 10 employees or less) which accounted for over 90% of all enterprises in the 1950s when the nation began its modern period of growth. Taiwan has employed a range of strategies to foster small and medium enterprises including the “centre-satellite” strategy where a larger manufacturing company is linked to small companies who provide it with supplies and services.

engaged in the wholesale and retail trade, with education, social work and other personal services accounting for 22%.

***Issues and Challenges***

- ***Capacity Development of MSMEs*** - Despite their importance to the economy MSMEs are subject to a range of capacity constraints which must be addressed to enable their full development. These include limited access to credit; limited technical, human and institutional capacity; high levels of informality and relative lack of economic linkages and market access.
  
- ***Limited Data and Information on MSMEs*** - There is inadequate information on size and characteristics of MSMEs and the informal sector. Financial support and attention will need to be placed on obtaining the necessary data to better inform the decisions that must guide the planning and development of MSMEs and the informal sector.

**National Strategies**

**Table 22: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES  | RESPONSIBLE AGENCIES   |
|--|--|
| 8-1 Ensure a facilitating policy, regulatory and institutional framework for business development  | Ministry of Industry, Commerce and Investment  |
| 8-2 Increase access to capital   | Ministry of Finance  |
| 8-3 Use trade and foreign relations to create an enabling external environment for economic growth | Ministry of Foreign Affairs and Trade  |
| 8-4 Strengthen investment promotion and trade facilitation   | Jamaica Trade and Invest<br>Ministry of Foreign Affairs and Foreign Trade  |
| 8-5 Develop efficient labour market  | Ministry of Labour and Social Security<br>Training Institutions<br>Private Sector Umbrella Associations<br>Trade Unions                                |
| 8-6 Improve the labour environment to enhance labour productivity and worker satisfaction          | Ministry of Labour and Social Security<br>Training Institutions<br>Private Sector Umbrella Associations<br>Trade Unions<br>Jamaica Productivity Centre |
| 8-7 Develop the capabilities of micro, small and medium-sized enterprises                          | Jamaica Business Development Centre<br>Jamaica Trade and Invest<br>Small Business Association of Jamaica<br>Micro-financing Institutions               |



## **8-1 Ensure a Facilitating Policy, Regulatory and Institutional Framework for Business Development**

To improve its business environment, Jamaica must ensure a facilitating policy, regulatory and institutional framework for business development. This requires Jamaica to address and remedy each aspect of its business environment that represents a constraint to economic development. Each area will require an in-depth review of the existing conditions and the proposals that already have been made to improve them, as well as consideration of new approaches that may not yet have been considered.

National strategy 6-5 provides the framework to ensure the efficiency of services by the public sector with the mechanism to ensure accountability and productivity. This strategy will build on the existing initiatives that are already engaged in improving the business environment including the Public Sector Modernization Programme and initiatives to streamline the planning approval process.

### *Selected Sector Strategies*

- Improve customs and clearance processes for imports and exports
- Improve and streamline bureaucratic processes for business establishment and operation
- Improve processes related to land ownership, titling and transfer
- Reform and modernize land use planning and development and environmental permit and licence systems
- Improve efficiency and effectiveness of systems for commercial dispute resolution
- Expand e-Government services and access
- Strengthen legal and regulatory framework for e-commerce and protection of intellectual property rights
- Increase consultation with and participation of stakeholders in the development of the policy, legal and institutional framework for business
- Rationalize the public sector agencies and institutions relating to business operations and approvals
- Review and revise policy, legal and regulatory framework to enhance the business environment

## **8-2 Increase Access to Capital**

Financial resources are the currency of production. The growth of the productive sectors will be enhanced by improved access to financial capital, mediated through financial markets which bring together suppliers and users of financial resources. As our economy evolves, the financial

needs of our productive sectors and enterprises will evolve, along with the mechanisms for meeting these needs. Vision 2030 Jamaica addresses this evolution through plans to support the diversification and refinement of the financial sector, as well as through the development of the business environment for all productive sectors.

***Selected Sector Strategies***

- Develop and implement measures for expansion of the domestic capital market
- Provide a framework for diversification of the range of financial institutions and products
- Develop a venture capital market

**8-3 Use Trade and Foreign Relations to Create an Enabling External Environment for Economic Growth**

Trade and foreign relations provide an enabling external environment for economic growth in Jamaica by providing access to large external markets that compensate for the small size of the domestic market, by enhancing exchanges of technical, human and cultural resources, by facilitating capital flows, by strengthening relationships with sources of key economic resources including energy supplies, and by supporting Jamaica's participation in all levels of global governance mechanisms and institutions. Vision 2030 Jamaica seeks to enhance the role of trade and foreign relations in national development by strengthening Jamaica's bilateral, regional and multilateral relations and the ability of domestic producers to take advantage of a favourable and enabling external environment.

***Selected Sector Strategies***

- Project Jamaica's economic, social and environmental interests within the multilateral system
- Ensure successful creation, implementation and effective use and operation of the Caribbean Single Market and Economy (CSME)
- Maintain and develop strategic coalitions and alliances at the WTO including the Group of 33, Small and Vulnerable Economies Group and African, Caribbean and Pacific (ACP) countries
- Ensure that Jamaica's defensive and offensive interests are adequately safeguarded in the Doha Development Round
- Implement the Economic Partnership Agreement between the EU and CARIFORUM including legislation, standards, and development support
- Strengthen strategic bilateral foreign and trade relations
- Maintain and enhance relationship with ACP countries
- Strengthen effectiveness of the Jamaica Trade Adjustment Team (JTAT) and Caribbean Regional Negotiating Mechanism (CRNM)
- Strengthen staffing of trade negotiating institutions

- Undertake periodic review and refinement of trade policy
- Incorporate development issues including gender and environmental sustainability in trade policy
- Strengthen the involvement of the Jamaican Diaspora in national development
- Strengthen key foreign relations capabilities including functional and technical cooperation, participation in multilateral organizations, Diaspora relations and consular functions

#### **8-4 Strengthen Investment Promotion and Trade Facilitation**

To take full advantage of the opportunities in the external environment created by favourable trade and foreign relations as well as by Jamaica's strong Nation Brand, Jamaica must place strategic emphasis on strengthening its national capabilities for investment promotion and trade facilitation. This decisive commitment to compete in global markets will require development of strong targeted investment promotion programmes and building the capacity of institutions involved in promoting investment and trade. A key approach will be to increase the number and capacity of overseas missions in key markets and to improve the collaboration between agencies involved in promotion of Jamaica, including the Ministry of Foreign Affairs and Foreign Trade, Jamaica Trade and Invest and the Jamaica Tourist Board.

##### *Selected Sector Strategies*

- Market and promote Jamaica as a premier destination for investment
- Strengthen the capacity of investment and trade institutions

#### **8-5 Develop an Efficient Labour Market**

The national strategy to develop an efficient labour market will be fundamental to improving the contribution of Jamaica's human capital to national prosperity. The strategy will involve addressing the factors that currently reduce the efficiency with which the supply and demand for labour are matched. Steps will be taken to ensure that education and training programmes equip workers with the skills demanded by a rapidly evolving economy, to improve the mechanisms to bring together the providers and buyers of labour services, to revise legislation and regulations to improve labour market flexibility, and to ensure equitable participation in the labour market of all eligible Jamaicans. This national strategy is complemented by national strategy 2-12 to strengthen mechanisms to align training with demands of the labour market.

***Selected Sector Strategies***

- Promote industry involvement in the output of the education and training systems
- Promote work experience programmes at the secondary and post-secondary levels
- Broaden the geographical and occupational scope of Government Employment Services (GES)
- Encourage more private sector-led employment services
- Enforce regulation of the employment services industry to ensure its effectiveness and to minimize the exploitation of job seekers
- Strengthen and improve access to the Labour Market Information System (LMIS)
- Institute more circular and temporary planned migration programmes
- Introduce programmes to increase employment among youth and women
- Promote equity in the labour market
- Develop and promote flexible labour market arrangements, policies and legislation

**8-6 Improve the Labour Environment to Support Labour Productivity and Worker Satisfaction**

Jamaica's new economic model is based on increasing the productivity of its human capital. The national strategy to improve the labour environment to support labour productivity and worker satisfaction is aimed directly at accomplishing this requirement. The relationships between employers, managers and the work force will be improved, the conditions at the workplace will be enhanced to increase worker satisfaction and productivity, and payment systems will reinforce worker performance. At the national level, Jamaica will create an environment and culture in which the importance and sources of productivity, including labour productivity, are better understood and applied for the creation of economic prosperity.

***Selected Sector Strategies:***

- Advance and enforce mechanisms for adequate social protection for workers
- Boost labour-management cooperation and good work practices
- Improve industrial relations mechanisms
- Promote performance-based pay and incentives systems
- Legislate and enforce the "decent work" agenda
- Develop and implement a national programme of productivity management
- Promote the use of improved technology for greater productivity
- Promote alternative working arrangements, through viable strategies that can reduce travel time for workers
- Promote a national programme of re-socialization to improve work ethics, values, attitudes and behaviour among workers

## 8-7 Develop the Capabilities of Micro, Small and Medium-Sized Enterprises

Jamaica will enhance the role played by Micro, Small and Medium-Sized Enterprises (MSMEs) in building the economy by developing capacities of MSMEs and improving the channels through which they participate in economic activities. MSMEs are found in all productive sectors and therefore benefit from the broad measures taken to develop these sectors. However, these enterprises have certain characteristics that require specific measures that address their particular needs, which will be addressed under the Vision 2030 Jamaica National Development Plan. These measures include steps to widen the channels through which MSMEs can obtain financing, development of technical and organizational capacity of MSMEs, strengthening the capacity of the industry organizations that represent MSMEs including the Small Business Association of Jamaica (SBAJ), provision of ongoing training programmes to build human capital in MSMEs, development of economic linkages to other MSMEs and to the formal sector, and programmes that may encourage more MSMEs to enter the formal sector over time.

### *Selected Sector Strategies*

- Provide training and capacity development for MSMEs
- Expand credit facilities for MSMEs
- Increase awareness and information on business opportunities and programmes for MSMEs
- Promote and develop entrepreneurship
- Increase and strengthen acquisition, analysis and application of data and information on MSME sector and the informal sector
- Enhance and streamline processes for formalization of informal enterprises and individuals

**Table 23: Outcome Indicators and Targets for Outcome #8**

| <b>Outcome #8 – Enabling Business Environment</b>  |                             |                         |             |             |  |
|--|-----------------------------|-------------------------|-------------|-------------|--|
| <b>OUTCOME INDICATORS</b>                          | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>  |
|  |                             | <b>2012</b>             | <b>2015</b> | <b>2030</b> |  |
|  | <b>2007 or Most current</b> |                         |             |             |  |
| <b>Employment rate</b>                             | 89.8%                       | 90%                     | 92.50%      | 95 - 96%    | Set by the Task Force on Labour Market   |
| <b>Ease of doing business index (Country Rank)</b> | 63                          | 58                      | 53          | 34          | Target is for Jamaica to improve by at least 5 places by 2012 and another 5 places by 2015, and to achieve levels of highest ranked Caribbean countries by 2030. |
| <b>Labour Market Efficiency Index</b>              | 4.4                         | 4.5                     | 4.6         | 5.05        | Target is to achieve score that will place Jamaica among the top 30 performers by 2030.  |

## **National Outcome # 9**

### **STRONG ECONOMIC INFRASTRUCTURE**

#### **Overview**

**H**igh-quality infrastructure is important to economic prosperity for many reasons. Transport and telecommunications and water supply infrastructure help to integrate economic activities across regions and markets by providing for the efficient movement of persons, goods, services and information. Infrastructure influences the spatial location of economic activities and can contribute to balanced and sustainable regional development within a country.

Extensive and high-quality infrastructure, is considered a pillar of international competitiveness that enables the efficient functioning of markets for goods, services and labour; increases the productivity of economic processes; and improves decision-making by entrepreneurs and other economic actors. Vision 2030 Jamaica plans to ensure the development of world-class transport, telecommunications, water supply and sanitation infrastructure that can contribute to the competitiveness of Jamaican producers and improved quality of life for the Jamaican people.

Investment in infrastructure has been shown to have a significant effect on economic growth. The results of the Threshold 21 model for Jamaica indicate that improvement in the physical economic infrastructure (such as roads, energy and water supplies, air and sea ports, and telecommunications networks) usually has higher payoffs in the form of higher rates of economic growth than equivalent investment in health and education over the time horizon to 2030. This is because such improvements have a faster impact on total factor productivity. In addition, the returns to investment in physical infrastructure tend to be high in countries at Jamaica's income level, especially considering the relative underinvestment in physical infrastructure in recent decades. These higher growth rates eventually increase the size of the economy and the levels of funding available for other sectors such as health and education over the medium and long term.

High-quality infrastructure also contributes to social and environmental goals, by improving access to public services, reducing negative environmental impacts and supporting the sustainable use of natural resources. While the provision of infrastructure has traditionally been the responsibility of the state, the private sector has been playing an increasing role through a number of mechanisms including direct investments and build-own-operate-transfer arrangements, particularly in telecommunications and road infrastructure.

## **Transport**

The transport sector – land, air and maritime – can provide significant economic and social gains to a country through indirect and direct employment as well as induced development which ultimately leads to wealth creation and growth.<sup>98</sup> Jamaica's transport sector is particularly important, as its two international airports and 14 seaports provide the main means of physical connection between the island and the rest of the world. Its domestic transport infrastructure includes one of the densest road networks in the world, as well as four active domestic aerodromes.

### ***Land Transport***

With a dense road network and limited alternatives for internal transport, Jamaica is highly dependent on road transport for personal and freight movement. The road network has suffered over the years from underinvestment in periodic maintenance, and faces significant challenges in funding for road construction and maintenance. Traffic volumes have been steadily increasing over recent years, fed by rapid growth in the number of motor vehicles.

This has contributed to congestion problems in major towns and cities across the island.<sup>99</sup> Road safety and access to land transport for a number of social groups including the elderly and the disabled are other important issues to be addressed. The importance of the public transport system to road transport in Jamaica is highlighted by the finding of a recent survey that nearly

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<sup>98</sup> Studies have revealed that for every US\$1.0 billion investment in highways through the Federal-Aid Programme in the United States of America, approximately 41,000 full time jobs are created and for every one million passengers passing through an airport in Europe, 4,000 jobs are created through direct, indirect and catalytic impact on employment in the surrounding community (Rodrigue, Comtois and Slack; 2006)

<sup>99</sup> The negative effects of traffic congestion include the loss of productive time of motorists and passengers, increased air pollution and vehicular wear and tear, and interference with passage of emergency vehicles.

75% of households do not own a motor vehicle.<sup>100</sup> The student population also is dependent on public transport for access to schools.

Railway transport forms the second tier of land transport, a mode of transportation that was introduced in Jamaica as early as the 1880s. However, since the closure of the public passenger and freight transport services of the Jamaica Railway Corporation (JRC) in 1992, railway operations in Jamaica are currently limited to the activities of bauxite companies. A number of entities have expressed an interest in revitalizing the railway but, to date, public or commercial passenger and freight services have not been restored.

### ***Air Transport***

Jamaica's air transport system is divided into an international and a domestic system. The air transport sub-sector consists of the aviation service providers such as airports, air traffic services, aircraft maintenance organizations, airlines – including the national airline, Air Jamaica – and Aeronautical Telecommunications Limited (AEROTEL); users of air transport, such as passengers and shippers; and the regulator, the Jamaica Civil Aviation Authority (JCAA). The system includes two international airports – Norman Manley International Airport (NMIA) in Kingston and the Sangster International Airport (SIA) in Montego Bay, and four active domestic aerodromes – Boscobel, Ken Jones, Negril and Tinson Pen.

Both international airports have undergone significant expansion and upgrading in recent years. While total passenger movements have been increasing in recent years, air cargo and aircraft movements have declined, due in part to restructuring of Air Jamaica in 2005 after the government reassumed full ownership of the national airline.

### ***Maritime Transport***

As an island, Jamaica will continue to have an important role for maritime transport in its long-term development. Jamaica's water-based transport sub-sector is almost entirely represented by deep-sea maritime transport, as inland waterways and short-sea coastal shipping currently play insignificant roles in the island's transport sector. Jamaica is a maritime state by virtue of its

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<sup>100</sup> PIOJ and STATIN (2007), *Residential Consumer End Use Survey*



dominant regional trans-shipment hub, premier cruise ship terminals and other well-developed maritime transportation infrastructure.

The maritime transport sub-sector has made a major commitment to establishing Jamaica as a global trans-shipment and logistics hub, including significant investment in expansion of the Port of Kingston, which was rated 57<sup>th</sup> among the world's ports in 2006. It will be important to maximize the return on this investment by supporting port development through expansion of support services and facilities.

### ***Issues and Challenges***

- ***Cost of Maintaining Road Network*** - Funding for road construction and maintenance will present a major challenge to the public sector, particularly given the budget constraints imposed by the requirements for debt service payments. The lack of adequate funding for periodic maintenance in particular will lead to early failure of roads even if standard maintenance activities are carried out. The present approach to road repairs where regular and planned maintenance is replaced by patching of failed areas that have been previously patched is not sustainable and does not address the fundamental causes of road failure.
- ***Road Safety and Access*** - Road safety represents an important aspect of a sustainable land transport system. While the number of road fatalities has declined over the past decade, the number of admissions to accident and emergency units of public hospitals resulting from motor vehicle accidents has increased over the same period.<sup>101</sup> The existing public transport system also presents access problems for a number of social groups, including the elderly and the disabled.
- ***National Carrier*** - The main challenge for international air transport will be to resolve the fate of Air Jamaica. The national carrier has passed through phases of private and public ownership without achieving financial viability. The strategic issues include the limited economies of scale of small national carriers and the need to provide adequate airlift for Jamaica's travel and tourism industry. The options for Air Jamaica may include another attempt at privatization, rationalization and down-sizing of the airline, or consolidation or merger, for example, with another regional carrier.
- ***Domestic Air Transport*** - The main challenges for the domestic air transport system will include maintenance and expansion of aircraft fleet and land-based infrastructure including aerodromes, and generation of economic levels of revenue from internal personal, business, tourism, and freight traffic. Both the international and domestic air transport systems must maintain required standards of aviation legislation and regulation, civil aviation obligations, airport infrastructure, air navigation and traffic control, air

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<sup>101</sup> ESSJ 2001-2006

freight and cargo handling, customs and immigration, customer service and security management.

- **Air Transport Infrastructure** - Infrastructure issues include insufficient air cargo facilities, limited domestic aerodrome infrastructure, peak hour congestion and the fact that the existing international airports do not have the capacity to extend runways to support long stage lengths.
- **Constraints in the Domestic Environment** - The expansion of maritime transport faces a number of constraints in the supporting domestic environment, including lack of adequate and modernized maritime legislation, delays in approval process for construction of maritime infrastructure and inefficient customs procedures.
- **Security Threats** - Security is also a major concern for maritime and air transport, including the need to address the transnational threats of the drugs and arms trades, illegal migration and international terrorism.
- **Environmental Issues** - The main environmental issues relating to land transport include air pollution, noise, and dust from motor vehicle traffic, modifying land use to accommodate new or expanded roadways, and increased surface water runoff from paved roadways. The road network also is vulnerable to damage caused by natural hazards, particularly hurricanes, tropical storms and associated rainfall and flooding, including sediment floods. The environmental impacts of marine transport include ship-borne waste, dumping, oil and exhaust pollution, potential introduction of aquatic invasive species through ship ballast water, and impact on coastal eco-systems from port facilities and shipping activities. The transport sector is the largest consumer of imported petroleum in the Jamaican economy and must address its contribution to climate change due to burning of fossil fuels. The global environmental impacts of the air transport sub-sector may lead to the introduction of mechanisms such as taxation of jet fuel, resulting in potential increases in the cost of air travel.<sup>102</sup>

## Logistics Hub

A major transport and logistics hub or junction represents a particularly high level of evolution of the transport sector for any country. Logistics refers to the process of managing the flow of goods, services, people, information, energy, and other resources through the entire value chain from source to end use. A number of countries and cities, including Singapore, Dubai, Hong Kong, Miami and the Netherlands, have achieved the status and benefits that come from having established a major logistics hub. Jamaica has the opportunity to establish itself as a premier logistics hub in the Caribbean based on a number of factors, including:

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<sup>102</sup> As is presently done in the Netherlands

- Its strategic geographic location in proximity to the main East-West shipping lanes between the Far East, Europe and Eastern North America and trade and air routes to the Americas, Europe and the Caribbean
- Opportunity to capitalize on increased trade flows from the expansion of the Panama Canal that will double its capacity by the year 2015
- A well-developed transport and telecommunications infrastructure, services and institutions with a foundation for the main elements of a major logistics hub
- A large pool of trainable labour
- Some existing elements of required policy and regulatory framework
- Potential for development and expansion of supporting services

The benefits to Jamaica of becoming a major transport and logistics hub will include:

- Increased generation of primary revenue streams from transport and related facilities and services
- Increased contribution of the transport sector to Gross Domestic Product (GDP) and employment
- Opportunities for development of related economic activities throughout the logistics value chain
- Enhanced integration of inter-modal linkages between land, air and maritime transport systems
- Integration of administration for strategic planning for land, air and maritime transport
- Provision of an ideal platform for global competitiveness for domestic producers

### ***Issues and Challenges***

- ***Competition*** - Jamaica will have to implement a number of steps over the short, medium and long-term to ensure its ability to establish a transport and logistics hub successfully. The importance of timely implementation is highlighted by the consideration that the Caribbean region will not be able to support more than one major logistics hub (in addition to Miami). The country that acts decisively to take advantage of the existing window of opportunity and establish first mover advantage over competing locations will benefit by capturing the lion's share of primary revenue streams from such a position, while other countries will fail to establish a major hub or will be restricted to secondary status and limited revenue streams. In order to pre-empt other regional competitors such as the Dominican Republic, Puerto Rico, Cuba and Trinidad and Tobago, Jamaica also will have to take a number of other priority actions in the short-term to secure the opportunity to establish a major logistics hub or junction successfully and fulfil the long-term potential of its transport sector.
- ***Low Existing Level of Logistics Capacity*** - Jamaica will have to upgrade significantly its level of logistics capacity, which is currently at a level that compares unfavourably with international competitors. The Logistics Performance Index for 2007 ranked Jamaica 118<sup>th</sup> out of 150 countries for its overall logistics performance across a range of

dimensions.<sup>103</sup> This compares with rankings of 1<sup>st</sup> for Singapore, 54<sup>th</sup> for Panama, and 96<sup>th</sup> for the Dominican Republic. The most problematic aspects of Jamaica's logistics performance included infrastructure, handling of international shipments, logistics competence, tracking and tracing, and timeliness. However, Jamaica ranked 5<sup>th</sup> in the world on domestic logistics costs.

### **Information and Communication Technology (ICT) Network**

Information and Communications Technology (ICT) has emerged over the past few decades as one of the most visible representations of modern development, profoundly influencing production processes and social life. Information and communication technologies (ICTs) form the basis for the transition to the information society that represents the model for developed economies in the 21<sup>st</sup> century. The speed and depth of the changes resulting from ICTs have been termed the second Industrial Revolution. The development of the ICT sector has transformed life in Jamaica in many ways over the past two decades, a period which has seen the introduction and spread in use of mobile phones, personal computers and the Internet, dramatic expansion in the number and range of telecommunications and broadcast media providers, and growth of applications of ICTs in businesses, schools and households.

The telecommunications industry has experienced among the highest levels of expansion and investment in the Jamaican economy, particularly since the year 1999 which saw the lifting of the monopoly on telephone services. Since the liberalization of the industry in 1999, there has been an explosion in the number of telecommunications licences granted in Jamaica, increasing from a total of 2 licences in 2000 to 426 licences by 2006. Foreign direct investment inflows to the ICT sector have averaged 11% of total foreign direct investment inflows to Jamaica over the period 2001-2005. Jamaica also has developed as an outsourcing destination for service providers looking to the Caribbean for a near shore outsourcing location, largely due to the large English-speaking, trainable labour pool, proximity to the largest outsourcing market in the world, the U.S., and competitive cost.<sup>104</sup>

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<sup>103</sup> Connecting to Compete: Trade Logistics in the Global Economy (World Bank; 2007)

<sup>104</sup> In a recent survey Jamaica ranked 7<sup>th</sup> in competitive cost for call centres - the lower cost locations included the Dominican Republic, Romania and Malaysia with India and the Philippines as the lowest cost locations. China was not included in the survey (see Location Consultants 2006).

Jamaica currently has three main mobile providers: Cable & Wireless Jamaica Limited (trading as bMobile), Mossel Jamaica Limited (trading as Digicel) and Oceanic Digital Jamaica Limited (trading as Claro). The Government also has awarded spectrum licences to Digicel and Cable & Wireless to offer broadband services in the 3.5 GHz band. Jamaica's advanced telecommunications infrastructure includes a 100% digital telecommunications network, a submarine fibre optic transmission ring around the island, international submarine cable links through the Cayman-Jamaica fibre system and the recently installed Columbus Communications' Fibralink system to the Dominican Republic.

Jamaica has achieved relatively high uptake of some ICTs, in particular mobile telephony. In 2006, the phone penetration rate in Jamaica reached 106% of the population based on both fixed and mobile phones. A range of international indices show that Jamaica has generally achieved a position midway among the nations of the world in the development of its ICT sector, and has the potential to increase the contribution of its ICT infrastructure to national development. The World Economic Forum Network Readiness Index for 2006-2007 ranked Jamaica 45<sup>th</sup> of 122 countries in terms of ICT environment, network readiness and usage of ICT.

### ***Issues and Challenges***

- ***Spectrum Management*** - There has been an exponential growth in the demand for radiofrequency spectrum, which represents a fundamental resource for Jamaica's telecommunications sector. In some areas such as broadcasting and mobile broadband, this increased demand has resulted in the limited availability of FM frequencies for analog broadcast and the need to review current allocations to ensure that the spectrum is being utilized for its best purpose. Challenges in spectrum management include being able to anticipate the needs of users, to manage the various demands for spectrum to avoid conflict among potential users and to provide the appropriate regulatory framework for the development of wireless communication systems in Jamaica. Jamaica also requires a transition plan to convert its broadcasting systems to digital audio and television, and to accommodate the expansion of mobile broadband using 3<sup>rd</sup> and 4<sup>th</sup> generation technologies.
- ***Regulatory and Legislative Framework*** - There are currently three main regulatory agencies, the Office of Utilities Regulation (OUR), Spectrum Management Authority and Broadcasting Commission, with different roles. However, the government has expressed an interest in creating a single telecommunications regulator to remove the fragmentation and overlapping jurisdictions in the telecommunications sector caused by the existence of the multiple regulators.

- **Human Resource Development** - The rapid pace of change and technological advance will require ongoing human resource development to ensure that adequate trained personnel are available to companies and organizations in the sector, including regulatory agencies. This will require a number of modalities, including formal academic programmes, vocational and skills training, in-house training by companies and access to international skills as required.
- **Access to Infrastructure** - The long-term development of the telecommunications infrastructure must address the need to extend affordable universal access to marginalized communities, remote areas, and vulnerable groups, and to ensure equitable access to telecommunications infrastructure systems by other service providers that rely on these infrastructure systems as the basis to provide their services.
- **Risk Resilience** - The Island's telecommunications infrastructure needs to be adapted on an ongoing basis to address vulnerabilities to hazards and build increasing levels of resilience including establishment of an ICT disaster management programme.

## **Water Supply and Sanitation Services**

Water is the fundamental requirement for all human settlements, and indeed as expressed by the slogan of the National Water Commission (NWC) - "Water is Life!" While 17% of fresh water consumption in Jamaica is for domestic usage, water also represents a necessary resource for a wide range of productive industries including agriculture (which accounts for 75% of water consumption), food processing, and tourism.<sup>105</sup> Faced with the likelihood of growing imbalances between the demand and supply of fresh water at a global level over the next 25 years,<sup>106</sup> Jamaica should consider water as a fundamental strategic resource that is not only necessary for improved quality of life for our population but can provide Jamaica with a competitive advantage in those industries where water represents an important input (including tourism).

Rainfall is the sole source of fresh water across Jamaica, yielding three basic water resource types, namely:

- Surface water – rivers and streams;
- Groundwater – wells and springs; and,
- Direct rainwater – evapotranspiration and harvested rainwater

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<sup>105</sup> Water Resources Authority (WRA)

<sup>106</sup> United Nations Environment Programme. (2000). Global Environment Outlook 2000. United Nations, New York.

Since April 1996, the Water Resources Authority (WRA) has had responsibility for regulation, control and management of the nation's water resources. The NWC on the other hand has responsibility for the public supply of drinking water and sewage treatment, and operates within the policy context of the Government of Jamaica's goal of universal access to potable water by the year 2010 and the establishment of sewerage systems in all major towns by 2020. The National Irrigation Commission (NIC) has responsibility for the supply of water for agricultural and irrigation uses, while the Rural Water Supply Company has the responsibility for the execution of small rural projects.

### *Issues and Challenges*

- **High Levels of System Losses** - The levels of non-revenue water are high due to aging infrastructure and the under metering for 15 percent of the population. Non-revenue water is estimated at 60 percent of the total amount of water distributed by the NWC.<sup>107</sup>
- **Inadequate Water Distribution Infrastructure** - There is inadequate storage capacity in many parishes to increase the reliable yield and to ensure that there are sufficient supplies of water during the dry season. Also, while sufficient water exists on the island to meet all water demands, the water resources are not necessarily located close to the major centres of water demand. The infrastructure to move the water to the areas where it is needed is absent or inadequate in some parts of the country.
- **Inadequate Sanitation Services** - While sanitation services has increased significantly in recent years, it is less extensive than the coverage of water services, and sewage disposal practices are also often inadequate. Sewerage is not generally provided in rural areas, except in housing developments, with only 9% of rural households connected to a sewer system.

## National Strategies

Table 24: National Strategies and Agencies responsible for their Implementation

| NATIONAL STRATEGIES | RESPONSIBLE AGENCIES |
|---------------------|----------------------|
|---------------------|----------------------|

<sup>107</sup> Ministry of Water and Housing [online], <<http://www.mwh.gov.jm>>

| NATIONAL STRATEGIES   | RESPONSIBLE AGENCIES   |
|---|--|
| 9-1 Expand and rationalize the road network and land transport services         | Ministry of Transport and Works<br>National Works Agency<br>National Road Operating and Construction Company   |
| 9-2 Develop a modernized public transport system                                | Ministry of Transport and Works<br>Jamaica Urban Transport Company<br>Montego Bay Metro Limited<br>Transport Authority   |
| 9-3 Expand domestic and international air transport infrastructure and services | Ministry of Transport and Works<br>Airports Authority of Jamaica<br>Civil Aviation Authority<br>Air Jamaica  |
| 9-4 Expand and diversify maritime infrastructure and services                   | Ministry of Transport and Works<br>Port Authority of Jamaica<br>Maritime Authority of Jamaica<br>Caribbean Maritime Institute  |
| 9-5 Develop Jamaica as regional logistics hub                                   | Ministry of Transport and Works<br>Port Authority of Jamaica<br>Maritime Authority of Jamaica<br>Caribbean Maritime Institute<br>Civil Aviation Authority<br>Airports Authority of Jamaica |
| 9-6 Expand broadband network island-wide  | Ministry of Energy, Mining and Telecommunications<br>Central Information Technology Office<br>Private Telecommunications Companies   |
| 9-7 Ensure adequate and safe water supply and sanitation services               | Ministry of Water and Housing<br>Water Resources Authority<br>National Water Commission<br>National Irrigation Commission  |

### **9-1 Expand and Rationalize the Road Network and Land Transport Services**

Jamaica already has an extensive built road network. Over the long-term our existing road network will have to be rationalized as it will not be possible to maintain the entire network at the same standards. Road maintenance will have to be prioritized based on economic and social criteria, including consideration of the relative costs and benefits of primary, secondary and tertiary road networks.



The role of effective periodic and routine maintenance is particularly important given the cost-effectiveness of road maintenance and rehabilitation compared to new road construction. The present approach to road repairs where regular and planned maintenance is replaced by patching of failed areas that have been previously patched is not sustainable and does not address the fundamental causes of road failure. Proper road maintenance will also result in reduced vehicle operating costs. It will be necessary to rationalize responsibility for construction and maintenance for national and parochial roads as well as major drains and gullies between the National Works Agency (NWA) and local authorities, for example, through the creation of a single Road Authority.

The impact and importance of these drainage structures on the road network must be adequately addressed, particularly as the majority of road failures are due to poor drainage of the pavement. Funding for road construction and maintenance will present a major challenge to the public sector, particularly given the budget constraints imposed by the requirements for debt service payments. It will be important, therefore, to develop further opportunities for private sector participation in the construction of new roads and cost recovery through user fees. The expansion of the road network will concentrate on completion of the island's high speed highway network.

### ***Selected Sector Strategies***

- Implement the Road Master Plan to guide the development and maintenance of the island's road network over the next ten years
- Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network
- Improve and rationalize the road transport infrastructure
- Encourage and facilitate greater private sector participation in the construction, management and maintenance of the road network
- Secure a sustainable means of funding for road maintenance expenditures
- Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for the road transport sector
- Ensure that road networks are developed within guidelines of national environmental agencies
- Encourage private sector participation in the improvement of key arterial roads
- Ensure the completion of proposed high speed cross island links
- Improve flow of traffic in urban centres
- Develop inter-modal traffic options
- Develop road systems and infrastructure to facilitate safe non-motorized transport

## **9-2 Develop a Modernized Public Transport System**

The development of a modernized public transport system is a key national strategy for Jamaica's economic infrastructure. The majority of our population is dependent on public transport. Public transport will continue to represent their main land transport option for the foreseeable future, as provision of individual vehicles for the entire population would represent an unsupportable burden on the island's economy, road network, and the environment. Public transport represents the most efficient use of the road network, as well as the most efficient use of energy resources for land transport. Public transport reduces the negative impact of land transport on the environment by reducing fuel emissions.

While the existing public transport system is entirely based on buses and taxis, the long-term development of a modernized public transport system also must consider other transport modes, including passenger rail on critical corridors and short-sea transport e.g. ferries, as well as introduction of alternative fuels such as ethanol and natural gas. The development of the public transport system will require construction and installation of supporting facilities, establishment of an appropriate regulatory and fee structure, ensuring physical and economic access for all social groups, including students, the elderly and the disabled, and integration of transport planning with the overall spatial and land use planning for the country.

### *Selected Sector Strategies*

- Develop and implement long-term plan for public transport system including for schools
- Develop and expand public bus system to meet transport needs
- Ensure access to public bus system for all vulnerable groups
- Ensure appropriate public transport system for students
- Extend taxi routes and licensing to meet demand of travelling public
- Ensure that proper facilities for buses and taxis are in place
- Ensure that adequate policies and regulations for public transport are implemented
- Promote use of public transport over private car travel

## **9-3 Expand Domestic and International Air Transport Infrastructure and Services**

Jamaica must expand its domestic and international air transport services to meet the increasing demand for air travel by domestic and international passengers. Domestic air transport will

benefit from increased numbers of aerodromes over the long term that can accommodate regular and private passenger flights and support the growth of general aviation services island-wide.

Infrastructure development will include completion of current upgrading projects at the two existing international airports, consideration of further expansion of the existing international airports, and the long-term consideration of the potential construction of a third international airport on the south coast, most likely at Vernam Field, to meet the long-term requirements for the growth of air transport, particularly for freight.

The expansion of air transport infrastructure will require careful consideration of the land requirements for these developments, and reservation of required lands for the air transport sub-sector as part of long-term urban and regional planning for Jamaica. The resolution of the long-term future of Air Jamaica will have to be based on an economically viable model, as the government cannot continue to cover operating losses of a national carrier indefinitely.

#### ***Selected Sector Strategies***

- Facilitate the increase of domestic aerodromes in the country
- Promote intra-island air service
- Promote growth of the general aviation industry in Jamaica
- Reserve suitable land areas for airport expansion and future development
- Ensure strategic alliances for airport development and operation
- Sign Air Services Agreements with as many States as feasible
- Resolve long-term future of Air Jamaica

#### **9-4 Expand and Diversify Maritime Infrastructure and Services**

The demand for Jamaica's maritime facilities is derived from the fact that the island is strategically situated at the centre of an 800 million person market in the Western Hemisphere including the largest market in the world, the United States. Jamaica will capitalize on its strategic location and the major investments already made in the maritime transport sub-sector by the national strategy to expand and diversify maritime infrastructure and services, by supporting port development with adequate training and ancillary services, diversification into dry and liquid bulk cargoes and exploration of options to develop linkages that can leverage the investment in port facilities through initiatives such as duty-free shopping, and manufacturing and industrial zones.

Jamaica can also take advantage of the opportunities to be established as an integrated maritime centre, for example as a ship registry location and a crewing nation supplying trained maritime officers for the world shipping industry.

### ***Selected Sector Strategies***

- Promote development of short sea shipping
- Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers
- Encourage development of multi-use port facilities
- Reserve suitable land areas for port expansion and future development
- Exploit opportunities to become a crewing nation due to the worldwide shortage of ship's officers
- Provide technical capacity ashore for maritime industries
- Nurture ancillary and supporting services to develop maritime centre
- Facilitate home-porting of cruise ships
- Facilitate growth of ship registry
- Encourage shipping and ship management companies to base their operations in Jamaica
- Facilitate ship finance funds similar to the German KG-system
- Encourage the entrepreneurial exploits of trained maritime personnel

## **9-5 Develop Jamaica as a Regional Logistics Hub**

Vision 2030 Jamaica aims to accomplish a major national strategy to develop Jamaica as regional logistics hub, by leveraging its strategic geographic location and competitive advantages in existing transport infrastructure. This historic process has the potential to transform Jamaica's economy in the same way that the development of logistics hubs in Singapore and Dubai, have transformed the economies of these countries.

To accomplish this strategy, Jamaica must overcome competition from rival locations in the Caribbean, coordinate its policy and institutional framework, and mobilize public and private sector investment to develop the infrastructure and services required to create a modernized and efficient logistics hub. Jamaica must also overcome the inadequate level of its existing logistics capacity through human resource development and adherence to world class standards of service delivery.

The logistics hub will generate increased generation of primary revenue streams from transport and related facilities and services, and will also provide the ideal platform for domestic

producers to trade goods and services into regional and global markets. The expansion of the Port of Kingston and Kingston Container Terminal in conjunction with the development of logistics facilities in proximate locations and inter-modal transport linkages offers the foundation for Jamaica's logistics hub.

Over the long-term, the development of a major integrated logistics hub on the South Coast centred on Port Esquivel also could integrate the creation of import infrastructure for liquefied natural gas as part of the development of the energy sector, provide multi-use port facilities for the export of industrial minerals, facilitate expansion of tourism on the South Coast and provide the potential for industrial parks for the manufacturing sector.

### ***Selected Sector Strategies***

- Develop national framework and land use plans to spearhead development of logistics hub
- Market Jamaica's logistics facilities to strategic companies at regional, hemispheric and global levels
- Develop linkages to enable domestic producers in Jamaica to use logistics facilities to enhance trade in goods and services
- Ensure international standards for logistics hub
- Establish training institutes for value chain workers
- Apply labour relations best practices from other logistics hubs
- Develop logistics centres at key locations including industrial parks and free zones in conjunction with ports and distribution centres for transhipped and assembled goods
- Facilitate local and international private sector involvement in provision of logistics facilities and services
- Facilitate linkage activities including bunkering, feeder services, cold storage, warehousing, international cargo facilities, aircraft repair, and all related facilities to support a logistics hub
- Facilitate a mail hub in Jamaica
- Integrate inter-modal links between road, rail, sea and air transport systems for logistics hub
- Develop rail and road links from seaports to hub airport and other airports
- Develop Kingston as a major distribution/logistics/free zone and light manufacturing hub of the Americas
- Develop a major integrated logistics hub on the South Coast linking road transport of Highway 2000, existing rail infrastructure, seaport expansion of Port Esquivel, and airport development at Vernam Field

## **9-6 Expand the Broadband Network Island-Wide**

The main information and communications infrastructure for Jamaica's future economic and social development is represented by the broadband network. The national strategy to expand the broadband network island-wide creates the infrastructure required to provide affordable universal access to information and communications technologies for industrial, commercial and residential users. Broadband network development is driven by private sector investment, and must be supported by a transparent, efficient and responsive policy and regulatory framework, including a licensing and rate setting regime.

The development of the broadband network will also address the need to ensure equitable access to telecommunications infrastructure systems by other service providers that rely on these infrastructure systems as the basis to provide their services, as well as domestic and international connectivity, including to the existing fixed line telecommunications operators, and reductions in cost of internet outbound connectivity.

The broadband network will accommodate multiple technological platforms, including wireless, fixed land line and fibre optic cable networks offering combined cable, internet and telephone service, as well as future technologies that may be developed. Finally, the expansion of the broadband network must be complemented by e-inclusion initiatives to increase access to computers and other devices for internet connectivity on an affordable basis to help bridge Jamaica's internal "digital divide."

### ***Selected Sector Strategies***

- Expand ICT infrastructure and broadband penetration to cover entire island
- Promote greater use of Free and Open Source Software (FOSS)
- Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces
- Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces
- Facilitate greater computing device ownership and improved penetration of computing devices throughout homes and businesses
- Create an appropriate policy and regulatory environment conducive to investments in ICT and network development, governed by an independent regulatory institution
- Enhance the ICT infrastructure to ensure the support and security of the nation's information assets and minimize vulnerabilities of ICT networks
- Promote multiple modes of information delivery systems and networks including new wireless and wired technologies

- Ensure equitable access for all educational and training institutions to low-cost, reliable high-speed internet and computer facilities

## **9-7 Ensure Adequate and Safe Water Supply and Sanitation Services**

Reliable and safe yields<sup>108</sup> of freshwater in Jamaica have been estimated at 4085 million cubic metres per year, with groundwater accounting for 84 percent and surface water 16 percent.

Present production from both ground and surface water resources totals 920 million cubic metres per year – 22.5 percent of the current reliable safe yield. This leaves a balance of 3163 million cubic metres per year (over 77 percent of the total) available for development. Worldwide, 54 percent of the annual available freshwater is being used.<sup>109</sup>

New water required by Jamaica for the year 2015 has been estimated at 790 million cubic metres per year by the Water Resources Authority (WRA), with 172 million cubic metres for non-agricultural purposes and 618 million cubic metres for agricultural purposes. Based on these predictions, Jamaica will be using over 41 percent of its reliable safe yield of freshwater by 2015, and the water supply system would have to almost double the amount of water that is supplied between 2003 and 2015. To ensure the provision of adequate and safe water supply and sanitation services Jamaica will have to strengthen the nation's infrastructure for storage, treatment, distribution and disposal of water.

### ***Selected Sector Strategies***

- Improve institutional arrangements for water management by making the ten hydrological basins the management units to address water problems
- Ensure equitable sharing of water resources in each hydrological basin
- Allow for increased private/public sector partnership preferably in denser population areas and leave low density areas for government systems
- Ensure that Millennium Development Goals for safe and adequate water and safe and adequate sanitation are met
- Provide sufficient water for achieving food security
- Introduce acceptable water pricing and cost recovery mechanisms
- Develop wastewater systems that are economical, sustainable and environmentally friendly
- Treat and re-use sewage effluent for irrigation and recharge of aquifers to protect water resources quality

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<sup>108</sup> The *reliable yield* or exploitable surface water is the daily water flow that is exceeded 90 percent of the time. The *safe yield* or exploitable groundwater is the quantity of groundwater that can be withdrawn over a long period without impairing the aquifer as a water source. WRA, [online], Glossary, <[www.wra-ja.org](http://www.wra-ja.org)>

<sup>109</sup> Brown, *et al.*, *The State of the World Population 2001*.

- Identify sanitation systems that are affordable, low technology, sustainable and environmentally safe

**Table 25: Outcome Indicators and Targets for Outcome #9**

| <b>Outcome #9 – Strong Economic Infrastructure</b>  |                             |                         |             |             |   |
|---|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>   | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|   | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>Infrastructure Index</b><br>(adapted from the GCI)                                       | 3.54                        | 3.69                    | 3.84        | ≥4.59       | Targets set to achieve score equivalent to lower range of the top 30 countries by 2030.                       |
| <b>Connectivity and technology infrastructure Index (E-Readiness Index- scored from 10)</b> | 3.8                         | 4.35                    | 4.88        | 7.5         | Target for 2030 is set at the minimum score for the top 20 countries, which are 7.5 in 2008.                  |
| <b>% of Total renewable fresh water resources that is produced</b>                          | 22.5%                       | 30%                     | 41%         | 54%         | Targets are set to meet Jamaica’s projected demand for water by 2015, and to meet the global average by 2030. |



## **National Outcome # 10** **ENERGY SECURITY AND EFFICIENCY**

### **Overview**

**E**nergy represents a fundamental input for modern economies and social life. Jamaica has been almost entirely dependent on imported petroleum as its primary source of energy throughout its modern history.

The transport sector is the largest consumer of petroleum in the Jamaican economy, accounting for 41% of the total quantity of petroleum consumption in 2006. The bauxite and alumina industry follows close behind, at 35%, while electricity generation accounts for 19%. The long-term planning for the energy sector must therefore be focused on these main areas in order to achieve meaningful improvements.

Vision 2030 Jamaica seeks to create a modern, efficient, diversified and environmentally sustainable energy sector providing affordable and accessible energy supplies with long-term energy security that contributes to international competitiveness throughout all the productive sectors of the Jamaican economy.

In an uncertain global environment, Jamaica's dependence on imported petroleum renders the country vulnerable to disruptions in its energy supply as well as to increases in the price of oil, such as took place in 1973 and more recently in the past five years from 2002 when the annual average spot peak price of crude oil on the international market increased by 184% from US\$25 per barrel in 2002 to US\$71 in 2007.<sup>110</sup> Jamaica's total imports of petroleum products were valued at US\$1.73 billion in 2006, up from US\$0.81 billion in 2003, and imports of mineral fuels represented 31% of total merchandise imports in 2006.

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<sup>110</sup> Economic and Social Survey of Jamaica, 2002 and 2007

The International Energy Agency (IEA) projects that global energy demand will increase by over 50% by 2030 based on current energy policies and growth trends, and fossil fuels will continue to dominate the fuel mix.<sup>111</sup> These trends also imply continued growth in energy-related emissions of carbon dioxide (CO<sub>2</sub>).

The world today faces two main threats related to energy – inadequate and insecure supplies at affordable prices and environmental damage due to over-consumption of energy. The prospects for global energy markets therefore heighten concerns about energy security and climate change for small, energy-dependent countries such as Jamaica. As stated by the International Energy Agency, “The challenge for all countries is to put in motion a transition to a more secure, lower-carbon energy system, without undermining economic and social development.”<sup>112</sup>

### ***Energy Security***

Energy security may be broadly considered as ensuring adequate and affordable energy supplies in order to sustain economic performance and national development.<sup>113</sup> Jamaica traditionally has depended on petroleum supplies from Venezuela, Mexico, Trinidad and Tobago and Ecuador, supplemented by purchases on the spot market. However, our long-term energy security is threatened by diminishing global oil reserves, increasing demand in developing countries, particularly China and India, political uncertainties in key oil-producing regions, and the potential impact of natural and man-made hazards on energy production and transport infrastructure. The range of diversification options for Jamaica’s energy sector includes natural gas, coal, petcoke and renewable energy resources. Another recent development in Jamaica’s energy sector has been the advancement of activities related to the exploration for potential oil and gas deposits in onshore and off-shore areas of Jamaica.

### ***Energy Efficiency and Conservation***

Energy efficiency is increased by using less energy per unit output, and contributes to increased competitiveness of economic production as well as environmental sustainability and energy security. Jamaica is very inefficient in the use of energy with an energy intensity index that is

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<sup>111</sup> IEA. *Analyzing Our Energy Future*. 2007

<sup>112</sup> IEA. *World Energy Outlook 2007*.

<sup>113</sup> See for example *The New Energy Security Paradigm*, World Economic Forum, 2006.

more than four times the global average,<sup>114</sup> due in part to the high energy use of the bauxite and alumina sector, an inefficient public electricity system, as well as inefficient energy technologies in manufacturing and other productive sectors. Energy conservation is a broader measure that encompasses energy efficiency as well as behavioural changes that reduce energy consumption.

The Least Cost Expansion Plan for the public electricity sector assumes an average annual growth rate of 4% in energy generation<sup>115</sup>, with peak demand projected to more than double from 641.9 MW in 2005 to 1439.3 MW by 2027. The expansion of electricity generation capacity for public supply and for the bauxite and alumina sector will require long term choices for the fuel mix.

## Issues and Challenges

- **Dependence on Imported Petroleum** - Our dependence on imported petroleum renders our island highly vulnerable to disruptions to the supply and price of our main energy source. This dependence reduces the island's energy security. Dependence on petroleum also limits the country's ability to improve energy efficiency and reduce energy costs. Our renewable energy sub-sector is not as well developed as in some developing countries, such as Brazil, the Dominican Republic and India. Diversification of energy sources, therefore, must represent a priority for the future development of Jamaica's energy sector.
- **Inefficient Electricity System** - Jamaica requires an efficient and reliable electricity supply for its long-term development. However, 50% of the island's electricity-generating plant is over three decades old, has exceeded its intended useful economic life, and is considered relatively inefficient. Also, system losses in transmission and distribution represent 23% of total output.<sup>116</sup> Consequently, the average price of electricity in Jamaica (estimated at US\$0.23 per kilowatt hour in 2006) is significantly higher than regional and international benchmarks for economies of similar parameters such as size and productive capacity, and reduces the competitiveness of Jamaican firms. Jamaica's electricity supply is still subject to periodic power fluctuations and outages that affect the operation of productive enterprises. The Global Competitiveness Index identifies the quality of electricity supply as an important contributor to economic growth and one in which Jamaica is at a competitive disadvantage.<sup>117</sup>
- **Environmental Sustainability** - The use of energy has important environmental consequences. There are significant impacts on human health and the natural environment from oil exploration, production, transport and use. Combustion of fossil

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<sup>114</sup> *The Jamaica Energy Policy Analysis 2005*, Cabinet Office (2005), indicates that the economy requires up to 20,000 British thermal units (BTU) to produce US\$1.00 of output, compared to a global average of 4,600 BTU

<sup>115</sup> (OUR) – 2007

<sup>116</sup> As estimated by the Office of Utilities Regulation

<sup>117</sup> Global Competitiveness Report 2007-2008

fuels is the single largest man-made contribution to climate change because of the volume of carbon dioxide (CO<sub>2</sub>) and other greenhouse gases released. While Jamaica's emissions of greenhouse gases represent only a minor fraction of the global total, as a small island state, Jamaica will be particularly vulnerable to the effects of climate change. Other air pollutants caused by combustion lead to health problems such as respiratory diseases and cause damage to physical infrastructure. The other environmental impacts of the energy sector include potential oil spills, potential contamination of ground water by methyl tertiary-butyl ether (MTBE), a gasoline additive, and the effects of deforestation for the use and production of fuel wood and charcoal. The environmental impacts of the energy sector also have gender implications, including the relatively higher use of charcoal and fuel wood by female-headed households.<sup>118</sup>

## National Strategies

Table 26: National Strategies and Agencies responsible for their Implementation

| NATIONAL STRATEGIES                             | RESPONSIBLE AGENCIES  |
|---|---|
| 10-1 Diversify the energy supply                | Ministry of Energy<br>Ministry of Mining and Telecommunications<br>Petroleum Corporation of Jamaica (PCJ)<br>Jamaica Public Service Company Limited (JPSCo)<br>Bauxite companies<br>Ministry of Transport and Works<br>Private Sector |
| 10-2 Promote energy efficiency and conservation | Ministry of Energy<br>Ministry of Mining and Telecommunications<br>Petroleum Corporation of Jamaica (PCJ)<br>Jamaica Public Service Company Limited (JPSCo)<br>Bauxite companies<br>Ministry of Transport and Works<br>Private Sector |

### 10-1 Diversify the Energy Supply

Under Vision 2030 Jamaica we will diversify our energy supply to increase energy security and to contribute to the cost efficiency of the country's energy sector. Diversification will employ two components: diversification of the fuel mix, and diversification of fuel sources. The precise

<sup>118</sup> PIOJ/STATIN Household Energy Use Study (2006)

trajectory for the diversification of the fuel mix will be based on the completion of studies on the country's energy sector. In order to meet the projected growth in demand for electricity, the following broad diversification options for the fuel mix are proposed:

**Table 27: Proposed Fuel Mix and Diversification Options to meet Projected Growth in Demand for Electricity**

| FUEL TYPE        | DIVERSIFICATION OPTION   |
|------------------|--|
| Petcoke          | Introduce 100MW cogeneration plant at Hunts Bay by 2012 based on expansion of Petrojam refinery  |
| Natural Gas      | Introduce natural gas as a fuel choice for expansion of the public electricity supply and in the bauxite and alumina industry                  |
| Coal             | Introduce coal as long-term diversification option including cogeneration plants for alumina plants based on clean coal technology             |
| Renewable Energy | Commission new renewable energy projects with total capacity of up to 70 MW by 2012 and increase renewable energy to 15% of energy mix by 2020 |

It is important to recognize that the planning horizon to 2030 represents a transitional period in the evolution of the world's energy sector. During this period the world will be developing alternative energy sources that will represent long-term solutions to the economic and environmental problems caused by fossil fuels.<sup>119</sup> However these alternative solutions are not yet ready for adoption for large-scale commercial use. Consequently it is likely that fossil fuels will remain the main source of energy for Jamaica until 2030, and the emphasis during this transition period is to switch from inefficient use of fossil fuels to a far more efficient use of fossil fuels to reduce the economic and environmental costs.

In addition, efforts to use locally-produced ethanol as an oxygenate and octane enhancer and to increase the use of solar energy, biogas, photovoltaic devices and other renewable energy

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<sup>119</sup> Emerging technologies which could become relevant to the development of the energy sector in Jamaica over the planning timeframe to 2030 include fuel cells, second generation bio-fuels, and efficient solid state thermoelectric converters for solar energy. Unforeseen advances also could come from so-called "disruptive" technologies, which have the potential for significantly altering energy production, distribution and use. Jamaica's future energy options may even include nuclear energy in the form of small pebble-bed nuclear reactors (small tennis ball sized helium-cooled reactors consisting of only 9 grams of uranium per pebble to provide a low power density reactor in the size range of 70-200 MW) which are expected to become commercially available in the time window 2020 - 2025 (Wright 2007).

sources will help to reduce the dependency on imported petroleum over time.<sup>120</sup> Over the long-term Jamaica's energy sector will have the flexibility and capacity to adopt and adapt to the emerging technologies that will reduce the country's dependence on fossil fuels permanently.

Energy diversification in the transport sector will include introduction of ethanol and other renewable energy fuels for motor vehicles, potential conversion of fleet operators (e.g. buses and taxis) to compressed natural gas (CNG) and other alternative fuels, and promotion of hybrid vehicles.

To diversify its energy sources, Jamaica must maintain strategic foreign relations with its main existing energy suppliers and with potential suppliers for new diversified fuel types. These sources include the main oil, gas and coal suppliers in the Caribbean region, as well as other international sources.

***Selected Sector Strategies:***

- Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector
- Secure long-term contracts for energy raw material and energy products from regional and extra-regional suppliers
- Align foreign policy with energy policy to ensure energy security
- Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies
- Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix
- Create a fiscal environment that encourages development and use of alternate energy
- Promote strategic partnerships between the public and private sectors to finance and develop energy diversification projects
- Accelerate comprehensive oil and gas exploration programme
- Encourage research, development and timely and efficient implementation of qualified renewable energy projects
- Implement legislation for net metering and qualifying facilities to promote the increased use of renewable energy
- Undertake performance review of new and emerging energy technologies on an ongoing basis

## **10-2 Promote Energy Efficiency and Conservation**

A fundamental national strategy is to increase the efficiency of the energy sector in the generation, transmission and distribution of electricity, in the use of energy in the transport

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<sup>120</sup> Country Environmental Assessment for Jamaica 2007. IDB

sector, and in the consumption of electricity by industrial, commercial and residential consumers. Energy efficiency and conservation are our best immediate hope to reduce the nation's use of oil and the attendant negative environmental impacts. This calls for renewed national efforts to conserve energy and use it as efficiently as is possible. On a micro-level, energy consumption cost is a significant component of a firm's operation and can influence the profitability of that facility. Investment in proven energy conservation measures can reap financial and environmental benefits, and contribute to enhanced economic competitiveness of firms.

The efficiency of the electricity sector will be increased by replacing old, oil-fired steam units by new, combined-cycle natural gas plants, and by reducing system losses in transmission and distribution. The energy efficiency of the transport sector will be increased by promoting importation of more efficient vehicles, establishing taxes on petrol at levels to encourage conservation, provision of adequate infrastructure for transition to alternative energy vehicles, promoting carpooling opportunities, and increasing mass transit opportunities and utilization. Energy efficiency and conservation by consumers will be enhanced by demand side management programmes that promote public awareness of the importance of responsible energy use, facilitate the introduction of energy-saving devices, and employ energy-saving approaches in building design and construction.

Energy efficiency and conservation will be promoted by use of market mechanisms to promote competition and provide economic benefits for efficient energy use. The role of independent power providers (IPPs) will be increased, while net metering by households and enterprises that provide electricity to the national grid will be considered. Worldwide, energy efficiency has improved considerably since the 1970s in response to energy price increases, supply uncertainties, government policies and independent technological improvements. Technological advances have allowed for increases in energy efficiency, reducing energy demand while increasing economic activity. Studies have indicated that energy savings of 20 – 30% could be obtained globally over the next three decades through improvements in energy-using technologies and energy supply systems.<sup>121</sup>

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<sup>121</sup> Exploring Issues and Opportunities for Enhancing The Competitiveness of Jamaica's Manufacturing Sector through Energy Management, ENACT Programme and Jamaica Manufacturers Association Limited, 2004

**Selected Sector Strategies:**

- Liberalize energy industry and markets to promote competition
- Unbundle existing vertically integrated industry structures and establish and implement common carrier and common access principles, where demonstrated to be technically and economically feasible
- Establish framework for timely development, decision-making and implementation of least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity
- Encourage integrated energy/industrial parks
- Develop institutional capacity to implement demand-side energy management programmes
- Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy
- Update, apply and enforce building codes to incorporate efficient use of energy
- Promote use of appropriate technology to reduce emissions, effluents and leaks from the energy sector
- Increase awareness of energy-related issues and best practices by large and small consumers
- Develop and implement environmental stewardship programmes in GOJ
- Apply emerging appropriate energy technologies to increase efficiency
- Review quality standards for energy supplies
- Encourage greater energy efficiency in the transport sector

**Table 28: Outcome Indicators and Targets for Outcome #10**

| <b>Outcome #10 – Energy Security and Efficiency</b>                                    |                             |                         |                  |                 |  |
|--|-----------------------------|-------------------------|------------------|-----------------|--|
| <b>OUTCOME INDICATORS</b>  | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |                  |                 | <b>COMMENTS</b>  |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b>      | <b>2030</b>     |  |
| <b>Percentage of renewables in energy mix</b>  | 5.6%                        | 11%                     | 12.5%            | 20%             | Local targets based on the Draft Energy Policy for 10% by 2010 and 15% by 2020. The 2030 target is set using the same annual average incremental increase.           |
| <b>Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2000 \$US)</b> | 15392                       | 14000                   | 12700            | 6000            | Target set to approach average EII for the top 5 non-oil producing nations by 2030.  |
| <b>Fuel reserve Barrels/1000 population</b>  | 592<br>21 days              | 846<br>30 days          | 2537<br>3 months | 5074<br>90 days | Jamaica presently has approximately 21 days reserve. The targets are set to allow for 1 month supply by 2012, and 6 months supply by 2030, estimated at current use. |



## **National Outcome # 11** **A TECHNOLOGY-DRIVEN SOCIETY**

### **Overview**

Science, Technology and Innovation (STI) combined, are widely seen as some of the underlying factors behind rapid economic and industrial growth, leading to the development of competitive nations. STI plays a fundamental role in the creation of wealth, economic development and in the improvement of the quality of life for all citizens. These areas are engines of integral development. They generate employment and well-being through innovation and the commercialization of new products and services; they help reduce poverty; improve education, health, nutrition and trade; and are essential for building new capacities that are critical in the 21<sup>st</sup> century.

The National Commission on Science and Technology (NCST) is the main coordinating agency for STI in Jamaica. In terms of the legal and institutional framework governing STI in Jamaica, a Draft National Science and Technology Policy is currently being finalized. Vision 2030 Jamaica seeks to deepen the application of science and technology to benefit all aspects of national development and unleash the full creative potential of our people.

Vision 2030 Jamaica recognizes that it is vital for Jamaica to become excited and engage in using science and technology, and in valuing the role of innovation in delivering greater economic, social and environmental benefits for the country.

Building the capacity for STI in Jamaica will enable us to:

- Make demonstrable progress in achieving the Millennium Development Goals (MDGs), tackle health and nutrition problems, avoid and/or mitigate the impacts of natural disasters, embark on a path of sustainable poverty reduction, safeguard fragile ecosystems, and improve the quality of daily life for the rural and urban poor

- Transform the economy from one that is based on subsistence agriculture, enclave extractive industries, and simple, low skilled manufacturing into one that is based on the production of more knowledge intensive, higher value-added goods and services
- Raise productivity, wealth, and standards of living by developing new, competitive economic activities to serve local, regional and global markets
- Develop appropriate R&D capacity to support technology-based economic growth and to address social, economic and ecological problems specific to our country

With respect to technology, its contributions to national competitiveness has increased in recent years and within the broad application of technology the dissemination of knowledge and use of information and communication technologies (ICTs) in particular have become more widespread. ICT is important as a sector in its own right, and ICT is also an enabler of all other sectors, including the economic, social, environmental and governance sectors. This enabling role of ICT encompasses the concept of ICT for development (ICT4D), reflecting the contribution that the application of ICTs can make to national development in all sectors as the “general purpose technology” of the current era.<sup>122</sup>

The application of ICTs has led to reduction in transaction costs between businesses and consumers, and is credited with contributing to increased productivity in recent years. Research suggests a strong linkage between the levels of ICT advancement of a country and growth in per capita GDP for both developed and developing countries.<sup>123</sup> Studies also indicate that firms that use ICTs grow faster, invest more, and are more productive and profitable than those that do not.<sup>124</sup> ICTs also have profound implications<sup>125</sup> for poverty reduction and social well-being.

ICTs can foster the development of business and social networks which enhance competitiveness and individual freedoms. E-inclusion becomes an important aspect of the information revolution as “harnessing the full potential of the benefits of the global information society is possible only

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<sup>122</sup> See Global Competitiveness Report (2007) p. 5

<sup>123</sup> UNCTAD (2006)

<sup>124</sup> World Bank (2006)

<sup>125</sup> For example, research from a ‘Village Pay Phone’ project in Bangladesh indicated that the introduction of telephones to the village allowed the villagers to eat well all year round compared to only 9.9 months when there were no phones (UNDESA 2005)

if all nations and the peoples of the world share this opportunity equally.”<sup>126</sup> Access to information technologies is one of the targets listed in the Millennium Development Goals (MDGs) and is considered important by itself as well as for the achievement of all the MDGs.

The development of the ICT sector in Jamaica has been influenced by the World Summit on the Information Society (WSIS) Declaration of Principles (2003), in which countries involved in the WSIS, including Jamaica, affirmed a commitment to building a “people-centred, inclusive and development-oriented Information Society.” Under the e-Readiness ranking produced by the Economist Intelligence Unit (EIU), which provides an assessment of a country’s status in terms of connectivity and its ICT environment in relation to other countries, Jamaica’s 2007 rank is 46<sup>th</sup> out of 69 countries. Jamaica has been ranked the #1 e-government nation in the Caribbean for the last 3 years by the UN Global E-Government Rankings and has introduced electronic portals for accessing a range of government services and for payment of taxes.

A comparison of the relative standing of Jamaica’s ICT sector on indicators with the Latin American and Caribbean region for 2005 shows that Jamaica compared favourably on a number of indicators relating to access, including numbers of mobile subscribers and Internet subscribers per 1,000 persons, but was behind the region in telephone main lines and personal computers per 1,000 persons and percentage of households with television. Jamaica also compared favourably on indicators relating to affordability, institutional efficiency and sustainability, and ICT applications, but trailed in level of broadband subscribers at 3.4 per 1,000 persons compared to 16.5 per 1,000 persons for the region.

In summary, STI is fundamental in fostering economic growth and global competitiveness and is a sine qua non for advancing national development.

### **Issues and Challenges**

- ***Low Levels of Investment*** - Jamaica’s capacity for research and innovation is limited by the relatively low levels of overall expenditure on research and development.<sup>127</sup> This is evidenced by the fact that despite path breaking work in agricultural research, and recent expansion of the science infrastructure, Jamaica spends less than 1% of GDP on scientific

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<sup>126</sup> UNDESA (2005)

<sup>127</sup> Jamaica spends approximately 0.3% of GDP in R&D which is well below the levels of the rest of the world with an average of 1.7% and Latin America and the Caribbean with an average of 0.6% of GDP (see Kelly 2005).

research and development.

- **Lack of a National Innovation System** – A National Innovation System (NIS) can significantly contribute to the delivery of the anticipated economic and social prosperity. There are many real challenges in the STI sector as it is still relatively underdeveloped and the linkages between key players in the innovation process are weak or, in some cases, nonexistent when compared to those of the developed world, rapidly developing economies or those countries that are deliberately poised to catch up and leapfrog into developed country status. Without effective linkages among key NIS stakeholders, diffusion of STI into the economy will be a challenge.
- **Protection of Intellectual Property** - Intellectual property is the fundamental resource of innovation. Jamaica already possesses the basic legal framework for protection of intellectual property. However, this framework has a number of weaknesses, including limited capacity of collecting agencies and other institutions, existing high levels of piracy, and relatively low public appreciation of the importance of intellectual property rights. Jamaica is not part of a number of critical intellectual property treaties and conventions including the Madrid Treaty. The long-term development of innovative potential will require planning to address these weaknesses.
- **Limited Role of Government** - In addition to its role in providing the regulatory and legislative framework, the government can play a greater catalytic role through the demonstration effect of its adoption of information technology<sup>128</sup> and the impetus it can provide through promotion of e-government for online access and provision of government services. However, there is no specific vision, approach or agenda for STI development, nor specific approaches on how STI can advance a broader national vision.
- **Human Resource Development** - There is still a lack of adequate science and technology education at the primary, secondary and tertiary levels. Secondary school examination pass rates are particularly low in subjects that are critical for technological progress, including mathematics and sciences. Technology deployment and usage is still curtailed by a combination of human resource factors including high illiteracy rates, loss of ICT skills due to migration, low skill levels and high technology anxiety among the elderly, and high unemployment rates among the general labour force, particularly affecting women and youth.
- **Inadequate Data on ICT sector** - The ICT sector suffers from the absence of quantitative data at both the micro and macro levels. There is also inadequate information on the status of ICT4D and the application of ICT in other sectors. Financial support and attention will need to be placed on obtaining the necessary data to better inform the decisions that must guide the creation of the technology-driven society.

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<sup>128</sup> An example of this role has been provided by the implementation of effective ICT systems in the process of clearing goods at customs.

## National Strategies

Table 29: National Strategies and Agencies responsible for their Implementation

| NATIONAL STRATEGIES   | RESPONSIBLE AGENCIES   |
|---|--|
| 11-1 Integrate science and technology into all areas of development | National Commission on Science and Technology<br>Scientific Research Council<br>Ministry of Energy<br>Ministry of Mining and Telecommunications<br>Ministry of Education<br>University of the West Indies<br>University of Technology, Jamaica<br>Office of the Prime Minister |
| 11-2 Create a dynamic and responsive National Innovation System     | National Commission on Science and Technology<br>Scientific Research Council<br>Ministry of Energy<br>Ministry of Mining and Telecommunications<br>University of the West Indies<br>University of Technology, Jamaica<br>Ministry of Education<br>Office of the Prime Minister |

### 11-1 Integrate Science and Technology into All Areas of Development

The integration of science and technology into all areas of development is important in the creation of a knowledge-based economy and in fostering economic growth and global competitiveness. Vision 2030 Jamaica is designed to enable our country to take a leap forward to becoming an acknowledged leader in this field through increasing participation in the sciences, developing capacities among the public and private sectors and academia to identify and adopt appropriate technologies, applying science and technology to economic and social processes, and promoting access to technological solutions for all categories of our population.

#### *Selected Sector Strategies:*

- Build capacity for effective science and technology education in primary and secondary schools
- Use ICT to enhance learning in the formal education system.

- Build strong links and create a two-way transfer of knowledge between research in tertiary institutions and the market place.
- Create and improve strategic public-private sector partnerships in building science and technology skills and competencies and improving infrastructure.
- Review and define roles of R&D institutions to gain maximum output of STI investments
- Identify priorities for STI infrastructure development consistent with state development objectives and the STI vision to deliver joint investment by industry, research institutions and government.
- Create and maintain a coordinated and creative funding mechanism for R&D and innovation such as venture capital, foreign direct investment, revolving loan scheme for MSMEs, tax concessions on R&D equipment, national R&D fund etc.
- Create an effective policy and legislative framework to support and advance STI including strengthening the Intellectual Property Rights (IPR) System.
- Develop a viable and robust STI policy, which is aligned with other policies (biotechnology, energy, agriculture, environment, industrial, science education, health, mining, ICT etc.)
- Align STI investments to solve national problems in industry, environment and society
- Commercialize research and innovation
- Reposition industry to take up new and emerging technologies to improve international competitiveness of local manufacturing
- Encourage innovative use and application of ICT by Jamaican private enterprise and government.
- Develop a nation-wide public education campaign on ICT.
- Promote lifelong learning in ICTs.
- Strengthen and modify the policy, legislative and regulatory framework governing the ICT sector in a transparent, effective and efficient way.
- Integrate ICT in the administration of justice and law enforcement.
- Promote greater use of Free and Open Source Software (FOSS)

## **11-2 Create a Dynamic and Responsive National Innovation System**

Science, technology and innovation (STI) are essential ingredients in the industrialization and sustainable development of nations. The importance of these ingredients as crucial factors in the economic growth and competitiveness of countries has become all the more evident in the face of globalization, trade liberalization and the emergence of knowledge-based industries. This new competitive environment has fuelled the growth of knowledge-intensive production by increasing scientific and technological interactions and the need for innovation. The active search for continuous improvements has created an urgent need to rely even more on scientific and technological innovation and to adjust policies and practices at both the enterprise and government levels. To meet this need, Jamaica will implement a national strategy to create a dynamic and responsive national innovation system.

**Selected Sector Strategies**

- Align investment in STI infrastructure with national development goals
- Create access to venture capital, including attracting FDI and setting up revolving loan schemes for SMEs or implementing a tax credit all aimed at attracting more research intensive activity in Jamaica.
- Promote formation of and nurture STI professional organizations as vehicles for STI capacity formation and conduits for the flow of STI knowledge and skills into the country's innovation system
- Create knowledge parks and centres of excellence to facilitate R& D and innovation, with emphasis on indigenous technology
- Identify priorities for STI infrastructure development consistent with state development objectives and the STI vision to deliver joint investment by industry, research institutions and government.
- Develop/organize world class research teams across all disciplines
- Create a national research and development agenda and establish appropriate mechanisms to encourage the private sector to become the dominant player in STI and R&D activities
- Increase commercial funding and grants for ICT research and innovation

**Table 30: Outcome Indicators and Targets for National Outcome #11**

| <b>Outcome #11 – A Technology Driven Society</b>       |                             |                         |             |             |   |
|--|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>                              | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b># of scientific publications/million population</b> | 48                          | ≥55                     | ≥62         | ≥105        | Target for 2015 is to meet CARICOM average of 71 scientific publications per million population (reported in 2000 World Science Report) and global average by 2030. |
| <b>Resident Patent filing per million population</b>   | 4<br>(10/2.682)             | ≥12                     | ≥18         | ≥53         | Target set to reach Cuba's value by 2015.   |
| <b>E-readiness Index</b>                               | 5.05                        | ≥ 5.50                  | ≥ 6         | ≥ 8         | Targets set to meet the global average by 2015 and the average score for the top twenty countries by 2030.  |

## **National Outcome # 12**

### **INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES**

#### **Overview**

The new paradigm for Jamaica's economic prosperity recognizes that wealth is created by the efficient production of valuable goods and services. The national outcomes of stable macro-economy and competitive business environment, strong economic infrastructure, energy security and efficiency, and authentic and innovative culture are important in creating the foundations for wealth creation – they are necessary conditions for economic prosperity, but they are not sufficient.

A nation's productivity ultimately depends on the performance of its economic enterprises of all sizes and across sectors. At the microeconomic level, productivity is enhanced by the availability of inputs and support services that build enterprise capabilities and by conditions that compel competitiveness through highly demanding customers and intense inter-firm rivalry.<sup>129</sup> These microeconomic conditions for productivity and prosperity are reflected in the Vision 2030 Jamaica national outcome of internationally competitive industry structures.

The development of enterprise capabilities and business sophistication of companies in Jamaica (including domestic firms as well as subsidiaries of foreign companies) involves improvement of the operational effectiveness of their activities throughout the value chain and pursuit of increasingly differentiated strategies that can capture greater premiums from customers in domestic and export markets. The microeconomic business environment includes the quality of input conditions, inter-firm strategy and rivalry, local demand conditions, and the presence of related and supporting industries.<sup>130</sup> Empirically, many high-performing enterprises have been observed to be located in clusters of companies and supporting institutions in a particular industry, often concentrated in a particular geographic region or urban centre. Clusters provide a range of benefits to firms including economies of agglomeration, labour market pooling

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<sup>129</sup> GCI

<sup>130</sup> These four areas have become known as the national diamond of competitiveness (Porter )



(particularly for skilled workers), access to specialized goods and services and technological spill-over effects. These benefits enable companies located within a cluster to increase their levels of productivity and innovation.

Another aspect of international competitiveness that has become increasingly important relates to the impact on the environment of economic production by industries and firms. In the past, environmental protection has been considered to be “in the public interest” and external to private life, with governments assuming principal responsibility for assuring environmental management, and directing the private sector to adopt environmentally sound behaviour through regulations, sanctions and occasionally, incentives. However, the roles of sectors have been changing, with the private sector becoming an active partner in environmental protection as many governments and businesses are now realizing that environmental protection and economic growth are not always in conflict. Indeed, by integrating environmental and economic approaches, modern industries and firms may enhance their international competitiveness in the future.

Many of today’s industry leaders base their business operations on the principle of ‘eco-efficiency.’ The term eco-efficiency was coined by the World Business Council for Sustainable Development in 1992 and is defined as “...*delivery of competitively priced goods and services that satisfy human needs and bring quality of life, while progressively reducing ecological impacts and resource intensity throughout the life cycle, to at least a level in line with the Earth’s estimated carrying capacity.*”

Eco-efficiency embraces other concepts, such as ‘pollution prevention,’ ‘source reduction,’ ‘waste reduction,’ ‘waste minimization’, ‘clean (or cleaner) production’ and ‘lean manufacturing.’ Through eco-efficiency Jamaican firms will be able to reduce their negative environmental impacts while strengthening their basis for sustained profitability. Compliance with environmental standards including ISO and HACCP<sup>131</sup> also has become a requirement in many cases for entry to valuable export markets. Jamaican enterprises will benefit from greater compliance with environmental standards in building a more prosperous Jamaican economy.

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<sup>131</sup> ISO - International Standards Organisation; HACCP - Hazard Analysis and Critical Control Points

The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy, including the main goods and services producing sectors. These sectors include:

- Agriculture
- Construction
- Creative Industries and Sport
- Information and Communications Technology (ICT)
- Manufacturing
- Mining and Quarrying
- Services
- Tourism

### Issues and Challenges

- **Capacity Constraints of Jamaican Companies** - Jamaican companies are affected by a range of capacity constraints that reduce their business sophistication. These include limited application of modern technology and management techniques, lack of focus on customer service, and low levels of energy-efficiency and use of environmental management systems. The GCI report identifies local supplier quality and production process sophistication as areas of competitive disadvantage for Jamaica.<sup>132</sup> Relatively few Jamaican companies engage directly in export of goods or services, and even fewer participate in or control their channels of international distribution. These capacities must be developed systematically to make Jamaican firms and industries more competitive over time.
- **Limited Inter-Sectoral Linkages** - Jamaica does not have strong linkages among different sectors of its economy, which would broaden the value chain of enterprises and industries, create higher economic multipliers and retain greater value-added within the domestic economy. Jamaica has limited development of economic clusters that represent specialized centres of excellence.<sup>133</sup> Rising trade deficits as well as the limited impact of foreign direct investment in generating growth have been attributed in part to the low levels of inter-sectoral linkages and high import content of the Jamaican economy.
- **Limited Application of Environmentally Friendly Processes** - Despite advances in some sectors including tourism, the Jamaican private sector has made limited progress in implementation of environmental management systems. Many Jamaican manufacturers for example tend to procure 'appropriate technologies,'<sup>134</sup> versus cleaner technologies. Functionality and price are generally the most important criteria in procurement, as opposed to resource efficiency. In order to become competitive, these manufacturers will have to upgrade their facilities, retro-fitting and replacing obsolete equipment with cleaner, state-of-the-art technologies to minimize operating costs and ensure

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<sup>132</sup> GCI

<sup>133</sup> GCI

<sup>134</sup> "Appropriate technologies' are intermediate technology, simple or small-scale machinery and tools that tend to be used in developing countries because they are cheap and easy to produce and maintain.

sustainability<sup>135</sup>. Without improved environmental performance, future business operations will be exposed to risks of rising prices for water, energy, materials, and waste disposal. The private sector has an interest – and an economic opportunity – in managing the natural capital portfolio wisely, as many of the goods and services supplied by ecosystems cannot be replaced at any reasonable cost.

## National Strategies

Table 31: National Strategies and Agencies responsible for their Implementation

| NATIONAL STRATEGIES |  | RESPONSIBLE AGENCIES  |
|---------------------|--|---|
| 12-1                | Develop company sophistication and productivity  | Ministry of Industry, Investment and Commerce<br>Jamaica Trade and Invest<br>Private Sector   |
| 12-2                | Develop economic linkages and clusters   | Ministry of Industry, Investment and Commerce<br>Jamaica Trade and Invest   |
| 12-3                | Develop economies of scale and scope through collaboration among enterprises in the region | Ministry of Foreign Affairs and Trade<br>Ministry of Industry, Investment and Commerce  |
| 12-4                | Enhance the framework for competition among enterprises                                    | Ministry of Finance<br>Ministry of Industry, Investment and Commerce<br>Fair Trading Commission   |
| 12-5                | Promote eco-efficiency   | Ministry of Industry, Investment and Commerce<br>National Environment and Planning Agency<br>Jamaica Institute of Environmental Professionals<br>Bureau of Standards, Jamaica |

### 12-1 Develop Company Sophistication and Productivity

In the early stages of the implementation of Vision 2030 Jamaica, economic progress will necessarily depend on addressing the weaknesses in the basic pillars of competitiveness including macro-economic conditions and on improving the efficiency-enhancing pillars to approach world-class levels. However, the full transition to an innovation-based economy will

<sup>135</sup> Exploring Issues and Opportunities for Enhancing The Competitiveness of Jamaica's Manufacturing Sector through Energy Management, ENACT Programme and Jamaica Manufacturers Association Limited, 2004

require companies to transform their levels of sophistication by employing global best practices of management, technology and production, and by seeking to compete on increasingly differentiated strategies based on creating complex products and services that meet the unique needs of demanding and sophisticated customers. This will require the capacity constraints of Jamaican companies to be addressed over time, through mechanisms such as training programmes, technology transfers, and partnerships between domestic and international firms.

***Selected Sector Strategies***

- Enhance physical, human, institutional, technical and financial capacity of productive enterprises and individuals including materials and energy efficiency, supply chain management and product costing and pricing
- Develop and promote high-quality standards for globally competitive products and services
- Promote application of ICT to production, distribution and marketing of products and services
- Develop world-class capacity in measurement and promotion of productivity
- Identify and strengthen export capacity in target areas
- Strengthen relevant industry and professional associations including building their capacity for strategic planning
- Initiate public and private-sector partnerships for funding of adaptive research

**12-2 Develop Economic Linkages and Clusters**

Jamaica will develop economic linkages and clusters to strengthen the capacity of firms and industries to collaborate in building more complex value chains within the domestic economy. We will build on the experience already gained in fostering competitive clusters in a number of sectors including tourism, entertainment and agriculture.

***Selected Sector Strategies***

- Develop analysis of the value chain for Jamaica's main productive sectors
- Support and foster the development of new and innovative process and product ideas through business incubation and innovation centres
- Build horizontal and vertical clusters and networks within the main productive sectors
- Develop appropriate research and measurement methodologies for the main productive sectors
- Strengthen partnerships between national associations, government and other public and private sector partners
- Encourage collaboration and pseudo-group buying of inputs to obtain lower unit cost of supplies
- Identify, create awareness of and facilitate opportunities for linkages among industries and sectors

- Establish appropriate marketing and information systems to bring together purchasers and producers in linkage sectors
- Encourage strengthening of the capacity of producers to meet demands of purchasers in linkage sectors
- Leverage relationships with the Jamaican Diaspora to improve access to foreign markets
- Promote collaboration among productive enterprises to develop economies of scale in production and marketing

### **12-3 Develop Economies of Scale and Scope through Collaboration among Enterprises in the Region**

Economic linkages will be strengthened not only within the Jamaican economy but also between Jamaica and other countries within the Caribbean region. Economic cooperation and coordination among neighbouring countries is an important mechanism for expanding trade and investment. This national strategy will build on the process of regional integration under the CSME to enhance collaboration between economic enterprises in different countries to benefit from economies of scale and scope, specialization and sharing of technology and best practices, particularly in fostering joint approaches for accessing international and global markets.

#### ***Selected Sector Strategies***

- Establish strategic regional and global partnerships to support local producers including exchanges and co-production agreements
- Promote joint-ventures with regional and international industry players
- Promote regional cross-training, secondments and staff exchanges

### **12-4 Enhance the Framework for Competition among Enterprises**

Competitive enterprises can only be created through actual competition. Long-term economic development requires a strategic focus on maintaining an effective framework for competition among enterprises. This framework will include legislation and institutions to promote fair competition, trade regimes that allow fair access to domestic and export markets, and establishment of an appropriate role of the government in regulating private sector economic activities.

#### ***Selected Sector Strategies***

- Strengthen policy and legislative framework for fair market competition

## 12-5 Promote Eco-Efficiency

Promoting eco-efficiency includes adopting the principles of “natural capitalism” by enabling organizations to increase profitability and efficiency while becoming more environmentally and socially responsible. The concept integrates the “triple bottom line”<sup>136</sup>, into a single bottom line, fostering greater levels of operational efficiency within organizations. The principles of natural capitalism provide the basis for a complete rethinking of business by:

- Radically increasing the productivity of resource use
- Shifting to biologically inspired production (bio-mimicry) with closed loops, no waste, and no toxicity
- Shifting the business model away from the making and selling of "things" to providing the service that the "thing" delivers
- Reinvesting in natural and human capital

This approach aims at achieving no net loss of natural or social capital.

Some of the opportunities that are attributed to businesses becoming environmental or “green” are increases in profits; gaining competitive advantage; securing increased market share; and making better products. Through greater adoption of eco-efficiency, Jamaican firms will be better able to meet the main forces influencing the increasing adoption of environmental management systems, including competition from other environmentally conscious firms locally, regionally and internationally; pressure from customers who are themselves pursuing environmental improvement; mounting concern for environmental welfare both locally and globally; meeting current and anticipated legislative requirements, and reducing waste and cost. By integrating environmental considerations into all functional management areas, Jamaican industries and enterprises will create the potential for reduction in costs (e.g. less material/energy) and for competitive advantages (e.g. "green products")<sup>137</sup>.

### *Selected Sector Strategies*

- Apply high levels of capital for increased utilization of efficient technologies
- Develop capacity of local companies in process, materials and energy efficiencies
- Develop capacity of local companies to meet international environmental standards
- Support integration of environmental considerations into all functional management areas
- Address waste, emissions, water and energy in integrated sustainable planning for the productive sectors

<sup>136</sup> a term that refers to the business goals of profitability, environmental awareness, and social responsibility

<sup>137</sup> Handbook on Natural Capital and Eco-Efficiency (2005), ENACT Programme

**Table 32: Outcome Indicators and Targets for Internationally Competitive Industry Structures**

| <b>Outcome #12 – Internationally Competitive Industry Structures</b>             |                             |                         |             |             |   |
|--|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>  | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>Country's share in global production (% share of global GDP based on PPP)</b> | 0.033                       | 0.035                   | 0.037       | 0.047       | Target is to regain Jamaica's 2000 share of world production by 2015 (0.004 percentage points in 6 years) and add 0.010 percentage points in the next 15 years. |

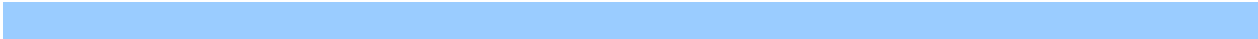
### Sectoral Strategies

The Vision 2030 Jamaica National Development Plan addresses many of the macro-economic and micro-economic conditions required for the growth and development of the productive sectors of the economy, including macro-economic stability, an enabling business environment, strong economic infrastructure, energy security and efficiency and the promotion of science, technology and innovation. The Plan also addresses the need to build human and institutional capital and protect our natural resources for long-term national development. In addition to these general conditions for economic growth, the National Development Plan also recognizes the particular requirements of each of the main goods- and services-producing sectors which are analysed and addressed in detail below.

**Table 33: Main Goods-and-Services Producing Sectors and Responsible Agencies**

| <b>ECONOMIC SECTORS</b> | <b>RESPONSIBLE AGENCIES</b>   |
|-------------------------|---|
| Agriculture             | Ministry of Agriculture<br>Rural Agricultural Development Authority<br>Jamaica Agricultural Society<br>Commodity Boards |
| Manufacturing           | Ministry of Industry, Investment and Commerce<br>Jamaica Manufacturers Association                                      |
| Mining and Quarrying    | Ministry of Energy<br>Ministry of Mining and Telecommunications<br>Jamaica Bauxite Institute                            |
| Construction            | Ministry of Transport and Works<br>Incorporated Master-builders Association of Jamaica                                  |

| <b>ECONOMIC SECTORS</b>   | <b>RESPONSIBLE AGENCIES</b>   |
|---|---|
|   | Trade Unions<br>Professional Associations   |
| Creative Industries and Sport                                     | Ministry with responsibility for Culture and Sport  |
| Information and Communications Technology (ICT)                   | Ministry of Energy<br>Ministry of Mining and Telecommunications<br>Ministry of Industry, Investment and Commerce<br>Central Information Technology Office |
| Services (Financial Services, Business Services and Distribution) | Ministry of Industry, Investment and Commerce   |
| Tourism   | Ministry of Tourism<br>Jamaica Tourist Board<br>Tourism Product Development Company Limited   |





## **Agricultural Sectoral**

### **Overview**

The agricultural sector remains an important contributor to GDP, employment, foreign exchange earnings and rural life in Jamaica. It is comprised mainly of small farmers with 2 hectares or less accounting for 77% of total agricultural holdings. The sector, however, has experienced numerous challenges that have resulted in an overall decline in output and direct contribution to GDP over recent years.

Our agricultural sector has exhibited persistently low productivity and consequently has been vulnerable to increased competition resulting from progressive rounds of trade liberalization over the past two decades. Other problems include heavy reliance on imports, use of inappropriate technologies, praedial larceny, an aging work force, difficulties in titling and transfer of lands, high cost of capital and inadequate research and development. The sector is extremely vulnerable to shocks including weather conditions, pest infestations, impact of natural disasters, and changes in export market prices and trading regimes. Revitalization of the sector and its increased contribution to the national economy is contingent on the reorganization of the sector on the basis of modern technology and management in order to achieve greater efficiency and competitiveness.

Given the potential contribution of agriculture to GDP, the enhancement of rural livelihoods, environmental sustainability and food security, the sector occupies an important position in the planning for Vision 2030 Jamaica. The long-term vision is for the dynamic transformation of the Jamaican agricultural sector through a sustained, research-oriented, technological, market-driven and private sector led revolution, which revitalises rural communities, creates strong linkages with other sectors and emphatically repositions the sector in the national economy to focus on production of high value commodities, and at the same time, make considerable contribution to national food security.

### **Issues and Challenges**

- Declining competitiveness of agricultural production, as manifested in declining exports and rising imports, due to the small size of landholdings, high cost of inputs, praedial larceny, and limited application of modern technology and efficient production

- Limited staffing and resources for extension services
- Gaps in key infrastructure including inadequate maintenance of feeder roads, inadequate irrigation works, and lack of sorting, grading, packaging and storage facilities
- Weaknesses in marketing, including high levels of informality in marketing and distribution channels, limited market information services, and relatively weak linkages to other economic sectors and non-traditional export markets
- Aging work force within the sector
- Loss of agricultural lands to urban settlement and housing development<sup>138</sup>
- Limited capacity for research and development (R&D)
- Threats to the sustainable use of the island's forestry resources, including natural and man-made hazards, soil erosion and illegal logging
- Threats to the long-term development of Jamaica's marine fisheries including over-harvesting, habitat destruction and pollution, and incursions by fishing vessels from other countries including Colombia and Honduras
- Environmental issues associated with agriculture including soil erosion from over-cultivation and inadequate soil conservation techniques in hillside farming, use of chemical fertilizers, impact of natural hazards, and deforestation resulting from clearing of hillsides, illegal settlements, monoculture farming and uncontrolled harvesting of trees

### ***Selected Sector Strategies***

- Strengthen agricultural research institutions
- Develop diversified range of agricultural production including higher value-added production
- Develop modern, efficient farming systems through research and application of local and international best practices
- Strengthen agricultural marketing structures
- Strengthen linkages with other economic sectors including manufacturing and tourism
- Establish model demonstration farms in strategic locations
- Strengthen existing educational institutions for agricultural training
- Encourage participation of youth in agriculture
- Develop new agriculture sector policy
- Promote micro-financing through producer associations
- Strengthen the capacity of Government to play a supporting role in development of the agricultural sector
- Increase the number of extension officers
- Strengthen efforts to reduce praedial larceny
- Improve and rationalize road network including farm roads network
- Provide adequate water supply, irrigation and drainage to meet needs of sector
- Strengthen farmer organizations
- Apply land use policy and legislation to halt the change of use and degradation of agricultural lands
- Promote zero waste in agriculture production and processing
- Develop organic farming as a major mode of production

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<sup>138</sup> Agricultural lands now cover less than 40% of total land area, down from 62% in 1968

- Develop comprehensive agricultural insurance system
- Strengthen hazard mitigation for agricultural sector
- Promote national food security

**Table 34: Outcome Indicators and Targets for the Agricultural Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – The Agricultural Sector</b> |                      |                  |      |       |  |
|--|----------------------|------------------|------|-------|--|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |      |       | COMMENTS   |
|  | 2007 or Most current | 2012             | 2015 | 2030  |  |
| <b>Agricultural production index (1996=100)</b>  | 69.9                 | 76               | 80.7 | > 100 | The FAO projects that global demand and growth for agriculture products will average 2% annually for the next 30 years. Targets for Jamaica are set using this projection. |

## **Manufacturing Sector**

### **Overview**

The manufacturing sector represents a critical component of the economies of many developing countries, including Jamaica. During the period 2002-2006, manufacturing represented on average 12.5 per cent of Jamaica's GDP.<sup>139</sup> Despite a relative decline since 1990, the manufacturing sector remains the largest contributor to GDP of all the goods-producing sectors in the Jamaican economy, and still accounts for roughly the same percentage of total GDP as it did in the 1960s, which were hailed as the heyday of manufacturing in Jamaica.

The manufacturing sub-sectors which have shown growth in recent years include the non-metallic mineral products, food, alcoholic and non-alcoholic beverage sub-sectors, paper and paper products, printing and publishing, petroleum refining, chemicals, chemical products, rubber and plastic products. However, productivity data from the Jamaica Productivity Centre indicate that unit labour productivity in the sector fell by 18.6% between 1972 and 2006, reflecting the overall decline in labour productivity in the Jamaican economy.<sup>140</sup> Consequently the fundamental requirement for the sector is to achieve levels of productivity that will enable the sector to compete successfully in domestic and export markets.

The Vision 2030 Jamaica, National Development Plan is designed to enable the manufacturing sector to make the transition to higher levels of productivity and value-added production using efficient technologies and environmentally sustainable processes, with motivated, productive employees, within an enabling business and regulatory environment.

### **Issues and Challenges**

- Constraints in the macro-economic and business environment affecting competitiveness in which Jamaican manufacturers operate, including complex regulatory processes
- Limited economies of scale resulting from relatively small plants geared for the domestic market
- High costs associated with dealing with crime and security issues in Jamaica
- Limited access and high cost of credit to the manufacturing sector

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<sup>139</sup> Contribution to Total Goods and Services Production at constant 1996 prices, Economic and Social Survey of Jamaica, 2002 - 2006

<sup>140</sup> Data provided by the Jamaica Productivity Centre (constant prices with 2000 as base year)

- High cost of some productive inputs including energy
- Low levels of investment in modern technology and business practices
- Constraints in transport and other infrastructure
- Trade-related issues including implications of regional and global trade liberalization, monitoring of rules of origin requirements and re-export of extra-regional goods to Jamaica, and enforcement of anti-dumping provisions to ensure compliance with international agreements
- Requirements of international product and process standards including Hazard Analysis and Critical Control Points (HACCP) and ISO 9000 and 14000
- Environmental pressures generated by the manufacturing sector, including contribution to solid waste through non-biodegradable packaging materials and limited recycling facilities, production of solid and liquid wastes, and air emissions from manufacturing processes

***Selected Sector Strategies***

- Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector
- Increase exposure of manufacturers to relevant and innovative production technologies
- Encourage greater capacity utilization, for example through partnering between manufacturers
- Work with relevant sector associations and agencies to increase range of and to strengthen demand for locally manufactured products
- Encourage development of environmentally friendly products
- Encourage development and utilisation of environmentally friendly processes
- Promote clean energy usage
- Improve customer service within the sector
- Strengthen relationships between wholesalers and retailers for domestic and export market
- Develop mechanisms to effectively manage shipping and distribution costs
- Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products
- Ensure availability and access to competitive factory space
- Expand collaboration in regional and international marketing
- Strengthen relevant industry associations including the JMA, JEA and SBAJ
- Establish systems to bring together producers and purchasers in the manufacturing sector and in linkage sectors

**Table 35: Outcome Indicators and Targets for the Manufacturing Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Manufacturing Sectors</b> |                      |                  |      |       |   |
|--|----------------------|------------------|------|-------|---|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |      |       | COMMENTS  |
|  | 2007 or Most current | 2012             | 2015 | 2030  |   |
| <b>% change in exports of</b>  | 7.3%                 | 10%              | 13%  | ≥ 14% | Target is to achieve current annual growth rates for world exports of manufactures. |

| <b>Outcome #12 – Internationally Competitive Industry Structures – Manufacturing Sectors</b> |                      |                  |      |      |          |
|--|----------------------|------------------|------|------|----------|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |      |      | COMMENTS |
|  | 2007 or Most current | 2012             | 2015 | 2030 |          |
| manufactures (value not volume) (Average growth for the period)                              |                      |                  |      |      |          |

## **Mining and Quarrying Sector**

### **Overview**

The mining and quarrying sector represents a critical component in the national development of those countries, such as Jamaica, that are endowed with exploitable mineral resources. According to conventional national accounting classifications, minerals are metallic and non-metallic. The most important metallic mineral for the Jamaican mining and quarrying sector is bauxite, the ore from which alumina and aluminium are derived. Total production of bauxite in 2006 was 14.9 million tonnes, the highest level achieved since 1974.

Bauxite and alumina are a major source of export earnings (US\$1.2 billion in 2006) and the percentage of total bauxite production consisting of alumina has increased over the past two decades, indicating a progression up the value chain. The sector also has the highest labour productivity in the Jamaican economy, due to its capital intensity and efficiency, advanced technology and the high quality of its human capital. Jamaica's main global competitors in terms of metal grade alumina are China, Australia, USA and Brazil and for bauxite Guinea, Australia and Brazil. Energy is the main cost element at most alumina plants in the world including in Jamaica, where energy costs accounted for 35% of production cost in 2006.

Jamaica's limestone resources are by far the largest mineral resources possessed by the country. Limestone and its derivative lime are among the most basic materials used by mankind with the most diverse end-use structure of any industrial material. While Jamaica possesses large resources of high-quality limestone, the levels of economic reserves of chemical, industrial, metallurgical and whiting grade limestone have not yet been quantified. Production of most non-metallic minerals has been increasing since 2002, including limestone, gypsum, and sand and gravel. In 2006, export earnings from limestone and gypsum were US\$1.8 million and US\$1.5 million, respectively.

The National Development Plan provides a path for Jamaica to retain its competitiveness in the bauxite and alumina industry, while taking greater advantage of its other mineral resources, particularly through development of value-added products based on limestone.

## **Issues and Challenges**

- Inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses
- High energy costs that reduce global competitiveness
- Significant environmental impacts, including dust and noise pollution, red mud residues, loss of biodiversity, reduction of forest cover, degraded watersheds, sediment loads to surface and coastal waters, loss of habitats and relocation of communities, often leading to health problems
- Predominance of micro to medium-sized local companies in the non-metallic minerals industry, with limited technical and financial capacity
- Weak supporting framework, including policy and legislation, human resources, and research and development capacity

## ***Selected Sector Strategies***

- Revise and improve mechanisms for encouraging investment in the non-metallic minerals sub-sector
- Strengthen enforcement of mineral licenses and regulations
- Prevent the sterilization of mineral reserves hypothecated for future production
- Implement sequential land-use planning for lands containing valuable mineral deposits
- Allocate sufficient mineral reserves to sustain production at targeted levels
- Establish a national entity to lead the development of the non-metallic minerals sector, particularly limestone
- Promote development of diversified value-added non-metallic minerals products
- Ensure access to and development of port facilities for non-metallic minerals
- Intensify research and reconfigure technical capabilities to mitigate a declining trihydrate-to-monohydrate bauxite reserve balance
- Encourage exploration for and exploitation of other metallic mineral resources including gold and copper
- Enhance labour relations and productivity in the minerals sector
- Assist in building viable mining communities
- Participate in development and enforcement of occupational safety and health legislation and regulations for sector
- Mine mineral resources with appropriate planning for end use of land
- Improve monitoring of rehabilitation of mined-out mineral bearing lands
- Ensure appropriate policy and regulatory framework for long-term development of minerals sector
- Encourage partnership with communities which includes sharing of value created by mining
- Increase use of appropriate research and technology in mineral sector operations



**Table 36: Outcome Indicators and Targets for the Mining and Quarrying Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Mining &amp; Quarrying Sector</b> |                      |                  |      |      |  |
|--|----------------------|------------------|------|------|--|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |      |      | COMMENTS   |
|  | 2007 or Most current | 2012             | 2015 | 2030 |  |
| % change in exports earning from bauxite industry  | 14.2%                | 2-4%             |      |      | JBI notes that it is not able at this time to set a target for this indicator beyond 2012. |
| Average % change in Value added outputs of non-metallic minerals (lime, cement, whiting)             | 290 tonnes           | 50%              |      |      | Locally set by Ministry of Mining and Telecommunications                                   |

## **Construction Sector**

### **Overview**

The construction sector has been a fundamental part of the Jamaican economy for centuries. The buildings, roads, bridges and other infrastructure constructed by past generations trace the history of the island in physical form and represent a vital part of its heritage. The modern construction sector provides the means by which the new Jamaica will be built.

The Jamaican construction and installation sector has many linkages with other sectors in the domestic economy. Consequently, the low average growth in the macro-economy in recent years has been reflected in the performance of the sector, which has shown only marginal growth over the past decade and a half.<sup>141</sup> The main components of the sector include residential construction, non-residential construction including schools, hotels, offices and other facilities, construction of infrastructure and electrical and water installations.

The Government of Jamaica is the largest single client in the construction sector. The local construction sector shows a dichotomy in ownership with the majority of construction firms being locally owned, while there are a small number of large foreign construction companies that typically undertake major construction projects including large infrastructure and tourism projects.

Vision 2030 Jamaica plans to develop a dynamic and internationally competitive construction sector that supports sustainable development and economic growth that is environmentally sustainable, with the flexibility and creativity to adopt and adapt new construction technologies that may emerge over the long-term.

### **Issues and Challenges**

- Shortages of skilled construction workers and technical personnel, leading to importation of skilled personnel from other countries to fill gaps
- Weaknesses in the land development approval process, including delays in the processing of land development approvals and environmental permits

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<sup>141</sup> The construction and installation sector has grown by only 1% cumulatively in real terms over the entire sixteen year period from 1990-2006 (PIOJ).

- Competition facing the local private sector construction firms from overseas construction companies
- Inadequate levels of compliance with building standards and low levels of research and development in the sector
- High cost and collateral requirements for mobilization and performance bonds
- Security concerns which lead to increased costs and delays in completion of construction projects<sup>142</sup>
- High levels of informal activity
- Highest gender disparity of any economic activity in Jamaica<sup>143</sup>

**Selected Sector Strategies**

- Expand and accelerate certification and accreditation programmes relevant to the sector
- Encourage and facilitate employment of women on public sector construction projects
- Develop appropriate policies, legislation and regulations for long-term development of the construction sector
- Strengthen relevant construction industry associations
- Establish special security measures for construction projects in crime-prone areas
- Ensure proper management of waste in construction, encouraging waste reduction and elimination
- Reduce the carbon footprint of the construction sector through energy efficiency and other measures
- Undertake demonstration projects that embody best practices in construction
- Establish the Construction Industry Development Board
- Rationalize the procurement process across ministries and agencies
- Strengthen and improve the government contracting system for construction projects
- Encourage value engineering reviews in all major development projects
- Encourage partnering and integrated teams in the construction value chain
- Promote joint-ventures with regional and international construction industry players
- Foster capacity and opportunities for local construction sector enterprises and professionals to undertake major construction projects in Jamaica

**Table 37: Outcome Indicators and Targets for the Construction Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Construction Sector</b> |                             |                         |             |             |  |
|--|-----------------------------|-------------------------|-------------|-------------|--|
| <b>OUTCOME INDICATORS</b>  | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>  |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |  |
| <b>% Of registered construction companies with NCC that are</b>                            | 26.7%                       | 30%                     | 35%         | 60%         | Proposed improvement of 5% for each period to 2015 and 2% for each three year period thereafter. |

<sup>142</sup> PIOJ, p. 14

<sup>143</sup> In October 2006, 97.2% of the construction labour force were male (ESSJ 2006)

| <b>Outcome #12 – Internationally Competitive Industry Structures – Construction Sector</b> |                      |                  |      |      |          |
|--|----------------------|------------------|------|------|----------|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |      |      | COMMENTS |
|  | 2007 or Most current | 2012             | 2015 | 2030 |          |
| Grade 1-2 rated (130/487)  |                      |                  |      |      |          |

## Creative Industries

### Overview

Jamaica is distinguished by the worldwide reach of its culture, particularly music. The National Culture Policy of 2003 identifies the important role of culture in national development through promotion of positive national self-identity, development of cultural industries and institutions, and cultural linkages to education, science and technology and other economic sectors. Cultural industries involve the creation, production and commercialisation of contents which are intangible and cultural in nature, which are typically protected by copyright, and which may take the form of goods or services.

The range of cultural industries (also known as “creative industries”) include printing, publishing and multimedia, audio-visual, phonographic and cinematographic productions, crafts and design, and also may be extended to include architecture, visual and performing arts, sports, manufacturing of musical instruments, advertising and cultural tourism.<sup>144</sup> Cultural and creative industries represent one of the fastest growing sectors of the global economy, representing up to 7% of the world’s GDP with growth forecast at 10% per annum, driven in part by the convergence of media and the digital economy.<sup>145</sup>

We possess the potential to develop our cultural and creative industries into a major economic sector based on our demonstrated competitive advantages and the projected long-term growth of the global creative economy. Vision 2030 Jamaica seeks to realize this potential, and recognizes the importance of the export market for Jamaica’s creative industries, which far exceeds the size of the domestic market.

By far the most successful creative industry in Jamaica has been its popular music, whose leading exponent, Bob Marley, has become the single most famous Jamaican at a global level, while the presence of Jamaican music is reflected on international music awards events, music festivals and sales charts. While there is limited data on the size of the creative industries in

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<sup>144</sup> This extended definition based on UNESCO is appropriate for Jamaica.

<sup>145</sup> Nurse, Keith et al. (2006). *The Cultural Industries in CARICOM: Trade and Development Challenges (Draft)*.

Jamaica there is evidence of their economic importance. A recent study indicated that the copyright sector contributes about 5.1% to the GDP of Jamaica, and accounts for 3.0% of all employment in Jamaica.<sup>146</sup>

### **Issues and Challenges**

- Inadequate coordination between Government institutions related to the creative industries and between government and the private sector
- Inadequate numbers of properly equipped indoor and outdoor venues to support music festivals, shows and other creative performances
- Weaknesses in the legal and institutional framework for protection of intellectual property
- Limited presence or ownership in the marketing and distribution channels for creative industries
- High numbers of Micro and Small Enterprises and individual entrepreneurs, many of whom function in the informal sector
- Lack of capacity in modern levels of business methods and consistent standards of quality and delivery
- Relatively limited access to capital for the creative industries
- Lack of adequate statistics and information on creative industries
- Inadequate levels of business skills and technology application in creative industries
- Inadequate levels of education and training available from existing institutions to meet the standards of domestic and international markets

### ***Selected Sector Strategies***

- Develop a strong and sustainable public broadcasting system by linking all public broadcasting initiatives
- Increase access to participation in the creative industries
- Develop analysis of the value chain for creative industries and identify Jamaican strengths
- Apply effective marketing and distribution mechanisms to develop full market potential of each category of creative products and services
- Enhance physical, human, institutional and financial capacity of creative enterprises, associations and individuals
- Support the development of local professional performing companies
- Ensure representation of cultural and creative industries in relevant trade and investment negotiations at regional and global levels
- Promote application of ICT to productions, distribution and marketing of creative products and services
- Develop the policy, legal and institutional framework to encourage and facilitate the development of the creative industries

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<sup>146</sup>Inclusive of the Core Copyright Sector, Non-dedicated Copyright Support Sectors, Interdependent and Partial Copyright Sectors (James 2007).

- Promote media literacy and positive use of media as change agent and source of empowerment
- Provide wider access to Jamaican cultural expression locally and internationally

**Table 38: Outcome Indicators and Targets for the Creative Industries Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Creative Industries Sector</b> |                         |                  |       |        |  |
|---|-------------------------|------------------|-------|--------|--|
| OUTCOME INDICATORS  | BASELINE                | PROPOSED TARGETS |       |        | COMMENTS   |
|   | 2007 or Most current    | 2012             | 2015  | 2030   |  |
| <b>Contribution of copyright industry to GDP</b>  | 5.1% (05) Primary Study | ≥5.3%            | ≥6.8% | ≥ 8.3% | Target set to achieve level of top four developed countries by 2015, and to exceed proposed economic growth rates for Jamaica for 2030 by margin by which growth in copyright industries globally has consistently outpaced overall economic growth (i.e. by between approximately 1.3 and 2.3 percentage points). |

## **Sport**

We have demonstrated the ability of our sportsmen and sportswomen to compete successfully at the highest international levels for almost a century. Athletes such as George Headley, Herb McKenley, Donald Quarrie, Merlene Ottey, Michael McCallum, Courtney Walsh, Veronica Campbell, Usain Bolt and Asafa Powell have become national icons who have contributed to the fame of Jamaica in ways that are comparable to the contributions made by the island's most famous creative artistes.

The successes of national sporting teams such as the Reggae Boys and Sunshine Girls in international competitions have provided occasions for unprecedented demonstrations of national pride and unity. While the greatest successes have come in track and field events, the range of sports in which Jamaicans have recorded significant international achievements also include cricket, football, netball, boxing, tennis, cycling, swimming, bobsledding and table tennis.

The National Sports Policy of 1994 seeks to use Jamaica's comparative advantage in sports to support economic and social development and included the establishment of the National Council on Sport. The National Industrial Policy (NIP) of 1996 also targeted sport as a strategic priority for Jamaica's economic development. However, while Jamaican individuals and teams have enjoyed remarkable successes in international competitions, the economic potential of sport in Jamaica has not yet been developed in a significant way.

There are no fully professional sport leagues and relatively limited linkages with other sectors such as tourism, entertainment, health and wellness, printing and manufacturing. There is lack of focus on business opportunities in sport in Jamaica, while the development of the economic potential of sport is also limited by inadequate levels of business skills and technology application in sport and limited financing for sporting ventures.

Through its strategies and actions, Vision 2030 Jamaica plans to increase the growth of sport as a business and commercial activity with great potential to contribute to Jamaica's economic



development, and to maximize the role of sport as a source of wealth for a wide range of professions, including athletes, coaches, trainers, managers, promoters and entrepreneurs

### **Issues and Challenges**

- Relatively limited access to capital for sports-related enterprises
- Lack of adequate statistics and information on sport to provide a basis for planning and monitoring or to evaluate their economic impact
- Inadequate levels of business skills and technology application in sport enterprises

### **Selected Sector Strategies**

- Develop MSMEs geared at meeting the needs of the ‘Business of Sport’
- Develop sport museum as a resource centre for the attraction of visitors (local and foreign)
- Establish strong research capabilities in sport
- Establish training programmes to produce certified sport managers
- Develop financial support systems to create and sustain elite athletes
- Develop supporting facilities and services to facilitate the holistic development of the professional athlete
- Mobilize enterprises within the creative industries, manufacturing, gaming, tourism, agriculture, commerce and other sectors in expanding the value chain with sport

**Table 39: Outcome Indicators and Targets for Internationally Competitive Industry Structures - Sport**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Sport</b> |                             |                         |             |             |   |
|--|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>  | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|  | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>Contribution of sports to GDP</b>   |                             |                         |             |             | There are no dataset for collecting data to measure the economic contribution of sport. |

## **Information and Communications Technology**

### **Overview**

Information and Communications Technology (ICT) may be considered as a sector in its own right, as well as an enabler of all other sectors, including economic, social, environmental, and governance sectors. Under the National Development Plan Jamaica will seek to develop an advanced ICT sector that achieves sustained global competitiveness driven by private sector investment and enhances the productivity and competitiveness of Jamaica's productive sectors.

As a service industry, the ICT sector provides a wide range of hardware, software, networking and services to the private and public sectors. The banking, telecommunications, insurance and general financial services industries lead the way in the use and integration of information technology in business. Within the public sector the Ministry of Finance and its related agencies are the heaviest users of IT in government.

The provision of hardware and software products and services started approximately forty five years ago in the 1960s. The early developers of the local IT industry included such multinational companies as Burroughs, IBM, ICL (now Fujitsu ICL) and NCR who all had established offices in Jamaica. Since that time, the local industry has evolved rapidly with the global acceleration of developments in hardware, software, communications technology and services. Just about all the major international information technology brands are represented or are present in Jamaica. Organizations provide a truly diverse set of products and services and operate in a highly competitive environment.

Wide area networks have become the norm for multi-location entities and voice-over internet protocol (VoIP) implementations are increasing as old telephony infrastructure is being replaced. The latest technology in storage, blade technology, virtualization and databases is being installed in the larger and more advanced entities. Typically, software solution offerings are from the broad array of pre-packaged software that apply to industry-specific areas or cross-industry solutions, such as enterprise resource planning. These applications are typically customized and adapted to the local business environment.

While there exists a software developers' association in Jamaica, software development is still a small part of the sector with only a few companies doing significant software development for sale on the open market.

Current trends in the use of IT locally include an increased interest in outsourced operations and hosted or managed services; an increased number of companies embarking on establishing e-commerce capabilities for their customers; the education sector embarking on a multimillion dollar e-learning initiative; the public sector accelerating its e-Government programmes; a progression to third or fourth generation industry applications in the banking, tele-communications, insurance and distribution sectors; and innovation in music and digital media for entertainment.

### **Issues and Challenges**

- Limited ability to measure the benefits of ICT investments and the impact on productivity
- Gaps in the levels of required skills and capabilities for ICT among the work force
- Existing focus of local ICT companies on low value-added services for export
- Limited access to capital for new ventures in the ICT sector
- Constraints to the continued development of the outsourcing industry, including inadequate office space, poor English standards of students leaving the various levels of the education system and the low take-up of the opportunities presented by outsourcing by local investors
- Limited existing capacity in the manufacturing of hardware components and the creation of software that has both domestic and international market potential
- Relatively limited application of e-commerce which is still primarily concentrated in product and service delivery to consumers, with limited attention paid to business-to-business operations, brokerage/intermediary services, online shopping malls, virtual communities, and content and service provision
- Limited presence of electronic document management systems, knowledge management technologies and processes, groupware, business intelligence through data warehousing and data mining, content management systems, or environmental scanning for emerging ICT technologies

### ***Selected Sector Strategies***

- Improve the efficiency and responsiveness of bureaucratic processes for ICT businesses
- Create an appropriate policy and regulatory environment conducive to investments in ICT and network development
- Develop investment and support framework for development of ICT sector
- Create a national partnership with a high services demand nation and/or a mentoring nation that has a highly developed ICT services/software industry

- Develop and execute a planned campaign to seek and attract global ICT players and major ICT corporations to invest in Jamaica
- Expand ICT-focused business parks for major service providers
- Undertake studies to develop appropriate financial and non-financial incentives and resource pools for domestic and foreign investment in the ICT sector
- Encourage innovative use and application of ICT by Jamaican private enterprise and government
- Encourage Government to become an exemplar user of ICT applications
- Support Micro, Small and Medium Enterprises (MSMEs) and NGOs in taking greater advantage of ICTs for strategic and operational effectiveness
- Establish mechanisms for funding ICT ventures
- Build an effective indigenous ICT industry
- Measure the contribution of the use of ICTs and the ICT industry to the national economy
- Encourage the increased use of e-commerce operations

**Table 40: Outcome Indicators and Targets for the ICT Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – ICT Sector</b> |                      |                  |      |        |  |
|---|----------------------|------------------|------|--------|--|
| OUTCOME INDICATORS  | BASELINE             | PROPOSED TARGETS |      |        | COMMENTS   |
|   | 2007 or Most current | 2012             | 2015 | 2030   |  |
| <b>Average Growth rate of communication sub-sector</b>                            | 2.1%                 | 2.9%             | 3.9% | ≥ 4.7% | The target for 2015 is to return to the average annual growth rate of 3.9% achieved by the sub-sector during the period 2005-2007, and to increase to no less than 4.7% by 2030. |

## **Services (Financial Services, Business Services and Distribution)**

### **Overview**

Services have emerged as the driving force in modern economies, and global trade in services has grown faster than merchandise trade over the past two decades.<sup>147</sup> The most significant change in the structure of the Jamaican economy since Independence has been the overall growth of the services sectors, which represented 53.9 per cent of GDP in 1962 but increased to 67.7 per cent of GDP by 2006<sup>148</sup> with financing, insurance, distribution, real estate and business services showing the greatest relative growth. It is intended that Jamaica has high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand to achieve and maintain global competitiveness through 2030.

The financial services sector has had a complex history in Jamaica over the past two decades. After a period of rapid expansion, the sector experienced a traumatic adjustment during the period 1995-1997, which resulted in a reduction in the number of financial institutions and a decline in the contribution of the sector to GDP.

The government's response included intervention to protect depositors and restructure insolvent institutions, improvements in the regulatory framework, including establishment of the Financial Services Commission (FSC), amendments to legislation, and incorporation of the Jamaica Deposit Insurance Corporation (JDIC). Following this restructuring, the financial sector has regained some buoyancy in recent years, in part fuelled by the growth of domestic debt, which also has seen the increased growth of the Jamaican money market as an intermediary between individual holders of capital and the government securities market.

The long-term development of the financial sector will require consideration of diversification options for the sector, including expansion of the role of the stock exchange in mobilizing equity financing, development of additional financial instruments such as municipal and corporate

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<sup>147</sup> According to the World Trade Organization (WTO) GATS – Fact and Fiction from [www.wto.org](http://www.wto.org).

<sup>148</sup> All calculations of GDP % contribution by sector in this paper are based on contribution to total goods and services production (i.e. GDP share excluding imputed bank service charges).

bonds, provision of virtual banking and venture capital funding, and development of an off-shore banking industry.

Business services include real estate, consulting and professional services, and information technology services, and accounted for 4.8% of GDP in 2006.<sup>149</sup> The main developments affecting this sector in recent years have included the liberalization of global and regional markets and the rapid expansion of the telecommunications infrastructure in Jamaica that has supported the growth of business services firms.

The creation of the Caribbean Single Market and Economy (CSME) will enable free movement of skilled labour between English-speaking Caribbean countries, including business service providers. A recently completed study of the services sectors in Jamaica<sup>150</sup> that reviewed the use of the four main modes of trading services<sup>151</sup> confirmed that service providers in Jamaica primarily use the first two modes where service providers deliver services abroad by using Jamaica's advanced telecommunications system or provide services to foreign clients who travel to Jamaica. The modes that require Jamaican service providers to leave the country are used the least.

Distribution, including the wholesale and retail trade, is the single largest sector in the Jamaican economy, accounting for 20.2% of GDP and 15% of the total employed labour force in 2006. The sector represents a key component in the efficient operation of the local market for goods. The distribution sector has a highly concentrated structure<sup>152</sup> but remains open to competitive forces through the entry of new companies and by growth of small enterprises. The sector also has seen a number of trends that have been evident internationally, including mergers and consolidation among distribution chains, backward integration into own-label production and expansion of marketing channels. Real sales in the distribution sector have increased by an

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<sup>149</sup> The sector includes a large numbers of enterprises ranging from accounting and business consulting firms, real estate brokers and managers, lawyers, architects, engineers, to information technology consultants and service providers

<sup>150</sup> A-Z Information Jamaica Limited (2006) Services Sector Study - Final Report

<sup>151</sup> The four (4) main modes of trading services as identified under the General Agreement on Trade in Services (GATS) are: Mode 1: Cross border supply – exporting using email, courier, fax, mail, video, telephone; Mode 2: Consumption abroad - consumer comes to Jamaica or foreign company/person operating in Jamaica consumes service; Mode 3: Commercial presence – set up a branch or subsidiary overseas; Mode 4: Movement of natural persons – temporary entry into another country to provide services

<sup>152</sup> Large enterprises (with average annual sales in excess of US\$1 million) represent only 12% of the total number of enterprises in the sector but accounted for 88% of total sales by the sector in 2006 (ESSJ)

annual average of 1.1% over the past five years from 2002 to 2006.<sup>153</sup> Due to its high import content, the distribution sector is affected by Jamaica's international and regional trade policies, which can affect the supply and price of traded goods through the levels of restrictions, regulations and tariffs involved.

## **Issues and Challenges**

### ***Financial Services***

- Small fraction of total annual loan financing in Jamaica allocated to MSMEs
- Emergence of a number of unregulated financial operations in recent years
- Aspects of the supervisory and regulatory framework that require attention, including need for increasing reporting requirements and inter-agency cooperation, rationalizing roles of regulatory institutions, strengthening the regulatory framework and prudential standards for credit unions, and strengthening the supervisory independence of the Bank of Jamaica
- Absence of a credit information bureau to provide greater information on borrowers and reduce lending risks while respecting privacy and confidentiality concerns
- Need for expansion of the Jamaica Central Securities Depository to include handling of fixed-income securities as already provided for equities
- Challenges relating to the creation of an integrated regional capital market for CARICOM member states under the CSME, including relatively high transaction costs in regional capital markets, low liquidity in some markets including Jamaica, relatively small number of listed companies with a few securities dominating trading, and varying legislation and rules across member states
- Environmental issues including generation of increasing levels of e-waste associated with increased use of information and communication technology; and the need to apply environmental assessment requirements in loan financing processes

### ***Business Services***

- Inadequate capacity of monitoring institutions to ensure certification of professionals to meet international trends as well as the requirements of regional accreditation under the implementation of the CSME
- Negative impact of the net outward migration of skilled labour
- Costs of telecommunications services including the cost of internet outbound connectivity to support international competitiveness
- Constraints in the business environment, including trade procedures, costs and delays in land approval and transfer processes, high cost of capital and operating inputs, high levels of crime and violence, and inefficient tax payment processes
- Relatively low levels of awareness of export modes and opportunities among local service providers
- Capacity constraints of the high number of MSMEs and informal business services enterprises

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<sup>153</sup> Estimated based on data from Taxpayer Audit & Assessment Department

***Distribution***

- Factors in the general business environment that affect distribution including customs and cargo handling, business regulations, and the costs of financing, energy and security
- Transport constraints, including the limited capacity of highways to accommodate container haulage vehicles, temporary contraction in air cargo movements consequent on the construction work at both international airports and the restructuring of Air Jamaica, inadequate levels of storage facilities, and lack of an intra-island coastal marine cargo system.
- Lack of comprehensive and reliable sectoral information due to the large number of small, micro and informal enterprises in the distribution sector
- Potential impact of e-commerce to increase online purchasing by Jamaican consumers, including from overseas suppliers
- Environmental issues related to the distribution trade including solid waste generated by the packaging of traded goods (e.g. PET bottles<sup>154</sup>), handling of hazardous materials, and contribution to energy consumption and air pollution from road transport vehicles employed in the distributive trades

***Selected Sector Strategies:***

- Develop capacity of service providers to meet international standards of certification
- Expand use of full range of modes of delivery of export services
- Improve levels of training by services enterprises for managers and staff
- Improve trade relations and facilitation for trade and investment in services
- Collaborate with providers in development of advanced ICT network and applications for services sector
- Implement central securities depository as well as a real time gross settlement system
- Establish fully automated financial trading system
- Improve the transport infrastructure and network for distribution services
- Strengthen the capacity of education and research institutions to provide relevant research and innovation for the services sector
- Strengthen the capacity of service providers for technology and innovation
- Diversify the range of financial institutions and products
- Encourage greater use of hedging instruments to manage financial risk
- Strengthen the credit administration capacity of financial institutions
- Develop off-shore banking
- Encourage energy efficiency and conservation in the services sector

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<sup>154</sup> PET (Polyethylene terephthalate) is one of the most widely used types of plastic bottle



**Table 41: Outcome Indicators and Targets for the Services Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Services Sector</b>                          |                             |                         |             |             |   |
|---|-----------------------------|-------------------------|-------------|-------------|---|
| <b>OUTCOME INDICATORS</b>   | <b>BASELINE</b>             | <b>PROPOSED TARGETS</b> |             |             | <b>COMMENTS</b>   |
|   | <b>2007 or Most current</b> | <b>2012</b>             | <b>2015</b> | <b>2030</b> |   |
| <b>Change in Growth rate of services sector (Financing and Insurance and Real Estate and Business Services)</b> | 3.4%                        | ≥2.25%                  | ≥2.25%      | ≥4.02%      | The average growth rate of these two sectors between 2001 and 2007 is 2.25%. The target is maintain this rate through 2015 while pushing to achieve the highest rate during the period 2001-2007 (4.02%) by 2030. |
| <b>% change in gross sales of registered firms in distribution sector</b>                                       | 2.60%                       | ≥ 3%                    | ≥ 5%        | ≥6.5%       | The average growth rate for the last 5 years is 1.34%. However, the target is set at the projected growth rates for overall GDP, so as to also capture movement from informal to formal sector.                   |

## **Tourism Sector**

### **Overview**

Since the 1980s, tourism has been one of the leading growth sectors in the global economy, and represents around 35 per cent of the world's export of services. According to the UN World Tourism Organization, international arrivals are expected to grow by 4.1 per cent annually to 2020. Jamaica has been one of the best-known resort vacation destinations in the world for decades, and has seen sustained growth of its tourism sector since Independence. In 2006, total arrivals, including stopover visitors and cruise passengers, passed the 3 million mark for the first time.

Today, the tourism industry is one of the leading industries in Jamaica, contributing an estimated eight per cent of total GDP, directly employing approximately 80,000 persons and accounting for some 47 per cent of total foreign exchange earnings from productive sectors in 2006.<sup>155</sup>

The Jamaican tourism product comprises a complex value chain and network of services catering to visitors and domestic travellers. The country is holding its market share in the Caribbean tourism market<sup>156</sup> but faces significant competition from other regional destinations including the Dominican Republic, Cuba and Cancun, Mexico. Jamaica ranked 48<sup>th</sup> out of a total of 124 countries in the 2007 Travel & Tourism Competitiveness Index. Its most favourable scores were in the areas of policy rules and regulations, prioritization of travel and tourism strategies, and national tourism perception, while it scored poorly for safety and security, and price competitiveness.

In 2003, Jamaica completed a Master Plan for Sustainable Tourism Development over the 10-year period 2003-2012, which envisaged annual growth rates of 4.0 per cent in visitor accommodation. While there has been progress toward meeting some of the growth targets of

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<sup>155</sup> JTB

<sup>156</sup> Total stopover arrivals to Jamaica increased from 7.2% of total stopover arrivals to the Caribbean in 1985 to 7.6% in 2006 (CTO)

the Master Plan, there are other areas that have not seen commensurate progress, including community-based development and environmental sustainability.

Vision 2030 Jamaica seeks to realize the vision of an inclusive, world-class, distinctly Jamaican tourism sector that is a major contributor to socio-economic and cultural development, with a well-educated, highly skilled and motivated workforce at all levels within a safe, secure and sustainably managed environment.

### **Issues and Challenges**

- Need for ongoing improvement of key aspects of the tourism product, including product development and diversification, improving standards, upgrading of infrastructure in resort areas, and human resource development
- Need to earn and retain higher value for the country from each tourist arrival
- Inadequate linkages between tourism and the other sectors of the economy, including agriculture, manufacturing and services
- Reductions in the capacity of Air Jamaica to maintain adequate air access and airlift capacity to Jamaica
- Negative perceptions of Jamaica as a travel destination due to crime and tourist harassment
- Wide range of environmental and socio-economic impacts, including soil erosion, loss of wetlands and mangroves as a result of the construction of resorts and hotels, damage to beaches and coral reefs, habitat loss, intensive use of water resources, and increased pollution
- Need for careful land use and regional planning in the development of the tourism sector, including improvement of the application process for planning and building approvals and environmental permits and licenses
- Need to achieve greater inclusiveness to counter the development of tourism as an enclave industry and to widen the share of benefits derived from the sector by local residents and communities
- Gaps in information on various aspects of the industry (for example, tourism does not presently appear as a separate sector within the national accounts of the country despite its importance to the Jamaican economy)

### ***Selected Sector Strategies:***

1. Expand and promote entrepreneurial and employment opportunities for communities
2. Develop a dynamic and flexible demand-driven education and training system for tourism
3. Strengthen social infrastructure of workers and adjoining communities
4. Establish appropriate marketing systems to bring together purchasers in the tourism sector and producers in linkage sectors
5. Strengthen regional approaches to marketing and trade negotiations
6. Increase value-added per tourist arrival

7. Strengthen use of knowledge to increase value of the sector
8. Develop new tourism market segments
9. Develop diversified geographic source markets
10. Ensure the continued development of existing categories of accommodations
11. Promote and support nature- and heritage-based tourism enterprises linked to conservation programmes
12. Integrate airlift requirements for tourism sector into transport policy, planning and implementation
13. Promote dual-destination markets with Caribbean countries
14. Promote capabilities of tour operators to develop new geographic markets and market segments
15. Rationalize the expansion of ports of call within carrying capacity
16. Transform the concept, physical ambience and shopping experience of the craft sub-sector
17. Ensure that all aspects of the tourism sector meet required standards and customer service
18. Increase use of Jamaican inputs in tourism product
19. Ensure that the activities of the tourism sector support biodiversity conservation objectives
20. Ensure that environmental management systems are implemented by tourism entities
21. Develop and apply multi-hazard mitigation measures for tourism sector
22. Ensure compliance with health and safety standards
23. Develop and implement multi-pronged approach to address the issue of harassment in resort areas

**Table 42: Outcome Indicators and Targets for the Tourism Sector**

| <b>Outcome #12 – Internationally Competitive Industry Structures – Tourism Sector</b> |                      |                  |        |       |   |
|---|----------------------|------------------|--------|-------|---|
| OUTCOME INDICATORS  | BASELINE             | PROPOSED TARGETS |        |       | COMMENTS  |
|   | 2007 or Most current | 2012             | 2015   | 2030  |   |
| <b>% change in foreign exchange earnings over 2006 figure</b>                         | 3.4%                 | ≥3.98%           | ≥3.98% | ≥4.1% | The World Tourist Organization projects that tourism will grow globally at about 4.1% and for the Americas at about 3.98%, until 2020. The targets for Jamaica are set using the projected rate for the Americas to 2020 and at the global rate thereafter. |
| <b>Travel &amp; tourism competitiveness index (Country Rank)</b>                      | 57 (4.18)            | ≤ 53             | ≤48    | ≤ 35  | Target is for Jamaica to regain its 2006 position by 2015, and to be in the top quartile and be ranked at or above 35 by 2030.  |

## **Goal 4:**

**Figure 12: Goal 4 – National Outcomes**

## **National Outcome # 13: SUSTAINABLE USE AND MANAGEMENT OF ENVIRONMENTAL AND NATURAL RESOURCES**

### **Overview**

**A**chieving developed country status in Jamaica will require the sustainable management and use of its environmental and natural resources as these are critical for enhancing the quality of life of all Jamaicans.

Vision 2030 Jamaica is built on the notion that the rules for government, business, investors, and consumers will have to be dramatically rewritten to ensure that environmental considerations become integral factors in socio-economic decision-making. With the high level of interdependence among the environment, economic and social systems in Small Island Developing States (SIDS) like Jamaica, progress towards attaining sustainability can only be attained if the three systems are viewed in an integrated manner.

In achieving this outcome, areas of priority attention will include:

- Increasing environmental awareness of the general population and participation in the management of natural resources
- Providing an effective regulatory framework which binds government and people including constitutional and legislative reform which emphasises each person's right to a healthy environment and citizens' right to appeal decisions made with respect to natural resources
- Incorporating environmental considerations into decision-making processes
- Ensuring that development takes place in the context of gender equity and social equity paying full attention to the limits of the natural resource
- Creating informed committed leadership who are champions for the environment
- Preservation and renewal of ecological capital

## **Profile of Jamaica's Natural Environment**

Jamaica has a variety of ecosystems – including coastal and marine, forests, and freshwater. These ecosystems provide a variety of goods and services but are under pressure from human-induced activities. For example,

- 94% of all Jamaica's forests are disturbed and more than 20% of land within forest reserves has been impacted by human activity
- All major river courses receive pollutants at some point from industrial waste, sewage, silt, debris and agricultural run-off.
- 30% of mangrove forests are lost
- Land use pressures resulting in environmental degradation including exacerbation of erosion and flooding, degraded and diminishing wetlands, compromised water resources and deteriorating coral reefs. Land use pressures are greatest in the coastal and urban areas. Contributing factors are related to: poor agricultural and forestry practices, human encroachment in forest reserves and protected areas, poorly managed development, urbanization, population growth in vulnerable areas, and limited availability of affordable and accessible land for low-income persons
- Direct releases of pollutants to the air occur from economic activities such as bauxite and alumina mining and production

Despite all these problems, Jamaica was ranked best in the Caribbean, along with the Dominican Republic and Cuba in environmental performance in the 2008 Environmental Performance Index (EPI). In this EPI, Jamaica ranked 54<sup>th</sup> out of 147 countries.<sup>157,158</sup>

## **Issues and Challenges**

The Jamaican economy depends to a significant extent on a clean environment and its renewable resources, with tourism, agriculture, forestry and fisheries accounting for over a quarter of GDP and approximately 60% of employment. However, these economic activities are not always practiced in a manner which is sensitive to the environment - in many ways due to their unsustainable consumption and production patterns (See Box below). Additionally, inadequate waste management systems, poor urban air quality, watershed degradation, unsustainable agricultural practices and polluted inland and coastal waters, are putting the country's resources and the economic activities they support at risk.

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<sup>157</sup> 'Greener days' in Jamaica by Tony Best Published on: 1/30/08 in the Trinidad Guardian Newspaper

<sup>158</sup> The EPI has two overarching objectives: reducing environmental stresses on human health; and promoting ecosystem vitality and sound natural resource management. Twenty-five environmental indicators build the index which centres on countries environmental performance. The EPI tracks actual results related to a core set of environmental issues that governments around the world have prioritized.

Various assessments of Jamaica’s environment have consistently identified a number of challenges, including:

- Inadequate policy, legislative and institutional framework (outdated pieces of legislation; inadequate monitoring and enforcement of existing laws and regulations; lack of capacity - financial, human, and physical of institutions to execute their mandates)
- Ineffective integration of environmental and natural resource considerations in sectoral policies, plans and programmes
- Watershed degradation: 10 of the 26 watersheds are severely degraded.
- Loss of biodiversity
- Land degradation and soil erosion (forest loss)
- Inappropriate and indiscriminate land use (increasing urbanization, squatting, poorly planned and sited developments)
- Freshwater pollution
- Degradation of coastal and marine resources (beach erosion, loss of sea grass beds, coral reef degradation, decline in fisheries due to the impact of land based pollution and over-fishing)
- Air pollution (e. g., nitrous oxides, particulate matter etc.)
- Inadequate waste management
- Serious data gaps and a lack of time-series data hamper efforts to use quantitative indicators to spot emerging problems, assess policy options and gauge the effectiveness of environmental programmes

## National Strategies

The strategies articulated below focus on the effective management of the country’s environmental and natural resources to ensure the continued provision of essential environmental goods and services. The strategies give recognition to the fact that successful environmental management is increasingly becoming the basis for the success or failure of economies and social systems.<sup>159</sup>

**Table 43: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES   | RESPONSIBLE AGENCIES   |
|---|--|
| 13-1 Integrate environmental issues in economic and social decision-making policies and processes | Cabinet Office<br>Ministry/Agency with responsibility for the environmental portfolio<br>National Environment and Planning Agency<br>Planning Institute of Jamaica |
| 13-2 Develop and implement mechanisms for   | Ministry/Agency with responsibility for the environmental portfolio  |

<sup>159</sup> “Building Resilience in SIDS: The Environmental Vulnerability Index”, UNEP



|   |  |
|---|--|
| biodiversity conservation; and ecosystems management                                    | National Environment and Planning Agency<br>Ministry of Agriculture<br>Forestry Department<br>Fisheries Division<br>National Solid Waste Management Authority<br>NGOs, especially those with responsibility for managing protected areas |
| 13-3 Develop efficient and effective governance structures for environmental management | Cabinet Office<br>National Solid Waste Management Authority<br>Ministry/Agency with responsibility for the environmental portfolio<br>National Environment and Planning Agency<br>Local Authorities<br>Parish Development Committees     |
| 13-4 Manage all forms of waste effectively  | Ministry/Agency with responsibility for the environmental portfolio<br>National Environment and Planning Agency<br>Department of Local Government<br>Local Authorities<br>National Solid Waste Management Authority                      |

### **13-1 Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes**

This first strategy is aligned to Millennium Development Goal #7 which aims at ensuring environmental sustainability, and calls nations to “Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources<sup>160</sup>”. Currently, our development strategies are heavily focused on fostering economic growth, using the private sector as the primary vehicle for undertaking the related economic activities (e.g. tourism, mining, manufacturing). This has resulted in many sectoral policies not effectively taking account of environmental considerations and consequently causing degradation of the natural environment.

Vision 2030 Jamaica will ensure that the necessary integration of environmental issues in economic and social decision-making is supported by an institutional framework; effective communication between the environmental and economic policy-makers to enable meaningful policy-making; and effective policy tools to aid in decision-making.

<sup>160</sup> The Millennium Development Goals Report, 2007. United Nations

### *Selected Sector Strategies*

- Create mechanisms at the national level including political decision-making and investment processes to ensure the use of impact assessments (for example, strategic environmental assessment, health impact assessment) in sectoral policy development
- Create frameworks that will enable the integrated management and sustainable use of Jamaica's natural resources (e.g. guidelines for resource use, phased mining etc.)
- Develop mechanisms that effectively integrate environmental management in land use planning, especially as it relates to urban planning, regional development and sectoral strategies
- Implement best management practices for air, forests, ground and surface water, land, soils and mineral resources consumption
- Promote the use of new, clean technologies in all economic sectors (tourism, manufacturing etc.)
- Create an efficient and effective regulatory environment, that is responsive to change and is dynamic
- Update, strengthen and implement relevant legislation

## **13-2 Develop and Implement Mechanisms for Biodiversity Conservation; and Ecosystems Management**

While Jamaica's current environmental legislation provides a basic framework for the conservation and sustainable use of biodiversity, the country is experiencing loss due to: deforestation, wetland destruction, coral reef degradation, population growth coupled with agricultural, industrial and commercial expansion, pollution as well as poverty and over-consumption of resources by some sectors.

Vision 2030 Jamaica recognizes that our development goals depend on ecosystem goods services as well as biodiversity and presents a deliberate attempt to assign an array of programmes for biodiversity conservation and ecosystem management involving both national and local stakeholders. This Plan also recognizes the need to consider mitigation and protection within a broader approach that acknowledges that many of our citizens in their daily lives depend on a range of services (e.g. freshwater, fisheries, etc.) that ecosystems provide.

### *Selected Sector Strategies*

Some of the selected strategies listed below are extracted from the National Biodiversity Strategy and Action Plan (Jamaica)

- Adopt an ecosystems management approach which takes into account:
  - access to biological resources for benefit sharing
  - sustainable use of biological resources

- safe transfer, handling and use of living modified organisms
- implementation of forestry management initiatives
- establishment of terrestrial and marine protected areas
- research to enhance scientific understanding of ecosystems, including their economic contributions to national development
- Develop a comprehensive framework to reverse loss of ecosystems and biological resources through restoration initiatives and protection from invasive species
- Implement effective waste management systems that reduce the impact of waste on ecosystems
- Create an integrated, gendered and sustainable approach to environmental management, planning and conservation

### **13-3 Develop Efficient and Effective Governance Structures for Environmental Management**

Vision 2030 Jamaica recognizes the need for an effective, efficient and accountable governance framework for developing and improving the capacity of environmental leadership of public and non-state institutions. Through such a framework, we will promote environmental stewardship, foster participation and the acceptance of sharing responsibility for protecting the environment as well as creating an effective system for environmental monitoring and compliance.

#### *Selected Sector Strategies*

- Build capacity –systems, processes, infrastructure, and personnel – of environmental institutions and encourage transformative leadership in such institutions
- Create a dynamic and responsive regulatory environment including review and strengthening of relevant environmental legislation
- Establish institutional mechanisms to foster coordination and collaboration among resource management agencies on resource protection issues
- Create mechanisms to enhance accountability among all segments of society, i.e. the state, private and public organizations and individual citizens
- Support effective delivery of environmental education at all levels of the Jamaican education system and promote environmental awareness
- Strengthen the capacity of local organizations to facilitate citizen participation in sustainable management of their local natural resources

### **13-4 Manage all Forms of Wastes Effectively**

The effective management of wastes remains a challenge for Jamaica. Jamaicans currently generate approximately 1 kg of solid waste per person per day, and this is projected to increase to 1.5kg per person per day by 2030 due to population increase, changes in consumption patterns, technological changes and modernization of the economy etc. The characterization of the solid waste stream indicates that close to 20 percent of the waste is inorganic, consisting of plastics,

glass and other non-biodegradable materials. The corollary is that the high organic content of the waste produces significant quantities of methane which self ignite at the landfills and contribute to air pollution and respiratory illness. There is also a problem with the inadequate management of hazardous waste (chemicals, e-waste etc) which has implication for both human and environmental health.

Some of issues related to waste management – collection, disposal and treatment include:

- Lack of a comprehensive waste management policy resulting in the haphazard management of waste
- Volume of waste generated especially solid waste is increasing significantly and the waste stream is changing with a higher proportion of inorganic materials (e.g. plastics and packaging materials)
- Infrastructure for disposal of solid and liquid wastes is inadequate and non-existent for hazardous waste, including e-waste
- A network of poorly managed landfills with very little progress being made towards modernizing the landfill infrastructure to sanitary landfills
- Outdated waste management technology that is not sufficiently responsive to the changing conditions
- Lack of awareness by the general population of the importance of proper waste management practices as well as cultural practices such as illegal and indiscriminate dumping and burning which contribute to human and environmental health problems

Vision 2030 Jamaica supports integrated waste management which has the added benefit of enabling resource management, as well as formulating and implementing effective management and disposal strategies and infusing the 6Rs (Rethink, Reduce, Reuse, Recycle, Retrofit and Recondition).

### ***Selected Sector Strategies***

- Create an appropriate institutional framework for the integrated management of all types of waste, including the development of a comprehensive waste management policy and associated standards and regulations
- Harmonize national/sectoral policies to take into account potential implications for waste generation and management
- Modernize the waste management infrastructure
- Integrate communities and the private sector participation in the management of wastes
- Create incentives for the development of markets for waste (waste-to-energy conversion, recycling, zero-waste processing etc.)
- Promote awareness of the general public, citizens etc. to influence consumption and production patterns

**Table 44: Outcome Indicators and Targets for National Outcome #13**

| <b>National Outcome #13 – Sustainable Use and Management of Environmental and Natural Resources</b> |                      |                  |       |      |  |
|---|----------------------|------------------|-------|------|--|
| OUTCOME INDICATORS  | BASELINE             | PROPOSED TARGETS |       |      | COMMENTS   |
|   | 2007 or Most current | 2012             | 2015  | 2030 |  |
| <b>Environmental Performance Index</b>  | 79.1                 | ≥80.1            | ≥82.2 | ≥ 85 | Our weak policy area is Biodiversity and habitat. In this area our score is 35 while the average for the region is 43.2, and for comparative income group the average is 48.6. The 4 indicators covered here are: conservation risk, effective conservation, critical habitat and marine protected areas with scores of 66.4%, 28.6%, 40% and 5% respectively. With continued work towards implementing the Protected Areas System Master Plan (PASM), the country should be able to improve its position. In order to be in the top 37 countries (25% of 149 countries) the index should be at least 82.2; and to be in the top 20 countries an improvement to at least 85 is required. |

## **National Outcome # 14: HAZARD RISK REDUCTION AND ADAPTATION TO CLIMATE CHANGE**

### **Overview**

**N**atural disasters have significant consequences for economic activities, infrastructure, human welfare and natural resources management. In Jamaica natural disasters have consistently affected the productive sectors of the economy such as agriculture, tourism as well as community livelihood systems.

Over the last decade, meteorological hazards (hurricanes, floods, droughts etc) have reinforced Jamaica's vulnerability to disasters. Between 2002 and 2007 the country has experienced six storm events including three major hurricanes and several flood events. These events combined have resulted in damage and losses amounting to approximately \$73.19 billion. Also of significance is the ever present threat of earthquakes.

Jamaica is also at risk of man-made hazards including oil spills, pollution, chemical contamination and fire. Fires are the major man-made hazards that affect the island. Bush fires accounted for 55% of all fires in 2006. Additionally, hazardous materials spills have been quite commonplace in the industrial and agricultural sectors.

Climate change is likely to exacerbate the risk of natural hazards by causing extreme weather events to occur more frequently and sea-level rise to magnify the impact of storm surge and waves on coastal areas, which can lead to shoreline erosion and property loss. Climate change is also likely to weaken some protective ecosystems such as coral reefs and mangroves due to increased-sea-surface temperatures and changes in salinity. There are also socio-economic effects of climate change. Sea level rise for example is expected to have an impact on the water resources available to the population by increasing the salinity of aquifers. Climate change is also expected to impact on livelihoods (agriculture and fisheries etc.), lead to increase vulnerability to vector-borne diseases, and decreased resilience of the agriculture sector etc.

With the possibility of more frequent and intense storms high intensity earthquakes; and man-made hazards in the future, Jamaica like other Caribbean countries is likely to be confronted with the possibility of diverting scarce resources that were allocated for development projects to deal with relief and reconstruction, thus setting back economic growth. Disasters directly impact on public finance, increasing expenditure, reducing domestic revenue and in turn resulting in increased domestic and external borrowing.

If Jamaica is to move towards a sustainable future then effective measures will have to be taken to manage natural hazard risk. In this regard, a major area of concern is that Jamaica's capacity to deal with hazards is inadequate. In addition, hazard risk reduction is not integrated into the various sectors of the economy. As such, greater emphasis needs to be placed on hazard risk management activities and programmes for reducing existing and future vulnerability. There is also an urgent need to incorporate climate change scenarios in future economic and land use planning. Jamaica is party to the United Nations Framework Convention on Climate Change (UNFCCC). A National Communication on Climate Change has been prepared out of which an Adaptation Strategy will emerge.

Vision 2030 Jamaica provides a framework to ensure that the management of natural hazards is closely integrated into the country's development prospects and that hazard considerations are systematically incorporated into development policy.

### **Issues and Challenges**

- Jamaica's location, geology and geography make the island prone to several natural hazards
- Settlement patterns and location of major infrastructure along the coast increase vulnerability to hazard impacts (approximately 82% of the population lives along the coastline or within 5 Km of the coast)
- Weaknesses in building practices
- Inadequate planning and environmental management

- Inadequate incorporation of hazard risk reduction in key economic sectors such as tourism and agriculture
- Poor land use practices and deforestation
- Degradation of natural defences (coral reefs, mangroves and forests)
- The mountainous topography of the island, contributes to the numerous landslide occurrences
- The occurrence of meteorological hazards (hurricanes, floods, etc) occurrence have become more frequent and more intense over the years
- Disasters have potentially significant implications for public finance, increasing expenditure, reducing domestic revenue and in turn resulting in increased domestic and external borrowing
- Disasters have significant implications for vulnerable groups such as women, and the poor etc.
- Inadequate hazard mapping
- Limited technical capacity to deal with specific types of hazards (e.g. mass response)
- Lack of integration of hazard risk reduction into the various sectors of the economy
- Increasing incidence of man-made hazards such as oil spills, pollution, chemical contamination and fire
- Inadequate use and affordability of risk transfer mechanisms

### **National Strategies**

This section provides a brief description of the national strategies related to reducing hazard risk and adapting to climate change. The intent here is to focus our energies and resources on those activities that produce sustained benefits over time. Therefore special attention will be given to risk identification, mitigation, risk transfer, preparedness, emergency response and rehabilitation, and reconstruction. This will provide a comprehensive integrated approach to hazard risk management that would combine the broader issues of climate change, as well as the urgency to advance the mainstreaming of disaster management and climate change.



**Table 45: National Strategies and Agencies responsible for their Implementation**

| NATIONAL STRATEGIES   | RESPONSIBLE AGENCIES   |
|---|--|
| 14-1 Improve resilience to all forms of hazards                           | Office of Disaster Preparedness and Emergency Management<br>Office of the Prime Minister<br>Ministry of Agriculture<br>Ministry of Health and Environment<br>National Environment and Planning Agency<br>Ministry of Education<br>Ministry of Finance<br>Jamaica Information Service<br>Public Broadcasting Commission |
| 14-2 Develop measures to adapt to climate change                          | NEPA<br>Parish Councils<br>Forestry Department<br>Ministry of Agriculture<br>Ministry of Health and Environment<br>University of the West Indies<br>University of Technology, Jamaica  |
| 14-3 Contribute to the effort to reduce the global rate of climate change | Petroleum Corporation of Jamaica<br>Ministry of Energy<br>Ministry of Transport and Works  |
| 14-4 Improve emergency response capability                                | Ministry of Health<br>Fire Services<br>Red Cross<br>Defence Force, Coast Guard<br>Jamaica Constabulary Force<br>Office of Disaster Preparedness and Emergency Management   |

### 14-1 Improve Resilience to all Forms of Hazards <sup>161</sup>

This Plan recognizes the role that hazard risk reduction can play in the achievement of sustainable prosperity for this country. Natural and manmade disasters have affected Jamaica’s economic, social, and environmental development and will continue to do so, unless we minimise these impacts by engaging in mitigation, risk transfer, and preparedness measures which are less costly than recovery and rehabilitation. Vision 2030 Jamaica proposes to ‘disaster-proof’ development by “transforming ‘vicious spirals’ of risk accumulation and disaster losses

<sup>161</sup> This national strategy is consistent with, and draws from the Hyogo Framework

into ‘virtuous spirals’ of development, risk reduction and effective disaster response”<sup>162</sup> by building capacity across the country to limit the impact of hazards which is currently a burden for our country.

### ***Selected Sector Strategies***

- Create and strengthen national platforms for disaster risk reduction by engaging in multi-stakeholder dialogue to establish the foundation for disaster risk reduction
- Use predictive tools for modelling and mapping and risk assessment
- Modernize legal framework related to disaster risk reduction
- Create and introduce economic and financial market instruments for risk transfer
- Use knowledge, innovation and education to build a culture of safety and resilience at all levels by integrating disaster risk reduction in the education system and research community; and develop disaster risk reduction training for different groups of stakeholders
- Include a community-based approach to disaster risk reduction
- Expand early warning systems
- Improve emergency response capability for natural and man-made hazards
- Incorporate disaster risk reduction in environmental and natural resources management
- Establish mechanisms for increasing resilience of the poor and most vulnerable
- Establish measures to incorporate disaster risk reduction in land-use practices and human settlements
- Create opportunities for private sector involvement in disaster risk reduction, including business contingency planning
- Design housing settlements that are not vulnerable to hazards based on construction and rehabilitation techniques that enhance the long term usability
- Regulate the importation, storage, distribution, use and disposal (the management cycle of hazardous materials)

## **14-2 Develop Measures to Adapt to Climate Change**

Adaptation to climate change will be the principal way of dealing with the unavoidable impacts of climate change. Vision 2030 Jamaica provides the framework to ensure that climate change issues are mainstreamed into national policies and development activities. The objective here is to avoid or minimize the impact of climate change related disasters through increased coping capacity at various levels (economic sectors, communities etc) within the country. One of the key areas for action is to embed climate change mitigation and adaptation in the physical planning system.

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<sup>162</sup> DFID, 2004. “Disaster Risk Reduction: A Development Concern”

Thus, effective climate change adaptation measures will need to take into account issues such as our key economic sectors (agriculture and tourism), location of social and economic infrastructure, livelihoods, location of settlements, biodiversity, water production, land use and management.

#### ***Selected Sector Strategies***

- Create mechanisms to fully consider the impacts of climate change and climate proof<sup>7</sup> all government policies and plans
- Identify strategic priorities for adaptation to climate change
- Undertake research to identify sector-specific strategies for adaptation
- Promote education and discussion about climate change through local and community media
- Adopt best practices for climate change adaptation
- Infuse climate change issues into the physical planning system
- Create and introduce economic and financial market instruments for risk transfer
- Apply disaster risk reduction framework to build on climate change mitigation measures

### **14-3 Contribute to Effort to Reduce Global Rate of Climate Change**

Even though Jamaica's contribution to the global level of greenhouse gases is relatively small, it is still important to implement mitigation measures to reduce the country's carbon footprint. Mitigation, through reducing greenhouse gas emissions, is primarily addressed through greater energy conservation. Energy conservation in Jamaica will put us in a "win-win" situation as it provides significant other positive economic, social as well as environmental benefits. As described earlier in Outcome 10, energy conservation efforts, use of cleaner technologies, and development of alternate energy will result in lower spending on imported oil, less pollution and reduction in pollution related illnesses.

Reforestation efforts will not only increase the amount of greenhouse gases removed from the atmosphere but will also provide improved watersheds and waterways and reduce landslides and soil erosion. These measures (energy conservation and reforestation efforts), if pursued on a global scale, will mitigate and reduce the global rate of climate change. Jamaica must lobby actively for the major greenhouse gas-producing nations to take mitigation action.

#### ***Selected Sector Strategies***

- Promote energy conservation and non-carbon-based forms of energy (see Outcome 10) on Energy Security and Efficiency)

- Reduce deforestation rate through mechanisms such as reforestation programmes
- Conduct research on Jamaica's levels and sources of greenhouse gas emissions with a view to further reducing the emissions
- Promote the use of clean technologies in the manufacturing sector (related to National Strategy 12-5)
- Maximize the benefits of the Clean Development Mechanism (CDM) under the Kyoto Protocol
- Lobby at the international level for high greenhouse gas-producing countries to become more energy and resource efficient

#### 14-4 Improve Emergency Response Capability

Jamaica is prone to hazards and the potential impacts of climate change. This can result in the amplification of some issues. Emergency response must therefore become a key area of focus in our future development process.

##### *Selected Sector Strategies*

- Build adequate emergency response capability and early warning systems
- Develop institutional capacity to respond to potential emergencies such as fire services
- Develop a larger core of trained volunteers to deal with emergency response and ensure periodic education and training
- Build capacity of state agencies and facilities (e.g. hospitals, fire services) to manage any potential disasters
- Increase capacity for search and rescue
- Develop mass causality plans
- Develop procedures to cope with potential disasters (e.g. continuous education simulation exercises and drills)
- Create national transport network including privately owned units

Table 46: Outcome Indicators and Targets for National Outcome #14

| National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change |          |                      |      |      |  |
|---|----------|----------------------|------|------|--|
| OUTCOME INDICATORS  | BASELINE | PROPOSED TARGETS     |      |      | COMMENTS   |
|   |          | 2007 or Most current | 2012 | 2015 |  |
| Cost of damage caused by hazards as % of GDP                                  | 3.3%     | 2.5%                 | 1.5% | ≤1%  | Reduction in the cost of disasters indicates the preparedness and resilience of the country. The target is to minimize these damages.        |
| Loss of lives due to hazards  | 0        | ≤10                  | ≤10  | ≤10  | A disaster in terms of loss of lives occurs when 10 or more lives are lost. The target is not to have disasters as defined by loss of lives. |
| Greenhouse Gas Emission   | 5        | 4.75                 | 4.50 | 3.5  | Target from the EPI is for 2.24 Mt by 2050.  |

## **National Outcome # 15: SUSTAINABLE URBAN AND RURAL DEVELOPMENT**

### **Overview**

**V**ision 2030 Jamaica creates a framework for urban and rural development that is geared towards supporting the economic and social development of all parishes to achieve their full potential. It proposes a spatial arrangement of land use that facilitates both social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice.

This Plan acknowledges that poor physical planning in the past has resulted in a myriad of problems as is evidenced by run-down town centres, urban sprawl, environmental degradation, unsafe and dilapidated housing, planned and unplanned development in ecologically-sensitive areas, crime and disorder, and poverty in many rural areas. Physical planning approaches that worked in the 1940s, 50s, 60s and 70s are inadequate for today's Jamaica.

Jamaicans (developers and residents) are advocating for new choices of land use, housing, transport, employment and environmental standards. This plan will encourage the development of new and progressive legislation to reflect the country's changing demands, including clarification of the roles of the various agencies involved in physical planning. It will also address a wide range of issues including housing affordability, housing finance, land supply and management, water availability, and urban decay.

### **Issues and Challenges**

- Harmonizing the global norms in physical planning with Jamaica's locally distinct cultural conditions
- Weak planning system that characterizes the country resultin in the poor management of urban growth and development, manifested by spatially unbalanced development and urban sprawl.
- Provision of services and infrastructure has not kept pace with growing urbanization
- Wide disparity in levels of development between the KMR and other regional centres across the country

- Availability of affordable housing remains one of the Jamaica’s most pressing social/development problems with much of the demand for housing being related to population growth and accumulated unmet needs
- Migration from the rural areas to the cities, contributing to the growth of urban slums
- Strong link between rural poverty and a high dependence on agriculture
- Limited access to basic services and low level of educational access among rural population
- Governance structures at the local level not sufficiently inclusive and participatory

In summary, while many benefits have been derived from our pattern of development, weaknesses in the physical planning system, including outdated development orders and the lack of an overarching planning framework, have left the country with a myriad of problems including:

- fragmented subdivisions;
- unbalanced regional development, including the uncontrolled and disorderly growth of urban areas and the under-development of rural areas;
- squatting;
- inequity and poverty;
- environmental degradation;
- congested towns;
- planned and unplanned development in ecologically-sensitive areas.

### **National Strategies**

This section provides a brief description of the national strategies for sustainable urban and rural development, and lists some of the programmes required for the achievement of this outcome.

**Table 47: National Strategies and Agencies responsible for their Implementation**

| <b>NATIONAL STRATEGIES</b>                                       | <b>RESPONSIBLE AGENCIES</b>   |
|--|---|
| 15-1 Create a comprehensive and efficient planning system        | Local Authorities<br>Parish Development Committees<br>Department of Local Government<br>National Environment and Planning Agency<br>Ministry of Health and Environment<br>Office of the Prime Minister<br>Planning Institute of Jamaica |
| 15-2 Create an appropriate framework for sustainability planning | Department of Local Government<br>Parish Development Committees<br>Local Authorities<br>Planning Institute of Jamaica<br>National Environment and Planning  |

|  |  |
|--|--|
|  | Agency<br>Office of the Prime Minister   |
| 15-3 Create Sustainable Urban Centres, Including Urban Renewal and Upgrading | Urban Development Corporation<br>Local Authorities<br>Parish Development Committees<br>Jamaica Social Investment Fund<br>Ministry of Water and Housing   |
| 15-4 Create vibrant and diversified rural areas                              | Department of Local Government<br>Local Authorities<br>Parish Development Committees<br>Urban Development Corporation  |
| 15-5 Ensure safe, sanitary and affordable shelter for all                    | Ministry of Water and Housing<br>National Housing Trust<br>Jamaica Mortgage Bank<br>National Housing Development Corporation<br>National Works Agency<br>Ministry of Transport and Works<br>Ministry of Energy |

**15-1 Create a Comprehensive and Efficient Planning System**

A comprehensive and efficient planning system can be used as an instrument to coordinate socioeconomic development and minimize environmental problems. Jamaica’s current physical planning system is characterized by a lack of robustness to respond to the rate of development taking place in the country and the impacts of globalization. Further, the slow responsiveness of the system creates opportunities for it to be bypassed or ‘corrupted’. This strategy proposes to create a transparent, flexible, responsive, efficient and effective planning system that produces the physical development needed to deliver sustainable prosperity to our citizens.

***Selected Sector Strategies***

- Develop and adopt mechanisms for better integration of spatial models and tools in decision-making
- Improve citizen participation in decision-making through Local Sustainable Development Planning
- Implement transparency and accountability mechanisms and improve congruence among different levels of planning
- Establish inter-agency frameworks for sustainability planning
- Develop and popularize documented procedures and standards for planning
- Rationalize the roles and responsibilities of agencies and entities involved in planning
- Improve the level of awareness of the benefits of planning

- Strengthen capacity for monitoring and enforcement, including using multiple methods of monitoring for example, using community groups
- Improve systems and procedures to enhance efficiency

## **15-2 Create an Appropriate Framework for Sustainability Planning**

This national strategy is designed to facilitate and promote sustainable patterns of urban and rural development – making suitable land available for development in line with economic, social and environmental objectives to improve our citizens’ quality of life. This means meeting the diverse needs of all people in existing and future communities (whereby communities designed and planned around the elements of economic prosperity, are socially adequate, have open and green spaces and arrangements for the disposal of waste), promoting personal well-being, and creating equal opportunity for all citizens.

### *Selected Sector Strategies*

- Integrate sustainability principles into land use planning and design
- Integrate energy conservation into housing and transportation planning
- Design and develop communities to be in-sync with the natural environment
- Ensure that development decisions are guided by a spatial planning framework (national physical plan)
- Fully implement the Local Sustainable Development Planning Framework
- Encourage private reinvestment in older neighbourhoods and private rehabilitation of housing; implement standards to preserve architecturally and significant residential structures
- Accelerate development of strategic regional centres to ensure that they play a key role in balancing development
- Link investment with development objectives by identifying/promoting locational opportunities
- Introduce reforms in land utilization and management

## **15-3 Create Sustainable Urban Centres, Including Urban Renewal and Upgrading**

Almost 52 per cent (1,417,308 in 2005) of Jamaica’s population resides in urban areas, an increase of 16.75% from 1991. With an estimated annual increase of 1.31% per annum, the urban population for the country is projected to be 1,528,143 in 2020 and 1,869,272 in 2030<sup>163</sup>. Much of the growth in urban population has resulted from rural-urban migration. This migration is fuelled in part by the unattractiveness of some rural areas. In some cases this has resulted in overcrowding, growth of squatter communities and general deterioration of physical amenities

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<sup>163</sup> This projection was done using the T21 Model.



which are unable to cope with the pressures of the unplanned growth. The level of urban investment in the last three to four decades has not kept pace with the demands of the population for services. Consequently, several inner city communities have among other things, poor access to housing, social services and amenities, low level of unemployment and relatively high incidence of poverty.

### ***Selected Sector Strategies***

- Develop growth scenarios/concepts for main urban centres
- Formulate and implement land use and transport policies for urban growth management
- Design policies to minimize sprawl and encourage compact development; infill and redevelopment
- Facilitate urban renewal and conservation of historic sites and cultural heritage
- Formulate urban designs that reflect environmental goals
- Improve the physical environment to create orderly and beautiful communities
- Formulate urban designs that enhance safety, contribute to a sense of place and encourage social interaction
- Reverse the process of degradation and decay in urban areas
- Increase access to housing and social amenities
- Increase accessibility to inner city communities
- Reduce crime and the dominance of ‘donmanship’
- Create facilities for recreation and social interaction
- Strengthen social capital (e.g. education & training, sports, health, community organization and partnership)

## **15-4 Create Vibrant and Diversified Rural Areas**

Rural areas are characterized by high incidence of poverty (an incidence of 21.1 % compared with the national incidence of 14.8%), high levels of unemployment, poor health conditions, low educational achievements, limited access to infrastructure and basic services, and increasing environmental degradation, particularly in watershed areas (a situation not unrelated to poverty). Research has also shown a strong link between rural poverty and a high dependence on agriculture. More than two-thirds of the poor, compared with 48 per cent of the whole population, reside in the rural areas.

Rural underemployment, growth of rural urban centres and income differences, create the impetus for us to accelerate rural development in Jamaica. Rural areas will be conceptualized in Vision 2030 Jamaica as critical drivers for lifting the national economy. The Plan proposes to create economically viable and socially stable rural areas where there is universal access to social

amenities, a system of governance which fosters the active participation of local communities, and where opportunities are created so that there can be greater contribution to growth and development of the nation, while ensuring the sustainable use of natural resources and protection of the environment.

### ***Selected Sector Strategies***

- Promote growth in rural areas while protecting the environment
- Promote investment in services and infrastructure
- Build more effective, integrated and participatory approaches for rural development
- Support development of human and social capital
- Foster attention on eradicating poverty and promoting social inclusion in rural areas
- Strengthen the role of local authorities in social development and poverty reduction
- Support the development of rural communities as growth centres for non-farm activities

## **15-5 Ensure Safe, Sanitary and Affordable Shelter for All**

Housing and related services promote individual and collective dignity, privacy and security. In the economic sphere, housing contributes to employment creation and labour productivity, community economic development and capital formation at both the micro- and macro-economic levels. Housing has impacts on other key areas within society, namely economic development, poverty alleviation, and environmental management. The provision of adequate housing has historically proven to be challenging globally and more so in developing countries.

Vision 2030 Jamaica recognizes that housing is an important component of the economic and social development of the country. It is an important part of national infrastructure and pivotal to social development, national competitiveness and economic growth.

### ***Selected Sector Strategies***

- Integrate national housing and urban development planning to enable access to adequate shelter and services to all
- Create sustainable communities using a sustainable livelihoods approach in housing developments
- Create mechanisms for all income levels and specialized needs to access shelter
- Locate housing settlements in areas that minimize vulnerability to hazards
- Ensure access by all communities to a minimum standard of support services and amenities – potable water and sewerage, waste disposal services etc
- Strengthen housing and infrastructure financing through partnership arrangements (from public, private and personal sources in housing)

- Encourage a mix of residential development types
- Develop the land and housing market including the rentals market
- Develop alternative housing types and construction techniques that enhance the long-term usability and affordability of housing
- Strengthen and deepen the mechanisms for the provision of secure land tenure through expansion of land titling programmes
- Develop housing opportunities for those with specialized needs
- Develop the rentals market
- Develop alternative housing types and construction techniques that enhance the long-term usability and affordability of housing

**Table 48: Outcome Indicators and Targets for National Outcome #15**

| <b>National Outcome #15 – Sustainable Urban and Rural Development</b>            |                      |                  |       |      |   |
|--|----------------------|------------------|-------|------|---|
| OUTCOME INDICATORS   | BASELINE             | PROPOSED TARGETS |       |      | COMMENTS  |
|  | 2007 or Most current | 2012             | 2015  | 2030 |   |
| <b># of parishes with development orders not older than 5 years. (Total 15)</b>  | 0                    | 8                | 10    | 15   | Local target- NEPA: Integrated Planning and Ecosystem Management.   |
| <b>% of population with secure housing tenure (Owner/occupancy, rent/leased)</b> | 80.5%                | 82%              | 85%   | 95%  | The move by government to formalize squatter settlements and to give formal housing to inner city communities will result in an improvement in this area.   |
| <b>Housing Quality Index</b>   | 68.1                 | 71.34            | 73.77 | 86   | Jamaica's HQI has been steadily improving since 1997, moving from 60 in 1997 to the present 68.1, a change of 8.1 percentage points for the 10 years, that is, 0.81 points per annum. The weakest variable is the number of persons per habitable room, which has fluctuated between 45% and 53%. The other issue which has negatively affected the HQI is the presence of indoor taps in rural areas. The targets are set in keeping with the trend of a 0.81 point improvement each year. |
| <b>Poverty in rural areas</b>  | 19.8%                | 16.8%            | 14.5% | ≤12% | These projected reductions are in keeping with the percentage change projected for the national poverty rate until 2015. The 2030 target reflects a higher percentage change than that projected for the national rate, to capture the efforts at reducing urban/rural inequality in the country.   |

## **CHAPTER 4**

### **KEY STRATEGIES AND ACTIONS UNDER THE NATIONAL OUTCOMES FOR YEARS 1 – 3 (2009-2012)**

**T**he Vision 2030 Jamaica National Development Plan establishes the roadmap by which Jamaica will progress to becoming a prosperous country within the next two decades. The National Goals, Outcomes and Strategies provide the long-term planning framework aligned to the full range of economic, social, environmental and governance sectors around which the plan has been crafted. What then is the first milestone? As we embark on this long and challenging journey it is necessary that we frame the main strategies and actions for the first three years. This chapter presents those initial strategies and actions under each of the fifteen national outcomes.

#### **Selection of the Key Strategies for Years 1-3**

The methodology used for the selection of the three year strategies and actions is broadly based on the Results Based Management System (RBMS). This framework matches resources against the requirements for undertaking activities and estimates the degree of relevance of the activities to the issues being addressed (Appendix 5 provides a fuller discussion on the RBMS methodology). In keeping with this principle, the strategies and actions were selected largely through a series of meetings with the various ministries and agencies guided by the following:

(a) A select list of criteria as listed:

- external opportunities and threats
- quick wins
- binding constraints
- long-run transformative potential
- existing programmes and plans and
- government priorities, including the decisions articulated at the National Planning Summit.

(b) The Threshold 21 model (T21), where appropriate, to assist in determining the long-run transformative potential of the various strategies.

The key strategies and actions for the three year period are listed in the matrix that follows this section. The matrix relates the sector strategies and key actions to the appropriate national strategies. It also identifies the main entities responsible for implementing these strategies and actions. These sector strategies are drawn from the sector plans developed by the task forces while key actions for years 1-3 have largely been taken from the existing corporate and strategic plans of ministries, departments and agencies.

### **Link between the Key Strategies for Years 1-3 and the Medium Term Framework (MTF)**

While the key three-year strategies address the broad issues that we must confront initially, it is recognized that there are constraints that will militate against the ability of the country to fully resource the plan. A continuing worldwide recession and our heavy debt burden provide examples of these constraints. In this context, it has been necessary to narrow the areas selected for the first three years into more sharply defined priority areas. These priority areas provide the base for the Medium-term Socio-economic Framework (MTF) for the period 2009-2012.

The MTF is a fundamental component of the national planning framework and summarizes the main economic, social, environmental and governance goals and desired policy outcomes of the government over a three-year period, along with the main indicators and targets for each outcome. It represents the main mechanisms for operationalizing Vision 2030 Jamaica, and constitutes a subset of the key strategies listed in the matrix below that must be tackled regardless of the constraints.

It is anticipated that the MTF will be strengthened by the introduction of major operational planning and budgeting tools, in the form of a Medium Term Expenditure Framework (MTEF) and a Medium Term Sectoral Expenditure Framework (MTSEF). This will allow for further alignment and integration of planning at the national and sectoral levels with the corporate and operational plans of public sector Ministries, Departments and Agencies (soon to be called the Three – Year Business Plan) and other implementing organizations. Selection of the MTF priority Areas is at the outcome level. This means that the MTF priorities constitute a narrower set of outcomes than the fifteen under which the key strategies for the first three years have been selected.

The selection of the Priority outcomes for the MTF has involved making an assessment of the national outcomes based on the criteria listed below.

1. Which issues are currently having the highest negative impact on the nation's development (judged by popular concern and empirical data)?
2. Which issues when addressed will have the highest positive impact on the country's development in the medium term country (Judged by results of T21 analysis, a comparative country study and the desires/interests of the society)?
3. Which issues if addressed will have the greatest long term transformational impact (judged by consultation with expert opinions and informed sources)?

The areas selected include four priority and three supporting outcomes. The priority outcomes include Greater Security, Stable Macro-Economy, Effective Governance and World Class Education and Training. The supporting outcomes include Enabling Business Environment, Strong Economic Infrastructure, Internationally Competitive Industry Structures, Energy Security and Efficiency, Hazard Risk Reduction and Adaptation to Climate Change, Effective Social Protection and Authentic and Innovative Culture. The MTF is a companion document to the Vision 2030 Jamaica Plan.

The matrix showing the key strategies and actions for years 1 – 3 under the fifteen national outcomes follows below.

Table 49: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

**National Outcome # 1: A Healthy and Stable Population**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>       |
|---|---|--|-----------------------------------|
| 1-1 Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system | Implement primary, secondary and tertiary prevention programmes   | Control and or eliminate communicable diseases such as Malaria   | MHE and private delivery partners |
|   | Strengthen the capacity of the health sector for emergency and disaster management  | Build on the existing plans for disaster mitigation  | MHE                               |
| 1-2 Strengthen the Health Promotion Approach  | Strengthen and improve policies, plans, programmes and other relevant capacities for fertility management and the provision of reproductive health services and commodities for all who need them | Introduce new options for family planning (such as female condoms)   | MHE, NFPB                         |
|   |   | Develop a reproductive health commodity policy for the disabled  | MHE, NFPB                         |
|   |   | Develop and introduce programmes for educating and enabling youth (e.g. reintroduction of school-aged mothers into school and the hosting of various youth fora)                   | MHE, NFPB                         |
|   |   | Build capacity and communications skills to deliver information on reproductive health issues to service providers, parents and caregivers   | MHE, NFPB                         |
| 1-3 Strengthen and emphasize the primary health care approach to service delivery                           | Deepen and expand the shift to primary health care and reduce reliance on long-stay hospital care   | Upgrade primary health care facilities   | MHE                               |
|   |   | Introduce a policy enabling support to primary health care including such areas as mental health, oral health and the provision of emergency contraceptive pills in health centres | MHE, NFPB                         |
|   |   | Rationalize service time   | MHE                               |
|   |   | Expand and improve integration of family planning, maternal and child health, sexual and reproductive health and HIV/AIDS into primary   | MHE, NFPB                         |

| NATIONAL STRATEGIES  | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3  | KEY ACTIONS FOR YEARS 1- 3  | RESPONSIBLE AGENCIES              |
|--|--|---|-----------------------------------|
|  |  | health care   |                                   |
|  | Promote the use and application of information in planning and management of health care delivery                                | Research knowledge and management   | MHE and private delivery partners |
|  | Ensure the effectiveness of the care pathway   | Ensure that the care pathway is defined   | MHE and private delivery partners |
|  |  | Eliminate user fees   | MHE                               |
| 1-4 Provide and maintain an adequate health infrastructure to ensure efficient and cost-effective service delivery | Promote the use and application of information in planning management and health care delivery                                   | Develop the National Health Information System<br>Strengthen research knowledge and management capability | MHE, CITO                         |
| 1-5 Establish and implement a sustainable mechanism for the management of human resources                          | Establish a human resource strategic plan to ensure a sustainable supply of skills and competencies for the sector at all levels | Review competencies and skills  | MHE                               |
| 1-7 Ensure national food security for vulnerable groups  | Design food policy from a nutrition/health perspective and support the production of safe foods                                  | Reinforce the national infant feeding policy<br>Design a public information campaign                      | MHE<br>MOA                        |
| 1-9 Enable a stable population   | Strengthen policies, systems and programmes for mortality reduction and improvement in health status                             | Support healthy lifestyle   |                                   |
|  | Ensure development of new and strengthen existing systems and mechanisms for the measurement of international migration flows    | Develop an accurate record of migration flows   |                                   |



**National Outcome # 2: World-Class Education and Training**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>  |      |
|---|--|---|--|------|
| 2-1 Ensure that all children 0-8 years old have access to adequate early childhood education and development programmes | Ensure standards are adhered to in all early childhood education (ECE) institutions                          | Undertake registration of all ECE institutions  | MOE, ECC   |      |
|   |  | Implement the National Strategic Plan for ECE   | MOE, ECC   |      |
|   | Strengthen school/home relationships and parental involvement in early childhood education                   | Develop and distribute the Parent Involvement handbook  | MOE, ECC   |      |
|   |  | Carry out on-going assessments on needs of parents and schools  | MOE, ECC   |      |
| 2-3 Accelerate the process of creating and implementing a standards-driven and outcomes-based education system          | Establish frameworks for improving the quality stock of teachers   | Develop a parental education strategy   | MOE, ECC   |      |
|   |  | Create a national inspection agency, a national curriculum assessment agency and a national teaching council                | MOE  |      |
|   |  | Modernize curricula and assessment  | MOE  |      |
|   | Build dynamic and practical, interactive and enquiry-based science curricula throughout the education system | Strengthen the institutional, legal and regulatory framework for, and the use, awareness and value of intellectual property | Develop performance management and accountability mechanisms   | MOE  |
|   |  |   | Develop and implement science education programme for schools through links with school Science and Technology societies | SRC  |
|   |  |   | Expand island-wide IP Programme in schools   | JIPO |
|   |  |   |  |      |
| 2-4 Develop and establish financing   | Create a mechanism that will establish a dedicated pool of funds for education                               | Create mechanisms for tripartite partnerships agreements among schools, parents and students                                | MOE  |      |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|---|--|--|-----------------------------|
| and management mechanisms for schools   |  |  |                             |
| 2-5 Ensure a physical environment in all schools that is safe and conducive to learning | Ensure that all school facilities meet international standards   | Improve facilities to create a better learning environment, using modern teaching approaches   | MOE                         |
| 2-8 Expand mechanisms to provide access to the out-of-school population                 | Provide mechanisms that would facilitate all students being able to take advantage of educational opportunities (e.g. student loans/ NGOs) | <p>Create more spaces through expansion of schools, rationalization of provision of smaller class sizes 17,000 new school spaces through the building of 8 schools, expanding 27 existing schools and repairing 300 schools</p> <p>Expand options and access to training and development</p> | MOE                         |
| 2-9 Promote a culture of learning among the general populace                            | Conduct a public education campaign on the value of learning   | Increase learner participation, engagement and achievement   | MIND                        |
| 2-10 Establish a competency-based national qualification framework                      | Expand Competency-based Education and Training (CBET) nationally   | <p>Establish standards and levels for various job competencies</p> <p>Infuse CBET into the tertiary HRD programmes</p>   | HEART Trust/NTA             |
| 2-12 Strengthen mechanisms to align training with demands of the labour market          | Facilitate collaboration between HRD in firms and training institutions  | Develop, review, and upgrade learning products and services in response to Government and business priorities and needs  | MIND                        |

**National Outcome # 3: Effective Social Protection**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>                      |
|---|--|---|--|
| 3-2 Facilitate partnerships to expand opportunities for the poor to engage in sustainable livelihoods             | Ensure accurate targeting of vulnerable groups in social safety net services               | Identify vulnerable groups and specific needs   | MLSS   |
|   | Design and implement programmes that support poor households to seek and retain employment | Rationalize benefits within the PATH programme  | MLSS   |
|   |  | Develop “Steps to Work” programme for poor households                                 | MLSS, MOE, HEART /NTA                            |
| 3-3 Establish mechanisms for creating an effective, efficient, transparent and objective social assistance system | Develop and maintain appropriate systems of identification of beneficiaries of assistance  | Develop a national register of persons benefiting from social welfare                 | MLSS, MHE<br>National Council of Senior Citizens |
|   |  |   | MLSS, MHE<br>National Council of Senior Citizens |
| 3-4 Promote wider participation in Social Security schemes  | Expand the base of and participation in social insurance and pension schemes               | Use tax reform to encourage greater saving for pension                                | MF&PS, MLSS                                      |
|   |  | Promote participation in social insurance and pension schemes                         | MLSS   |
|   |  | Encourage self-employed persons to contribute to social insurance and pension schemes | MLSS , FSC<br>Private Sector Companies<br>Media  |
| 3-5 Promote family responsibility and community participation for the protection of vulnerable groups             | Develop and strengthen community support for the elderly                                   | Promote public awareness of the needs and rights of the elderly                       |  |

| <b>NATIONAL STRATEGIES</b>                                       | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>                                  | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>         |
|--|---|---|-------------------------------------|
| 3-6 Create an enabling environment for persons with disabilities | Increase access to public goods and services for persons with disabilities (PWDs) | Strengthen the capacity of the Jamaica Council for Persons with Disabilities                                      | MLSS, JCPD                          |
|  |   | Create a registry of persons with disabilities  | JCPD                                |
|  |   | Build partnerships with businesses and other groups to empower persons with disabilities                          | MLSS, JCPD                          |
|  |   | Provide training of all human service personnel in all spheres of public life to interact appropriately with PWDs | MLSS, JCPD<br>Training Institutions |
|  |   | Promote public awareness on the rights of PWD   | MLSS, JCPD, Media                   |
|  | Promote respect and dignified treatment for PWDs                                  | Increase access to public buildings for PWDs  | MTW, Parish Councils                |

**National Outcome # 4: Authentic and Innovative Culture**

| <b>NATIONAL STRATEGIES</b>                                    | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|---|---|-----------------------------|
| 4-1 Promote core / transformational values                    | Create more opportunities for input in national cultural policies and programmes  | Continue cultural dialogue with stakeholders  | MICYS                       |
|   |   | Equip families to embody their roles and responsibilities as members of the society                             | MOE<br>Churches<br>NGOs     |
|   |   | Infuse core values in all areas of school activities and mainstream in the content of all community engagements | MOE                         |
|   |   | Introduce standardized teaching of citizenship  | MOE                         |
| 4-3 Preserve, protect and promote Jamaica's cultural heritage | Strengthen the process of identification, monitoring, maintenance and promotion of protected heritage sites                                 | Develop and implement sustainability plans for major heritage sites   | JNHT                        |
|   | Strengthen and institutionalize documentation of cultural heritage  | Develop a national cultural information system and heritage information system                                  | MICYS, JNHT                 |
|   | Develop physical and virtual cultural spaces with the requisite human and material resources for creating, learning, performing and sharing | Undertake preparatory work for the establishment of venues for the performing arts                              | MICYS                       |
|   |   | Undertake restoration and upgrading of the Ward Theatre   | MICYS, Ward Foundation      |
|   | Provide wider access to Jamaican cultural expression locally and internationally  | Strengthen and expand the National Festival of the Arts   | JCDC                        |
|   | Widen access to repositories (libraries, museums and archives) of culture and heritage  | Develop a Reggae Museum and Museum of the Jamaican People   | MICYS                       |
|   | Strengthen and institutionalize documentation of cultural heritage (tangible and intangible)  | Strengthen the recording, documentation and preservation of Jamaican culture                                    | MICYS, IOJ, JNHT            |
|   | Strengthen support to institutions and agencies with a community development mandate  | Strengthen community cultural programmes and organizations  | JCDC, SDC                   |
| Increase accessibility to cultural institutions               | Increase community awareness and access to cultural heritage  | MICYS, IOJ, JNHT  |                             |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>  |
|---|--|--|------------------------------|
| 4-4 Integrate Jamaica's nation brand into developmental processes       | Undertake comprehensive National Branding for Jamaica  | Develop and implement a Nation Branding Strategy   | MICYS, TGCC/JTI              |
|   | Promote media literacy and the positive use of media as change agent and source of empowerment | Develop a strategy for engaging the widest possible audience in Jamaica and the Diaspora via radio, internet and new media                               | PBCJ                         |
|   | Promote and use IP as a tool for economic development  | Strengthen use of geographical indications (GIs) including identification of Jamaican GIs, establishment of GI Registry and registration of Jamaican GIs | JIPO                         |
| 4-5 Strengthen the role of sport in all aspects of national development | Increase physical education and sports programmes in schools                                   | Increase provision of recreational facilities in schools including secured spaces  | MICYS, MOE                   |
|   | Design / upgrade community facilities for multi-use recreational and competitive sport         | Expedite development of sporting infrastructure in communities   | Insport, SDF                 |
|   | Increase organized sport activities in communities   | Build local capacity to manage sport activities  | SDC                          |
|   | Adopt international best practices for training of sports personnel including certification    | Expand training programmes and seminars for coaches, sports officers and certified sport managers  | Insport, G.C. Foster College |
|   | Ensure national sporting infrastructure to meet the long-term development of sport             | Develop long-term national plan for sport infrastructure island wide   | MICYS, IPL                   |

**National Outcome # 5: Greater Security and Safety**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|---|---|--|-----------------------------|
| 5-1 Strengthen the capacity of communities to participate in creating a safe and secure society | Enhance autonomy and accountability for rehabilitation initiatives  | Increase equity, fairness and access to justice  | Ministry of Justice         |
|   |   | Implement the Advisory Council to provide oversight of DCS rehabilitation programmes                                       | DCS                         |
|   |   | Amend the Corrections Act to make provisions for the establishment of Visitors Boards for Juvenile Correctional facilities | DCS                         |
|   | Enhance current systems of rehabilitation to ensure utilisation of the most effective and modern methods/approaches | Extend the public education programme on youth diversion programmes and parenting to the workplace                         | DCS                         |
|   |   | Introduce electronic monitoring of offenders   | DCS                         |
|   | Establish/Strengthen community groups/councils  | Support the establishment of a community management apparatus island wide  | MNS                         |
|   |   | Expand use of restorative justice  | Ministry of Justice         |
| 5-2 Reform and modernize the law enforcement systems  | Improve housing facilities to conform with United Nations minimum standards and to eliminate overcrowding           | Operationalize the Beijing rules for Juveniles and the UN standards for adult inmates                                      | Ministry of Justice         |
|   |   |  | Ministry of Justice         |
|   |   |  | Ministry of Justice         |
|   |   |  | DCS                         |
|   | Ensure adequacy of furnishings and equipment needed for operations at correctional facilities                       | Continue the retrofitting of correctional facilities for juveniles   | DCS                         |
|   |   |  | DCS                         |
| Improve quality of human resources at correctional facilities                                   | Rationalize the human resources of the JCF  | JCF  |                             |
| Enhance the JCF's capacity to respond promptly to calls from residents                          | Improve the capacity of the JCF to use crime-fighting technologies  | JCF  |                             |

| <b>NATIONAL STRATEGIES</b>   | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>                      |
|--|--|---|--|
|  |  | Improve mobility of police officers   | JCF  |
|  | Renew the physical infrastructure of the JCF   | Improve the environment of police stations to reflect good customer service ethos           |  |
| 5-3 Improve the security of the border and territorial waters                  | Strengthen detection mechanisms at ports of entry  | Install metal detectors, X-ray machines and cameras at all ports of entry                   | MNS  |
|  |  | Implement a tracking system for all cargo through a localized hub                           | MNS  |
| 5-4 Strengthen the anti-crime capability of law enforcement agencies           | Improve and broaden the scope of the offender management system to include offender database                         | Integrate the intelligence arms of the DCS with the JCF for the sharing of information      | JCF<br>DCS                                       |
| 5-5 Implement programmes to integrate unattached youth into mainstream society | Design and implement holistic programmes focussing on the intervention and suppression of youth involvement in crime | Establish a national strategy for the prevention of children and youth involvement in crime | MNS- JCF, DCS,<br>Child Development Agency (CDA) |



**National Outcome # 6: Effective Governance**

| <b>NATIONAL STRATEGIES</b>                                    | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|--|---|-----------------------------|
| 6-1 Develop a process of citizen participation in governance  | Strengthen the capacity of local organizations/bodies  | Facilitate and strengthen local governance structures including Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)            | SDC                         |
|   | Create frameworks to ensure that information is accurate and accessible to all                                     | Develop a framework for Community Development Planning and integrate with national planning processes   | SDC<br>PIOJ                 |
|   |  | Expand and develop a community-based research and information system  | SDC                         |
|   | Identify and improve channels for creating, sharing and accessing information and providing feedback               | Facilitate community broadcasting with focus on radio   | Broadcasting Commission     |
| 6-2 Reform the justice system                                 | Conduct comprehensive review and reform  |   |                             |
| 6-3 Deliver efficient and effective public goods and services |  | Implement the Managing for Results Programme  | Cabinet Office              |
|   | Create mechanisms for efficient and effective delivery of public services  | Create new Executive Agencies (Fisheries Division and Forestry Department)  | Cabinet Office              |
|   | Build capacity of the public sector entities to effectively implement stated mandates                              | Modernize Ministries of Education and National Security to become Policy Ministries. For the MOE this would also involve the creation of new regional authorities and more autonomy for schools | Cabinet Office              |
|   | Target strategic high impact and/or potential self-financing public agencies for modernization ++                  |   |                             |
|   | Effectively infuse participatory processes in government business, national policy framework, investment processes | Strengthen the policy capacity of GOJ   | Cabinet Office              |
|   | Harmonize ICT infrastructure and systems   | Implement GovNet, the Jamaica Government-wide   | MMT, CITO                   |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>       |
|----------------------------|---|---|-----------------------------------|
|                            | across the public sector  | ICT network   |                                   |
|                            | Proliferate and promote the delivery of first-class, easily accessible and secure e-government services | Implement standards for GOJ websites through a pilot project in 3 ministries  | MMT, CITO                         |
|                            | Strengthen the capacity of local organizations/bodies   | Develop the E-Government Services Strategic Plan  | MMT, CITO                         |
|                            |   | Intensify implementation of Local Government Reform – under the following – 2007 – 2011: <ul style="list-style-type: none"> <li>➤ Capacity Building at the Local Level</li> <li>➤ Policy Strengthening of Local Authorities</li> <li>➤ Financial Management in local authorities</li> <li>➤ Amendments/Overhaul of Legal Framework</li> </ul> | Local Government Department (OPM) |

**National Outcome # 7: Stable Macro-Economy**

| NATIONAL STRATEGIES                       | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3  | KEY ACTIONS FOR YEARS 1- 3   | RESPONSIBLE AGENCIES |
|---|--|--|----------------------|
| 7-1 Ensure fiscal and debt sustainability | Reduce the fiscal deficit towards a balanced budget  | Align planning and budgeting functions across the public sector  | MFPS                 |
|   |  | Develop multi-year budgets for the public sector   | MFPS                 |
|   |  | Implement accrual accounting in the public sector  | MFPS                 |
|   |  | Collaborate with the Cabinet Office to strengthen and coordinate the Project Prioritization Mechanism                    | MFPS                 |
|   |  | Within the objective of fiscal sustainability give due consideration to growth facilitating capital expenditure          | MFPS                 |
|   |  | Reduce the level of non-core general services relative to growth enhancing expenditure                                   | MFPS                 |
|   | Reduce public debt stock in medium-term  | Seek to have Cabinet approve and initiate procedures for adoption of a Fiscal Responsibility Framework                   | MFPS                 |
|   |  | Accelerate implementation of comprehensive Debt Management Strategy  | MFPS                 |
|   | Manage the composition of the public debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs taking account of risk | Get low-cost multilateral financing  | MFPS                 |
|   |  | Strengthen treasury management of the public debt  | MFPS                 |
|   | Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities  | Conduct a comprehensive review of the public sector to determine the optimal size and costs of the public service        | MFPS                 |
|   |  | Undertake divestment of all non-core GOJ assets and mergers of PBs for greater efficiency to reduce risk exposure of GOJ | MFPS                 |
|   |  | Amend all relevant legislation where necessary to increase compliance of MDAs and PBs                                    | MFPS                 |

| NATIONAL STRATEGIES                            | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3  | KEY ACTIONS FOR YEARS 1- 3   | RESPONSIBLE AGENCIES |
|--|--|--|----------------------|
|  |  | Rationalise public service and introduce performance based evaluations to increase efficiency and reduce expenditure         | MFPS                 |
|  |  | Significantly strengthen budgetary management control mechanisms   | MFPS                 |
|  |  | Implement accrual accounting on a phased basis in government entities  | MFPS                 |
|  |  | Strengthen and monitor procurement planning processes in line with strategic objectives                                      | MFPS                 |
| 7-2 Develop efficient and equitable tax system | Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system | Review the tax system with a view to spur growth, enhance voluntary compliance and increase revenue inflows                  | MFPS                 |
|  |  | Conduct assessment of the tax revenue structure  | MFPS                 |
|  |  | Develop a road map with a view to achieving national consensus on tax policy through public consultation                     | MFPS                 |
|  |  | Update data and models from the 2004 analysis to develop new tax policy for implementation                                   | MFPS                 |
|  | Improve and rationalize tax administration and payment processes                                 | Simplify tax procedures and number of payments   | MFPS                 |
|  |  | Develop and implement amnesty and voluntary tax compliance to raise revenues   | MFPS                 |
|  |  | Amend relevant tax laws to include alternate investment schemes and to improve the viability of long term saving instruments | MFPS                 |
|  | Improve tax compliance of the informal sector  | Improve tax compliance of the informal sector by relative shift to taxes on consumption                                      | MFPS                 |
|  | Carry out reform of incentives system to the productive sectors                                  | Undertake an independent incentives study  |                      |

| <b>NATIONAL STRATEGIES</b>              | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|--|---|-----------------------------|
| 7-3 Maintain financial system stability | Strengthen the legislative and regulatory framework for the financial system   | Enhance the legislative framework for the pensions industry   | MFPS, BOJ                   |
|   |  | Strengthen the regulatory and oversight architecture for the payments and settlement systems                              | MFPS, BOJ                   |
|   |  | Strengthen anti-corruption measures to counter financial crimes and revenue leakages                                      | MFPS, BOJ                   |
|   |  | Promote adoption of international standards and best practices including Basel Accords and IOSCO standards                | MFPS, BOJ                   |
|   | Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes                     | Rationalize and strengthen collaboration between financial regulatory agencies  | MFPS, BOJ                   |
|   |  | Rationalize the institutional structure for supervisory oversight   | MFPS, BOJ, FSC              |
|   |  | Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering | MFPS, BOJ                   |
|   |  | Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes             | MFPS, BOJ                   |
| 7-4 Maintain price stability            | Evaluate effectiveness of the monetary policy framework over time and modify accordingly based on evolution of the monetary transmission mechanism | Resolve issue of the independence of the central bank   | BOJ                         |
|   | Control operating targets to ensure they are in line with monetary policy targets  | Upgrade the IT platform of the foreign exchange trading system to facilitate real time information                        | BOJ                         |
|   | Align domestic inflation with that of Jamaica's major trading partners consistent with desired macro-economic outcomes                             | Implement a communication strategy to address inflation expectations  | BOJ                         |
|   |  | Implement flexible measures to maintain a competitive real effective exchange rate (REER)                                 | BOJ                         |

**National Outcome # 8: Enabling Business Environment**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|--|---|-----------------------------|
| 8-1 Ensure a facilitating policy, regulatory and institutional framework for business development | Improve and streamline bureaucratic processes for business establishment and operation                       | Review and identify key impediments to doing business in Jamaica in the “Doing Business Report 2008” for lobbying         | TGCC/JTI                    |
|   |  | Advocate to influence the policy decisions and design instruments relevant to creating a competitive business environment | TGCC/JTI                    |
|   |  | Implement the recommendations of the Legislation, Regulations and Process Improvement Project (Legs & Regs)               | OPM, TGCC/JTI, JCC          |
|   |  | Implement the Jamaica Competitiveness Enhancement Programme   | MFPS, OPM, PIOJ             |
|   |  | Develop updated island wide cadastral maps to facilitate planning   | NLA                         |
|   |  | Develop a unique national ID number for every Jamaican  | MIIC, CITO                  |
|   | Strengthen legal and regulatory framework for e-commerce and protection of intellectual property rights (IP) | Revise current IP Laws - Patent, Copyright Trademarks & GI Regulations  | JIPO                        |
|   |  | Fully Automate Trade Marks and Patent Registration systems  | JIPO                        |
|   |  | Develop Geographical Indications Project  | MIIC, JIPO                  |
|   | Improve customs and clearance processes for imports and exports  | Ensure full implementation of the Export Paperless Licensing System   | Trade Board                 |
| 8-2 Increase access to capital  | Develop and implement measures for expansion of the domestic capital market                                  | Promote improved intermediation and greater use of derivatives and other hedging products to manage financial risk        | MFPS, BOJ                   |
| 8-3 Use trade and foreign   | Project Jamaica’s economic, social and environmental interests within the multilateral system                | Conclude Maritime Delimitation of Jamaica’s Exclusive Economic Zone (EEZ)   | MFAFT                       |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |       |
|---|--|--|-----------------------------|-------|
| relations to create an enabling external environment for economic growth    | Enhance relationship with the EU under the provisions of the Economic Partnership Agreement (EPA)                        | Carry out implementation of the CARIFORUM/EU Economic Partnership Agreement (EPA)  | MFAFT                       |       |
|   | Ensure that Jamaica's defensive and offensive interests are adequately safeguarded in the Doha Development Round         | Represent interests of Jamaica and Small Vulnerable Economies (SVEs) in conclusion of the Doha Development Round of the World Trade Organization (WTO) | MFAFT                       |       |
|   | Undertake periodic review and refinement of trade policy   | Review the existing Trade Policy and develop a new Trade policy  | MFAFT                       |       |
|   | Strengthen strategic bilateral foreign and trade relations   | Develop a new bilateral free trade agreement with Canada   |                             | MFAFT |
|   |  | Participate in development of post-CBI agreement between CARICOM and the USA   |                             | MFAFT |
|   |  | Strengthen diplomatic relations with key regional and hemispheric neighbours including Haiti and Brazil  |                             | MFAFT |
|   |  | Expand overseas representation in key countries including Russia, Spain and the Gulf States  |                             | MFAFT |
|   |  | Develop bilateral CARICOM agreements with regional countries, including the Dominican Republic   |                             | MFAFT |
|   | Ensure successful creation, implementation and effective use and operation of Caribbean Single Market and Economy (CSME) | Continue implementation of the Caribbean Single Market (CSM) and commence implementation of the Caribbean Single Economy (CSE)                         |                             | MFAFT |
|   |  | Develop CARICOM External Trade Agenda  |                             | MFAFT |
| Strengthen the involvement of the Jamaican Diaspora in national development | Establish the Jamaican Diaspora Foundation   |  | MFAFT                       |       |
| 8-4 Strengthen  | Market and promote Jamaica as a premier destination for investment   | Implement the Jamaica Investment Attraction Programme – Phase II   | JTI                         |       |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>          |
|---|--|--|--------------------------------------|
| investment promotion and trade facilitation                           |  | Implement the Major Events Attraction Programme  | JTI                                  |
|   |  | Coordinate inter-ministry and -agency activities in negotiation of Investment Treaties and Double Taxation Treaties                | MFAFT, JTI                           |
|   | Strengthen the capacity of investment and trade institutions   | Increase the number and capacity of overseas missions including collaboration with other agencies involved in promotion of Jamaica | MFAFT, JTI                           |
|   |  | Increase JTI's overseas representation   | JTI                                  |
|   |  | Strengthen effectiveness of JTAT   | MFAFT                                |
| 8-5 Develop an efficient labour market                                | Promote work experience programmes at the secondary and post-secondary levels  | Strengthen the internship system for secondary and post-secondary students   | MLSS, MOE, HEART/NTA, Private sector |
|   | Promote industry involvement in the output of the education and training systems   | Expand the number of firms participating in internship programmes  | MLSS, JEF, JCTU, MOE                 |
|   | Broaden the geographical and occupational scope of the Government Employment Services (GES)  | Establish additional facilities in all parishes to facilitate GES  | MLSS                                 |
|   | Enforce regulation of the employment services industry to ensure its effectiveness and to minimize the exploitation of job seekers | Ensure regular publication of licensed employment agencies (overseas and local)  | MLSS                                 |
|   | Develop and promote flexible labour market arrangements, policies and legislation  | Implement National Plan of Action on Flexibility in Working Time   | MLSS                                 |
|   | Strengthen and improve access to the Labour Market Information System (LMIS)   | Improve the effectiveness of the Electronic Labour Exchange (ELE)  | MLSS                                 |
| 8-6 Improve the labour environment to enhance labour productivity and | Improve industrial relations mechanisms  | Amend the LRIDA to allow access for non-unionized employees to the dispute resolution mechanism                                    | MLSS, JCTU, JEF                      |
|   | Develop and implement a national programme of productivity management  | Expand the "Be Productive and Prosper" Campaign to the secondary and post-secondary levels   | JPC, MOE, HEART/NTA                  |



| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|---|--|--|-----------------------------|
| worker satisfaction   |  | Facilitate the implementation of productivity-based compensation systems         | MLSS, JEF, JCTU, JPC        |
| 8-7 Develop the capabilities of micro, small and medium-sized enterprises (MSMEs) | Increase and strengthen acquisition, analysis and application of data and information on MSME sector and the informal sector | Develop MSME Policy Framework  | JTI                         |
|   | Promote and develop entrepreneurship   | Carry out public education and training programmes on entrepreneurship           | JTI, HEART/NTA              |
|   | Increase awareness and information on business opportunities and programmes for MSMEs  | Develop new business opportunities for SMEs                                      | MIIC, JTI                   |
|   | Expand credit facilities for MSMEs   | Increase loan disbursement through network of Community Development Funds (CDFs) | MIIC                        |
|   |  | Expand DBJ Micro, Small and Medium Enterprises Line of Credit                    | DBJ, MIIC                   |
|   | Provide training and capacity development for MSMEs  | Establish business incubators for micro-enterprises                              | MIIC, JTI<br>JBDC, NCTVET   |
|   |  | Provide certified training programmes for MSMEs                                  | MIIC, JBDC,<br>NCTVET       |
|   |  | Strengthen effectiveness of JTAT   | MFAFT                       |

**National Outcome # 9: Strong Economic Infrastructure**

| <b>NATIONAL STRATEGIES</b>   | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|--|--|--|-----------------------------|
| 9-1 Expand and rationalize the road network and land transport services                      | Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network   | Create a single Road Authority   | MTW                         |
|  |  | Strengthen capacity to regulate, license and monitor land transportation                         | MTW, TA                     |
|  | Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for the road transport sector   | Undertake flood damage mitigation measures   | MTW, NWA                    |
|  | Improve and rationalize the road transport infrastructure  | Implement the Intelligent Transportation System  | MTW, NWA                    |
|  |  | Implement the Road Sector Master Plan (Maintenance)  | MTW, NWA                    |
|  |  | Implement National Road Services Improvement Programme   | MTW, NWA                    |
|  |  | Undertake island-wide drainage plan  | MTW, NWA                    |
|  | Ensure the completion of proposed high-speed cross-island links  | Complete Sandy Bay to Williamsfield and Spanish Town to Ocho Rios Legs of Highway 2000           | MTW, NROCC                  |
|  | Improve flow of traffic in urban centres<br>Improve flow of traffic in urban centres   | Implement South & Eastern Coastal Highways   | MTW, NWA                    |
|  |  | Institute appropriate traffic management measures to reduce traffic congestion in critical areas | MTW, TA                     |
| Ensure that road networks are developed within guidelines of national environmental agencies | Establish a Portmore Hub to rationalize service in Portmore and its environs   | MTW, JUTC  |                             |
| 9-2 Develop a modernized public transport system   | Ensure that road networks are developed within guidelines of national environmental agencies<br>Develop and implement a long-term plan for public transport system including for schools | Ensure road development is in compliance with government statutory regulations                   | MTW, RMF                    |
|  |  | Develop long-term plan for public transport system including for schools                         | MTW                         |
|  |  | Develop rural township transportation model  | MTW                         |
| 9-3 Expand domestic and international air  | Promote growth of the general aviation industry in Jamaica   | Implement new routes in the Montego Bay Metropolitan Transport Region and environs               | Montego Bay Metro           |
|  |  | Improve general aviation ground handling facilities  | MTW, AAJ                    |
|  |  | Develop privatization of aerodromes  | MTW, AAJ                    |

| <b>NATIONAL STRATEGIES</b>                                    | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>  |          |
|---|--|--|--|----------|
| transport infrastructure and services                         | Facilitate the increase of domestic aerodromes in the country  | Undertake feasibility and planning studies for the establishment of a new domestic aerodrome at Caymanas                     | MTW, AAJ   |          |
|   |  | Upgrade Boscobel and Negril aerodromes   | MTW, AAJ   |          |
|   | Ensure strategic alliances for airport development and operation<br>Ensure strategic alliances for airport development and operation   |  | Establish general aviation facility at Vernamfield                                     | MTW, AAJ |
|   |  |  | Reserve suitable land areas for airport and aerodrome expansion and future development | MTW, AAJ |
| 9-4 Expand and diversify maritime infrastructure and services | Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers  | Sign Air Services Agreements with as many States where feasible  | MTW, AAJ   |          |
|   |  | Finalize KCT Phase 5 Expansion Programme   | MTW, PAJ   |          |
|   |  | Expand Ocho Rios Cruise Ship Facility  | MTW, PAJ   |          |
|   | Reserve suitable land areas for port expansion and future development  | Expand Montego Bay Cruise Ship Facility  | MTW, PAJ   |          |
|   | Exploit opportunities to become crewing nation due to worldwide shortage of ship's officers  | Implement new curriculum and increase enrolment for maritime professional training   | CMA  |          |
|   | Nurture ancillary and supporting services to develop maritime centre   |  | Develop policy for Jamaica as an international shipping centre                         | MTW, MAJ |
|   |  | Implement Port Community System and Trade Facilitation System  | PAJ, SAJ   |          |
| 9-5 Develop Jamaica as a regional logistics hub               | Facilitate growth of ship registry   | Expand Deputy Registrar network worldwide  | MAJ  |          |
|   | Develop national framework and land use plans to spearhead development of logistics hub  | Develop land use plans for integrated logistics hub on the South Coast   | MTW  |          |
|   | Develop logistics centres at key locations including industrial parks and free zones in conjunction with ports and distribution centres for transshipped and assembled goods | Plan development of proposed private sector establishment of new major port & commercial/industrial complex at Port Esquivel | MTW  |          |
|   | Develop inter-modal transport links from   | Complete Feasibility Study of linkage requirements   | NROCC  |          |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>                                    |
|---|--|--|--|
| 9-6 Expand the broadband network island-wide                      | seaports to hub airport and other airports<br>Develop logistics centres at key locations including industrial parks and free zones in conjunction with ports and distribution centres for transshipped and assembled goods | for Vernamfield to Highway 2000  |  |
|   |  | Develop Kingston Logistics Centre at site to be determined (e.g. Tinson Pen / Caymanas)  | PAJ  |
|   | Promote multiple modes of information delivery systems and networks including new wireless and wired technologies  | Facilitate development of wireless communications  | SMA  |
|   |  | Prepare transition to digital broadcasting network   | Broadcasting Commission  |
|   | Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces  | Form strategic alliance with MOE, IDB and private sector sponsors for establishment of CAPs  | MMT, CITO  |
| 9-7 Ensure adequate and safe water supply and sanitation services | Implementation of IWRM in an established institutional framework anchored in the Dublin and other related principles and informed by regional and national research findings   | Promulgate and implement the National Water Resources Master Plan  | WRA, MoWH, NIC, NWC, RWSL                                      |
|   | Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed  | Establish a roadmap for achieving the targets of the MDGs to ensure vulnerable and poor communities receive adequate services through appropriate means such as social water.  | PIOJ, Ministry of Water and Housing                            |
|   | Provide sufficient water for achieving food security   | Identify and upgrade water supply systems to support implementation of NIDP projects to increase agricultural production   | NIC, Minsitry of Agriculture, WRA                              |
|   | <b>Using participatory approaches to design, manage, maintain and protect watershed areas, catchments and networks and promote effective programmes for water conservation and prevention of contamination</b>             | Establish a process for the inclusion and consultation with all stakeholders in preparation of policies and plans for water resources management within watershed areas including the establishment of management committees | NEPA, WRA, Ministry of Water and Housing, Forestry Department  |
|   |  | Improve education and training to ensure effective community participation in sustainable water management   | NEPA, MIND, Ministry of Water and Housing, Local, Regional and |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>         |
|----------------------------|---|--|-------------------------------------|
|                            |   |  | International bodies, CBOs and NGOs |
|                            | Ensure water and sanitation are costed and financed to promote equity, efficiency and sustainability                              | Mobilize finance from national and international sources   | Ministry and PIOJ                   |
|                            |   | Introduce acceptable water and sanitation pricing and cost recovery mechanisms   | Ministry                            |
|                            | Implement appropriate compliance measures   | Improve billing and collection procedures and legislate disconnection policies   | OUR, NWC                            |
|                            |   | Raise public awareness through public education, behavioural change and other appropriate measures to recognize that this is indispensable for the efficiency of services and the continued capacity for re-investment |                                     |
|                            | Introduce mechanisms towards equitable water allocation and to encourage recycling of industrial effluent and domestic wastewater | Implement demand management and water conservation measures  | NWC, WRA                            |
|                            |   | Identify water pollution sources and review existing wastewater technologies and infrastructure and recommend strategies for improvement through incentive schemes   | NWC, Ministry of Water and Housing  |
|                            |   | Develop national guidelines on best practice approaches to managing industrial effluent and domestic wastewater that incorporate tax incentives for compliance   | NWC, Ministry of Water and Housing  |

**National Outcome # 10: Energy Security and Efficiency**

| <b>NATIONAL STRATEGIES</b>       | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>   |
|----------------------------------|--|---|---|
| 10-1 Diversify the energy supply | Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector                   | Finalize and promulgate the new Energy Policy   | ME  |
|                                  |  | Develop and promulgate the new Electricity Policy and Act   | ME  |
|                                  | Align foreign policy with energy policy to ensure energy security  | Align energy policy with foreign policy, for example through participation in PetroCaribe work groups   | ME, MFAFT, PCJ  |
|                                  | Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix | Implement renewable energy projects of the Centre of Excellence for Renewable Energy: <ul style="list-style-type: none"> <li>• Hydropower</li> <li>• Wind</li> <li>• Solar</li> <li>• Biomass</li> <li>• Waste-to-Energy</li> </ul> | PCJ, CERE   |
|                                  |  | Encourage application of solar energy technology  | PCJ, CERE   |
|                                  |  | Fully implement National Energy Fund  | ME  |
|                                  |  | Introduce ethanol into gasoline up to 10%   | ME, PCJ   |
|                                  |  | Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies  | Conclude studies on relative cost benefit analysis of coal and natural gas as main fuel diversification options |
|                                  | Undertake expansion of the Petrojam refinery and petcoke 100MW cogeneration plant  |   | Petrojam  |
|                                  | Undertake comprehensive oil and gas exploration programme  | Begin programme of acceleration to conclude whether Jamaica has commercial quantities of oil and/or gas   | PCJ   |
| 10-2 Promote energy efficiency   | Ensure an appropriate integrated policy, legislative, regulatory and institutional   | Finalize and promulgate the Energy Efficiency and Conservation Policy   | ME  |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|----------------------------|--|--|-----------------------------|
| and conservation           | framework for the energy sector  | Develop policy and expand carbon trading   | ME, PCJ                     |
|                            | Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy   | Promote demand-side energy management including implementation of energy efficiency projects in the public sector          | ME, PCJ                     |
|                            | Update, apply and enforce building codes to support efficient use of energy  | Enforce the energy-efficient Building Code   | ME, NEPA, Local Authorities |
|                            | Establish framework for timely development, decision-making and implementation of least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity | Commence phase out of inefficient JPSCo generating plant and replacement with cost-efficient plant using main fuel options | JPSCo, IPPs                 |
|                            | Review quality standards for energy supplies   | Implement national standards for petroleum industry  | ME, PCJ                     |
|                            | Encourage greater energy efficiency in the transport sector  | Promote greater vehicle fuel efficiency  | MTW, ME                     |

**National Outcome # 11: Technology Driven Society**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|---|---|-----------------------------|
| 11-1 Integrate science and technology into all areas of development | Entrench a dynamic national and local decision-making process based on reliable scientific and other relevant information   | Implement a national public education programme on Science and Technology (S & T)   | NCST                        |
|   | Review and define roles of R&D institutions to gain maximum output of STI investments   | Rationalize S & T institutions in the public sector   | NCST                        |
|   | Develop a viable and robust STI policy, which is aligned with other policies (biotechnology, energy, agriculture, environment, industrial, science education, health, mining, ICT etc.) | Finalize and promulgate the National S & T Policy   | OPM, NCST                   |
|   | Create an effective policy and legislative framework to support and advance STI including strengthening the Intellectual Property Rights (IPR) System                                   | Infuse S & T into national policies   | SRC                         |
|   |   | Finalize and promulgate the National Biotechnology Policy   | OPM, NCST                   |
|   |   | Pass a modern Patent Act  | MIIC, JIPO                  |
|   | Align STI investments to solve national problems in industry, environment and society   | Strengthen provision of S & T solutions to increase productivity and improve the quality of goods and services in the productive sector | SRC                         |
|   |   | Establish Science and Technology Fund from the earnings from the Bauxite Levy   | OPM, NCST, MMT, JBI         |
|   | Commercialize research and innovation   | Develop new products and services to satisfy the needs and demands of the productive sectors  | SRC                         |
|   | Reposition industry to take up new and emerging technologies to improve international competitiveness of local manufacturing  | Increase the utilization of technologies  | SRC                         |
| Integrate ICT in the administration of justice and law enforcement  | Establish fully digital courtrooms  | Ministry of Justice<br>CITO   |                             |
| Promote greater use of Free and Open Source Software (FOSS)         | Establish FOSS pilots in a number of GOJ Ministries and Agencies  | CITO  |                             |



| <b>NATIONAL STRATEGIES</b>                                      | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>                                   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|---|--|---|-----------------------------|
| 11-2 Create a dynamic and responsive national innovation system | Align investment in STI infrastructure with national development goals             | Develop and implement data gathering and information knowledge system for S & T | NCST                        |
|   | Create knowledge parks and centres of excellence to facilitate R& D and innovation | Develop incubators for ICT research and innovations                             | MIIC, MMT, CITO             |

**National Outcome # 12: Internationally Competitive Industry Structures**

| <b>NATIONAL STRATEGIES</b>                               | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|--|--|--|-----------------------------|
| 12-1 Develop company sophistication and productivity     | Develop world-class capacity in measurement and promotion of productivity                          | Target sectors with low productivity and/or low quality and identify industry specific needs | SRC<br>JPC                  |
|  | Develop and promote high-quality standards for globally competitive creative products and services | Provide GMP/HACCP consultancy to targeted companies  | SRC                         |
|  | Identify and strengthen export capacity in target areas  | Develop and implement the National Export Strategy   | MIIC, JTI                   |
| 12-2 Develop economic linkages and clusters              | Build horizontal and vertical clusters and networks within main productive sectors                 | Implement the Cluster & Linkages Strategy  | JTI                         |
| 12-4 Enhance framework for competition among enterprises | Ensure a policy and legislative framework for fair competition                                     | Finalize amendment to the Fair Competition Act   | FTC                         |
|  |  | Promote competition in media industry and markets  | Broadcasting Commission     |
|  |  | Increase competition advocacy  | FTC                         |
|  |  | Participate in discussions concerning regional and international competition policy          | FTC                         |
| <b>PRODUCTIVE SECTORS</b>                                |  |  |                             |
| Agriculture  | Strengthen agricultural marketing structures   | Improve the system of dissemination of marketing information to stakeholders                 | MOA                         |
|  |  | Design and conduct marketing research studies  | MOA                         |
|  |  | Carry out overseas marketing programmes  | MOA                         |
|  | Improve and rationalize road network including farm roads network                                  | Improve agricultural feeder roads  | MOA, NWA, Parish Councils   |
|  | Strengthen agricultural research institutions  | Rehabilitate Government agricultural research stations                                       | MOA                         |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b>  |
|----------------------------|--|---|------------------------------|
|                            | Strengthen efforts to reduce praedial larceny  |   | MOA<br>MNS                   |
|                            | Develop diversified range of agricultural production including higher value-added production | Intensify programmes to increase levels of production and productivity: <ul style="list-style-type: none"> <li>• Develop a sustainable fruit tree crop industry by establishment of commercial orchards and agro processing</li> <li>• Develop the greenhouse industry along the supply chain from production through post-harvest, value-added and marketing</li> <li>• Increase small farmers production and productivity by the utilization of improved farm machinery and introduction of appropriated tools and implements</li> <li>• Develop appropriate small ruminant breeding and production systems and dissemination of improved genetic stock</li> <li>• Promote conservation of and sustainable utilization of Jamaica’s cattle breeds</li> <li>• Promote conservation of select root crop, vegetable and fruit tree germplasm</li> <li>• Develop a sustainable beekeeping sub-sector</li> <li>• Launch and maintain Virtual Reference Network System</li> </ul> | MOA<br>Producer Associations |
|                            | Promote national food security   | Strengthen coordination of agencies involved in food safety through establishment of a food safety coordinating committee   | MOA                          |
|                            |  | Implement key food security projects including: <ul style="list-style-type: none"> <li>• Agricultural Greenhouse Clusters</li> <li>• Cassava Expansion Project</li> </ul>   | MOA                          |

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3  | KEY ACTIONS FOR YEARS 1- 3  | RESPONSIBLE AGENCIES |
|---------------------|--|---|----------------------|
|                     |  | <ul style="list-style-type: none"> <li>• Dairy Resuscitation Programme</li> <li>• Small Ruminant Expansion Programme</li> <li>• Fisheries Development Programme</li> <li>• Urban Backyard and School Garden Programmes</li> <li>• Expansion of Yam and Sweet Potato Production</li> </ul> |                      |
|                     |  | <ul style="list-style-type: none"> <li>• Establish a Centre of Excellence for Advanced Technology in Agriculture at the Bodles Research Station</li> </ul>  | MOA                  |
|                     | Strengthen the capacity of Government to play a supporting role in development of the agricultural sector      | Reorganize and restructure the Ministry of Agriculture's entities and Divisions   | MOA                  |
|                     |  | Increase the number of extension officers for the sector  | MOA<br>RADA          |
|                     |  | Administer and implement a reorganized, effective and efficient Plant Quarantine and Veterinary Services Division   | MOA                  |
| Construction        | Develop appropriate policies, legislation and regulations for long-term development of the construction sector | Finalize and promulgate Construction Industry Policy and Action Plan  | MTW                  |
|                     |  | Establish special security measures for construction projects in crime-prone areas  | MTW<br>MNS           |
|                     | Expand and accelerate certification and accreditation programmes relevant to the sector                        | Liaise with HEART Trust / NTA to develop occupational standards for construction workers  | MTW                  |
|                     |  | Establish a licensing system and improved registration and classification system for contractors, professionals and operatives  | MTW<br>CIC           |
|                     | Undertake demonstration projects that embody best practices in construction                                    | Develop and direct an integrated ministerial approach to new initiatives and special projects   | MTW                  |
|                     |  | Foster capacity and opportunities for local construction enterprises and professionals to undertake major construction projects   | MTW<br>CIC           |
| Creative Industries |  | Develop and promulgate Cultural Industries Policy   | MICYS                |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>   | <b>RESPONSIBLE AGENCIES</b> |
|----------------------------|--|---|-----------------------------|
|                            | Develop the policy, legal and institutional framework to encourage and facilitate the development of the creative industries | Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund       | MICYS                       |
|                            | Promote media literacy and positive use of media as change agent and source of empowerment                                   | Establish funding mechanisms to support development of local and public broadcasting content                          | Broadcasting Commission     |
|                            |  | Develop and promulgate new Media Policy   | Broadcasting Commission     |
|                            |  | Develop capacity and focus on contents standards reform and monitoring  | Broadcasting Commission     |
|                            | Provide wider access to Jamaican cultural expression locally and internationally   | Implement Major Events Development and Attractions Programme  | MICYS, JTI                  |
|                            |  | Develop high-technology Cultural Performing Centres   | MICYS, JCDC                 |
|                            |  | Undertake studies for establishment of National Centre for the Performing Arts  | MICYS                       |
| Sport                      | Develop MSMEs geared towards meeting the needs of the 'Business of Sport'  | Build institutional and human capacity of sport-related MSMEs   | MIIC, MICYS                 |
|                            | Develop financial support systems to create and sustain elite athletes   | Solicit funding from private sector sponsors to support participation of elite athletes in international competitions | MICYS                       |
|                            | Develop supporting facilities and services to facilitate the holistic development of the professional athlete                | Apply sport psychology in training of local teams   | Insport                     |
|                            | Promote Jamaica as a sport-tourism destination   | Establish Sport Museum  | MICYS                       |
| ICT                        | Create an appropriate policy and regulatory environment conducive to investments in ICT and network development              | Develop and promulgate new Telecommunications Policy and Act  | MMT                         |
|                            |  | Strengthen management of electromagnetic spectrum   | SMA                         |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>       |
|----------------------------|--|--|-----------------------------------|
|                            |  | Implement National ICT Strategy and Action Plan  | MEMT, CITO                        |
|                            | Expand ICT focused business parks for major service providers  | Develop and execute campaign to attract major ICT corporations to Jamaica                                | JTI                               |
|                            |  | Undertake feasibility and planning studies for the development of ICT Park in Naggo Head                 | MIIC                              |
|                            | Develop investment and support framework for development of ICT sector   | Develop National e-Readiness Status  | CITO                              |
|                            | Encourage innovative use and application of ICT by Jamaican private enterprise and government  | Promote ICT for business   | CITO                              |
|                            | Encourage the increased use of e-commerce operations   | Encourage businesses to establish e-commerce websites including through the provision of templates       | MMT, MIIC, CITO                   |
|                            | Encourage Government to become an exemplar user of ICT applications  | Develop a government wide operational ICT policy   | MMT, CITO                         |
| Manufacturing              | Ensure availability and access to competitive factory space  | Manage and promote rentable factory space  | MIIC                              |
|                            |  | Undertake feasibility and planning studies for the development of Caymanas Multi-Purpose Industrial Park | MIIC                              |
|                            | Expand collaboration in regional and international marketing   | Provide relevant export development services to existing and potential exporters                         | MIIC, JTI                         |
|                            | Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector | Strengthen linkages with educational and training institutions   | MMT, MOE, UWI, UTech<br>HEART/NTA |
|                            | Strengthen relevant industry associations including the JMA, JEA and SBAJ  | Develop strategic partnerships & collaborative relationships in keeping with JTI's Stakeholder Strategy  | MIIC, JTI<br>JMA, JEA, SBAJ       |
|                            | Establish systems to bring together producers and purchasers in the manufacturing sector and   | Develop marketing strategy for Things Jamaican suppliers   | MIIC, JBDC                        |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|----------------------------|---|--|-----------------------------|
|                            | in linkage sectors  |  |                             |
|                            | Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products                                   | Promote Jamaica in targeted sectors and markets  | MIIC, JTI                   |
|                            | Increase exposure of manufacturers to relevant and innovative production technologies                               | Facilitate the procurement of appropriate equipment and machinery  |                             |
|                            | Improve customer service within the sector  | Carry out consumer education programme   | MIIC                        |
| Mining and Quarrying       | Ensure appropriate policy and regulatory framework for long-term development of minerals sector                     | Complete and promulgate the National Minerals Policy, including provisions for development of non-metallic minerals sub-sector   | MMT, MPDD                   |
|                            | Implement sequential land-use planning for lands with valuable mineral deposits                                     | Integrate rehabilitation plans with regional land use plans  | MMT, NEPA, Parish Councils  |
|                            | Improve monitoring of rehabilitation of mined-out mineral bearing lands   | Establish Restoration Committee for quarrying operations   | MMT, MGD                    |
|                            | Strengthen enforcement of mineral licenses and regulations  | Strengthen monitoring and enforcement of licensing and regulation of mining and quarrying operations and prevention of illicit operations                              | MGD, JCF                    |
|                            | Promote development of diversified value-added non-metallic minerals products                                       | Develop and promote quality assurance standards for non-metallic minerals enterprises  | MMT, BSJ                    |
|                            | Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone | Establish National Minerals Institute and Jamaica Limestone Institute (JLI)  | MMT                         |
|                            | Encourage partnership with communities which includes sharing of value created by mining                            | Deepen collaborative mechanisms with mining and quarrying stakeholders including establishment of community-based monitoring committees, especially in sensitive areas | MMT, MGD, JBI               |
|                            | Ensure access to and development of port facilities for non-metallic minerals                                       | Require multi-use access to new port facilities for non-metallic minerals  | MTW, PAJ                    |
|                            | Increase use of appropriate research and technology in mineral sector operations                                    | Strengthen research and development capacities of mining institutions and enterprises  | MMT, MGD, JBI               |
|                            |   | Intensify research to address declining trihydrate-to-   | JBI                         |

| <b>NATIONAL STRATEGIES</b> | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>                            | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>            |
|----------------------------|---|--|--|
|                            |   | monohydrate bauxite reserve balance  |  |
|                            |   | Prepare updated geological maps of entire island including location of mineral resources   | MGD                                    |
| Services                   | Develop off-shore banking   | Complete feasibility and planning studies and legislative framework to establish Jamaica as an International Financial Centre  | MF&PS, JTI                             |
|                            | Establish fully-automated financial trading system                          | Implement central securities depository as well as a real time gross settlement system   | BOJ                                    |
|                            | Expand use of full range of modes of delivery of export services            | Provide relevant export development services to existing and potential exporters   | MIIC, JTI                              |
|                            |   | Establish National Coalition of Service Industries (NCSI) and implement the Strategic Plan for the Promotion of Professional Service Exports in Jamaica  | MIIC, JTI, Private Sector Associations |
|                            | Develop and implement measures for expansion of the domestic capital market | Institute credit bureau to facilitate and fast track access to capital   | MF&PS, Jamaica Bankers Association     |
| Tourism                    | Develop new tourism market segments   | Develop niche markets including: <ul style="list-style-type: none"> <li>• Special events and promotions</li> <li>• Sports tourism</li> <li>• Yachting and marine tourism</li> <li>• Health and wellness</li> <li>• Culinary, cultural and heritage</li> <li>• Jamaicans at home and in the Diaspora</li> </ul> | JTB                                    |
|                            |   | Develop Montego Bay Convention Centre  | MOT                                    |
|                            | Develop diversified geographic source markets                               | Increase marketing programmes to the UK, Continental Europe and Latin America  | JTB                                    |
|                            |   | Develop emerging tourist markets (BRIC countries)  | JTB                                    |
|                            |   | Strengthen market intelligence programme and systems   | JTB                                    |
|                            | Rationalize the expansion of ports of call within                           | Establish cruise and marine division in JTB  | JTB                                    |



| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3  | KEY ACTIONS FOR YEARS 1- 3   | RESPONSIBLE AGENCIES |
|---------------------|--|--|----------------------|
|                     | carrying capacity  | Enhance ambience of port facilities  | JTB, PAJ             |
|                     | Develop a variety of accommodations  | Develop new mega-resorts with casinos: <ul style="list-style-type: none"> <li>• Celebration Jamaica</li> <li>• Harmony Cove</li> </ul> | MOT, TPDCo, JHTA     |
|                     | Ensure the continued development of existing categories of accommodations                            | Implement comprehensive resort upgrading programme   | TPDCo                |
|                     |  | Promote Bed and Breakfast Home Stay Programme  | TPDCo                |
|                     |  | Support beautification of resort areas   | TPDCo                |
|                     | Promote and support nature- and heritage-based tourism enterprises linked to conservation programmes | Strengthen Heritage and Community Development Unit of TPDCo  | TPDCo                |
|                     | Transform the concept, physical ambience and shopping experience of the craft sub-sector             | Support upgrading of craft markets   | TPDCo                |
|                     |  | Develop and manage “artisan villages”  | TPDCo                |
|                     | Ensure that all aspects of the tourism sector meet required standards and customer service           | Expand Team Jamaica programme to include “Service Excellence”  | TPDCo                |
|                     | Develop a dynamic and flexible demand-driven education and training system for tourism               | Establish Hospitality School   | TPDCo                |
|                     |  | Carry out training in craft sector (e.g. craft vendors)  | TPDCo                |
|                     | Ensure that environmental management systems are implemented by tourism entities                     | Assist tourism ventures in undertaking environmental audits and accessing advice on implementing environmental improvements            | MOT, TPDCo, NEPA     |
|                     | Ensure that the activities of the tourism sector support biodiversity conservation objectives        | Encourage environmental awareness and maintenance of desirable ecological balance in resort areas                                      | MOT, TPDCo, NEPA     |
|                     | Promote capabilities of tour operators to develop new geographic markets and market segments         | Re-activate and strengthen JAMVAC  | JamVac, MOT          |
|                     |  | Provide support to increase airlift and open gateways  | JamVac, MOT          |
|                     | Integrate airlift requirements for tourism sector into transport policy, planning and implementation | Support establishment of suitable air service agreements between Jamaica and specific South American and European countries            | JTB                  |

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>                                       | <b>RESPONSIBLE AGENCIES</b> |
|---|---|---|-----------------------------|
|   | Develop and implement multi-pronged approach to address the issue of harassment in resort areas | Implement programmes to increase visitor security and reduce harassment | TPDCo                       |
|   | Develop and apply multi-hazard mitigation measures for tourism sector                           | Ensure hazard mitigation plans for tourism entities                     | MOT, ODPEM, TPDCO           |
|   | Strengthen use of knowledge to increase value of the sector                                     | Support development of Tourism Satellite Accounts                       | MOT, JTB                    |
| Complete Mid-Term Review of the <i>Tourism Master Plan</i>  |   | MOT   |                             |
|   | Expand and promote entrepreneurial and employment opportunities for communities                 | Establish Small Enterprises Assistance Programme                        | TPDCo                       |
| Support development of policies pertaining to Community-based Tourism   |   | TPDCo   |                             |
| Work in partnership with JBDC to assist self-employed and small businesses in the formal and informal sectors who supply goods and services to the industry |   | TPDCo   |                             |
| Support Tourism for Prosperity Entrepreneurship Drive   |   | TPDCo   |                             |
| Stimulate sustainable growth and development of tourism sector through use of Tourism Enhancement Fund (TEF)  |   | TEF   |                             |

**National Outcome # 13: Sustainable Use and Management of Natural Resources**

| <b>NATIONAL STRATEGIES</b>  | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b> |
|---|--|--|-----------------------------|
| 13-1 Integrate environmental issues into socio-economic policies                        | Create an integrated framework for the management of all types of waste  | Develop Policy and Action Plans for Hazardous Waste  | MHE                         |
|   |  | Identify and develop infrastructure for storage of hazardous waste (e.g. e-waste, cell phone waste and chemicals currently stored at the island's ports)   | MHE                         |
|   | Create a framework that will ensure the sustainable management of natural resources                                    | Promulgate the Environmental Stewardship Policy  | MHE                         |
| 13-2 Develop and implement mechanisms for biodiversity and ecosystem management         | Support establishment of terrestrial and marine protected areas  | Finalize and promulgate the Protected Areas System Master Plan   | MHE                         |
|   | Facilitate access to biological resources for benefit sharing  | Develop and promulgate bio-safety regulations  | MHE                         |
|   | Create processes that will enable the integrated management and sustainable development of Jamaica's natural resources | Finalise and promulgate draft environmental policies:<br>1. Environmental Management Systems Policy<br>2. Orchid Policy<br>3. Dolphin Policy<br>4. Beach Policy<br>5. Watersheds Policy          | MHE                         |
|   | Reverse loss of environmental resources through restoration initiatives  | Establish a governance structure to support the clean-up of Kingston Harbour   | MHE                         |
| 13-3 Develop efficient and effective governance structures for environmental management | Ensure environmental compliance by all sectors in the country through the creation of the necessary mechanisms         | Create mechanisms to improve the capacity and effectiveness of environmental enforcement (for example, increasing fines under various pieces of legislation, increasing frequency of monitoring) | NEPA                        |
|   | Create dynamic and responsive regulatory environment   | Create a new governance structure to support existing protected areas – for example, Ocho Rios, Negril and Montego Bay Marine Parks, Canoe Valley, and Palisadoes/Port Royal Protected Areas     | NEPA                        |

**National Outcome # 14: Hazard Reduction and Climate Change Adaptation**

| <b>NATIONAL STRATEGIES</b>   | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>  | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>        |
|--|---|--|------------------------------------|
| 14-1 Improve resilience against all forms of hazards                   |   |  | ODPEM                              |
| 14-2 Develop measures to adapt to climate change                       | Create mechanisms to enable all government policies and plans to fully consider the effects of climate change | Create mechanisms to infuse climate change considerations into planning and legislative frameworks                 | MHE                                |
|  | Adopt best practices for climate change adaptation  | Develop sector-specific action plans to assist with the mitigation and adaptation of climate change in all sectors | MHE<br>Met Service <sup>164</sup>  |
|  |   | Develop public awareness programmes on climate change  | MHE<br>NEPA<br>Met Service<br>NGOs |
| 14-3 Develop mechanisms to influence the global rate of climate change |   |  | MHE<br>Met Service                 |

<sup>164</sup> The Meteorological Service of Jamaica is the country's Focal Point for Climate Change

**National Outcome #15: Sustainable Urban and Rural Development**

| <b>NATIONAL STRATEGIES</b>                                       | <b>PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3</b>   | <b>KEY ACTIONS FOR YEARS 1- 3</b>  | <b>RESPONSIBLE AGENCIES</b>          |
|--|--|--|--------------------------------------|
| 15-1 Create a comprehensive and efficient planning system        | Rationalize the roles and responsibilities of agencies and entities involved in planning   | Intensify Local Government Reform  | Department of Local Government (OPM) |
|  |  | Develop environment and planning legislation   | MHE<br>NEPA                          |
|  | Develop and adopt mechanisms for better integration of spatial models and tools for decision-making  | Streamline applications processing and reduce the processing time of planning applications   | NEPA                                 |
| 15-2 Create an appropriate framework for sustainability planning | Rationalize the roles and responsibilities of agencies/entities involved in planning   | Streamline the development approvals process   | Cabinet Office<br>NEPA               |
|  | Support more balanced regional development by encouraging future development to take place within the context of a national spatial strategy   | Prepare a National Spatial Strategy  | NEPA                                 |
|  | Accelerate development of strategic regional centres to ensure that they play a key role in balancing development  | Create new parish development orders – St. James, Hanover, Westmoreland, St. Elizabeth, St. Thomas, Clarendon, Kingston & St. Andrew | NEPA                                 |
|  | Review existing land use patterns, zoning regulations, building codes and standards in the context of housing and urban development needs and formulate forward-looking land use and development polices for efficient and optimum utilization of land | Promulgate the Building Code   | Cabinet Office                       |
| 15-4 Ensure safe, sanitary and affordable shelter for all        | Provide housing opportunities and improve economic access to housing for all income levels of the population by encouraging a mix of residential development types and catering to varying personal abilities  | Develop and implement the National Housing Policy  | MWH                                  |
|  |  | Implement a 3-year housing plan to 2011  | NHT                                  |
|  |  | Provide adequate shelter for the elderly   | MWH, NHT                             |
|  |  | Provide adequate shelter for persons with disabilities   | MWH, NHT                             |

## Chapter 5

# IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

Implementation and monitoring of Vision 2030 Jamaica requires *strong leadership* at the highest levels of government. Champions of change and accountability within the various institutions of government in partnership with the private sector, civil society and the international development community must assist in achieving the desired results. Ownership of the vision, goals and outcomes and the related processes must reverberate at every level of the society. Everyone in the society must recognize their respective roles or have a sense that they have a role to play its implementation. Effective implementation and monitoring of the plan also requires significant investment to assist in *building and strengthening technical and institutional capacity*.

### Framework for Implementation

Vision 2030 Jamaica provides long-term national goals and outcomes that are operationalized through the Medium-term Socio-economic Policy Framework (MTF). The MTF is implemented at the sectoral level by ministries, departments and agencies (MDAs) of government as well as civil bodies including NGOs, CBOs, the private sector and International Development Partners. The implementation of the Vision 2030 Jamaica will therefore involve the efforts of a wide range of stakeholders over the short-, medium- and long-term in a variety of strategic programmes and projects. In addition to the high levels of personal social responsibility which is critical to the success of Vision 2030 Jamaica, there are some institutional provisions that have to be implemented.

#### *Institutional Structures for Resource Allocation*

One weakness of previous national plans was the inadequacy of the resources for implementation. Vision 2030 Jamaica therefore places great emphasis on ensuring that resource allocation mechanisms are successfully aligned and integrated with the implementation phase of the National Development Plan. The Ministry of Finance and the Public Service plays a direct role in resource allocation within the public sector, primarily through the fiscal budget, as well as an indirect role in broader resource allocation across sectors through the impact of its policies

relating to taxation, incentives and other macro-economic instruments. The Ministry of Finance and the Public Service is also expected to play a role in ensuring that resources are used effectively, by being a central part of the monitoring process to enforce accountability.

Three key requirements to ensure resource allocation for implementation will be:

4. *Alignment of the Whole of Government Business Plan, sector agency plans and donor, private sector, civil society organization plans with the Medium-Term Socio-economic Policy Framework and by extension, the National Development Plan.*<sup>165</sup>
5. *Coherence between the various agency plans with the National Budget*
6. *Introduction of a Medium Term Expenditure Framework (MTEF) to complement the Medium-Term Socio-Economic Policy Framework (MTF)*

The mechanisms to fulfil these requirements for resource allocation include the following:

- Strategic alignment of programmes and activities within MDAs and other implementing agencies to National Goals and Outcomes in the Plan via the 3-year MTF
- Rationalization of roles of Cabinet Office, GOJ Prioritisation Programme, Public Sector Investment Programme (PSIP) and fiscal budgeting process in setting priorities
- Possibility for the Ministry of Finance and the Public Service to move to 3-year fiscal budgets to ensure continuity of financial programming and coherence with the MTF timeframe
- Increased coordination between corporate planners, project managers and financial officers across ministries and agencies in preparation of MDA's business plans and the budget process
- Increased coordination between Cabinet Office and the Public Expenditure Division of the Ministry of Finance and the Public Service in review of public sector business plans (to ensure the NDP/MTF focus), and finalization of public sector budgets

### ***Accountability for Implementation and Coordination***

The Cabinet, as the highest executive body in the Government of Jamaica, has ultimate responsibility for implementation of the National Development Plan. Through the use of existing and/or new arrangements, the Office of the Prime Minister and Cabinet Office will drive the implementation of Vision 2030 across Government and ensure that essential complementary reforms within the public sector are made.

Each ministry and agency will be accountable for implementing Vision 2030 national strategies through various policies, programmes, and interventions. The soon to be enacted Whole of

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<sup>165</sup> For the years 2008-2011 existing priorities of the Corporate and Operational Plans of public sector entities have been incorporated as the key actions for years 1-3. From 2009 to 2012 and beyond, the NDP/MTF will form the overarching guide for the business plans that will replace Corporate and Operational Plans of public sector MDAs in 2009/2010.

Government Business Plan will ensure full alignment of the government wide strategic priorities with Vision 2030 Jamaica goals and outcomes.

Given the budgetary and technical implications, the Ministry of Finance and Public Service and the Planning Institute of Jamaica are also critical to ensuring the effective implementation of the plan. As explained earlier, the Ministry of Finance and the Public Service role involves timely resource allocation for achievement of medium and long term goals and the insistence on value for money. The full implementation of a medium term expenditure framework by the Ministry of Finance and Public Service will ensure greater coherence of the fiscal budget with the national goals and outcomes. The Planning Institute of Jamaica will support through continued technical analysis and advice on the strategic areas for sustainable economic, social and environmental development.

#### ***Coordination of the Implementation Process***

Coordination among institutions is essential to determine successive medium term priorities, share information, debate and build consensus, negotiate trade-offs, integrate actions, and communicate learning. Integrative and coordinating mechanisms for the implementation of the Vision 2030 Jamaica National Development Plan will include the following:

- Coordination mechanisms between agencies and sectors including Inter-Ministry, Inter-Agency and Inter-sectoral Committees and Memoranda of Understanding (MOUs)
- Cabinet Sub-Committees
- Permanent Secretaries Board (chaired by the Cabinet Secretary with membership of Permanent Secretaries for all ministries)
- IDP coordinating committees
- Community and local governance structures
- Coordination of planning and information systems including the JASPEV Social Policy Information System (SPIS), Threshold 21, National Spatial Data Infrastructure (NNDPI) Management System and GIS Network, JamStats, and the MTF

#### ***Consultation and Participation***

The involvement of stakeholders will be fundamental to the successful implementation of the Vision 2030 Jamaica National Development Plan. The main mechanisms for securing consultation with and participation of stakeholders in the implementation of Vision 2030 Jamaica include:

- Involvement of existing stakeholders through meetings and public forums



- Representation of key stakeholders on inter-agency and inter-sectoral committees, MTF thematic working groups, and technical advisory bodies/committees
- Community involvement in information gathering e.g. for GIS systems/sub-nets
- Community and civil society reporting on projects and indicators
- Public education campaigns to raise awareness of the National Development Plan and as a means of mobilizing ongoing stakeholder involvement and interest to support specific steps in the implementation process

## **Framework for Monitoring and Evaluation**

In order to ensure that policy objectives are met, programme and project activities requires adherence to a sound process of monitoring and evaluation. Monitoring and evaluation are therefore critical components of successful national development planning exercises. A robust results-based monitoring and evaluation system will be established to ensure that the goals and outcomes are achieved under Vision 2030 Jamaica. This system will build on existing national and sectoral monitoring and evaluation frameworks.

The Vision 2030 monitoring system will be highly participatory and will include the following stakeholders: government, private sector, civil society and international development partners (IDPs). The system defines roles and responsibilities at three levels: political, technical and consultative. At the highest level – the political level – are the Parliament and the Cabinet. These institutions provide legitimacy and political leadership to the system.

The main objectives of the Vision 2030 M&E system are:

1. To facilitate implementation of the goals and outcomes of Vision 2030 Jamaica
2. To support and strengthen the Government of Jamaica's decision-making and budgetary prioritization
3. To promote wider participation and evidence-based dialogue between the various stakeholders on development policies and priorities
4. To promote greater accountability of the GOJ to the public for its policy choices
5. To support international reporting requirements such as the MDGs, among others

## **Institutional Arrangements**

The monitoring and evaluation of Vision 2030 Jamaica Framework will involve a number of institutions and bodies. Below are some of the key institutions to be involved in monitoring and evaluation of Vision 2030 Jamaica.

1. **Parliament** will be actively involved in Vision 2030 monitoring and assessment framework. The key output, Vision 2030 Annual Progress Report, will be presented to the Parliament for deliberations and discussion. It is expected that the relevant parliamentary committees will provide extensive review of policy recommendations proposed by the Vision 2030 Jamaica Monitoring and Evaluation regime.
2. The **Economic Development Committee (EDC)** is a sub-committee of Cabinet chaired by the Prime Minister. The EDC will ensure that Vision 2030 implementation issues are addressed based on evidence (data and analyses) from the monitoring and evaluation System. The EDC will deliberate on the recommendations made by the monitoring and evaluation regime and subsequently inform Cabinet and Parliament on progress and emerging policy implications.

While the frequency of meetings for this committee is to be determined and while a report on the implementation of Vision 2030 Jamaica is expected to have a consistent place on the agenda, it is expected that two meetings of this committee will focus entirely on achievement of results and progress towards Vision 2030 goals and outcomes.

3. **The National Planning Council (NPC)** which is chaired by the Minister of Finance and the Public Service is a consultative and advisory body that contributes to the formulation of economic policies and programmes; assesses economic performance; and identifies measures designed to achieve broad-based government and growth in productivity, employment and the national product. An expanded NPC will support the Vision 2030 Monitoring and Evaluation regime by:
  - Providing advice to the Technical Monitoring Committee in the execution of its monitoring and evaluation functions;
  - Rigorously assessing the outputs/results of the monitoring and evaluation system

and providing feedback

It is being proposed that the NPC meets four times a year and that its membership be expanded to include high level representatives from the international development community and select civil society organizations.

4. The **Vision 2030 Technical Monitoring Committee (TMC)**, or Steering Committee, is to be chaired by the Office of the Prime Minister/Cabinet Office. Members of this body will include the Director General of the Planning Institute of Jamaica, Deputy Financial Secretary of the Ministry of Finance and the Public Service, select Permanent Secretaries, and the Director General of the Statistical Institute of Jamaica (STATIN).

The primary role of this body is to provide management and oversight for the technical coordination and monitoring of Vision 2030 Jamaica goals and outcomes. It also has responsibility for reporting to the EDC and NPC on the progress on implementation of Vision 2030 Jamaica, on challenges faced, actions taken and being implemented and remaining constraints that require the attention of the Cabinet.

The TMC has responsibility along with the technical secretariat for the timely preparation and submission of progress reports to the various stakeholders within the system. An important function which the Vision 2030 Technical Monitoring Committee spearheads is the comprehensive review of the MTF and its achievement over its three year time-frame and the preparation of the successive MTF.

It is expected that the TMC will meet four times a year.

5. The **Vision 2030 Jamaica Technical Secretariat** is the essential support mechanism for the Vision 2030 Technical Monitoring Committee. This highly technically competent unit located in the Office of the Director General of the Planning Institute of Jamaica will play a leading role in the day to day operations related to coordinating the efforts of public and private participants in the various Vision 2030 Jamaica processes.

The Secretariat will be staffed by qualified professionals equipped to analyse and interpret social and economic data and information and to appraise public and private sector programmes and activities based on goals and outcomes articulated in Vision 2030 Jamaica. They have responsibility for consolidating information submitted by sectoral and other interests into a comprehensive report on Vision 2030 Jamaica's achievements/results.

National Focal Points who are sector /thematic specialists or experts will be among the staff of the secretariat and will be aligned to each of the national outcomes of Vision 2030 Jamaica<sup>166</sup>. These technical specialists will be charged with conducting ongoing and systematic monitoring and reporting on the national outcomes as well as maintaining ongoing and frequent liaisons with sectoral focal points in MDAs to monitor and track indicator progress in a timely manner.

The Vision 2030 Technical Secretariat is expected to provide impetus for the establishment and operation of Thematic Working Groups by defining membership, terms of reference, working modalities and a well-defined agenda and meeting schedule and determine a research agenda.

Importantly, the secretariat must be provided with the necessary human and financial resources to effectively fulfil its supporting and monitoring and evaluation functions. Eventually, the cost of Vision 2030 Jamaica monitoring and evaluation must be embedded in the national budget.

- 6. Line ministries, departments and agencies (MDAs)** represent very important elements within the Vision 2030 monitoring and evaluation system as providers of routine data and a direct link to the corporate and strategic directions of each sector. Through the Whole of Government Business Plan mechanism (Cabinet Office) and by mandate if necessary, specially identified units within MDAs will be assigned responsibility for monitoring and

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<sup>166</sup> Given the existing divisional arrangement within the PIOJ, the Institute is well placed to spearhead the monitoring of indicators and targets under Vision 2030 Jamaica. Performance monitoring of Vision 2030 Jamaica indicators and targets will become a core function to be incorporated into the work programmes of divisions within the PIOJ.

assessment of the sectoral components of Vision 2030 Jamaica. Where monitoring and evaluation units are already operational, these will be strengthened and expanded to link to its monitoring specifically to Vision 2030 Jamaica.

Sectoral Focal Points will be selected and will be held accountable for monitoring and reporting on sectoral progress relating to the National Development Plan. These focal points (ideally the Director of Planning, Research and Statistics and the head of the Monitoring and Evaluation Unit) will be the chief interface between the technical specialist within the technical secretariat and the relevant MDAs for the timely provision of data/information on the selected indicators and other strategic information required on the sector. The focal points will ensure compliance with the data and other monitoring and evaluation request of the Vision 2030 Jamaica performance monitoring framework. Sectoral focal points are also responsible for the timely preparation of sector reports that will feed into the Vision 2030 Annual Progress Report.

- 7. Thematic Working Groups (TWGs)** are consultative bodies aimed at improving coordination, planning, implementation and monitoring of programmes and projects. TWGs are to be chaired by Permanent Secretaries or senior government officials and shall comprise technical representatives of MDAs, National Focal Points, private sector, Civil Society Organizations (CSOs) and International Development Partners (IDPs). Their functions include reviewing sectoral strategies to achieve Vision 2030 goals, making input with respect to resource gaps in sectoral programmes, providing feedback on monitoring performance relative to sectoral targets and the facilitation of effective partnerships towards the achievement of Vision 2030 goals.

TWGs will meet two times a year but could meet more regularly should the Vision 2030 Technical Monitoring Committee and other stakeholders deem it necessary.

The Vision 2030 Jamaica Technical Monitoring Committee will ensure that further elaboration of the roles and responsibilities, rules of engagement, reporting modalities, outputs, procedures and mechanisms for these bodies will take place.

## Reporting

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process.

The main reports/outputs of the performance monitoring system are:

1. **The Vision 2030 Jamaica Annual Progress Report** will be the main output of the performance monitoring and evaluation system. The document will be produced annually and will provide an analysis of the achievements of the MTF targets as well as the outcomes and impacts of government policies through a set of indicators. It will identify weaknesses that are likely to hinder the achievement of the goals and objectives of the MTF. It will also make recommendations to help address the concerns. During this reporting and review process, the opportunities for making adjustments to ensure the relevance of the plan will take place.

The Vision 2030 Technical Monitoring Committee has oversight responsibility for the preparation and submission of the Annual Progress Report to the NPC and the EDC.

2. The annual sectoral report compiled by the Sectoral Focal Points for submission to the Vision 2030 Jamaica Technical Monitoring Committee. These will be consolidated to contribute to the Vision 2030 Annual Progress Report.
3. Other products of the performance monitoring system include issues/sector briefs and research reports. A schedule for delivery of outputs will be finalized by the various stakeholders. It is nevertheless expected that delivery of the outputs for Vision 2030 Progress Report will be in line with the time-frame for budget discussions.

## **Indicators and Data Sources**

Appropriate indicators are the basic building blocks of monitoring and evaluation systems. A series of results-based monitoring policy matrices will be used to monitor and track progress towards achieving the targets. These policy matrices comprise a mix of impact, outcome and output indicators spanning the 15 National Outcomes.

The performance monitoring and evaluation framework will be heavily dependent on line/sector ministries for quality and timely sectoral data and monitoring arrangements. However, the reality is that there are weaknesses in most administrative information systems, including challenges relating to data quality, timeliness and reliability of data, disaggregation of statistics, as well as the maintenance of information databases. There is ongoing effort to address these data challenges.

Jamaica benefits from a relatively large and reliable statistical base. The Statistical Institute of Jamaica (STATIN), with the collaboration of PIOJ, conducts the decennial census and a series of important surveys, including the Jamaica Survey on Living Conditions (JSLC) every year; PIOJ publishes an Economic and Social Survey (ESSJ) annually; and JamStats (the Jamaican version of the UNICEF DEVINFO) provides a standard set of time series on social and economic data. The Threshold 21 model implemented at PIOJ provides an interesting quantitative model to be used for simulating the impact of various policies on a set of important outcome variables.

## **Capacity**

The development of minimum monitoring and evaluation capacities is a pre-requisite for the results based management approach being utilized by Vision 2030 Jamaica. The government has recently received assistance to improve capacity in results-based monitoring and evaluation. Ongoing efforts by the Cabinet Office to an integrated managing for results framework is also taking place.

Nevertheless, improvements which will require that substantial long-term commitment will be made to: (1) train MDA staff in monitoring and evaluation and results-based management (RBM); (2) support MIS building and integration across MDAs, and (3) strengthen capacity in areas such as data management and dissemination. The main outcomes of strengthened monitoring and evaluation capabilities are improvements in program and project implementation and management.

## **Communications and Information Network**

The Vision 2030 Jamaica Secretariat is expected to produce a range of information and products suitable for different audiences and purposes. The Secretariat will design an overall information

dissemination strategy that will actively share these products with the intended users (including civil society).



**Figure 13: INSTITUTIONAL FRAMEWORK FOR MONITORING AND EVALUATION**

**Table 50: CALENDAR OF MAJOR ANNUAL NATIONAL PROCESSES**

| Major Processes                                      | April  | May  | June (Qtr. 1) | July        | Aug.   | Sept. (Qtr. 2) | Oct. | Nov.  | Dec. (Qtr. 3)   | Jan.        | Feb.   | Mar. (Qtr. 4)                       |
|--|--|--|---------------|-------------|--|----------------|------|---|---|-------------|--|-------------------------------------|
| <b>National Budget (MOFP)</b>                        | Budget Debate<br>✚ Tabling of Revenue Estimates<br>✚ Approval of Appropriation Bill by Cabinet |  |               |             |  | Budget Call    |      |   | Final Submission of Draft Budgets & Corporate Plans by MDAs |             |  | Approval of Draft Budget by Cabinet |
|  | Examination of Draft Budgets (of MDAs)   |  |               |             |  |                |      |   |   |             |  |                                     |
| <b>Vision 2030 - MTF Monitoring (OPM &amp; PIOJ)</b> | TMC Meeting  | NPC Meeting  | EDC Meeting   | TMC Meeting |  | NPC Meeting    |      | TMC Meeting   | NPC Meeting<br><br>Vision 2030 Annual Progress Report (APR) | EDC Meeting | TMC Meeting  | NPC Meeting                         |
|  | <b>32 Thematic Working Group Meetings</b>  |  |               |             |  |                |      |   |   |             |  |                                     |
| <b>IMF Monitoring (MOFP/IMF)</b>                     |  | IMF Intensified Surveillance Programme                     |               |             |  |                |      | IMF Intensified Surveillance Programme  |   |             |  |                                     |
| <b>Other Important Meetings &amp; Processes</b>      | Cabinet Retreat  | Quarterly Macro-economic Review (BOJ/PIOJ Press Briefings) |               |             | Quarterly Macro-economic Review (BOJ/PIOJ Press Briefings) |                |      | Quarterly Macro-economic Review (BOJ/PIOJ Press Briefings)<br><br>IDP Retreat | Economic and Social Survey                                  |             | Quarterly Macro-economic Review (BOJ/PIOJ Press Briefings) |                                     |

EDC - Economic Development Committee

NPC - National Planning Council

TMC - Technical Monitoring Committee

## **APPENDICES**

- **Appendix 1 – Vision 2030 Jamaica – Plan Development Process**
- **Appendix 2 – Task Force Chairpersons**
- **Appendix 3 – External Reviews – Clusters**
- **Appendix 4 – The Methodology**
- **Appendix 5 – T21 Jamaica: An Integrated Development Planning Model**
- **Appendix 6 – Communicating Vision 2030 Jamaica – List of Consultations**
- **Appendix 7 – Stakeholders in the Planning Process**

## **Appendix 1**

### **Vision 2030 Jamaica Plan Development Process**

The first step in the planning process was the articulation of a draft Vision Statement: “*Jamaica, the place of choice to live, work, raise families, and do business*”. This Vision statement is consistent with ideas expressed during the National Sustainable Development Framework (NSDF) visioning exercise and through the PIOJ’s “Dialogue for Development” series. The next step was the identification of twelve areas of strategic focus and a set of guiding principles which are critical for fulfilling the objectives of the Plan and Vision. Four goals were distilled from the vision statement, each of which supports the principles of sustainable development. These goals are:

1. *Jamaicans are empowered to achieve their fullest potential*
2. *The Jamaican society is secure, cohesive, and just*
3. *Jamaica’s economy is prosperous*
4. *Jamaica’s development is in harmony with its natural environment*

To ensure the successful preparation, implementation and ownership of a national plan which reflects the dreams and aspirations of every Jamaican, we facilitated a process which ensured a high degree of consensus and the participation of a wide cross-section of the society. To this end, a number of approaches were adopted and the initiatives described below pursued.

The organizational chart and narrative below describes the various bodies involved in the plan preparation process.

#### **1. The Establishment of 32 Task Forces and the Development of Sector Plans**

Thirty-two task forces were established in March 2007, each of which was responsible for developing a sector plan. These task forces constituted an effective liaison and interface between the PIOJ, the agencies of Government, the private sector and civil society. Approximately 20 persons representing a wide array of professionals with sector-specific knowledge and experience were invited to participate on each task force. Officials from the International Development Partners were also involved. Appendix 3 lists the chairpersons of each task force.

Each sector plan contains the Situation and SWOT analyses, a Vision Statement, and a Strategic Framework comprising the sectoral goals, objectives, and the strategies. The first draft of each sector plan (**Phase 1**) was developed using a combination of the following methodologies:

- Task force meetings were the main source of ideas and views from professionals and experts on issues and challenges related to each sector.
- Incorporation into the Sector Plans of existing policies, programmes and sector plans, the Medium Term Socio-Economic Policy Framework, the National Industrial Policy,

- commitments embodied in the Millennium Development Goals and other international agreements
- International best practices that could be adapted to the Jamaican context.
  - Workshops which targeted key persons not involved in the task forces but who were considered critical thinkers and experts in the respective sectors
  - Presentations by task force members on key issues and research relevant to the sector
  - Presentations on Threshold 21 (T21) Model and its potential application in the Plan Development process.
  - Strategic meetings between Chairs of the task forces and the PIOJ.
  - Establishment of small working groups to drive the preparation of the first draft.

During **Phase 1**, there were 165 Task Force meetings and several workshops. The first draft sector plans were completed by August 2007.

## **2. The Establishment of a Plan Advisory Group**

A small Plan Advisory Group (PAG) was established, consisting primarily of industry leaders, academia and leaders from various sectors, with responsibility for bringing its perspectives on the plan development process and for championing support for the Plan particularly among private sector groups, civil society and in the Diaspora. Most of these persons served as co-chairs or members of Task Forces.

## **3. Review of Sector Plans**

Upon completion of **Phase 1**, the PIOJ initiated a thorough review process. To facilitate the review, sector plans were placed in eight clusters with demonstrable links/synergies. Participants in the reviews were critical thinkers with a high level of experience and perspective which would add value to the Sector Plans. See Appendix 4 for a list of agencies that participated in the Cluster Reviews. These participants were drawn primarily from the private sector, academia (including students at the tertiary level) and civil society. Over 100 persons collectively participated in the review process. Comments from these reviews formed the basis for the revision of the first draft sector plans and established the foundation for the integration process.

## **4. Development of National Action Plans**

During **Phase 2** of the plan development process, action plans were prepared from the strategies identified in Phase 1 of the Sector Plans. This commenced in November 2007, and involved ministries and agencies of Government working with the task forces to identify actions, indicators and targets, responsibility centres, timelines and tentative costs. The involvement of ministries and agencies was to strengthen ownership of the Plan by the implementing agencies at this level, thus ensuring the successful implementation and monitoring.

## **5. Process of Integration**

The process of integrating all 32 sector plans into one coherent long-term national development plan for Jamaica commenced at the end of October 2007. The integration aspect gave significant consideration to the guiding principles which were already infused into the sector plans. These related to international competitiveness, balanced development in urban and regional areas, social cohesion and partnership, a people-centred and knowledge-based society and equity.

The first level of integration resulted in the identification of national concerns from the sector plans using a methodology based on the following criteria: 1) Seriousness of the problem; 2) Interest and demand of the society; 3) Burden of condition; and 4) Feasibility of addressing a particular issue. These then formed the basis for identifying the 15 National Outcomes. Seventy National strategies were later drawn from the sector plans, specifically the sector objectives. See Appendix 5 for details on the Methodology.

## **6. Monitoring and Evaluation Framework**

Successful implementation of the Plan will require the application of Results-Based Management principles in the process. Indicators were identified from the objectives established in Phase 1 of the sector plans. Complementing the identification of indicators was a series of one-day training workshops in Results-Based Management in October 2007 and February 2008 with officers from line ministries and relevant agencies of Government.

## **7. Consultations – Communicating Vision 2030 Jamaica**

Consultations are especially important to the Plan development process and are consistent with the multi-sectoral, participatory approach that is being adopted in the formulation of Vision 2030 Jamaica. The approach to the consultations consisted of 3 tiers: (1) presentations, (2) consultations with specialist groups, and (3) public consultations. Over 30 presentations, including one at the Diaspora conference, were made to various groups during the plan development process.

During Phase 1, consultations were also held with over 25 schools disaggregated in seven clusters, engaging approximately 1,200 Fifth and Sixth Form students. They articulated their perspective on developed country status for Jamaica. Island-wide public consultations began in January 2008 and focused on presenting the National Goals and Outcomes of Vision 2030 Jamaica and selected National Strategies that will enable the country to achieve developed country status by the year 2030. Between January and September 2008, nine public consultations covered the parishes of St. James and Trelawny; Manchester and St. Elizabeth; Westmoreland and Hanover; Clarendon; St. Catherine; Portland; Kingston and St. Andrew; and St. Ann. Appendix 7 lists the consultations.

In preparation for these consultations, the sector plans were placed in each parish library. The PIOJ website was upgraded to support the distribution of information on the planning process. To this end, all task force reports and other documents have been uploaded to this site.

On-going refinement of the sector plans and this draft integrated national plan will continue until after the second round of consultations with selected interest groups to further discuss and review this draft National Development Plan.

## **8. Public Launch of Vision 2030 Jamaica**

On October 31, 2007, the Prime Minister Hon. Bruce Golding launched Vision 2030 Jamaica under the theme, “*Planning for a Secure and Prosperous Future.*’ The launch sought to heighten public awareness of the National Development Plan and to galvanize the full support and involvement of the public in the planning process. To facilitate the involvement of the Diaspora, the launch was web cast. There were approximately 15,000 hits to the site. Various communication materials were developed to inform and educate stakeholders and communicate the proposed Vision. These include a Vision 2030 Jamaica Theme Song, video vignette, brochures, fliers and a booklet entitled: “*Vision 2030 Jamaica: Excerpts from the Strategic Framework.*”

Appendix 8 lists the persons and organizations who participated in the development of this national development plan.

## **Appendix 2**

### **Task Forces and Chairpersons**

| <b>TASK FORCES</b>                                 | <b>CHAIRPERSONS</b>      |
|--|--------------------------|
| 1. Real <sup>167</sup> Sector                      | Dr. Marshall Hall        |
| 2. Agriculture                                     | Mr. Donovan Stanberry    |
| 3. Mining and Quarrying                            | Dr. Philip Baker         |
| 4. Manufacturing                                   | Mr. Simon Roberts        |
| 5. Construction                                    | Mr. Don Mullings         |
| 6. Macro-Economy and Trade                         | Mr. Colin Bullock        |
| 7. Tourism   | Mrs. Karen Ford-Warner   |
| 8. Services  | Mr. Earl Jarrett         |
| 9. Creative Industries and Sport                   | Ms. Angela Patterson     |
| 10. Transport                                      | Hon. Noel Hylton         |
| 11. Information and Communications Technology      | Dr. Jean Dixon           |
| 12. Energy   | Dr. Raymond Wright       |
| 13. Population                                     | Ms. Valerie Nam          |
| 14. Labour Market and Productivity                 | Ms. Audrey Hinchcliffe   |
| 15. Culture and Values                             | Mr. Vivian Crawford      |
| 16. Health   | Professor Owen Morgan    |
| 17. Correctional Services                          | Major Richard Reese      |
| 18. National Security                              | Mr. Gilbert Scott        |
| 19. Education                                      | Hon. Rae Davis           |
| 20. Training                                       | Mr. Donald Foster        |
| 21. Social Welfare and Vulnerable Groups           | Ms. Heather Ricketts     |
| 22. Social Security                                | Ms. Faith Innerarity     |
| 23. Poverty Reduction/Eradication                  | Dr. Michael Witter       |
| 24. Persons with Disabilities                      | Ms. Monica Bartley       |
| 25. Gender   | Professor Barbara Bailey |
| 26. Environmental and Natural Resources Management | Mrs. Eleanor Jones       |
| 27. Urban and Regional Planning                    | Dr. Vincent George       |
| 28. Hazard Risk Reduction and Climate Change       | Mr. Franklin McDonald    |
| 29. Science, Technology and Innovation             | Prof. Ishenkumba Kahwa   |
| 30. Housing  | Mr. Karl Wright          |
| 31. Governance                                     | Ms. Onika Miller         |
| 32. Water  | Mr. Basil Fernandez      |

<sup>167</sup> This Task Force was subsequently split into four distinct task forces: Agriculture, Mining and Quarrying, Manufacturing, and Construction.



## **Appendix 3**

### **External Reviews - Clusters**

The thirty-two task forces were divided into the following eight clusters to facilitate the review process. Some sector plans were reviewed within more than one cluster, due to the nature of the issues incorporated in the sector plans. Additionally, the clusters also considered cross-cutting issues presented in other sector plans. The table below presents a listing of the eight clusters.

**Defined Clusters for the Review of 1<sup>st</sup> Draft Sector Plans**

| <b>Clusters/Task Forces</b>   | <b>Cross-Cutting Issues Considered<sup>168</sup></b>   |
|---|--|
| <p><b><u>Cluster 1:</u></b></p> <ul style="list-style-type: none"> <li>• Real Sector (agriculture, mining &amp; quarrying, manufacturing and construction)</li> <li>• Energy</li> <li>• Environmental and Natural Resources Management/Climate Change</li> <li>• Tourism</li> </ul> | <ul style="list-style-type: none"> <li>• Population</li> <li>• Gender</li> <li>• Governance</li> <li>• Trade</li> <li>• Labour Market</li> <li>• Urban Planning and Regional Development</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> </ul> |
| <p><b><u>Cluster 2:</u></b></p> <ul style="list-style-type: none"> <li>• Macro-Economy and Trade</li> <li>• Labour Market and Productivity</li> </ul>   | <ul style="list-style-type: none"> <li>• Gender</li> <li>• Poverty</li> <li>• Energy</li> <li>• Real Sector</li> <li>• Tourism</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> </ul>   |
| <p><b><u>Cluster 3:</u></b></p> <ul style="list-style-type: none"> <li>• Services</li> <li>• Tourism</li> <li>• Creative Industries and Sport</li> <li>• Transport</li> </ul>   | <ul style="list-style-type: none"> <li>• Gender</li> <li>• Environmental and Natural Resources Management</li> <li>• Labour Market</li> <li>• Climate Change</li> </ul>  |
| <p><b><u>Cluster 4:</u></b></p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Training</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> <li>• Creative Industries and Sport</li> </ul>                       | <ul style="list-style-type: none"> <li>• Gender</li> <li>• Poverty</li> <li>• Labour Market and Productivity</li> <li>• Law and Order</li> <li>• Population</li> <li>• Culture and Values</li> </ul>   |

<sup>168</sup> These cross-cutting issues were considered to be critical in the assessment and review of the sector plans as defined in the clusters.

| <b>Clusters/Task Forces</b>  | <b>Cross-Cutting Issues Considered<sup>168</sup></b>   |
|--|--|
| <p><b><u>Cluster 5</u></b></p> <ul style="list-style-type: none"> <li>• Urban &amp; Regional Planning</li> <li>• Transport</li> <li>• Tourism</li> <li>• Housing</li> <li>• Population</li> </ul>  | <ul style="list-style-type: none"> <li>• Environment &amp; Natural Resources Management</li> <li>• Labour Market</li> <li>• Energy</li> </ul>                  |
| <p><b><u>Cluster 6:</u></b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Law and Order</li> <li>• Justice</li> <li>• Correctional Services</li> </ul>  | <ul style="list-style-type: none"> <li>• Gender</li> <li>• Culture and Values</li> <li>• Education and Training</li> <li>• Environmental Management</li> </ul> |
| <p><b><u>Cluster 7:</u></b></p> <ul style="list-style-type: none"> <li>• Poverty Reduction/Eradication</li> <li>• Health</li> <li>• Social Security</li> <li>• Social Welfare and Vulnerable Groups</li> <li>• Persons with Disabilities</li> <li>• Urban Planning and Regional Development</li> </ul> | <ul style="list-style-type: none"> <li>• Population</li> <li>• Gender</li> <li>• Education &amp; Training</li> <li>• Housing</li> </ul>                        |
| <p><b><u>Cluster 8:</u></b></p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Culture &amp; Values</li> <li>• Population</li> <li>• Gender</li> </ul>   |  |

Persons participating in the cluster reviews are listed in the table below.

|     | <b>NAME</b>                | <b>ORGANIZATION</b>   |
|-----|----------------------------|---|
| 1.  | Mrs. Maria Jones           | Ministry of Education   |
| 2.  | Mr. Vladimir Wallace       | University of Technology Students' Association                    |
| 3.  | Mr. Adenair Jones          | National youth Service  |
| 4.  | Denise Stephenson          | University of Technology  |
| 5.  | Karlene Francis            | Ministry of Industry, Technology, Energy and Commerce             |
| 6.  | Ena Barclay                | Jamaica Teachers' Association                                     |
| 7.  | Lola Ramocan               | UNICEF  |
| 8.  | Patrica Sutherland         | Private Sector Organisation of Jamaica/JMMB                       |
| 9.  | Prof. Gordon Shirley       | University of the West Indies                                     |
| 10. | Prof. Ishenkumba Kahwa     | University of the West Indies                                     |
| 11. | Roger Bent                 | UWI Guild of Students   |
| 12. | Prof. Rose Davies          | UWI Institute of Education  |
| 13. | Ayana Samuels              | Private Technology Policy Consultant                              |
| 14. | Frank Weeple               | Education Transformation Team, Ministry of Education              |
| 15. | Dr. Rebecaa Tortello       | Education Consultant  |
| 16. | Donald Foster              | HEART TRUST/NTA   |
| 17. | Trevor Murray              | Jamaica Employers' Federation                                     |
| 18. | Bethan Hussey              | Labour Market Research Services                                   |
| 19. | Winsome Wilkins            | Council of Voluntary Social Services /United Way                  |
| 20. | Monica Bartley             | Statistical Institute of Jamaica                                  |
| 21. | Mrs. Millicent Hinds-Brown | Ministry of Finance   |
| 22. | Dr. Pauline McHardy        |   |
| 23. | Ms. Jenny Jones            | Jamaica Social Policy Evaluation Project (JASPEV)                 |
| 24. | Mrs. Mary Clarke           | Office of the Children's Advocate                                 |
| 25. | Mrs. Jacqueline DaCosta    | Cabinet Office  |
| 26. | Dr. Jaslin Salmon          | International Institute for Social, Political and Economic Change |
| 27. | Dr. Deanna Ashley          |   |
| 28. | Mrs. Hermoine McKenzie     | University of the West Indies                                     |
| 29. | Kerry- Ann Lewis           | UNICEF  |
| 30. | Nada Marasovic             | UNICEF  |
| 31. | Judith Wedderburn          | Friedrich-Ebert Foundation  |
| 32. | Mr. Cordel Green           | Broadcasting Commission   |
| 33. | Prof. Barbara Bailey       | University of the West Indies                                     |
| 34. | Dr. Neville Beharri        | University of the West Indies                                     |
| 35. | Ms. Jennifer Small         | Radio Jamaica (RJR)   |

|     | <b>NAME</b>                            | <b>ORGANIZATION</b>  |
|-----|--|--|
| 36. | Julian Devonish                        | University of the West Indies  |
| 37. | The Hon. Prof. Denise Eldemire Shearer | University of the West Indies  |
| 38. | Dr. Jennifer Knight-Johnson            | US Agency for International Development                                  |
| 39. | Winston Clarke                         |  |
| 40. | Mrs. Angela Patterson                  | Creative Production and Training Centre Limited                          |
| 41. | Winston De La Haye                     | Medical Association of Jamaica   |
| 42. | Vivian Crawford                        | Institute of Jamaica   |
| 43. | Dr. John Jones                         | Dental Auxiliary School  |
| 44. | Mr. Burchell Duhaney                   | Edna Manley College  |
| 45. | Vilma Bailey                           | University of the West Indies  |
| 46. | Prof. Neville Duncan                   | Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), UWI |
| 47. | Pansy Hamilton                         | University of the West Indies  |
| 48. | Donna Fraser                           | Bureau of Women's Affairs  |
| 49. | Eric Deans                             | Maritime Authority   |
| 50. | Kevin Hendrickson                      | The Courtleigh Hotel   |
| 51. | Albert Gillings                        | National Road Operating and Constructing Company                         |
| 52. | Barrington Payne                       | Tourism Product Development Company                                      |
| 53. | Major Desmond Brown                    | Independence Park Limited  |
| 54. | Mr. Mark Taylor                        | Caribbean School of Architecture   |
| 55. | Claudette Hall                         | Ministry of Agriculture  |
| 56. | Mr. Joseph Matalon                     | Computerised Systems Limited   |
| 57. | Mr. Ivan Anderson                      | National Road Operating and Constructing Company                         |
| 58. | Hon. Kingsley Thomas                   |  |
| 59. | Dr. Alwyn Hales                        | Ministry of Transport & Works  |
| 60. | Mrs. Edmarine Lowe-Ching               | National Works Agency  |
| 61. | Lt. Col. Oscar Derby                   | Jamaica Civil Aviation Authority   |
| 62. | Mrs. Jacqueline DaCosta                | Office of the Prime Minister   |
| 63. | Commander John McFarlene               | Director of Aviation Security  |
| 64. | Dr. Philip Baker                       | Jamaica Bauxite Institute  |
| 65. | Mr. Omar Azan                          | Jamaica Manufacturers Association  |
| 66. | Robert Kerr                            | Jamaica Trade and Invest   |
| 67. | Dr. Ruth Potopsingh                    | Petroleum Corporation of Jamaica   |
| 68. | Coy Roache                             | Jamaica Bauxite Mining Limited   |
| 69. | Dr. Pauline McHardy                    |  |
| 70. | Mr. Ronald Jackson                     | Office of Disaster Preparedness and Emergency Management                 |
| 71. | Mr. Joseph Matalon                     | Computerised Systems Limited   |
| 72. | Prof. Anthony Clayton                  | University of the West Indies  |
| 73. | Dr. Camella Rhone                      | Jamaica Bureau of Standards  |

|     | <b>NAME</b>           | <b>ORGANIZATION</b>                   |
|-----|-----------------------|---------------------------------------|
| 74. | Edward Chin-Mook      | Small Business Association of Jamaica |
| 75. | Ms. Diana McCaulay    | Jamaica Environment Trust             |
| 76. | Dorothy Llewellyn     | Development Bank of Jamaica           |
| 77. | Dr. Audia Barnett     | Scientific Research Centre            |
| 78. | Mr. Grub Cooper       |                                       |
| 79. | Dr. Deana Ashley      | University of the West Indies         |
| 80. | Dr. Anne Crick        | University of the West Indies         |
| 81. | Rezworth Burchenson   | Prime Asset Management                |
| 82. | Dr. Michael Fairbanks | OTF/SEVEN                             |

## **Appendix 4: The Methodology**

### **Results-Based Management**

Results-based management (RBM) is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability<sup>169</sup>. This approach moves beyond the implementation or process focused approach which monitors what is being done to an emphasis on results, which answers the question why or to what end are the activities being done. RBM focuses not just on the immediate output level results but it extends to the desired effect or benefits on target, be it people, environment, social or economic conditions. Implementing performance measurement, learning and changing, and reporting performance<sup>170</sup> are critical areas of RBM. It is a highly participative style and requires consistency in plan from the policy to the implementation level. A key advantage of RBM for public planning is that it awakens a consciousness in players “as to their role in delivering critical outputs and outcomes” and not just managing processes (Saldanha, 2002).

There are varying approaches to the structure of RBM, which may posit two or three levels of results<sup>171</sup>. We have adopted the approach that categorizes results into two groups. These are Outputs and Outcomes. Outcomes which are the ultimate desired effects are measured by outcome indicators. Outputs are those direct goods or services which are produced by ministries/agencies/departments and come at the end of the various activities that were undertaken under strategies. These are measured by output indicators. Outputs are expected to feed into the outcomes. This logical flow which is characteristic of RBM allows for effective monitoring and adjustments at any stage.

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<sup>169</sup> [http://www.tbs-sct.gc.ca/rma/rbm-gar\\_e.asp](http://www.tbs-sct.gc.ca/rma/rbm-gar_e.asp)

<sup>170</sup> [www.tbs-sct.gc.ca/rma/rbm-gar\\_e.asp](http://www.tbs-sct.gc.ca/rma/rbm-gar_e.asp)

<sup>171</sup> Some approaches disaggregate results into three groups Output and Outcome and impact, where a distinction is made between the ultimate long term effect (impact) and the intermediate (outcome).

## **Principles of RBM:**

### **1: Decide what needs to be achieved**

#### **1A: Determine the Ultimate desired state/condition**

Unlike some other planning method where the starting point is the problem, RBM promotes a “results” focus planning which starts with a clear, generally acceptable futuristic condition or state. This desired state can be arrived at by two ways, the consensus based approach which is highly participatory, involving various stakeholders including the general public and the political directorate, or the Government priorities approach, which is exclusive to the wishes of the political directorate. The National Development Plan, Vision 2030 Jamaica adopted the former approach. The vision of making “Jamaica the place of choice to live, work, raise families and do business” was the starting place for the plan. Through a process of discussion which ensured that the principles of sustainable development as well as society’s main concerns were entrenched, the Vision was operationalized through the formulation of four Goals. These four Goals represent the ultimate desired state of the country.

#### **1B: Determine Intermediate Results: Outcomes**

The logical flow of RBM requires that those key result areas (KRAs) which will lead to the realization of the Goals be identified and the desired intermediate results which are called Outcomes be established for all the KRAs. This process involves an assessment of the conditions that exist as well as the barriers that need to be surmounted. These Outcomes are aligned to respective Goals, and are wider than the ambits of any one Ministry, Agency or Department (MDA). The MDAs are expected to ultimately align their individual internal plans to one or more of these outcomes, so that every stakeholder is working towards achieving the same result. Vision 2030 Jamaica engaged in an extensively collaborative process to develop the 32 sectors plans which are the basis for identifying these Outcomes. This is further explained in the section on the Integration Process.

## **2: Decide on how to achieve the Outcomes that have been established- Developing Strategies**

“A strategy is a long term plan of action designed to achieve a particular goal; it is about choice, which affects outcomes”<sup>172</sup>. Strategies take into account the social, economic and political environment as well as the culture of the country. Strategies are not just about long term routes but also involve the identification of short to medium term priorities which act as building blocks for further work. Several countries using RBM have adopted the development of a “Business Plan”<sup>173</sup>, or a Medium Term Planning Framework, which may span between 3-5 years. This allows for a stage by stage operationalization of the long term plan. While Government priorities are included in this framework, the framework is wider thereby facilitating the other players in achieving the Goals of the country.

### **3. Establish Measurements:**

RBM demands that effect on targets be measured, as an integral part of the methodology. It recognizes that effective measurement requires appropriate indicators, since indicators are “the reliable means of measuring achievement” (Kusek & Rist, 2004, 65). At the level of input, activity and output it is efficiency that is measured while at the outcome and impact level it is effectiveness that is measured. While both sets of indicators are important it is the indicators at the result level that signal success and or failure. Two main methods of indicator development are proposed in RBM, these are the CREAM or SMART approach. Both these methods outline the need for indicators to be clear or specific, relevant to the subject, measurable, adequate for the various levels of disaggregation as well as economically practical.

Targets setting which is a requirement for RBM allows for the time bound criteria of the SMART method to be fulfilled. Targets “indicates the number, timing and location of that which is to be realized” (IFAD 2002, A.11) For the purpose of setting targets RBM proposes the use of baseline data as against the use of benchmark. Baseline indicates the present position before the planned intervention and the target the desired future expectation. With

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<sup>172</sup> <http://en.wikipedia.org/wiki>

<sup>173</sup> Oregon Shines



benchmarking, the present position is not established, and progress is more difficult to measure, because a starting point is not known.

#### **4. Develop Monitoring Mechanism**

Monitoring and reporting on progress are integral to the RBM methodology. Monitoring takes place at two different levels, results and implementation. Both are important. The latter tracks the inputs, activities and outputs, while results-based monitoring, tracks changes in the result indicators, that is, outcome and impact. In a national planning scenario implementation monitoring takes place at a lower level than the results monitoring, even though they can be done by the same organization. Monitoring in RBM requires timely reporting and feedback which would then frame the next stage of planning.

#### **Vision 2030 Jamaica -The Integration Model**

The integrated National Plan articulates the path for the “transition” to developed status by 2030. This transition requires “a structural societal change that results from interacting developments in the economical, cultural, technological, institutional, and ecological domain and can take anywhere between one to two generations to be achieved.”<sup>174</sup> Embarking on this transition allows us to ensure sustainability since “sustainability requires structural change at the overall level of systems of human provision.”<sup>175</sup>

Achieving this transition requires carefully calculated manipulation of the systems or as termed in the literature “systems innovations” and must be done within an integrated framework to ensure that the linkages among sectors is captured.<sup>176</sup> The RBM methodology which proposes the development of that intermediate logical step to the Goals that is the identification of National Outcomes, provide the perfect route for integrating the 32 Sector Plans.

Two major benefits of this integration model in which National Outcomes are formulated from the sector plans are firstly it allows for the plans of ministries, agencies and departments (MDAs) to be ultimately aligned to these Outcomes, thereby ensuring consistency in planning

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<sup>174</sup> See Rotmans (2000). <http://www.onderzoekinformatie.nl/en/oi/nod/onderzoek/OND1318361/>

<sup>175</sup> See Proceedings from the Conference on System Innovations for Sustainable Development (November 2006) at <http://www.onderzoekinformatie.nl/en/oi/nod/onderzoek/OND1318361/>

<sup>176</sup> See Verbong and Raven (2006) and La Forqia et al (2004).

from national to sectoral, to individual MDAs. Secondly, using the National Outcomes as the pivotal integration point removes the emphases on individual sector concerns<sup>177</sup> which foster fragmented planning, and places it on KRAs which has the freedom to be inter-sectoral and which are deemed to be the building blocks for accomplishing the set Goals.

In order to pull the National Outcomes from the sector plans the criterion *Seriousness of the Problem*, was adopted.

### **Seriousness of the Problem**

This criterion assumes that the goals written into the sector plans were a reflection of those issues that were considered to be absolutely critical to the achievement of the country's Goals. The degree of seriousness can be determined by two factors: ((1) the number of persons affected (check) (2) the number of development areas that are affected by the issue. The proxy used for these factors is the number of sector plans which highlight the particular issue at the Goal level. There are 32 sector plans so the highest number of sector plans that an Outcome can recur in is 31 and the lowest is 1.

The National Outcomes were further validated to ensure the completeness of the list through the use of three criteria. These are (1) Interest and Demand of the Society; (2) Burden of Condition and; (3) Reach and Transformative potential.<sup>178</sup>

### **Criterion 2: Interest and Demand of the Society**

This criterion is consistent with a participative planning process of including the concerns of the society. In using this criterion, three main documents were evaluated: Reports of the Dialogue for Development spearheaded by the Planning Institute of Jamaica, the National Planning Summit and the United Nations Development Assistant Framework for Jamaica (UNDAF). These three sources, although secondary, involved large numbers and a wide cross-section of the population thereby ensuring that the general view of the populace is taken into consideration and integrated into the planning process.

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<sup>177</sup> This approach is based on the argument that it is the "combination" of a few system innovations that will lead to the required national transition (See Verbong & Raven (2006)).

<sup>178</sup> See Cho et al (2005) and Rosenberg (2005).

The National Planning Summit (NSP) was characterized by strong private sector participation. Since the private sector is a key partner to development, it is necessary that the issues proposed at this Summit be included in the Plan.

### **Criterion 3: Reach and Transformative Potential**

The need to use resources as effectively as possible is the driving force behind this criterion. The deciding factor for the proposals that emerge from the use of this criterion is the potential that changes in a particular area have for snowballing positive changes in other areas.

The Threshold 21 Jamaica model was used to assist in the use of this criterion. This model allows for the simulation of scenarios based on changes in government policy and provides an indication of the benefits and tradeoffs that result from changes in current policy.

### **Criterion 4: Burden of Condition**

In order to ensure that the international standards of development are considered in identifying the Outcomes, this criterion which perused the Global Competitiveness Index (GCI), the Human Development Index, the Environmental Performance Index, the Vulnerability Index for the Environment (EVI), as well as the goals of the Millennium Development Agreement was included. This is especially critical given the trend towards the use of “performance or results based evaluation” in determining country’s level of development and the level of support they can receive.<sup>179</sup> The success of RBM depends heavily on the consistency in planning, and the communication of this plan to all levels.

### **The National RBM Frameworks**

Two frameworks guide the process at the national level. There is the Logic-Planning framework which will provide guidance on the logical flow of the planning process. This will show: National Goals, their respective National Outcomes and the corresponding, Sector

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<sup>179</sup> See Adams C. et al (2004).

(Outcomes/Objectives), with the responsible MDAs identified. This Framework is being included to utilize the work has already been done at the sector level which identifies what each sector should be doing and achieving. The second Framework which is a monitoring Framework, will outline the Impact Indicators (align to each Goal), Outcome Indicators align to Outcomes, baseline data as well as targets at the agreed intervals.

## **SELECTING STRATEGIES**

### **National Strategies**

1. Align each sector outcome with the 15 identified National Outcomes
2. Filter the Sector outcomes to eliminate duplications
3. Formulate the long-term National Strategies from the Sector Outcomes

The use of all the sector outcomes in this process is on the assumption that all outcomes developed by the task forces are truly critical to the achievement of the country's development. This process yielded 66 national strategies.

### **1 – 3 Year Priorities**

As noted earlier, selecting short to medium term priorities is part of strategy selection. This is a continuation of the Medium-Term Socio-Economic Framework. The completed Framework is expected to have **expected outputs, indicators, targets, costs and responsible agencies**. The programmes and or projects are to be developed in collaboration with the relevant agencies including those responsible for budgeting. Each priority must also be aligned to a National Outcome.

These priorities were selected largely through a series of meetings with the various ministries and agencies. The priorities were determined through consideration of external opportunities and threats, quick wins, binding constraints, long-run transformative potential, existing programmes and plans as well as and government priorities, including the decisions articulated at the National Planning Summit.

### **External Opportunities And Or Threats**

**Opportunities:** This speaks to those emerging or existing conditions which though not orchestrated locally, hold potential for positive impact on the Jamaican society. For example, the #6 world rating of the “Jamaican Brand”, the global interest in our creative industries, the prominence of our sports personality, the perceived beauty of the country's natural resources.

**Threats:** Those emerging conditions which Jamaica cannot prevent, but can manage. These conditions have the potential to negatively affect the development of the country. For example, Price of oil on world market, global food price, the external recruiting of local professionals such as teachers and nurses etc.

**Quick Wins:** Those initiatives which have the potential to generate national results in a relatively short space of time, and subsequently gain support for the plan. Quick wins to be included in the first 1-3 year priority listing are those presume to be able to produce results in 1-3 years.

**Binding Constraints:** These represent the most pressing barriers in specific economic, social, environmental and governance sectors which must be addressed to allow future progress in national development to be achieved. These have the potential to limit overall growth/development in spite of progress in other areas. The key priority actions include measures to remove these binding constraints as soon as possible so as to unlock the potential for more rapid advances in years to come.

**Long Run Transformative Potential:** This may refer firstly to those areas which based on the expert knowledge of the stakeholders are key areas to generate the national success that is desired, but they may not be quick wins, however they must commence in the first 1-3 year priority.

**Plans of Ministries, Departments and Agencies (MDAs)**

The first year priorities include the 2008/2009 plans of the various MDAs. This is due to the closeness of the planning process to the budget process, whereby all line ministries and agencies have done their individual plans.

**Government Priority Areas:** While the Plan is not constructed in a politically manipulated manner, political support is absolutely necessary for successful implementation of the planned strategies. Subsequently the priorities of the government were taken into consideration. These priorities had been communicated at an earlier presentation made to the cabinet during the planning process. This was done after the Workshop as an in-house process, where the first year initiatives submitted to Cabinet were pulled into the MTF.

**National Planning Summit:** The seven areas identified by the National Planning Summit, were also given due consideration in the selection of the 1-3 years priorities, since its planning period coincided with the timeframe of the MTF.

## **Appendix 5**

### **T21 Jamaica: An Integrated Development Planning Model**

#### **What is Threshold 21 (T21)?**

- A computer simulation tool based on systems dynamics methodology
- Result of decades of research and application

#### **What is the purpose of T21?**

- To support comprehensive, integrated, long-term national development planning

#### **Features of T21**

- Comprehensive - Economic, Social and Environmental factors modelled
- Integrated - Illustrates the links between the economy, society and environment
- Transparent
- Equations and assumptions are easily accessible
- Variables that influence an outcome can be easily identified
- Collaborative - Facilitates participation and consultation
- Forward-looking - Projects economic, social and environment indicators
- Identifies possible opportunities and threats
- Customizable - Includes modules unique to Jamaica

#### **What Can T21 Do?**

- Contribute to the national planning process
- Facilitate stakeholder consultations
- Inform strategy documents that address sectoral interests
- Produce data and analyses for international negotiations
- Evaluate social intervention strategies
- Monitor progress towards national goals



**Appendix 6**  
**Communicating Vision 2030 Jamaica**  
**List of Consultations**  
**December 2007 - November 2008**

| <b>PRESENTATIONS &amp; CONSULTATIONS</b>   |
|--|
| <b>DECEMBER 2007</b>   |
| Permanent Secretaries and heads of departments within GOJ entities   |
| <b>JANUARY 2007</b>  |
| 5 Clusters of Schools – 5 <sup>th</sup> and 6 <sup>th</sup> Formers – over 875 students in Kingston  |
| Permanent Secretary and Directors of the Ministry of Education<br>PIOJ Board   |
| Population Policy Coordinating Committee   |
| Workshop at Ministry of Industry, Technology, Energy and<br>Commerce (Training Workshop on Use of the Energy and Power<br>Evaluation Program)  |
| Ministry of Health   |
| T21 Jamaica Steering Committee   |
| <b>FEBRUARY 2007</b>   |
| Ministry of Agriculture and Lands  |
| Ministry of Tourism, Entertainment and Culture   |
| National Youth Service   |
| International Development Partners   |
| Ministry of Foreign Affairs and Foreign Trade  |
| Ministry of Transport, Housing, Water and Works  |
| Management Institute for National Development  |
| Ministry of Local Government and Environment<br>Parish Councils – Secretary Managers   |
| Permanent Secretaries for Ministry of Industry, Technology, Energy<br>and Commerce; Ministry of Local Government and Environment<br>and a representative from the Office of the Prime Minister |
| <b>MARCH 2007</b>  |
| University of the West Indies (select group of lecturers)  |
| Ministry of National Security  |
| Department of Correctional Services  |
| National Planning Council  |
| <b>MAY 2007</b>  |
| Cabinet Secretary  |
| Bank of Jamaica  |
| Minister of Education and Youth  |
| Energy Stakeholders Workshop   |
| Children's Expo  |

| <b>PRESENTATIONS &amp; CONSULTATIONS</b>                          |
|---|
| <b>JUNE 2007</b>  |
| Workshop with Task Force Chairs and Technical Secretaries         |
| Private Sector Organization of Jamaica                            |
| Board of the Scientific Research Council                          |
| Representatives of the two political organizations                |
| <b>JULY 2007</b>  |
| Tourism Stakeholders Workshop                                     |
| GOJ Policy Analysis Network                                       |
| <b>AUGUST 2007</b>  |
| Caribbean Institute of Media and Communication (CARIMAC)          |
| <b>SEPTEMBER 2007</b>   |
| Launch of Manchester 2030 Parish Development Plan                 |
| New Administration (Gov)  |
| <b>OCTOBER 2007</b>   |
| Most Hon. Edward Seaga  |
| Jamaica Hotel and Tourist Association – Kingston Chapter          |
| Launch of Vision 2030 Jamaica                                     |
| <b>NOVEMBER 2007</b>  |
| Agriculture Stakeholders Planning Workshop                        |
| National Forum on Climate Change                                  |
| White Marl/Central Village Business Watch Retreat                 |
| Ministry of Water and Housing                                     |
| Human Resource Management Association of Jamaica Conference       |
| Caribbean Development Bank in Barbados                            |
| St. Catherine Parish Development Committee Annual General Meeting |
| International Development Partners Retreat                        |
| Jamaica Hotel and Tourist Association – Negril Chapter            |
| <b>DECEMBER 2007</b>  |
| National Environment and Planning Agency                          |
| Brand Jamaica Workshop  |
| South Coast Resort Board  |
| <b>JANUARY 2008</b>   |
| Public Consultation - <b>St. James and Trelawny</b>               |
| Social Development Commission                                     |
| Cabinet Retreat   |
| Human Resource Management Association of Jamaica (HRMAJ)          |
| <b>FEBRUARY 2008</b>  |
| Public Consultation - <b>Manchester and St. Elizabeth</b>         |
| Caribbean Development Bank (Barbados)                             |
| <b>MARCH 2008</b>   |
| Jamaica Confederation of Trade Unions                             |

| <b>PRESENTATIONS &amp; CONSULTATIONS</b>   |
|--|
| Ministers of Finance and the Public Service  |
| Leader of the Opposition and the Shadow Cabinet  |
| Public Consultation for Westmoreland and Hanover   |
| Energy Workshop  |
| EXIM Bank Board Retreat  |
| <b>APRIL 2008</b>  |
| CHASE Fund Culture Committee   |
| Jamaica Trade & Invest (JAMPRO)  |
| New Testament Church of God Conference   |
| <b>MAY 2008</b>  |
| Public Consultation - <b>Clarendon</b>   |
| Vision 2030 Jamaica Presentation -New Testament Church of God, District Overseers' Conference      |
| <b>JUNE 2008</b>   |
| Vision 2030 Jamaica Presentation to Socio-Economic Information Network                             |
| Vision 2030 Jamaica Presentation at the Diaspora Conference  |
| Public Consultation - Portmore, <b>St. Catherine</b>   |
| Public Consultation - <b>Greater St. Catherine</b>   |
| <b>JULY 2008</b>   |
| Public Consultation – <b>Portland</b>  |
| Presentation to College Libraries' Network (COLINET)   |
| Presentation to Shipping Association of Jamaica (SAJ) "Lunch & Learn" session                      |
| Public Consultation - <b>Kingston &amp; St Andrew</b>  |
| <b>SEPTEMBER 2008</b>  |
| Public Consultation – <b>St. Ann</b>   |
| Vision 2030 Jamaica Presentation – Ministry of Finance & the Public Service                        |
| Vision 2030 Jamaica Presentation – Jamaica Trade & Invest, "Launch of the World Investment Report" |
| <b>OCTOBER 2008</b>  |
| Vision 2030 Jamaica Presentation – Hampton High School for Girls                                   |
| Vision 2030 Jamaica Presentation – CVSS/British High Commission Executive Retreat                  |
| Vision 2030 Jamaica Presentation – UWI Students - MSc Public Sector Management Programme           |
| Vision 2030 Jamaica Presentation – Jamaica Institute of Planners                                   |
| <b>NOVEMBER 2008</b>   |
| Public Consultation – <b>St. Thomas</b>  |

## **Appendix 7 Stakeholders in the Planning Process**

Abilities Foundation  
Accompung Moroons  
Air Jamaica Limited  
Airports Authority of Jamaica  
Airways International Limited/Air Pack Express  
Alison Massa Planning  
Alkali Group of Companies  
Alumina Partners of Jamaica  
Amateur Swimming Association of Jamaica  
American Chamber of Commerce in Jamaica  
Andre's Auto Supplies  
Appleton Estate Rum Tour  
ASHE Caribbean Performing Arts Ensemble and Academy  
Association of Development Agencies  
Association of Jamaica Attractions Limited  
Assurance Brokers Ja. Ltd.  
Bank of Jamaica  
Bank of Nova Scotia  
Beef and Dairy Producers Association Ltd.  
Belle Tropicals Limited  
Benthan Hussey, Labour Market Specialist  
Bethel Baptist Church  
Berger Paints (Ja.) Ltd  
B-H Paints (WI) Ltd  
Blue Cross of Jamaica Limited  
Board of Supervision  
Boss Furniture  
Boulevard Baptist Church  
Broadcasting Commission  
Brown Hamilton And Associates  
Bureau of Standards  
Cabinet Office  
Cable and Wireless Jamaica Ltd.  
Canadian International Development Agency  
Caribbean Agribusiness Association  
Caribbean Agricultural Research and Development Institute  
Caribbean Coastal Area Management Foundation  
Caribbean Cement Company Limited  
Caribbean Food & Nutrition Institute  
Caribbean Maritime Institute  
Caribbean Policy Research Institute  
Carol Narcisse and Associates  
Central Information Technology Office  
Central Jamaica Conference of Seventh Day Adventists  
Chemical Lime Co.  
Child Development Agency  
Chinese Benevolent Association Limited  
Chukka Caribbean Adventures  
Citizen's Security and Justice Programme  
Civil Aviation Authority  
Clarecia Christie  
Cocoa Industry Board  
Coconut Industry Board  
Coffee Industry Board  
College of Agriculture, Science & Education  
Companies Office of Jamaica  
Competitiveness Company Limited  
Construction and Resource Development Company  
Council of Community Colleges of Jamaica  
Council Professions Supplementary to Medicine  
Council of Voluntary social Services  
Countrystyle Community Tourism Network  
Creative Production and Training Centre  
Competitiveness Company Limited  
Computerised Systems Limited  
Dennis Chung  
Dental Auxiliary School  
Department of Correctional Services  
Department for International Development  
Developers Association of Jamaica  
Development Bank of Jamaica Ltd  
Dairy Board  
Digicel  
Digital Phenomena Limited  
Dispute Resolution Foundation  
Dolphin Cove  
Early Childhood Commission  
East Jamaica Conference of Seventh Day Adventist  
Edna Manley College of the Visual and Performing Arts  
Entertainment Advisory Board  
Edith Dalton James High School  
Education Transformation Team, MOE  
Environmental and Engineering Managers Limited  
Environmental Foundation of Jamaica  
Environmental Health Foundation  
Environmental Solutions Limited

European Union  
EXIM Bank  
Facey Commodity Co. Ltd.  
Faithworks Limited/Mooimages  
Fathers in Action  
Financial Services Commission  
Finder Caribbean Ltd.  
Fisheries Division  
Fishermens Cooperative  
Flow Jamaica  
Foga Daley & Co.  
Food and Agricultural Organization  
Food for the Poor  
Forestry Department  
Franklin McDonald  
Fujitsu Transaction Solutions (Jamaica) Ltd.  
G.C Foster College  
Grace Food Processors Canning Limited  
GK Funds  
Grace Kennedy Limited  
Glaxosmithkline Caribbean  
GOJ/CIDA Environmental Action (ENACT)  
Programme  
Guardian Life Jamaica Limited  
Hamilton Knight Associates  
Hardware Merchants Association  
HEART Trust/NTA  
Holy Trinity Cathedral  
Hon. Karl Hendrickson  
IBM World Trade Corp. Jamaica  
ICWI Group  
Imex Technologies Ltd.  
Incorporated Masterbuilders Association of Jamaica  
Independent Jamaican Council on Human Rights  
Independent School Association  
Information, Communication and Technology for  
Development  
Institute of Chartered Accountants of Jamaica  
Institute of Jamaica  
Institute of Law and Economics Limited  
Institute of Sports Ltd.  
Insurance Association of Jamaica  
Inter-American Development Bank  
Inter American Institute for Cooperation on  
Agriculture  
International Institute for Social, Political and  
Economic Change  
Island Special Constabulary Force  
Jamaica 4-H Clubs  
Jamaica Agricultural Development Foundation  
Jamaica Agricultural Society  
Jamaica Aluminum Company (Jamalco)  
Jamaica Amateur Athletic Association  
Jamaica Association of Community Cable  
Operators  
Jamaica Association of Local Government Officers  
Jamaica Association of Travel Agents  
Jamaica Association of Villas and Apartments  
Jamaican Aviators, Operators, and Pilots  
Association  
Jamaica Bar Association  
Jamaica Bauxite Institute  
Jamaica Bauxite Mining Limited  
Jamaica Broilers Group Limited  
Jamaica Bureau of Standards  
Jamaica Business Development Centre  
Jamaica Cane Product Sales Limited  
Jamaica Citrus Growers Limited  
Jamaica Chamber of Commerce  
Jamaica Coast Guard  
Jamaica Computer Society  
Jamaica Confederation of Trade Unions  
Jamaica Conservation and Development Trust  
Jamaica Co-operative Credit Union League Limited  
Jamaica Constabulary Force  
Jamaica Council of Churches  
Jamaica Council for Persons with Disabilities  
Jamaica Cricket Association  
Jamaica Cultural Development Commission  
Jamaica Customs Department  
Jamaica Defense Force  
Jamaica Developers Association  
Jamaica Employers' Federation  
Jamaica Energy Partners  
Jamaica Environment Trust  
Jamaica Exporters' Association  
Jamaica Family Planning Association  
Jamaica Federation of Musicians & Affiliated  
Artistes Union  
Jamaica Fire Brigade  
Jamaica Freight and Shipping  
Jamaica Gasolene Retailers Association  
Jamaica Government Pensioners Association  
Jamaica Gypsum & Quarries Ltd  
Jamaica Hotel and Tourist Association  
Jamaica Institute of Environmental Professionals  
Jamaica Institution of Architects  
Jamaica Institution of Engineers  
Jamaica Institution of Planners  
Jamaica Intellectual Property Organization  
Jamaica Library Service  
Jamaica Livestock Association

Jamaica Manufacturers' Association  
Jamaica Master Builders Association  
Jamaica National Building Society  
Jamaica National Heritage Trust  
Jamaica National Small Business Loans Programme  
Jamaica Netball Association  
Jamaica Organic Agriculture Movement  
Jamaica Pre-Mix Ltd  
Jamaica Private Power Company  
Jamaica Producers Group  
Jamaica Productivity Centre  
Jamaica Public Service Company Limited  
Jamaica Racing Commission  
Jamaica Social Investment Fund  
Jamaica Social Policy Evaluation Project  
Jamaica Stock Exchange  
Jamaica Teachers Association  
Jamaica Tourist Board  
Jamaica Trade and Invest  
Jamaica Union of Travellers Association  
Jamaica Urban Transit Company  
Jamaica Youth For Christ I  
Jamaican Foundation for Lifelong Learning  
Jamaicans for Justice  
Jessie Ripoll Primary School  
JCAL Tours  
Joint Board of Teacher Education  
Karl Wright  
KIA Motors  
Kingston City Centre Improvement Company  
Kingston Hub Distributors  
Kingston Restoration Company  
Kingston & St. Andrew Corporation  
Kingston Wharves Ltd.  
Knox Community College  
KS Chemicals Distributors Ltd.  
Kingston & St. Andrew Action Forum Youth Organization  
Liberty Academy at the Priory  
Life of Jamaica Limited  
Little Theatre Movement  
Livingston, Alexander and Levy  
MEJ Airports Limited  
M & M Jamaica Limited  
Management Institute for National Development  
Manchester Parish Council  
Manpower & Maintenance Services  
Maritime Authority of Jamaica  
Media Association of Jamaica  
Medical Association of Jamaica  
Mel Nathan Institute  
Meteorological Service of Jamaica  
Mines and Geology Division  
Mining and Quarrying Association of Jamaica  
Ministry of Agriculture  
Ministry of Education  
Ministry of Finance and the Public Service  
Ministry of Foreign Affairs and Foreign Trade  
Ministry of Health and Environment  
Ministry of Industry, Commerce & Investment  
Ministry of Information, Culture, Youth and Sports  
Ministry of Justice  
Ministry of Labour and Social Security  
Ministry of National Security  
Ministry of Technology, Energy and Commerce  
Ministry of Tourism  
Ministry of Transport and Works  
Ministry of Water and Housing  
Minott Services Ltd  
MiPhone  
Multimedia Communications  
My Tropic Escape  
National AIDS Committee Jamaica  
National Centre for Youth Development  
National Commercial Bank of Jamaica Ltd  
National Commercial Bank Foundation  
National Commission on Science and Technology  
National Consumers League  
National Council on Education  
National Council for Senior Citizens  
National Council of Taxi Association  
National Environmental Education Committee  
National Environment and Planning Agency  
National Family Planning Board  
National Health Fund  
National Housing Development Corporation  
National Housing Trust  
National Irrigation Commission  
National Land Agency  
National Library of Jamaica  
National Parent Teacher Association  
National Poverty Eradication Programme  
National Public Health Laboratory  
National Road Operating and Construction Company  
National Solid Waste Management Authority  
National Water Commission  
National Works Agency  
National Youth Service  
Nature Preservation Foundation

National Council on Technical and Vocational  
Education and Training  
North East Regional Health Authority  
Northern Caribbean University  
Northern Jamaica Conservation Association  
Office of the Children's Advocate  
Office of the Commissioner of Police  
Office of Disaster Preparedness and Emergency  
Management  
Office of the Prime Minister  
Office of the Services Commission  
Office of Utilities Regulation  
Pan American Health Organization  
Pauline McHardy  
Paymaster Jamaica Ltd.  
Peace Management Initiative  
Peoples Action for Community Transformation  
Petrojam Limited  
Petroleum Corporation of Jamaica  
Poor Relief Department  
Port Authority of Jamaica  
Postal Corporation of Jamaica  
Pragma Consultants Limited  
Private Sector Organization of Jamaica  
Professional Societies Association of Jamaica  
Profitable Corporate Solutions  
Quality Academics  
Ralph Thompson  
Realtors Association of Jamaica  
Registrar of Companies  
Registrar General's Department  
Recording Industry Association of Jamaica  
Rugby Lime Co  
Rural Agricultural Development Authority  
Salvation Army School for the Blind  
Sam Sharpe Teachers College  
Scientific Research Council  
Sir John Golding Rehabilitation Centre  
Small Business Association of Jamaica  
Smith Warner International Limited  
Social Development Commission  
South Eastern Regional Health Authority  
Southern Regional Health Authority  
Spectrum Management Authority  
Sports Development Foundation  
SPORTSMAX  
Shipping Association of Jamaica  
St. Andrew Care Centre  
St. Ann Jamaica Bauxite Partners  
St. Ann Parish Council  
Statistical Institute of Jamaica  
Sterling Asset Management  
Stewart's Auto Sales Limited  
St. Mary Resort Board Chairman  
Sugar Industry Authority  
Superclubs  
Super Plus Foods  
T Geddes Grant Distributors  
Tank-Weld Metals  
Target Growth Competitiveness Committee, Jamaica  
Tax Administration Directorate  
Technology Innovation Centre  
Tele-Medicine Limited  
Timecode Productions Ltd.  
Tourism Enhancement Fund  
Tourism Product Development Company  
Tradewinds Citrus Ltd  
Trade Board  
Transport Authority  
Trans Resources  
Turbolife Manufacturing Co. Ltd.  
United Church in Jamaica and the Cayman  
Islands  
Unique Jamaica  
United Nations (8 orgs.)  
Universal Access Fund  
University and Allied Workers Union  
University of the West Indies  
University of Technology, Jamaica  
Urban Development Corporation  
US Agency for International Development/Jamaica  
Walkerswood Caribbean Foods Limited  
Water Resources Authority  
West Indies Home Contractors Limited  
Western Regional Health Authority  
Wigton Wind Farm  
Winalco  
WISYNCO Group  
Women Centre Foundation of Jamaica  
Women's Construction Collective  
Women's Media Watch  
World Bank  
Worthy Park Estate Limited  
Xsomo International Limited  
Young Women's Christian Association

Apologies to any stakeholders who may have been inadvertently omitted from this list

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