



PARTNERSHIP for a PROSPEROUS JAMAICA

AGREEMENT

2016 - 2020

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PREAMBLE

The Partners of the ***Partnership for a Prosperous Jamaica (PPJ)*** are the State, represented by the Government and the Opposition; the Private Sector; the Trade Unions and Civil Society (herein referred to as “the Partners”)

The Partners recognise the need to build upon: decades of effort to forge a social partnership in Jamaica; the 2011 ***Partnership Code of Conduct***; and Jamaica’s first social partnership agreement, the 2013 – 2016 ***Partnership for Jamaica (PFJ) Agreement***.

The Partners subscribe to the goal of a prosperous Jamaica that is a “place of choice to live, work, raise families and do business”.

The Partners acknowledge the on-going national economic and social crises and challenges, evidenced by, among other indicators, low rates of economic growth, an unsustainable debt-to-GDP ratio, declining rates of productivity and competitiveness vis-à-vis trading partners, high unemployment; high energy costs, environmental degradation, gender power imbalances, high and growing inequality, corruption and very high levels of violent crime, including an increase in gender-based violence, infanticides and femicides;

The Partners further acknowledge that the development of the Jamaican economy and society will be predicated on a people-centred development approach, evidenced by the will and ability of all Partners to put Jamaica and its interests first and to make reasonable sacrifices today in recognition of their mutual interests and interdependence in securing a prosperous Jamaica tomorrow;

Accordingly, the Partners reaffirm and recommit to the principles of social dialogue and partnership. Specifically, the Partners commit to further the process of deepening democracy and participatory decision-making; to encourage meaningful participation of all Partners in national development; to build trust and confidence among the Partners; and to develop a framework with supporting institutions for conducting ongoing relations, negotiations and transformative actions among the Partners.

Consequently, the Partners resolve to embark on a programme for significantly accelerating growth levels in Jamaica to enhance the sustainable and inclusive development of Jamaica, through social partnership over the period 2016-2020; the basis of which is given expression in this Agreement.

GUIDING PRINCIPLES

VISION

Believing that the realisation of a more equal, safe, secure and prosperous Jamaica for all requires nothing short of a nationwide transformation of people and institutions around performance accountability, gender equality, environmental sustainability, individual and collective responsibility, adherence to the rule of law, respect for the human rights and civil liberties of all Jamaicans and tolerance and maturity in conflict resolution, the Partners envisage an ongoing social partnership in Jamaica, which will:

- **Deepen the Process of Participatory Decision-Making:** by recognising that no one sector has all the answers, and, reaffirming the commitment to the Government of Jamaica (GOJ) Code of Consultation which recognises that better development decisions result from an inclusive and consultative approach.
- **Engender Trust and Confidence:** by building the partnership process and the ownership by the wider society of national development plans and goals, through ongoing dialogue and agreed actions based on mutual respect and a commitment to genuine cooperation, meaningful consultation and honest communication.
- **Exhibit Effective Leadership:** by providing the will, courage and maturity, within Partner organisations and collectively within the Partnership, and through effective communication and consultation with the broader society, to make and carry out necessary decisions in the best long term interests of the nation and the widest cross-section of Jamaicans.
- **Facilitate Shared Understanding:** by arriving at a process to build consensus amongst the Partners, as required for the identification and prioritisation of critical development

opportunities as well as for agreement on approaches to more controversial issues and the mitigation of serious challenges.

- **Perform Critical Problem Solving:** by drawing on the wealth of information, experience, expertise, insight and other resources within the Partnership, in the wider society, and the dynamic Jamaican diaspora, to champion workable solutions to national development challenges and to provide the requisite focus, discipline and accountability in executing work-plans to successful completion.

OBJECTIVES

The Partners, in their resolve to improve Jamaica, adhere to the following objectives:

- **A stable, humane society** in which equity, equal opportunity, inclusion and justice prevail, whose members, whether strong or vulnerable, are all considered valuable human resources in a society which seeks to ensure that no-one is left behind; and where there is increased respect for the Rule of Law and a tolerant and vibrant culture capable of economic and social innovation, entrepreneurship and accelerating levels of economic growth.
- **A stable macroeconomic framework** as a foundation for national development and increased prosperity of the Jamaican people.
- **Improved stewardship of our environment** as we pursue enhanced productivity and competitiveness, for the sustained, inclusive and equitable development of the Jamaican society.
- **More justice and security** for citizens and residents of Jamaica and visitors to the island.
- **Greater integrated planning and implementation** with rationalisation of resources and development projects and transparent and accountable implementation efforts that are motivated by the best long term national interest.

GENERAL COMMITMENTS OF THE PARTNERS

The Partners in pursuit of their objectives and vision for a prosperous Jamaica, and building upon the foundations of prior partnership efforts in Jamaica, undertake the following general commitments:

- **The Government and Opposition**, reaffirming that progress can only be achieved by responding adroitly and effectively to the country's significant challenges, which are exacerbated by a divisive political climate, **commit to bring genuine, transparent and accountable bipartisanship and people-centred solutions to the Country's development process;**
 - **The Government**, reaffirming that the key principles of transparency, accountability, integrity, genuine consultation, thoughtful people-centred action, including gender, youth and environmental awareness, focusing on long term national goals, rather than short term political imperatives, are required to engender trust and confidence in all national processes, commits to bring these principles to the partnership process;
 - **The Opposition**, reaffirming that the key principles of transparency, accountability, integrity, genuine consultation, thoughtful people-centred action, including gender, youth and environmental awareness, focusing on long term national goals, rather than short term political imperatives, are required to engender trust and confidence in all national processes, commits to bring these principles to the partnership process;
- **The Private Sector**, reaffirming that shared responsibility, improved enterprise productivity and competitiveness, fair play, margin restraint, youth engagement, effective consultation with unions and workers, employment creation, the creation of an environment of equality of opportunity for participation of men and women in leadership and decision-making, environmental stewardship and corporate social responsibility in business decision-making impact upon national development, **commits to bring these elements to the partnership process;**

- **The Trade Union Movement**, reaffirming that innovative solutions are needed to the issues of economic stabilisation, effective environmental stewardship, low productivity, enhancement of enterprise success, creation of decent working conditions, the creation of equality of opportunity for men and women in leadership, youth engagement and enhancement of the well-being and rights of workers, including the right to due process, **commits to initiating, and collaborating in, the identification of such solutions;**
- **Civil Society**, recognising that the severity of Jamaica's social and economic problems requires a national call to action, **commits to initiating and supporting national efforts** to accelerate the growth of the economy, improve justice and security, enhance gender equality, empower young people, protect the environment, enhance enterprise competitiveness in pursuit of growth and development with equity, improve education, research and health outcomes, promote accountability and transparency and harness the positive contributions and resources of the dynamic diaspora.

All Partners commit to employ the ILO's Decent Work Agenda framework (Inclusive of the goals of productive employment, protection of workers' rights, social protection and social dialogue); review proposals for unemployment mitigation, particularly among young and female workers; endorse attempts to develop a more flexible educational and training framework to address low productivity in the labour force; and identify creative mechanisms for enhancing training and retraining, incorporating additional internship and training programmes and partnering in the development of more effective labour market information systems that are globally integrated.

All Partners, in recognising their individual and collective responsibility to uphold and adhere to each one of the commitments given above, resolve to engage in respectful and constructive dialogue and support each other in the fulfilment of commitments by willingly accepting constructive feedback and incisive criticism; and by holding each other and the collective Partnership accountable in the best long term interests of the nation.

The Partners recognising that new critical issues, disputes and even conflicts will arise from time to time during the term of this Agreement; agree that this Agreement will be deemed to have been breached if **any Partner** violates any of the provisions contained herein. Any breach will be reported to the Council, which will decide on an appropriate course of action.

PRIORITISING OPPORTUNITIES

The Partners understand only too well that growth in Jamaica has been extremely elusive over the last four decades. Indeed, in only seven of the last forty-four years has real gross domestic product (GDP) grown by more than 2% per year. The erosion of social capital, intractability of Jamaica's growth challenge, and resulting increasing inequality are important reasons behind the need for a ***Partnership for a Prosperous Jamaica*** in which "all hands are on deck" in seeking to create a more prosperous and equitable Jamaica.

While the Partners recognise that there are many areas of improvement required, they are also very much aware that prioritisation of actions, and of resource allocation, is an imperative amid the multiplicity of opportunities for meaningful change that confront the country.

There is a consensus among the Partners that identifying a set of priority opportunities and grasping these opportunities systematically and through national dialogue and commitment is the only way to ensure sustainable growth of the Jamaican economy.

Review of Focal Areas and Performance Against the Targets in the *Partnership for Jamaica Agreement*

It was against this background that the Partners agreed in the ***Partnership for Jamaica Agreement***, which ran from 2013-2016, that there should be priority in monitoring and accountability in the following areas in which Jamaica's global ranking was very low, and in which poor performance had been particularly responsible for Jamaica's anaemic record of growth.

- Fiscal Consolidation (with Social Protection and Inclusion)
- Rule of Law Adherence (and Timely Justice Outcomes)
- Ease of Doing Business and Employment Creation
- Energy Diversification and Conservation

The actual levels of performance in 2013 reflected in key quantifiable measures in each of these areas, coupled with the high level 2016 targets specified in the PFJ Agreement and the actual levels of performance in 2016 are captured in the table below.

REVIEW OF PARTNERSHIP FOR JAMAICA HIGH LEVEL TARGETS

<u>Area of Focus</u>	<u>Descriptor</u>	<u>2013 Actual</u>	<u>2016 Target</u>	<u>2016 Actual</u>
Fiscal Consolidation	Debt/GDP Ratio	142%	105%	120%
	Primary Surplus	5.3%	7.5%	7.25
Rule of Law Adherence	Murders per 100,000	38	25	45
Ease of Doing Business	WBDBR Ranking	90 th /185	75 th /185	67 th /190
& Employment	Unemp. Rate (%)	14.2	10	12.9
	Female Rate (%)	17.8	12	16.9
	Youth Rate (%)	37	25	29.6
Energy Diversification	Cost (US\$/kwh)	0.42	0.30	0.25
Economic Growth	Real GDP Growth (%)	-0.3	2-3	1.2

In three of the four focal areas, and in the area of economic growth, Jamaica has seen progress over the 2013-2016 period, resulting in the Country being in a better position in 2016 than it was in 2013.

In the area of “Doing Business and Employment Creation” Jamaica exceeded the PFJ target with respect to the Doing Business Ranking, but while unemployment in 2016 was lower than in 2013, it continued to be less than the level targeted, and to be unacceptably high, particularly the levels of youth and female unemployment.

In relation to “Energy Diversification and Conservation” Jamaica also exceeded the target with respect to the cost of energy, but this resulted primarily from the fortuitous decline in world market prices of oil. At the same time, however, there has been significant progress on the diversification of fuel sources and on longer-term energy price reductions based upon the coordinated activities of the Ministry with responsibility for energy; the Office of Utilities Regulation (OUR); and the Electricity Sector Enterprise Team (ESET), which was created through the PFJ process.

With respect to “Fiscal Consolidation with Social Protection and Inclusion” Jamaica made progress on reducing its level of national indebtedness, but debt levels continue to be unsustainably high and a significant component of the debt reduction was associated with the one-off transaction of the sale of the PetroCaribe debt.

In relation to “Economic Growth” the level of growth in 2016 was higher than 2013, but far below the target established in the PFJ Agreement.

The significant outlier, with respect to progress over the 2013-2016 period, was the “Rule of Law Adherence and Timely Justice Outcomes”. Jamaica continued to face significant challenges in enforcing adherence to the Rule of Law. This was most dramatically demonstrated in the homicide rate, which not only missed the 2016 target by a significant margin, but is higher in 2016 than it was in 2013. Further, the rule of law adherence has been a challenge for even the Government of Jamaica, with Partners highlighting to the Partnership Council several instances in which government agencies breached the Country’s environmental regulations. While some

efforts were made to have speedier justice outcomes, it was clear in 2016 that more dramatic reforms were necessary for Jamaica to improve the timeliness of its justice system.

Prioritising Opportunities for the 2016 – 2020 Partnership Agreement

The PFJ Agreement recognised that Jamaica’s most significant challenge over several decades was represented in it having, over the preceding forty years, one of the world’s worst records of economic growth. The Agreement sought to address this challenge by focusing on factors, such as crime, debt-related macro-economic instability, high energy costs and an unattractive business and investment environment, which deter growth.

This PFPJ Agreement continues the focus on addressing key factors that influence growth, but it does so, more directly, by placing an ambitious, but achievable, national growth objective to be pursued within the context of the guiding principles and objectives of the Partnership. This national focus on improving significantly Jamaica’s record of economic growth during the period of the PFPJ Agreement will be complemented by a focus on four areas of national life in which transformational improvements are critical to the achievement of an ambitious national growth objective. On this basis, the five areas of priority focus for the Partnership over the 2016-2020 period are:

- Inclusive Economic Growth
- Public Sector Transformation for Efficiency and Effectiveness
- Adherence to the Rule of Law and Timely Justice Outcomes
- National Debt Reduction and Enhanced Macro-Economic Stability
- Enhanced Tourism Flows and Inter-Sectoral Linkages

Inclusive Economic Growth

An important focus of the PFPJ Agreement is on significantly accelerating the level of economic growth in Jamaica and ensuring that this growth has a positive impact on the welfare of as many Jamaicans as possible. Institutionally, this focus on growth is manifest in the creation of a Ministry of Economic Growth and Job Creation, led by the Prime Minister. Additionally, a partnership-

based structure has been established in the form of the Economic Growth Council (EGC). These institutional structures, and all Partners within their respective spheres of influence, will focus on the transformative changes required to deliver on the objective of achieving 5% annual growth in real GDP by 2020, as targeted by the EGC. The Partnership Council will assist in monitoring the recommendations for enhancing Jamaica's growth rate proposed by the EGC. These recommendations are to:

- Maintain macro-economic stability and pursue debt reduction
- Improve citizen security
- Improve access to financing
- Pursue bureaucratic reform to improve the business environment
- Stimulate greater asset mobilisation
- Build human capital
- Harness the power of the diaspora
- Catalyse the implementation of strategic projects

The Partnership Council will also continue to assess the extent to which growth impediments identified in the PFJ Agreement are being removed. Thus, for example, the Partnership Council will continue to monitor the efforts toward reducing the cost of energy, and diversifying Jamaica's energy sources, in line with the National Energy Policy, which was one of the focal areas identified for increasing the Country's growth prospects in the PFJ Agreement.

Public Sector Transformation for Efficiency and Effectiveness

It is difficult for an economy to grow if the organisations within that economy are inefficient in their operations. Growth, after all, is about efficiency in the transformation of inputs into outputs. Very few Jamaican organisations are at, or close to, their efficiency frontiers. Jamaica's private firms, trade unions and civil society organisations need to raise their levels of efficiency. The partners represented in the PFPJ commit to focusing their efforts on raising the level of efficiency

of their organisations, both as part of their on-going efforts at continuous improvement, but also with a specific focus on the national growth objective that drives this Agreement.

The efficiency of one Partner, however, will come in for special scrutiny, and this is the Government of Jamaica. The efficient activities of this Partner are particularly important to national growth. There is little in the way of market-based competitive pressure to force efficiency in government, since it has a monopoly on many of the activities required to support national growth and the enhanced welfare of a nation's residents.

Against this background the Partnership Council will place a special focus on monitoring initiatives to enhance the efficiency and transparency of government's activities, including the development of a national identification system to facilitate better planning and the digitisation and improved interface between the government and people of Jamaica; the public sector transformation process, geared at facilitating trade and investment, improving customer service and managing public cost through the rationalisation of functions; the labour market reform process, focused on maximising the human resource potential of the nation's workers; and a tax reform process, directed toward improving the efficiency of government, creating incentives for firms and individuals to maximise their output levels and creating greater equity in tax collection.

In the first three areas, governmental project teams, or partnership-based oversight structures have already been established. The Partnership Council will assist in monitoring their operations. In the area of tax reform, Jamaica has benefited from a partner-based consultative process in the past, which the Partners commit to continue.

The high-level target for assessing the level of government efficiency is the public-sector wage to GDP bill. For Jamaica, the most important variable in this relationship, to which efficiency in both the public and other sectors is important, is the denominator; that is, national GDP. Jamaica's public sector is very lean by international standards, with only 9% of the Country's labour force employed within the public sector. At the same time, it is comparatively expensive, not because of high absolute levels of public sector compensation, but because of Jamaica's relatively low level of GDP.

This is why the national objective of growth in GDP is so important. The Country's level of GDP provides the only basis for compensating public sector workers, absent a programme of governmental borrowing, which has been Jamaica's past strategy. Of course, this strategy has been used so imprudently in the past it has led to Jamaica, even with recent declines, having one of the World's highest debt to GDP levels. It is an option that is no longer open to the Country.

The Partnership Council will also continue to monitor the work of the National Competitiveness Council (NCC). The NCC was critical in catalysing Jamaica's significant improvement in "Doing Business" Rankings under the PFJ Agreement. The improvement in rankings was an important indicator of the Country's movement toward a more favourable business environment driven by more efficient government. But rankings can easily decline in the absence of a sustained process of continuous improvement that moves beyond legislative and project based changes into long-lived institutional structures that embed within them a process of constant focus and adjustment.

Adherence to the Rule of Law and Timely Justice Outcomes

The rationale for the PFPJ Agreement to focus on adherence to the rule of law and more timely justice outcomes is as strong, indeed even stronger, than was the justification for its focus under the PFJ Agreement. Jamaica's infamous distinction of having one of the world's highest levels of per-capita murder has remained unchanged during the last three years. Perhaps even more ominously, while Jamaica's murder problem used to be largely associated with the Southern Jamaican urban conurbations sprawling from Kingston, Spanish Town and May Pen, murder in Jamaica has taken on nation-wide dimensions. Worryingly, the region of Jamaica recording the highest per-capita murder rate in 2016 co-exists, tensely, with the Country's centre of leisure-tourism.

Aside from the obvious need to protect every Jamaica citizen from mayhem, it is clear that Jamaica's 2020 growth objective is unlikely to be achieved if there is not progress in reducing the levels of violence that increasingly typify activities across Jamaica and which frequently serve as the method for dispute settlement within communities, gangs, and, indeed, too many families.

Other breaches in the Rule of Law damage Jamaica's prospects for sustainable and equitable development. Those related to on-going breaches of environmental and waste management

regulations and laws, for example, reduce the quality and sustainability of the Jamaican natural and built environment, particularly in the context of Jamaica's susceptibility to the potentially devastating impact of climate change. Those related to breaches of labour laws, have the potential to increase the level of inequality in an already highly unequal society. In this respect, the Partners commit to adhering to all labour laws and the Labour Relations Code.

The timeliness of justice outcomes is also critical. The implications of delays in criminal justice in a society with high murder rates are obvious. But the delays in settling civil disputes also have serious implications. These delays, for example, have reduced the productivity of individuals and institutions and affected confidence in the ability of state institutions to provide justice. Modernisation of Jamaica's justice system therefore, will also be prioritised and supported, including through proportionately increased budgetary allocations.

Generally, it is critical that the Government of Jamaica commit to the fair and effective enforcement of all laws and the establishment of institutional structures that provide the most effective mechanisms for enhancing justice and weeding out corruption within the society.

The National Partnership Council in late 2015 established a Rule of Law Group to provide a partner-based institutional structure to focus on this critical area within the PFJ Agreement. The Partners commit to continue such a structural focus under the PFPJ.

National Debt Reduction and Enhanced Macro-Economic Stability

In the context of the 2013 to 2017 Extended Fund Facility (EFF) Programme with the International Monetary Fund, Jamaica has seen an improvement in its macro-economy. The level of national debt is lower, the current account deficit has been significantly reduced, inflation levels and interest rates have declined, while foreign exchange reserves, domestic investment levels, foreign direct investment flows, employment levels and business and consumer confidence have increased. These gains need to be preserved, and the Country's debt level, in particular, needs to be further reduced because it continues to be unsustainably high, resulting in Jamaica continuing to have one of the world's highest debt to GDP ratios. One of the approaches for on-going debt reduction needs to be a more effective use of the country's physical assets that are currently owned by the State.

The Partners in the PFJ, notably the Government and Opposition; the Private Sector; the Trade Union movement, particularly those unions representing public officers; civil society; and many other Jamaicans all played important roles in the achievement of the Country's macro-economic successes under the EFF. All Partners in the PFPJ will again be called upon to preserve and further extend these gains, in the context of the Precautionary Stand-By Arrangement (PSBA) with the International Monetary Fund, focused on economic growth, poverty alleviation, debt reduction, monetary policy enhancement and public sector transformation, which is scheduled to begin in 2017.

The partnership-based group, the Economic Programme Oversight Committee (EPOC), played a particularly critical role between 2013 and 2016 in impartially monitoring the reform programme, asserting its importance, ensuring transparency in its operations, and communicating its results to the public. Over the 2017 to 2020 period, this role will continue to be performed by EPOC with respect to the fiscal and monetary policy elements of the PSBA, while the EGC and a Public Sector Transformation Oversight Committee (P-STOC) will perform similar roles with respect to the growth and public sector transformation elements of the PSBA.

The Partnership Council will assist these entities in the monitoring of the PSBA and also continue to monitor the level of social protection to ensure that social protection, particularly within the context of debt reduction and tax reform initiatives, is enhanced.

Enhanced Tourism Flows and Inter-Sectoral Linkages

During the course of Jamaica's post-independence history, high growth rates have almost invariably been associated with growth in industries in which Jamaica is internationally competitive, and which, as a consequence, are able to produce products for sale to growing world markets. Thus far, the industries in Jamaica whose growth has led to high national growth levels have been tourism and bauxite and alumina. Indeed, in the last five years that Jamaica had growth in real GDP of more than 2%, namely, 1987, 1989, 1990, 2003 and 2006, there was significant growth in the mining and tourism sectors.

There are prospects for growth in bauxite and alumina as a result of the fuel source diversification efforts that are underway in Jamaica, which have the potential of significantly reducing the cost of

energy to entities within the bauxite and alumina sector. There is also the strong prospect of increased growth and employment through internationally-oriented sectors such as business process outsourcing and logistics, and these must be pursued. Yet, the most likely source of inclusive growth, which can drive national growth rates within the next four years, emanating from an internationally competitive Jamaican sector is tourism.

Jamaica has significant short to medium term growth opportunities in tourism because it underperforms in this industry relative to its competitive advantages. Jamaica is one of many tourism-dependent economies within the Caribbean, but at a ratio of 1.4 tourist arrivals (stop over and cruise) per resident, it has one of the lowest level of per capita tourist arrivals of any tourism-dependent economy. At the same time, it has one of the most dynamic cultures and one of the greatest levels of natural attraction of any Caribbean country. It is important to note that Jamaican attractions, and, as indicated earlier, much of Jamaica's infrastructure, are under threat from poor environmental management and inadequate enforcement of environmental laws, including laws on waste management disposal, which threat becomes even more apparent in the face of Jamaica's susceptibility to the perilous impact of climate change.

Part of the explanation for Jamaica's underperformance is that, uniquely among tourist-dependent economies, its capital city is largely free of leisure tourism, despite being the centre of the Country's dynamic creative culture and adjacent to one of the Anglophone Caribbean's most dramatic mountain ranges.

Against this background, a key initiative for achieving Jamaica's 2020 growth objective is to increase significantly its level of per capita tourist arrivals and tourism spending, while creating more effective spatial and sectoral linkages. The goal is to increase tourism's impact on development and inclusive growth, through the creation of decent jobs, which incorporate pension and healthcare benefits for workers. Jamaica's short to medium term ability to enhance tourist arrivals, including through a process of incorporating more leisure tourism into the activities of its dynamic capital city, is enhanced with the recent completion of the North-South Highway that has significantly reduced the travel time between Jamaica's north and south coasts.

The Partnership Council will monitor the efforts now underway within the Ministry of Tourism to increase significantly the level of tourism arrivals to Jamaica, and the development of the

associated infrastructure for workers and environmental stewardship to ensure the sustainability of these efforts. An increase in tourism arrivals alone, however, is unlikely to have the effect on inclusive growth, equitable development and job creation that are essential objectives of Jamaica's partnership efforts. This is because Jamaica has not been as successful as it needs to be in integrating tourism across sectors and space. It is against this background that Jamaica has been moving to enhance linkages between the tourism industry and domestic firms in the manufacturing, agriculture and fisheries, entertainment and culture, construction, logistics, attraction, gastronomy, information technology and financial sectors, among others.

These efforts have been recently given priority attention and support by the Ministries of Tourism and Industry, Commerce, Agriculture and Fisheries, in part through the institutional structure of a Linkages Council. The Partnership recognises the importance of generating inter-sectoral linkages between tourism and industries which employ large numbers of Jamaicans, particularly women and youth whose unemployment rates are the highest in the country, and those which use significant levels of indigenously available resources and inputs. Against this background, it will monitor the activities of the Linkages Council.

TRUST AMONG PARTNERS

Studies have shown that the levels of trust across the Jamaican society are extremely low. Building trust within the current environment will prove extremely difficult as the mistrust that exists due to deception, secrecy, inequality, authoritarianism, disrespect and egoism may intensify under conditions of crisis. Mistrust must be addressed in order for the Partnership to be successful and for the Country to improve its development record. The process of the Partnership must be clearly monitored and a mechanism established for conflict resolution.

To respond to the challenges presented by mistrust the following guiding principles must be employed by all Partners at all times: Respect, Engagement, Sensitivity, Reliability, Equity, Openness, Courage, Patience, Understanding and Humility. The guiding principles to enhance trust among Partners are represented in the **Partnership Code of Conduct** signed in 2011.

A mechanism to redress any disagreements among the Partners will continue to be required during this Partnership Agreement. The proposal is one of open communication. In the event

that an issue arises that threatens to derail or stymie the Partnership in any way, it is agreed that any Partner would immediately make urgent contact with the other Partners.

To facilitate the process of conflict resolution, one of the working committees of the National Partnership Council will continue to be a Governance Committee that will undertake responsibility to broker dialogue between and among aggrieved parties and to focus on enhancing the governance of the Partnership. The Governance Committee will be charged with developing specific grievance processes that deal with on-going challenges as they emerge.

MONITORING & CONTINUING COOPERATION

Recognising the implementation challenges that confront the Country, the Partners agree that the existing National Partnership Council will monitor the implementation of this Agreement and its outcomes, within the context of strengthening social dialogue and social partnership; and that any breaches to this Agreement will be reported to the Council, which will decide on the appropriate action.

To assist in monitoring the implementation of this Agreement in the direction of the achievement of nationally agreed outcomes, a set of high level targets has been established, and is appended to this Agreement (Appendix I). The Partners also commit to working towards the implementation of other initiatives which may hereafter be developed jointly for the national good, and to continue to co-operate in a spirit of mutual trust, respect and genuine partnership.

THE NATIONAL PARTNERSHIP COUNCIL AND SECRETARIAT

The Partners agree to the continuation of the Council Structure and Secretariat as a mechanism for monitoring the implementation of this Partnership Agreement.

THE NATIONAL PARTNERSHIP COUNCIL

The Council is mandated to build trust, confidence and national participation in the partnership process, which is essential for the strength and continuity of the Partnership. The Council will provide leadership and guidance to the partnership process and drive and monitor the implementation of this Agreement. This Council is chaired by the Prime Minister and its membership is comprised primarily of leaders of the partner organisations that are signatories to the Agreement. It must impart seriousness of purpose and ensure ongoing communications, including a plan for effective communication of its proceedings to the public, and meaningful consultation amongst the Partners, as well as create an environment for advancing equality among the Partners, and throughout the country. It is critical that the commitments made at Council meetings are implemented so that they become the lived experience of the partners, their constituents, and indeed, all Jamaicans.

To assist in the work of the Council, the Coordinating Committee, will continue to operate. This committee will continue to be led by a Partnership Coordinator chosen by the Prime Minister. It will liaise with the relevant ministers of government who have portfolio accountability for the areas of focus under this Agreement. The ministers will be expected to present work-plans, appropriate indicators and targets and time-lines, for meeting the high level targets identified in the Agreement. They will report periodically to the Council on progress with respect to meeting these targets and seek to benefit from the varying perspectives on issues of national importance that can be gained from the experience and expertise of the broad cross-section of Council members and the organisations they represent.

The Coordinating Committee will also serve as a mechanism for facilitating the placing on the Council Agenda any critical development issues arising from the Partners, including the Jamaican people, which are sufficiently systemic and important that the National Partnership Council is deemed to be the most effective forum for their deliberation. The Council and the Coordinating and Governance Committees will continue to be served by a Technical Secretariat with the capacity to monitor the progress being made in the work areas agreed upon.

THE SECRETARIAT

The Secretariat will continue to operate under the auspices of the Office of the Prime Minister. This Secretariat will be resourced by the Government of Jamaica and is to have coordinative, administrative, research, and monitoring capacity.



PARTNERSHIP FOR A PROSPEROUS JAMAICA

PARTNER AFFIRMATION

Civil Society Representative

Trade Union Representative

Private Sector Representative

Opposition Representative

Government Representative

This 7th day of December, 2016

APPENDIX I

PARTNERSHIP FOR A PROSPEROUS JAMAICA (PFPJ) HIGH LEVEL TARGETS*

<u>Area of Focus</u>	<u>Target Descriptor</u>	<u>2016 Actual</u>	<u>2020 Target</u>
Inclusive Economic Growth	Growth rate of real GDP (%)	1.2	5
	Unemployment Rate (UR) (%)	12.9	10
	Female UR (%)	16.9	12
	Youth UR (%)	29.6	25
Public Sector Transformation	Public Sector Wage Bill as a % of GDP	10.2	9
Rule of Law Adherence	Murders per 100,000	45	25
National Debt Reduction	Debt as % of GDP	120	100
Enhanced Tourism Flows	Per capita Tourist Arrivals	1.4	1.8
& Inter-Sectoral Linkages			

*: These targets do not represent the totality of measures that will be monitored under each focal area. In each area, the PFPJ will identify and monitor a set of disaggregated, relevant targets and initiatives focused on achieving the outcomes described throughout this Agreement.